



**THE REGIONAL MUNICIPALITY OF NIAGARA  
CORPORATE SERVICES COMMITTEE  
FINAL AGENDA**

**CSC 9-2021**

**Wednesday, September 15, 2021**

**9:30 a.m.**

**Meeting will be held by electronic participation only**

**This electronic meeting can be viewed on Niagara Region's Website at:**

**<https://www.niagararegion.ca/government/council/>**

Due to efforts to contain the spread of COVID-19 and to protect all individuals, the Council Chamber at Regional Headquarters will not be open to the public to attend Committee meetings until further notice. To view live stream meeting proceedings, visit:  
[niagararegion.ca/government/council](https://www.niagararegion.ca/government/council)

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<b>1. <u>CALL TO ORDER</u></b>	
<b>2. <u>DISCLOSURES OF PECUNIARY INTEREST</u></b>	
<b>3. <u>PRESENTATIONS</u></b>	
<b>4. <u>DELEGATIONS</u></b>	
<b>5. <u>ITEMS FOR CONSIDERATION</u></b>	
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| 5.4. | <u>CSC-C 28-2021</u><br>Recommendations from the Regional Development Charges Task Force meeting held on July 29, 2021 | 30 - 101  |
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**6. CONSENT ITEMS FOR INFORMATION**

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| 6.1. | <u>CSD 56-2021</u><br>Q2 2021 Financial Update<br><br>A presentation will precede the discussion of this item.  | 110 - 260 |
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| 6.3. | <u>CSD 54-2021</u><br>Multi-Residential Tax Class Ratio Reduction from 1.97 to 1  | 282 - 288 |
| 6.4. | <u>CSC-C 26-2021</u><br>Demolition Credit Extension Correction - Grimsby  | 289 - 290 |
| 6.5. | <u>CWCD 2021-191</u><br>A memorandum from B. Zvaniga, Interim, Commissioner, Public Works, dated September 3, 2021, respecting Response to Councillor Information Request re Ministry of Environment, Conservation and Parks Investigation. | 291 - 294 |

*This item was referred to the Corporate Services Committee at the Committee of the Whole meeting held on September 9, 2021.*

**7. OTHER BUSINESS**

**8. CLOSED SESSION**

**9. BUSINESS ARISING FROM CLOSED SESSION ITEMS**

**10. NEXT MEETING**

The next meeting will be held on Wednesday, October 13, 2021 at 9:30 a.m.

**11. 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](mailto:accessibility@niagararegion.ca) (email).

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**Subject:** 2021-T-100 Award of Tender - Long Term Care (LTC), Gilmore Lodge, Fort Erie

**Report to:** Corporate Services Committee

**Report date:** Wednesday, September 15, 2021

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## Recommendations

1. That CCDC-2 Stipulated Price Contract 2021-T-100 “Gilmore Lodge Long Term Care (LTC) Home Redevelopment, Fort Erie” **BE AWARDED** to Walsh Canada, at their bid price of \$80,754,320 (including 13% HST);
2. That the Gross Budget for Gilmore Lodge LTC Home Redevelopment, Fort Erie, **BE INCREASED** by \$18,516,547 and that the increase **BE FUNDED** from:
  - Provincial Grant – \$3,987,680
  - Debentures – \$12,612,403
  - Development Charges – LTC Facilities – \$1,916,464;
3. That the Regional Chair and the Regional Clerk **BE AUTHORIZED** to execute a CCDC-2 Stipulated Price Contract between Niagara Region and Walsh Canada as proposed in Recommendation 1; and
4. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration as per Appendix 3 to Report CSD 50-2021.

## Key Facts

- The purpose of this report is to seek Council’s approval to award a contract to Walsh Canada for construction of the new Gilmore Lodge LTC Home, Fort Erie, and undertake a gross budget adjustment per the Budget Control By-law Section 6.6B.
- Council approved a total project budget of \$73 million for the Gilmore Lodge Long Term Care Home redevelopment as part of the 2020 Capital Budget which included \$5.6 million for Hospice redevelopment. Hospice has now been removed from project scope resulting in revised approved budget of \$67.4 million. Hospice will be constructing their building independent of the Region’s build.



- The new project estimate is now \$85.9 million, representing a gross budget increase of \$18.5 million.
- The Gilmore Lodge LTC Redevelopment construction budget has been significantly impacted by pandemic related disruptions and extraordinary material price increases.
- Additional funding required for the project will be offset by a Provincial Development Grant, additional Debt subsidized from Provincial Construction Funding Subsidy (CFS), Development Charges and Debt reduced from the Linhaven Long Term Care Home Redevelopment project. There will be no increase to the 2021 Region levy or change to the separate levy of 1.54% approved in 2020 for debt servicing costs for the LTC Home Redevelopments.

## **Financial Considerations**

In 2020, Regional Council approved the Linhaven and Gilmore Lodge Long Term Care (LTC) Home Redevelopments, with a total budget of \$175,000,000 with a separate levy increase of 1.54% for the debt servicing costs net of Provincial per diem subsidy. The project budget estimated for Gilmore Lodge Long Term Care Home Redevelopment, Fort Erie (Project Number 10GD1505) was \$73,000,000 (Appendix 1 to Report CSD 50-2021) of which \$5,600,000 was allocated for the Hospice redevelopment. The development of the Long Term Care Home was part of the Region's asset management plan.

Prior to tendering, the Hospice redevelopment was removed from the scope of the Gilmore Lodge LTC Redevelopment project. Hospice is constructing their building independent from the Region's construction of the Gilmore LTC. As a consequence, the construction budget and external funding to be provided by Hospice to the Region were reduced by \$5,600,000, resulting in a revised approved budget of \$67.4 million.

The cost of the tender award is \$72,721,766 (inclusive of 1.76% non-refundable HST). To accommodate this tender award and revised project estimates, the overall project budget will need to increase to \$85,916,547. The result is a gross budget increase to project expenditures of \$18,516,547.

The Linhaven and Gilmore Lodge LTC Redevelopment construction budgets have been directly, and significantly, impacted by pandemic related disruptions to the construction

sector. Over the past 16 months, impacts including, but not limited to, new and enhanced employee safety protocols, supply chain interruptions, labour/travel restrictions and material shortages have resulted in significant construction cost increases.

Extraordinary material price increases and market volatility, coupled with a robust construction market since the fourth quarter of 2020, have resulted in escalated construction costs beyond what could have been anticipated. Building materials including, but not limited to, metal stud, aluminum framing, drywall, insulation, rebar, structural steel, metal fabrications, lumber and wood related products and sheet metal have experienced significant price increases between 15% and 25% over the past several months. Material price increases have translated to a 5% to 10% increase in the overall construction cost.

The project team has carried out two consecutive construction cost estimates for the Gilmore Lodge LTC home redevelopment between January and July 2021. Despite maintaining the same building program and implementing value engineering measures, construction costs continued to increase well over what was anticipated. Over the six month period from January to July 2021, the construction estimate increased by \$1,528,000 or 2.6%. This is exclusive of the escalation allowance of 4% per annum that was accounted for in the cost estimate. When factoring in the anticipated escalation of 2% over six months the actual construction cost increase of materials and labour over this period was \$2,752,824 or 4.6%.

The proposed gross budget increase of \$18,516,547 will be funded from a \$3,987,680 Provincial Grant (Ministry of Long Term Care Development Grant), \$12,612,403 in increased Debentures and \$1,916,464 in increased Development Charges. The additional funding became available through the Ministry of Long-Term Care's modernized funding model announced in September of 2020.

The proposed increased Debentures of \$12,612,403 is specifically composed of the following:

- \$6,616,312 directly offset by a decrease in Debentures from the Linhaven LTC Redevelopment. This reduction in Linhaven debenture funding is offset by utilization of the full Provincial Grant (Ministry of Long Term Care Development Grant) funding available to Linhaven (\$7,801,894), net of reduced eligible Development Charge funding (\$1,185,582).

- \$5,996,091 in incremental debt fully funded through additional Construction Funding Subsidy (CFS) per diem which allows for maintaining the same separate levy amount of 1.54% approved in 2020 for debt servicing costs associated with the LTC Home Redevelopments

The Ministry of Long-Term Care provides a CFS per diem to support the cost of developing or redeveloping long-term care homes. Both of the Niagara Region's homes currently scheduled for redevelopment (Linhaven (256 Bed Home - St. Catharines) and Gilmore Lodge (160 Bed home - Fort Erie) are eligible to receive funding under the Ministry's "Construction Funding Subsidy Policy for Long-Term Care Homes, 2019". This funding was discussed in greater detail in Report CSD 35-2021.

The Ministry has also introduced a new development grant component to the funding model, which is intended to cover a portion of eligible project costs. Both Linhaven and Gilmore Lodge are expected to receive the maximum development grant available based on eligible expenses in the approved budgets. The Development Grant funding was also discussed in greater detail in Report CSD 35-2021.

### **Impact to Operating Levy**

In the 2020 operating budget, council approved a 1.54% separate levy in order to fund the debt financing costs (principal and interest) associated with the 2020 Capital request for the two projects. The separate levy approved in 2020, represents the net requirement to fund both the Linhaven and Gilmore Lodge projects (net of the ministry funding). Prior to the approval of the separate levy in the 2020 operating budget, the debt costs (\$948,639) associated with the original project budget of \$15,635,000, approved in the 2016 capital budget, were funded through a combination of ministry funding (\$483,421) and reprioritization of base budget (\$465,218).

The recently announced increase to the CFS per diem provides combined annual funding of \$370,929 per year for 25 years. (\$224,817 for Linhaven and \$146,112 for Gilmore). The increased CFS per diem will offset additional debt required to fund the Gilmore Lodge project while maintaining the same 1.54% separate levy in order to fund debt financing costs associated with the two projects as illustrated in Table 1 below:

**Table 1 - Debt Charge Impacts with Increase CFS per diem**

Item	Approved in 2020	Revised Strategy	Increase
<b>Total Debt approved</b>	<b>\$144,522,000</b>	<b>\$150,518,091</b>	<b>\$5,996,091</b>
LTC Redevelopment Debt Charge	8,786,935	9,157,864	370,929
MLTC Per Diem	(2,683,018)	(3,053,947)	(370,929)
<b>Debt Charge/Net Cost</b>	<b>6,103,917</b>	<b>6,103,917</b>	<b>0</b>
Budgeted in 2016 for previously approved debt of \$15 million	(483,421)	(483,421)	0
<b>Net requirement for LTC (Approved in 2020 operating budget)</b>	<b>\$5,620,496</b>	<b>\$5,620,496</b>	<b>\$0</b>
<b>Impact to Levy</b>	<b>1.54%</b>	<b>1.54%</b>	<b>0%</b>

The original and adjusted budgets with funding sources of both Gilmore Lodge and Linhaven are outlined in Appendix 2 to Report CSD 50-2021.

## Analysis

A Request for Prequalification (RFPQ) of General Contractors “2020-RFPQ-83 - Request for Prequalification of General Contractors for the Niagara Region Long-Term Care Redevelopment Project” was issued through Procurement on September 16, 2020. The RFPQ closed on October 15, 2020, with the Region receiving a total of sixteen (16) submissions. Two of the proposals failed to meet all mandatory submission requirements and were disqualified. The remaining submissions were found to be in compliance with all mandatory requirements and technical submissions were evaluated.

A five member evaluation committee, with representation from Construction Energy and Facilities Management, Seniors Services and the Architect was formed to review the remaining compliant RFPQ submissions. Proposals were evaluated according to the scoring criteria outlined in the RFPQ, and approved by Council through Report CSD 26-2020. The overall evaluation process was overseen by a representative from Procurement Services. Coming out of the evaluation process, a total of seven (7) general contractors met the minimum benchmark score and were successfully pre-qualified for both the Linhaven and Gilmore Lodge tenders. The list of pre-qualified contractors is identified below:

- Amico Infrastructure Inc.
- Aquicon Construction Co. Ltd.
- Buttcon Limited
- Graham Construction and Engineering LP
- Magil Construction Ontario Inc.
- Percon Construction Inc
- Walsh Canada

On July 13, 2021, the Region issued Request for Tender 2021-T-100 “Gilmore Lodge Long Term Care (LTC) Home Redevelopment, Fort Erie – General Contractor for Construction” to the seven prequalified general contractors. A total of five addenda were issued throughout the six week tender period that closed on August 23, 2021.

At tender close, the Region received bids from four (4) of the seven pre-qualified contractors. Upon review of the mandatory submission requirements by Procurement Services, all bids were deemed to be compliant.

A summary of the tender results is presented in the table below (excluding HST). All bids include a \$3.0 million construction contingency.

<b>Bidder</b>	<b>Tender Price</b>	<b>Rank</b>
Amico Infrastructure Inc.	\$73,360,000	3
Aquicon Construction Co. Ltd.	No Bid	n/a
Buttcon Limited	\$73,786,458	4
Graham Construction and Engineering LP	No Bid	n/a
Magil Construction Ontario Inc.	No Bid	n/a
Percon Construction Inc	\$71,631,000	2
Walsh Canada	\$71,464,000	1

Walsh Canada was the low bidder, submitting a tender price of \$71,464,000 + HST. All four bids were within \$2,322,458 (3.2%) of one another. The tight range in pricing is indicative of a common understanding of the project requirements amongst the bidders.

The low bid was \$5.3 million higher than the anticipated construction cost identified in the pre-tender Class A estimate. Detailed bid breakdowns were provided by the two lowest bidders and compared against the Class A estimate. Overall, increases were identified throughout most categories of the bid, with some of the larger variances observed in general requirements (contractor staff, bonding, insurance, profit, overhead)

and mechanical (HVAC and plumbing). The increased costs could be a result of contractors building increased risk into their bids due to the ongoing volatility in the construction market, supply chain issues and material price increases.

Award of the Contract is contingent on the gross budget for Gilmore Lodge LTC Home Redevelopment (project 10GD1505) being increased. The proposed methodology for funding the budget shortfall is identified in the Financial Considerations section of this report.

### **Alternatives Reviewed**

Throughout the design phase the project team, responding to information gleaned from progressive construction cost estimates, carried out a series of value engineering sessions to reduce construction costs. A number of refinements and changes were incorporated into the design to achieve savings. The resultant building design has an optimized and efficient layout, incorporates durable building materials, promotes infection control, meets Ministry of LTC design standards and reduces future operational costs. After tender close, the project team considered further potential cost saving measures to reduce costs. Although there is an opportunity to achieve some initial minor capital savings, the changes would have other negative impacts including reduced operational efficiency, diminished staff and resident safety, shorter product/material lifecycles and increased operational costs. When considering the true cost of implementing any further changes to the design, the project team is recommending that no further reductions be made.

### **Relationship to Council Strategic Priorities**

Not applicable.

### **Other Pertinent Reports**

- |                |                                 |                  |
|----------------|---------------------------------|------------------|
| • CSD 35-2021  | Corporate Services Committee    | June 16, 2021    |
| • COM 8-2021   | Public Health & Social Services | April 13, 2021   |
| • CSD 26-2020  | Corporate Services Committee    | May 13, 2020     |
| • CSD 53-2019  | Budget Review COTW              | October 10, 2019 |
| • COTW 05-2019 | Committee of the Whole          | July 4, 2019     |
| • CSD 15-2018  | Corporate Services Committee    | April 4, 2018    |
| • CL-C 21-2018 | Regional Council                | April 12, 2018   |
| • CSD 50-2017  | Regional Council                | June 20, 2017    |

- CSD 49-2017 Regional Council June 29, 2017
- CSD 43-2017 Corporate Services Committee June 21, 2017
- CSD 9-2017 Corporate Services Committee January 11, 2017
- CAO 10-2016 Regional Council July 21, 2016
- CAO 4- 2016 Regional Council March 24, 2016
- CAO 13-2015 Regional Council June 11, 2015
- CAO 05-2015 Regional Council March 26, 2015

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**Prepared by:**

Mislav Koren  
Senior Project Manager  
Construction, Energy & Facilities  
Management

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**Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner, Corporate  
Services/Treasurer

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

This report was prepared in consultation with Adam Niece, Program Financial Specialist; Jordan Gamble, Program Financial Specialist; Dan Ane, Manager, Program Financial Support and reviewed by Nicole Wolfe, Director CE&FM; Bradley Ray, Associate Director CE&FM; Helen Chamberlain, Director Financial Management & Planning/Deputy Treasurer.

**Appendices**

Appendix 1 Gilmore Lodge LTC Home Redevelopment Total Estimated Project Cost

Appendix 2 Linhaven and Gilmore LTC Home Redevelopment Combined Budgets

Appendix 3 By-Law to Authorize Long-Term Financing



Gilmore LTC Home Redevelopment, Fort Erie  
Total Estimated Project Cost

CSD 50-2021  
September 15, 2021  
Appendix 1

Project Element	Council Approved Budget	Budget Decrease	Budget Increase	Revised Council Approved Budget	Expended & Committed as of 08/12/21	Contract Award/ Forecast	Budget Remaining
	(A)	(B)	(C)	(D) = (A) + (B) + (C)	(E)	(F)	(G) = (D) - (E) - (F)
<b><u>Total Estimated Project Cost (10GD1505)*</u></b>							
Construction Contingency and 1.76% non-refundable HST)	\$ 56,070,000	\$ (5,600,000)	\$ 22,251,766	\$ 72,721,766	\$ -	\$ 72,721,766	\$ -
(b) Project Contingency	5,360,000	-	(4,368,993)	991,007	-	991,007	-
(c) Property Acquisition	4,530,000	-	805,744	5,335,744	5,335,744	-	-
(d) Consulting Services	2,540,000	-	100,640	2,640,640	2,270,307	370,333	-
(e) Permitting	-	-	301,827	301,827	-	301,827	-
(f) Furniture, Fixtures and Equipment	3,050,000	-	(30,775)	3,019,225	-	3,019,225	-
(g) Project Management (In-House) and Operations	1,450,000	-	(543,662)	906,338	284,564	621,774	-
<b>Total Estimated Project Cost</b>	<b>\$ 73,000,000</b>	<b>\$ (5,600,000)</b>	<b>\$ 18,516,547</b>	<b>\$ 85,916,547</b>	<b>\$ 7,890,615</b>	<b>\$ 78,025,932</b>	<b>\$ -</b>
<b>Project Funding Sources</b>							
Debt***	\$ (58,022,000)	\$ -	\$ (12,612,403)	\$ (70,634,403)	\$ (15,335,000)	\$ (55,299,403)	\$ -
Development Charges - LTC Facilities	(9,078,000)	-	(1,916,464)	(10,994,464)	(1,238,524)	(9,755,940)	-
Other External - LAM Grants	(300,000)	-	-	(300,000)	(300,000)	-	-
Other External - Other	(5,600,000)	5,600,000	-	-	-	-	-
Provincial Grant (MLTC Development Grant)	-	-	(3,987,680)	(3,987,680)	-	(3,987,680)	-
	<b>\$ (73,000,000)</b>	<b>\$ 5,600,000</b>	<b>\$ (18,516,547)</b>	<b>\$ (85,916,547)</b>	<b>\$ (16,873,524)</b>	<b>\$ (69,043,023)</b>	<b>\$ -</b>

\*All costs include 1.76% non-refundable HST

\*\* Total Contract Award is equal to i) \$71,464,000 before tax; ii) \$72,721,766 including 1.76% non-refundable HST; iii) \$80,754,320 including 13% HST

\*\*\* Debt increase consists of funding swap from Linhaven project of \$6,616,312 + incremental debt funded additional Construction Funding Subsidy per diem of \$5,996,091 = \$12,612,403

Linhaven and Gilmore LTC Home Redevelopment  
Combined Budgets

CSD 50-2021  
September 15, 2021  
Appendix 2

Description	Linhaven Council Approved Budget	Linhaven Revised Approved Budget	Gilmore Lodge Council Approved Budget	Gilmore Lodge Revised Approved Budget	Linhaven and Gilmore Total Originally Approved	Linhaven and Gilmore Total Adjusted	Difference
	(A)	(B)	(C)	(D)	(E) = (A) + (C)	(F)= (B) + (D)	(G) = (F) - (E)
Region	102,000,000	105,652,420	67,400,000	85,916,547	<b>169,400,000</b>	191,568,967	<b>22,168,967</b>
Hospice			5,600,000		<b>5,600,000</b>	-	<b>(5,600,000)</b>
<b>Total Estimated Project Cost</b>	<b>\$ 102,000,000</b>	<b>\$ 105,652,420</b>	<b>\$ 73,000,000</b>	<b>\$ 85,916,547</b>	<b>\$ 175,000,000</b>	<b>\$ 191,568,967</b>	<b>\$ 16,568,967</b>
<b>Project Funding Sources</b>							
Debt	(86,500,000)	(79,883,688)	(58,022,000)	(70,634,403)	(144,522,000)	(150,518,091)	<b>(5,996,091)</b>
Development Charges - LTC Facilities	(15,500,000)	(14,314,418)	(9,078,000)	(10,994,464)	(24,578,000)	(25,308,882)	<b>(730,882)</b>
Provincial Grant (MLTC Development Grant)		(11,454,314)	-	(3,987,680)	-	(15,441,994)	<b>(15,441,994)</b>
Other External - LAM Grants			(300,000)	(300,000)	(300,000)	(300,000)	-
Other External - Other			(5,600,000)		(5,600,000)	-	<b>5,600,000</b>
	<b>\$ (102,000,000)</b>	<b>\$ (105,652,420)</b>	<b>\$ (73,000,000)</b>	<b>\$ (85,916,547)</b>	<b>\$ (175,000,000)</b>	<b>\$ (191,568,967)</b>	<b>\$ (16,568,967)</b>

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AMEND AUTHORIZED LONG-TERM FINANCING  
(1-25 YEARS) IN THE AMOUNT OF \$135,183,091 ~~\$129,187,000~~;  
NIAGARA REGION CAPITAL PROJECTS

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WHEREAS Section 403, *Municipal Act, 2001*, S.O. 2001, c.25. as amended, authorizes the Council of The Regional Municipality of Niagara (Regional Council) to authorize long-term borrowing by the issue of debentures on the credit of the Regional Corporation for its own purposes and for the purposes of one or more of its lower-tier municipalities, and

WHEREAS long-term financing for capital projects included in the 2020 Capital Budget that was adopted by the Regional Council on December 5, 2019 and approved by By-law No. 2019-97 and By-law No. 2019-99 on December 12, 2019, is deemed to be amended as shown on the Treasurer's Report attached to this by-law (Appendix I).

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the amounts of long-term financing (1-25 Years) for projects J\_20001203 and J\_10GD1505 authorized in the 2020 Capital Budget be amended as shown on the Treasurer's Report attached to this by-law (Appendix I);
2. That the Treasurer be authorized to execute the Treasurer's Report attached to this By-law as Appendix I; and
3. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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 Ann-Marie Norio, Regional Clerk

Passed: &lt;&gt;

Appendix I – Treasurer's Report:

<b>TREASURER'S REPORT</b>			
<b><u>PROJECT IDENTIFICATION AND FINANCING INFORMATION</u></b>			
<b>Project ID</b>	<b>Description</b>	<b>Long-term Financing</b>	<b>Term (min-max)</b>
J_20001203	20-LTC St. Catharines New Home	\$86,500,000	1 - 25
J_10GD1505	20-LTC Fort Erie New Home	\$79,883,688	1 - 25
		\$42,687,000	
		\$55,299,403	
	<b>TOTAL</b>	<b>\$129,187,000</b>	
		<b>\$135,183,091</b>	

<b><u>TREASURER'S VERIFICATION REPORT</u></b>	
<b>(REQUIRED ONLY ON PROJECTS INVOLVING DEBENTURE FINANCING)</b>	
This confirms that I have checked the "Debt Repayment Limit" for Regional Niagara and passage of the by-law to approve these projects will not cause the Region to exceed its limit.	
<b>DATE</b> _____	
<b>SIGNATURE</b> _____	

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**Subject:** 2022 Legislative Schedule of Regular Meetings

**Report to:** Corporate Services

**Report date:** Wednesday, September 15, 2021

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## Recommendations

1. That the 2022 Legislative Schedule of Regular Meetings (attached as Appendix 1 to Report CLK 9-2021) **BE APPROVED.**

## Key Facts

- The legislative schedule for the following calendar year is typically adopted in the later months of the previous year.
- The proposed schedule continues the cycle of monthly meetings for both Council and Standing Committees that was the preference of Council and staff when the 2021 calendar was adopted.
- Section 5.1 of the Region's Procedural By-law provides that "All meetings of Council and Committee of the Whole shall be held...according to the schedule to be set annually and approved by Council or at such other time or place as may be designated by Council from time to time."
- Section 5.2 of the Region's Procedural By-law provides that "Regular meetings of Council shall be held on a Thursday, commencing at 6:30 p.m. in Open Session or at such other time as may be designated by the Regional Chair from time to time."
- Section 22.2 of the Region's Procedural By-law provides that "Standing Committees shall meet on days and times according to the schedule set annually and approved by Council."
- The draft 2022 Legislative Schedule of Regular Meetings has been approved by the Corporate Leadership Team.

## Financial Considerations

There are no financial considerations associated with the adoption of the recommendation contained in this report.

## **Analysis**

Staff has prepared a draft 2022 Legislative Meeting Schedule for Council's consideration (attached as Appendix 1 to Report CLK 9-2021). The schedule was prepared in accordance with the Region's Procedural By-law. In 2018, Council approved moving to the established monthly cycle of Council and Standing Committee meetings. As 2022 is an election year (Election Day - October 24, 2022), Standing Committee meetings scheduled in October, November and December, as well as the Council meeting normally held in October, have been removed from the schedule as has been past practice during election years.

The proposed meeting schedule results in 18 days of Standing Committee meetings, 11 Regional Council Meetings, 5 Committee of the Whole meetings and 1 Budget Review Committee of the Whole meeting. Additional Budget Review Committee of the Whole meeting dates will be approved by Regional Council at its meeting to be held on December 8, 2022.

The schedule includes the date of the 2022 Federation of Canadian Municipalities (FCM) conference, being held from June 2 to 5, in Regina, Saskatchewan, and the 2022 Association of Municipalities of Ontario (AMO) conference, being held from August 14 to 17, in Ottawa, Ontario.

## **Alternatives Reviewed**

Standing Committee and Council meetings have been scheduled on a monthly cycle during this term of Regional Council. Council could consider other options with respect to times, dates or frequency of meetings. Staff recommend continuing with the monthly cycle as it provides additional time between meetings to prepare the necessary documents and reports for Council consideration.

## **Relationship to Council Strategic Priorities**

The Legislative Schedule of Meetings supports Council's strategic priority of commitment to high quality, efficient, fiscally sustainable and coordinated core services by providing a meeting schedule that supports and fosters the efficiency of the decision-making process.

## **Other Pertinent Reports**

None.

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**Prepared by:**  
Ann-Marie Norio  
Regional Clerk  
Administration

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**Submitted by:**  
Ron Tripp, P. Eng.  
Acting Chief Administrative Officer

## **Appendices**

Appendix 1            2022 Legislative Meeting Schedule

**2022 LEGISLATIVE SCHEDULE OF REGULAR MEETINGS - DRAFT**

JANUARY						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

FEBRUARY						
S	M	T	W	T	F	S
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

MARCH						
S	M	T	W	T	F	S
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

APRIL						
S	M	T	W	T	F	S
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17	18	19	20	21	22	23
24	25	26	27	28	29	30

MAY						
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

JUNE						
S	M	T	W	T	F	S
			1	2	3	4
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12	13	14	15	16	17	18
19	20	21	22	**23	24	25
26	27	28	29	30		

\*\*BRCOTW prior to Council

JULY						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

AUGUST						
S	M	T	W	T	F	S
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

SEPTEMBER						
S	M	T	W	T	F	S
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4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

OCTOBER						
S	M	T	W	T	F	S
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

NOVEMBER						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

DECEMBER						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

	Council		Stat Holiday
	Committee Week		March Break
	Committee of the Whole		Regional Chair's Golf Tournament

	Nomination Day - First day nominations may be filed
	Nominations Close - Deadline to file nominations 2 p.m.
	Election Day Monday, October 24, 2022
	Inaugural Meeting of Regional Council

AMO - August 14 - 17, 2022 - Ottawa

FCM Conference - June 2 - 5, 2022 Regina, SK

**Meeting Times**

**Council**  
**Committee of the Whole, Budget Review Committee of the Whole**  
**Public Works Committee**  
**Public Health and Social Services Committee**  
**Corporate Services Committee**  
**Planning & Economic Development Committee**

Thursdays at 6:30 p.m.  
 Thursdays at 6:30 p.m.  
 Tuesdays at 9:30 a.m.  
 Tuesdays at 1:00 p.m.  
 Wednesdays at 9:30 a.m.  
 Wednesdays at 1:00 p.m.



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**MEMORANDUM**

**CSC-C 25-2021**

**Subject: Recommendations from the Joint Board of Management – Niagara Courts meeting held on August 19, 2021**

**Date: September 15, 2021**

**To: Corporate Services Committee**

**From: Ann-Marie Norio, Regional Clerk**

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The Joint Board of Management – Niagara Courts, at its meeting held on August 19, 2021, passed the following motion for consideration by the Corporate Services Committee:

1. That Regional Council **DIRECT** the Regional Chair to send a letter to request the Attorney General of Ontario to:
  - a) halt the proclamation of the Early Resolution reforms to the *Provincial Offences Act* included in Bill 177 *Stronger, Fairer Ontario Act*; and instead take action to review, streamline and modernize the Early Resolution provisions of the *Provincial Offences Act*;
  - b) enact changes to the *Provincial Offences Act* to permit the prosecutor and defendant or legal representative to agree, at any stage of a proceeding commenced under Part I, to a resolution in writing and to permit the Clerk of the Court to register the court outcome immediately upon receipt of the written agreement without requiring an appearance before a Justice of the Peace; and
  - c) support the proclamation of the remainder of the Bill 177 *Stronger, Fairer Ontario Act* reforms to the *Provincial Offences Act*; and
2. That a copy of this resolution **BE FORWARDED** to the Honourable Doug Downey, Attorney General of Ontario, and copied to other municipalities that administer Provincial Offences Courts, the Ministry of the Attorney General, and the Association of Municipalities of Ontario for support.

A copy of the minutes of the Joint Board of Management – Niagara Courts meeting held on August 19, 2021, and the associated report are attached to this memorandum.

Respectfully submitted and signed by

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Ann-Marie Norio  
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA  
JOINT BOARD OF MANAGEMENT - NIAGARA COURTS  
OPEN SESSION**

**JBM 3-2021  
Thursday, August 19, 2021  
Meeting held by Video Conference**

Committee Members Present: D. Gibbs (Niagara Region), J. Tosta (Board Chair, Welland), H. Salter (St. Catharines), J. Simpson (Thorold), B. Treble (West Lincoln)

Absent/Regrets: E. Lustig (Niagara Falls), M. Tardiff (Board Vice-Chair, Wainfleet)

Staff Members Present: B. Brens, Manager, Program Financial Support, K. Lotimer, Legislative Coordinator, C. Ryall, Director, Transportation Services, M. Vink, Manager, Court Services

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**1. CALL TO ORDER**

J. Tosta, Board Chair, called the meeting to order at 3:30 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

**3.1 Vision Zero Update**

Beth Brens, Acting Associate Director, Reporting & Analysis, provided information respecting Vision Zero Update. Topics of the presentation included:

- Amendments to the Inter-Municipal Agreement (IMA)
- Revised Draft Timelines
- 2022 Budget Overview - Court Services

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

**5.1 JBM-C 7-2021**

Court Services Report Update Report on Bill 177 *Stronger, Fairer Ontario Act* Changes to *Provincial Offences Act* related to Early Resolution

Moved by H. Salter

Seconded by B. Treble

That Report JBM-C 7-2021, dated August 19, 2021, respecting Court Services Update Report on Bill 177 *Stronger Fairer, Ontario Act* Changes to *Provincial Offences Act* related to Early Resolution, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Joint Board of Management recommends that Regional Council **DIRECTS** the Regional Chair to send a letter to request the Attorney General of Ontario to:
  - a) halt the proclamation of the Early Resolution reforms to the *Provincial Offences Act* included in Bill 177 *Stronger, Fairer Ontario Act*; and instead take action to review, streamline and modernize the Early Resolution provisions of the *Provincial Offences Act*;
  - b) enact changes to the *Provincial Offences Act* to permit the prosecutor and defendant or legal representative to agree, at any stage of a proceeding commenced under Part I, to a resolution in writing and to permit the Clerk of the Court to register the court outcome immediately upon receipt of the written agreement without requiring an appearance before a Justice of the Peace; and
  - c) support the proclamation of the remainder of the Bill 177 *Stronger, Fairer Ontario Act* reforms to the *Provincial Offences Act*; and
2. That a copy of this resolution **BE FORWARDED** to the Honourable Doug Downey, Attorney General of Ontario, and copied to other municipalities that administer Provincial Offences Courts, the Ministry of the Attorney General, and the Association of Municipalities of Ontario for support.

**Carried**

**6. CONSENT ITEMS FOR INFORMATION**

Moved by J. Simpson  
Seconded by B. Treble

That the following items **BE RECEIVED** for information:

JBM-C 8-2021  
2nd Quarter Variance Analysis and Forecast to December 31, 2021

JBM-C 9-2021  
Court Services COVID-19 Update

JBM 2-2021  
Joint Board of Management - Niagara Courts Meeting Minutes – April 8, 2021

**Carried**

**7. OTHER BUSINESS**

There were no items of other business.

**8. NEXT MEETING**

The next meeting will be held on Thursday, October 21, 2021 at 3:30 p.m.

**9. ADJOURNMENT**

There being no further business, the meeting adjourned at 4:15 p.m.

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Jack Tosta  
Board Chair

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Kelly Lotimer  
Legislative Coordinator

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Ann-Marie Norio  
Regional Clerk

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**Subject:** Court Services Update Report on Bill 177 Stronger Fairer Ontario Act Changes to Provincial Offences Act related to Early Resolution

**Report to:** Joint Board of Management, Niagara Courts

**Report date:** Thursday, August 19, 2021

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## Recommendations

1. That the Joint Board of Management recommends that Regional Council **DIRECTS** the Regional Chair to send a letter to request the Attorney General of Ontario to:
  - a) halt the proclamation of the Early Resolution reforms to the *Provincial Offences Act* included in Bill 177 *Stronger, Fairer Ontario Act*; and instead take action to review, streamline and modernize the Early Resolution provisions of the *Provincial Offences Act*;
  - b) enact changes to the *Provincial Offences Act* to permit the prosecutor and defendant or legal representative to agree, at any stage of a proceeding commenced under Part I, to a resolution in writing and to permit the Clerk of the Court to register the court outcome immediately upon receipt of the written agreement without requiring an appearance before a Justice of the Peace; and,
  - c) support the proclamation of the remainder of the Bill 177 *Stronger, Fairer Ontario Act* reforms to the *Provincial Offences Act*; and
2. That a copy of this resolution **BE FORWARDED** to the Honourable Doug Downey, Attorney General of Ontario, and copied to: other municipalities that administer Provincial Offences Courts; the Ministry of the Attorney General, and the Association of Municipalities of Ontario for support.

## Key Facts

- Legislative amendments to modernize the *Provincial Offences Act* (“POA”) were passed by the Ontario Legislature in December 2017 under Schedule 35 of Bill 177 *Stronger, Fairer Ontario Act* (“Bill 177”). These amendments include changes to reform the Early Resolution (“ER”) process, improve the collection of default fines, and expand the powers of the clerk of the court. In December 2019, the Ministry of the Attorney General advised that it intends to implement Bill 177 amendments through a phased approach.
- While many of the proposed reforms would significantly assist Provincial Offences Courts, the proposed amendments to the ER process would replace the existing

simplified process with a cumbersome and lengthy process, including complicated rules and time periods that will not be easily understood by the public, thereby impeding access to justice.

- ER is an optional program Provincial Offences Courts can offer allowing defendants who opt to dispute their charges to request a meeting with a prosecutor to resolve charges prior to trial.
- On May 6, 2021, the Municipal Court Managers' Association (MCMA) of Ontario sent a letter to all association members requesting support to halt the proclamation of the ER reforms to the POA included in Bill 177 and advocate for further Provincial reforms to streamline and modernize this section of the legislation. As a result, a number of other municipalities, including York, Caledon and Mississauga, have already advocated for this POA reform.
- Niagara Region Provincial Offences Court is among only 15 courts in Ontario offering ER, and it has been an essential process to support the administration of justice in Niagara Region.
- Staff recommend seeking the support of Regional Council to advocate to the Province for further reform to the ER process to make it easier for members of the public, and the Provincial Offences Court, to access and implement this option.

## **Financial Considerations**

There are no financial implications directly associated with this report.

## **Analysis**

Legislative amendments to the POA were passed by the Ontario Legislature in December 2017 under Bill 177. These amendments include reforming the ER process, improving collection of default fines, and expanding the powers of the Clerk of the Court.

In December 2019, the Ministry of the Attorney General indicated its intention to implement a phased-in approach to the Bill 177. To date the Ministry has only proclaimed and implemented sections allowing for use of certified evidence. Based on information received from the Ministry on May 11, 2021, further Bill 177 amendments are scheduled to be proclaimed over the next several months as follows:

- November 2021 –
  - Court Clerk Reforms (Part 1): authorizing municipal court clerks, rather than Justices of the Peace, to enter convictions where the defendant fails

to respond to a ticket and approve applications for extensions of time to pay fines.

- Q1 2022 –
  - Court Clerk Reforms (Part 2): authorizing municipal court clerks, rather than Justices of the Peace, to approve applications for reopening convictions.
  - Fine Enforcement Reforms: requiring the payment of oldest defaulted fines first and replacing the default “fee” with an administrative monetary penalty, which would be payable each time a fine is not paid by the due date); and,
  - ER reforms.

The Bill 177 reforms related to expansion of the role of the court clerk support ease of access by the public and would be very beneficial administratively, particularly in assisting the Court to manage the impacts of the pandemic and the challenge presented by limited judicial resources. Staff support the Province proclaiming those reforms as soon as possible.

However, the proposed ER reforms will replace a simplified process currently in place, with a process that is complex and less efficient, substantially increasing administrative burdens. In addition, the proposed complexity of the changes will make it more difficult for the public to understand what is expected of them and will accordingly hinder, rather than facilitate, access to justice.

ER is an optional program offered by Provincial Offences Courts to allow defendants an opportunity to request a meeting with a prosecutor to resolve the charges prior to a trial. In July 2020, ER matters were the first POA proceedings to resume in the Region during the pandemic. The current resolution rate for ER in Niagara is approximately 84% of charges for which this option is selected. Prior to the pandemic, ER accounted for the resolution of approximately 92% of all Part I charges filed. The high rate of participation by the public in the ER process is an indication that the existing process provides an easy-to-understand and effective way to resolve minor offences.

The amendments proposed in Bill 177 will create a more complicated legislative framework with additional rules, appearances by the defendant, and time periods to navigate. The proposed new ER process involves different processes that are dependent on the nature of the resolution reached with the prosecutor. In some cases, the defendant has to appear before a Justice of the Peace to register the conviction and there are potential additional appearances required by the defendant and the



prosecutor. In other cases, an appearance before a Justice of the Peace is not required; however, there is a new abandonment period before an outcome is registered. The inclusion of this abandonment period is not necessary, as there are existing remedies in the POA, including a right of appeal.

A modern, efficient and effective justice system requires convenience and ease of access for the public, and simplified, efficient processes that provide proportionate options to the public for minor offences under Part I of the POA. To ensure a simplified and efficient ER process, Staff recommend that the POA be amended to provide that any resolution meeting between the defendant and the prosecutor can be held in writing and that all written agreements reached between the prosecutor and defendant can be filed with the Clerk of the Court, without need for an appearance before a Justice of the Peace. In addition to supporting a more efficient process that expedites dispositions for defendants; this would also conserve court time and judicial resources for contested matters.

### **Alternatives Reviewed**

The Joint Board of Management and Regional Council could decline to pursue the opportunity to advocate for further ER reforms to the POA.

### **Relationship to Council Strategic Priorities**

Court Services aims to continually support Regional Council's Healthy and Vibrant Community priority, as it pertains to the administration of the Provincial Offences Court program and the overall goals of community safety across Niagara.

### **Other Pertinent Reports**

JBM-C 2-2020 [Bill 177 Update](#)

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**Prepared by:**

Miranda Vink  
Manager, Court Services  
Corporate Services

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**Recommended by:**

Todd Harrison  
Commissioner  
Corporate Services

## **Appendices**

None

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**MEMORANDUM**

**CSC-C 28-2021**

**Subject: Recommendations from the Regional Development Charges Policy Task Force meeting held on July 29, 2021**

**Date: September 15, 2021**

**To: Corporate Services Committee**

**From: Ann-Marie Norio, Regional Clerk**

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The Regional Development Charges Policy Task Force, at its meeting held on July 29, 2021, passed the following motion for consideration by the Corporate Services Committee:

That Report RDCPTF-C 6-2021, dated July 29, 2021, respecting Draft Policy Report and Engagement Update, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Report RDCPTF-C 6-2021, and the Draft Development Charge Policy Considerations (Appendix 1 of Report RDCPTF-C 6-2021), **BE RECEIVED**;
2. That Regional Development Charges for water and wastewater services continue to **BE CALCULATED** on an urban-wide basis; and
3. That the approach to calculating Regional Development Charges for all other services on a uniform region-wide basis **BE APPROVED**.

A copy of the minutes of the Regional Development Charges Policy Task Force meeting held on July 29, 2021, and Report RDCPTF-C 6-2021 are attached to this memorandum.

Respectfully submitted and signed by

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Ann-Marie Norio  
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA  
REGIONAL DEVELOPMENT CHARGES POLICY TASK FORCE  
OPEN SESSION**

**RDCPTF 3-2021  
Thursday, July 29, 2021  
Meeting held by Video Conference**

Task Force: Bradley (Regional Chair), Bylsma, Disero, Greenwood, Huson, Insinna (Task Force Chair), Ip, Junkin, Rigby, Steele, Zalepa

Absent/Regrets: Bellows, Butters, Chiocchio, Foster (Task Force Vice-Chair), Jordan, Redekop

Other Councillors: Fertich

Staff: R. Fleming, Senior Tax & Revenue Analyst, D. Gibbs, Director, Legal & Court Services, D. Giles, Acting Commissioner, Planning & Development Services, T. Harrison, Commissioner, Corporate Services/Treasurer, M. Murphy, Associate Director, Budget Planning and Strategy, M. Trennum, Deputy Regional Clerk

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**1. CALL TO ORDER**

Committee Chair Insinna called the meeting to order at 4:04 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

**3.1 Niagara 2051 Update**

Rob Fleming, Senior Tax & Revenue Analyst, provided information respecting Niagara 2051 Update. Topics of the presentation included:

- Coordinated Planning, Infrastructure and Finance
  - Niagara 2051 Overview
  - Key Milestones and Other Project Timelines
- Delays
- Updates on Other Coordinated Projects

**Councillor Information Request(s):**

Provide information respecting the census data used for the Niagara 2051 growth forecasting. Councillor Steele.

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 **RDCPTF-C 6-2021**

Draft Policy Report and Engagement Update

Moved by Councillor Huson

Seconded by Councillor Junkin

That Report RDCPTF-C 6-2021, dated July 29, 2021, respecting Draft Policy Report and Engagement Update, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Report RDCPTF-C 6-2021, and the Draft Development Charge Policy Considerations (Appendix 1 of Report RDCPTF-C 6-2021), **BE RECEIVED**;
2. That Regional Development Charges for water and wastewater services continue to **BE CALCULATED** on an urban-wide basis; and
3. That the approach to calculating Regional Development Charges for all other services on a uniform region-wide basis **BE APPROVED**.

**Carried**

6. **CONSENT ITEMS FOR INFORMATION**

6.1 **RDCPTF-C 7-2021**

Development Charges Grant Expenditures under 2017 Regional Development Charges By-law

Moved by Councillor Disero

Seconded by Councillor Zalepa

That Correspondence Item RDCPTF-C 7-2021, being a memorandum from R. Fleming, Senior Tax & Revenue Analyst, dated July 29, 2021, respecting Development Charges Grant Expenditures under 2017 Regional Development Charges By-law, **BE RECEIVED** for information.

**Carried**

7. **OTHER BUSINESS**

There were no items of other business.

8. **NEXT MEETING**

The next meeting will be held on Thursday, September 9, 2021 at 4:00 p.m.

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 5:54 p.m.

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Councillor Insinna  
Committee Chair

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Matthew Trennum  
Deputy Regional Clerk

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Ann-Marie Norio  
Regional Clerk

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**Subject:** Draft Policy Report and Engagement Update

**Report to:** Regional Development Charge Policy Task Force

**Report date:** Thursday, July 29, 2021

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## Recommendations

1. That Report RDCPTF-C 6-2021, and the Draft Development Charge Policy Considerations (Appendix 1 of report RDCPTF-C 6-2021), **BE RECEIVED**;
2. That Regional Development Charges for water and wastewater services continue to **BE CALCULATED** on an urban-wide basis; and
3. That the approach to calculating Regional Development Charges for all other services on a uniform region-wide basis **BE APPROVED**.

## Key Facts

- The purpose of this report is to provide the Task Force with the draft Regional Development Charge (DC) Policy Considerations Document for information, and to provide an update on the government and non-government stakeholder sessions held by Region staff on June 22, 2021.
- The Policy Consideration Document is prepared to outline the Region's current DC policy approaches, alternative options/best practice, discussion on the policies and policy recommendations.
- The Policy Consideration Document has been included as Appendix 1 to this report. This document is in draft form and will evolve and be updated as staff move through the DC background study process to incorporate comments from various stakeholders (e.g., Council, local area municipalities (LAM), development community). As staff continue through the DC background study process, final recommendations will be developed and presented for Council's consideration and approval.
- The Policy Consideration Document was circulated to the LAMs and development community in advance of the June 22, 2021 stakeholder sessions. At the session, staff provided an overview of certain policy considerations and held a survey/discussion regarding the current/proposed approach.

- The stakeholder sessions were well attended with approximately 50 at the LAM session (which included a cross section of finance, planning and economic development staff) and 25 at the non-government session (which included local developers and development consultants).
- Region staff was able to gain consensus on some of the policy considerations that were discussed, details of which are included in Appendix 2.

## **Financial Considerations**

The financial impacts of policy consideration were not discussed in detail at the stakeholder engagement sessions. Decisions regarding indexing, for example, is an important consideration but have relatively minor financial impacts. Future discussion around discretionary grant programs will have significant financial impacts and will be considered as part of the Region's overall incentive review project. Consideration will be given to options that address the budget pressure as well as the greater level of incentives offered in the Region's by-law relative to other cities/regions.

## **Analysis**

Included as Appendix 1 to this report is the DC Policy Consideration Document as completed by the Region's DC Consultant, Watson and Associates. As mentioned, this document is currently in draft form. As the Region moves through the DC background study and by-law process the policy document will be updated based on the feedback received by external stakeholders, LAM staff and Regional Council.

The Policy Considerations Document is organized into five sections. These sections include:

1. Introduction
2. DC Calculation Policies - Water and Wastewater
3. DC Calculation Policies – Services Related to a Highway
4. Other DC Calculation Policies
5. By-law Policies

Each of these sections are further divided into subsections where specific policy discussions can be found. The discussion in these subsections are organized in the following format:

- Description of Current Approach



- Alternative Options/Best Practices
- Discussion
- Recommended Approach

As the Task Force will note, the description of current approach adopted by the Region in the current DC background study and By-law has been populated in the draft Document. In many cases as well, a discussion on alternatives or best practices have also been included. As part of the discussion on alternatives or best practices, a summary of the current approach adopted by other comparable municipalities and LAMs has been included. As the Region advances through the background study and by-law process the Discussion and Recommended approach areas of the Document will be populated based on the feedback received from both key stakeholders and Regional Council.

As noted at the June 17, 2021 Task Force meeting, staff distributed the draft Policy Consideration Document to Regional DC stakeholders in advance of the stakeholder engagement sessions held on June 22, 2021 for both LAM and non-government groups. At these session Staff provided a general overview of the DC process including the next steps to be undertaken by the Region with an introduction of the Policy Considerations Document. At the stakeholder sessions, Region staff held discussions on various policy objectives contained in the Policy Consideration Document and had a brief survey to identify if there were any concerns with the Region's current approach to any of the policy objectives that were discussed. The specific policy items that were discussed included:

- Asset Management
- Annual Rate Indexing
- Mandatory DC Exemptions
- Area- Rating
- Residential and Non-Residential DC Categories
- Timing of Collection of Hard Services
- Re-development Credits

Included as Appendix 2 to this report is a summary of the current approach adopted by the Region for the aforementioned policy items as well as commentary received by the Region from the stakeholders. As can be seen in Appendix 2, for the most part there were no concerns expressed with any of the Region's currently adopted approaches for the individual policy items that were discussed. In total, there were 69 invitations for the engagement session sent to LAM staff members including the Area Planners, Chief

Building Officials, Area Treasurers and Economic Development staff which resulted in 50 in attendance at the session representing all 12 LAMs. For the non-government session, there were 108 invitations distributed to the business community including local chambers of commerce, homebuilders associations, local known developers and development consultants which resulted in 25 in attendance for the session. Based on the discussions that occurred at the stakeholder sessions, staff are prepared to make recommendations on the following that will be included in the next draft policy consideration document update pending feedback from the Task Force.

#### Asset Management Recommendation

No comments were received from the stakeholders expressing significant concern with the current approach. Therefore, staff recommendation is to proceed with the current approach as identified in policy document.

#### Annual Rate Indexing Recommendation

A comment was received from a non-government stakeholder regarding indexing of the new DC rate on January 1, 2023. The individual did not feel that indexing on January 1, 2023 was fair given the new DC by-law would have only been in effect starting September 1, 2022. While this is true, indexing is intended to ensure that DCs collected in a given year are reflective of growth costs to be incurred in that year. As such, indexing starting in 2023 would be appropriate. No other comments were received. Therefore, staff recommendation is to proceed with the current approach of indexing annually on January 1 of each year.

#### Mandatory DC Exemptions

A comment was received from a government stakeholder regarding DC exemptions for post-secondary institutions and the scope of the current exemption (i.e., current incentive based on land ownership and not use). Since this is a mandatory exemption as legislated by the Province the Region does not have any authority to amend the current exemption for post-secondary institutions and therefore would be outside of the scope of the DC background study review. No other comments were received. Therefore, staff recommendation is to proceed with the current approach of including the mandatory exemptions in the next DC by-law.

#### Area-Rating

No comments were received from the stakeholders expressing significant concern with the current approach. The current approach utilized by the Region is calculating DCs on a uniform Region-wide basis for all services except water and wastewater which are calculated on an urban-wide basis. Therefore, staff recommendation is to continue with the current approach of area rating for water and wastewater DCs based for urban boundaries only as provided in Recommendation 2 of this report.

#### Residential and Non-Residential DC Categories

No comments were received from the stakeholders expressing concerns with the current Residential DC categories (i.e., Single/Semi detached, Apartment 1 bedroom, Apartment 2+ bedroom, Other Multiples, Special Care) or Non-Residential categories (i.e., Commercial, Industrial, Institutional, Wind Turbines). Therefore, staff recommendation is to continue with current DC categories of dwelling types as noted in Appendix 2.

#### Timing of Collection of Hard Services

No comments were received from the stakeholders expressing significant concern with the current approach. Therefore, staff recommendation is to continue with full collection of DCs at time of building permit issuance unless the property is eligible for a deferral or installment plan.

#### Re-development Credits

A comment was received regarding the demolition credit extension that is available for brownfield sites. The comment received indicated that the available extension to the base 5 years should be increased to 5 years from 3 years (i.e., total demolition credit eligibility timeframe including extension be increased to 10 years from 8 year for brownfield properties). The rationale for this suggestion was that many brownfield properties take significant time to remediate and may not fit within the current 8 year window. Staff note that since the implementation of the 2017 DC by-law, there have only been two requests for brownfield demolition credit extensions beyond the base 5 years whereas there has been 14 brownfield re-development projects initiated since 2017 (based on Brownfield DC grant applications). As such, staff are not recommending a change to the current approach for demolition credits.

In summary, the government stakeholders were aligned with the policy approaches that were discussed at the session. The non-government stakeholders were also for the

most part aligned with the Region's current approach to the policy items as well. For the non-government sessions, there was at least one individual of the 25 in attendance that expressed a concern via the survey with the Region's current policy approach for each policy item (as can be seen in Appendix 2). However, when prompted for follow up discussion there were limited verbal comments received by the stakeholder identifying why that concern existed. Follow up emails to the concerned stakeholders resulted in only one follow up response regarding information on indexing dates.

At the next stakeholder engagement session currently being targeted for September 28, 2021, staff will include on the agenda, discussion of the other policy sections of the draft policy considerations document (i.e., section 2 and 3). An update will then be provided to the Task Force for consideration.

### **Alternatives Reviewed**

Section 10 (2) (c.1) of the Development Charges Act requires that the development background study shall include consideration of the use of more than one development charge by-law to reflect different needs for services in different areas (commonly referred to as "Area-Rating"). Presently, the Region's by-law includes area rated charges for water and wastewater services only. These charges are for recovery of costs specific to the urban serviced areas that benefit directly from these water and/or wastewater systems. All other Region services are recovered based on a uniform, Region-wide basis. At the Region's stakeholder sessions, staff provided participants with an overview of area-rating and a summary of the current approach. There were no participants at the sessions that were in favour of adopting area-rates for services other than water/wastewater. As such, staff are **NOT RECOMMENDING** that the Region adopt area rating for services other than water/wastewater.

### **Relationship to Council Strategic Priorities**

DC are a major source of funding for growth projects in the capital budget. As such, DCs assist in achieving the strategic priorities of a fiscally sustainable government.

### **Other Pertinent Reports**

None.

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**Appendices**

- |            |   |
|------------|---|
| Appendix 1 | Draft Development Charges Policy Report       |
| Appendix 2 | Summary of Stakeholder Engagement Policy Item |



# 2021/2022 Development Charge Policy Report

Niagara Region

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Draft – For Discussion Purposes

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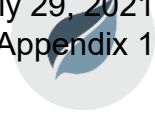
## List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
B.T.E.	Benefit to Existing
D.C.	Development Charge
D.C.A.	Development Charges Act, 1997
LAM	Local Area Municipality
N.F.P.O.W.	No Fixed Place of Work
O. Reg.	Ontario Regulation
P.P.B.	Post-period Benefit
W.F.H.	Work from Home



# Report

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# Chapter 1

## Introduction

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# 1. Introduction

As part of Niagara Region's 2021/2022 Development Charge (D.C.) background study and by-law process, this policy report has been prepared to summarize the Region's D.C. policies.

This report will be a discussion document developed using an integrated and collaborative approach. This policy report will first be prepared in draft, outlining the Region's current practices with respect to a variety of D.C. policies. This initial draft will then be circulated to Regional staff, the Region's D.C. Task Force, stakeholders in local municipalities and the development community. As the D.C. background study and by-law process proceeds, this policy report will be updated based on feedback and discussions from all stakeholders.

The final report layout is intended to discuss the various policies under consideration by utilizing the general framework as follows:

- Description of Current Approach
- Alternative Options/Best Practices
- Discussion
- Recommended Approach

This document is intended for discussion purposes and is being provided without prejudice. The subsequent content is draft and will be finalized once all analysis and inputs are completed.



# Chapter 2

## D.C. Calculation Policies – Water and Wastewater Services

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## 2. D.C. Calculation Policies – Water and Wastewater Services

### 2.1 Introduction

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The following policies regarding Benefit-To-Existing (B.T.E.), No Fixed Place of Work (N.F.P.O.W.), Work from Home (W.F.H.), residential/non-residential splits, and Post-Period Benefit (P.P.B) can be applied consistently between water and wastewater.

These policies generally have equal application to wastewater as they do water given that the approach to developing, sizing, and implementing water and wastewater infrastructure is similar.

### 2.2 Benefit-to-Existing (B.T.E.)

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#### ***2.2.1 Description of Current Approach Used in the 2017 D.C. Study***

The benefit-to-existing (B.T.E.) amount represents the non-growth portion of a project. Some projects that are proposed to address growth may also provide inherent benefit to existing service areas or existing deficient infrastructure.

Section 5(1)6 of the D.C.A. provides that "The increase in the need for service must be reduced by the extent to which an increase in service to meet the increased need would benefit existing development".

The general guidelines used by Watson to consider Benefit for Existing development include the following:

- the repair or unexpanded replacement of existing assets that are in need of repair;
- an increase in average service level of quantity or quality (Improvement in water pressure as an example);
- the elimination of a chronic servicing problem not created by growth;
- providing services where none previously existed (generally considered for water or wastewater services)

The B.T.E. components are also associated with upgrades to the existing systems or facilities necessary to maintain service levels to existing residential and non-residential users.

For water infrastructure, benefits to the existing service area could consist of any combination of increase to transmission/distribution capacity, water main network connectivity (looping), pressure zone connectivity or addressing infrastructure age/condition. The Master Servicing Plan capital program has typically included infrastructure projects that address both growth and existing needs or deficiencies.

The approach for application of B.T.E. in the Region of Niagara 2017 D.C. Background Study was based on a project type/growth-related category review of the different projects (e.g. pumping station, treatment, etc.) and the approximate percentage benefit, if any, of the projects to the existing users. The projects are reviewed based on the anticipated growth that the individual infrastructure project will service and the anticipated degree to which a given project benefits an existing serviced area. Given that B.T.E. can be derived by several different means (e.g., replacement of an old pipe, improvement to supply security, lower risk) which can be difficult to quantify, the B.T.E. calculation is an informed approximation. The B.T.E. used for each project type is provided in the table below:

## Water

Project Type	Addresses Growth and Existing Issues	Growth Driven and Addresses Known Existing Issues	Growth Driven with Likely Benefit to Existing Areas	Entirely Growth Driven
<b>Treatment</b>	50% Includes sustainability upgrades	20% addresses facility age, condition or performance	10%	0%
<b>Pumping Station</b>	50% Includes sustainability upgrades	20% addresses facility age, condition or performance	10%	0%
<b>Storage</b>	50% Includes sustainability upgrades	20% addresses facility age, condition or performance	10%	0%

Project Type	Addresses Growth and Existing Issues	Growth Driven and Addresses Known Existing Issues	Growth Driven with Likely Benefit to Existing Areas	Entirely Growth Driven
<b>Distribution and Transmission</b>	50% Includes system looping and security of supply	20% addresses pipe age, condition or performance and level of service	10%	0%
<b>Decommissioning</b>	70% Addresses existing system performance			
<b>Exceptions</b>	May require unique B.T.E. allocation based on type, location, or timing of project			

## Wastewater

Project Type	Addresses Growth and Existing Issues	Growth Driven and Addresses Known Existing Issues	Growth Driven with Likely Benefit to Existing Areas	Entirely Growth Driven
<b>Treatment</b>	50% Includes sustainability upgrades	20% addresses facility age, condition or performance	10%	0%
<b>Pumping Station</b>	50% Includes sustainability upgrades	20% addresses facility age, condition or performance	10%	0%
<b>Collection and Conveyance</b>	50% Includes system twinning and security of conveyance	20% addresses facility age, condition or performance and level of service	10%	0%
<b>Decommissioning</b>	70% Addresses existing			0%

Project Type	Addresses Growth and Existing Issues	Growth Driven and Addresses Known Existing Issues	Growth Driven with Likely Benefit to Existing Areas	Entirely Growth Driven
	system performance			
<b>Wet Weather Management Program</b>	50% Addresses current deficiency in level of service, improvements located in existing service areas			
<b>Exceptions</b>	May require unique B.T.E. allocation based on type, location, or timing of project			

### 2.2.2 Alternative Options/ Best Practices

Several options exist for calculating the B.T.E. of a given project. However, the appropriateness of each option varies depending on the type of existing benefit that is achieved and type and magnitude of existing deficiency that is being addressed.

Potential options for calculating the B.T.E. are as follows:

#### Option 1: Structured Approximation (Current Approach)

This approach reflects the current policy adopted by Niagara Region. Fixed B.T.E. categories with defined B.T.E. percentages would be established. Each project would be evaluated to determine under which B.T.E. category it falls.

#### Option 2: Population & Employment Based

This option would determine, for each project, the ratio of existing benefitting users relative to the total existing and growth-related benefitting users. The rationale for this approach is based on the concept that all existing users are deriving benefit from the new project. This approach would not further consider application of the project, age, or performance of existing infrastructure among other considerations.



B.T.E. = Number of existing benefitting users serviced by a water main

/ (Number of existing benefitting users serviced + Number of projected new customers from growth)

### Option 3: Demand Based

This option would determine, for each project, the ratio of the existing water demands of the benefitting service area relative to the total water demands of the existing and growth-related benefitting service areas. This approach would look to demonstrate the level of existing uses compared to the total capacity needed for the project. This approach could also take into consideration whether there is an existing capacity deficiency or not.

B.T.E. = Existing demand serviced by existing infrastructure

/ (Existing Demand + Future Demand)

*\*Assuming no existing capacity deficiency, improvement to security or connectivity only*

B.T.E. = Existing Capacity Deficiency

/ (Growth Demand + Existing Deficiency)

*\*Assuming existing capacity deficiency*

### Option 4: Capacity Based

In lieu of using population or demands, this option would determine the ratio of existing capacity in the infrastructure relative to the future capacity of the new infrastructure. This approach would not further consider application of the project, age, or performance of existing infrastructure among other considerations.

B.T.E. = Existing Capacity / Future Capacity

*\*Assuming no existing capacity deficiency, improvement to security /connectivity or replacement of pipe*

## Option 5: Calculated Age

In the case of where growth infrastructure is replacing existing infrastructure the age of the existing infrastructure (essentially representing condition), would be used to determine B.T.E.

This option may not have application across the full capital program.

B.T.E. = age of existing pipe / expected service life

### 2.2.3 Discussion

*This section to be updated in subsequent drafts of this Policy Report*

### 2.2.4 Recommended Approach

*This section to be updated in subsequent drafts of this Policy Report*

## 2.3 Residential vs. Non-residential Share

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### 2.3.1 Description of Current Approach Used in the 2017 D.C. Study

The Residential and Non-Residential cost share of all projects is based on the incremental population and employment forecast in the serviced area from 2017 to 2041 for the Region. Within the total employment forecast, No Fixed Place of Work (N.F.P.O.W.) and Work from Home (W.F.H.) employment categories have been included.

N.F.P.O.W. is defined as persons who work at various work locations or job sites and do not report to a headquarters or depot before starting work each day. N.F.P.O.W. employees are recognized to contribute to water demands and wastewater flows in both residential and employment properties but do not reflect new demands and flows already projected across residential and employment lands.

W.F.H. employees are recognized to generate water and wastewater use already accounted for in the overall residential use.

To appropriately apportion the N.F.P.O.W. and W.F.H. within the Residential and Non-Residential cost share, 50% of N.F.P.O.W. employment is assigned to residential and

employment growth each, and W.F.H. employment is assigned to residential growth. This approach is completed for D.C. calculation purposes and does not impact the water and wastewater flow projections.

### **2.3.2 Alternative Options/ Best Practices**

#### **Option 1: Projected Population & Employment Based - Existing Approach**

The current option uses population in persons and employment in jobs in relation to the total people and jobs to derive the split. Under this option, if the design criteria, including consumption and peaking factors, were the same for residential and employment, the derived split would be the same as Option 2.

- Residential Split (%) = Projected Residents / Total Projected People and Jobs
- Non-Residential Split (%) = Projected Employees / Total Projected People and Jobs

Note: The above residential and non-residential shares are adjusted for N.F.P.O.W. and W.F.H. employment as noted above.

#### **Option 2: Projected Flows**

This option would utilize the projected flows to establish the split. Projected flows would represent the growth from current day to end of the planning period. The projected flows would be consistent with the flows used to derive the capital program. To utilize this approach, design criteria for residential water demand and non-residential water demand would need to be established. The split would be determined as follows:

- Residential Split (%) = Projected Residential Demand / Total Projected Demand
- Non-Residential Split (%) = Projected Non-Residential Demand / Total Projected Demand

#### **Option 3: Historical Flows**

This approach would utilize historical flows to determine the split as follows:

- Residential Split (%) = Residential Water Use / Total Water Use

- Non-Residential Split (%) = Non-Residential Use / Total Water Use

### 2.3.3 Discussion

*This section to be updated in subsequent drafts of this Policy Report*

### 2.3.4 Recommended Approach

*This section to be updated in subsequent drafts of this Policy Report*

## 2.4 Post-period Benefit (P.P.B.)

### 2.4.1 Description of Current Approach Used in the 2017 D.C. Study

The post-period benefit (P.P.B.) amount represents the share of a project that benefits growth outside of the planning horizon. Several projects within the Master Servicing Plan and Development Charges Study have been strategically oversized to support future growth beyond the planning horizon.

Deductions are made for post 2041 servicing capacity where explicit oversizing is provided. The following table sets out the rationale for determining the deductions. The percentages shown are applied to the total project cost. No deduction is applicable for already constructed (but not fully D.C. funded) projects, as the recovery period now extends to 2041.

#### Water

Project Type	Strategically Sized by Additional Future Capacity	Sized for Bylaw Planning Period with Some Strategic Additional Capacity	Sized for Bylaw Planning Period with Likely Some Marginal Additional Capacity	Sized for Bylaw Planning Period Only
Treatment	50% Includes strategic cost-effective additional capacity	20% Some planning for future capacity	10%	0%
Pumping Station	50% Includes strategic	20% Some planning for future capacity	10%	0%

Project Type	Strategically Sized by Additional Future Capacity	Sized for Bylaw Planning Period with Some Strategic Additional Capacity	Sized for Bylaw Planning Period with Likely Some Marginal Additional Capacity	Sized for Bylaw Planning Period Only
	cost-effective additional capacity			
<b>Storage</b>	50% Includes strategic cost-effective additional capacity	20% Some planning for future capacity	10%	0%
<b>Distribution and Transmission</b>	50% Includes strategic cost-effective additional capacity	20% Some planning for future capacity	10%	0%
<b>Decommissioning</b>	N/A			
<b>Exceptions</b>	May require unique P.P.B. allocation based on type, location or timing of project			

## Wastewater

Project Type	Strategically Sized by Additional Future Capacity	Sized for Bylaw Planning Period with Some Strategic Additional Capacity	Sized for Bylaw Planning Period with Likely Some Marginal Additional Capacity	Sized for Bylaw Planning Period Only
<b>Treatment</b>	50% Includes strategic cost-effective additional capacity	20% Some planning for future capacity	10%	0%
<b>Pumping Station</b>	50% Includes strategic	20% Some planning for future capacity	10%	0%

Project Type	Strategically Sized by Additional Future Capacity	Sized for Bylaw Planning Period with Some Strategic Additional Capacity	Sized for Bylaw Planning Period with Likely Some Marginal Additional Capacity	Sized for Bylaw Planning Period Only
	cost-effective additional capacity			
<b>Collection and Conveyance</b>	50% Includes strategic cost-effective additional capacity	20% Some planning for future capacity	10%	0%
<b>Decommissioning</b>	N/A			
<b>Wet Weather Management Program</b>	N/A			
<b>Exceptions</b>	May require unique B.T.E. allocation based on type, location, or timing of project			

## 2.4.2 Alternative Options/ Best Practices

### Option 1: Informed Approximation – Existing Approach

This option could be considered across all projects or for unique cases that lack specific information. In some cases, there may be a requirement for calculation of the P.P.B. by approximation. In the case where an upgrade or expansion of a facility with multiple components is completed with an undefined quantity (cost or capacity) of post period needs, a general percentage may be applied to the project cost to determine the P.P.B. component.



## **Option 2: Difference Between In-period vs. Recommended Cost or Capacity**

This approach would analyse each project on a project-specific basis to determine the infrastructure sizing required to accommodate growth within the forecast period in comparison to the recommended sizing.

### **2.4.3 Discussion**

*This section to be updated in subsequent drafts of this Policy Report*

### **2.4.4 Recommended Approach**

*This section to be updated in subsequent drafts of this Policy Report*

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# Chapter 3

## D.C. Calculation Policies – Services Related to a Highway

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### 3. D.C. Calculation Policies – Services Related to a Highway

#### 3.1 Benefit-to-Existing (B.T.E.)

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##### ***3.1.1 Description of Current Approach Used in the 2017 D.C. Study***

Transportation network expansions, capacity improvements, and efficiencies provide benefit to new development growth as well as the existing residents and workers in Niagara Region who will be able to use the enhanced transportation system. A Benefit-to-Existing (B.T.E.) deduction is applied when existing development is expected to receive a significant benefit as a result of the capital project.

The analysis and discussion that follows in subsequent sections builds upon related work that was undertaken has been completed by I.B.I. Group as part of the Region's 2017 Transportation Master Plan. The Master Plan looked at future needs related to the highway program.

In the 2017 D.C. background study, a Benefit-to-Existing amount (provided as a percentage of the construction cost) was applied based on the extent to which the road infrastructure project was anticipated to benefit existing development. The Benefit-to-Existing percentage was determined for four categories of improvements.

The four categories are:

1. **Capacity Improvement** – Projects that add capacity to the network (e.g. road widening, new links/connections, bikeways, etc.) are considered to be primarily growth-related as the need for the improvement is to address growing demand.
2. **Intersection Improvement** – Traffic signal installation, addition of turn lanes, roundabouts and other intersection improvements that add capacity to the road network are primarily growth-related. Reconstruction of existing intersections and operational improvements at existing intersections provide benefit to both existing and new development.

3. **Road Rehabilitation** – An existing road that undergoes major reconstruction, even without increasing the number of lanes, may increase the capacity of the roadway and provide benefit to both existing and new development.
4. **Structure Rehabilitation** – Bridge or culvert reconstruction projects may increase capacity and provide benefit to both existing and new development.

The Region's Road Resurfacing Program and other maintenance-related annual programs are funded entirely from existing development and no cost is charged to growth even though new development incurs a small benefit from the improved condition of the road.

Category	Benefit to Existing %	Remarks
<b>Capacity Improvements (Roads)</b>	15%	Includes new roads, road widenings, structure widening/improvements as part of road projects. The 15% benefit to existing is based on cost of resurfacing the existing segment in cases of road widening, or the marginal road use benefit to existing users in the case of new road sections.
<b>Capacity Improvements (Active Transportation)</b>	75%	Active Transportation Infill Projects, identified as part of the Region's Strategic Cycling Network, have been assigned a 75% benefit to existing share which reflects the proportion of existing and new development growth in Niagara. New for 2017.  Other A.T. facilities that may be constructed as part of a road capital project are considered to be a road capacity improvement project.
<b>Intersection Improvements (Additional Capacity)</b>	0%	Signals and intersection improvements associated with projects that add capacity to the road network to accommodate growth.
<b>Intersection Improvements (Other)</b>	50%	Reconstruction, minor capacity improvements or operational improvements to increase capacity and improve traffic flow at an existing intersection.

Category	Benefit to Existing %	Remarks
<b>Road Rehabilitation (No Capacity Improvement)</b>	100%	Road rehabilitation/reconstruction with no capacity improvement nor intersection improvements on a roadway not commonly used for heavy trucks serving new development.
<b>Road Rehabilitation (Minor Capacity Improvement)</b>	90%	Road rehabilitation/reconstruction with minor capacity improvement (<10%) and minor intersection improvements (5% of project cost) on a roadway occasionally used by heavy trucks serving new development.
<b>Road Rehabilitation (Moderate Capacity Improvement)</b>	75%	Road rehabilitation/reconstruction with moderate capacity improvement (10-50%) and moderate intersection improvements (5-10% project cost) on a roadway commonly used by heavy trucks serving new development.
<b>Road Rehabilitation (Significant Capacity Improvement)</b>	60%	Road rehabilitation/reconstruction with significant capacity improvement (>50%) and significant intersection improvements (>10% project cost) on a roadway frequently used by heavy trucks serving new development.
<b>Structure Rehabilitation (No enlargement)</b>	100%	Rehab/replace structure to existing width.
<b>Structure Rehabilitation (2-lane to 3-lane)</b>	75%	Rehab or Replace 2-lane structure to a wider cross-section or 3 lanes to allow for greater capacity and/or accommodation of pedestrians and cyclists.
<b>Structure Rehabilitation (2-lane to 4-lane)</b>	50%	Rehab/replace 2-lane structure to 4 lanes.

Category	Benefit to Existing %	Remarks
Structure Rehabilitation (New Grade Separation)	10%	New rail/road grade separation structure to replace an existing at-grade rail crossing. New for 2017.
Structure Rehabilitation (New Structure)	0%	New structure for system expansion and accommodation of pedestrians and cyclists.

### 3.1.2 Alternative Options/ Best Practices

#### Option 1: Informed Approximation (Current Approach)

The B.T.E. share varies depending on the type of road infrastructure and the municipality. The B.T.E. options for each category are provided as follows:

##### 3.1.2.1 Capacity Improvement

These projects add capacity to the network and are mainly growth driven, however may include rehabilitation costs (in the case of road widenings). Various municipalities allocate a B.T.E. share based on a percentage allocation. This allocation should reflect the cost to resurface the existing lanes (in the case of road widenings). In most cases, there is 0% B.T.E. applied for new roads.

##### 3.1.2.2 Intersection Improvement

Similar to capacity improvements, intersections on new roads would be considered growth related and therefore have 0% B.T.E. Many municipalities allocate a B.T.E. for intersection improvements to match the B.T.E. of the road project.

##### 3.1.2.3 Road Rehabilitation

Where capacity improvements are provided through the road rehabilitation, the B.T.E. share is reduced.

### 3.1.2.4 Structure Rehabilitation

The B.T.E. for structures varies across municipal jurisdictions. Many municipalities utilize a low B.T.E. allocations (e.g. 0%-20%) based on the assumed share of the works required to service growth vs. existing development.

A second approach, used by York Region, Halton Region, and the City of Burlington is the use of an exposure index (i.e. rail activity multiplied by traffic volumes). As the exposure index increases, so does the B.T.E. allocation.

### Option 2: Project-specific Basis

The B.T.E. can be estimated on a project-specific basis. This approach would require a significant amount of analysis as the D.C. capital project listing includes over 100 projects.

### 3.1.3 Discussion

*This section to be updated in subsequent drafts of this Policy Report*

### 3.1.4 Recommended Approach

*This section to be updated in subsequent drafts of this Policy Report*

## 3.2 Residential vs. Non-residential Share

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### 3.2.1 Description of Current Approach Used in the 2017 D.C. Study

The growth-related costs for transportation projects are split between residential and non-residential uses generally based on the proportion of residential and non-residential growth forecasted through the D.C. planning period, with adjustments for Work from Home (W.F.H.) employment and No Fixed Place of Work (N.F.P.O.W.) employment.

#### Work from Home (W.F.H.)

For work-from-home, the employment use is physically located in a residential unit, but to allocate the impacts of work-at-home employment to non-residential would increase the non-residential cost share but not the associated non-residential floor area to which

the development charge could be applied. Additionally, the work-at-home designation implies that the individual works from home on a regular basis and it would be reasonable to assume that travel demands related to “work” would be based out of the home location. Thus, for the consideration of residential / non-residential split, the work from-home employment is included under residential.

There was also discussion on whether a work-from-home worker makes more or less trips than a worker with a non-home usual place of work. While the commute to work trip (and the return trip) is eliminated, many work-from-home worker still generates work related trips (i.e. travel to meet with clients) or attract work-related trips (i.e. clients meeting at worker’s home office, business- related deliveries, etc.). To account for the reduced trip making for work-from-home, a 50% factor was applied.

### **No Fixed Place of Work (N.F.P.O.W.)**

In the case of no-fixed-place-of-work, the worker travels to a number of different locations for work, such as a construction site, a client’s office, an employer’s office, field locations, etc., without first reporting to a headquarters or depot at the start of each workday. The issue with allocating no-fixed-place-of-work employment to non-residential is the increase of non-residential share without the ability to increase the associated floor area to which the development charge could be applied. However, to allocate no-fixed place-of-work employment fully to residential would ignore the fact that these workers have an employer with headquarters, offices or other types of non-residential buildings, which “generate” the work for the worker. These headquarters may or may not be located in Niagara Region.

Thus, for the consideration of residential / non-residential split, the no-fixed-place-of-work employment is included under residential uses, to capture the commute to work trip. To account for the portion of the worker’s trips that are not home-based, a 50% factor was applied.

Residential Category	Residential Amount	Non-residential Category	Non-residential Amount	Total
Population Growth	153,100	Employment Growth	60,400	
50% WAH	+2,400	WAH	-4,800	
50% NFPOW	+3,400	NFPOW	-6,700	
<b>Total</b>	<b>158,900</b>	<b>Total</b>	<b>48,800</b>	<b>207,700</b>
Allocation	76%	Allocation	24%	100%

### 3.2.2 Alternative Options/ Best Practices

The Region's current approach has been widely used by many municipalities in their D.C. studies, however it is not clear whether this is a clear policy decision or whether this is based on a limited amount of information being available. Nevertheless, this approach assumes that residential population and non-residential employment growth will have the same impact on trip generation and on the transportation infrastructure.

### 3.2.3 Discussion

*This section to be updated in subsequent drafts of this Policy Report*

### 3.2.4 Recommended Approach

*This section to be updated in subsequent drafts of this Policy Report*

## 3.3 Post-period Benefit (P.P.B.)

### 3.3.1 Description of Current Approach Used in the 2017 D.C. Study

Post Period Benefit (P.P.B.) is not explicitly addressed within the D.C.A., however it has been identified in instances where a clear benefit from the capital works will be

experienced by growth outside of the growth forecast period. For the most part, the various roads and associated needs are identified through traffic modeling and master planning and target specific residential and non-residential growth assumptions. The works included in the D.C. are meant to address the required additional trips that new growth would add to the regional road system and generally do not make oversizing provisions within that needs assessment.

The 2017 D.C. Background Study considered a post period benefit capacity deduction of 25-50% for capacity improvement projects in the last 10 years (2032-2041) of the planning period, with the exception of the Niagara Escarpment Crossing project, identified for 2022-2031, which has been allocated a 25% deduction to reflect its significance for the current planning period and beyond.

For capacity improvement projects in the earlier phases of the D.C. planning period, the need for the capacity improvement is driven by growth within the planning period, and thus a post-period deduction was not applied to projects identified for implementation in the first 15 years (2017- 2031).

No P.P.B. deduction has been applied to the intersection improvement program, road rehabilitation program, or other annual programs where cost has been estimated based on annual capital expenditure.

### **3.3.2 *Alternative Options/ Best Practices***

#### **Option 1: Estimate of Surplus Capacity of Road at end of Forecast Period (current approach)**

Post Period Benefit would be the value of any anticipated surplus capacity at the end of the forecast period which is to be recovered from subsequent development. The value of surplus capacity to be deducted would be calculated on a project-by-project basis from the forecasted 2041 traffic volumes and capacities for those road-widening and new connection projects to be constructed in the 2020 to 2041 timeframe.

#### **Option 2: Measure of Future Service Levels vs Historic Service Levels (Vehicles per lane km or Lane km per capita)**

This approach would measure future service levels based on present levels to assess whether any direct increase is provided to accommodate growth.



### Option 3: Volume over Capacity (V/C)

P.P.B. may be considered based on the recommended timing of construction for various projects, relative to the planning period used within the D.C. Background Study.

Peer municipalities take different approaches to post-period benefits. Halton Region and York Region use a volume-to-capacity (V/C) approach. In York Region, where future V/C is lower than base year, the project is providing a benefit exceeding the growth in the planning horizon. A reduction in the project is given by the following formula:

$$\frac{(V/C)_{\text{Future}} - (V/C)_{\text{Base}}}{(V/C)_{\text{Base}}}$$

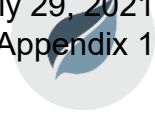
This approach tends to apply mainly to projects which are planned for the later years of the forecast (e.g. during the last five years of the planning period) as they are more likely to result in future V/C lower than base year.

#### 3.3.3 Discussion

*This section to be updated in subsequent drafts of this Policy Report*

#### 3.3.4 Recommended Approach

*This section to be updated in subsequent drafts of this Policy Report*



# Chapter 4

## Other D.C. Calculation Policies

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## 4. Other D.C. Calculation Policies

### 4.1 Introduction

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For the following sections, where appropriate, a survey of D.C. by-law policies was undertaken. This survey can be separated into two components; Local Area Municipalities (LAMs) and Other Municipal Comparators. All Niagara Region LAM D.C. by-laws were reviewed for this survey. With respect to Other Municipal comparators, the following municipalities were surveyed; Kitchener, Hamilton, Waterloo Region, Haldimand County, London, Windsor, Guelph, Brantford, Woodstock (and Oxford County), Halton Region, Durham Region, and Oshawa.

### 4.2 Area-rating

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#### ***4.2.1 Description of Current Approach Used in the 2017 D.C. Study***

Currently water and wastewater services are provided on an urban-service-area basis, whereas all other services are provided on a Region-wide basis.

For water and wastewater services, the service areas for each local municipality are combined into one urban area for the purposes of the D.C. calculations.

#### ***4.2.2 Alternative Options/ Best Practices***

Bill 73 (2015) introduced two new sections where Council must consider the use of area-specific charges:

1. Section 2 (9) of the Act now requires a municipality to implement area-specific D.C.s for either specific services that are prescribed and/or for specific municipalities that are to be regulated (note that at this time, no municipalities or services are prescribed by the Regulations).
2. Section 10 (2) c.1 of the D.C.A. requires that “the development charges background study shall include consideration of the use of more than one development charge by-law to reflect different needs for services in different areas.”

In regard to the first item, there are no services or specific municipalities identified in the regulations that must be area rated. The second item requires Council to consider the use of area rating.

In general, where area rating has been utilized by municipalities, it is usually for water and wastewater services only. This is due to the following reasons:

1. Non water and wastewater services require that the average 10-year service standard be calculated. This average service standard multiplied by growth in the Region, establishes an upper ceiling on the amount of funds that can be collected from all developing landowners. Section 4 (4) of O. Reg. 82/98 provides that “if a development charge by-law applies to a part of the municipality, the level of service and average level of service cannot exceed that which would be determined if the by-law applied to the whole municipality.” Put in layman terms, the average service standard multiplied by the growth within the specific area would establish an area-specific ceiling which would significantly reduce the total revenue recoverable for the Region hence potentially resulting in D.C. revenue shortfalls and impacts on property taxes.
2. Expanding on item 1, attempting to impose an area charge potentially causes equity issues in transitioning from a Region-wide approach to an area-specific approach. For example, if all services were now built (and funded) within Area A (which is 75% built out) and this was funded with some revenues from Areas B and C, moving to an area-rating approach would see Area A contribute no funds to the costs of services in Areas B and C. The D.C.s would be lower in Area A (as all services are now funded) and higher in Areas B and C. As well, funding shortfalls may then potentially encourage the municipality to provide less services to Areas B and C due to reduced revenue.
3. Many services which are provided (roads, long-term care, paramedics, etc.) are not restricted to one specific area and are often used by all residents. For example, a particular road is not restricted to certain residents and the entire road network may be used by new development.

Note that the previous study (and other previous studies) analysed the approach of calculating water and wastewater services on an area-specific basis by each local

municipality, however, Council decided to continue with the approach of calculating water and wastewater services based on one Region-wide urban serviced area.

## **LAMs**

For all local municipalities, D.C.s for water and wastewater services (and stormwater in some cases) are imposed only on the areas which are serviced. This provides a similar approach to imposing the D.C. as the Region's D.C. by-law.

The City of Niagara Falls utilizes a varied water, wastewater, and stormwater charge for non-residential development inside vs. outside of the Core Tourist Area.

In addition to the urban-area charges for water, wastewater, and stormwater, the following area-specific charges are provided:

- Thorold – wastewater services in the Rolling Meadows area
- Welland – water services in St. Andrew's Terrace; and
- Lincoln – stormwater services in the Campden area.

All other municipal services are provided on a municipal-wide basis (with the exception of sidewalks in the City of Niagara Falls).

Table 4-1  
LAMs  
Urban-area D.C.s

Local Area Municipalities	Water	Wastewater	Stormwater	Roads	Other
Niagara Region	✓	✓			
* City of Niagara Falls	✓	✓	✓		Sidewalks
City of Port Colborne	✓	✓			
** City of St. Catharines	✓	✓	✓		
*** City of Welland	✓	✓			
*** City of Thorold	✓	✓			
Town of Fort Erie	✓	✓	✓		
Town of Grimsby	✓	✓	✓		
*** Town of Lincoln	✓	✓	✓		
Town of Niagara-on-the-Lake	✓	✓	✓		
Town of Pelham	✓	✓			
Township of Wainfleet					
Township of West Lincoln	✓	✓	✓		

\*Imposed on urban vs. rural for residential and inside vs. outside Core Tourist Area for non-residential

\*\*Proposed

\*\*\*Note: additional area-specific D.C.s imposed:

Welland: St. Andrews (water)

Thorold: Rolling Meadows (wastewater)

Lincoln: Campden (stormwater)

## Other Municipal Comparators

Similar to the LAMs of Niagara Region, the other municipal comparators impose water and wastewater services on an urban-area basis (i.e. where the services are provided). In addition, the following area-specific charges are provided:

- Hamilton – wastewater charges in the Dundas/Waterdown area (these relate to former agreements which will phase out over time);
- Waterloo Region – library charges are imposed on the Townships in the Region (as the Cities provide this service themselves) and Transit is imposed on the Cities only;
- Windsor – additional water, wastewater, stormwater, and services related to a highway charges for Sandwich South (i.e. an area annexed into the City); and
- Brantford – stormwater charges are imposed in the intensification area and water, wastewater, stormwater, and roads charges are imposed on in the Northern Settlement Expansion Area as well as Tutela Heights.

All other municipal services are provided on municipal-wide basis.

Table 4-2  
Other Municipal Comparators  
Urban-area D.C.s

Other Municipal Comparators	Water	Wastewater	Stormwater	Roads	Other
Niagara Region	✓	✓			
* City of Hamilton	✓	✓	✓		
** City of Kitchener	✓	✓		✓	Public Works
* Region of Waterloo					Transit & Library
Haldimand County	✓	✓	✓		
City of London	✓	✓	✓		
*** City of Windsor	✓	✓	✓	✓	Public Works
City of Guelph	✓	✓	✓		
* City of Brantford	✓	✓	✓	✓	
Oxford County (Woodstock)	✓	✓			
City of Woodstock					
Halton Region	✓	✓			
Durham Region	✓	✓			
City of Oshawa					

\*Note: additional area-specific D.C.s imposed:

Hamilton: Dundas/Waterdown (wastewater)

Waterloo: Townships (library) & Cities (transit)

Brantford: Intensification Area (stormwater), Northern Settlement Expansion Area and Tutela Heights (water, wastewater, stormwater, and roads)

\*\*Water, wastewater, roads, and public works only imposed in Suburban area.

\*\*\*Additional Charges for water, wastewater, stormwater, and services related to a highway for Sandwich South

### 4.2.3 Discussion

*This section to be updated in subsequent drafts of this Policy Report*

### 4.2.4 Recommended Approach

*This section to be updated in subsequent drafts of this Policy Report*

## 4.3 Asset Management

### 4.3.1 Description of Current Approach Used in the 2017 D.C. Study

Section 10 of the D.C.A. was amended to include subsection (2) (c.2) which states that the background study must include “an asset management plan prepared in accordance

with subsection (3)". For all services except transit, the asset management plan shall demonstrate that all assets included in the background study are financially feasible over their full life cycle. For transit services, a more detailed asset management plan is required, the details of which are set out in Ontario Regulation 82/98. However, on July 1, 2025, the detailed requirements for Transit will be replaced by information from a municipality's asset management plan prepared as per the Infrastructure for Jobs and Prosperity Act (I.J.P.A.).

With the passing of I.J.P.A., municipalities are now required to complete asset management plans, based on certain criteria, which are to be completed by 2022 for core municipal services and 2025 for all other services. The amendments to the D.C.A. do not require municipalities to complete these asset management plans (required under I.J.P.A.) for the D.C. background study, rather the D.C.A. requires that the D.C. background study include information to show the assets to be funded by the D.C. are sustainable over their full lifecycle. It is noted that upon completion of an Asset Management Plan under I.J.P.A., a municipality will no longer be required to include this information as part of the DC Background study.

For the 2017 D.C. background study, a table was developed to provide the annualized expenditures and revenues associated with new growth. Note that the D.C.A. does not require an analysis of the non-D.C. capital needs or their associated operating costs so these are omitted from the table below. As well, as all existing assets for the categories of assets included in the D.C. eligible capital costs are not included in the Region's Asset Management Plan, the present infrastructure gap and associated funding plan have not been considered at this time. Hence the summary table does not represent a fiscal impact assessment (including future tax/rate increases) but provides insight into the potential affordability of the new assets.



**Niagara Region  
Asset Management  
Future Expenditures and Associated Revenues**

	2041 (Total)
<b>Expenditures (Annualized)</b>	
Annual Debt Payment on Non-Growth Related Capital <sup>1</sup>	42,425,095
Annual Debt Payment on Post Period Capital <sup>2</sup>	2,292,694
<b>Lifecycle:</b>	
Annual Lifecycle - Town Wide Services	\$62,808,711
<b>Sub-Total - Annual Lifecycle</b>	<b>\$62,808,711</b>
<b>Incremental Operating Costs (for D.C. Services)</b>	<b>\$113,228,446</b>
<b>Total Expenditures</b>	<b>\$218,462,251</b>
<b>Revenue (Annualized)</b>	
Total Existing Revenue <sup>4</sup>	\$933,397,230
Incremental Tax and Non-Tax Revenue (User Fees, Fines, Licences, etc.)	\$112,948,017
<b>Total Revenues</b>	<b>\$1,046,345,247</b>

<sup>1</sup> Non-Growth Related component of Projects including 10% mandatory deduction on soft services

<sup>2</sup> Interim Debt Financing for Post Period Benefit

<sup>3</sup> All infrastructure costs included in Area Specific by-laws have been

<sup>4</sup> As per Sch. 10 of FIR

### 4.3.2 Alternative Options/ Best Practices

To ensure the requirements of the D.C.A. are met, the D.C. study must include commentary and/or analysis to identify that the capital projects anticipated will be financially sustainable over their full lifecycle. To meet this requirement there are two main approaches:

1. If the Municipality has an existing asset management plan that addresses growth and already includes the assets in the D.C. study, reference to the financial analysis in the asset management plan may be sufficient.
2. If the Municipality has an existing asset management plan that does not address all growth-related capital OR does not have an existing asset management plan, an analysis similar to the Region's current approach can be undertaken and included in the background study.

## LAMs

Of the local municipal background studies (13 including the Region), Watson has undertaken 9 of these studies. All of these studies utilize the same approach as provided in the current Niagara Region D.C. background study, that is, to identify the incremental lifecycle and operating expenditures arising from the capital projects then compare the expenditures to the anticipated incremental tax and non-tax revenues.

The remaining four municipal D.C. by-laws (i.e. Niagara Falls, Fort Erie, Welland, and West Lincoln) are all undertaken by other consulting firms. The approach utilized in these studies is similar. The incremental lifecycle and operating costs are estimated. However, in these studies, the anticipated revenues from tax and non-tax sources are not estimated. These studies note that it is anticipated that the incremental revenues will exceed the incremental costs.

## Other Municipal Comparators

Of the 13 other municipal comparators, 8 background studies were completed by Watson (Hamilton, Waterloo Region, Haldimand County, Guelph, Oxford County, Durham Region, Oshawa, and Halton Region). These studies utilize the following approaches:

- Hamilton, Waterloo Region, Haldimand County, Oxford County, and Oshawa – same approach as Niagara Region;
- Guelph – growth-related costs from the D.C. study are included in the City's asset management plan; and
- Halton Region and Durham Region – not all growth-related costs from the D.C. study were included in the asset management plan. A detailed cashflow financial analysis of the operating and lifecycle costs as well as the anticipated funding sources is provided.

Of the remaining 5 background studies (Kitchener, London, Windsor, Brantford, and Woodstock), all studies utilized a similar approach to Niagara Region.

### 4.3.3 Discussion

*This section to be updated in subsequent drafts of this Policy Report*

### **4.3.4 Recommended Approach**

*This section to be updated in subsequent drafts of this Policy Report*

## **4.4 Residential D.C. Categories**

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### **4.4.1 Description of Current Approach Used in the 2017 D.C. Study**

The 2017 D.C. background study included the following residential D.C. categories:

- Single and Semi-detached Dwellings
- Other Multiples
- Apartments – 2+ bedrooms
- Apartments – bachelor and 1 bedroom
- Special Care/ Special Dwelling Units/Rooms

### **4.4.2 Alternative Options/ Best Practices**

In general, residential development categories for D.C. by-laws include single/semi detached dwellings, other multiples, and apartments (2+ bedroom vs. bachelor & 1 bedroom).

#### **Apartment Categories**

Most D.C. by-laws have separate categories for small vs. large apartments. One LAM (Niagara Falls) has one charge for apartments. All others vary apartment categories by number of bedrooms. In the list of Other Municipal Comparators, three D.C. by-laws have one category for all apartments and Brantford separates apartment categories based on gross floor area. The remaining bylaws separate apartments into categories based on the number of bedrooms.

Niagara Region includes an additional category for apartments to reflect the large number of student apartments anticipated to be developed.

Table 4-3  
LAMs  
Apartment Categories

Local Area Municipalities	One Charge for Apartments	Apartment Categories by Number of Bedrooms	Apartment Categories by Gross Floor Area
Niagara Region		✓	
City of Niagara Falls	✓		
City of Port Colborne		✓	
City of St. Catharines		✓	
City of Welland		✓	
City of Thorold		✓	
Town of Fort Erie		✓	
Town of Grimsby		✓	
Town of Lincoln		✓	
Town of Niagara-on-the-Lake		✓	
Town of Pelham		✓	
Township of Wainfleet		✓	
Township of West Lincoln		✓	
<b>Total</b>	<b>1</b>	<b>12</b>	<b>0</b>

Table 4-4  
Other Municipal Comparators  
Apartment Categories

Other Municipal Comparators	One Charge for Apartments	Apartment Categories by Number of Bedrooms	Apartment Categories by Gross Floor Area
Niagara Region		✓	
City of Hamilton		✓	
City of Kitchener	✓		
Region of Waterloo	✓		
Haldimand County		✓	
City of London		✓	
City of Windsor	✓		
City of Guelph		✓	
City of Brantford			✓
Oxford County (Woodstock)		✓	
City of Woodstock		✓	
Halton Region		✓	
Durham Region		✓	
City of Oshawa		✓	
<b>Total</b>	<b>3</b>	<b>10</b>	<b>1</b>

## Special Care/Special Dwelling Units

Special care/special dwelling units are institutional-type buildings that are residential in use (e.g. assisted living facilities, retirement homes, etc.). These developments are charged the special care/special dwelling unit rate per unit in the building.

Of the LAMs, including Niagara Region, 10 municipalities include a separate category for special care/special dwelling units and of the Other Municipal Comparators (including Niagara Region), 4 have a category for special care/special dwelling units and 3 have categories for dwelling units/lodging houses.

Table 4-5  
LAMs  
Categories for Dwelling Units

Local Area Municipalities	Special Care/ Special Dwelling Unit	Dwelling Unit/ Lodging House
Niagara Region	✓	
City of Niagara Falls		
City of Port Colborne	✓	
City of St. Catharines	✓	
City of Welland	✓	
City of Thorold	✓	
Town of Fort Erie		
Town of Grimsby	✓	
Town of Lincoln	✓	
Town of Niagara-on-the-Lake	✓	
Town of Pelham	✓	
Township of Wainfleet	✓	
Township of West Lincoln		
<b>Total</b>	<b>10</b>	<b>0</b>

Table 4-6  
Other Municipal Comparators  
Categories for Dwelling Units

Other Municipal Comparators	One Charge for Apartments	Apartment Categories by Number of Bedrooms
Niagara Region	✓	
City of Hamilton		✓
City of Kitchener		✓
Region of Waterloo		✓
Haldimand County	✓	
City of London		
City of Windsor		
City of Guelph	✓	
City of Brantford		
Oxford County (Woodstock)		
City of Woodstock		
Halton Region	✓	
Durham Region		
City of Oshawa		
<b>Total</b>	<b>4</b>	<b>3</b>

#### 4.4.3 Discussion

*This section to be updated in subsequent drafts of this Policy Report*

#### 4.4.4 Recommended Approach

*This section to be updated in subsequent drafts of this Policy Report*

### 4.5 Non-residential D.C. Categories

#### 4.5.1 Description of Current Approach Used in the 2017 D.C. Study

The 2017 D.C. background study included the following non-residential D.C. categories:

- Commercial
- Industrial
- Institutional

## 4.5.2 Alternative Options/ Best Practices

Municipalities have the ability to impose non-residential D.C.s based on one charge for all residential development, or vary the charges based on specific categories (e.g. commercial, industrial, institutional).

### Non-residential Categories

Niagara Region currently provides non-residential charges varied by commercial, industrial, and institutional development. In the list of LAM comparators, only the Town of Lincoln allocates the non-residential D.C.s in the same manner. Three LAMs vary their charge based on an allocation between industrial vs. non-industrial developments and the remaining 8 municipalities have one charge for all non-residential development.

With respect to the Other Municipal Comparators, 7 provide one charge for all non-residential development, 3 vary the charges based on industrial vs. non-industrial development, 3 (including Niagara Region) separate the charges based on industrial, commercial, and institutional, and Halton Region allocates the charges based on retail vs. non-retail categories.

Table 4-7  
LAMs  
Non-residential D.C. Categories

Local Area Municipalities	One Charge for Non-residential	Industrial/ Non-industrial	Industrial/ Commercial/ Institutional	Retail/ Non-retail
Niagara Region			✓	
* City of Niagara Falls	✓			
City of Port Colborne	✓			
City of St. Catharines	✓			
* City of Welland	✓			
City of Thorold		✓		
** Town of Fort Erie		✓		
Town of Grimsby		✓		
Town of Lincoln			✓	
Town of Niagara-on-the-Lake	✓			
Town of Pelham	✓			
Township of Wainfleet	✓			
Township of West Lincoln	✓			
<b>Total</b>	<b>8</b>	<b>3</b>	<b>2</b>	<b>0</b>

\*Industrial Exempt

\*\*Industrial and Institutional Exempt

Table 4-8  
Other Municipal Comparators  
Non-residential D.C. Categories

Other Municipal Comparators	One Charge for Non-residential	Industrial/ Non-industrial	Industrial/ Commercial/ Institutional	Retail/ Non-retail
Niagara Region			✓	
City of Hamilton	✓			
City of Kitchener	✓			
* Region of Waterloo		✓		
Haldimand County	✓			
City of London			✓	
City of Windsor		✓		
City of Guelph	✓			
City of Brantford	✓			
Oxford County (Woodstock)	✓			
** City of Woodstock	✓			
Halton Region				✓
Durham Region			✓	
City of Oshawa		✓		
<b>Total</b>	<b>7</b>	<b>3</b>	<b>3</b>	<b>1</b>

\*Industrial discounted by 60%

\*\*Industrial and Institutional Exempt

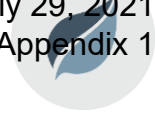
### 4.5.3 Discussion

*This section to be updated in subsequent drafts of this Policy Report*

### 4.5.4 Recommended Approach

*This section to be updated in subsequent drafts of this Policy Report*





# Chapter 5

## By-law Policies

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## 5. By-law Policies

### 5.1 Introduction

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For the following sections, where appropriate, a survey of D.C. by-law policies was undertaken. This survey can be separated into two components; Local Area Municipalities (LAMs) and Other Municipal Comparators. All Niagara Region LAM D.C. by-laws were reviewed for this survey. With respect to Other Municipal comparators, the following municipalities were surveyed; Kitchener, Hamilton, Waterloo Region, Haldimand County, London, Windsor, Guelph, Brantford, Woodstock (and Oxford County), Halton Region, Durham Region, and Oshawa.

### 5.2 Mandatory Exemptions

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#### ***5.2.1 Description of Current Approach Used in the 2017 D.C. Study***

In 2017, the mandatory deductions required by the D.C.A. were as follows:

- industrial building additions of up to and including 50% of the existing gross floor area (defined in O.Reg. 82/98, s.1) of the building; for industrial building additions which exceed 50% of the existing gross floor area, only the portion of the addition in excess of 50% is subject to development charges (s.4(3)) of the D.C.A.;
- buildings or structures owned by and used for the purposes of any municipality, local board or Board of Education (s.3);
- residential development that results only in the enlargement of an existing dwelling unit, or that results only in the creation of up to two additional dwelling units (based on prescribed limits set out in s.2 of O.Reg. 82/98)

#### ***5.2.2 Discussion***

In addition to the mandatory exemptions noted above, recent changes to the Development Charges Act through Bill 108 and Bill 213 provided the following mandatory exemptions:

- residential development in new dwellings: development that includes the creation of up to two detached dwelling units (based on prescribed limits set out in section 2 of O. Reg. 82/98).

- land vested in or leased to a university that receives regular and ongoing operating funds from the government for the purposes of post-secondary education is exempt from development charges imposed under the Development Charges Act, 1997 if the development in respect of which development charges would otherwise be payable is intended to be occupied and used by the university.

### **5.2.3 Recommended Approach**

As the exemptions discussed above are mandatory as per the Development Charges Act, Niagara Region's D.C. by-law will include the additional exemptions.

## **5.3 Discretionary Exemptions**

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### **5.3.1 Description of Current Approach Used in the 2017 D.C. Study**

The Council of a municipality has the authority to provide discretionary exemptions to classes or categories of development. By-law 2017-98 provides for the following discretionary exemptions:

- Granny flats;
- Parking structures;
- Non-residential lands and buildings used for agriculture;
- Places of worship;
- Lands and buildings used for Municipal Housing Project facilities;
- Lands and buildings used for Affordable Housing Projects;
- Canopies;
- Long-Term Care home (50%);
- Brownfield development; and
- Smart Growth Design Criteria/LEEDs in Designated Exemption Areas (up to 50%).

In addition to these exemptions, there are D.C. exemptions for industrial and non-profit developments (provided through grant programs outside of the D.C. by-law).

### **5.3.2 Alternative Options/ Best Practices**

Many municipalities throughout Ontario include some discretionary exemptions in their D.C. by-laws. This practice is normally to financially assist certain types or classes of development where it is perceived that the overall costs to construct may be barrier to that development. The exemption is in essence, a form of grant to that development. Like many other grants which are offered by municipalities, these exemptions must be funded by the taxpayer or rate payer. An alternate approach to an exemption is to provide a grant program outside of the D.C. by-law. This approach has two main benefits:

1. Council can outline the requirements of the grant program in greater detail through a grant program and target certain types of development more specifically; and
2. Council can set aside specific amounts in the budget each year. This provides greater transparency with respect to the funding sources and granted amounts being made available in total.

With respect to exemptions provided by other municipalities, each municipality has their own perspectives on the different types of development to which they wish to provide financial assistance. Exemptions policies may provide 100% exemption from the applicable D.C. or partial exemption from the applicable charge. The following tables provide a survey of discretionary exemptions provided by the LAMs and Other Municipal Comparators.

Note: a checkmark has been provided in the tables below where an exemption is listed (in whole or in part). In addition, some municipalities have additional exemptions specific to their municipality which have not been included in the tables below. Further details on exemptions are provided in each D.C. by-law.

Table 5-1  
LAMs  
Discretionary Exemptions

Local Area Municipalities	Places of Worship	Bona fide Farms	Hospitals	Commercial	Industrial	Institutional	Parking	Area Based (e.g. downtown, CIP)	Brownfields	Non-Profit/Affordable Housing	Granny Flats / Garden Suites	Charitable Institutions	Canopies	Cemeteries	Seasonal Structures/Dwellings	Temporary Structures	Secondary Dwelling Units	Farm Help House
Niagara Region	✓	✓					✓	✓	✓	✓	✓	✓	✓					
City of Niagara Falls		✓			✓		✓	✓	✓	✓	✓	✓	✓	✓				
City of Port Colborne		✓			✓			✓	✓									
City of St. Catharines	✓	✓						✓	✓	✓								
City of Welland	✓				✓		✓	✓	✓	✓	✓	✓	✓		✓	✓		
City of Thorold	✓	✓	✓					✓	✓	✓								
Town of Fort Erie	✓	✓			✓	✓		✓	✓	✓			✓	✓			✓	
Town of Grimsby		✓																
Town of Lincoln	✓	✓					✓			✓	✓		✓	✓		✓		✓
Town of Niagara-on-the-Lake	✓	✓								✓								
Town of Pelham	✓	✓	✓					✓			✓							✓
Township of Wainfleet	✓	✓																
Township of West Lincoln	✓	✓								✓	✓		✓	✓				
<b>Total</b>	<b>10</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>7</b>	<b>5</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>

Table 5-2  
Other Municipal Comparators  
Discretionary Exemptions

Other Municipal Comparators	Places of Worship	Bona fide Farms	Hospitals	Commercial	Industrial	Institutional	Parking	Area Based (e.g. downtown, CIP)	Brownfields	Non-Profit/Affordable Housing	Granny Flats / Garden Suites	Charitable Institutions	Canopies	Cemeteries	Seasonal Structures/Dwellings	Temporary Structures	Secondary Dwelling Units	Farm Help House
Niagara Region	✓	✓					✓	✓	✓	✓	✓	✓	✓					
City of Hamilton	✓	✓		✓	✓		✓	✓		✓	✓					✓		
City of Kitchener		✓	✓													✓		
Region of Waterloo		✓	✓		✓				✓							✓		
Haldimand County	✓	✓																
City of London	✓	✓	✓				✓				✓			✓	✓			
City of Windsor					✓		✓	✓	✓									
City of Guelph	✓		✓				✓							✓		✓		
City of Brantford	✓	✓						✓		✓				✓				
Oxford County (Woodstock)	✓	✓	✓		✓			✓		✓						✓		
City of Woodstock	✓		✓		✓	✓		✓		✓								
Halton Region	✓	✓	✓												✓	✓		
Durham Region	✓	✓	✓				✓						✓					
City of Oshawa		✓	✓		✓			✓		✓						✓		
<b>Total</b>	<b>10</b>	<b>11</b>	<b>9</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>7</b>	<b>3</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>7</b>	<b>0</b>	<b>0</b>

### **5.3.3 Discussion**

*This section to be updated in subsequent drafts of this Policy Report*

### **5.3.4 Recommended Approach**

*This section to be updated in subsequent drafts of this Policy Report*

## **5.4 Timing of Collection for Hard Services**

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### **5.4.1 Description of Current Approach Used in the 2017 D.C. Study**

D.C.s for water, wastewater, services related to a highway, and stormwater services may be collected either at the agreement stage of the development process or at the time the building permit is issued.

The Region's current by-law provides that all D.C.s are to be collected at the time of the first building permit.

### **5.4.2 Alternative Options/ Best Practices**

The majority of LAMs collect D.C.s for hard services at issuance of a building permit. For water, wastewater, and stormwater services only Niagara Falls collects D.C.s at the time of agreement. For services related to a highway, Niagara Falls, Grimsby, and St. Catharines (proposed) collect D.C.s at the time of agreement.

Similarly, the Other Municipal Comparators predominately collect hard service D.C.s prior to issuance of a building permit. Halton Region and Durham Region collect water, wastewater, and services related to a highway D.C.s at the time of agreement for low and medium density residential development. All other types of development pay D.C.s prior to issuance of a building permit.

Table 5-3  
LAMs  
Timing of Collection of D.C.s

Local Area Municipalities	Water	Wastewater	Stormwater	Services Related to a Highway
Niagara Region	B	B	n/a	B
City of Niagara Falls	A	A	A	A
City of Port Colborne	B	B	B	B
City of St. Catharines	B	B	B	B
City of Welland	B	B	B	B
City of Thorold	B	B	B	B
Town of Fort Erie	B	B	B	B
Town of Grimsby	B	B	B	A
Town of Lincoln	B	B	B	B
Town of Niagara-on-the-Lake	B	B	B	B
Town of Pelham	B	B	n/a	B
Township of Wainfleet	n/a	n/a	n/a	B
Township of West Lincoln	B	B	B	B
<b>Total at Building Permit</b>	<b>11</b>	<b>11</b>	<b>9</b>	<b>11</b>
<b>Total at Agreement</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>

B = Building Permit, A = Agreement

Table 5-4  
Other Municipal Comparators  
Timing of Collection of D.C.s

Other Municipal Comparators	Water	Wastewater	Stormwater	Services Related to a Highway
Niagara Region	B	B	n/a	B
City of Hamilton	B	B	B	B
City of Kitchener	B	B	B	B
Region of Waterloo	B	B	B	B
Haldimand County	B	B	B	B
City of London	B	B	B	B
City of Windsor	B	B	B	B
City of Guelph	B	B	B	B
City of Brantford	B	B	B	B
Oxford County (Woodstock)	B	B	n/a	B
City of Woodstock	n/a	n/a	n/a	B
* Halton Region	A/B	A/B	n/a	A/B
* Durham Region	A/B	A/B	n/a	A/B
City of Oshawa	n/a	n/a	n/a	B
<b>Total at Building Permit</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>14</b>
<b>Total at Agreement</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

\*D.C.s payable at agreement stage for low and medium density residential, building permit for all other development

B = Building Permit, A = Agreement, A/B = Combination of both

### 5.4.3 Discussion

*This section to be updated in subsequent drafts of this Policy Report*

#### **5.4.4 Recommended Approach**

*This section to be updated in subsequent drafts of this Policy Report*

### **5.5 Indexing Date**

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#### **5.5.1 Description of Current Approach Used in the 2017 D.C. Study**

The D.C.A. provides that D.C.s may be indexed based on the Statistics Canada Non-residential Building Construction Price Index.

Niagara Region's D.C. by-law provides that D.C.s shall be indexed on January 1 or each year.

#### **5.5.2 Alternative Options/ Best Practices**

Municipalities have two options with respect to indexing the D.C. rates. If the D.C. by-law provides that the charges shall be indexed without adjustment, there is no requirement to gain Council approval to increase the rates as per the index. If the D.C. by-law provides that the charges may be increased, then Council approval is required. Every municipal comparator (LAMs and Other Municipal Comparators) provides that indexing shall occur without amendment to the by-law.

D.C. by-laws also have the option to index annually, semi-annually, quarterly, or monthly. All comparators, except the City of Oshawa, index their D.C.s annually. Oshawa indexes their D.C. rates on a semi-annual basis.

Most LAMs index annually on January 1 of each year. Niagara Falls, Port Colborne, and Wainfleet index their rates in September, November, and August, respectively. In regard to the Other Municipal Comparators, there is no consistency in the indexing dates, however, where Upper and Lower-tier municipalities index their charges, there is general consistency to try and coordinate indexing dates. For Single-tier municipalities indexing dates normally follow the by-law adoption dates.



Table 5-5  
LAMs  
Date of Indexing

Local Area Municipalities	January	February	March	April	May	June	July	August	September	October	November	December
Niagara Region	✓											
City of Niagara Falls									✓			
City of Port Colborne											✓	
City of St. Catharines	✓											
City of Welland	✓											
City of Thorold	✓											
Town of Fort Erie	✓											
Town of Grimsby	✓											
Town of Lincoln	✓											
Town of Niagara-on-the-Lake	✓											
Town of Pelham	✓											
Township of Wainfleet								✓				
Township of West Lincoln	✓											
<b>Total</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>

Table 5-6  
Other Municipal Comparators  
Date of Indexing

Other Municipal Comparators	January	February	March	April	May	June	July	August	September	October	November	December
Niagara Region	✓											
City of Hamilton							✓					
City of Kitchener												✓
Region of Waterloo												✓
Haldimand County					✓							
City of London	✓											
City of Windsor											✓	
City of Guelph			✓									
City of Brantford	✓											
Oxford County (Woodstock)				✓								
City of Woodstock				✓								
Halton Region				✓								
Durham Region							✓					
City of Oshawa	✓						✓					
<b>Total</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>

### 5.5.3 Discussion

*This section to be updated in subsequent drafts of this Policy Report*

### 5.5.4 Recommended Approach

*This section to be updated in subsequent drafts of this Policy Report*

## 5.6 Special Charges

### 5.6.1 Description of Current Approach Used in the 2017 D.C. Study

A municipality has the ability to impose D.C.s for a special category of development outside of the generally used residential and non-residential categories. These categories may include wind turbines, solar farms, and other unique development that may warrant a special category of charges.

The Region's current D.C. by-law provides special charges for wind turbines whereby the charges equate to that of a single-detached home; however, the charges are only imposed for services related to a highway, police, general government, and emergency medical services.

### 5.6.2 Alternative Options/ Best Practices

Of the LAMs, only Wainfleet and West Lincoln impose charges for wind turbines. Within the list of Other Municipal Comparators, only Oxford County imposes charges for wind turbines. Note, that the list of other comparators includes many larger urban centres. Wind turbines, and thus D.C.s for wind turbines, are more common in smaller communities (e.g. in Southwestern Ontario).

Table 5-7  
LAMs  
Special Charges for Wind Turbines

Local Area Municipalities	Wind Turbines
Niagara Region	✓
City of Niagara Falls	
City of Port Colborne	
City of St. Catharines	
City of Welland	
City of Thorold	
Town of Fort Erie	
Town of Grimsby	
Town of Lincoln	
Town of Niagara-on-the-Lake	
Town of Pelham	
Township of Wainfleet	✓
Township of West Lincoln	✓
<b>Total</b>	<b>3</b>

Table 5-8  
Other Municipal Comparators  
Special Charges for Wind Turbines

Other Municipal Comparators	Wind Turbines
Niagara Region	✓
City of Hamilton	
City of Kitchener	
Region of Waterloo	
Haldimand County	
City of London	
City of Windsor	
City of Guelph	
City of Brantford	
Oxford County (Woodstock)	✓
City of Woodstock	
Halton Region	
Durham Region	
City of Oshawa	
<b>Total</b>	<b>2</b>

### 5.6.3 Discussion

*This section to be updated in subsequent drafts of this Policy Report*

### 5.6.4 Recommended Approach

*This section to be updated in subsequent drafts of this Policy Report*

## 5.7 Redevelopment Credits

### 5.7.1 Description of Current Approach Used in the 2017 D.C. Study

Case law provides that should a building or structure be redeveloped or replaced; the property owner should get a credit for the structure being replaced, subject to limitations provided by the D.C. by-law. The limitations may include a time limit from the time of the demolition permit to the time of the application for a building permit for the replacement structure. Most municipalities across Ontario provide a four or five year

period between demolition and building permit however there are exceptions where shorter or longer period has been used.

## **Demolition**

Currently, a demolition credit is received if application is made for a building permit within five (5) years of the demolition. For brownfield development, an application may be made to extend the time period up to an additional three (3) years.

## **Conversion**

If a development is converted from one use to another, a credit is received for the initial use being converted.

### **5.7.2 *Alternative Options/ Best Practices***

Throughout the municipal comparators (both LAMs and Other Municipal Comparators), the most common time limit on the redevelopment credit is 5 years. 10 of the LAMs utilize the 5-year time limit whereas Port Colborne, St. Catharines (proposed), and Welland, use 1 year, 3 years, and 10 years, respectively.

With respect to the Other Municipal Comparators, the majority utilize a 5-year time horizon, 6 municipalities utilize a 10-year time horizon, and Guelph utilizes a 4-year time horizon.

Table 5-9  
LAMs  
Time Limit on Redevelopment Credit

Local Area Municipalities	1 Year	3 Years	4 Years	5 Years	10 Years
Niagara Region				✓	
City of Niagara Falls				✓	
City of Port Colborne	✓				
City of St. Catharines		✓			
City of Welland					✓
City of Thorold				✓	
Town of Fort Erie				✓	
Town of Grimsby				✓	
Town of Lincoln				✓	
Town of Niagara-on-the-Lake				✓	
Town of Pelham				✓	
Township of Wainfleet				✓	
Township of West Lincoln				✓	
<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>10</b>	<b>1</b>

Table 5-10  
Other Municipal Comparators  
Time Limit on Redevelopment Credit

Other Municipal Comparators	1 Year	3 Years	4 Years	5 Years	10 Years
Niagara Region				✓	
City of Hamilton				✓	
* City of Kitchener				✓	✓
* Region of Waterloo				✓	✓
Haldimand County					✓
** City of London					✓
City of Windsor				✓	
City of Guelph			✓		
City of Brantford					✓
Oxford County (Woodstock)				✓	
City of Woodstock				✓	
Halton Region				✓	
Durham Region					✓
City of Oshawa				✓	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>9</b>	<b>6</b>

\*5-year limitation for residential lands and 10-year limitation on non-residential lands

\*\*20-year limitation for Downtown and Old East Areas

### **5.7.3 Discussion**

*This section to be updated in subsequent drafts of this Policy Report*

### **5.7.4 Recommended Approach**

*This section to be updated in subsequent drafts of this Policy Report*

## **5.8 Instalment Payments and D.C. Rate Freeze**

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### **5.8.1 Description of Current Approach Used in the 2017 D.C. Study**

As per recent changes to the legislation, two clauses were added to the D.C.A. which adjust the timing of payment and collection for the Region.

#### **D.C. Rate Freeze**

Prior to the revisions, D.C.s were calculated and payable at time of the first building permit (unless stated in the municipality's bylaw, that is D.C.s for roads, water, wastewater, and stormwater may be collected at time of the subdivision agreement). Section 26.2 has been added to the D.C.A. At a high level, this section provides that the D.C. rates are frozen at the time of submission of an application for development in a site plan control area or an application for a zoning by-law amendment. If neither of these are applicable, then the D.C.s are calculated and payable at the time of the first building permit.

#### **Instalment Payments**

Changes to the D.C.A. now allow for instalment payments for D.C.s payable for specific types of development. Section 26.1 has been added to the D.C.A. which provides that D.C.s shall be paid in equal annual instalments for the following types of developments and for the following lengths of time:

- Rental housing (not non-profit) – six annual instalments (5 years)
- Institutional - six annual instalments (5 years)
- Non-profit Housing – 21 annual instalments (20 years)

Note: interest may be imposed on the D.C. rate freeze, as well as the instalment payments.



These clauses were not included during the preparation of the Region's 2017 D.C. study and by-law. However, once enacted, the Region prepared and approved an interest rate policy through CSD 49-2020 which was approved by Council on December 17, 2020.

### **5.8.2 Recommended Approach**

As the Region has already undertaken a process to develop an interest rate policy, no changes to the policy are anticipated at this time.

DRAFT

Policy Item	Summary of Current Approach (2017 DC Study)	Summary of Alternative Options/Best Practices	Local Area Municipal (LAM) Session Feedback*	Non-Government Session Feedback*
4.3 Asset Management	<ul style="list-style-type: none"> <li>• Requirement under the Development Charge Act and Infrastructure for Jobs and Prosperity Act</li> <li>• Used to determine that all assets included in study are financially feasible</li> <li>• Currently analyzes amount required for growth capital from RDC against amount required from tax rates/user fees.</li> </ul>	<ul style="list-style-type: none"> <li>• All municipal comparators utilize either one of the two alternatives identified in the draft Policy Report</li> </ul>	<ul style="list-style-type: none"> <li>• No comments or questions from the LAM stakeholders.</li> <li>• 23 of 23 stakeholders that responded to survey agreed with current approach.</li> </ul>	<ul style="list-style-type: none"> <li>• No comments or questions from the stakeholders.</li> <li>• 10 of 11 stakeholders that responded to survey agreed with current approach.</li> </ul>
5.5 Annual Rate Indexing	<ul style="list-style-type: none"> <li>• DC are indexed on January 1 of each year.</li> </ul>	<ul style="list-style-type: none"> <li>• Majority of LAM in Niagara use January as well.</li> <li>• Majority of municipal comparators index annual but vary by month</li> <li>• No change proposed to current Region practice.</li> </ul>	<ul style="list-style-type: none"> <li>• No comments or questions from the stakeholders.</li> <li>• 30 of 30 stakeholders that responded to survey agreed with current approach.</li> </ul>	<ul style="list-style-type: none"> <li>• No comments or questions from the stakeholders.</li> <li>• 11 of 12 stakeholders that responded to survey agreed with current approach.</li> </ul>
5.2 Mandatory DC Exemptions	<ul style="list-style-type: none"> <li>• Contained mandatory exemptions of: 50% industrial building expansion; structures owned by a municipalities, local board or Board of</li> </ul>	<ul style="list-style-type: none"> <li>• Bill 108 &amp; 213 creating additional mandatory exemption for: secondary suites in new residential construction; land used for post-secondary institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Comment received from stakeholder indicating that the exemptions for post-secondary institutions should be reduce or refined by the Province.</li> </ul>	<ul style="list-style-type: none"> <li>• No comments or questions from the stakeholders.</li> <li>• 13 of 14 stakeholders that responded to survey agreed with current approach.</li> </ul>



Policy Item	Summary of Current Approach (2017 DC Study)	Summary of Alternative Options/Best Practices	Local Area Municipal (LAM) Session Feedback*	Non-Government Session Feedback*
	Education; and residential intensification.	<ul style="list-style-type: none"> <li>• Mandatory exemptions to remain in 2022 DC By-law as per legislation</li> </ul>	<ul style="list-style-type: none"> <li>• 25 of 26 stakeholders that responded to survey agreed with current approach.</li> </ul>	
4.2 Area-Rating	<ul style="list-style-type: none"> <li>• Region utilized area rating for water/wastewater which is charged on an urban service area only.</li> <li>• All other services are charged Region-wide.</li> </ul>	<ul style="list-style-type: none"> <li>• Council must consider the use of area-specific charges.</li> <li>• Majority of municipal comparators and local area municipalities are utilizing an approach similar to the Region's 2017 D.C. Study.</li> </ul>	<ul style="list-style-type: none"> <li>• Comment received from stakeholder indicating that more localized services should be area rated and Regional significant infrastructure should have a region-wide charge.</li> <li>• 22 of 23 stakeholders that responded to survey agreed with current approach.</li> </ul>	<ul style="list-style-type: none"> <li>• No comments or questions from the stakeholders.</li> <li>• 12 of 13 stakeholders that responded to survey agreed with current approach.</li> </ul>
4.4/4.5 Residential and Non-Residential DC Categories	<ul style="list-style-type: none"> <li>• <u>Residential categories</u>: Single/Semi-detached, Other multiples, Apartment bachelor/1 bedroom, Apartment 2+ bedroom, special care dwelling.</li> <li>• <u>Non-residential categories</u>: commercial, industrial, institutional, wind turbine.</li> </ul>	<ul style="list-style-type: none"> <li>• Similar approach adopted by majority of local area municipalities and comparators with some variations on apartments and non-residential.</li> </ul>	<ul style="list-style-type: none"> <li>• No comments or questions from the stakeholders</li> <li>• 22 of 22 stakeholders that responded to survey agreed with current approach.</li> </ul>	<ul style="list-style-type: none"> <li>• No comments or questions from the stakeholders.</li> <li>• 13 of 14 stakeholders that responded to survey agreed with current approach.</li> </ul>
5.4 Timing of Collection of Hard Services	<ul style="list-style-type: none"> <li>• The Region's current by-law provides that all D.C.s are to be collected at the time of the first building permit.</li> </ul>	<ul style="list-style-type: none"> <li>• DC for water, wastewater, services related to a highway and storm water services may be collected at the agreement stage of the development process.</li> </ul>	<ul style="list-style-type: none"> <li>• No comments or questions from the stakeholders</li> <li>• 19 of 19 stakeholders that responded to survey agreed with current approach.</li> </ul>	<ul style="list-style-type: none"> <li>• No comments or questions from the stakeholders.</li> <li>• 10 of 11 stakeholders that responded to survey agreed with current approach.</li> </ul>

Policy Item	Summary of Current Approach (2017 DC Study)	Summary of Alternative Options/Best Practices	Local Area Municipal (LAM) Session Feedback*	Non-Government Session Feedback*
		<ul style="list-style-type: none"> <li>• Mixed approach amongst municipal comparators</li> </ul>		
5.7 Re-Development Credits	<ul style="list-style-type: none"> <li>• <u>Demolition</u>: a demolition credit is received if application is made for a building permit within five (5) years of the demolition (can apply for additional 3 years if brownfield) subject to limitations in the By-law.</li> <li>• <u>Conversion</u>: If a development is converted from one use to another, a credit is received for the initial use being converted, subject to limitations in the By-law.</li> </ul>	<ul style="list-style-type: none"> <li>• Can utilize longer or shorter timeframe for demolition credits.</li> <li>• Majority of comparators utilize similar approach to Region currently</li> </ul>	<ul style="list-style-type: none"> <li>• No comments or questions from the stakeholders</li> <li>• 21 of 21 stakeholders that responded to survey agreed with current approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Comment received regarding the additional demolition credit extension for Brownfields – it was noted that the extension should be increased from 3 to 5 years given the length of time it may take to redevelop these sites.</li> <li>• 9 of 11 stakeholders that responded to survey agreed with current approach.</li> </ul>

\* Approximately 50% of those in attendance participated in survey. The sessions were attended by approximately 50 LAM representatives (69 invited) and 25 at the non-government session (108 invited).

## NATIONAL DAY FOR TRUTH AND RECONCILIATION

WHEREAS the Truth and Reconciliation Commission (TRC) released its final report on June 2, 2015, which included 94 Calls to Action to redress the legacy of residential schools and advance the process of Canadian reconciliation;

WHEREAS the recent discoveries of remains and unmarked graves across Canada have led to increased calls for all levels of government to address the recommendations in the TRC's Calls to Action;

WHEREAS all Canadians and all orders of government have a role to play in reconciliation;

WHEREAS Recommendation #80 of the Truth and Reconciliation Commission called upon the federal government, in collaboration with Indigenous peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process; and

WHEREAS the Federal Government has announced September 30, 2021, as the first National Day for Truth and Reconciliation (National Orange Shirt Day) and a statutory holiday.

NOW THEREFORE BE IT RESOLVED:

1. That the Council of the Regional Municipality of Niagara does hereby **COMMIT** to recognizing September 30, 2021, as the National Day for Truth and Reconciliation (National Orange Shirt Day) by sharing the stories of residential school survivors, their families, and communities.

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**Subject:** Vacant Land at 745 Crescent Road in the Town of Fort Erie

**Report to:** Corporate Services Committee

**Report date:** Wednesday, September 15, 2021

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## Recommendations

1. That vacant land owned by Niagara Region and municipally known as 745 Crescent Road, Fort Erie, described as Parts 1 and 2 on Reference Plan 59R-16123, and as shown on the attached Appendix 1 to Report CSD 59-2021 (the "Land") **BE DECLARED** surplus to the needs of Niagara Region;
2. That the transfer of Land to Niagara Regional Housing ("NRH") for the nominal sum of \$1.00 **BE APPROVED**; and
3. That the Commissioner/Treasurer of Corporate Services **BE AUTHORIZED** to execute the necessary documents satisfactory to the Director, Legal and Court Services to facilitate these recommendations.

## Key Facts

- The purpose of this report is to declare vacant land owned by the Niagara Region as surplus and to transfer the land to NRH for \$1.00 in order to support a federal application for Rapid Housing Initiative (RHI) project stream funding for an affordable housing development.
- The Crescent Road elevated water tank (the "Tank") was previously located upon the Land.
- The Tank was demolished in 2017 and the Land is now vacant.
- The Land is approximately 0.67 acres and located in a residential neighbourhood.
- In 2020, the Town of Fort Erie (the "Town") re-designated the land use to Urban Residential with a rezoning to Residential Multiple 1 (RM1) and to permit an apartment dwelling with a maximum height of three storeys with a minimum lot area of 149 m<sup>2</sup> per unit.

## **Financial Considerations**

To support Council's Objective 2.3: Addressing Affordable Housing Needs, it is recommended to not dispose of the Land at market value but to transfer the land to NRH for \$1.00 to support a federal application for RHI funding for an affordable housing development.

## **Analysis**

The Land is the former site of the Crescent Road water tower that was demolished in 2017. Water staff determined the land was no longer needed for water purposes. Environmental Site Assessments were undertaken and a Record of Site Condition was filed with the Ministry of Environment, Conservation, and Parks on September 14, 2018.

In early 2019, Real Estate staff began the process to dispose of the Land in accordance with the Disposal of Land By-law 26-2011 (the "By-law"). Information about the Land being declared surplus was circulated to departments of Niagara Region; agencies, boards, and commissions of Niagara Region; the Town; local school boards; provincial government; and federal government. No responses were received indicating interest in purchasing the Land.

Discussion was held with Planning and Development Services staff from the Town and Niagara Region regarding future use of the Land. The Town's Official Plan designation and zoning at that time severely restricted the development potential. An application for an amendment to the zoning by-law and/or official plan was submitted to the Town in October 2019.

Regional Councillors were notified of this potential surplus land in memorandum CWCD 414-2019 dated November 8, 2019 (attached as Appendix 2 to Report CSD 59-2021).

In early 2020, the Town approved the application for an amendment to the zoning by-law and/or official plan with the land use designation changing to Urban Residential from Institutional along with a change in zoning from Public to Residential Multiple 1 (RM1) with a special provision to allow an apartment dwelling with a maximum height of three storeys with a minimum lot area of 149 m<sup>2</sup> per unit.

As NRH had expressed no interest in the Land in 2019, Real Estate staff intended to continue with the process to dispose of the Land, but a motion was carried at the

January 15, 2020, Corporate Services Committee “That the property located at 745 Crescent Road, in the Town of Fort Erie, **BE INCLUDED** as part of the inventory in the Niagara Regional Housing Master Plan and that staff not proceed with any action to dispose of the property at this time”. Real Estate staff then discontinued the process to dispose of the Land until NRH completed their Master Plan.

Recently NRH staff contacted Real Estate staff about acquiring the Land for \$1.00 for affordable housing. NRH will be presenting their own report for approval to purchase the Land from Niagara Region.

### **Alternatives Reviewed**

Disposing of the Land on the open market was reviewed, however, the process was stopped following the motion carried at the January 15, 2020, Corporate Services Committee meeting. Additionally, since the real estate market has increased substantially, NRH would be at a disadvantage to find alternative vacant land to support affordable housing.

### **Relationship to Council Strategic Priorities**

Objective 2.3: Addressing Affordable Housing Needs.

### **Other Pertinent Reports**

Niagara Regional Housing SPEC-1-2021, September 8, 2021

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**Prepared by:**

Pam Salvatore, SR/WA  
Real Estate Coordinator  
Corporate Services

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**Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner/Treasurer  
Corporate Services

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**Submitted by:**

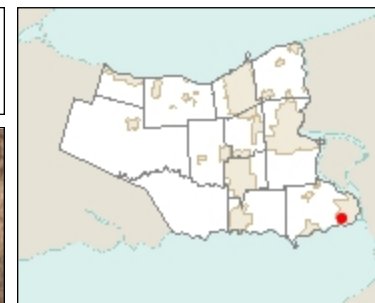
Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was reviewed by Frank Fucile, Manager, Real Estate; Donovan D'Ambroise, Manager, Program Financial Support; Gordon Szaszi, Project Manager Housing Development; Adrienne Jugley, Commissioner, Community Services, Donna Gibbs, Director, Legal and Court Services and Sterling Woods, Legal Counsel.*

**Appendices**

- Appendix 1 Aerial photo of 745 Crescent Road, Fort Erie  
Appendix 2 CWCD 414-2019





### Legend

- Address Points
- Ownership Parcels
- Streets Labels

127.0 0 63.50 127.0 Meters

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### Notes



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## MEMORANDUM

**CWCD 414-2019**

**Subject: Potential Surplus Property, 745 Crescent Road in the Town of Fort Erie**

**Date: November 8, 2019**

**To: Regional Councillors**

**From: Pam Salvatore, Real Estate Coordinator**

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In accordance with Niagara Region's Disposal of Land By-law 26-2011 (the "By-law"), staff are required to circulate information related to potential surplus property to Regional Council not less than two weeks prior to a decision being made.

The potential surplus property is vacant land municipally known as 745 Crescent Road in the Town of Fort Erie (the "Lands") and is the former site of the Crescent Road water tower which was demolished in 2017. An aerial photo of the Lands is attached as Appendix 1. The Lands, located in a predominantly residential area are surrounded by both residential/vacant land to the north, vacant land to the south, Crescent Road to the east, and Fairview Road (unimproved) to the west. A Record of Site Condition for the Lands was filed in the Environmental Site Registry on September 14, 2018. The Lands are approximately 0.67 acres in size and are further described as Parts 1 and 2 on the attached reference plan 59R-16123 (Appendix 2).

In accordance with the By-law, staff have circulated information about the Lands to departments, agencies, boards, and commissions of Niagara Region along with the Town of Fort Erie (the "Town"), provincial government, federal government, and school boards. No responses indicating interest in the Lands were received. It was noted that the Town of Fort Erie did suggest that Niagara Region notify private not-for-profit agencies. Staff will address this suggestion in an upcoming report (January 2020) to Corporate Services Committee which will seek approval to declare the Lands surplus and to dispose of the Lands in accordance with the By-law.

The Lands are currently designated Institutional in the Town's Official Plan with a Public zoning. With the support of Planning and Development staff from the Town and Niagara Region, staff have started the process for a Combined Official Plan Zoning By-law Amendment (the "Amendments"). The Amendments will redesignate the Lands to Urban Residential with a rezoning to Residential Multiple 1 (RM1). The Amendments will permit a variety of residential dwelling types to be developed on the Lands including single detached dwellings, semi-detached dwellings, duplexes, triplexes, four-plexes, street townhouse dwellings, block townhouse dwellings, and uses, buildings and structures accessory to the permitted uses.

The Application for an Amendment to the Zoning By-law and/or Official Plan has been submitted to the Town and a Public Information Open House was held on October 22, 2019 at the Town's Municipal Town Hall. A Public Meeting is scheduled for November 12, 2019 at the Town's Municipal Town Hall. Residents have the opportunity to provide their input about the Amendments.

Should a Councillor identify a potential use for the Lands, then the process to declare the Lands surplus will be halted. If no use is identified, then staff upon completion of the redesignation and rezoning will submit the report to Committee and Council to declare the Lands surplus and to dispose of the Lands in accordance with the By-law.

Respectfully submitted and signed by

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Pam Salvatore, RWA  
Real Estate Coordinator

Appendix 1 – the Lands  
Appendix 2 – Reference Plan 59R-16123

# Q2 2021 Financial Update

Corporate Services Committee

CSD 56-2021

September 15, 2021

Beth Brens, Acting Associate Director Reporting & Analysis

# TWENTY21

NIAGARA REGION

## Q2 2021 FINANCIAL UPDATE

Corporate Services Committee

September 15, 2021

# Agenda

Background

Deliverables

Q2 Operating Results – Levy & Rate

2021 COVID-19 Financial Impact

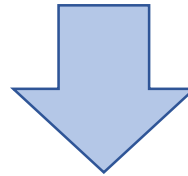
Q2 Capital Results

# Background

Policies that guide our **financial strategy** and how we allocate resources:

Budget Planning By-Law

Capital Financing Policy



Policies that guide our **financial reporting** requirements:

Budget Control By-Law

Reserve and Reserve Fund Policy

Operating Surplus / Deficit Policy

Financial Reporting and Forecasting Policy

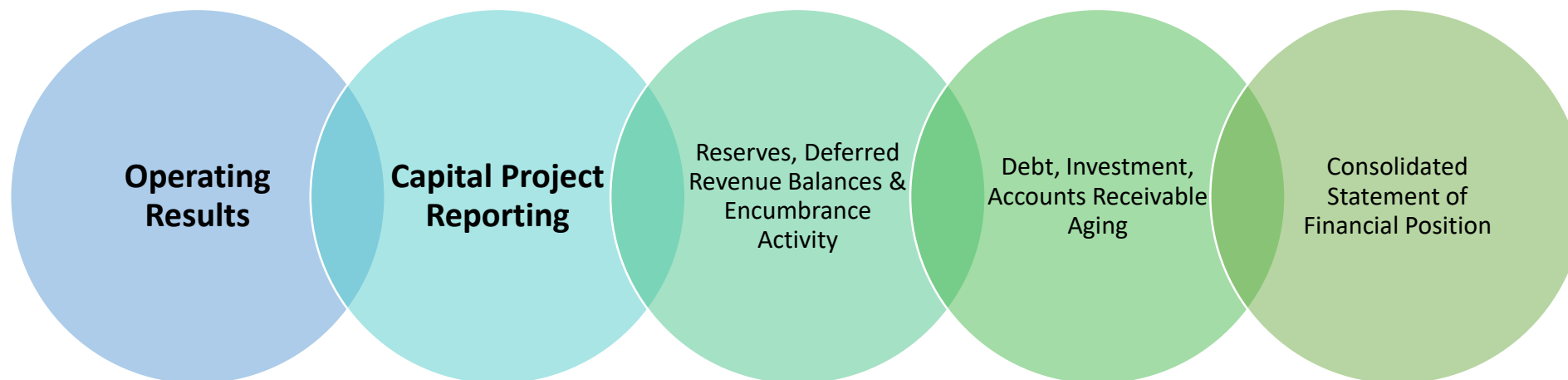
# Deliverables

Q2 2021 Financial Update is available on the Niagara Region's external website:

## [June 2021 Financial Report](https://www.niagararegion.ca/government/budget/finance/default.aspx)

(<https://www.niagararegion.ca/government/budget/finance/default.aspx>)

The report contains information on:



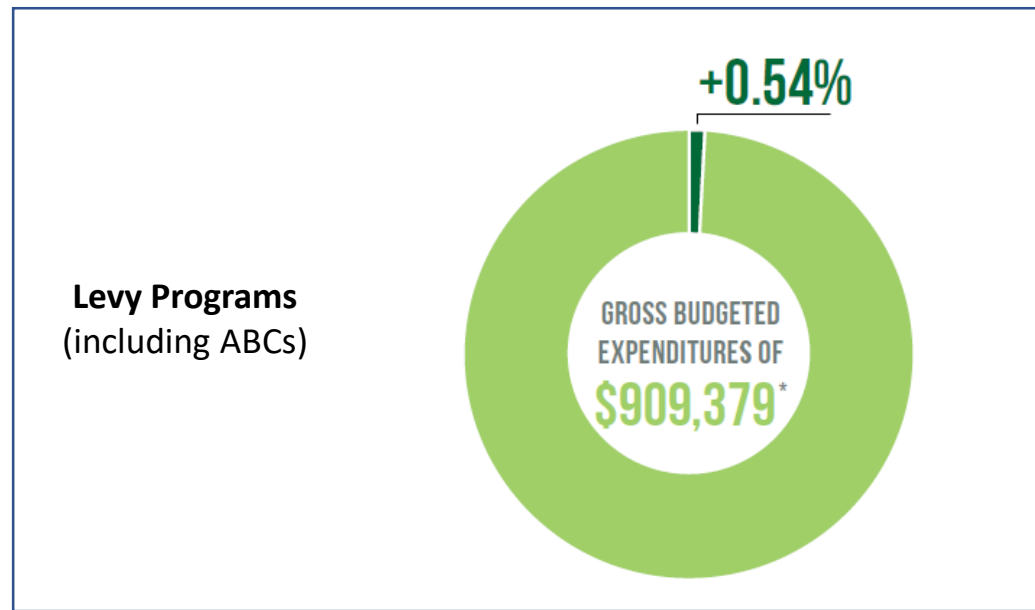
# 2021 Key Messages as of Q2 2021

- Purpose of report is to provide Q2 financial results to Council for information purposes including -
  - Normal operating variance and COVID-19 impacts inclusive of Taxpayer Relief Reserve projections.
- General COVID-19 funding (\$9 million) has been fully allocated based on current forecasted expenses
  - If forecast costs change, it will be deferred to 2022 through reserve




# Q2 Summary Results – Levy Programs

<i>(in thousands)</i>	Forecasted Surplus/ (Deficit) (after indirect allocations)	Percentage of Gross Budget
Regional Departments and General Government	\$ 6,801	1.04%
Agencies, Boards and Commissions (ABCs)	(1,929)	-0.76%
<b>Total Levy-Supported Programs</b>	<b>\$ 4,872</b>	<b>0.54%</b>



# Q2 Summary Results – Levy Programs

## Regional Departments and General Government Drivers

<i>(in thousands)</i>	Forecasted Surplus/ (Deficit) (after indirect allocations)	Percentage of Gross Budget
Regional Departments and General Government	\$ 6,801 	1.04%
Agencies, Boards and Commissions (ABCs)	(1,929)	-0.76%
<b>Total Levy-Supported Programs</b>	<b>\$ 4,872</b>	<b>0.54%</b>

### Factors impacting Regional Departments (Surplus of \$6,801):

- Staffing vacancies (+\$5,544)
- NRT/NST COVID-19 service impacts and expansion delays (+\$3,721)
- Savings in administrative costs due to pandemic-related restrictions
- Maintained allocation of investment income to rate reserves and deferred development charges in accordance with Reserve Policy (-\$3,411)

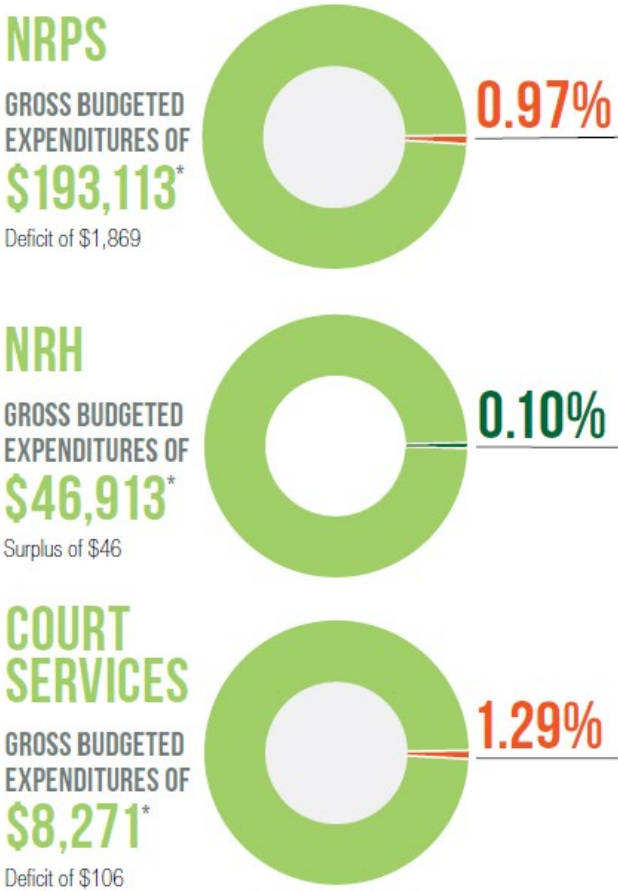
# Q2 Summary Results – Levy Programs

## ABC Drivers

<i>(in thousands)</i>	Forecasted Surplus/ (Deficit) (after indirect allocations)	Percentage of Gross Budget
Regional Departments and General Government	\$ 6,801	1.04%
Agencies, Boards and Commissions (ABCs)	(1,929) ←	-0.76%
<b>Total Levy-Supported Programs</b>	<b>\$ 4,872</b>	<b>0.54%</b>

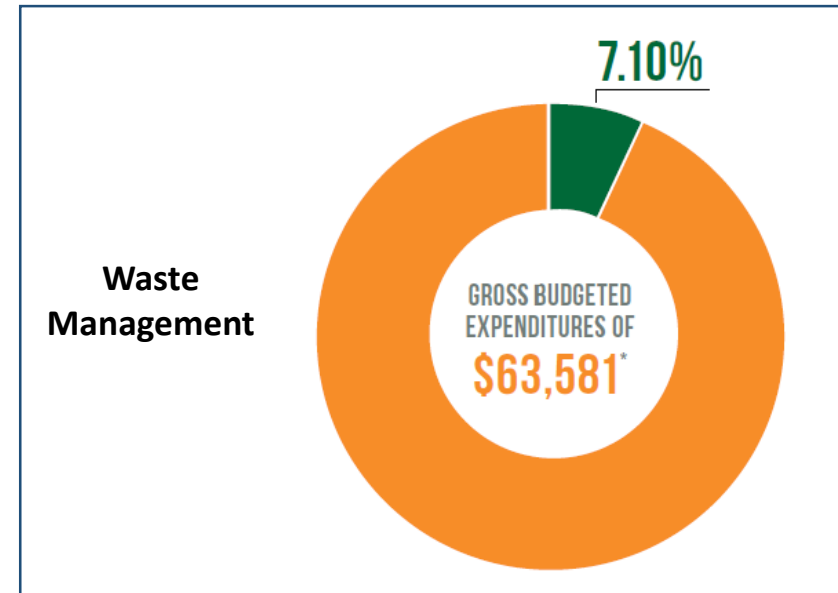
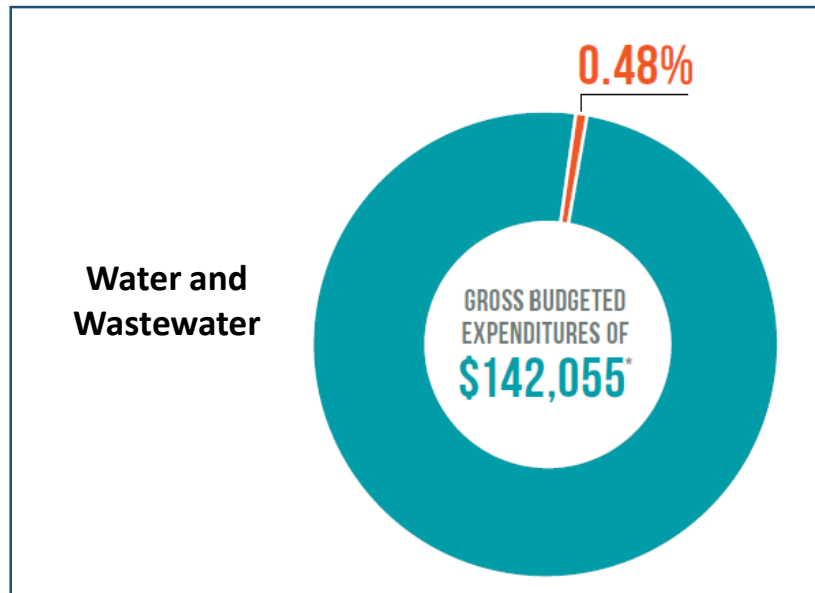
### Factors impacting ABCs (Net Deficit of \$1,929):

- \$481 in lost infraction revenues in Court Services, partially offset by corresponding decreased court costs and reduced distribution to LAMs
- Legal claim payment for NRPS



# Q2 Summary Results – Rate Programs

<i>(in thousands)</i>	Forecasted Surplus/ (Deficit) (after indirect allocations)	Percentage of Gross Budget
Water and Wastewater	\$ (678)	-0.48%
Waste Management	\$ 4,514	7.10%
<b>Total Rate-Supported Programs</b>	<b>\$ 3,836</b>	<b>1.87%</b>



# Q2 Summary Results – Rate Drivers

<i>(in thousands)</i>	Forecasted Surplus/ (Deficit) (after indirect allocations)	Percentage of Gross Budget
Water and Wastewater	\$ (678)	0.48%
Waste Management	4,514	7.10%
<b>Total Rate-Supported Programs</b>	<b>\$ 3,836</b>	<b>1.87%</b>

## Factors Impacting Water & Wastewater (Deficit of \$678):

- Water sales (-\$632)
- Sludge disposal and management (-\$483)
- Chemical costs (-\$153)
- Net utility savings (+\$947)

## Factors Impacting Waste Management (Surplus of \$4,514):

- Recycling commodity market revenue – increased commodity prices (+\$4,820)
- Garbage tag revenues (-\$463)
- Organics processing costs due to increased volumes (-\$158)

# Q2 2021 COVID-19 Financial Impacts

<i>(in thousands)</i>				
Program Area	Total Forecasted COVID-19-Related Costs at Q2	Total Confirmed External Funding	Forecast - Levy-Funded	Net Forecasted Reserve Funding
Regional Departments	\$47,487	\$(46,853)	\$1,942	\$(2,576)
ABCs	5,368	(4,701)	(667)	-
<b>Total Levy-Supported</b>	<b>\$52,855</b>	<b>\$(51,554)</b>	<b>\$1,275</b>	<b>\$(2,576)</b>
Rate-Supported	855	(855)	-	-
<b>Total Niagara Region</b>	<b>\$53,710</b>	<b>\$(52,409)</b>	<b>\$1,275</b>	<b>\$(2,576)</b>
Q1 Forecast	55,244	(49,354)	(247)	(5,643)
Change	\$(1,534)	\$(3,055)	\$1,522	\$3,067

Detailed schedule – Appendix 2

Budgeted Taxpayer Relief reserve funding was \$19 million

# Two-Year COVID-19 Cost Summary

<i>(in thousands)</i>	2021 Spent & Committed	2021 Forecasted	2021 Total	2020 Total	Total Cumulative
Redeployed resources	\$8,445	\$3,551	\$11,996	\$20,780	\$32,776
Costs incremental to base budget	27,580	21,636	49,216	31,132	80,348
Lost Revenue	-	10,350	10,350	14,382	24,732
Less: Cost Savings	-	(5,856)	(5,856)	(17,306)	(23,162)
<b>Total COVID-19 Gross Cost</b>	<b>36,025</b>	<b>29,681</b>	<b>65,706</b>	<b>48,988</b>	<b>114,694</b>
Less: Confirmed Funding Matched to Expenses	(27,883)	(24,526)	(52,409)	(47,911)	(100,320)
<b>Net Cost to Region</b>	<b>\$8,142</b>	<b>\$5,155</b>	<b>\$13,297</b>	<b>\$1,077</b>	<b>\$14,374</b>

Gross costs reported above include the cost of redeployed resources funded through base budgets. External funding has been applied in accordance with each provincial or federal funding agreement.

# Q2 COVID-19 Reporting – Taxpayer Relief Reserve

<i>(in millions)</i>	2021 Budget	2021 Forecast	2022 Forecast	2023 Forecast
Opening Balance (reflects 2020 year-end approved transfers)	\$53.5	\$53.5	\$49.1	\$41.1
Non-COVID Transfers	(6.6)	(6.7)	0.9	0.9
Total COVID-19 Funding Transfers	(19.0)*	(2.6)*	(8.9)	0.0
Forecasted Year-End Levy Surplus Transfer	0	4.9	0	0
<b>Forecasted Closing Balance</b>	<b>\$27.9</b>	<b>\$49.1</b>	<b>\$41.1</b>	<b>\$42.0</b>

2022 and 2023 Forecast is based on 2021 Budget – additional funds will likely be required based on 2022 Budget

\*Forecasted use for COVID-19 in 2021 is \$16.4 million less than budget due to confirmed external funding for 2021 expenses.



# Stabilization Reserve Targets

Target per Policy is 10% to 15% of operating expenses

Balances below target impact the ability to manage operational risks

(in thousands)	Reserve Balance forecasted at December 31, 2021	Reserve Target Balance		Conclusion
		Low (10%)	High (15%)	
Taxpayer Relief (*)	\$49,121	\$65,457	\$98,186	Underfunded
Water Stabilization	\$ 3,206	\$ 2,354	\$ 3,530	Within Funding Targets
Wastewater Stabilization	\$ 2,972	\$ 6,444	\$ 9,666	Underfunded
Waste Management Stabilization	\$ 7,461	\$ 5,937	\$ 8,905	Within Funding Targets
Police Contingency	\$ 954	Assessed by NRPS		
Police Services Board Contingency	\$ 242			

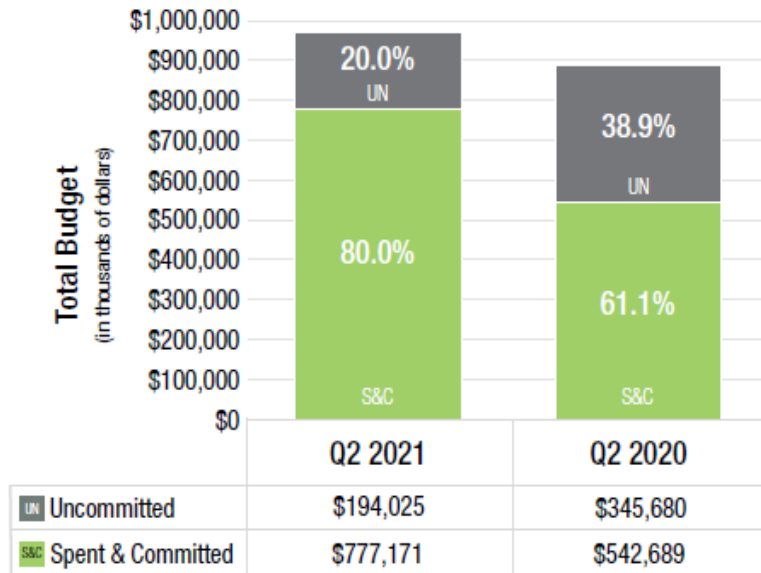
\* When setting targets, Niagara Region considers all levy gross expenditures, excluding ABCs.

# Capital Project Status

## LEVY

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

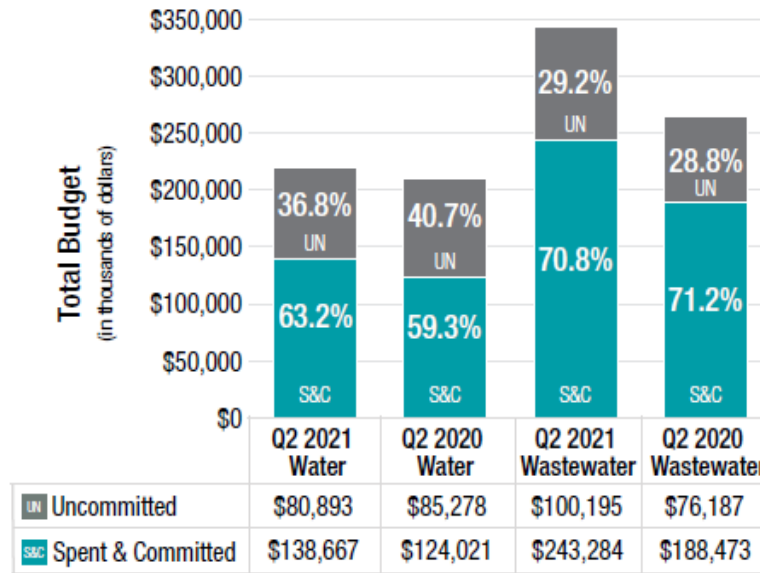
Active projects with budgets greater than \$1 million.



## WATER & WASTEWATER

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

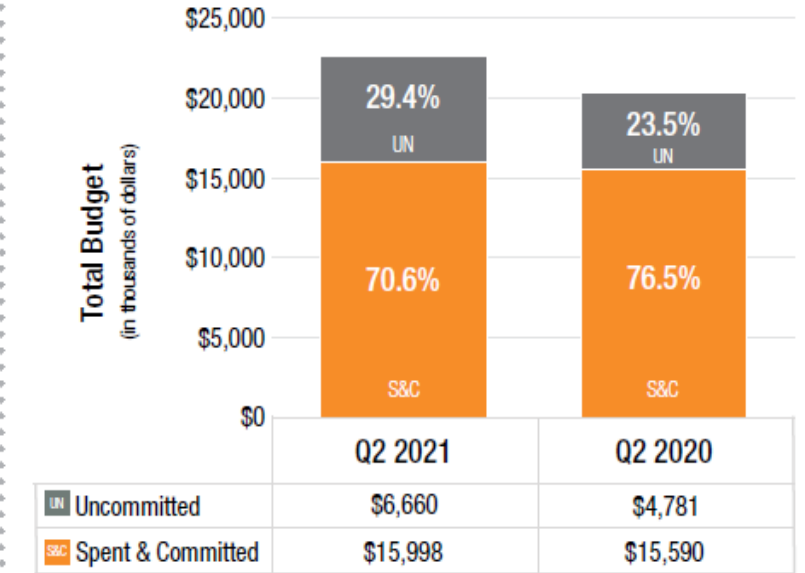
Active projects with budgets greater than \$1 million.



## WASTE MANAGEMENT

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

Active projects with budgets greater than \$1 million.



Lower % spent & committed trends in 2020 partially attributable to COVID-19 focus on **urgent/essential procurements** and overall **increased capital budget** to address infrastructure gap

# Capital Variance Projects

## LEVY

YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS

INCOMING



OUTGOING



INCOMING



OUTGOING



## WATER & WASTEWATER

YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS

INCOMING



OUTGOING



INCOMING



OUTGOING



## WASTE MANAGEMENT

YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS

INCOMING



OUTGOING



INCOMING



OUTGOING



As of Q2 2021, **\$7.7 million** has been made available for future capital

**\$3.5 million** of this amount has been **committed to the 2022 capital budget**

# Other/Next Steps

- Staff will continue to monitor COVID-19 funding announcements and costs
  - Provide updates quarterly on the forecasted Reserve funding requirements
- Staff will continue to use these financial results to inform 2022 budget planning for on-going pressures and mitigation opportunities

# Questions?

**Beth Brens**

**Acting Associate Director, Reporting & Analysis**

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**Subject:** Q2 2021 Financial Update

**Report to:** Corporate Services Committee

**Report date:** Wednesday, September 15, 2021

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## Recommendations

1. That the June 30, 2021, Q2 Financial Update of the Regional Municipality of Niagara ("the Region") **BE RECEIVED** for information.

## Key Facts

- The purpose of this report is to provide an overview of forecasted operating variances to year-end based on actual results as of June 30, 2021, including a detailed financial report of COVID-19 related financial activities. Quarterly financial updates are provided as of June, September and December each year and include forecasted operating results; capital project reporting; reserves and deferred revenue; investments; debt; consolidated statement of financial position and accounts receivable.
- Regional departments and General Government are projecting a surplus of \$6.8 million (1.04% of budget) at year-end. Levy-supported programs (Regional Departments consolidated with Agencies, Boards and Commissions ("ABCs")) are projecting an overall surplus of \$4.9 million (0.54% of budget) at year-end.
- Rate-supported programs (Water and Wastewater Services and Waste Management Services) are projecting an overall surplus of \$3.8 million (1.87 % of budget) at year-end.
- The above results include the Region's current estimate of 2021 financial impacts related to the COVID-19 pandemic, including total gross cost of \$53.7 million and confirmed COVID-19 external funding to date of \$52.4 million (see Appendix 5 to Report CSD 56-2021). Funding announcements that are anticipated but have not been confirmed have not been included in this forecast.
- The 2021 budget included a transfer from the Taxpayer Relief Reserve of \$19.0 million to fund COVID-19 related expenditures (\$18.8 million for Levy programs and \$0.2 million for Rate programs per CSD 39-2021). Staff are forecasting that this budgeted transfer from reserve will be reduced by \$16.4 million to \$2.6 million due to confirmed external COVID-19 funding. As these estimates are subject to change, staff will continue to monitor and provide updates quarterly on the actual Reserve funding required.

- Departments prepare forecasts using assumptions and estimates based on information available at the time of writing the quarterly financial updates. All financial implications quantified in this report include estimates up to December 31, 2021, unless otherwise noted. Estimates in this report are fluid and changing and as a result, the forecasts contain inherent risks and actual results may differ.

## Financial Considerations

Full analysis and explanation of the levy and rate-supported program forecasts can be found in the Q2 2021 Financial Update Report on the Region's website at the link below and in Appendix 1 to Report CSD 56-2021. The report is compliant under the Accessibility for Ontarians with Disability Act. Hard copies of the report can be made available upon request.

### Q2 2021 Financial Update

(<https://www.niagararegion.ca/business/finance/quarterly-reports/default.aspx>)

A high-level analysis of the financial results below is provided in the analysis section of the report. The results below are inclusive of COVID-19 financial impacts.

*Table 1: Q2 2021 Results Summary*

(in thousands)	Forecasted Surplus/(Deficit) after indirect allocations	Percent of Budget
Regional Departments and General Government	\$6,801	1.04%
NRPS	(1,869)	-0.97%
NRH	46	0.10%
Court Services	(106)	-1.29%
NPCA	0	0.00%
<b>Total Levy-Supported</b>	<b>\$4,872</b>	<b>0.54%</b>
Water and Wastewater	(\$678)	-0.48%
Waste Management	4,514	7.10%
<b>Total Rate-Supported</b>	<b>\$3,836</b>	<b>1.87%</b>

Recommendations to address final surpluses and/or deficits will be brought forward to Council as part of the 2021 Year-End Transfer report.



## **Analysis**

The Q2 2021 financial results are being driven by many different factors, which are outlined below. Since our previous report CSD 39-2021 on June 16, 2021, information has been received and assumptions have been updated.

### **Levy-Supported Programs (all amounts in thousands of dollars)**

Niagara Region's levy programs are operating at a net forecasted surplus of \$4,872. The Region has continued to monitor and respond to the COVID-19 pandemic and make changes to service delivery to continue to meet the needs of Niagara residents.

The levy programs excluding agencies, boards and commissions are operating at a forecasted surplus of \$6,801 (1.04% of budget). This forecasted surplus is largely driven by corporate staff gapping of \$5,544 due to delays in filling vacancies as a result of the COVID-19 pandemic. The transit division has a favourable variance of \$3,721 due to pandemic-related reduced service levels, lower ridership and deferred service enhancements. In addition, there are savings across all departments due to pandemic-related reductions in costs such as travel and staff training and development. These favourable variances are offset by the allocation of investment income of \$3,411 to the rate reserves and deferred development charges at the average portfolio rate in accordance with the Reserve Policy.

Niagara Region's agencies, boards and commissions (ABCs) are operating at a forecasted net deficit of \$1,929 (0.76% of budget). This deficit is driven primarily by lost revenues in Court Services from fines that have not been collected due to COVID-19 and the allocation of a legal claim payment to the Niagara Region Police Services (NRPS).

### **Rate-Supported Programs (all amounts in thousands):**

#### ***Water and Wastewater Services***

Water and Wastewater Services has a forecasted net deficit at year-end of \$678 (0.48% of budget) at year-end, which consists of a deficit of \$366 in the Wastewater division and \$312 in the Water division.

The forecasted deficit is primarily attributable to an unfavourable variance in water sales of \$632 due to a wet spring and summer to date, combined with decreased water usage



as a result of the COVID-19 pandemic, in addition to unfavourable variances in sludge management and chemical costs of \$483 and \$153 respectively due to increased volumes. These unfavourable variances are offset by net utility savings of \$947 and the allocation of COVID-19 funding received from the Province to offset incremental costs incurred as a result of the pandemic.

### ***Waste Management***

Waste Management Services are operating at a forecasted surplus at year-end of \$4,514 (7.1% of budget).

The forecasted surplus is primarily a result of a favourable variance of \$4,820 from higher than anticipated net market revenues from the sale of recyclable commodities arising from increased commodity prices. This favourable variance is offset by unfavourable variances of \$158 due to increased organic processing costs arising from higher volumes and \$464 in reduced garbage bag tag revenue.

This surplus was not anticipated at the time of developing the 2022 budget strategy; therefore, it will be available to assist in mitigation of 2022 budget pressures.

### **COVID-19 Financial Impacts**

Staff continue to track costs directly related to the pandemic and report on these impacts. These costs are incorporated into the comprehensive financial results discussed in this report.

As shown in Table 2 below, COVID-19 gross expenditures of \$53.7 million have been forecasted at Q2, a decrease of \$1.0 million over the Q1 estimates. These expenditures are funded with \$52.4 in external funding (see Appendix 5 to Report CSD 56-2021, for a detailed summary of funding announcements) and \$2.6 million in reserve funding, with a net levy surplus of \$1.3 million for savings not originally attributed to items funded through the reserve. See Appendix 2 to Report CSD 56-2021 for a summary of the COVID-19 financial impacts by department.

The 2021 budgeted transfer from the Taxpayer Relief reserve of \$19.0 million to fund COVID-related expenditures (\$18.8 million for Levy programs and \$0.2 million for Rate programs), is forecasted to be reduced by \$16.4 million through substitution with the confirmed external COVID-19 funding, leaving \$2.6 million remaining to be funded through the reserve (Appendix 2 to Report CSD 56-2021). The impact of this change on the Taxpayer Relief reserve forecasted balances is shown below in Table 3. It should be noted that these estimates of the forecasted costs for the year are subject to change as

the pandemic continues to evolve, potentially increasing COVID-related costs and requiring more than the forecasted reserve transfers.

Table 2 – 2021 COVID-19 Financial Overview

<i>(in thousands)</i> <b>Program Area</b>	<b>Gross Expenditures</b>	<b>External Funding</b>	<b>Levy Funding</b>	<b>Reserve Funding</b>
Regional Departments	\$47,487	\$(46,853)	\$1,942	\$(2,576)
ABCs	5,368	(4,701)	(667)	0
<b>Total Levy-Supported</b>	<b>52,855</b>	<b>(51,554)</b>	<b>1,275</b>	<b>(2,576)</b>
<b>Total Rate-Supported</b>	<b>855</b>	<b>(855)</b>	<b>0</b>	<b>0</b>
<b>Total Niagara Region</b>	<b>53,710</b>	<b>(52,409)</b>	<b>1,275</b>	<b>(2,576)</b>
Q1 Forecast	55,244	(49,354)	(247)	(5,643)
<b>Change</b>	<b>\$(1,534)</b>	<b>\$(3,055)</b>	<b>\$1,522</b>	<b>\$3,067</b>

In addition to the confirmed external COVID-19 funding, staff continue to monitor Provincial and Federal funding announcements and will communicate additional reserve substitutions in future quarterly reports to align with these announcements.

Table 3 outlines the impact of Q2 forecasted results on the Taxpayer Relief Reserve balance. The forecast does not yet incorporate any revised 2022 budget and 2023 forecast draws on reserve related to COVID-19 and other budget decisions, which will be recommended to Budget Review Committee of the Whole. Similar to the 2021 budget assumption, the Taxpayer Relief reserve will be utilized to fund any COVID-related costs until any incremental external funding is confirmed.

Table 3 – Taxpayer Relief Reserve 3-Year Forecast

<i>(in millions)</i>	<b><u>2021</u> <u>Budget</u></b>	<b><u>2021</u> <u>Forecast</u></b>	<b><u>2022</u> <u>Forecast</u></b>	<b><u>2023</u> <u>Forecast</u></b>
<b>Opening Balance (1)</b>	<b>\$53.5</b>	<b>\$53.5</b>	<b>\$49.1</b>	<b>\$41.1</b>
<b>Total Non-COVID Transfers</b>	<b>(6.6)</b>	<b>(6.7)</b>	<b>0.9</b>	<b>0.9</b>
<b><u>COVID-19 Funding Requirements</u></b>				
2021 COVID-19 Regional Levy and General Government funding	(17.2)	(2.6)	(8.9)	0
2021 COVID-19 ABC funding	(1.6)	0	0	0
2021 COVID-19 Rate funding	(0.2)	0	0	0
<b>Total COVID-19 Funding Transfers</b>	<b>(19.0)</b>	<b>(2.6)</b>	<b>(8.9)</b>	<b>0</b>
<b>Q2 Forecasted Surplus</b>	<b>0</b>	<b>4.9</b>	<b>0</b>	<b>0</b>
<b>Forecasted Reserve Balance</b>	<b>\$27.9</b>	<b>\$49.1</b>	<b>\$41.1</b>	<b>\$42.0</b>

(1) The 2021 budgeted balance has been adjusted to reflect 2020 year-end results and approved transfers.

#### Public Health External Funding

The 2021 operating budget was adjusted in alignment with the 2021 Public Health Annual Service Plan submission. Staff have recently received the 2021 amending Public Health funding agreement from the Ministry of Health and the full amount of the COVID-19 funding requested was not confirmed. Staff have since had follow up dialogue with the Province and feel confident that the Province will fund 100% of our COVID-19 related costs. As such, staff are not recommending a change to the 2021 budget at this time and have forecasted COVID-19 related expenditures to be funded 100% with provincial funding. If the Province does not fund 100% of the COVID-19 related costs, any unfunded expenditures (estimated at a maximum amount of \$5.6 million) would be funded from the Taxpayer Relief Reserve through the year-end transfer report.

## Capital

The impacts of COVID-related claims regarding delays on capital projects have not been included in this report, as all of the funding that would be available to fund such claims has been allocated to operating costs at this time. Staff will continue to monitor this and incorporate it into the reporting as available in the future

All estimates in the forecast analysis have been made up to December 31, 2021, unless otherwise noted in Appendix 3 to Report CSD 56-2021, showing further detail on the corporate assumptions and cost categories. A detailed breakdown by operating department can be found in Appendix 4 to Report CSD 56-2021.

## Alternatives Reviewed

Forecasts for the year are provided using the best information and estimates based on circumstances known at the time of the financial update.

Staff are working with both the area municipality treasurers within Niagara Region and with colleagues across the province (through the Ontario Regional and Single-Tier Treasurers group) to share ideas and strategies to respond to the financial and operational impacts of this pandemic.

## Relationship to Council Strategic Priorities

Forecasting financial results and providing formal reporting to Council and the public supports the Council Strategic Priority of Sustainable and Engaging Government.

Supporting the COVID-19 emergency response directly supports Council's strategic priority of a Healthy and Vibrant Community.

## Other Pertinent Reports

- ED 4-2021 Tourism Adaption and Recover Fund Budget Adjustment
- PHD 6-2021 Public Health and 2021 Annual Service Plan and Budget Submission
- CSD 17-2021 2020 Year-End Results and Transfer Report
- CSD 5-2021 2021 Levy Operating Budget
- CSD 39-2021 Q1 2021 Financial Update

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**Prepared by:**

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**Recommended by:**

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Commissioner/Treasurer  
Corporate Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

This report was prepared in consultation with the Corporate Leadership Team and consolidated ABCs and reviewed by Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer.

**Appendices**

Appendix 1 Q2 2021 Financial Update

Appendix 2 COVID-19 Incremental Costs and Funding Sources

Appendix 3 COVID-19 2021 Total Cost Summary (inclusive of redeployed resources)

Appendix 4 COVID-19 Total Cost by Department

Appendix 5 Confirmed COVID-19 Funding Announcements

# TWENTY21

## Q2 FINANCIAL UPDATE | JUNE

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# Q2 Financial Update – June 2021

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## Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2021 Q2 financial update.

Niagara is a culturally rich and historically significant region that offers its residents a mix of urban and rural living within 12 area municipalities. The Region boasts a diverse economy that includes manufacturing, tourism, agriculture and emerging sectors such as new media, green technology and bioscience.

Regional government operations are overseen by Niagara Regional Council which is composed of 32 elected representatives from 12 area municipalities and the Regional Chair. The current Regional Council was elected in November 2018 and the 32 members will serve a four year term to November 14, 2022.

At June 30, 2021 Niagara Region is forecasting a surplus of \$4,872 thousand related to the levy programs, a \$678 thousand deficit related to Water and Wastewater programs, and a \$4,514 thousand surplus related to the Waste Management Program.

The Niagara Region has responded to the COVID-19 pandemic by strategically redeploying staff resources to areas impacted significantly by COVID-19, as well as re-prioritizing planned work. A recovery plan has been put in place and continues to be refined and actioned to guide the Niagara Region through the COVID-19 pandemic.

Affordability and sustainability are two key elements of Niagara Region's budget strategy. Achieving a balance between providing the programs and services residents have come to rely upon, ensuring they can afford to pay for them and ensuring that we have money to fund future infrastructure and program needs is critical. We would appreciate your feedback at [www.niagararegion.ca](http://www.niagararegion.ca).

We hope you will find the information provided in this report of interest and welcome any suggestions for its improvement going forward.

Helen Chamberlain, Director of Financial Management & Planning, Deputy Treasurer

*The following is an unaudited report which has been prepared and reviewed by the Financial Management & Planning team in Corporate Services.*



CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

LEVY

(in thousands of dollars)

Niagara Region's levy programs are operating at a net forecasted surplus of \$4,872. The Region has continued to monitor and respond to the COVID-19 pandemic and make changes to service delivery to continue to meet the needs of Niagara residents.

The levy programs excluding agencies, boards and commissions are operating at a forecasted surplus of \$6,801. This forecasted surplus is largely driven by corporate staff gapping of \$5,544 due to delays in filling vacancies as a result of the COVID-19 pandemic. The transit division has a favourable variance of \$3,721 due to pandemic-related reduced service levels, lower ridership and deferred service enhancements. In addition, there are savings across all departments due to pandemic-related reductions in costs such as travel and staff training and development. These favourable variances are offset by an increased allocation of investment income of \$3,411 to the rate reserves and deferred development charges in accordance with the Reserve Policy.

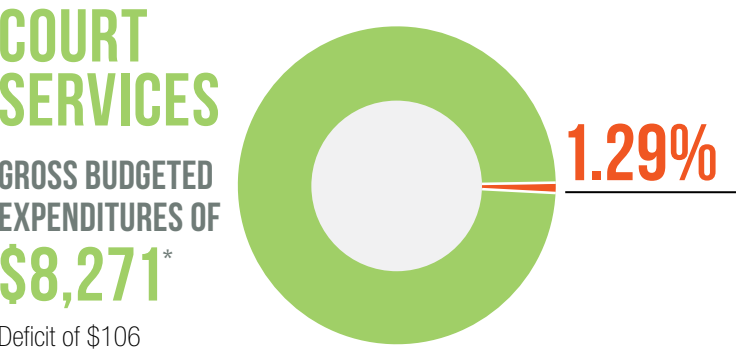
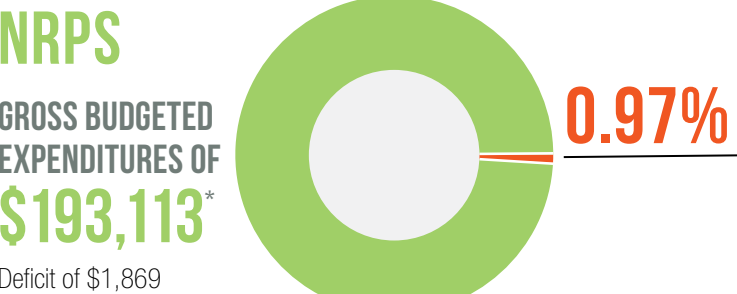
Niagara Region's agencies, boards and commissions (ABCs) are operating at a forecasted net deficit of \$1,929. This deficit is driven primarily by lost revenues in Court Services from fines that have not been collected due to COVID-19 and the allocation of a legal claim payment to the NRPS.

The 2021 approved budget included a transfer from the Taxpayer Relief reserve of \$19,059 to fund the incremental COVID-19 costs identified. With the announcements of additional COVID-related funding, staff are forecasting that \$16,483 of the originally budgeted transfer will be returned to the Taxpayer Relief reserve, resulting in a net draw of \$2,576. Including this transfer and the levy surplus of \$4,872, the balance of the Taxpayer Relief reserve is forecasted to be \$49,121, which is below the minimum funding target of 10% to 15% of the annual budgeted operating expenditures, which is \$65,457 to \$98,186.

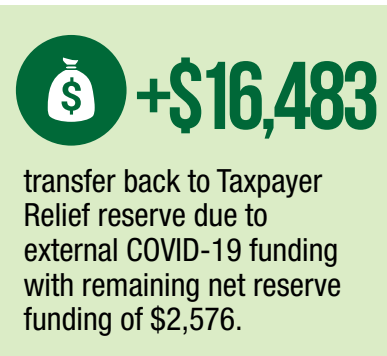
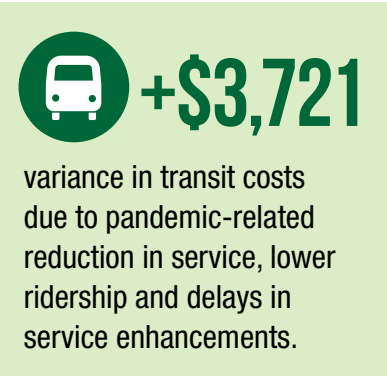
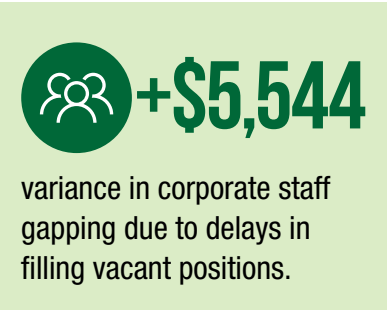
LEVY DEPARTMENT AND PROGRAMS  
(Including ABC's)



FINANCIAL RESULTS OF ABC'S



FINANCIAL STATEMENT HIGHLIGHTS



\*Includes transfer, intercompany charges and indirect allocations

CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

# WATER & WASTEWATER

(in thousands of dollars)

Water and Wastewater Services are operating at a forecasted deficit of \$678 at year-end, which consists of a deficit of \$366 in the Wastewater division and \$312 in the Water division.

The forecasted deficit is primarily attributable to an unfavourable variance in water sales of \$632 due to a wet spring and summer to date, combined with decreased water usage as a result of the COVID-19 pandemic, in addition to unfavourable variances in sludge management and chemical costs of \$483 and \$153 respectively due to increased volumes. These unfavourable variances are offset by net utility savings of \$947 and the allocation of COVID-19 funding received from the Province to offset incremental costs incurred as a result of the pandemic.

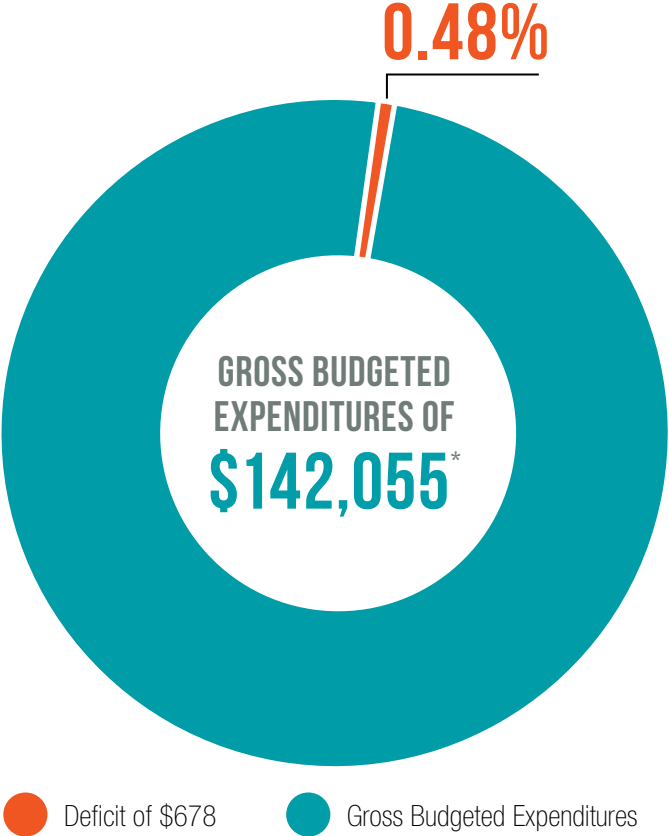
It is recommended that at year-end the Wastewater Stabilization and Water Stabilization reserves be used to fund the forecasted deficits.

Including forecasted deficits, the Wastewater Stabilization Reserve and Water Stabilization reserves are forecasted to have balances of \$2,972 and \$3,206 respectively at the end of the year.

The funding target of 10% to 15% of annual budgeted operating expenditures is \$6,444 to \$9,666 for the Wastewater Stabilization reserve and \$2,354 to \$3,530 for the Water Stabilization reserve.

The forecasted reserve balance for the Wastewater Stabilization reserve is below the minimum funding target and the forecasted balance for the Water Stabilization reserve is within the funding targets. Given that the Wastewater Stabilization reserve is below the funding target, this may impact Niagara Region's ability to manage future operational costs and risks.

WATER & WASTEWATER OPERATING DEFICIT



\* Includes transfer, intercompany charges and indirect allocations

FINANCIAL STATEMENT HIGHLIGHTS



**-\$632**  
**VARIANCE IN WATER SALES**  
due to reduced water usage as a result of the COVID-19 pandemic and wet spring weather.



**-\$636**  
**VARIANCE IN SLUDGE MANAGEMENT AND CHEMICAL COSTS**  
due to increased volumes and pricing.



**+\$947**  
**VARIANCE IN UTILITY SAVINGS**  
due to lower than anticipated prices.

CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

# WASTE MANAGEMENT

(in thousands of dollars)

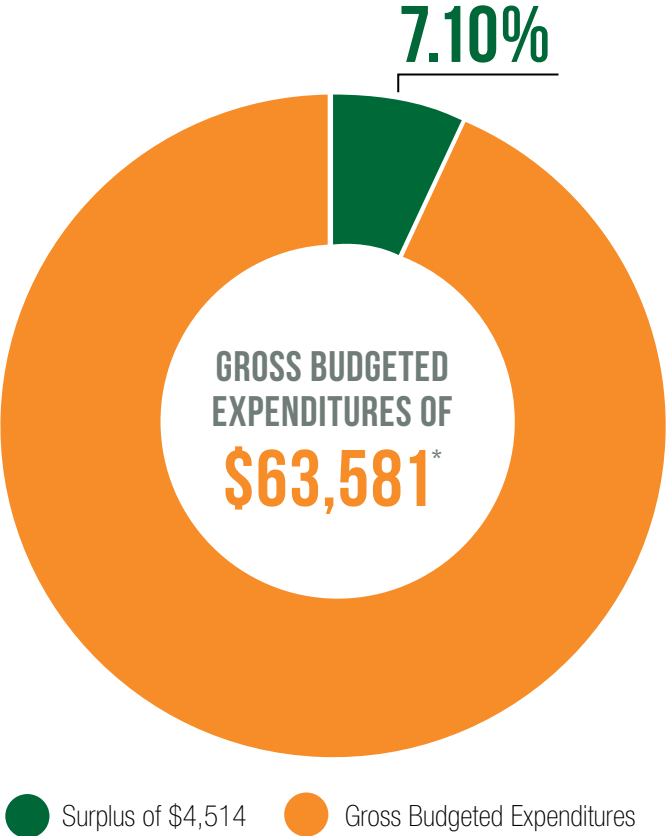
Waste Management Services are operating at a forecasted surplus of \$4,514.

The forecasted surplus is primarily a result of a favourable variance of \$4,820 from higher than anticipated net market revenues from the sale of recyclable commodities arising from increased commodity prices. These favourable variances are offset by unfavourable variances of \$158 due to increased organic processing costs arising from an increase in volumes and \$464 in reduced garbage bag tag revenue.

It is recommended that at year-end the forecasted operating surplus of \$4,514 in Waste Management be transferred to the Waste Management Stabilization Reserve.

Including the projected surplus, the Waste Management Stabilization Reserve is forecasted to have a balance of \$7,461 at the end of the year, which is within the funding targets for the Reserve. The funding target of 10% to 15% of annual budgeted operating expenditures is \$5,937 to \$8,905.

WASTE MANAGEMENT OPERATING SURPLUS



\* Includes transfer, intercompany charges and indirect allocations

FINANCIAL STATEMENT HIGHLIGHTS



**+\$4,820**  
**VARIANCE IN RECYCLING REVENUE**  
resulting from price increases in the recyclable commodity markets.



**-\$464**  
**VARIANCE IN GARBAGE BAG TAG REVENUE**  
due to a decrease in sales volume.



**-\$158**  
**VARIANCE IN ORGANICS PROCESSING COSTS**  
due to increasing volumes.

## Summary of Consolidated Operating Surplus/(Deficit) (in thousands of dollars)

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Annual Forecast	Q2 Forecasted Surplus/(Deficit)	Annual Budget	Annual Forecast	Q2 Forecasted Surplus/(Deficit)
<b>LEVY SUPPORTED DEPARTMENTS &amp; PROGRAMS</b>						
<b>Regional Departments</b>						
Governance	\$2,123	\$2,014	\$109	\$2,504	\$2,410	\$94
General Government	-\$327,339	-\$328,590	\$1,251	-\$411,255	-\$412,499	\$1,244
Corporate Administration	\$14,789	\$13,814	\$975	\$6,888	\$5,893	\$995
Corporate Services	\$37,628	\$39,910	-\$2,282	\$1,066	\$897	\$169
Community Services	\$44,527	\$44,361	\$166	\$65,031	\$64,383	\$648
Public Health & Emergency Services	\$28,499	\$28,252	\$247	\$44,156	\$44,016	\$140
Public Works - Transportation	\$38,910	\$34,887	\$4,023	\$80,658	\$77,716	\$2,942
Planning & Development	\$3,897	\$3,354	\$543	\$4,760	\$4,191	\$569
<b>Sub-Total - Regional Departments</b>	<b>-\$156,966</b>	<b>-\$162,498</b>	<b>\$5,032</b>	<b>-\$206,192</b>	<b>-\$212,993</b>	<b>\$6,801</b>
<b>Agencies, Boards &amp; Commissions</b>						
Court Services	-\$1,815	-\$1,705	-\$110	-\$680	-\$574	-\$106
Niagara Regional Housing	\$13,452	\$13,268	\$184	\$22,996	\$22,950	\$46
Niagara Regional Police	\$161,060	\$160,977	\$83	\$177,950	\$179,819	-\$1,869
Niagara Peninsula Conservation Authority	\$5,926	\$5,926	\$0	\$5,926	\$5,926	\$0
<b>Subtotal Agencies, Boards &amp; Commissions</b>	<b>\$178,623</b>	<b>\$178,466</b>	<b>\$157</b>	<b>\$206,192</b>	<b>\$208,121</b>	<b>-\$1,929</b>
<b>Total Levy Supported Programs</b>	<b>\$21,657</b>	<b>\$16,468</b>	<b>\$5,189</b>	<b>\$0</b>	<b>-\$4,872</b>	<b>\$4,872</b>
<b>RATE SUPPORTED DEPARTMENTS</b>						
Public Works - Water & Wastewater	-\$20,072	-\$19,124	-\$948	\$0	\$678	-\$678
Public Works - Waste Management	-\$1,585	-\$6,052	\$4,467	\$0	-\$4,514	\$4,514
<b>Total Rate Supported Departments</b>	<b>-\$21,657</b>	<b>-\$25,176</b>	<b>\$3,519</b>	<b>\$0</b>	<b>-\$3,836</b>	<b>\$3,836</b>
<b>TOTAL</b>	<b>\$0</b>	<b>-\$8,708</b>	<b>\$8,708</b>	<b>\$0</b>	<b>-\$8,708</b>	<b>\$8,708</b>

## Summary of Consolidated COVID-19 Operating Surplus/(Deficit) (in thousands of dollars)

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Annual Forecast	Q2 Forecasted Surplus/(Deficit)	Annual Budget	Annual Forecast	Q2 Forecasted Surplus/(Deficit)
<b>LEVY SUPPORTED DEPARTMENTS &amp; PROGRAMS</b>						
<b>Regional Departments</b>						
Governance	\$0	\$0	\$0	\$0	\$0	\$0
General Government	-\$40	-\$64	\$24	-\$40	-\$64	\$24
Corporate Administration	\$0	\$0	\$0	\$0	\$0	\$0
Corporate Services	\$50	\$51	-\$1	\$0	\$0	\$0
Community Services	\$195	\$112	\$83	\$195	\$112	\$83
Public Health & Emergency Services	\$583	\$0	\$583	\$583	\$0	\$583
Public Works - Transportation	\$0	-\$1,990	\$1,990	\$0	-\$1,990	\$1,990
Planning & Development	\$0	\$0	\$0	\$0	\$0	\$0
<b>Sub-Total - Regional Departments</b>	<b>\$788</b>	<b>-\$2,391</b>	<b>\$2,679</b>	<b>\$738</b>	<b>-\$1,942</b>	<b>\$2,680</b>
<b>Agencies, Boards &amp; Commissions</b>						
Court Services	-\$10	\$13	-\$23	\$40	\$64	-\$24
Niagara Regional Housing	-\$3	\$81	-\$84	-\$3	\$81	-\$84
Niagara Regional Police	\$0	\$522	-\$522	\$0	\$522	-\$522
Niagara Peninsula Conservation Authority	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal Agencies, Boards &amp; Commissions</b>	<b>-\$13</b>	<b>\$616</b>	<b>-\$629</b>	<b>\$37</b>	<b>\$667</b>	<b>-\$630</b>
<b>Total Levy Supported Programs</b>	<b>\$775</b>	<b>-\$1,275</b>	<b>\$2,050</b>	<b>\$775</b>	<b>-\$1,275</b>	<b>\$2,050</b>
<b>RATE SUPPORTED DEPARTMENTS</b>						
Public Works - Water & Wastewater	\$0	\$0	\$0	\$0	\$0	\$0
Public Works - Waste Management	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Rate Supported Departments</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$775</b>	<b>-\$1,275</b>	<b>\$2,050</b>	<b>\$775</b>	<b>-\$1,275</b>	<b>\$2,050</b>

## Summary of Consolidated Non-COVID-19 Operating Surplus/(Deficit) (in thousands of dollars)

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Annual Forecast	Q2 Forecasted Surplus/(Deficit)	Annual Budget	Annual Forecast	Q2 Forecasted Surplus/(Deficit)
<b>LEVY SUPPORTED DEPARTMENTS &amp; PROGRAMS</b>						
<b>Regional Departments</b>						
Governance	\$2,123	\$2,014	\$109	\$2,504	\$2,410	\$94
General Government	-\$327,299	-\$328,526	\$1,227	-\$411,215	-\$412,435	\$1,220
Corporate Administration	\$14,789	\$13,814	\$975	\$6,888	\$5,893	\$995
Corporate Services	\$37,578	\$39,859	-\$2,281	\$1,066	\$897	\$169
Community Services	\$44,332	\$44,249	\$83	\$64,836	\$64,271	\$565
Public Health & Emergency Services	\$27,916	\$28,252	-\$336	\$43,573	\$44,016	-\$443
Public Works - Transportation	\$38,910	\$36,877	\$2,033	\$80,658	\$79,706	\$952
Planning & Development	\$3,897	\$3,354	\$543	\$4,760	\$4,191	\$569
<b>Sub-Total - Regional Departments</b>	<b>-\$157,754</b>	<b>-\$160,107</b>	<b>\$2,353</b>	<b>-\$206,930</b>	<b>-\$211,051</b>	<b>\$4,121</b>
<b>Agencies, Boards &amp; Commissions</b>						
Court Services	-\$1,805	-\$1,718	-\$87	-\$720	-\$638	-\$82
Niagara Regional Housing	\$13,455	\$13,187	\$268	\$22,999	\$22,869	\$130
Niagara Regional Police	\$161,060	\$160,455	\$605	\$177,950	\$179,297	-\$1,347
Niagara Peninsula Conservation Authority	\$5,926	\$5,926	\$0	\$5,926	\$5,926	\$0
<b>Subtotal Agencies, Boards &amp; Commissions</b>	<b>\$178,636</b>	<b>\$177,850</b>	<b>\$786</b>	<b>\$206,155</b>	<b>\$207,454</b>	<b>-\$1,299</b>
<b>Total Levy Supported Programs</b>	<b>\$20,882</b>	<b>\$17,743</b>	<b>\$3,139</b>	<b>-\$775</b>	<b>-\$3,597</b>	<b>\$2,822</b>
<b>RATE SUPPORTED DEPARTMENTS</b>						
Public Works - Water & Wastewater	-\$20,072	-\$19,124	-\$948	\$0	\$678	-\$678
Public Works - Waste Management	-\$1,585	-\$6,052	\$4,467	\$0	-\$4,514	\$4,514
<b>Total Rate Supported Departments</b>	<b>-\$21,657</b>	<b>-\$25,176</b>	<b>\$3,519</b>	<b>\$0</b>	<b>-\$3,836</b>	<b>\$3,836</b>
<b>TOTAL</b>	<b>-\$775</b>	<b>-\$7,433</b>	<b>\$6,658</b>	<b>-\$775</b>	<b>-\$7,433</b>	<b>\$6,658</b>

## Levy Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$220,719	\$218,385	\$2,334	1.1%	\$449,464	\$444,844	\$4,620	1.0%
Administrative	\$17,691	\$14,029	\$3,662	20.7%	\$36,271	\$31,773	\$4,498	12.4%
Operational & Supply	\$24,718	\$19,953	\$4,765	19.3%	\$50,378	\$47,492	\$2,886	5.7%
Occupancy & Infrastructure	\$16,453	\$15,106	\$1,347	8.2%	\$32,777	\$32,436	\$341	1.0%
Equipment, Vehicles, Technology	\$8,507	\$8,544	-\$37	-0.4%	\$17,138	\$17,774	-\$636	-3.7%
Community Assistance	\$107,237	\$87,847	\$19,390	18.1%	\$204,948	\$181,019	\$23,929	11.7%
Partnership, Rebate, Exemption	\$14,425	\$6,736	\$7,689	53.3%	\$28,816	\$25,867	\$2,949	10.2%
Financial Expenditures	\$13,152	\$13,227	-\$75	-0.6%	\$73,047	\$73,042	\$5	0.0%
<b>Total Expenses</b>	<b>\$422,902</b>	<b>\$383,827</b>	<b>\$39,075</b>	<b>9.2%</b>	<b>\$892,839</b>	<b>\$854,247</b>	<b>\$38,592</b>	<b>4.3%</b>
Taxation	-\$196,285	-\$196,285	\$0	0.0%	-\$421,371	-\$422,037	\$666	0.2%
Federal & Provincial Grants	-\$182,844	-\$176,478	-\$6,366	-3.5%	-\$366,130	-\$354,894	-\$11,236	-3.1%
By-Law Charges & Sales	-\$6,071	-\$4,562	-\$1,509	-24.8%	-\$13,292	-\$11,842	-\$1,450	-10.9%
Other Revenue	-\$36,810	-\$34,651	-\$2,159	-5.9%	-\$73,949	-\$65,826	-\$8,123	-11.0%
<b>Total Revenues</b>	<b>-\$422,010</b>	<b>-\$411,976</b>	<b>-\$10,034</b>	<b>-2.4%</b>	<b>-\$874,742</b>	<b>-\$854,599</b>	<b>-\$20,143</b>	<b>-2.3%</b>
Intercompany Charges	-\$630	-\$324	-\$306	48.6%	-\$1,261	-\$962	-\$299	23.7%
<b>Total Intercompany Charges</b>	<b>-\$630</b>	<b>-\$324</b>	<b>-\$306</b>	<b>48.6%</b>	<b>-\$1,261</b>	<b>-\$962</b>	<b>-\$299</b>	<b>23.7%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$262</b>	<b>-\$28,473</b>	<b>\$28,735</b>	<b>10954.2%</b>	<b>\$16,836</b>	<b>-\$1,314</b>	<b>\$18,150</b>	<b>0.0%</b>
Transfers Between Funds	\$15,384	\$22,430	-\$7,046	-45.8%	\$4,821	\$17,782	-\$12,961	-268.8%
<b>Total Transfers</b>	<b>\$15,384</b>	<b>\$22,430</b>	<b>-\$7,046</b>	<b>-45.8%</b>	<b>\$4,821</b>	<b>\$17,782</b>	<b>-\$12,961</b>	<b>-268.8%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$15,646</b>	<b>-\$6,043</b>	<b>\$21,689</b>	<b>138.6%</b>	<b>\$21,657</b>	<b>\$16,468</b>	<b>\$5,189</b>	<b>24.0%</b>
Indirect Allocations & Debt	-\$8,062	-\$7,755	-\$307	-3.8%	-\$21,657	-\$21,340	-\$317	-1.5%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$8,062</b>	<b>-\$7,755</b>	<b>-\$307</b>	<b>-3.8%</b>	<b>-\$21,657</b>	<b>-\$21,340</b>	<b>-\$317</b>	<b>-1.5%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$7,584</b>	<b>-\$13,798</b>	<b>\$21,382</b>	<b>281.9%</b>	<b>\$0</b>	<b>-\$4,872</b>	<b>\$4,872</b>	<b>0.0%</b>



## Variance Analysis (in thousands of dollars)

The 2021 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2021 within the Court Services and Transportation Services divisions. The work on the implementation of the program, including the proposed changes to the Niagara Region Courts Inter-municipal Agreement, has been delayed as a result of the COVID-19 pandemic. Accordingly, no expenditures are expected to be incurred or revenues realized in 2021. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution to the local area municipalities as a result of the delay.

Non-COVID-19 Levy is operating a year-to-date surplus after indirect allocations of \$26,170 and a forecasted surplus after indirect allocations of \$2,822. This is due to a number of factors as noted below.

**Compensation** - The favourable year-to-date and forecasted variances of \$5,957 and \$6,880 are mainly driven by corporate staff gapping due to delays in filling vacancies as a result of the COVID-19 pandemic. Forecasted savings related to Vision Zero are \$938.

**Administration** – The favourable year-to-date variances of \$3,736 and \$3,909 are primarily due to provision for transfer costs for the Human Resources Information Systems (HRIS) transition project not required (\$800) and transit consulting services savings due to a delay in the transit governance triple majority vote (\$774). In addition, there have been savings realized across all departments in training and travel-related costs as a result of pandemic-related restrictions. These savings are offset by a revision in the estimated liability accrued for insured, uninsured and construction contract claims against the Region and higher than budgeted claim payouts. Forecasted savings related to Vision Zero are \$1,987.

**Operational & Supply** – The favourable year-to-date and forecasted variances of \$4,419 and \$2,532 are primarily due to lower than expected Transit Services costs in NRT OnDemand services and Niagara Specialized Transit (NST) services (forecasted at \$1,763), in addition to lower than anticipated usage of winter-related supplies due to mild winter conditions (\$300). These savings are offset by increased costs relating to timing of the Ministry announcement for dedicated offload nurse costs in EMS (which is offset below in Provincial Grants). Forecasted savings related to Vision Zero are \$206.

**Community Assistance** – The favourable year-to-date and forecasted variances of \$19,349 and \$23,900 are largely a result of the favourable variances in Social Assistance and Employment Opportunities (SAEO) (\$13,661 and \$22,669) as a result of the 2021 budget being prepared based on the Ministry's forecast for expected increase in caseloads and benefits, which did not materialize (caseloads and benefits issuances decreased by 20% in 2021 compared to 2020 due to the extension Federal COVID-19 benefits). This variance is 100% offset by a reduction in provincial revenues below. Childrens had a favourable year-to-date variance of \$5,342 due to uncertainty with provincial funding announcements and directives, resulting in a conservative approach of issuing Childrens expansion funding, mindful of the ongoing need to ensure sustainability of the childcare system.

**Partnership, Rebate, Exemption** – The favourable year-to-date and forecasted variances of \$6,968 and \$2,950 are primarily due to lower than anticipated uptake for planning and economic development grants such as Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants (\$4,179 and \$1,309), as well as development charge grants (\$2,468 and \$1,903).

**Federal & Provincial Grants** - The unfavourable year-to-date and forecasted variances of \$13,511 and \$21,927 are largely a result of expected caseload and benefit increases, in SAEO, not realized due to the pandemic (\$12,825 and \$22,625). The variance is offset by the reduction in benefits issued above in Community Assistance. Offsetting this forecasted unfavourable variance is one-time funding received for EMS dispatch for WSIB and Emergency Communications Nurses (\$770), as well as the Dedicated Offload Nurse funding announcement (\$609).



**By-Law Charges & Sales** – The unfavourable year-to-date and forecasted variances of \$1,364 and \$2,394 relate to a number of factors, including forecasted reduced Transit fare revenue in both NRT OnDemand and NST as a result of reduced ridership (\$934), as well as lower than expected signs sales and signal maintenance revenue (\$500). In addition, there was a year-to-date and forecasted variance of \$444 and \$652 respectively, due to loss of fee revenue associated with Seniors Community Programs that have not operated during the COVID-19 pandemic.

**Other Revenue** – The unfavourable year-to-date and forecasted variances of \$833 and \$7,351 respectively, are primarily related to a forecasted increase in the allocation of investment income to the rate reserves and deferred revenue in accordance with the Reserve Policy (\$3,411). Also contributing to this deficit is the reduction in fine revenues within Court Services due to a significant decrease in ticket volumes processed since the start of the pandemic, as well as closure of the courts and deferral of trials, which have resulted in deferred convictions and corresponding delays in revenue collection. It is projected that based on payment trends and charges laid, Q4 revenue collections are expected to rebound compared to the early part of the year to offset some of the unfavourable variance currently seen to date. Forecasted deficit related to Vision Zero is \$4,269.

**Intercompany Charges** – The unfavourable forecasted variance of \$2,387 primarily relates to COVID-19 related expenditures in Public Health that have been allocated to business continuity for the purposes of maximizing mandatory funding (\$2,810), offset by the transfer of additional expenditures in Childrens Services related to emergency child care eligible for COVID-19 related funding (\$499).

**Transfers** - The forecasted unfavourable variance of \$2,745 is primarily due to reserve funding not required and returned to reserves, including HRIS (\$800), GO station operations (\$425), Vision Zero Capital program (\$750), and operating costs for supportive housing facility originally expected to be occupied by December 31, 2021 (\$1,029), as well as forecasted encumbrances of economic and development grants (\$913). The majority of these unfavourable variances have been offset by favourable variances as reported above.

## Variance Analysis (in thousands of dollars)

The 2021 levy budget was approved with \$22,251 in COVID-19 related expenditures; since the approval of the 2021 budget, there have been in-year budget adjustments completed to reflect confirmed incremental external funding that was not known at the time the budget was approved. The variance analysis below is comparing the adjusted COVID-19 budget to actual COVID-19 expenditures.

Levy related to COVID-19 is operating at a year-to-date deficit after indirect allocations of \$4,788 and a forecasted surplus after indirect allocations of \$2,050. This is due to a number of factors, as noted below.

**Compensation** - The unfavourable year-to-date and forecasted variances of \$3,623 and \$2,260 are primarily due to additional hours, overtime and pandemic pay in Seniors Services related to increased workload as a result of COVID-19.

**Administration** – The favourable forecasted variance of \$589 primarily relates to savings in staff development and general administrative expenses such as mileage, office supplies in NRPS (\$384) and Public Health (\$163).

**Operational & Supply** – The favourable year-to-date and forecasted variances of \$346 and \$354 are primarily due to lower than expected costs related to medical supplies in Seniors Services and Public Health (\$1,190), which are offset with forecasted savings in Transit Services being less than anticipated (\$726).

**Taxation** – The favourable forecasted variance of \$665 is due to a greater than anticipated increase in supplemental tax revenues as a result of a growth rate of 1.3% compared to the budgeted growth rate of 1%, reducing the loss in revenue that was projected in the budget.

**Federal & Provincial Grants** - The favourable year-to-date and forecasted variances of \$7,145 and \$10,694 are a result of incremental provincial and federal funding confirmed to support costs related to Homelessness during the COVID-19 pandemic (\$1,991 and \$1,401 respectively), as well as higher than anticipated provincial funding from the Ministry of Long-term Care (MLTC) in Seniors Services, primarily related to Long-Term Care Emergency Funding (\$4,832), PSW Wage Enhancement funding (\$1,148), funding dedicated to support long-term care homes with their infection prevention and control (IPAC) measures, including staffing and minor capital (\$1,167). Also contributing to the forecasted surplus is recognition of unbudgeted 2021 corporate COVID-19 funding of \$4,905 to support incremental unbudgeted COVID-19 costs, which is offset by lower than anticipated COVID-19 funding in Public Health as a result of the movement of COVID-19 expenditures to business continuity to maximize base funding (\$2,810).

**By-Law Charges & Sales** – The favourable forecasted variance of \$944 relates primarily to forecasted lost transit fare revenue being less than anticipated at Q1 (\$1,327), which is offset by a higher than anticipated deficit in fee revenue for NRPS as a result of COVID-19 restrictions and closures (\$335).

**Other Revenue** – The unfavourable year-to-date and forecasted variances of \$1,325 and \$771 are primarily due to lower than anticipated accommodation fees collected within the long-term care homes due to empty beds, which are required to be held temporarily vacant in order to isolate new admissions (\$892). The MLTC has directed homes to start to fill these beds and to return to normal occupancy levels for September 2021. The unfavourable forecasted variance is offset with unbudgeted vaccination delivery revenues for paramedics that worked at Niagara Health clinics (\$122).

**Intercompany Charges** – The unfavourable year-to-date variances of \$752 and forecasted favourable variances of \$2,088 primarily relate to the reallocation of COVID-19 expenditures in Public Health that have been re-allocated to business continuity for the purposes of maximizing mandatory funding (\$2,810) in accordance with the funding agreement, and is offset by the transfer of Childrens expenditures that have been reallocated to attract additional COVID-19 funding (\$499).

**Transfers** - The unfavourable year-to-date and forecasted variances of \$7,131 and \$10,216 are primarily due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget as a result of unbudgeted funding received from the provincial and federal governments to fund pandemic-related expenses.

## Governance Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$980	\$945	\$35	3.5%	\$1,963	\$1,913	\$50	2.6%
Administrative	\$77	\$31	\$46	60.1%	\$155	\$95	\$60	38.5%
Operational & Supply	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Equipment, Vehicles, Technology	\$1	\$1	\$0	21.2%	\$2	\$2	\$0	10.6%
Partnership, Rebate, Exemption	\$1	\$0	\$1	100.0%	\$2	\$1	\$1	50.0%
Total Expenses	\$1,059	\$977	\$82	7.8%	\$2,122	\$2,011	\$111	5.3%
Total Revenues			\$0	0.0%		\$0	\$0	0.0%
Intercompany Charges	\$1	\$2	-\$1	-238.5%	\$1	\$3	-\$2	-127.7%
Total Intercompany Charges	\$1	\$2	-\$1	-238.5%	\$1	\$3	-\$2	-127.7%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$1,060	\$979	\$81	7.6%	\$2,123	\$2,014	\$109	0.0%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$1,060	\$979	\$81	7.6%	\$2,123	\$2,014	\$109	5.1%
Indirect Allocations & Debt	\$188	\$195	-\$7	-3.5%	\$381	\$396	-\$15	-4.0%
Total Indirect Allocations & Debt	\$188	\$195	-\$7	-3.5%	\$381	\$396	-\$15	-4.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$1,248	\$1,174	\$74	6.0%	\$2,504	\$2,410	\$94	3.7%

## Variance Analysis (in thousands of dollars)

Governance is operating at a year-to-date surplus before indirect allocations of \$81 with a forecasted surplus of \$109 for year-end. The following factors have contributed to this surplus.

**Compensation** - The favourable year-to-date and forecasted variances of \$35 and \$50 are due to an intern vacancy within the Chair's Office and a declined salary increase for the Regional Chair.

**Administration** - The favourable year-to-date and forecasted variances of \$46 and \$60 are due to lower than anticipated travel, meals, mileage and registration fees as a result of the COVID-19 pandemic and related restrictions on travel and conferences.

## Community Impacts & Achievements

Governance consists of the Members of Council and the Office of the Regional Chair who provide the overall political leadership of the organization.

### Project Updates/Accomplishments

Nearly all of the resources of the Regional Chair's Office have been dedicated to managing the COVID-19 pandemic. Some of these activities have included:

- Providing political support where required, on numerous files, including housing, homelessness, long-term care and public health
- Connecting with provincial and federal ministries and MPPs' offices
- Successfully obtained funding from senior levels of government that will provide much-needed relief of the pressures experienced by the municipality due to COVID-19
- Actively advocated for the tourism, hospitality and culture sectors

## General Government Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Administrative	\$3,165	\$4,578	-\$1,413	-44.6%	\$6,331	\$3,202	\$3,129	49.4%
Occupancy & Infrastructure	\$30	\$47	-\$17	-57.6%	\$86	\$139	-\$53	-61.2%
Partnership, Rebate, Exemption	\$9,074	\$2,408	\$6,666	73.5%	\$19,753	\$16,856	\$2,897	14.7%
Financial Expenditures	\$12,109	\$12,349	-\$240	-2.0%	\$70,991	\$71,120	-\$129	-0.2%
<b>Total Expenses</b>	<b>\$24,378</b>	<b>\$19,382</b>	<b>\$4,996</b>	<b>20.5%</b>	<b>\$97,161</b>	<b>\$91,317</b>	<b>\$5,844</b>	<b>6.0%</b>
Taxation	-\$196,285	-\$196,285	\$0	0.0%	-\$421,371	-\$422,036	\$665	0.2%
Federal & Provincial Grants	-\$1,414	-\$4,001	\$2,587	182.9%	-\$4,131	-\$9,036	\$4,905	118.7%
By-Law Charges & Sales	-\$17	-\$13	-\$4	-23.7%	-\$33	-\$25	-\$8	-24.1%
Other Revenue	-\$7,836	-\$9,541	\$1,705	21.8%	-\$16,386	-\$12,974	-\$3,412	-20.8%
<b>Total Revenues</b>	<b>-\$205,552</b>	<b>-\$209,840</b>	<b>\$4,288</b>	<b>2.1%</b>	<b>-\$441,921</b>	<b>-\$444,071</b>	<b>\$2,150</b>	<b>0.5%</b>
Intercompany Charges	\$1,373	\$3,955	-\$2,582	-188.0%	\$4,049	\$8,546	-\$4,497	-111.1%
<b>Total Intercompany Charges</b>	<b>\$1,373</b>	<b>\$3,955</b>	<b>-\$2,582</b>	<b>-188.0%</b>	<b>\$4,049</b>	<b>\$8,546</b>	<b>-\$4,497</b>	<b>-111.1%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$179,801</b>	<b>-\$186,503</b>	<b>\$6,702</b>	<b>3.7%</b>	<b>-\$340,711</b>	<b>-\$344,208</b>	<b>\$3,497</b>	<b>0.0%</b>
Transfers Between Funds	\$20,238	\$20,844	-\$606	-3.0%	\$13,372	\$15,618	-\$2,246	-16.8%
<b>Total Transfers</b>	<b>\$20,238</b>	<b>\$20,844</b>	<b>-\$606</b>	<b>-3.0%</b>	<b>\$13,372</b>	<b>\$15,618</b>	<b>-\$2,246</b>	<b>-16.8%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$159,563</b>	<b>-\$165,659</b>	<b>\$6,096</b>	<b>-3.8%</b>	<b>-\$327,339</b>	<b>-\$328,590</b>	<b>\$1,251</b>	<b>-0.4%</b>
Indirect Allocations & Debt	-\$33,150	-\$33,145	-\$5	0.0%	-\$83,916	-\$83,909	-\$7	0.0%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$33,150</b>	<b>-\$33,145</b>	<b>-\$5</b>	<b>0.0%</b>	<b>-\$83,916</b>	<b>-\$83,909</b>	<b>-\$7</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$192,713</b>	<b>-\$198,804</b>	<b>\$6,091</b>	<b>3.2%</b>	<b>-\$411,255</b>	<b>-\$412,499</b>	<b>\$1,244</b>	<b>0.3%</b>

## Variance Analysis (in thousands of dollars)

General Government is operating at a year-to-date surplus before indirect allocations of \$6,096 and is forecasting an overall surplus before indirect allocations of \$1,251 at year-end due to the following factors:

**Administration** - The unfavourable year-to-date variance of \$1,413 is primarily due to an increase of the accrual for estimated legal claims against the Region, and the favourable forecasted variance of \$3,129 relates to the expected change in legal liability due to the timing of anticipated payouts.

**Partnership, Rebate, Exemption** - The favourable year-to-date variance of \$6,666 is primarily due to the following:

- The timing of billing of economic development grants of \$3,937. These grants include Planning Incentive Grants, Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway Tax Increment Grants.
- Lower than anticipated uptake for Development Charge (DC) grants of \$2,486 in Q1 and Q2.

The favourable forecasted variance of \$2,897 primarily relates to the lower than anticipated uptake of planning and economic development grants of \$1,309 and DC grants of \$1,903.

**Financial Expenditures** – The unfavourable year-to-date variance of \$240 is due to the timing of tax write-offs, as the tax write-offs are generally received at year-end from Local Area Municipalities and are therefore expected to be fully realized by year-end, in addition to the foreign exchange loss on investment income. The forecasted variance of \$129 is primarily a result of a forecasted loss on the foreign exchange for investment income.

**Taxation** – The forecasted favourable variance of \$665 is due to a greater than anticipated increase in supplemental tax revenues as a result of a growth rate of 1.3% compared to the budgeted growth rate of 1%.

**Federal & Provincial Grants** – The favourable year-to-date and forecasted variances of \$2,587 and \$4,905 relate to unbudgeted general corporate COVID-19 funding that has been recognized in General Government and allocated across the corporation to fund incremental COVID-19 related expenditures through intercompany charges as applicable (see Intercompany Charges below).

**Other Revenue** – The year-to-date favourable variance of \$1,705 is primarily related to the sales of surplus properties of \$587 and a favourable variance in investment income of \$1,042 due to larger volume of investments completed year-to-date, as well as higher than budgeted investment yield. The forecasted unfavourable variances of \$3,412 is mainly due to an increased allocation of investment income to the rate reserves and deferred revenue at the average portfolio rate.

**Intercompany Charges** – The unfavourable year-to-date and forecasted variances of \$2,582 and \$4,497 primarily relate to unbudgeted general corporate COVID-19 funding that has been recognized in General Government and allocated across the corporation to fund COVID-19 related expenditures.

**Transfers To/From Funds** – The year-to-date unfavourable variance of \$606 is primarily due to the unbudgeted year-to-date sale of surplus properties of \$587 and corresponding transfer to the Capital Levy reserve, per Procurement By-law 02-2016. The forecasted unfavourable variance of \$2,246 is primarily due to forecasted encumbrances of economic and development grants of \$913 and the return to reserves of funding of \$1,008 allocated for COVID-19 costs within General Government in the 2021 budget as a result of unbudgeted funding received from the provincial government to fund pandemic-related expenses.



## Community Impacts & Achievements

The General Government department consists of Taxation revenue and costs associated with Property Assessment Services which are provided by the Municipal Property Assessment Corporation (MPAC), investment income on investments held with different institutions (see investment report for further details), economic incentives and other support grants, such as contributions to the Niagara Health System's new cancer centre, as well as grants related to development charges, the Smarter Niagara Incentive Program and Canada Summer Games. General Government is also responsible for managing the Region's capital financing sources, such as capital levy reserve contributions and debt charges.

- Council approved 123 Capital projects for 2021, which included a \$20,748 reserve contribution to the Capital Levy reserve. Some of the significant capital projects for 2021 included South Niagara Falls Wastewater Treatment Plant (\$320,000), Niagara Falls Wastewater Treatment Plant Upgrade (\$47,000) and 911 Call Centre (\$12,400).
- Funded 92 Capital projects and 26 Operating projects with \$4,463 and \$1,244 respectively of Development Charges reserves by utilizing a more streamlined and efficient funding process.
- Delivered economic incentive grant programs (Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants), partnering with the Local Area Municipalities and not-for-profit organizations to promote culture, public realm and economic growth.
- Investment income before transfers for 2021, including Q2 actual results plus forecast to year-end is favourable when compared to budget by \$2,746 as a result of achieving higher yield on new investments during 2021 compared with budgeted rates.
- Total of \$50 in Tile Drainage loans successfully issued in May for Lincoln with a term of 10 years and a rate of 6.00%
- NRH Peoples Trust mortgage of \$2,759 with a term of 4 years and a rate of 2.66% assumed by the Region in May through the acquisition of a housing provider
- Total of \$74,610 debentures are planned to be issued through Infrastructure Ontario:
  - \$60,965 for Regional projects (Seniors Homes, Wastewater, and Water)
  - \$13,645 for Local Area Municipalities (Niagara-on-the-Lake, Niagara Falls, and West Lincoln)

## Corporate Administration Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$5,850	\$5,552	\$298	5.1%	\$11,769	\$11,300	\$469	4.0%
Administrative	\$2,422	\$1,161	\$1,261	52.1%	\$4,722	\$3,799	\$923	19.5%
Operational & Supply	\$90	\$52	\$38	42.6%	\$180	\$167	\$13	7.4%
Occupancy & Infrastructure	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Equipment, Vehicles, Technology	\$87	\$73	\$14	16.1%	\$153	\$144	\$9	5.9%
Partnership, Rebate, Exemption	\$2,119	\$1,326	\$793	37.4%	\$2,268	\$2,247	\$21	0.9%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
<b>Total Expenses</b>	<b>\$10,568</b>	<b>\$8,164</b>	<b>\$2,404</b>	<b>22.7%</b>	<b>\$19,092</b>	<b>\$17,657</b>	<b>\$1,435</b>	<b>7.5%</b>
Federal & Provincial Grants	-\$2,040	-\$1,295	-\$745	-36.5%	-\$2,080	-\$2,132	\$52	2.5%
By-Law Charges & Sales	-\$2	-\$5	\$3	145.0%	-\$4	-\$6	\$2	67.1%
Other Revenue	-\$59	-\$107	\$48	81.3%	-\$118	-\$166	\$48	40.6%
<b>Total Revenues</b>	<b>-\$2,101</b>	<b>-\$1,407</b>	<b>-\$694</b>	<b>-33.0%</b>	<b>-\$2,202</b>	<b>-\$2,304</b>	<b>\$102</b>	<b>4.7%</b>
Intercompany Charges	-\$150	-\$332	\$182	-121.5%	-\$410	-\$705	\$295	-71.8%
<b>Total Intercompany Charges</b>	<b>-\$150</b>	<b>-\$332</b>	<b>\$182</b>	<b>-121.5%</b>	<b>-\$410</b>	<b>-\$705</b>	<b>\$295</b>	<b>-71.8%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$8,317</b>	<b>\$6,425</b>	<b>\$1,892</b>	<b>22.8%</b>	<b>\$16,480</b>	<b>\$14,648</b>	<b>\$1,832</b>	<b>0.0%</b>
Transfers Between Funds	-\$815	-\$729	-\$86	-10.5%	-\$1,691	-\$834	-\$857	-50.7%
<b>Total Transfers</b>	<b>-\$815</b>	<b>-\$729</b>	<b>-\$86</b>	<b>-10.5%</b>	<b>-\$1,691</b>	<b>-\$834</b>	<b>-\$857</b>	<b>-50.7%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$7,502</b>	<b>\$5,696</b>	<b>\$1,806</b>	<b>24.1%</b>	<b>\$14,789</b>	<b>\$13,814</b>	<b>\$975</b>	<b>6.6%</b>
Indirect Allocations & Debt	-\$3,958	-\$3,469	-\$489	-12.4%	-\$7,901	-\$7,921	\$20	0.3%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$3,958</b>	<b>-\$3,469</b>	<b>-\$489</b>	<b>-12.4%</b>	<b>-\$7,901</b>	<b>-\$7,921</b>	<b>\$20</b>	<b>0.3%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$3,544</b>	<b>\$2,227</b>	<b>\$1,317</b>	<b>37.2%</b>	<b>\$6,888</b>	<b>\$5,893</b>	<b>\$995</b>	<b>14.4%</b>



## Variance Analysis (in thousands of dollars)

Corporate Administration is operating at a year-to-date surplus before indirect allocations of \$1,806 with a forecasted surplus of \$975 before indirect allocations for year-end. The following factors have contributed to this surplus.

**Compensation** – The favourable year-to-date and forecasted variances of \$298 and \$469 are due to staffing vacancies throughout the divisions of Corporate Administration and a forecasted corporate benefit surplus. The vacancy-related year-to-date (\$298) and forecasted surplus (\$394) is largely driven by vacancies and seconded staff within the newly established Corporate Strategy and Innovation team, and is offset by labour relations pressures. The corporate health and dental benefit claims are also forecasted to be lower than budgeted (\$75).

**Administration** - The favourable year-to-date and forecasted variances of \$1,261 and \$923 are due to the revised Human Resources Information Systems (HRIS) transition project (\$800). Surpluses from reduced travel, meals and conference attendance in all divisions, as well as reduced consulting to support foreign direct investment activities, are offset by corporate external legal expenses related to labour relations.

**Operational & Supply** - The favourable year-to-date and forecasted variances of \$38 and \$13 are due to lower than anticipated corporate training costs.

**Partnership, Rebate, Exemption** - The favourable year-to-date and forecasted variance of \$793 and \$21 is due to the timing of grant program awards, including the federally-funded Tourism Adaption & Recovery grants (\$741) to be issued by Economic Development.

**Federal & Provincial Grants** - The unfavourable year-to-date variance of \$745 is due to timing of the federally-funded Tourism Adaption & Recovery grants and the forecasted favourable variance of \$52 is due to increased Invest Canada-Community Initiatives funding received by Economic Development.

**Other Revenue** - The favourable year-to-date and forecasted variances of \$48 are primarily due to revenue received for an employee seconded to the Niagara District Airports (\$28) and a shared marketing campaign with Innovate Niagara (\$25).

**Intercompany Charges** - The favourable year-to-date and forecasted variances of \$182 and \$292 are reflective of the reallocation of wages for staff who have been redeployed to support other Niagara Region departments in need during the COVID-19 pandemic and the allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses within Corporate Administration (\$144 year-to-date and \$386 total forecast).

**Transfers** - The unfavourable year-to-date and forecasted variance of \$86 and \$857 is due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget as a result of unbudgeted funding received from the provincial government to fund pandemic-related expenses. In addition, one-time funding is being returned to reserves for the HRIS project (\$800).

## Community Impacts & Achievements

Corporate Administration includes the Chief Administrative Officer's Office, Corporate Strategy & Innovation, Human Resources and Clerks, whose main focus is the general management and support of the other Regional departments. Economic Development is also a part of Corporate Administration and supports the Niagara Region and business communities to compete successfully in Niagara, Ontario and on a global scale.

### Corporate Strategy & Innovation

Strategic Communications and Public Affairs

- Supported the transition of Niagara Regional Housing's (NRH) Housing Service Manager responsibilities into Community Services
- Launched newsletter to inform key stakeholders of progress made on projects/initiatives underway in support of individuals experiencing homelessness in Niagara

- Supported the release and promotion of the Community Safety and Wellbeing plan
  - Conducted Media Training sessions for staff in Public Works
  - Developed media release and social media campaign to inform community on water service impacts during St. David's Road watermain work
  - Worked with Public Works Forum and Public Works Week committees to develop and promote staff event components, which were all held virtually
  - Celebrated Public Works Week with a social media campaign highlighting services
  - Issued media releases, social media and other communications tools to notify residents of Waste Management events such as Compost Awareness Week, Earth Week, and Branch Collection
  - Soft launch on Nextdoor social media channel to connect and engage with residents at a hyperlocal level, to build community and relationships.
  - Developed communications strategy with branding elements, webpage, social media, print and digital advertising elements to increase usage of Green Bin
  - Developed NRT OnDemand communications and marketing strategy in partnership with GO Implementation Office; consulted with local municipal partners on strategy and working with Economic Development to inform the business community
  - Supported Human Resources (HR) with a successful Employee Recognition Month
- Government Relations
- Development and implementation of Indigenous Engagement Procedures related to Capital Infrastructure Projects
  - Coordinated four meetings with Ministers during the ROMA 2021 Conference
  - Hosted the semi-annual Municipal Government Relations Network meeting
  - Project managed the successful election of Regional representation to the Federation of Canadian Municipalities Board of Directors
  - Spearheaded an introductory meeting between Chair Bradley and Chief Stacey LaForme of the Mississaugas of the Credit First Nation, which formally initiates a relationship between Niagara Region and First Nations
  - Coordinated two meetings with federal and provincial political representatives regarding GO Transit Projects
  - Advocated Regional priorities to the Provincial Minister of Finance in a pre-budget submission
  - Preparing for Regional representatives for eight AMO delegation meetings with provincial ministers and leaders of the opposition parties
  - Collaborating with Planning staff and senior public servants with Transport Canada and Public Service & Procurement Canada regarding relinquishing surplus lands in the Glendale District for a new Eco Park.

#### Diversity, Equity and Inclusion Program

- Selection of committee members (83 applicants) and initial meeting of the Diversity, Equity, and Inclusion Advisory Committee
- Creation of community engagement plan and initiation of data collection for the Diversity, Equity, and Inclusion Action Plan
- Collaborating with Indigenous organizations to update Land Acknowledgement, run 11 Indigenous specific COVID-19 Immunization Clinics, which administered approximately 3,800 first doses and 4,000 second doses, and work towards establishing regional leadership structures for future collaboration
- Facilitated staff learning through multiple Vine posts, a five part Indigenous Speaker Series, and a two part Leader's Edge training on Addressing Bias and Discrimination
- Creation of an HR Best Practices Guidebook: How to increase diversity and inclusion in recruitment, hiring, and promotion

#### Corporate Strategy

- Report to Council on Strategic Plan and Operational accomplishments
- Report to Council on shared services activities with the LAMs
- Planning work on the development of a community dashboard
- Support for the Community Vaccine Taskforce

### Clerks

- Successfully held over 80 Regional Council, Standing Committee, and Advisory Committee meetings and Workshops by electronic participation in light of COVID-19.

- Ongoing work to guide and develop appropriate processes to support the adoption of a Public Health Information Governance approach for the management of COVID-19 Public Health electronic documents.
- Provision of guidance to SAEO regarding privacy and records management implications for implementing the provincial Electronic Document Management & Digital Mailroom, as they move towards full digitization of documents and information.
- Access and Privacy staff continue to work with divisional leadership to ensure legislative compliance for the ongoing transition to work from home.

## Human Resources

- Provided corporate-wide human resources support of the COVID-19 pandemic:
  - Recruitment and selection, and redeployment of staff for roles to support essential business continuity to deliver services to our most vulnerable residents, including the facilitation of redeployment of staff from the LAMs
  - Continuing to support staff working remotely from home, including considerations to support staff with child/elder care responsibilities
  - Created comprehensive manager guides, and employee communication tools
  - Policy development or modification to support staff in areas of attendance management, compensation, leaves of absence for childcare or eldercare obligations, and increased mental health programs
  - Supported the creation of the Public Health Pandemic Response Division and the staffing of Mass Immunization Clinics.
  - Creation of Health and Safety fact sheets and completion of infection control and prevention safety plan reviews of work spaces
  - Consultation & support for corporate business continuity and recovery planning
  - Representation from staff in the Logistics and Health and Safety operations sections of the Regional Emergency Operations Centre
  - Salary data and analysis to support financial reporting and funding requirements
  - Implementation of Provincial directives concerning Paid Infectious Disease Leave and PSW wage enhancement
  - Continued participation in Regional, Single Tier and LAM HR Working Groups to ensure coordination and alignment in delivery of programs and policies
- Facilitated the creation of Chief Administrative Officer (CAO) Recruitment Committee made up of members of Council and key staff to support the recruitment of a CAO.
- Implementation of the NRH Alternative Service Delivery moving NRH operations into a new Division within the Niagara Region Community Services department.
- Facilitated the implementation of the COVID-19 Pulse Survey action items, namely mental health supports and creation of a Remote Work Policy for approval.
- Preparation, issuance, and completion of the HRIS RFP for support and development services for Niagara Region and shared services partners.
- Facilitation of CERT Awards and June Employee Recognition Month.
- Development of People Strategy refresh plan to support action item of Council's Shape Niagara Implementation Plan.
- Development of Corporate Labour Relations Strategy 2021-2024 approved by Council as mandate for collective bargaining with our union groups.

## Economic Development

- Assisted outreach to businesses during Phase 1 of the vaccine implementation plan.
- Biweekly calls to ERRT stakeholder groups in collaboration with Public Health to get information on the vaccination program and public health protocols to businesses.
- Administration of the \$2 million Fed Dev Tourism Adaption and Recovery Fund started on behalf of the ERRT, 168 tourism-dependent businesses receiving funding.

- Third Business Impact Survey released and data analyzed, with multiple presentations to stakeholders to report on the analysis.
- Providing support to the Town of Grimsby on their Economic Development Strategy.
- Economic Recovery Plan largely implemented and Strategy Advisory Council meeting held to discuss 10 Year Economic Development Strategy
- In collaboration with Innovate Niagara and the LAMs, a comprehensive digital and print marketing campaign was launched in the National Post to support and encourage residents to visit downtown storefronts.
- Working in collaboration with Niagara Health and Niagara Region Planning, Economic Development's Business Directory will be used to prepare for South Niagara Project's upcoming RFP process to encourage as much Niagara-based resourcing as possible.
- Promoted Canada Summer Games RFPs to local businesses.

## Corporate Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$10,569	\$10,144	\$425	4.0%	\$21,184	\$20,495	\$689	3.3%
Administrative	\$3,390	\$2,449	\$941	27.7%	\$6,788	\$10,439	-\$3,651	-53.8%
Operational & Supply	\$193	\$125	\$68	35.4%	\$386	\$329	\$57	14.7%
Occupancy & Infrastructure	\$4,821	\$3,769	\$1,052	21.8%	\$9,588	\$8,959	\$629	6.6%
Equipment, Vehicles, Technology	\$1,498	\$1,542	-\$44	-2.9%	\$3,179	\$3,138	\$41	1.3%
Financial Expenditures	\$0	-\$1	\$1	0.0%	\$0	-\$1	\$1	0.0%
<b>Total Expenses</b>	<b>\$20,471</b>	<b>\$18,028</b>	<b>\$2,443</b>	<b>11.9%</b>	<b>\$41,125</b>	<b>\$43,359</b>	<b>-\$2,234</b>	<b>-5.4%</b>
Federal & Provincial Grants	-\$35	-\$36	\$1	2.6%	-\$70	-\$71	\$1	1.3%
By-Law Charges & Sales	-\$229	-\$164	-\$65	-28.6%	-\$458	-\$331	-\$127	-27.7%
Other Revenue	-\$507	-\$425	-\$82	-16.2%	-\$894	-\$1,143	\$249	27.8%
<b>Total Revenues</b>	<b>-\$771</b>	<b>-\$625</b>	<b>-\$146</b>	<b>-19.0%</b>	<b>-\$1,422</b>	<b>-\$1,545</b>	<b>\$124</b>	<b>8.7%</b>
Intercompany Charges	\$106	-\$719	\$825	777.6%	\$41	-\$1,782	\$1,823	N/A
<b>Total Intercompany Charges</b>	<b>\$106</b>	<b>-\$719</b>	<b>\$825</b>	<b>777.6%</b>	<b>\$41</b>	<b>-\$1,782</b>	<b>\$1,823</b>	<b>N/A</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$19,806</b>	<b>\$16,684</b>	<b>\$3,122</b>	<b>15.8%</b>	<b>\$39,744</b>	<b>\$40,032</b>	<b>-\$288</b>	<b>0.0%</b>
Transfers Between Funds	-\$1,127	-\$348	-\$779	-69.2%	-\$2,116	-\$122	-\$1,994	-94.3%
<b>Total Transfers</b>	<b>-\$1,127</b>	<b>-\$348</b>	<b>-\$779</b>	<b>-69.2%</b>	<b>-\$2,116</b>	<b>-\$122</b>	<b>-\$1,994</b>	<b>-94.3%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$18,679</b>	<b>\$16,336</b>	<b>\$2,343</b>	<b>12.5%</b>	<b>\$37,628</b>	<b>\$39,910</b>	<b>-\$2,282</b>	<b>-6.1%</b>
Indirect Allocations & Debt	-\$18,168	-\$16,165	-\$2,003	-11.0%	-\$36,562	-\$39,013	\$2,451	6.7%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$18,168</b>	<b>-\$16,165</b>	<b>-\$2,003</b>	<b>-11.0%</b>	<b>-\$36,562</b>	<b>-\$39,013</b>	<b>\$2,451</b>	<b>6.7%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$511</b>	<b>\$171</b>	<b>\$340</b>	<b>66.5%</b>	<b>\$1,066</b>	<b>\$897</b>	<b>\$169</b>	<b>15.9%</b>



## Variance Analysis (in thousands of dollars)

Corporate Services is operating at a year-to-date surplus before indirect allocations of \$2,343, with a forecasted deficit of \$2,282 due to the following factors:

**Compensation** – The favourable year-to-date and forecasted variances of \$425 and \$689 are due to vacant positions arising across all Corporate Services divisions that have not been filled due to prioritization of COVID-19 pandemic related work.

**Administration** - The favourable year-to-date variance of \$941 is mainly due to timing of spend in consulting (\$386), training (\$99), and third party claim payouts (\$283), which are partially offset by an increase in the Region's insurance premiums (\$66). The unfavourable forecasted variance of \$3,651 is mainly due to forecasted first, third and non-insurable claim payouts (\$3,540) and costs for claims administration (\$379), partially offset by savings on external legal expenses (\$96) and consulting (\$52).

**Occupancy & Infrastructure** - The favourable year-to-date and forecasted variances of \$1,052 and \$629 are mainly due to operating savings realized by the delayed purchase of the GO stations.

**By-Law Charges & Sales** - The unfavourable year-to-date and forecasted variances of \$65 and \$127 are due primarily to rental income not realized by the delayed purchase of the GO stations.

**Other Revenue** - The unfavourable year-to-date variance of \$82 is mainly due to development charge (DC) funding not realized due to timing of the DC bylaw update. The favourable forecasted variance of \$249 is primarily due to costs recovered from participating local area municipalities for GIS software licensing.

**Intercompany Transfers** – The favourable year-to-date and forecasted variances of \$825 and \$1,823 are primarily due to the reallocation of wages for staff who have been redeployed to support other Niagara Region departments in need of resources to support the COVID-19 pandemic and the allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses within Corporate Services.

**Transfers** – The unfavourable year-to-date and forecasted variances of \$779 and \$1,994 are mainly due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget because of unbudgeted funding received from the provincial government to fund pandemic-related expenses. It is partially offset by operating savings realized by the delayed purchase of the GO stations being returned to reserve at year-end.

## Community Impacts & Achievements

### Asset Management Office

- Planning and leading the development and submission to the Province of the Asset Management Plan in accordance with Reg 588.
- Planned and executed the 2022 prioritization process for the 2022 capital budget, which also included integrating Health Equity impact screening with Public Health.
- Input to Development Charges update.
- Input to the Master Plans for both Water and Wastewater and Transportation.

### Business Licensing

- Continue processing and issuance of business licenses, including fee payments, and response to enforcement and inspection requirements.
- Developing office protocols for streamlined business licensing processes under COVID-19 restrictions, including the issuance of licenses by appointment in the facility.
- Implement an “on-line” licensing application process beginning with various driver and business licenses.
- Investigating permanent eCommerce licensing sales and software database updates. Currently using Region website ecommerce credit card payment options for license fee payments.

- Establishing industry-specific contacts with various law enforcement agencies including NRPS, OPP, MTO, MOE and AGCO, as well as local by-law enforcement agencies.
- Preparing for the procurement of a modernized licensing/incident/inspection/enforcement database with a projected Q4 2021 delivery.
- Staff from Business Licensing have been re-assigned to enforce the Provincial Orders and are providing 7 day a week coverage. Staff remain assigned to this until further notice or when the orders and state of emergency are lifted. Hours of operation and days of service are assessed weekly and are adjusted to meet demands and pressures.
- Organizing of internal and temporary external staff for Mass Immunization clinic security and the eventuality of the decrease in clinics.
- Staff respond to Provincial Order and Regional Face Covering By-law complaints to assist the local response and also conduct random compliance inspections. Staff also continue to ensure Region-licensed businesses are following order requirements and adherence to the Regional Licensing Bylaw.
- Provincial Order enforcement, including education, warnings, charges and summons for the Emergency Management and Civil Protection Act and the Reopening Ontario Act.
- Regional Face Covering By-law enforcement including education, warnings and summons.
- Provide Provincial O.Reg enforcement data to the Ministry of the Solicitor General and the local area municipalities as needed.
- Publically post general weekly inspection and enforcement statistics for O.Reg enforcement when available.
- Provide background justification for business closure orders that consistently fail to comply with Emergency Management and Civil Protection Act and the Reopening Ontario Act O.Reg.
- Provide support for changing O.Reg stages of Lock-Down and Stay at Home Orders.
- Work with Niagara Regional Police collecting evidence and issuing charges and summons for non-compliance.

## **Construction, Energy and Facilities Management (CE&FM)**

- Continued redeployment of CE&FM staff to support EOC and facilities operations.
- Sourcing, procuring, receiving and distributing emergency supplies, PPE and other supplies critical to business continuity for essential services and other departments.
- Upgraded electrical and security equipment for dedicated and secure storage areas for long-term care and Public Health pandemic and mass immunization program supply requirements.
- Established website on Region intranet for inventory control of critical PPE supplies.
- Developed lease agreement with Brock University to provide temporary quarantine housing as needed for essential staff.
- Procured additional cleaning and janitorial supplies/services including renegotiation of enhanced cleaning contract based on right-sizing operations to meet Public Health guidelines and other department/division needs.
- Since the start of the pandemic, have provided enhanced cleaning protocols at Region facilities to ensure safe working environment for staff not working from home.
- Modified building systems and room layouts for regional Dental Clinics in accordance with the College of Dentistry requirements for operations during COVID-19.
- Modified building systems and room layouts and added social distancing measures and protective screens to Court operations to meet Provincial Judiciary requirements.
- Reviewed and modified all Region buildings for safe operations during COVID-19, including signage, social distancing barriers, protective screens and changes to furniture layouts for social distancing.
- Upgrades to electrical, security and HVAC equipment to accommodate COVID-19 vaccine storage.
- Supported the Public Health mass immunization plan and successfully outfitted 11 vaccine clinics across the Region. Provided logistics and operational support,

including clinic setup, supply chain management, facility planning, coordination of service contracts and security and distribution of COVID-19 vaccines and immunization supplies for mass immunization clinics.

### **Financial Management and Planning**

- Completion of the 2020 year-end and reporting of the financial results to Corporate Services Committee and year-end audit.
- Preparation of first quarter financial report for monitoring and reporting of COVID-19 related financial impacts.
- Publication of the 2020 Budget Summary.
- Ongoing reporting and compliance with agreements for upper levels of government COVID-19 funding.
- Development of the mass immunization program budget approved at PHSSC on April 13<sup>th</sup> and submitted to the Province for approval in the Annual Service Plan.
- Support of Niagara Regional Transit Governance, Canada Summer Games, Incentive Review, Niagara Regional Housing ASD, Vision Zero, South Niagara Falls water treatment plant, Hospice Funding request, affordable housing project with City of Niagara Falls.

### **Internal Audit**

- Responding to questions regarding posted RFP for 2021 audits in IT – cyber security and penetration testing. Preparing all material related to these two audits including evaluation criteria, timing and client briefings.
- Working with IT staff to prepare for consultant evaluations and eventually audit commencement/fieldwork.
- Researching additional audit areas that will be issued later in 2021, including contract/consultant management audit and BioSolids Audit.
- Developing testing criteria for follow up audit on the Corporate PCard program.
- Drafted scope for fall commencement of Consultant/Contracting Audit.
- Presented material at May Audit Committee meeting, including Management Action Plan Update and reviewing and updating Audit Committee Terms of Reference.

### **Information Technology Services**

- Significant enhanced reporting for COVID-19 mass immunization clinics related to scheduling and administration.
- Developed the COVID-19 Waitlist and modified the list accordingly based upon Provincial changes.
- Developed and implemented a fully data-driven dashboard for COVID-19 mass immunization clinics that allows Public Health resources to manage clinics, waitlists, dose administration and inventory in near real-time. This has been a game changer for Public Health, allowing them to have foresight on inventory status before the end of the clinic day. This in turn allows staff to call people on the waitlist sooner in the day, manage and accept walk-ins which has allowed for more efficient/earlier clinic wrap-ups. The reporting also allows for prediction of “no show” numbers based on cross-referencing with bookings at other clinics and already administered vaccines.
- Published new version of web mapping application Niagara Navigator, built in our new Enterprise GIS Portal environment.
- Made Enterprise GIS Portal environment available for self-serve use in the organization. This has empowered Planning and Economic Development resources to produce a mapping-centric Niagara Business Directory application for the public on [www.niagararegion.ca](http://www.niagararegion.ca).
- Devised a data solution for CoVax data collected during congregate living vaccination to Seniors and the impending mass immunization clinics and produced the corresponding PowerBI report changes for [www.niagararegion.ca](http://www.niagararegion.ca).
- Public Health (PH) Mass Immunization clinic planning and prep – Working with the PH Pandemic planning team to evaluate IT requirements of Mass Immunization sites and help coordinate internet access at sites with the local area municipalities.
- Call Centre As A Service (CaaS) – collaborative effort with Customer Service team to pilot and procure a CaaS solution through Avaya to help with our Customer Service call centres.
- Implemented Spear Phishing and Ransomware eLearning modules for all staff, and non-staff – i.e. contractors, vendors, volunteers, students, etc.



- The conversion of 180+ SAEO staff over from Thin Client hardware to laptops to further enable Work from home on Niagara Region devices.
- Updated external COVID-19 reporting on website to simplify information and added vaccination data.
- Provide support for Community Services in the onboarding of an online financial assistance application (OLAF).
- Produced and/or iterated a variety of Power BI reports for Public Health as it relates to COVID-19, including:
  - PH and EOC dashboards
  - The public COVID-19 metrics on [www.niagararegion.ca](http://www.niagararegion.ca)
  - Local Area Municipality specific report for Public Health to deliver weekly to each Mayor and CAO and other requested senior staff
  - A repatriation report for HR and Public Health visualizing the COVID-19 redeployment effort
  - Outbreak COVID-19 reporting
  - Public COVID-19 Info-Line and Online Chat Wait Times
  - Public Health COVID-19 Response Tracking
- Additional Power BI reports were produced for:
  - SAEO Intake – to assist in assessing the impact of CERB, etc. to their call volume and intake load
  - Customer Service Call Volume – to assess the impact on dispatch with forwarding all headquarters call attendant calls to dispatch
  - CAMRA Reporting for capital project budget decision-making
- Produced a data solution for school outbreak COVID-19 reporting in the EOC.
- Devised and are continuing to implement a long-term data solution for Public Health COVID-19 information and contact tracing, including integrating with the Provincial CCM application.
- Automation of the public daily COVID-19 report publication, which was manually completed 7 days a week for approximately 5 months.
- Provided the Homelessness Reporter suite of applications to Community Services for outreach workers to use with the homeless during COVID-19.
- Support for onboarding the two new Waste Management collection contractors - modifications and enhancements to various applications were required to support this initiative.
- Implemented a public-facing website with automation of the application process for qualification of Specialized Transit services offered by Niagara Region.
- Assisted the City of Thorold by producing economic development maps to be used with prospective clients/developers for the City. Five different maps were produced in total.
- Worked collaboratively with Niagara Health (NH) on rebuilding the application 'Transfer of Care' which will improve efficiencies and tracking in the life cycle of a patient beginning care with EMS up to the hand off (transfer) of care to NH.
- Support for HR on the Talent Map Survey regarding work conditions in the COVID-19 Pandemic.

## Legal Services

- Advice and legal support related to the implementation and evolution of the Region's mass immunization plan.
- Advice related to impact of emergency orders on procurement and construction to ensure the continuation of essential Regional capital projects and to help minimize pandemic-related project costs and disruptions.
- Legal support to facilitate access to provincial funding related to COVID-19, including agreement review and related advice, often involving short timeframes. Recent examples include the development agreements for the Linhaven and Gilmore Lodge long-term care home redevelopment projects.
- Advice to Public Health to support the issuance and enforcement of Orders under the Health Protection and Promotion Act.
- Legal support related to enforcement of and compliance with a broad range of regulatory requirements imposed in response to the pandemic.
- Risk management advice on building screening and security issues.
- Advice related to recovery planning/reopening of Regional facilities.

## **Procurement and Strategic Acquisitions**

- Implementation of weekly meetings on Procurement Project Prioritization for review of essential capital and operational projects.
- Year-to-date Procurement has facilitated over 137 Formal Procurements resulting in approximately \$124 million in Awarded Contract value.
- Sourcing critical PPE and supplies needed for the EOC response to the pandemic.

## Community Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$56,581	\$58,065	-\$1,484	-2.6%	\$116,374	\$118,461	-\$2,087	-1.8%
Administrative	\$1,042	\$874	\$168	16.1%	\$2,261	\$2,090	\$171	7.6%
Operational & Supply	\$5,956	\$6,194	-\$238	-4.0%	\$13,733	\$13,284	\$449	3.3%
Occupancy & Infrastructure	\$2,259	\$2,247	\$12	0.5%	\$4,481	\$4,699	-\$218	-4.9%
Equipment, Vehicles, Technology	\$779	\$797	-\$18	-2.4%	\$1,471	\$1,694	-\$223	-15.2%
Community Assistance	\$94,898	\$74,569	\$20,329	21.4%	\$192,610	\$167,743	\$24,867	12.9%
Financial Expenditures	\$4	-\$6	\$10	249.4%	\$4	-\$5	\$9	242.6%
<b>Total Expenses</b>	<b>\$161,519</b>	<b>\$142,740</b>	<b>\$18,779</b>	<b>11.6%</b>	<b>\$330,934</b>	<b>\$307,966</b>	<b>\$22,968</b>	<b>6.9%</b>
Federal & Provincial Grants	-\$124,357	-\$119,232	-\$5,125	-4.1%	-\$251,716	-\$237,514	-\$14,202	-5.6%
By-Law Charges & Sales	-\$2,058	-\$1,467	-\$591	-28.7%	-\$4,117	-\$3,318	-\$799	-19.4%
Other Revenue	-\$12,267	-\$10,964	-\$1,303	-10.6%	-\$23,760	-\$23,075	-\$685	-2.9%
<b>Total Revenues</b>	<b>-\$138,682</b>	<b>-\$131,663</b>	<b>-\$7,019</b>	<b>-5.1%</b>	<b>-\$279,593</b>	<b>-\$263,907</b>	<b>-\$15,686</b>	<b>-5.6%</b>
Intercompany Charges	\$162	\$130	\$32	19.8%	\$347	\$140	\$207	59.7%
<b>Total Intercompany Charges</b>	<b>\$162</b>	<b>\$130</b>	<b>\$32</b>	<b>19.8%</b>	<b>\$347</b>	<b>\$140</b>	<b>\$207</b>	<b>59.7%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$22,999</b>	<b>\$11,207</b>	<b>\$11,792</b>	<b>51.3%</b>	<b>\$51,688</b>	<b>\$44,199</b>	<b>\$7,489</b>	<b>0.0%</b>
Transfers Between Funds	-\$3,246	\$1,259	-\$4,505	-138.8%	-\$7,161	\$162	-\$7,323	-102.3%
<b>Total Transfers</b>	<b>-\$3,246</b>	<b>\$1,259</b>	<b>-\$4,505</b>	<b>-138.8%</b>	<b>-\$7,161</b>	<b>\$162</b>	<b>-\$7,323</b>	<b>-102.3%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$19,753</b>	<b>\$12,466</b>	<b>\$7,287</b>	<b>36.9%</b>	<b>\$44,527</b>	<b>\$44,361</b>	<b>\$166</b>	<b>0.4%</b>
Indirect Allocations & Debt	\$7,572	\$6,762	\$810	10.7%	\$20,504	\$20,022	\$482	2.3%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$7,572</b>	<b>\$6,762</b>	<b>\$810</b>	<b>10.7%</b>	<b>\$20,504</b>	<b>\$20,022</b>	<b>\$482</b>	<b>2.3%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$27,325</b>	<b>\$19,228</b>	<b>\$8,097</b>	<b>29.6%</b>	<b>\$65,031</b>	<b>\$64,383</b>	<b>\$648</b>	<b>1.0%</b>

## Variance Analysis (in thousands of dollars)

The budget allocation related to the transfer of the administration of all Housing Service Manager (Housing Programs) responsibilities to the Niagara Region, effective May 30, 2021, was approved by the Niagara Regional Housing (NRH) Board on March 19, 2021 and Regional Council on March 25, 2021. Any unspent funds budgeted for Service Manager responsibilities have been transferred to the new Housing Services division in Niagara Region's Community Services department from Niagara Regional Housing. Housing Services results presented below are for the Service Manager responsibilities after the May 30<sup>th</sup> date of transfer to the Niagara Region.

Community Services has a year-to-date operating surplus of \$7,287 and a forecasted surplus of \$166 (0.4 per cent of the net budget). The following factors contribute to these variances:

**Compensation** - The unfavourable year-to-date and forecasted variances of \$1,484 and \$2,087 are primarily due to additional hours, overtime and pandemic pay related to increased workload as a result of COVID-19.

**Administration** - The favourable year-to-date and forecasted variances of \$168 and \$171 respectively are primarily due to lower than anticipated expenditures associated with interpreters, registration and tuition-related costs.

**Operational & Supply** – The unfavourable year-to-date variance of \$238 and favourable forecasted variance of \$449 are due to the following:

- Homelessness: The unfavourable year-to-date variance of \$472 is due to higher than expected costs to support agencies, expansion of services to support the COVID-19 response, staffing by agencies at the self-isolation centre and food as a result of COVID-19. These incremental costs are 100% provincially/federally funded in revenues below.
- Seniors: The favourable year-to-date and forecasted variances of \$103 and \$255 respectively relate primarily to lower than anticipated usage of medical supplies and PPE, which were budgeted conservatively based on 2020 usage rates.
- SAEO: The favourable year-to-date and forecasted variances of \$113 and \$149 are due to less than expected program mileage as staff continue to manage some operations from home, reducing site visits. In addition, costs related to mental health and addiction were allocated to Homelessness, as they were eligible under COVID-19 funding.

**Occupancy & Infrastructure** – The unfavourable forecasted variance of \$218 is due to increased usage of contracted services to provide supervision of high-risk long-term care (LTC) residents in isolation, as well as support for screening staff at the LTC homes.

**Equipment, Vehicles, Technology** – The unfavourable forecasted variance of \$223 is primarily due to anticipated increased spending in the second half of the year based on incremental funding for infection control and prevention measures (IPAC) minor capital expenses and medical safety technology for the LTC homes.

**Community Assistance** - The favourable year-to-date and forecasted variances of \$20,329 and \$24,867 respectively are due to the following:

- Childrens: The favourable year-to-date and forecasted variance of \$5,342 and \$389 is due to uncertainty with provincial funding announcements and directives, resulting in a conservative approach of issuing expansion funding, mindful of the ongoing need to ensure sustainability of the child care system. The forecasted favourable variance of \$389 is primarily due to a reduction in community capital costs of \$660, offset by increased costs associated with operating emergency child care.
- Homelessness: The unfavourable year-to-date variance of \$235 relates to the timing of expenses related to Emergency Shelter/Motels. The favourable forecasted variance of \$861 relates to a full year of operating costs budgeted for the new permanent supportive housing facility which will not be occupied and operational until December 31, 2021. This is 100% offset in Transfers from Reserves below.
- SAEO: The favourable year-to-date and forecasted variances of \$13,661 and \$22,669 are due to the budget being prepared based on an expected increase in

caseloads and benefits for 2021 as per Ministry forecasts. However, caseloads and benefits issuances have decreased by 20% in 2021 compared to 2020 due to the extension of Federal COVID-19 benefits available (\$11,974). This variance is 100% offset by a reduction in provincial revenues below. The year-to-date variance is also partly due to the timing of issuance of life stabilization benefits (\$1,535), which will be issued by end of year.

- **Housing Services:** The favourable year-to-date and forecasted variances of \$1,561 and \$948 are due to lower than budgeted spend for ministry-funded programs (\$500 year-to-date and \$778 forecasted), as well as lower than budgeted subsidy payments to non-profit and co-op housing providers (\$261). Also contributing to the year-to-date variance is the timing of spend on K3D heat control system upgrades for providers encumbered from the 2020 budget (\$185) and capital grants to housing providers under the Capital Loan & Grant program (\$624). The variance associated with ministry-funded programs is offset by a reduction in Federal & Provincial Grants below, as revenue is recognized to align with timing of the programs and their related administrative costs.

**Federal & Provincial Grants** – The unfavourable year-to-date and forecasted variances of \$5,125 and \$14,202 are due to the following:

- **Childrens:** The unfavourable year-to-date variance of \$700 is due to the timing of when revenues are recorded, with a forecasted unfavourable variance \$14.
- **Homelessness:** The favourable year-to-date and forecasted variances of \$1,991 and \$1,401 relate to confirmed provincial and federal funding specific to supporting incremental costs related to Homelessness during the COVID-19 pandemic.
- **Seniors:** The favourable year-to-date and forecasted variances of \$6,936 and \$7,812 are primarily related to Long-Term Care Emergency Funding (\$4,832), PSW Wage Enhancement funding (\$1,148 - \$3/hr for eligible staff working in long-term care/assisted living facilities), funding dedicated to support LTC homes with their IPAC measurers (staffing/minor capital - \$1,167), funding for a pilot step-down unit program at the Linhaven LTC home (\$338) and increased funding based on resident acuity (\$397) issued by the Ministry of Long-Term Care (MLTC). This is offset by an anticipated returnable of funding for Seniors Community Programs, which have not been operating at their full capacity during the pandemic (\$347).
- **SAEO:** The unfavourable year-to-date and forecasted variances of \$12,825 and \$22,625 are a result of expected caseloads and benefits not realized due to the pandemic. The variance is offset by the reduction in benefits issued above.
- **Housing Services:** The unfavourable year-to-date and forecasted variances of \$527 and \$776 are due to lower than budgeted spend for ministry-funded programs noted above in Community Assistance, as revenue is recognized based on actual expenses incurred.

**By-Law Charges & Sales** - The unfavourable year-to-date and forecasted variances of \$591 and \$799 are due to the following:

- **Childrens:** The unfavourable year-to-date and forecasted variance of \$147 are due to lower than anticipated operating capacity of the child care sector, resulting in less fee subsidy parental fee collection.
- **Seniors:** The unfavourable year-to-date and forecasted variances of \$444 and \$652 respectively are due to loss of fee revenue associated with Seniors Community Programs that have not operated during the COVID-19 pandemic.

**Other Revenue** - The unfavourable year-to-date and forecasted variances of \$1,303 and \$685 are primarily due to lower than anticipated accommodation fees collected within the long-term care homes due to empty beds, which are required to be held temporarily vacant in order to isolate new admissions. The MLTC has directed homes to start to fill these beds and to return to normal occupancy levels for September 2021.

**Intercompany Charges** – The favourable year-to-date variance of \$32 and unfavourable forecasted variance of \$207 are due to the following:

- **Childrens:** The favourable year-to-date variance of \$239 and unfavourable forecasted variance of \$5 are due to the allocation of general corporate funding to offset COVID-19 related pressures.

- **Seniors:** The unfavourable year-to-date and forecasted variances of \$184 and \$186 are primarily due to the reallocation of wages for staff who have been redeployed from other Niagara Region departments to support essential Senior Services programs in need during the COVID-19 pandemic. These costs are supported within the base budget of the redeployed staff's home department and are not incremental costs to the Region.

**Transfers** – The unfavourable year-to-date and forecasted variances of \$4,505 and \$7,323 are mainly due to the return to reserves of funding allocated for COVID-19 costs within Community Services in the 2021 budget as a result of unbudgeted funding received from the provincial government to fund pandemic-related expenses. In addition, the unfavourable forecasted variance also includes a budget of \$1,029 for the operations of the permanent supportive housing facilities that is expected to be occupied by December 31, 2021. This is offset by favourable variances in community assistance above.

## Community Impacts & Achievements

### Children Services

- Children's Services continues to support contracted childcare service providers to maintain viable operations impacted by reduced operational capacity and parent fees.
- Emergency Child Care for School Age Children was provided to over 500+ children from April 19 to June 29<sup>th</sup> to support emergency personnel to enable them to attend work. School-aged children attending emergency childcare were also assisted with their participation in virtual school.
- The lack of Registered Early Childhood Educators continues to strain service provider operations, as they do not have enough qualified staff to operate at their licensed capacity.

### Senior Services

- The Long-Term Care (LTC) homes continue to implement all Ministry of Long-Term Care and Public Health directions and have taken further risk mitigation measures as appropriate based on assessment of risk to residents and staff.
- Successfully awarded construction contract of new Linhaven LTC home in St. Catharines within approved project budget, including additional funding under modernized provincial funding policy.
- Adult Day Programs have resumed through a hybrid model offering half-day in-person services supplemented with virtual programming. Further in-person programs are scheduled to resume in Q3.

### Homelessness and Community Engagement

- As of March 30, 2020, a dedicated site was established where people experiencing homelessness can safely be isolated while waiting for COVID-19 test results and/or for those who have tested positive for the virus. As of June 30, 2021, the isolation shelter has had 711 intakes.
- On June 1, 2020, a housing-focused shelter pilot was established, which supports individuals who are the most chronically homeless in Niagara. The work at the shelter pilot connects people to permanent housing solutions through Home for Good and Housing First programming. During the first year of operation, the shelter has had 127 intakes, of which 43 individuals have secured permanent housing.
- Homelessness Services performed a Point-in-Time count in March 2021, noting 665 homeless clients including 121 children.
- Homelessness Services joined the Built for Zero Veterans cohort, working specifically to address veterans' homelessness.
- Over 400 vaccines were administered to homeless clients through a combination of shelter-based clinics, transport to mass immunization clinics and pharmacy support.



### **Social Assistance and Employment Opportunities**

- From January 1, 2021 to June 30, 2021, 4,756 Ontario Works clients received in-person service at an SAEO office.
- Niagara's Ontario Works caseload experienced a 20% decrease 2021 over 2020. However, the Province has forecasted a 25% increase in 2021-2022 as federal COVID-19 benefits end in the fall of 2021.
- The average length of time on assistance increased to 43 months in 2021, compared to 39 in 2020 and 34 in 2019.
- Assisted 988 Ontario Works clients to stabilize their housing through Housing Stability Benefits (last month's rent, moving/storage costs and rental arrears) and intensive case management.
- Launched a Low Income Housing Stability Benefits pilot, which resulted in 47 low income individuals to stabilize or secure new housing.

### **Housing Services**

- May 30<sup>th</sup> saw the implementation of the Council and Niagara Regional Housing Board-approved fully integrated service delivery model, including the transition of staff from NRH to a newly formed Housing Division within Community Services. Effective planning and cross-divisional and corporate collaboration resulted in a seamless transition with no disruption to service. Community Services is pleased to welcome the Housing Services team, and looks forward to advancing many of the strategic opportunities identified by all those involved.

## Public Health & Emergency Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$50,862	\$49,804	\$1,058	2.1%	\$106,819	\$103,717	\$3,102	2.9%
Administrative	\$1,265	\$958	\$307	24.3%	\$2,455	\$1,942	\$513	20.9%
Operational & Supply	\$4,137	\$3,066	\$1,071	25.9%	\$8,997	\$8,308	\$689	7.7%
Occupancy & Infrastructure	\$453	\$448	\$5	1.2%	\$1,017	\$1,124	-\$107	-10.6%
Equipment, Vehicles, Technology	\$1,195	\$1,334	-\$139	-11.7%	\$2,436	\$2,735	-\$299	-12.3%
Community Assistance	\$0	\$940	-\$940	0.0%	\$0	\$940	-\$940	0.0%
Financial Expenditures	\$0	-\$4	\$4	0.0%	\$0	-\$4	\$4	0.0%
<b>Total Expenses</b>	<b>\$57,912</b>	<b>\$56,546</b>	<b>\$1,366</b>	<b>2.4%</b>	<b>\$121,724</b>	<b>\$118,762</b>	<b>\$2,963</b>	<b>2.4%</b>
Federal & Provincial Grants	-\$44,686	-\$41,534	-\$3,152	-7.1%	-\$92,417	-\$90,276	-\$2,141	-2.3%
By-Law Charges & Sales	-\$65	-\$16	-\$49	-75.2%	-\$130	-\$80	-\$50	-38.6%
Other Revenue	-\$339	-\$545	\$206	60.6%	-\$741	-\$917	\$176	23.8%
<b>Total Revenues</b>	<b>-\$45,090</b>	<b>-\$42,095</b>	<b>-\$2,995</b>	<b>-6.6%</b>	<b>-\$93,288</b>	<b>-\$91,273</b>	<b>-\$2,015</b>	<b>-2.2%</b>
Intercompany Charges	\$814	\$1,184	-\$370	-45.4%	\$1,657	\$1,489	\$168	10.1%
<b>Total Intercompany Charges</b>	<b>\$814</b>	<b>\$1,184</b>	<b>-\$370</b>	<b>-45.4%</b>	<b>\$1,657</b>	<b>\$1,489</b>	<b>\$168</b>	<b>10.1%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$13,636</b>	<b>\$15,635</b>	<b>-\$1,999</b>	<b>-14.7%</b>	<b>\$30,093</b>	<b>\$28,978</b>	<b>\$1,115</b>	<b>0.0%</b>
Transfers Between Funds	-\$800	-\$343	-\$457	-57.1%	-\$1,594	-\$726	-\$868	-54.5%
<b>Total Transfers</b>	<b>-\$800</b>	<b>-\$343</b>	<b>-\$457</b>	<b>-57.1%</b>	<b>-\$1,594</b>	<b>-\$726</b>	<b>-\$868</b>	<b>-54.5%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$12,836</b>	<b>\$15,292</b>	<b>-\$2,456</b>	<b>-19.1%</b>	<b>\$28,499</b>	<b>\$28,252</b>	<b>\$247</b>	<b>0.9%</b>
Indirect Allocations & Debt	\$8,699	\$8,467	\$232	2.7%	\$15,657	\$15,764	-\$107	-0.7%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$8,699</b>	<b>\$8,467</b>	<b>\$232</b>	<b>2.7%</b>	<b>\$15,657</b>	<b>\$15,764</b>	<b>-\$107</b>	<b>-0.7%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$21,535</b>	<b>\$23,759</b>	<b>-\$2,224</b>	<b>-10.3%</b>	<b>\$44,156</b>	<b>\$44,016</b>	<b>\$140</b>	<b>0.3%</b>



## Variance Analysis (in thousands of dollars)

Public Health (PH) & Emergency Medical Services (EMS) is operating with a year-to-date deficit before indirect allocations of \$2,456 with a forecasted year-end surplus of \$247, due to the following factors:

**Compensation** – The favourable year-to-date variance of \$1,058 is primarily due to vacancies in the business continuity program (BCP) amounting to \$1,019, and savings in WSIB in EMS of \$139. The forecasted favourable variance is \$3,102 and is primarily due to vacancies in BCP and reduced COVID-19 staffing costs. As we head into the fall, Mass Immunization clinics are tapering off earlier than projected, causing a favourable amount in the forecast. The favourable year-end variance in Public Health will be slightly offset by projected higher staffing costs in Community Paramedicine Long-term Care, as this program is expected to ramp up to full capacity in the fall, and projected lieu payouts at year-end in EMS.

**Administrative** – The favourable year-to-date and forecasted variances of \$307 and \$513 are primarily a result of staff development and general administrative expenses such as mileage and office supplies that have not been incurred due to COVID-19 restrictions.

**Operational & Supply** - The favourable year-to-date variance of \$1,071 is attributed to program supplies in BCP that are not being utilized, as programs are not delivering the same services as budgeted. A significant portion of both the year-to-date and forecast variances is due to an amount of \$940 in Community Assistance (see below) that is to be reallocated, reducing this variance for Q3. The forecasted favourable variance of \$689 is primarily due to the timing of the Ministry announcement for dedicated offload nurse costs in EMS (which is offset below in Ministry revenues).

**Equipment, Vehicles, Technology** – The unfavourable year-to-date and forecasted variances of \$139 and \$299 are driven by the timing of a maintenance contract for stretchers in EMS and projected higher fuel costs. The Pandemic Response Division (PRD) is also contributing to the unfavourable variance with increased expenditures in office furniture and other IT-related costs used to support the division.

**Community Assistance** – The unfavourable year-to-date and forecasted variance of \$940 is from the Dental Program and relates to payments to our community partners. The budget for these payments is in Operational and Supply above and the actual amount here will be reallocated to the correct budget line for Q3.

**Federal & Provincial Grants** – The unfavourable year-to-date and forecasted variances of \$3,152 and \$2,141 are due primarily to the forecasted vacancies in BCP. In alignment with the Ministry funding agreement, PH must utilize mandatory funding before any COVID-19 funding can be recognized. Based on the forecast, \$2,800 in COVID-19 related expenditures will be used to maximize mandatory funding. With Mass Immunization clinics also ramping down in the fall, projected expenditures are below budget and therefore, less COVID-19 funding will be required than budgeted. Offsetting this unfavourable variance is one-time funding received for EMS dispatch for WSIB and Emergency Communications Nurses (\$770), the timing of the Dedicated Offload Nurse funding announcement (\$609), and unbudgeted COVID-19 related revenues from the Ministry of Health (\$669).

**Other Revenue** – The favourable year-to-date and forecasted variances of \$206 and \$176 are the result of higher than budgeted revenues for paramedic services, as well as unbudgeted revenues for paramedics that worked at Niagara Health vaccination clinics.

**Intercompany Charges** - The unfavourable year-to-date variance of \$370 and forecasted favourable variance of \$168 include the net costs of redeployed resources to other departments in support of the COVID-19 pandemic. In addition, the forecast includes an allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses within EMS (forecasted \$767).

## Community Impacts & Achievements

### Mandatory and Related Programs

### Public Health

- Reorientation of Public Health operations to focus on the COVID-19 pandemic response, with 155 staff of approximately 280 FTE redeployed to support this effort. Core activities include outbreak management, case follow-up, contact tracing, infection prevention and control inspections, collaboration with health care providers, and communicating and informing the public.
- Success in reducing the spread of COVID-19 by early May, and slowing the pace of outbreaks, with remaining outbreaks now much smaller.
- With many staff redeployed, many Public Health services were scaled back, including School Health, Dental Health, Vaccinations, Sexual Health, parenting and child health supports, and family home visiting.
- Public Health is continuing to move forward the Health Promotion Project; understanding that 75% of morbidity and mortality is due to chronic diseases (alcohol, tobacco, unhealthy eating and lack of physical activity) using Evidence Informed Decision Making to develop the best interventions to address Niagara's biggest health priorities.

### Mental Health

- Participation in a four-year project to improve evidence-based treatment protocols in the Early Intervention in Psychosis service.
- Improvements to our intake process to ensure our clients have access to the right service, at the right time, in the right place.
- Intensive training for clinical staff on evidence-based treatments and protocols including suicide assessment and intervention, cognitive behavioural therapy and dialectical behaviour therapy.
- Participating in the Mental Health and Addictions Collaborative for system planning in Niagara.
- Working in partnership with Community Services to bring mental health services to the homelessness sector.
- Evaluation of outcomes for clients accessing various treatment modalities across MH services shows improvement in client outcomes.

### Emergency Services

#### Emergency Medical Services

- For the duration of the COVID-19 pandemic, Niagara Emergency Medical Services (NEMS) has continued uninterrupted provision of core 911 Mobile Integrated Health (MIH) services, including land ambulance services.
- Community response to COVID-19 (March to June) has had a significant impact of the delivery of EMS services
  - Provided unconventional resources such as Public Health specimen collection, PPE training to community
  - Reductions in calls, patient transports and overall hospital utilization resulted in a decrease of ambulance offload delays by 81%
  - The recovery of emergency ambulance resources otherwise spent in offload delay has normalized system performance, demonstrating that response time performance targets can be achieved.
- Economic analysis of the EMS system transformation is being studied by McMaster University to assist with future sustainability planning economy and sustainability.
- The system has decreased call volume for most municipal fire services responding to medical-related calls by approximately 50% or more with no identifiable adverse impacts to patient outcomes as a result.

- Emergency Communications Nurse (ECN) program provided pandemic support and received Accredited Centre of Excellence designation – only the fourth service in the world to achieve this standard.

**Emergency Management**

- The Emergency Management (EM) program has provided full pandemic response support to the region and local area municipalities in all areas of planning and response.
- Future focus is on recovery planning and preparation for possible fourth wave.

**Fire Coordinator**

- Coordination of pandemic response plans related to fire tiered response.

**Chemical-Biological-Radioactive-Nuclear-Explosive (CBRNE) Response Team**

- Preparing for the deployment of a revised response plan in partnership with NRPS and municipal fire services.
- Training of team members to support pandemic response.

**911 PSAP**

- Preparation for implementation of Next Generation 911 (NG911) in 2023.

## Public Works – Transportation Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$8,539	\$7,730	\$809	9.5%	\$17,189	\$16,069	\$1,120	6.5%
Administrative	\$1,749	\$739	\$1,010	57.8%	\$4,102	\$2,345	\$1,757	42.8%
Operational & Supply	\$12,538	\$8,931	\$3,607	28.8%	\$23,402	\$21,884	\$1,518	6.5%
Occupancy & Infrastructure	\$327	\$288	\$39	11.9%	\$654	\$641	\$13	1.9%
Equipment, Vehicles, Technology	\$1,169	\$1,237	-\$68	-5.8%	\$2,461	\$2,453	\$8	0.3%
Partnership, Rebate, Exemption	\$169	\$0	\$169	100.0%	\$667	\$667	\$0	0.0%
Financial Expenditures	\$0	-\$2	\$2	0.0%	\$0	-\$2	\$2	0.0%
<b>Total Expenses</b>	<b>\$24,491</b>	<b>\$18,923</b>	<b>\$5,568</b>	<b>22.7%</b>	<b>\$48,475</b>	<b>\$44,057</b>	<b>\$4,418</b>	<b>9.1%</b>
Federal & Provincial Grants	\$59	-\$72	\$131	-224.0%	\$59	-\$228	\$287	-490.2%
By-Law Charges & Sales	-\$2,007	-\$1,280	-\$727	-36.2%	-\$4,987	-\$4,881	-\$106	-2.1%
Other Revenue	-\$1,880	-\$305	-\$1,575	-83.7%	-\$3,071	-\$627	-\$2,444	-79.6%
<b>Total Revenues</b>	<b>-\$3,828</b>	<b>-\$1,657</b>	<b>-\$2,171</b>	<b>-56.7%</b>	<b>-\$7,999</b>	<b>-\$5,736</b>	<b>-\$2,263</b>	<b>-28.3%</b>
Intercompany Charges	-\$1,013	-\$997	-\$16	1.6%	-\$2,020	-\$2,005	-\$15	0.8%
<b>Total Intercompany Charges</b>	<b>-\$1,013</b>	<b>-\$997</b>	<b>-\$16</b>	<b>1.6%</b>	<b>-\$2,020</b>	<b>-\$2,005</b>	<b>-\$15</b>	<b>0.8%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$19,650</b>	<b>\$16,269</b>	<b>\$3,381</b>	<b>17.2%</b>	<b>\$38,456</b>	<b>\$36,316</b>	<b>\$2,140</b>	<b>0.0%</b>
Transfers Between Funds	\$59	-\$631	\$690	1160.4%	\$454	-\$1,429	\$1,883	414.9%
<b>Total Transfers</b>	<b>\$59</b>	<b>-\$631</b>	<b>\$690</b>	<b>1160.4%</b>	<b>\$454</b>	<b>-\$1,429</b>	<b>\$1,883</b>	<b>414.9%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$19,709</b>	<b>\$15,638</b>	<b>\$4,071</b>	<b>20.7%</b>	<b>\$38,910</b>	<b>\$34,887</b>	<b>\$4,023</b>	<b>10.3%</b>
Indirect Allocations & Debt	\$21,675	\$21,246	\$429	2.0%	\$41,748	\$42,829	-\$1,081	-2.6%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$21,675</b>	<b>\$21,246</b>	<b>\$429</b>	<b>2.0%</b>	<b>\$41,748</b>	<b>\$42,829</b>	<b>-\$1,081</b>	<b>-2.6%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$41,384</b>	<b>\$36,884</b>	<b>\$4,500</b>	<b>10.9%</b>	<b>\$80,658</b>	<b>\$77,716</b>	<b>\$2,942</b>	<b>3.6%</b>

## Variance Analysis (in thousands of dollars)

Public Works Levy is operating at a year-to-date surplus before indirect allocations of \$4,071 and are forecasting a year-end surplus of \$4,023 due to the factors as described below.

The 2021 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2021 in conjunction with the Courts Services division. The work on the implementation of the program, including the proposed changes to the Niagara Region Courts Inter-municipal Agreement, has been delayed as a result of the COVID-19 pandemic. Accordingly, no expenditures are expected to be incurred nor revenues realized in 2021. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution to the local area municipalities as a result of the delay.

**Compensation** – The favourable year-to-date and forecasted variances of \$809 and \$1,120 are primarily due to delays in filling vacant positions and decreased overtime costs. Forecasted savings related to Vision Zero are \$283.

**Administration** – The favourable year-to-date and forecasted variances are \$1,010 and \$1,757, respectively. The year-to-date favourable variance includes savings in consulting services of \$571, other professional services of \$136 and information and promotions of \$135. The forecasted favourable variance includes savings related to Vision Zero of \$954 and transit consulting services savings of \$774 due to a delay in the transit governance triple majority vote.

**Operational & Supply** – The favourable year-to-date and forecasted variances are \$3,607 and \$1,518, respectively. Forecasted savings related to Vision Zero are \$100. The balance of the forecasted savings are primarily due to lower than anticipated usage of winter sand and salt, organic de-icing material and snow fencing of \$300 due to mild winter conditions, as well as transit expenditure savings as a result of reduced service levels and lower ridership, mainly due to the COVID-19 pandemic. Forecasted savings for Niagara Regional Transit Services (NRT) and NRT OnDemand are \$465, and Niagara Specialized Transit (NST) is forecasting savings of \$573.

**Occupancy & Infrastructure** – The favourable year-to-date and forecasted variances of \$39 and \$13 are primarily due to lower than expected electricity costs.

**Equipment, Vehicles, Technology** – The unfavourable year-to-date variance is \$68 and there is a favourable forecasted variance of \$8. The forecasted favourable variance includes savings related to Vision Zero of \$388, offset by \$246 in higher fuel prices and additional increases in other equipment, vehicle and technology costs of \$135.

**Partnership, Rebate, Exemption** – The favourable year-to-date variance of \$169 is a result of timing differences related to distribution of external LAM grant funding, which will occur in the second half of the year.

**Federal & Provincial Grants** – The favourable year-to-date and forecasted variances are \$131 and \$287, respectively. Both favourable variances are due to transit Safe Restart grant revenues to offset COVID-19 costs.

**By-Law Charges & Sales Costs** – The unfavourable year-to-date and forecasted variances are \$727 and \$106, respectively. The forecasted deficit is primarily due to lower signal maintenance and signs revenue, as well as reduced fare revenues as a result of reduced transit ridership.

**Other Revenue** – The unfavourable year-to-date and forecasted variances are \$1,575 and \$2,444, respectively. The forecasted deficit related to Vision Zero is \$2,475, with the balance of the forecasted deficit due to higher proceeds from other revenues of \$30.

**Transfers to Funds** – The favourable year-to-date and forecasted variances are \$690 and \$1,883, respectively. The year-to-date and forecasted surplus related to Vision Zero is \$750. The remainder of the favourable forecasted variance is due to a budgeted transfer to reserve for Transit's Q1 forecasted COVID-19 surplus of \$1,228, compared to a zero (nil) forecasted transfer to reserve. Any year-end transit surplus will be transferred to reserves at year-end in accordance with the recommendations set forth in the year-end results and transfer report. Accordingly, no forecasted transfer to reserve is reflected in the forecast.



## Community Impacts & Achievements

- The Regional Road Network consists of 1,732 total lane kms of road. As part of the Region's Transportation Engineering capital program, two phases of the 2021 annual Hot Mix program have been successfully tendered and awarded to contractors to resurface 40 lane kms of roadways through the remainder of the year to improve the ride quality on Regional Roads.
- The Region's Transportation Planning department has initiated the Vision Zero Road Safety Plan to enhance safety and community wellbeing for Niagara's residents and visitors. A comprehensive 5 year Action Plan is underway, focused on reducing traffic-related fatalities and serious injuries on Niagara's streets. The Plan addresses safety for the most vulnerable users of our transportation system (pedestrians, school children, older adults and cyclists) and encourages a multi-modal transportation system. There are twelve (12) community safety zones throughout the Region since 2019/2020.
- Transportation Master Plan (TMP) ongoing and completed strategic projects, including St. Paul Street West Bridge Environmental Assessment (EA completed), Bridge Street (EA underway), Casablanca Boulevard Detailed Design (underway), Thorold Stone Road Extension Detailed Design (underway), Merritt Road (EA underway) and York Road (EA underway) that support multi-modal travel demands and capacity improvements, active transportation and GO Initiatives.
- Complete Street Design Manual and Guidelines project is underway with an extensive engagement with area municipalities and key stakeholders to set the policy, streets concepts and design features across the Niagara region, which will result in better livable streets by drilling down to specific engineering details and real world unique to Niagara conditions.
- Access Management Policies and Guidelines project is underway in consultation with the local area municipalities, local BIAs, transit authorities and Active Transportation committees. The project's purpose is to set goals related to development applications to support a connected and convenient public transit network, create and interconnect active transportation systems, support implementation of complete streets and promote road safety across Niagara. Update to Niagara Region Traffic Impact studies and saturation flow rates are included within this assignment.
- Input on the transit governance study and associated financial model was provided by local area municipalities through Q1 2021. In late Q2 2021, the Governance Steering Committee presented revised strategies to the Linking Niagara Transit Committee that reflected this feedback. Additional input will be sought from local area municipalities through Q3 2021, in advance of seeking triple-majority approval for consolidation later in 2021.
- Despite multiple waves of COVID-19 and changing Provincial restrictions, Niagara Region's three transit services (Niagara Region Transit, Niagara Specialized Transit and NRT OnDemand) have continued to provide safe and reliable transportation throughout the Region. With the help and leadership of the Inter-municipal Transit Working Group, staff have begun the process of implementing a new fare technology platform across the region, although a launch date has yet to be determined.
- The NRT OnDemand pilot continues to be a success with record ridership numbers starting to surface with summer demand likely being driven in large part by the success of the vaccination program. Moreover, the service looks to expand through an enlarged service area in Niagara-on-the-Lake.

## Planning & Development Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$2,870	\$2,522	\$348	12.1%	\$5,731	\$5,225	\$506	8.8%
Administrative	\$1,060	\$557	\$503	47.5%	\$2,120	\$2,094	\$26	1.2%
Operational & Supply	\$12	\$9	\$3	25.4%	\$23	\$20	\$3	12.7%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$18	\$29	-\$11	-58.0%	\$36	\$31	\$5	15.1%
Partnership, Rebate, Exemption	\$45	-\$16	\$61	135.6%	\$90	\$60	\$30	33.3%
<b>Total Expenses</b>	<b>\$4,005</b>	<b>\$3,101</b>	<b>\$904</b>	<b>22.6%</b>	<b>\$8,000</b>	<b>\$7,430</b>	<b>\$570</b>	<b>7.1%</b>
By-Law Charges & Sales	-\$917	-\$887	-\$30	-3.2%	-\$1,834	-\$1,804	-\$30	-1.6%
Other Revenue	-\$618	-\$281	-\$337	-54.6%	-\$1,236	-\$1,219	-\$17	-1.4%
<b>Total Revenues</b>	<b>-\$1,535</b>	<b>-\$1,168</b>	<b>-\$367</b>	<b>-23.9%</b>	<b>-\$3,070</b>	<b>-\$3,023</b>	<b>-\$47</b>	<b>-1.5%</b>
Intercompany Charges	-\$213	-\$233	\$20	-9.4%	-\$426	-\$446	\$20	-4.7%
<b>Total Intercompany Charges</b>	<b>-\$213</b>	<b>-\$233</b>	<b>\$20</b>	<b>-9.4%</b>	<b>-\$426</b>	<b>-\$446</b>	<b>\$20</b>	<b>-4.7%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$2,257</b>	<b>\$1,700</b>	<b>\$557</b>	<b>24.7%</b>	<b>\$4,504</b>	<b>\$3,961</b>	<b>\$543</b>	<b>0.0%</b>
Transfers Between Funds	-\$303	-\$303	\$0	0.0%	-\$607	-\$607	\$0	0.0%
<b>Total Transfers</b>	<b>-\$303</b>	<b>-\$303</b>	<b>\$0</b>	<b>0.0%</b>	<b>-\$607</b>	<b>-\$607</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$1,954</b>	<b>\$1,397</b>	<b>\$557</b>	<b>28.5%</b>	<b>\$3,897</b>	<b>\$3,354</b>	<b>\$543</b>	<b>13.9%</b>
Indirect Allocations & Debt	\$426	\$365	\$61	14.3%	\$863	\$837	\$26	3.0%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$426</b>	<b>\$365</b>	<b>\$61</b>	<b>14.3%</b>	<b>\$863</b>	<b>\$837</b>	<b>\$26</b>	<b>3.0%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$2,380</b>	<b>\$1,762</b>	<b>\$618</b>	<b>25.9%</b>	<b>\$4,760</b>	<b>\$4,191</b>	<b>\$569</b>	<b>12.0%</b>

## Variance Analysis (in thousands of dollars)

Planning and Development is operating at a year-to-date surplus before indirect allocations of \$557, with a forecasted surplus of \$543 before indirect allocations for year-end. The following factors have contributed to this surplus.

**Compensation** - The favourable year-to-date and forecasted variances of \$348 and \$506 are due to staff vacancies resulting from staff movement, difficulty recruiting senior professional positions and the cancellation of the employment survey due to the pandemic changing the landscape of canvassing businesses (\$90).

**Administration** - The favourable year-to-date and forecasted variances of \$503 and \$26 are due to the timing of consulting expenditures involving the new Niagara Official Plan (NOP) and secondary plans. The delay in NOP expenditure is a direct result of the provincial decision to release revised provincial growth plans, guidance material and the related process.

**Partnership, Rebate, Exemption** - The favourable year-to-date and forecasted variances of \$61 and \$30 are due to agricultural grants not accessed due to pandemic restrictions.

**By-Law Charges & Sales** - The unfavourable year-to-date and forecasted variances of \$30 are due to decreased development planning application fees. The volumes have rebounded significantly since the slowdown caused by the COVID-19 pandemic, and development activity is expected to remain strong until the end of the year.

**Other Revenue** - The unfavourable year-to-date and forecasted variances of \$337 and \$17 are due to a decreased transfer of development charge revenue. The development charge revenue is matched to expenditures to partially fund the Niagara Official Plan and secondary or district plans and offsets the favourable administration forecast for consulting expenditures.

**Intercompany Charges** - The favourable year-to-date and forecasted variances of \$20 are reflective of the reallocation of wages for staff members who have been redeployed to support essential services in Community Services during the COVID-19 pandemic.

## Community Impacts & Achievements

Planning & Development provides land use planning and development review including land use policy, review of development applications, natural heritage, urban design, capacity planning, water and wastewater master planning, development engineering, development agreements and growth infrastructure planning. The department also provides services related to Part 8 of the Ontario Building Code (private sewage systems) to nine of the twelve local area municipalities.

### Project Updates/Accomplishments

- Niagara Official Plan work is ongoing and progressing on track with the completion of draft policy, ongoing consultation (Public Information Centres/Open Houses, online electronic surveys, public meetings and communication via social media). A complete draft Official Plan is targeting completion for the end of 2021. Council adoption of the Official Plan is planned for early 2022 – it must be sent to the Province by July 2022.
- Supported full audit preparation for the grant and incentives review while continuing to deliver programs; future direction from Council will be required.
- Woodland By-law review is ongoing and a virtual open house was held on June 17<sup>th</sup>, 2020. Updated By-law was endorsed by Council in Q4.

### Other Initiatives

Leading/Supporting the following Regional Council's Strategic Priorities:

- Implementing GO Hub and Transit Stations Strategy, Streamlining Process for Development Approvals, Facilitating Development Solutions, Grant and Incentive Programs, Affordable Housing and the Housing Action Plan and the Airport Strategy.

Growing Niagara

- New Official Plan policy development, including policies (and reports or studies) on Employment, Housing, Climate Change, Aggregates, Agriculture, and Natural Environment.



- Leading the 2021 Water & Wastewater (W&WW) Master Servicing Plan Update (MSPU)
- Niagara 2051 – Coordination of Corporate Projects to accommodate growth out to 2051, including the Development Charges By-Law and Background Study, and the W&WW MSPU, and Transportation Project Updates
- District & Secondary Plans: Brock Plan implementation, Glendale Plan ongoing and Prudhommes Plan complete
- Providing assistance with development of the Master Community Plan for Smithville
- Supporting major development initiatives and alignment with growth infrastructure.
- Concluding a Provincial appeal that resulted in bringing new employment land into the urban area of Welland.
- Providing assistance for City of Welland for northwest urban boundary expansion.

#### Supporting Local Communities, Fostering Great Development

- 33% increase in development application revenues between 2016-2020
- 7.8% increase in pre-consultations between 2016-2020
- Leading Environmental Planning review function
- Developing stormwater and hydrogeology guidelines for the Niagara Region
- Developing and implementing wet weather management programs and education in partnership with the Local Area Municipalities and the Combined Sewer Overflow Program.
- Advancement of Master Plan/Site Plans for long-term care (LTC) builds at Linhaven in St. Catharines and Gilmore Lodge in Fort Erie. The plans for these properties, and considerations for adjacent compatible uses are advancing to the initial planning approvals stage, concurrently with architectural designs for the LTC homes themselves.
- Establishing Joint Agency Review Teams to guide two new pending quarry applications in the City of Niagara Falls and the City of Port Colborne and a quarry expansion in the Township of Wainfleet.
- Working with the agricultural community to streamline provincial regulations related to on-farm uses.
- Updated the Regional Woodland Conservation By-law and related recruitment for a new Regional Forester to administer/enforce the new By-law.
- Working with the City of Niagara Falls in advancing infrastructure works and planning approvals for the South Niagara Falls Hospital, and supporting Hamilton Health Sciences on the redevelopment of West Lincoln Memorial Hospital.

#### Building Great Communities - Urban Design and Landscape Architecture

- Regional facilities and streetscapes in core areas through the Public Realm Investment Program,
- Providing assistance to several communities with urban design solutions,
- Implementing the Transportation Master Plan through Complete Streets,
- Successful construction of the International Plaza
- 2020 Niagara Biennial Design Awards ceremony was presented successfully with 18 winning projects selected.

## Court Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$1,187	\$852	\$335	28.2%	\$2,589	\$1,801	\$788	30.4%
Administrative	\$1,223	\$793	\$430	35.2%	\$2,891	\$1,718	\$1,173	40.6%
Operational & Supply	\$519	\$410	\$109	21.0%	\$1,114	\$887	\$227	20.4%
Occupancy & Infrastructure	\$0	\$1	-\$1	-144.9%	\$1	\$8	-\$7	-732.5%
Equipment, Vehicles, Technology	\$7	\$17	-\$10	-145.4%	\$14	\$27	-\$13	-97.4%
Financial Expenditures	\$111	\$64	\$47	42.2%	\$223	\$223	\$0	-0.2%
<b>Total Expenses</b>	<b>\$3,047</b>	<b>\$2,137</b>	<b>\$910</b>	<b>29.9%</b>	<b>\$6,832</b>	<b>\$4,664</b>	<b>\$2,168</b>	<b>31.7%</b>
Federal & Provincial Grants	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	-\$3,947	-\$3,060	-\$887	-22.5%	-\$8,952	-\$6,677	-\$2,275	-25.4%
<b>Total Revenues</b>	<b>-\$3,947</b>	<b>-\$3,060</b>	<b>-\$887</b>	<b>-22.5%</b>	<b>-\$8,952</b>	<b>-\$6,677</b>	<b>-\$2,275</b>	<b>-25.4%</b>
Intercompany Charges	-\$1	\$2	-\$3	216.4%	-\$3	\$0	-\$3	108.5%
<b>Total Intercompany Charges</b>	<b>-\$1</b>	<b>\$2</b>	<b>-\$3</b>	<b>216.4%</b>	<b>-\$3</b>	<b>\$0</b>	<b>-\$3</b>	<b>108.5%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$901</b>	<b>-\$921</b>	<b>\$20</b>	<b>2.3%</b>	<b>-\$2,123</b>	<b>-\$2,013</b>	<b>-\$110</b>	<b>0.0%</b>
Transfers Between Funds	\$154	\$154	\$0	0.0%	\$308	\$308	\$0	0.0%
<b>Total Transfers</b>	<b>\$154</b>	<b>\$154</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$308</b>	<b>\$308</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$747</b>	<b>-\$767</b>	<b>\$20</b>	<b>-2.7%</b>	<b>-\$1,815</b>	<b>-\$1,705</b>	<b>-\$110</b>	<b>6.1%</b>
Indirect Allocations & Debt	\$420	\$395	\$25	6.1%	\$1,135	\$1,131	\$4	0.4%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$420</b>	<b>\$395</b>	<b>\$25</b>	<b>6.1%</b>	<b>\$1,135</b>	<b>\$1,131</b>	<b>\$4</b>	<b>0.4%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$327</b>	<b>-\$372</b>	<b>\$45</b>	<b>13.7%</b>	<b>-\$680</b>	<b>-\$574</b>	<b>-\$106</b>	<b>-15.7%</b>

## Variance Analysis (in thousands of dollars)

Court Services is operating at a year-to-date surplus after indirect allocations of \$45 with a forecasted deficit of \$106 due to the factors as described below.

The 2021 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2021 in conjunction with the Transportation Services division. The work on the implementation of the program, including the proposed changes to the Niagara Region Courts Intermunicipal Agreement, has been delayed as a result of the COVID-19 pandemic. Accordingly, no expenditures are expected to be incurred or revenues realized in 2021. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution to the local area municipalities as a result of the delay.

**Distribution to Local Area Municipalities** - The total distribution to the local area municipalities and the Region for the year is forecasted to be \$573 each, a reduction from the budgeted \$680 distribution. This is due in large part to a decrease in fine payments received as a result of the impacts of the COVID-19 pandemic, such as the closure of the courthouse to the public (re-opened September 14, 2020) and adjournment of in-person court proceedings, as well as a reduction in the volume of charges that have been laid since the start of the pandemic. The revenue reductions have been partially offset by savings realized as a result of the adjournment of in-person court matters and the adjournment of all trial matters during Q1 2021. First and second quarter payments have been distributed based on the budgeted allocations. If the forecasted decreases are realized at year-end, they will be adjusted through the final distribution to local area municipalities in Q1 2022.

**Compensation** - The favourable year-to-date and forecasted variances are \$335 and \$788 respectively. Forecasted savings related to Vision Zero are \$655, with the balance related to vacancy management.

**Administrative** - The favourable year-to-date and forecasted variances are \$430 and \$1,173 respectively. Forecasted savings related to Vision Zero are \$1,033. The balance of the surplus is mainly due to savings associated with the provincial orders related to the temporary adjournment of in-person court matters and trial matters during the COVID-19 pandemic, such as adjudication and Part III prosecution costs, as well as reduced Victim Fine Surcharge costs as a result of reduced ticket volumes and fine payments received since the start of the pandemic.

**Operational & Supply** - The favourable year-to-date and forecasted variances are \$109 and \$227. Forecasted savings related to Vision Zero are \$106. The balance of the surplus is related to reduced payments to other POA courts for fines collected on their behalf, which is offset in reduced infraction revenues, and the estimated decrease in the net revenue distribution payment to the local area municipalities reflective of the overall net revenue for the year being less than budgeted.

**Equipment, Vehicles & Technology** – The unfavourable year-to-date and forecasted variances are \$10 and \$13 as a result of higher than budgeted minor IT purchases to support the virtual court and electronic COVID-19 screenings, in addition to higher than budgeted computer software support.

**Other Revenue** - The unfavourable year-to-date and forecasted variances are \$887 and \$2,275. The forecasted revenue deficit related to Vision Zero is \$1,794, with the balance of the deficit due to a significant decrease in ticket volumes processed since the start of the COVID-19 pandemic, and also closure of the courts and deferral of trials which has resulted in deferred convictions and delays in revenue collection. It is projected that based on payment trends and charges laid, Q4 revenue collections are expected to rebound compared to the early part of the year to offset some of the unfavourable variance currently seen to date.

## Community Impacts & Achievements

Court Services is responsible for overseeing the Provincial Offences Court on behalf of the Niagara Region and the 12 Local Area Municipalities in the areas of Administration, Collections and Prosecutions.

- Niagara Court Services became the first Provincial Offences Courthouse in Ontario to launch Zoom Trial proceedings in April 2021. Court Services provided support and resources to numerous municipalities across Ontario, including hosting court observation opportunities and Q&A sessions, as well as providing additional training opportunities for interested parties. Following this, Niagara Court Services also received inquiries from Provincial Offences Courthouses in Alberta and Nova Scotia to consult and support the launch of virtual trials in their provinces as well.
  - Over 2,700 individuals attended our virtual courtrooms (including participants and observers) between April 12 and June 30.
  - Currently scheduling Zoom trials into November 2021 for both Part I and Part III matters.
- To support access to justice in the new world of virtual court, Court Services established agreements with the Welland and St. Catharines Public Libraries to offer computer access and private space to participate in virtual court matters as needed. Staff also procured an iPad and docking station to create a Zoom Access Hub onsite in the courthouse lobby for individuals to use where they do not have access to internet or Zoom-compatible devices.
- All 3 courtrooms are equipped to proceed with virtual trials with the necessary zoom licenses and installation of document cameras and graphics processors completed to support the display of exhibits.
- Court Services has received approximately 1,000 cases related to the COVID-19 Pandemic (Reopening/Quarantine/Emergency Measures/bylaw) during the last 15 months.
- Direction from the Ministry of the Attorney General (MAG) has been received indicating that all in-person Provincial Offences matters remain adjourned at the present time. However, Court Services has continued to collaborate with Facilities and Corporate Health & Safety to prepare for the re-opening of the courthouse to the public, as well as resumption of in-person court matters.
- While the COVID-19 pandemic has certainly changed the landscape for 2021, the Court Services team has focused their efforts on transparent, ongoing communication with stakeholders, including enforcement agencies, judiciary, and legal professionals. This helped keep all parties informed, and allowed staff to remain responsive to their needs and maintain business continuity.

## Niagara Regional Housing Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$2,230	\$2,281	-\$51	-2.3%	\$2,384	\$2,376	\$8	0.3%
Administrative	\$312	\$312	\$0	0.1%	\$478	\$454	\$24	5.0%
Operational & Supply	\$51	\$88	-\$37	-72.3%	\$94	\$113	-\$19	-19.7%
Occupancy & Infrastructure	\$8,380	\$8,226	\$154	1.8%	\$16,586	\$16,568	\$18	0.1%
Equipment, Vehicles, Technology	\$94	\$79	\$15	16.1%	\$162	\$162	\$0	0.0%
Community Assistance	\$12,338	\$12,338	\$0	0.0%	\$12,338	\$12,338	\$0	0.0%
Financial Expenditures	\$928	\$829	\$99	10.7%	\$1,830	\$1,711	\$119	6.5%
<b>Total Expenses</b>	<b>\$24,333</b>	<b>\$24,153</b>	<b>\$180</b>	<b>0.7%</b>	<b>\$33,872</b>	<b>\$33,722</b>	<b>\$150</b>	<b>0.4%</b>
Federal & Provincial Grants	-\$5,551	-\$5,551	\$0	0.0%	-\$6,230	-\$6,230	\$0	0.0%
Other Revenue	-\$8,121	-\$8,108	-\$13	-0.2%	-\$16,325	-\$16,364	\$39	0.2%
<b>Total Revenues</b>	<b>-\$13,672</b>	<b>-\$13,659</b>	<b>-\$13</b>	<b>-0.1%</b>	<b>-\$22,555</b>	<b>-\$22,594</b>	<b>\$39</b>	<b>0.2%</b>
Intercompany Charges	\$30	-\$160	\$190	641.0%	\$30	-\$361	\$391	N/A
<b>Total Intercompany Charges</b>	<b>\$30</b>	<b>-\$160</b>	<b>\$190</b>	<b>641.0%</b>	<b>\$30</b>	<b>-\$361</b>	<b>\$391</b>	<b>N/A</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$10,691</b>	<b>\$10,334</b>	<b>\$357</b>	<b>3.3%</b>	<b>\$11,347</b>	<b>\$10,767</b>	<b>\$580</b>	<b>0.0%</b>
Transfers Between Funds	\$872	\$1,072	-\$200	-22.9%	\$2,105	\$2,501	-\$396	-18.8%
<b>Total Transfers</b>	<b>\$872</b>	<b>\$1,072</b>	<b>-\$200</b>	<b>-22.9%</b>	<b>\$2,105</b>	<b>\$2,501</b>	<b>-\$396</b>	<b>-18.8%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$11,563</b>	<b>\$11,406</b>	<b>\$157</b>	<b>1.4%</b>	<b>\$13,452</b>	<b>\$13,268</b>	<b>\$184</b>	<b>1.4%</b>
Indirect Allocations & Debt	\$1,687	\$1,859	-\$172	-10.2%	\$9,544	\$9,682	-\$138	-1.4%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$1,687</b>	<b>\$1,859</b>	<b>-\$172</b>	<b>-10.2%</b>	<b>\$9,544</b>	<b>\$9,682</b>	<b>-\$138</b>	<b>-1.4%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$13,250</b>	<b>\$13,265</b>	<b>-\$15</b>	<b>-0.1%</b>	<b>\$22,996</b>	<b>\$22,950</b>	<b>\$46</b>	<b>0.2%</b>

## Variance Analysis (in thousands of dollars)

The budget allocation related to the transfer of the administration of all Housing Service Manager (Housing Programs) responsibilities to the Niagara Region, effective May 30, 2021, was approved by the Niagara Regional Housing (NRH) Board on March 19, 2021 and Regional Council on March 25, 2021. Any unspent funds budgeted for Service Manager responsibilities have been transferred to the new Housing Services division in Niagara Region's Community Services department. NRH results presented below include Service Manager responsibilities up to the May 30<sup>th</sup> date of transfer to the Niagara Region, and results post-transfer include only owned unit operations.

Niagara Regional Housing (NRH) is operating at a favourable year-to-date surplus before indirect allocations of \$157, with a forecasted surplus of \$184 due to the following factors:

**Compensation** – The unfavourable year-to-date variance of \$51 is primarily due to settling of accrued sick, lieu time and vacation banks owed to NRH employees on transition to the Niagara Region. By year-end, a favourable variance of \$8 is expected as a result of lower than anticipated health and dental claims by NRH employees prior to transition and a refund of premiums from the provider is anticipated in Q4.

**Administration** – The favourable forecasted variance of \$24 is primarily due to anticipated savings in staff development and function costs due to COVID-19 restrictions, and virtual conferences and training offered at reduced rates.

**Operational & Supply** – The unfavourable year-to-date variance of \$37 is primarily due to the timing of spend for electrical system continuous safety program annual fees, and is expected to be spent by the end of the year.

**Occupancy & Infrastructure** – The favourable year-to-date variance of \$154 is the result of timing of spend for property maintenance at owned units, which is expected to be spent by the end of the year.

**Financial Expenditures** – The favourable year-to-date and forecasted variances of \$99 and \$119 are primarily the result of lower than anticipated write-offs on uncollectable tenant rents on owned units.

**Intercompany Charges** – The favourable year-to-date and forecasted variances of \$190 and \$391 are primarily due to the allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses within NRH.

**Transfers** – The unfavourable year-to-date and forecasted variances of \$200 and \$396 are due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget as a result of unbudgeted funding received from the provincial government to fund pandemic-related expenses.



## Community Impacts & Achievements

Niagara Regional Housing (NRH) has acted as Service Manager for Community Housing on behalf of Niagara Region until May 30, 2021, when the responsibility was transitioned to the Region's Community Services department under a new division. The Service Manager is responsible for Community, Social, Public & Affordable Housing within the context of an ever-increasing wait list and clients struggling through negative effects of poverty. Accomplishments made under NRH in 2021 include:

- *Home Repairs* – NRH received \$651,871 through the Ontario Priorities Housing Initiative (OPHI) for all three streams of the program (Homeowner, Secondary Suite and Multi-Unit). 17 homeowners are currently approved for funding.
- *Homeownership* – NRH received \$280,000 through the Ontario Priorities Housing Initiative (OPHI) Year 3. Down payment assistance has been provided to seven households to assist in purchasing their homes in 2021 so far.
- *Canada Ontario Housing Benefit (COHB)* – COHB is a portable rent benefit that helps applicants on the Centralized Waiting List pay their rent to their current landlord in the private market. In 2021, an additional 58 Niagara residents applied for the COHB program. Successful COHB applicants are removed from the waiting list, allowing other applicants to move up this list more quickly.
- *Addressed Homelessness* – Ongoing partnership with Community Services through the Housing First program to move those experiencing homelessness to their own homes with appropriate supports.
- *Housing Providers*
  - Housing Programs continue to be delivered with relatively low impact from COVID-19 and most operations have either been adjusted or returned to regular function.
  - Due to COVID-19 restrictions, in-person Provider education and forums were put on hold. In an effort to maintain connection and provide additional support for Providers, a number of virtual sessions have been held. Feedback has been positive and this format will be considered for some of the ongoing education sessions to conserve cost and time.
  - The Provider Advisory Committee (PAC), once a stand-alone committee, will now become a committee of the Housing and Homeless Action Plan (HHAP). By becoming a committee of the HHAP, the PAC will represent the interests of the Community Housing sector in relation to the HHAP development and goals.
  - Housing Administrators continue to provide support to Providers within their portfolios .
  - The first call for business cases for the Capital Loan and Grant Program have been received and are being evaluated by a volunteer committee.

NRH remains housing provider for the portfolio of NRH owned-units. Accomplishments to date in 2021 include:

- *Development*
  - Construction continues for 73 units in two apartment buildings on Hawkins Street in Niagara Falls. This project is estimated to be complete in December of 2021. At the end of June, it was 80% complete.
  - Two of the five units acquired in Thorold are complete and the remaining three units will be complete in 2021-Q3.
- *Improved Public Housing (NRH-owned) communities*

- NRH began to clear the backlog of non-urgent maintenance work orders in units, based on priority. NRH Capital is continuing to work in secured areas, electrical rooms, rooftops and boiler rooms, as well as completing minor projects in units on a case-by-case basis.
- CyberSeniors and the St. Catharines Kiwanis library have partnered to loan 10 wifi hotspot devices to NRH tenants at two NRH communities in St. Catharines – staff are working with CyberSeniors to determine if this arrangement could be extended to other NRH communities.
- NRH received 20 smartphones and SIM cards with unlimited free calling, text and data through the United Way and Bell Canada to help tenants without access to virtual mental health and social supports.
- With NRH and Niagara College student support, EMS provided flu clinics to seniors in Centre Street in St. Catharines and Ailanthus Avenue/Huron Street/Portage Road in Niagara Falls in January.
- In an effort to assist Community Housing providers with the social issues that have been increasing throughout the pandemic, NRH has embarked on a three-month pilot with the 2% Factor for mediation assistance with disputes that have not been able to be resolved by the Community Programs Coordinators.
- NRH partnered with Community Services to ensure every NRH Public Housing tenant, Housing Provider tenant and the majority of applicants on the Centralized Waiting List over 80 years of age were contacted and assisted with booking their COVID-19 vaccination appointments. Transportation arrangements were made for those who were unable to make them for themselves.
- NRH partnered with McMaster University and Niagara College on the VIP@home Program which involves Niagara College Social Service Worker students contacting a cross-section of NRH communities to determine the support and service needs of tenants, provide them with referrals and track current needs to improve future responsiveness.
- NRH began discussions with local internet provider “Neighbourhood Connects” to determine if affordable internet service can be piloted in an NRH community, then expanded as much as possible.
- Summer camps begin in July. The RAFT will provide outdoor programming in Manchester, Old Pine Trail and Rykert (St. Catharines) and Warden/Waters (Niagara Falls) and Faith Welland will provide outdoor programming in McLaughlin (Welland).



## Niagara Regional Police Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$81,052	\$80,490	\$562	0.7%	\$163,468	\$163,489	-\$21	0.0%
Administrative	\$1,985	\$1,577	\$408	20.6%	\$3,970	\$3,595	\$375	9.4%
Operational & Supply	\$1,223	\$1,080	\$143	11.7%	\$2,447	\$2,501	-\$54	-2.2%
Occupancy & Infrastructure	\$182	\$81	\$101	55.7%	\$364	\$298	\$66	18.1%
Equipment, Vehicles, Technology	\$3,659	\$3,435	\$224	6.1%	\$7,225	\$7,388	-\$163	-2.3%
Financial Expenditures	\$0	-\$2	\$2	N/A	\$0	\$0	\$0	N/A
<b>Total Expenses</b>	<b>\$88,101</b>	<b>\$86,661</b>	<b>\$1,440</b>	<b>1.6%</b>	<b>\$177,474</b>	<b>\$177,271</b>	<b>\$203</b>	<b>0.1%</b>
Federal & Provincial Grants	-\$4,820	-\$4,757	-\$63	-1.3%	-\$9,546	-\$9,409	-\$137	-1.4%
By-Law Charges & Sales	-\$777	-\$731	-\$46	-5.9%	-\$1,732	-\$1,397	-\$335	-19.3%
Other Revenue	-\$1,234	-\$1,316	\$82	6.7%	-\$2,468	-\$2,665	\$197	8.0%
<b>Total Revenues</b>	<b>-\$6,831</b>	<b>-\$6,804</b>	<b>-\$27</b>	<b>-0.4%</b>	<b>-\$13,746</b>	<b>-\$13,471</b>	<b>-\$275</b>	<b>-2.0%</b>
Intercompany Charges	-\$1,739	-\$3,101	\$1,362	-78.3%	-\$4,528	-\$5,733	\$1,205	-26.6%
<b>Total Intercompany Charges</b>	<b>-\$1,739</b>	<b>-\$3,101</b>	<b>\$1,362</b>	<b>-78.3%</b>	<b>-\$4,528</b>	<b>-\$5,733</b>	<b>\$1,205</b>	<b>-26.6%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$79,531</b>	<b>\$76,756</b>	<b>\$2,775</b>	<b>3.5%</b>	<b>\$159,200</b>	<b>\$158,067</b>	<b>\$1,133</b>	<b>0.0%</b>
Transfers Between Funds	\$405	\$1,455	-\$1,050	-259.3%	\$1,860	\$2,910	-\$1,050	-56.5%
<b>Total Transfers</b>	<b>\$405</b>	<b>\$1,455</b>	<b>-\$1,050</b>	<b>-259.3%</b>	<b>\$1,860</b>	<b>\$2,910</b>	<b>-\$1,050</b>	<b>-56.5%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$79,936</b>	<b>\$78,211</b>	<b>\$1,725</b>	<b>2.2%</b>	<b>\$161,060</b>	<b>\$160,977</b>	<b>\$83</b>	<b>0.1%</b>
Indirect Allocations & Debt	\$6,548	\$5,734	\$814	12.4%	\$16,890	\$18,842	-\$1,952	-11.6%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$6,548</b>	<b>\$5,734</b>	<b>\$814</b>	<b>12.4%</b>	<b>\$16,890</b>	<b>\$18,842</b>	<b>-\$1,952</b>	<b>-11.6%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$86,484</b>	<b>\$83,945</b>	<b>\$2,539</b>	<b>2.9%</b>	<b>\$177,950</b>	<b>\$179,819</b>	<b>-\$1,869</b>	<b>-1.1%</b>

## Variance Analysis (in thousands of dollars)

For the period ending June 30 2021, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations surplus of \$1,725. The Service is forecasting a \$83 surplus position before indirect allocations by the end of this fiscal year. The following factors contributed to this surplus:

**Compensation** – Compensation expense was below the approved budget by \$562. This favourable variance is primarily due to the net result of savings realized within uniform salaries due to hiring lags and the related employee benefit savings, partially offset by increased spending of civilian salaries to backfill operationally essential civilian positions and WSIB claims experience. The Service is expecting these trends to continue with additional employee benefits including WSIB Claims and Health & Dental costs expected in Q3 & Q4 resulting in a forecasted deficit of \$21.

**Administrative** – Administrative expense was below the approved budget by \$408. This favourable variance is the result of savings in consulting expenses for the Service and legal expenses for the Police Services Board, as well as COVID-19 related savings in staff development due to reduced travel and cancelled events, conferences and training as well as savings in administrative mileage and travel expenses. The Service is forecasting the COVID-19 related savings to continue to year-end resulting in a surplus of \$375.

**Operational & Supply** – Operational & Supply expense was below the approved budget by \$143. This favourable variance is the result savings in Program Specific Expenses and Uniforms due to the timing of purchases. The Service is not expecting these timing differences to continue to year-end and is forecasting an unfavourable variance of \$54 by year-end.

**Occupancy & Infrastructure** – Occupancy & Infrastructure expenses was below the approved budget by \$101. This favourable variance is the result of savings in leases and minor building renovations due to the timing of purchases. The Service is expecting the savings in leases to continue for the year resulting in a forecasted favourable variance of \$66.

**Equipment, Vehicles & Technology** – Equipment, Vehicles & Technology was below the approved budget by \$224. This favourable variance is mainly due to timing of purchases in minor machinery & equipment and maintenance contracts. This favourable variance is not expected to continue to year-end and is forecasted to be unfavourable by \$163 at year-end.

**Recoveries & Revenues** – Recoveries & Revenues were below the approved budget by \$27. This unfavourable variance is the result of a shortfall of court uploading funding as well as reductions in fees for service as a result of COVID-19 impacts. The service is forecasting an unfavourable variance of \$275 by year-end as a result of COVID-19 impacts on Fees for Service and Special Duty revenues and continued shortfall of court uploading funding.

**Conclusion** – The detailed variance analysis has been prepared based on the results of operations at June 30, 2021. At this time, the Service continues to closely monitor the potential impact of the COVID-19 pandemic on its financial position and is assessing mitigation opportunities.

## NPCA Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Partnership, Rebate, Exemption	\$3,018	\$3,018	\$0	0.0%	\$6,035	\$6,035	\$0	0.0%
Total Expenses	\$3,018	\$3,018	\$0	0.0%	\$6,035	\$6,035	\$0	0.0%
Total Revenues			\$0	0.0%		\$0	\$0	0.0%
Intercompany Charges	\$0	-\$55	\$55	0.0%	\$0	-\$109	\$109	0.0%
Total Intercompany Charges	\$0	-\$55	\$55	0.0%	\$0	-\$109	\$109	0.0%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$3,018	\$2,963	\$55	1.8%	\$6,035	\$5,926	\$109	0.0%
Transfers Between Funds	-\$55	\$0	-\$55	-100.0%	-\$109	\$0	-\$109	-100.0%
Total Transfers	-\$55	\$0	-\$55	-100.0%	-\$109	\$0	-\$109	-100.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$2,963	\$2,963	\$0	0.0%	\$5,926	\$5,926	\$0	0.0%
Total Indirect Allocations & Debt			\$0	0.0%		\$0	\$0	0.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$2,963	\$2,963	\$0	0.0%	\$5,926	\$5,926	\$0	0.0%

Niagara Peninsula Conservation Authority (NPCA) is a separate corporation and the Niagara Region levies the Niagara share of the NPCA levy on their behalf. The above summary shows the amount levied on behalf of the NPCA and not their operating results.

## Water & Wastewater Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$12,151	\$12,154	-\$3	0.0%	\$24,625	\$24,670	-\$45	-0.2%
Administrative	\$1,917	\$1,273	\$644	33.6%	\$4,083	\$4,483	-\$400	-9.8%
Operational & Supply	\$6,961	\$6,316	\$645	9.3%	\$14,196	\$14,762	-\$566	-4.0%
Occupancy & Infrastructure	\$9,772	\$8,139	\$1,633	16.7%	\$18,746	\$17,605	\$1,141	6.1%
Equipment, Vehicles, Technology	\$3,218	\$3,431	-\$213	-6.6%	\$6,436	\$6,925	-\$489	-7.6%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$7,641	\$551	\$7,090	92.8%	\$15,282	\$15,287	-\$5	0.0%
Financial Expenditures	\$0	\$62	-\$62	0.0%	\$0	\$62	-\$62	0.0%
<b>Total Expenses</b>	<b>\$41,660</b>	<b>\$31,926</b>	<b>\$9,734</b>	<b>23.4%</b>	<b>\$83,368</b>	<b>\$83,794</b>	<b>-\$426</b>	<b>-0.5%</b>
Taxation	-\$61,251	-\$61,130	-\$121	-0.2%	-\$124,894	-\$124,259	-\$635	-0.5%
Federal & Provincial Grants	\$0	-\$2	\$2	0.0%	\$0	-\$2	\$2	0.0%
By-Law Charges & Sales	-\$819	-\$530	-\$289	-35.3%	-\$1,577	-\$1,523	-\$54	-3.4%
Other Revenue	-\$4,086	-\$507	-\$3,579	-87.6%	-\$8,442	-\$8,490	\$48	0.6%
<b>Total Revenues</b>	<b>-\$66,156</b>	<b>-\$62,169</b>	<b>-\$3,987</b>	<b>-6.0%</b>	<b>-\$134,913</b>	<b>-\$134,274</b>	<b>-\$639</b>	<b>-0.5%</b>
Intercompany Charges	\$661	\$387	\$274	41.5%	\$1,316	\$1,075	\$241	18.3%
<b>Total Intercompany Charges</b>	<b>\$661</b>	<b>\$387</b>	<b>\$274</b>	<b>41.5%</b>	<b>\$1,316</b>	<b>\$1,075</b>	<b>\$241</b>	<b>18.3%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$23,835</b>	<b>-\$29,856</b>	<b>\$6,021</b>	<b>25.3%</b>	<b>-\$50,229</b>	<b>-\$49,405</b>	<b>-\$824</b>	<b>0.0%</b>
Transfers Between Funds	\$23,378	\$27,334	-\$3,956	-16.9%	\$30,157	\$30,281	-\$124	-0.4%
<b>Total Transfers</b>	<b>\$23,378</b>	<b>\$27,334</b>	<b>-\$3,956</b>	<b>-16.9%</b>	<b>\$30,157</b>	<b>\$30,281</b>	<b>-\$124</b>	<b>-0.4%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$457</b>	<b>-\$2,522</b>	<b>\$2,065</b>	<b>-451.4%</b>	<b>-\$20,072</b>	<b>-\$19,124</b>	<b>-\$948</b>	<b>4.7%</b>
Indirect Allocations & Debt	\$7,272	\$7,041	\$231	3.2%	\$20,072	\$19,802	\$270	1.3%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$7,272</b>	<b>\$7,041</b>	<b>\$231</b>	<b>3.2%</b>	<b>\$20,072</b>	<b>\$19,802</b>	<b>\$270</b>	<b>1.3%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$6,815</b>	<b>\$4,519</b>	<b>\$2,296</b>	<b>33.7%</b>	<b>\$0</b>	<b>\$678</b>	<b>-\$678</b>	<b>0.0%</b>

## Variance Analysis (in thousands of dollars)

Water & Wastewater services is operating at a year-to-date surplus after indirect allocations of \$2,296, with a forecasted deficit of \$678 for year-end, due to the following factors:

**Administration** – There is a favourable year-to-date variance of \$644, with a forecasted unfavourable variance of \$400 at year-end. The year-to-date favourable variance is primarily due to lower than expected consulting and external legal expenses of \$615 and \$124 respectively due to timing. Consulting expenses are expected to end the year with an unfavourable variance of \$283 due to ongoing plant optimization work at wastewater plants to address compliance requirements, combined with consulting for an urgent Decew WTP berm repair. Further external legal expenses are expected to occur in the latter half of the year, eliminating the year-to-date favourable variance. Partially offsetting the year-to-date favourable variances are increased external professional services of \$279 as a result of the wastewater whistleblower investigation, which is expected to remain at year-end.

**Operational & Supply** – There is a favourable year-to-date variance of \$645, with a forecasted unfavourable variance of \$566. The year-to-date favourable variance is primarily due to the timing of sludge disposal costs (\$804) and inspection services (\$94); it is expected that these favourable variances will be reduced in the second half of the year. Chemical costs are lower than expected by \$94 year-to-date; however it is expected these costs will end the year with an unfavourable variance of \$153 due to increased usage. Favourable variances year-to-date were partially offset by higher than expected sludge collection costs of \$357. This is due to increased volumes as a result of digester maintenance, along with continued compliance issues at the Niagara Falls WWTP. Sludge collection costs are expected to end the year with an unfavourable variance of \$483, as additional trucking needs related to the compliance issues in Niagara Falls are expected to continue.

**Occupancy & Infrastructure** – There are favourable year-to-date and forecasted variances of \$1,633 and \$1,141 respectively. The year-to-date variance is largely attributable to lower than expected electricity costs of \$839 due to lower usage in wastewater from reduced flows and favourable pricing. These favourable variances are expected to remain at year-end. There are also year-to-date favourable variances in repairs and maintenance (R&M) for water and sewer mains of \$519, which is expected to decrease to \$453 by the end of the year. Partially offsetting these favourable variances are forecasted unfavourable R&M buildings costs of \$200, as work previously deferred during the pandemic is completed in 2021.

**Equipment, Vehicles, Technology** – The unfavourable year-to-date and forecasted variances of \$213 and \$489 are due to a combination of additional equipment repairs required at the Niagara Falls WWTP and completion of preventative maintenance that was delayed in 2020 due to COVID-19.

**Partnership, Rebate, Exemption** - The favourable year-to-date variance of \$7,090 is due to combined sewer overflow (CSO) funds committed to local area municipalities but not yet paid of \$7,094. All CSO funding not spent in the year will be encumbered into future year budgets.

**Taxation** - The unfavourable year-to-date and forecasted variances of \$121 and \$635 are a result of decreased water sales due to reduced water usage as a result of the pandemic combined with wet summer weather.

**By-Law Charges & Sales Costs** - The unfavourable year-to-date variance of \$289 is due to the timing of sewer surcharge and hauled sewage revenue. It is expected that sewer surcharge and hauled sewage revenue will end the year with an unfavourable variance of \$47, resulting in a total unfavourable variance of \$54 for the year.

**Other Revenue** – There is an unfavourable year-to-date variance of \$3,579, with a forecasted unfavourable variance of \$48. The year-to-date variance is mainly due to timing of development charge revenue recognition to fund the CSO program and Master Servicing Plan (MSP) of \$3,626.

**Transfers** - The unfavourable year-to-date variance of \$3,956 is due to previously encumbered CSO funds committed to local municipalities but not yet paid and MSP funding for costs that have not yet been incurred. Any remaining balance related to these



two programs will be encumbered into the 2022 wastewater budget. There is a forecasted unfavourable variance of \$124 due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget as a result of unbudgeted funding received from the provincial government for pandemic-related expenses.

## Community Impacts & Achievements

- The Water and Wastewater division treated 26,065 ML of water throughout Q1 and Q2 of 2021 through six water treatment plants and 313 km of watermains, as well as 30,438 ML of wastewater through eleven plants and one biosolids storage facility, with collection through 112 pumping stations and 306 km of forcemains and gravity trunk sewers.
- Completion of the 2021 Niagara Children's Water Festival, which was modified from an in-person event to a virtual event for the second year in a row due to the pandemic. 305 classes, totaling over 6,000 students, visited the virtual event held May 10-14, 2021. During the weeklong event, the festival achieved 14,000 YouTube views and 2,100 hours of watch time of the videos and workshops. Feedback received from participants was overwhelmingly positive. In a follow-up survey, teachers rated satisfaction with the activity centres at 85% (4.25 out of 5).
- Successful completion of Water Quality Management System (QMS) Internal Audit. A successful internal audit is required to maintain the accreditation of Water QMS, in turn allowing the Region to continue to hold our Municipal Drinking Water Licenses.
- Completion of several chemical system retrofit upgrades and SCADA control panel replacements using internal resources. All systems are designed and installed by Niagara Region staff; realizing significant savings.
- Built a fully customized Fall/Winter W-WW Training Calendar, which includes a focus on mandatory in-person Health & Safety training until backlog is clear. Skill development opportunities continue to be made available via virtual delivery methods.
- Administration of over 50 W-WW essential supplies and services contracts, implementing new business processes with vendors as required as part of divisional pandemic response plan.
- Launch of the WW on call Managers log review report. This is used by the managers to communicate with other managers in the division on things happening in their area.

### Capital Projects & Asset Management:

- W-WW has approximately 160 active capital projects with \$505 million total budget
- 28 active construction projects including the following highlighted projects:
  - Port Dalhousie WWTP Upgrades expected completion March 2023
  - Decew WTP Plant 3 Upgrades expected completion February 2022
  - Grimsby Water Storage Tank and Watermain expected completion December 2021
  - St. David's Road Watermain expected completion August 2021
  - Dain City Sewage Pumping Station Forcemain Phases 4a and 5 Tenders have closed
- South Niagara Falls Wastewater Treatment Plant Environmental Assessment expected completion Fall 2021
- Phase 1 design for upgrades for the Niagara Falls Wastewater Treatment Plant has been completed, tendering for construction in August with a 2-year construction period
- 36 virtual tours of Water-Wastewater facilities replacing on-site tours in response to COVID-19
- 5,618 locates with 73 of these being after hours emergencies
- 9 drone flights supporting various projects
- Completed wireless surveys and network assessments at NOTL WWTP and Port Weller WWTP to support WiFi expansion at these facilities

Updated Regional and Local Area Municipal water, sanitary sewer and storm sewer GIS data

## Waste Management Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$1,785	\$1,692	\$93	5.2%	\$3,574	\$3,481	\$93	2.6%
Administrative	\$498	\$206	\$292	58.7%	\$1,449	\$1,375	\$74	5.1%
Operational & Supply	\$24,091	\$24,412	-\$321	-1.3%	\$49,919	\$50,628	-\$709	-1.4%
Occupancy & Infrastructure	\$812	\$687	\$125	15.4%	\$1,620	\$1,510	\$110	6.8%
Equipment, Vehicles, Technology	\$565	\$641	-\$76	-13.4%	\$1,150	\$1,175	-\$25	-2.2%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$98	\$181	-\$83	-84.6%	\$196	\$279	-\$83	-42.3%
Financial Expenditures	\$0	\$67	-\$67	0.0%	\$0	\$67	-\$67	0.0%
<b>Total Expenses</b>	<b>\$27,849</b>	<b>\$27,886</b>	<b>-\$37</b>	<b>-0.1%</b>	<b>\$57,908</b>	<b>\$58,515</b>	<b>-\$607</b>	<b>-1.0%</b>
Taxation	-\$19,411	-\$19,411	\$0	0.0%	-\$40,567	-\$40,567	\$0	0.0%
By-Law Charges & Sales	-\$5,684	-\$7,751	\$2,067	36.4%	-\$12,157	-\$17,390	\$5,233	43.0%
Other Revenue	-\$3,233	-\$3,245	\$12	0.4%	-\$6,466	-\$6,421	-\$45	-0.7%
<b>Total Revenues</b>	<b>-\$28,328</b>	<b>-\$30,407</b>	<b>\$2,079</b>	<b>7.3%</b>	<b>-\$59,190</b>	<b>-\$64,378</b>	<b>\$5,188</b>	<b>8.8%</b>
Intercompany Charges	-\$25	-\$63	\$38	-151.8%	-\$50	-\$114	\$64	-127.5%
<b>Total Intercompany Charges</b>	<b>-\$25</b>	<b>-\$63</b>	<b>\$38</b>	<b>-151.8%</b>	<b>-\$50</b>	<b>-\$114</b>	<b>\$64</b>	<b>-127.5%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$504</b>	<b>-\$2,584</b>	<b>\$2,081</b>	<b>412.8%</b>	<b>-\$1,332</b>	<b>-\$5,977</b>	<b>\$4,645</b>	<b>0.0%</b>
Transfers Between Funds	\$124	\$242	-\$118	-95.8%	-\$253	-\$75	-\$178	-70.3%
<b>Total Transfers</b>	<b>\$124</b>	<b>\$242</b>	<b>-\$118</b>	<b>-95.8%</b>	<b>-\$253</b>	<b>-\$75</b>	<b>-\$178</b>	<b>-70.3%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$380</b>	<b>-\$2,342</b>	<b>\$1,963</b>	<b>-517.1%</b>	<b>-\$1,585</b>	<b>-\$6,052</b>	<b>\$4,467</b>	<b>-281.8%</b>
Indirect Allocations & Debt	\$790	\$714	\$76	9.6%	\$1,585	\$1,538	\$47	3.1%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$790</b>	<b>\$714</b>	<b>\$76</b>	<b>9.6%</b>	<b>\$1,585</b>	<b>\$1,538</b>	<b>\$47</b>	<b>3.1%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$410</b>	<b>-\$1,628</b>	<b>\$2,039</b>	<b>497.0%</b>	<b>\$0</b>	<b>-\$4,514</b>	<b>\$4,514</b>	<b>0.0%</b>



## Variance Analysis (in thousands of dollars)

Waste Management Services is operating at a year-to-date surplus after indirect allocations of \$2,039, with a forecasted surplus of \$4,514, due to the following factors:

**Compensation** – The favourable year-to-date and forecasted variances of \$93 are due primarily to salary gapping and position vacancy management.

**Administrative** – The favourable year-to date and forecasted variances of \$292 and \$74 are primarily due to the budget timing of consulting engagements related to the Long-Term Strategic Plan (LTSP) Study and the Material Recovery Facility (MRF) Opportunity Review – Phase 4. The majority of the expenditures for this work are expected to be incurred in the second half of the year and in 2022.

**Operational & Supply** – The unfavourable year-to-date and forecasted variances of \$321 and \$709 are primarily due to higher than anticipated recyclable purchase costs from Waterloo and Haldimand due to strong commodity market rates, as well as increased freight costs from Waterloo due to an increase in freight rates. The increased costs related to recyclable purchases from Waterloo and Haldimand are offset by revenue received from these contracts. Additionally, increased contract costs resulted in higher than anticipated expenses related to landfill operational services. Due to stay-at-home orders as a result of the COVID-19 pandemic and a shift to every-other-week garbage collection, significantly higher volumes of organics were collected than projected, leading to a forecasted unfavourable variance of \$114.

**Occupancy & Infrastructure** – The favourable year-to-date and forecasted variances of \$125 and \$110 are due to lower than anticipated repairs and maintenance, as well as savings realized due to a change in the contractor performing grounds repair and maintenance services during the year.

**By-Law Charges & Sales** – The favourable year-to-date and forecasted variances of \$2,067 and \$5,233 are primarily due to higher than anticipated market revenues received from the sale of recyclable commodities across all materials resulting from higher than anticipated market rates. In addition to high market rates, this favourable variance has been amplified by higher than anticipated tonnages of boxboard, mixed plastic and plastic film being processed at the site. An additional contributing factor to this variance is increased tipping fee revenue resulting from a higher volume of vehicles at the landfill sites (\$85). These increases are partially offset by a forecasted unfavourable variance in garbage bag sales of \$464 as a result of the higher use of organics and recycling services due to service level changes.

**Intercompany Charges** – The favourable year-to-date and forecasted variances of \$38 and \$64 are primarily due to the allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses within Waste Management.

**Transfers** – The unfavourable year-to-date and forecasted variances of \$118 and \$178 are due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget as a result of unbudgeted funding received from the provincial government to fund pandemic-related expenses. This has been partially offset by a transfer to the Waste Management Capital Reserve related to the sale of capital equipment in 2021.

## Community Impacts & Achievements

Waste Management Services (WMS) is responsible for the operation of various facilities, including landfill sites, HHW depots and the Recycling Centre. WMS is also responsible for the delivery of curbside waste, recycling and organics collection and diversion programs, the management of long-term organics processing and disposal contracts, the operations and maintenance contracts at open and closed landfill sites, the recycling processing contract, policy development, capital program delivery and supporting outreach and communications programs.

- Implementation of an illegal dumping campaign to address the issue of illegal dumping in the Niagara Region. Due to COVID-19, the 'See it. Report it. Stop it.' campaign was set up to be entirely virtual.
- As a result of increasing organics tonnages, staff engaged in negotiations with Walkers Environmental Group to secure additional processing capacity to support Niagara's increasing organics capacity needs.

- The terms of reference for the Niagara Region's Waste Management Long-Term Strategic Plan was finalized and the request for proposals was issued August 6, 2021.
- Continue to market recyclable materials at higher than anticipated revenues due to unforeseen circumstances.
- MRF Opportunity Review Phase 4 is in progress:
  - Purpose is to identify options for the MRF considering the transition of the residential Blue Box program to extended producer responsibility.
  - A negotiated request for proposal is expected to be issued in Q3 2021.
- In the months following the start of every-other-week (EOW) garbage collection, garbage tonnages have decreased compared to the previous year. Monthly decreases ranging from 8 per cent to 18 per cent have been observed.
- Green bin tonnages are on the rise. Monthly increases over the previous year range from 15 per cent to 50 per cent. This data is representative of the Green Bin tonnages, and does not include dedicated leaf and yard waste or brush.
- The amount of recycling collected at the curb has also increased since the start of EOW garbage collection. Monthly increases range from 4 per cent to 18 per cent. Recycling tonnages include curbside collected recycling, recycling carts and cardboard.
- Continue to investigate, assess and mitigate any environmental impacts related to the two open and twelve closed landfill sites.
- Staff have undertaken a review and provided preliminary recommendations regarding the final producer-responsibility regulation for the residential Blue Box program. Under the regulation, Niagara Region would transition from the current Blue Box program to the full producer-responsibility model no later than January 1, 2024. More detailed analysis and final recommendations regarding Niagara Region's role in continuing the provision of a subset of Blue Box services will be forthcoming in Q4 2021 to Q2 2022.
- The Niagara Region won the Municipal Waste Association's 2021 Promotion & Education Awards Gold Award for its Box it, Bin it, Sort it, curbside collection schedule changes in the Campaign - Large Municipality category. This campaign supported changes in collection contractors with garbage being collected bi-weekly, garbage limit changes, discontinuation of scrap metal collection, and new bulky waste limit, this campaign used print calendars, postcards, letters, community business and student outreach, vehicle graphics, videos, social media, billboards, contests, media relations and a new mobile app.
- Due to COVID 19, the annual spring compost giveaway event was held from June 14 – 19. A total of 370 cars picked up compost and approximately 1,300 bags were given out. A total of \$873 and over 325 kgs of food were collected for charity.
- Hardware has been installed for a pilot which is being trialed to assist in determining "real" time wait times at the Humberstone Landfill to inform customers on how long they may have to wait in line to drop off their materials. Customers will be able to view wait time information on the Region's website and will allow customers to schedule their visit when wait times are shorter. It is expected that full implementation will occur in the fall.

### *Capital*

- Completion of ditch lining, storm water management pond enlargement and secondary leachate collection system (LCS) on the southwest corner of the Site to allow for landfill expansion at the Humberstone Landfill Site.
- Design of LCS and passive gas venting system at the closed Mountain Road Landfill site and Glenridge Quarry Naturalization site.

## Operating Budget Amendments & Adjustment Summary (in thousands of dollars)

The following identifies all budget amendments & adjustments as per Budget Control Policy 2017-63.

Department	Adjustment Amount	Adjustment Description
<b>Original Budget Revenue &amp; Expenditures</b>	<b>1,058,987</b>	
Corporate	16,275	To record the 2020 Encumbrance budget adjustment as detailed in the 2020 Year-End Results & Transfer report (CSD 17-2021).
Corporate	6,855	To record unused development charge funding and related expenditures for encumbrances from 2020, including the Combined Sewer Overflow program, in relation to the 2020 Year-End Results and Transfer report (CSD 17-2021).
Corporate	9,474	To record incremental external funding to support additional COVID-19 expenditures in 2021 (CSD 39-2021).
Corporate Administration	2,000	To record Tourism Adaptation and Recovery Fund federal grant funding and related expenditures (ED 4-2021).
Corporate Administration	230	To utilize 2020 unused grant funding related to the Niagara Foreign Trade Zone (NFTZ) and Foreign Direct Investment activities to fund the 2021 NFTZ and investment attraction activities as per the 2020 Year-End Results and Transfer Report (CSD 17-2021).
Public Health and Emergency Services	104	To record various incremental funding and related expenditures confirmed after budget was approved.
Public Health and Emergency Services	66	To transfer funds from the capital budget related to the purchase of EMS batteries in operations to align more closely to the type of expenditure.
Public Health and Emergency Services	323	To record funding received for the Ontario Seniors Dental Care Plan (OSDCP) to be used toward capital projects to upgrade the dental clinics in Welland, Fort Erie and Niagara Falls.
Public Health and Emergency Services	16,677	To record COVID-19 extraordinary cost Ministry of Health funding and related expenditures (PHD 6-2021).
Public Health and Emergency Services	1,738	To record one-time funding from the Local Health Integrated Network (LHIN) to support expenditures for the Community Paramedicine program (PHD 4-2021).
Public Health and Emergency Services	825	To record additional funding from the Ministry of Health to support COVID-19 School-Focused Nurses Initiative.

Department	Adjustment Amount	Adjustment Description
Niagara Regional Housing	(96)	To record a transfer of 3 months of operating costs from the housing operations division back to the program division due to the delay in acquisition of housing provider.
Niagara Regional Police Services	227	To record funding received from the Ontario Provincial Police (OPP) for participation in a Joint Forces Strategy and one-time grant funding from the Ministry of the Solicitor General (SOLGEN) to support investigation expenditures.
Transportation	750	To record a transfer of Vision Zero infraction revenues to fund Capital Project.
Transportation	250	To record a Budget Amendment to fund a grant to the City of St. Catharines for an extension of the Welland Canal Parkway Trail and Greater Niagara Circle Route wayfinding initiatives and/or implementation costs from the Greater Niagara Circle Route reserve (CSD 42-2021).
Water and Wastewater	60	To transfer funds to the capital budget for a vehicle replacement to be funded through a self-insurance claim.
Water and Wastewater	270	To record revenues and expenditures for shared services related to the Water and Wastewater Master Servicing Plan, as outlines in cost-sharing agreements processed after the approval of the 2021 budget.
<b>Total Budget Adjustment</b>	<b>56,028</b>	
<b>December 31, 2021 Adjusted Budget</b>	<b>1,115,015</b>	

## Reserve Summary (in thousands of dollars)

Reserves are an important tool to assist in financial management and planning of a municipality. Prudent use of reserves help mitigate fluctuations in taxation and rate requirements and assist in funding capital projects. Reserves are governed by the Region's Reserve and Reserve Fund Policy C-F-013.

At June 30, 2021 the Region's consolidated and uncommitted reserve balance was \$231,628 (\$260,727 at December 31, 2020). The ratio of debt to reserves is an important marker of fiscal sustainability. A ratio of less than 1 shows that if reserves were to decline, the Region would have other resources to meet its obligations. Conversely, if the ratio was greater than 1, it can indicate vulnerability to economic downturns. The Region's debt to reserve ratio including unissued debt is 3.65 (2.37 at December 31, 2020).

Description	Balances at December 31, 2020	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at June 30, 2021	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2021
Wastewater Capital	\$25,154	\$16,540	\$0	-\$34,515	\$45	\$7,224	\$0	\$0	\$369	\$0	\$7,593
Water Capital	\$71,954	\$10,349	\$0	-\$24,495	\$182	\$57,990	\$10,350	\$0	\$1,479	\$0	\$69,819
Waste Management	\$11,169	\$1,318	\$0	-\$2,557	\$30	\$9,960	\$1,369	\$0	\$241	-\$1,145	\$10,425
General Capital Levy	\$19,941	\$18,453	-\$1,329	-\$31,500	\$0	\$5,565	\$2,503	-\$1,329	\$0	-\$150	\$6,589
Infrastructure Deficit	\$0	\$3,926	\$0	-\$3,352	\$0	\$574	\$0	\$0	\$0	\$0	\$574
Court Services Facility Renewal	\$3,210	\$79	\$0	\$333	\$0	\$3,622	\$79	\$0	\$0	\$0	\$3,701
Niagara Regional Housing	\$6,705	\$770	-\$188	\$0	\$0	\$7,287	\$770	-\$188	\$0	\$0	\$7,869
NRH Owned Units	\$5,272	\$1,398	\$0	\$186	\$0	\$6,856	\$1,429	\$0	\$0	\$0	\$8,285
NRPS Long-Term Accommodation (LTA)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ontario Police Video Training Alliance	\$107	\$0	\$0	\$0	\$0	\$107	\$0	\$0	\$0	\$0	\$107
Police Capital Levy	\$284	\$713	\$0	-\$1,439	\$0	-\$442	\$713	\$0	\$0	\$0	\$271
Police Vehicle and Equipment Replacement	\$24	\$700	\$0	-\$1,400	\$0	-\$676	\$700	\$0	\$0	\$0	\$24
<b>Total Capital Reserves</b>	<b>\$143,820</b>	<b>\$54,246</b>	<b>-\$1,517</b>	<b>-\$98,739</b>	<b>\$257</b>	<b>\$98,067</b>	<b>\$17,913</b>	<b>-\$1,517</b>	<b>\$2,089</b>	<b>-\$1,295</b>	<b>\$115,257</b>
Wastewater Stabilization	\$3,254	\$0	\$0	\$0	\$9	\$3,263	\$0	\$0	\$74	\$0	\$3,337
Water Stabilization	\$3,430	\$0	\$0	\$0	\$10	\$3,440	\$0	\$0	\$78	\$0	\$3,518
Waste Management Stabilization	\$6,364	\$0	-\$1,723	\$0	\$15	\$4,656	\$0	-\$1,834	\$125	\$0	\$2,947
Encumbrance	\$16,275	\$1,000	-\$5,603	\$0	\$0	\$11,672	\$4,806	-\$11,672	\$0	\$0	\$4,806

Description	Balances at December 31, 2020	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at June 30, 2021	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2021
Investment Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stabilization											
Taxpayer Relief	\$53,509	\$931	-\$1,002	\$0	\$0	\$53,438	\$81	-\$9,270	\$0	\$0	\$44,249
NRH Rent Supplements	\$249	\$0	-\$9	\$0	\$0	\$240	\$0	-\$9	\$0	\$0	\$231
Police Contingency	\$704	\$125	\$0	\$0	\$0	\$829	\$125	\$0	\$0	\$0	\$954
Police Services Board Contingency	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$0	\$0	\$0	\$242
<b>Total Corporate Stabilization Reserves</b>	<b>\$84,027</b>	<b>\$2,056</b>	<b>-\$8,337</b>	<b>\$0</b>	<b>\$34</b>	<b>\$77,780</b>	<b>\$5,012</b>	<b>-\$22,785</b>	<b>\$277</b>	<b>\$0</b>	<b>\$60,284</b>
Ambulance Communication	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Circle Route Initiatives	\$1,383	\$0	\$0	\$0	\$0	\$1,383	\$0	\$0	\$0	\$0	\$1,383
Hospital Contribution	\$6,600	\$750	\$0	\$0	\$0	\$7,350	\$750	\$0	\$0	\$0	\$8,100
<b>Total Specified Contribution Reserves</b>	<b>\$7,983</b>	<b>\$750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,733</b>	<b>\$750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,483</b>
Future Benefit Costs	\$24,551	\$0	-\$98	\$0	\$0	\$24,453	\$0	-\$98	\$0	\$0	\$24,355
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$0	\$0	\$0	\$2,270
Smart Growth	\$201	\$0	\$0	\$0	\$0	\$201	\$0	\$0	\$0	\$0	\$201
Landfill Liability	\$10,821	\$750	\$0	-\$2,410	\$28	\$9,189	\$750	\$0	\$228	\$0	\$10,167
NRH Employee future benefits	\$793	\$0	\$0	\$0	\$0	\$793	\$0	\$0	\$0	\$0	\$793
Police Accumulated Sick Leave	\$1,361	\$0	-\$183	\$0	\$0	\$1,178	\$0	-\$183	\$0	\$0	\$995
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$0	\$0	\$0	\$4,152
Police WSIB	\$3,470	\$100	\$0	\$0	\$0	\$3,570	\$100	\$0	\$0	\$0	\$3,670
<b>Total Future Liability Reserves</b>	<b>\$47,619</b>	<b>\$850</b>	<b>-\$281</b>	<b>-\$2,410</b>	<b>\$28</b>	<b>\$45,806</b>	<b>\$850</b>	<b>-\$281</b>	<b>\$228</b>	<b>\$0</b>	<b>\$46,603</b>
<b>Total (Excluding Deferred Revenues)</b>	<b>\$283,449</b>	<b>\$57,902</b>	<b>-\$10,135</b>	<b>-\$101,149</b>	<b>\$319</b>	<b>\$230,386</b>	<b>\$24,525</b>	<b>-\$24,583</b>	<b>\$2,594</b>	<b>-\$1,295</b>	<b>\$231,627</b>

## Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2020	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at June 30, 2021	Forecasted Transfers from Revenues	Forecasted interest	Capital Commitments *	Balance Available at December 31, 2021**
Development Charges-General Government	\$1,617	\$290	\$23	-\$214	\$0	\$5	\$1,721	\$313	\$38	\$0	<b>\$2,072</b>
Development Charges-Police Services	\$3,964	\$497	\$40	\$0	-\$14	\$12	\$4,499	\$537	\$96	-\$22	<b>\$5,110</b>
Development Charges-Roads	\$62,892	\$8,285	\$634	\$0	-\$1,584	\$186	\$70,413	\$8,919	\$1,518	-\$51,594	<b>\$29,256</b>
Development Charges-Sewer	\$59,725	\$5,672	\$451	-\$256	-\$173	\$175	\$65,594	\$6,123	\$1,427	-\$18,740	<b>\$54,404</b>
Development Charges-Water	\$32,172	\$4,028	\$322	\$0	-\$4,440	\$90	\$32,172	\$4,350	\$732	-\$16,731	<b>\$20,523</b>
Development Charges-Emergency Medical	\$1,813	\$194	\$4	\$0	-\$43	\$5	\$1,973	\$198	\$43	-\$982	<b>\$1,232</b>
Development Charges-LT Care	\$7,796	\$1,363	\$23	\$0	-\$258	\$23	\$8,947	\$1,386	\$191	-\$23,469	<b>-\$12,945</b>
Development Charges-POA	-\$10	\$63	\$3	\$0	\$0	\$0	\$56	\$66	\$1	\$0	<b>\$123</b>
Development Charges-Health	\$1,147	\$174	\$4	\$0	\$0	\$3	\$1,328	\$178	\$28	\$0	<b>\$1,534</b>
Development Charges-Social Housing	\$2,377	\$1,240	\$3	\$0	-\$5,047	\$5	-\$1,422	\$1,243	\$45	-\$11,287	<b>-\$11,421</b>
Development Charges-Waste Division	\$2,804	\$441	\$13	\$0	-\$12	\$8	\$3,254	\$454	\$69	-\$263	<b>\$3,514</b>
<b>Subtotal Development Charges</b>	<b>\$176,297</b>	<b>\$22,247</b>	<b>\$1,520</b>	<b>-\$470</b>	<b>-\$11,571</b>	<b>\$512</b>	<b>\$188,535</b>	<b>\$23,767</b>	<b>\$4,188</b>	<b>-\$123,088</b>	<b>\$93,402</b>
Federal Gas Tax	\$27,605	\$14,205	\$0	\$0	-\$5,821	\$89	\$36,078	\$0	\$725	-\$33,694	<b>\$3,109</b>
Provincial Gas Tax	\$1,437	\$1,089	\$0	\$0	\$0	\$6	\$2,532	\$0	\$45	\$0	<b>\$2,577</b>
<b>Subtotal Gas Tax</b>	<b>\$29,042</b>	<b>\$15,294</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$5,821</b>	<b>\$95</b>	<b>\$38,610</b>	<b>\$0</b>	<b>\$770</b>	<b>-\$33,694</b>	<b>\$5,686</b>
<b>Total</b>	<b>\$205,339</b>	<b>\$37,541</b>	<b>\$1,520</b>	<b>-\$470</b>	<b>-\$17,392</b>	<b>\$607</b>	<b>\$227,145</b>	<b>\$23,767</b>	<b>\$4,958</b>	<b>-\$156,782</b>	<b>\$99,088</b>

\* The capital commitments included represent all approved capital project expenditures budgeted to be funded by development charges and/or federal/provincial gas tax. Each quarter and/or year end a review of the status of the respective capital projects is completed and revenue earned is allocated accordingly.

\*\* Negative balances after commitments for individual reserves are a result of timing differences between when growth projects are initiated and the anticipated future inflow of development charge revenue receipts.

### Summary of All Mandatory and Discretionary Grants, per Regional Development Charge Bylaw (2021)

Grant Category	Actuals Q1	Actuals Q2	Total	Forecast	Annual Actuals/Forecast	Budget - Annual 2021	Actual Variance 2021
Other Economic Incentives:							
50% Industrial - (M)	\$15	\$0	\$15				
Brownfield - (D) <sup>2</sup>	\$0	\$133	\$133				
Smart Growth Niagara - (D)	\$0	\$0	\$0				
Long-Term Care Facility - (D)	\$0	\$0	\$0				
Board of Education - (M)	\$0	\$0	\$0				
NRH - (D)	\$0	\$0	\$0				
Parking garage - (D)	\$0	\$0	\$0				
Agriculture - (D)	\$0	\$0	\$0				
Place of Worship - (D)	\$0	\$0	\$0				
Intensification RDC Reductions - (M)	\$0	\$0	\$0				
Hotels/Motels - (D)	\$0	\$3	\$3				
Other (D)	\$27	\$0	\$27				
<b>Subtotal - Other Economic Incentives</b>	<b>\$42</b>	<b>\$136</b>	<b>\$178</b>	<b>\$6,196</b>	<b>\$6,374</b>	<b>\$6,666</b>	<b>\$292</b>
<b>Non-Profit - (D)<sup>1</sup></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>	<b>\$0</b>
<b>Industrial and Gateway - (D)<sup>3</sup></b>	<b>\$1,004</b>	<b>\$338</b>	<b>\$1,342</b>	<b>\$0</b>	<b>\$1,342</b>	<b>\$1,050</b>	<b>-\$292</b>
<b>Total</b>	<b>\$1,046</b>	<b>\$474</b>	<b>\$1,520</b>	<b>\$6,346</b>	<b>\$7,866</b>	<b>\$7,866</b>	<b>\$0</b>

Note: (D) – Discretionary, (M) – Mandatory



## Details for Application Based Regional Development Charge Grants (2021)

### 2021 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2021
Grants Application Prior to 2021 <sup>1,2</sup>				\$29,924	\$2,090	\$0
2021 Applications:						
405 Merritt St	Dec 9, 2018	Residential Subdivision	St. Catharines	\$63	\$63	\$63
7070 Montrose Road	Feb 1, 2021	Retirement complex	Niagara Falls	\$70	\$70	\$70
4261 Fourth Ave	Feb 18, 2021	Residential Townhouses	Niagara Falls	Pending	Pending	Pending
401 Canal Street	Feb 25, 2021	Residential, park, school and open space	Welland	Pending	Pending	Pending
<b>Total</b>				<b>\$133</b>	<b>\$2,223</b>	<b>\$133</b>

<sup>1</sup>Grants awarded in prior years may be paid in current or future periods depending on the timing of building permit issuance.

<sup>2</sup>Conditional grant awarded pending submission of final information from applicant.

### 2021 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2021
Q1-Q2 Applications:					
Women's Place of South Niagara	Jan 4, 2021	Nova house expansion - top-up of DC grant from prior year	Niagara Falls	\$5	\$0
<b>Total</b>				<b>\$5</b>	<b>\$0</b>

**2021 Discretionary Industrial RDC Grant Applicants and Approved Amounts**

<b>Address</b>	<b>Application Date</b>	<b>Development Description</b>	<b>Municipality</b>	<b>Grant Requested</b>	<b>Grants Paid 2021</b>
Q1-Q2 Applications:					
1899 Thompson Rd	Jan 27, 2021	Refurbishment of generators	Fort Erie	\$11	\$11
1481 Commerce Pkwy	Feb 19, 2021	Manufacturing facility expansion	Fort Erie	\$480	\$480
7 Woodlawn	Mar 23, 2021	Manufacturing of wood construction products	Welland	\$513	\$513
4680 Fretz Blvd	Apr 6, 2021	Rebuild of heavy machinery	Lincoln	\$34	\$34
361 Enterprise Rd	Apr 13, 2021	Manufacturing and service space	Welland	\$105	\$105
12 Patricia	Apr 22, 2021	Auto part refurbishment	Welland	\$19	\$19
1965 Ramey Road	Jun 1, 2021	Refurbishment of hydraulic crane parts/system and concrete pumping equipment	Port Colborne	\$16	\$16
6934 Kinsmen Court	Jun 24, 2021	Industrial warehousing operation	Niagara Falls	\$164	\$164
<b>Total</b>				<b>\$1,342</b>	<b>\$1,342</b>

## Operating Reserve Transfer Reconciliation

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A new requirement in the reserve and reserve funds policy requires a report outlining any year-to-date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds not approved in the initial annual budget.

Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
<b>Council approved net operating transfers to reserves, including interest allocation to reserves</b>	<b>- \$42,966</b>	<b>\$156</b>	<b>- \$42,810</b>	
<u><i>Additional operating reserve transfers (to)/from reserves:</i></u>				
All Rate Reserves	- \$43	- \$2,318	<b>- \$2,361</b>	Interest income allocation to reserve forecasted at investment income portfolio rate in alignment with Reserve Policy
2020 Encumbrances	\$5,335	\$4,617	<b>\$9,952</b>	2020 Encumbrances (CSD 17-2021 - Total \$16,275 less CSO encumbrances \$6,323 = \$9,952)
2020 Encumbrances	- \$732	\$7,055	<b>\$6,323</b>	2020 CSO Encumbrances (CSD 17-2021)
2021 Encumbrances	\$0	- \$4,806	<b>- \$4,806</b>	Transfer to reserve - 2020 underspent encumbrances expected to be re-encumbered at the end of 2021 and 2021 commitments expected to be encumbered
Capital Levy	- \$587	\$301	<b>- \$286</b>	Transfer to reserve for proceeds on sale of surplus properties (as per Procurement By-Law)
Capital Levy	\$0	- \$425	<b>- \$425</b>	Transfer back to reserve for unused funds - Niagara Falls and St. Catharines GO Stations not fully operational
Niagara Regional Housing	\$31	\$0	<b>\$31</b>	Reduced budgeted transfer to reserve due to delay in Niagara Regional Housing property transfer
Waste Management Stabilization	\$0	\$111	<b>\$111</b>	Transfer from reserve - to fund the reinstatement of the Waste Management free container exchange program budget for 2021 (CSD 31-2021)

Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Waste Management Capital	\$0	- \$52	- <b>\$52</b>	Transfer to reserve for proceeds on sale of Waste Management capital assets (as per Procurement By-Law)
Taxpayer Relief	\$0	\$230	<b>\$230</b>	Transfer from reserve - to fund the Niagara Foreign Trade Zone (NFTZ) and Foreign Direct Investment activities (CSD 17-2021)
Taxpayer Relief	- \$9,124	- \$7,358	- <b>\$16,482</b>	Transfer back to reserve for unused funds - COVID-19 external funding received to fund 2021 budgeted COVID-related expenditures
Taxpayer Relief	\$0	- \$48	- <b>\$48</b>	Transfer back to reserve for unused funds - Business Licensing software
<b>Net operating transfers to reserves</b>	<b>- \$48,086</b>	<b>- \$2,537</b>	<b>- \$50,623</b>	

## Capital Reserve Transfer Reconciliation (in thousands of dollars)

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A new requirement in the reserve and reserve funds policy requires a report outlining any year to date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds.

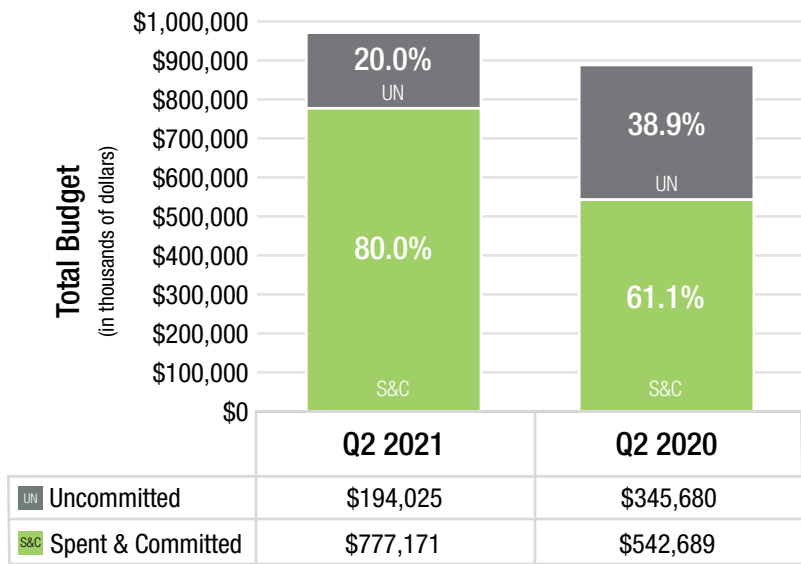
Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
<b>Council approved net capital transfers per 2021 Budget</b>	<b>\$103,580</b>	<b>\$0</b>	<b>\$103,580</b>	Reserve Transfers to capital projects
Capital reserve transfer commitments from 2020 or prior Budget	\$0	\$1,295	<b>\$1,295</b>	2020 or prior uninitiated capital projects
<u><i>Q1 and Q2 additional capital reserve transfers:</i></u>				
General Capital Levy	- \$750	\$0	<b>- \$750</b>	Transfer back to reserve - Vision Zero capital requirements to be funded through operating infraction revenues
Court Services Facility Renewal	- \$333	\$0	<b>- \$333</b>	Project close out, funds returned to reserve - Court Facilities Renewal
NRH Owned Units	- \$200	\$0	<b>- \$200</b>	Project close outs, funds returned to reserve - Annual - Emergency Capital Program - 2020 (-\$200), Expansion, Thorold (\$0)
NRH Owned Units	- \$316	\$0	<b>- \$316</b>	Budget reductions - Annual Units Capital - 2018 (-\$199), Annual Building Capital - 2018 (-\$19), Annual Grounds Capital - 2019 (-\$16), Annual Building Capital - 2019 (-\$82)
NRH Owned Units	- \$832	\$0	<b>- \$832</b>	Transfer to reserve - net proceeds on transfer of property at 725 Welland Avenue
<b>Net capital transfers</b>	<b>\$101,149</b>	<b>\$1,295</b>	<b>\$102,444</b>	

# CAPITAL HIGHLIGHTS

## LEVY

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

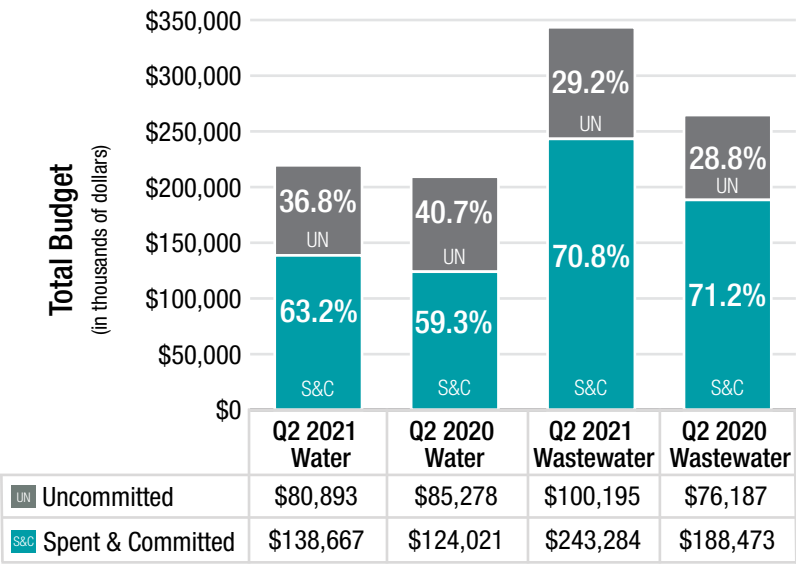
Active projects with budgets greater than \$1 million.



## WATER & WASTEWATER

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

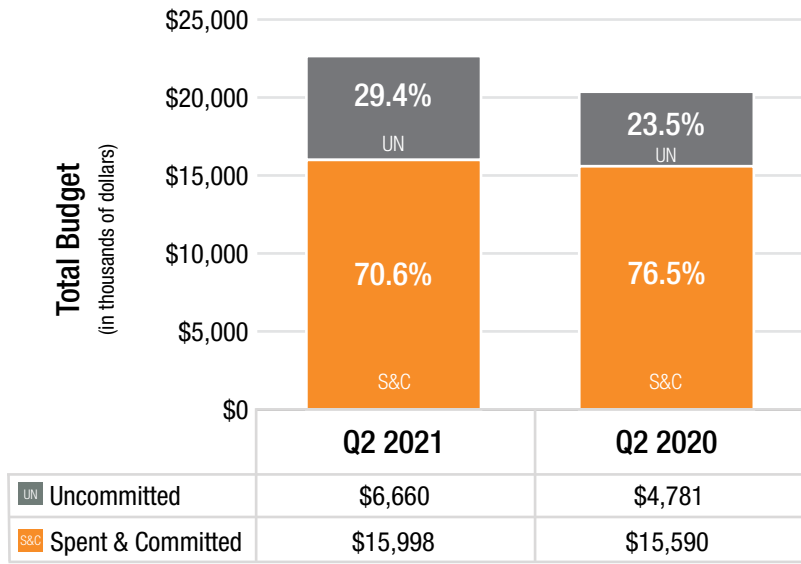
Active projects with budgets greater than \$1 million.



## WASTE MANAGEMENT

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

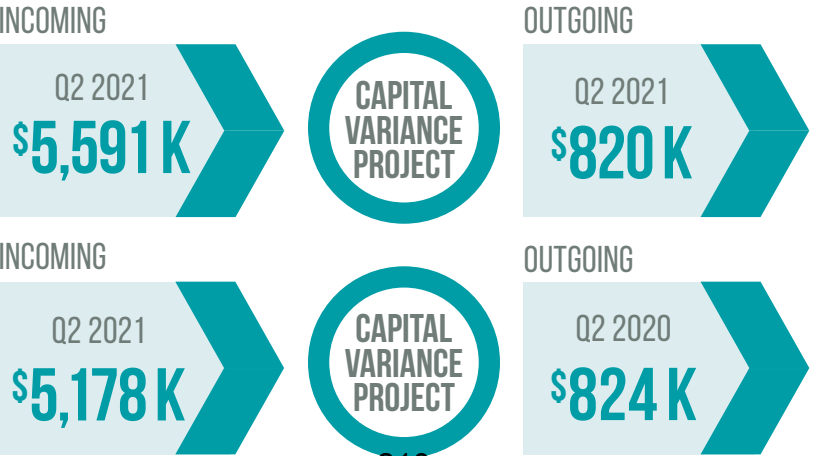
Active projects with budgets greater than \$1 million.



## YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS



## YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS



## YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS



## Capital Summary (in thousands of dollars)

The Corporate Services department develops the Capital Financing Strategy and Capital Budget guidelines in co-ordination with department and board input and in alignment with Council objectives and corporate policies. The Corporate Services department is responsible for the following: preparing the consolidated capital budget and forecast based on the requests of departments and boards; coordinating capital initiations, financing, closure and budget reduction of capital projects approvals and reporting; supporting tangible capital asset accounting in accordance with the Capital Asset Management Policy; and reporting on the consolidated activity of the capital program.

The capital budget represents priority projects as determined by the departments and boards and approved by Council. Following capital budget approval, projects are initiated based on department requirements and timing to complete projects. Project managers within departments and boards administer the projects and maintain the related tangible capital asset information. Project managers are accountable for monitoring the capital projects within the capital program and taking corrective action, when necessary, including both reporting on significant variances as well as taking part in the capital closure and budget reduction of capital projects process.

### Capital Budget Reconciliation

The capital program managed by Niagara Region has increased by \$505,976 since Q4 2020. This increase is primarily caused by the approved 2021 Capital Budget (\$500,305), gross budget adjustments (\$98,711) and transfers from capital variance projects (\$3,429). The increase is mitigated by projects closed (\$87,134) and budget reductions (\$9,335).

Sixteen capital projects of the 629 capital sub-projects, with budgets totalling approximately \$302,318 (levy \$14,797 / rate \$287,521) remain uninitiated at July 22, 2021. A summary of the levy and rate impact of Niagara Regions total capital program during the year is presented below:

Capital Program Reconciliation	Levy Programs	Rate Programs	Adjusted Program
<b>2020 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2020</b>	<b>\$957,396</b>	<b>\$531,024</b>	<b>\$1,488,420</b>
Council Approved 2021 Budget	\$85,757	\$414,548	<b>\$500,305</b>
Gross Budget Adjustment (including transfers from operating)	\$96,214	\$2,497	<b>\$98,711</b>
Transfer from Capital Variance Project	\$2,609	\$820	<b>\$3,429</b>
Budget Reductions on Active Capital Projects *	- \$6,134	- \$3,201	<b>- \$9,335</b>
Projects Closed	- \$78,719	- \$8,415	<b>- \$87,134</b>
Transfer between Levy/Rate Programs	\$775	- \$775	<b>\$0</b>
<b>2021 Total Adjusted Program (excluding Capital Variance Projects) at July 22, 2021</b>	<b>\$1,057,898</b>	<b>\$936,498</b>	<b>\$1,994,396</b>

\* Budget reductions do not necessarily reflect surplus funding as not all project budgets are funded in advance.

## Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments, transfers from the capital variance project, budget reductions and transfer to operations during Q1 & Q2 2021 per the budget control policy 2017-63.

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Community Services	Annual Capital Improvement - 2018	\$828			- \$100	CVP - Levy	\$728
Community Services	Annual Machinery/ Equipment - 2018	\$264			- \$13	CVP - Levy	\$251
Community Services	Annual Resident Care Equipment - 2020	\$561		\$22			\$583
Community Services	Annual Technology Improvement - 2020	\$189		\$65			\$254
Community Services	Annual Machinery/ Equipment - 2021	\$173	\$405				\$578
Corporate Services	Community Services Building HVAC	\$771		\$20			\$791
Corporate Services	Canada Summer Games	\$20,037	\$77,193	\$100			\$97,330
Corporate Services	Long-term Accommodations - NRPS Headquarters D1	\$19,176		\$119			\$19,295
Corporate Services	Annual IT Asset Replacement - 2020	\$1,451	\$65	\$60			\$1,576
Corporate Services	Smithville Yard Roof Replacement	\$314		\$220			\$534
Corporate Services	Air Purification	\$0	\$495				\$495
Corporate Services	HQ Campbell West Chiller Repair	\$50		\$58			\$108
Corporate Services	Niagara Falls EMS Parking Lot	\$0		\$241			\$241
Corporate Services	Long-term Accommodations - NRPS Headquarters D2	\$65,670	\$2,165		- \$75	CVP - Levy \$71, DC Police Services - \$4	\$67,760



Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Niagara Regional Housing	Annual Units Capital - 2018	\$1,600			- \$199	NRH Owned Units	\$1,401
Niagara Regional Housing	Annual Building Capital - 2018	\$4,673			- \$19	NRH Owned Units	\$4,654
Niagara Regional Housing	Annual Grounds Capital - 2019	\$913			- \$16	NRH Owned Units	\$897
Niagara Regional Housing	Annual Building Capital - 2019	\$5,536			- \$82	NRH Owned Units	\$5,454
Niagara Regional Housing	Niagara Falls Supportive Housing Renovations	\$3,650	\$700				\$4,350
Niagara Regional Housing	Annual Electric Capital - 2021	\$0	\$800				\$800
Niagara Regional Housing	SSRF Phase-2 Permanent Supportive Housing	\$0	\$4,318				\$4,318
Niagara Regional Police Services Board	CCTV Program	\$60	\$120				\$180
Niagara Regional Police Services Board	P25 Radio System Expansion	\$0	\$2,403				\$2,403
Public Health	Annual Ambulance and Equipment Replacement - 2019	\$2,201		\$100			\$2,301
Public Health	Annual Ambulance and Equipment Replacement - 2020	\$3,368			- \$66	Transfer to Operating	\$3,302
Public Health	Digital Radios - Fire Coordinator	\$20		\$2			\$22

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Health	Intraosseous Needles	\$103			- \$2	CVP - Levy	\$101
Public Health	Annual Emergency Response Vehicles - 2021	\$302	\$129				\$431
Public Works - Levy	Capacity Improvement - RR98 Charnwood to McLeod	\$7,110			- \$300	CVP - Levy \$180, DC Roads - \$120	\$6,810
Public Works - Levy	Traffic Signals - RR25 Netherby/ RR116 Sodom	\$300	\$19	\$168			\$487
Public Works - Levy	Transportation Infrastructure Means Protection	\$4,000			- \$884	CVP - Levy	\$3,116
Public Works - Levy	Annual - Roads Equipment Upgrade - 2020	\$1,000			- \$23	CVP - Levy	\$977
Public Works - Levy	Vision Zero	\$750	\$750		- \$750	Funding Swap from Capital Levy to Transfer from Operating	\$750
Public Works - Levy	Capacity Improvement - RR98 Lyons to Canadian	\$1,050	\$170	\$30			\$1,250
Public Works - Levy	Annual Complete Streets - 2021	\$0	\$300				\$300
Public Works - Levy	Traffic Signal – Niagara/Welland	\$300	\$12	\$110			\$422
Public Works - Levy	Traffic Signal - Prince Charles/Fitch	\$300	\$7	\$61			\$368
Public Works - Levy	Traffic Signal – Woodlawn/Niagara	\$300	\$7	\$67			\$374
Public Works - Levy	Traffic Signal – Queenston/Eastchester	\$300	\$12	\$110			\$422
Public Works - Levy	Traffic Signal – Niagara/Lakeshore	\$300	\$2	\$20			\$322
Public Works - Levy	Annual Traffic Signals Equipment - 2020	\$196			- \$137	CVP- Levy \$123, DC Roads - \$14	\$59

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Works - Levy	Annual Intelligent Transit Systems - 2020	\$572			- \$272	CVP- Levy \$245, DC Roads - \$27	\$300
Public Works - Levy	Unit #222 - Replacement Van W/WW	\$0	\$60				\$60
Public Works - Levy	Unit #796 - Replacement Shoulder Box	\$0		\$23			\$23
Public Works - Levy	Roads Reconstruction - RR38 QEW/Fourth	\$23,992			- \$1,500	CVP - Levy \$225, DC Roads - \$1,275	\$22,492
Public Works - Levy	Intersection Improvement - RR46 Geneva/St. Paul	\$5,750			- \$200	CVP - Levy \$110, DC Roads - \$90	\$5,550
Public Works - Levy	Roads Rehabilitation - RR69 Effingham/Wessel Phase 2	\$9,118			- \$996	CVP - Levy \$896, DC Roads - \$100	\$8,122
Public Works - Levy	Capacity Improvements - Reconstruct QEW/Glendale Ave Interchange	\$8,000	\$6,082	\$1,013			\$15,095
Public Works - Levy	Capacity Improvements - RR54 Hwy 20/Merritt	\$7,350			- \$500	CVP - Levy \$75, DC Roads - \$425	\$6,850
<b>All Levy Departments</b>		<b>\$202,598</b>	<b>\$96,214</b>	<b>\$2,609</b>	<b>- \$6,134</b>		<b>\$295,287</b>
Wastewater	Sewer & Forcemain Program - Highway 406 Trunkmain	\$1,274	\$206				\$1,480
Wastewater	Wastewater Treatment Plant Upgrade - Seaway Secondary	\$2,795			- \$375	CVP - Wastewater	\$2,420
Wastewater	Chemical System Upgrades - 2017	\$1,900		\$200			\$2,100
Wastewater	Wastewater Treatment Plant Upgrade Digester & Sludge Management	\$2,550		\$250			\$2,800
Wastewater	19-Renown SPS Upgrade	\$300		\$135			\$435
Wastewater	Vacuum Trucks Replacement	\$370			- \$25	CVP - Wastewater	\$345

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Works - Levy (Partially funded with Wastewater Reserves)	Unit# 296 - Vacuum Truck	\$630		\$25			\$655
Wastewater	Seaway Wastewater Treatment Plant Generator Replacement	\$250		\$125			\$375
Wastewater	WIFI Expansion at Wastewater Facilities	\$0	\$100				\$100
Wastewater	Peel St SPS Property Purchase	\$0		\$85			\$85
Wastewater	COVID Safety W/WW Facilities	\$0	\$250				\$250
Wastewater	Pump Station Improvement Program - Lakeside	\$2,500			- \$150	CVP - Wastewater \$134, DC Sewer - \$16	\$2,350
Wastewater	Sewer & Forcemain Program - Stamford Centre	\$10,562			- \$596	CVP - Wastewater \$400, Cost Share - \$196	\$9,966
Water	Watermain Program - Dominion Rd	\$10,615			- \$400	CVP - Water	\$10,215
Water	Watermain Program - Hwy406 Crossing	\$1,911	\$275				\$2,186
Water	Virgil Elevated Tank	\$3,524			- \$500	CVP - Water	\$3,024
Water	Downing St Transmission Main	\$2,300	\$511				\$2,811
Water	Miscellaneous Program - System Storage - Grimsby	\$22,914	\$1,155		- \$1,155	CVP - Water	\$22,914
<b>All Rate Departments</b>		<b>\$64,395</b>	<b>\$2,497</b>	<b>\$820</b>	<b>- \$3,201</b>		<b>\$64,511</b>
Corporate Services	Annual Code & Legislative Compliance - 2021	\$290	- \$290				\$0
Corporate Services	HQ Campbell West Chiller Repair	\$58	\$50				\$108
Corporate Services	Accessibility Compliance	\$0	\$240				\$240

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Niagara Regional Police Services Board	Annual CEW Replacements - 2020	\$203	- \$40				\$163
Niagara Regional Police Services Board	Annual CEW Replacements - 2021	\$75	\$40				\$115
Niagara Regional Police Services Board	Annual Network Infrastructure - 2016	\$100	- \$3				\$97
Niagara Regional Police Services Board	Annual Network Infrastructure - 2017	\$100	- \$23				\$77
Niagara Regional Police Services Board	Annual IT & Equipment - 2018	\$1,100	- \$5				\$1,095
Niagara Regional Police Services Board	HQ/D2 Front Desk Retrofit	\$180	- \$40				\$140
Niagara Regional Police Services Board	Long-term Accommodations - NRPS Headquarters D1	\$19,255	\$40				\$19,295
Niagara Regional Police Services Board	CCTV Program	\$120	\$60				\$180
Niagara Regional Police Services Board	Radio System Infrastructure & Equipment	\$200	- \$10				\$190
Niagara Regional Police Services Board	Voice Radio System	\$13,315	- \$19				\$13,296
Public Works - Levy	Annual Fleet & Vehicle Replacement - 2020	\$1,520	\$810				\$2,330

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Works - Levy	Wastewater - 5 Trucks 5 Vans	\$530	- \$530				\$0
Public Works - Levy	Water - 3 New Trucks	\$150	- \$150				\$0
Public Works - Levy	Facilities Maintenance Vehicles	\$35	- \$35				\$0
Public Works - Levy	Fleet Vehicle Waste Management	\$40	- \$40				\$0
Public Works - Levy	Water - 1 New Van	\$55	- \$55				\$0
<b>All inter-project</b>		<b>\$37,325</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$37,325</b>
<b>All Departments</b>	<b>Total</b>	<b>\$304,318</b>	<b>\$98,711</b>	<b>\$3,429</b>	<b>- \$9,335</b>		<b>\$397,123</b>

## Capital Project Closures (in thousands of dollars)

Projects are closed throughout the year. When projects are closed, surplus funds are transferred to Capital Variance Projects that have been set up in various functional areas (levy-supported and water / wastewater / waste management capital projects). For projects that are not funded from the general capital levy or rate reserves, any surpluses identified through the closeout report would be returned to the specific source reserve for future use, and reported as part of the year-end transfer report. The following 64 projects were closed between January 1 to July 22, 2021. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Public Works - Levy	Reconstruction - RR77 Fourth Avenue	\$130	\$0	\$130	\$0	CVP Levy	Uninitiated
Public Works - Levy	Livingston Avenue Extension - 2010	\$100	\$73	\$27	\$0	CVP Levy	11
Public Works - Levy	Structural Rehabilitation - Ontario Power Generation Bridges over Gibson Lake	\$8,100	\$7,996	\$104	\$104	CVP Levy	9
Public Works - Levy	Environmental Assessment - RR81 Jordan Village	\$60	\$47	\$13	\$13	CVP Levy	9
Public Works - Levy	Structural Rehabilitation - Main Street Bridge	\$4,703	\$4,434	\$269	\$269	CVP Levy	8
Public Works - Levy	Reconstruction - RR3/Garrison Road School - Fort Erie	\$210	\$193	\$17	\$17	CVP Levy	6
Public Works - Levy	Roads Facility Program - Patrol Yard Improvements - 2017	\$500	\$235	\$265	\$265	CVP Levy	5
Public Works - Levy	Intersection Improvement - RR12 Grimsby Road/ RR20 Grimsby	\$197	\$194	\$3	\$3	CVP Levy	4
Public Works - Levy	Annual - Guide Rail Improvements - 2018	\$570	\$570	\$0	\$0	CVP Levy	4
Public Works - Levy	Annual - Storm Sewers & Culverts - 2018	\$750	\$749	\$1	\$1	CVP Levy	4
Public Works - Levy	Roads Rehabilitation - RR56 Glendale to St Davids	\$1,330	\$1,325	\$5	\$5	CVP Levy	4
Public Works - Levy	Roads Resurfacing - 2018	\$9,510	\$9,382	\$128	\$127	CVP Levy	4
Public Works - Levy	Annual Miscellaneous Road Properties - 2019	\$200	\$196	\$4	\$4	CVP Levy	3

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Public Works - Levy	Annual - Railway Crossing Improvements - 2019	\$100	\$16	\$84	\$84	CVP Levy	3
Public Works - Levy	Annual - Survey Equipment Replacement - 2019	\$30	\$14	\$16	\$16	CVP Levy	3
Public Works - Levy	Intersection Improvement - RR102 Stanley/Portage	\$300	\$215	\$85	\$77	CVP Levy	3
Public Works - Levy	Annual - Development Projects - 2020	\$1,000	\$0	\$1,000	\$0	CVP Levy	Uninitiated
Public Works - Levy	Intersection Improvement - RR47 Lyon's Creek	\$200	\$0	\$200	\$30	CVP Levy	2
Public Works - Levy	Annual - Traffic Signals Design Program - 2019	\$50	\$17	\$33	\$30	CVP Levy	2
Public Works - Levy	Road Equipment Upgrade - 2018	\$20	\$7	\$13	\$13	CVP Levy	2
Corporate Services	Court Facilities Renewal	\$12,008	\$11,610	\$398	\$396	CVP Levy \$63, Court Services Facility Reserve \$333	10
Corporate Services	Welland Court - Duncan	\$482	\$482	\$0	\$0	CVP Levy	2
Corporate Services	Health Facilities - Niagara Falls	\$6,069	\$3,961	\$2,108	\$107	CVP Levy	10
Corporate Services	Service Centre Structural / Intrusive Improvements	\$111	\$108	\$3	\$3	CVP Levy	9
Corporate Services	Ontario Street EMS Base Renovations	\$10	\$4	\$6	\$6	CVP Levy	7
Corporate Services	Region Headquarters Space Accommodations	\$924	\$914	\$10	\$10	CVP Levy	5
Corporate Services	IT Court Administration Management System - 2018	\$250	\$0	\$250	\$0	CVP Levy	Uninitiated
Corporate Services	Council Chambers Renovation - 2018	\$31	\$17	\$14	\$14	CVP Levy	4



Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Corporate Services	Environmental Centre Expansion	\$23,177	\$138	\$23,039	\$1,862	CVP WAT \$931, CVP SEW \$931	3
Corporate Services	SAEO Office Niagara Falls Roof Replacement - 2019	\$290	\$255	\$35	\$35	CVP Levy	3
Corporate Services	CR4 Headquarters Building Renovations	\$50	\$37	\$13	\$13	CVP Levy	3
Corporate Services	Regional Headquarters Chair Lift	\$145	\$10	\$135	\$135	CVP Levy	2
Corporate Services	Regional Headquarters Entry Renovation	\$80	\$12	\$68	\$68	CVP Levy	2
Corporate Services	SAO Office Peer Street Plumbing - 2020	\$40	\$0	\$40	\$40	CVP Levy	2
Corporate Services	Miscellaneous Levy Properties - 2020	\$250	\$0	\$250	\$250	CVP Levy	2
Corporate Services	HR - 2020 Kronos Time Entry and Attendance Upgrade	\$325	\$274	\$51	\$51	CVP Levy	2
Corporate Services	Welland EMS Parking Lot - 2021	\$400	\$0	\$400	\$400	CVP Levy	1
Corporate Services	Canada Summer Games - 2021	\$0	\$0	\$0	\$0	CVP Levy	Uninitiated
Niagara Regional Housing	Expansion, Thorold	\$1,101	\$1,101	\$0	\$0	NRH Owned Units	2
Niagara Regional Housing	Annual - Emergency Capital Program - 2020	\$200	\$0	\$200	\$200	NRH Owned Units	2
Community Services	Annual - Long Term Care - Machinery & Equipment - 2018	\$251	\$240	\$11	\$11	CVP Levy	4
Community Services	Annual - Long Term Care - Residential Care Equipment - 2018	\$490	\$487	\$3	\$2	CVP Levy	4
Community Services	Annual - Long Term Care - Roof Replacement - 2018	\$396	\$395	\$1	\$0	CVP Levy	4

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Community Services	Annual - Long Term Care - Bed Replacement - 2018	\$200	\$176	\$24	\$24	CVP Levy	4
Community Services	Annual - Long Term Care - Roof Replacement - 2019	\$539	\$537	\$2	\$2	CVP Levy	3
Community Services	Annual - Long Term Care - Bed Replacement - 2020	\$245	\$236	\$9	\$10	CVP Levy	2
Public Health	Ambulance & Equipment - 2018	\$2,595	\$2,380	\$215	\$186	CVP Levy	4
<b>Total Levy Reporting Projects Closed and Removed from Project Listing</b>		<b>\$78,719</b>	<b>\$49,037</b>	<b>\$29,682</b>	<b>\$4,883</b>		
Waste Management	Annual Recycling Centre Building & Equipment - 2019	\$110	\$0	\$110	\$110	CVP WMT	3
<b>Total Waste Management Projects Closed and Removed from Project Listing</b>		<b>\$110</b>	<b>\$0</b>	<b>\$110</b>	<b>\$110</b>		
Water Works	Decew Water Security Upgrades	\$195	\$195	\$0	\$0	CVP WAT	6
Water Works	Decew WTP Reservoir Valve Replacement	\$360	\$226	\$134	\$134	CVP WAT	5
Water Works	Decew Water Treatment Plant Raw Water Intake	\$250	\$59	\$191	\$0	CVP WAT	4
Water Works	Water Treatment Plant Upgrade - Decew - 2018	\$155	\$83	\$72	\$72	CVP WAT	4
Water Works	Elevated Tank Improvements - Decew Zone 2 & Smithville - 2018	\$150	\$143	\$7	\$7	CVP WAT	4
<b>Total Water Projects Closed and Removed from Project Listing</b>		<b>\$1,110</b>	<b>\$706</b>	<b>\$404</b>	<b>\$213</b>		
Wastewater	Sanitary Sewer Assessment	\$160	\$159	\$1	\$1	CVP SEW	8
Wastewater	Combined Sewer Overflow - Burleigh Hill Drive / Glendale Avenue - Phase 1	\$425	\$417	\$8	\$0	CVP SEW	8
Wastewater	Combined Sewer Overflow - Niagara Falls PCP Update	\$100	\$100	\$0	\$0	CVP SEW	7
Wastewater	Combined Sewer Overflow - George Street / Catherine Street	\$318	\$208	\$110	\$109	CVP SEW	7
Wastewater	Wastewater Treatment Plant Upgrade - Grit System - Grimsby	\$1,725	\$1,513	\$212	\$212	CVP SEW	6
Wastewater	Miscellaneous Program - Master Meter Replacement	\$550	\$531	\$19	\$16	CVP SEW	6

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Wastewater	Pump Station Improvement Program - Hurricane Road SPS	\$60	\$24	\$36	\$36	CVP SEW	5
Wastewater	Wastewater Treatment Plant Upgrade - Port Weller 2017	\$1,310	\$1,290	\$20	\$20	CVP SEW	5
Wastewater	Wastewater Treatment Plant Upgrade - Aeration - Seaway	\$1,236	\$1,228	\$8	\$8	CVP SEW	5
Wastewater	Wastewater System Program - Odour Control - 2018	\$100	\$0	\$100	\$100	CVP SEW	4
Wastewater	Miscellaneous Program - Centrifuge Components	\$1,211	\$1,210	\$1	\$1	CVP SEW	3
<b>Total Wastewater Projects Closed and Removed from Project Listing</b>		<b>\$7,195</b>	<b>\$6,680</b>	<b>\$515</b>	<b>\$503</b>		
<b>Total Rate Projects Closed and Removed from Project Listing</b>		<b>\$8,415</b>	<b>\$7,386</b>	<b>\$1,029</b>	<b>\$826</b>		
<b>Total Projects Closed</b>		<b>\$87,134</b>	<b>\$56,423</b>	<b>\$30,711</b>	<b>\$5,709</b>		

## Capital Project Closed by Adjustment (in thousands of dollars)

Capital projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus (Deficit)	Destination of Transfer	Project Duration (Years)
Public Works - Levy	Illumination Program - 2018	\$400	\$386	\$14	- \$4	CVP Levy	3
Community Services	Annual - Long Term Care Bed Replacement - 2019	\$75	\$66	\$9	\$8	CVP Levy	2
Wastewater	Sewer & Forcemain Program - Oaks Park Trunk	\$2,145	\$1,926	\$219	\$24	CVP SEW	5
<b>Closed Capital Project Adjustments</b>		<b>\$2,620</b>	<b>\$2,378</b>	<b>\$242</b>	<b>\$28</b>		
Public Works - Levy	Roads Resurfacing - 2013 Phase 2	\$1,494	\$1,374	\$120	- \$32	CVP Levy	8
<b>Closed Quarter Parent Project Adjustments</b>		<b>\$1,494</b>	<b>\$1,374</b>	<b>\$120</b>	<b>- \$32</b>		

## Capital Project Closed by Transfer (in thousands of dollars)

Projects may be required to be closed throughout the year from transfers to other active capital projects. Transfers allow staff to fiscally manage the projects initiative and scope through the procurement and reporting process. Transfers to projects are shown on the Capital Budget Adjustments page. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Total Budget	Closure	Transfers	Adjusted Budget	Surplus (Deficit)	Destination of Transfer
Public Works - Levy	Facilities - Maintenance Vehicles - 2020	\$0		\$35	\$35		
Public Works - Levy	Fleet Vehicle - Waste Management - 2021	\$0		\$40	\$40		
Public Works - Levy	Water - New Vans - 2021	\$0		\$55	\$55		
Corporate Services	Region Wide - Code & Legislation Compliance - 2021	\$0		\$290	\$290		
Water Works	Trucks for Water Works	\$0		\$300	\$300		
Wastewater	Vehicles and Vans for Wastewater	\$3,000	- \$3,000		\$0	\$0	CVP Levy
<b>Capital Projects Closed Upon Transfers &amp; Capital Project Adjustments</b>		<b>\$3,000</b>	<b>- \$3,000</b>	<b>\$720</b>	<b>\$720</b>	<b>\$0</b>	

## Capital Project Summary (in thousands of dollars)

Once a project is initiated, multiple projects may be set up to manage the overall project. Illustrated below is the \$1,994,399 capital budget managed by Niagara Region, representing 629 sub-projects, total capital spending including commitments to date of \$1,242,935 and budget remaining of \$751,464, after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 205 projects with budgets greater than \$1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than \$1 million	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Community Services	\$1,675	\$1,663	\$12	99.3%
Corporate Services	\$383,873	\$355,369	\$28,504	92.6%
Niagara Regional Housing	\$64,650	\$52,552	\$12,098	81.3%
Niagara Regional Police Services Board	\$38,263	\$30,719	\$7,544	80.3%
Planning	\$3,294	\$3,281	\$13	99.6%
Public Health	\$9,939	\$9,062	\$877	91.2%
Public Works - Levy	\$469,503	\$324,526	\$144,978	69.1%
Waste Management	\$22,658	\$15,998	\$6,660	70.6%
Wastewater	\$343,479	\$243,284	\$100,195	70.8%
Water Works	\$219,560	\$138,667	\$80,893	63.2%
Active projects with budgets greater than \$1 million	\$1,556,894	\$1,175,121	\$381,773	75.5%
Uninitiated projects with budgets greater than \$1 million	\$301,435	\$0	\$301,435	0.0%
Total projects with budgets greater than \$1 million	\$1,858,329	\$1,175,121	\$683,208	63.2%
Active projects with budgets less than \$1 million	\$135,187	\$67,814	\$67,373	50.2%
Uninitiated projects with budgets less than \$1 million	\$883	\$0	\$883	0.0%
<b>Total Capital Projects</b>	<b>\$1,994,399</b>	<b>\$1,242,935</b>	<b>\$751,464</b>	<b>62.3%</b>

## Capital Project Forecast (in thousands of dollars)

A detailed analysis of capital sub-projects with budgets greater than \$1 million is presented below. There are a total of 205 projects totaling \$1,858,329 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$1,175,121, representing 63.2 per cent of the adjusted capital budget on these active and uninitiated sub-projects.

When a surplus exists at the end of a project, the surplus funds will be transferred back to the respective Capital Variance Project (CVP). Projects forecasting a deficit will require additional funding. Project-to-date funding requests up to \$250 can be made through a CVP request at the discretion of the Commissioner of the department and the Treasurer. Requests in excess of \$250 will be made through Council.

Department Total Projects	Project Status	Adjusted	Project-to-	Budget	Percentage	2021	2022	2023 and	Forecasted	Estimated
St. Catharines Child Care Addition		\$1,675	\$1,663	\$12	99.3%	\$12	\$0	\$0	\$0	2021
<b>Total Community Services</b>		<b>\$1,675</b>	<b>\$1,663</b>	<b>\$12</b>	<b>99.3%</b>	<b>\$12</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
2021 Canada Summer Games ***		\$97,330	\$90,583	\$6,747	93.1%	\$28,358	\$0	\$0	\$0	2021
911 Backup Rationalization - 2020		\$8,760	\$1,794	\$6,966	20.5%	\$904	\$5,000	\$2,034	\$0	2023
Asset Replacement - 2018		\$2,947	\$2,877	\$70	97.6%	\$223	\$0	\$0	\$0	2021
Asset Replacement - 2019		\$2,288	\$2,188	\$100	95.6%	\$252	\$0	\$0	\$0	2021
Asset Replacement - 2020		\$1,576	\$1,514	\$62	96.0%	\$116	\$0	\$0	\$0	2021
Customer Service Strategic Priority		\$1,685	\$537	\$1,148	31.8%	\$482	\$1,016	\$0	\$0	2022
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	0.0%	\$0	\$3,895	\$0	\$0	2022
Emergency Medical Services Facility Welland		\$1,100	\$422	\$678	38.4%	\$92	\$599	\$0	\$0	2022
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$0	\$1,750	0.0%	\$0	\$1,750	\$0	\$0	2022

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Long-term Accommodations - NRPS D1		\$20,654	\$20,457	\$197	99.0%	\$657	\$0	\$0	\$0	2021
Long-term Accommodations - NRPS Headquarters D2		\$67,760	\$67,758	\$2	100.0%	\$66	\$0	\$0	\$0	2021
Long-term Care Home Redevelopment - 2015		\$73,000	\$72,512	\$488	99.3%	\$3,336	\$29,451	\$30,248	\$0	2023
Niagara Regional Police Emergency Services Roof Replacement		\$1,033	\$946	\$87	91.6%	\$432	\$532	\$0	\$0	2022
Redevelopment of Linhaven Long Term Care Home - 2020		\$102,000	\$92,082	\$9,918	90.3%	\$6,646	\$42,000	\$52,507	\$0	2024
Regional Headquarters Generator Replacement		\$1,990	\$1,699	\$291	85.4%	\$399	\$0	\$0	\$0	2021
<b>Total Corporate Services</b>		<b>\$387,768</b>	<b>\$355,369</b>	<b>\$32,399</b>	<b>91.6%</b>	<b>\$41,963</b>	<b>\$84,243</b>	<b>\$84,789</b>	<b>\$0</b>	
Building Capital - 2018		\$4,654	\$4,630	\$24	99.5%	\$213	\$0	\$0	\$0	2021
Building Capital - 2019		\$5,454	\$5,483	- \$29	100.5%	\$422	\$0	\$0	\$0	2021
Building Capital - 2020		\$3,974	\$3,958	\$16	99.6%	\$2,274	\$0	\$0	\$0	2021
Building Capital - 2021		\$4,790	\$1,397	\$3,393	29.2%	\$2,755	\$1,790	\$0	\$0	2022
Grounds Capital - 2020		\$1,010	\$1,009	\$1	99.9%	\$356	\$0	\$0	\$0	2021
Grounds Capital - 2021		\$2,290	\$35	\$2,255	1.5%	\$2,268	\$0	\$0	\$0	2021
Muli-Residential Intensification - Niagara Falls - 2018		\$20,900	\$19,035	\$1,865	91.1%	\$4,949	\$1,865	\$0	\$0	2022
Social Housing Assistance Improvement Program - 2018 ****		\$2,683	\$2,618	\$65	97.6%	\$15	\$0	\$0	\$65	2021



Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Social Services Relief Fund		\$4,318	\$3,726	\$592	86.3%	\$474	\$118	\$0	\$0	2022
Phase 2 Permanent Supportive Housing										
Unit Capital - 2018		\$1,401	\$1,401	\$0	100.0%	\$6	\$0	\$0	\$0	2021
Unit Capital - 2019		\$5,355	\$5,347	\$8	99.8%	\$2,054	\$0	\$0	\$0	2021
Unit Capital - 2020		\$3,471	\$2,913	\$558	83.9%	\$0	\$3,294	\$0	\$0	2022
Niagara Falls Supportive Housing Renovation		\$4,350	\$1,000	\$3,350	23.0%	\$2,688	\$672	\$0	\$0	2022
<b>Total Niagara Regional Housing</b>		<b>\$64,650</b>	<b>\$52,552</b>	<b>\$12,098</b>	<b>81.3%</b>	<b>\$18,474</b>	<b>\$7,739</b>	<b>\$0</b>	<b>\$65</b>	
Communications Back-up		\$4,600	\$0	\$4,600	0.0%	\$0	\$4,600	\$0	\$0	2022
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2022
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$0	\$1,250	\$0	\$0	2022
Information Technology & Equipment Replacement		\$1,095	\$1,095	\$0	100.0%	\$5	\$0	\$0	\$0	2021
Information Technology Continuity Plan		\$1,500	\$1,003	\$497	66.9%	\$248	\$249	\$0	\$0	2022
P25 Radio System Expansion		\$2,403	\$2,402	\$1	100.0%	\$361	\$0	\$0	\$0	2021
S.P.I.R.I.T. (Supporting Police in Records Information Technology)		\$8,630	\$8,487	\$143	98.3%	\$72	\$71	\$0	\$0	2022
Vehicles - 2018		\$1,386	\$1,386	\$0	100.0%	\$0	\$0	\$0	\$0	2021
Vehicles - 2019		\$1,430	\$1,430	\$0	100.0%	\$0	\$0	\$0	\$0	2021
Vehicles - 2020		\$1,523	\$1,407	\$116	92.4%	\$248	\$0	\$0	\$0	2021
Vehicles - 2021		\$1,400	\$265	\$1,135	19.0%	\$911	\$250	\$0	\$0	2022
Voice Radio System		\$13,296	\$13,244	\$52	99.6%	\$61	\$11	\$0	\$0	2022

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
<b>Total Niagara Regional Police Services Board</b>		<b>\$39,513</b>	<b>\$30,719</b>	<b>\$8,794</b>	<b>77.7%</b>	<b>\$1,906</b>	<b>\$7,431</b>	<b>\$0</b>	<b>\$0</b>	
Regional Headquarters Landscape Master Plan		\$3,294	\$3,281	\$13	99.6%	\$49	\$0	\$0	\$0	2021
<b>Total Planning</b>		<b>\$3,294</b>	<b>\$3,281</b>	<b>\$13</b>	<b>99.6%</b>	<b>\$49</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Ambulance & Equipment - 2019		\$2,301	\$2,271	\$30	98.7%	\$100	\$89	\$0	\$0	2022
Ambulance & Equipment - 2020		\$3,302	\$3,108	\$194	94.1%	\$800	\$62	\$0	\$0	2022
Ambulance & Equipment - 2021		\$2,029	\$1,606	\$423	79.2%	\$1,584	\$423	\$0	\$0	2022
Defibrillator Replacement		\$2,307	\$2,077	\$230	90.1%	\$2,077	\$230	\$0	\$0	2022
<b>Total Public Health</b>		<b>\$9,939</b>	<b>\$9,062</b>	<b>\$877</b>	<b>91.2%</b>	<b>\$4,561</b>	<b>\$804</b>	<b>\$0</b>	<b>\$0</b>	
Annual - Storm Sewer & Culvert Program - 2019		\$1,000	\$986	\$14	98.6%	\$0	\$14	\$0	\$0	2022
Annual - Storm Sewer & Culvert Program - 2020		\$1,100	\$820	\$280	74.6%	\$763	\$300	\$0	\$0	2022
Capacity Improvements - Charnwood/McLeod		\$6,810	\$6,792	\$18	99.7%	\$119	\$0	\$0	\$0	2022
Capacity Improvements - New Escarpment Crossing		\$2,200	\$1,200	\$1,000	54.6%	\$0	\$500	\$1,009	\$0	2023
Capacity Improvements - New Escarpment Crossing	Uninitiated	\$1,000	\$0	\$1,000	0.0%	\$0	\$0	\$1,000	\$0	2023
Capacity Improvements - Reconstruct Hwy 406/ Third Interchange		\$1,460	\$727	\$733	49.8%	\$100	\$500	\$133	\$0	2023
Capacity Improvements - Reconstruct QEW/ Glendale Ave Interchange		\$15,096	\$291	\$14,805	1.9%	\$4,951	\$4,951	\$4,950	\$0	2023

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$4,575	\$2,866	\$1,709	62.6%	\$158	\$1,709	\$0	\$0	
Capacity Improvements - RR10 Livingston/QEW-GR		\$27,750	\$2,238	\$25,512	8.1%	\$1,000	\$12,000	\$12,727	\$0	
Capacity Improvements - RR54 Hwy 20/Merritt		\$6,850	\$6,587	\$263	96.2%	\$408	\$0	\$0	\$0	
Capacity Improvements - RR98 Montrose Road		\$1,250	\$1,017	\$233	81.4%	\$250	\$225	\$0	\$0	
Environmental Assessment - RR 42 Ontario Street		\$2,610	\$614	\$1,996	23.5%	\$288	\$1,996	\$0	\$0	
Fleet & Vehicle Replacement Program - 2020		\$2,330	\$763	\$1,567	32.8%	\$400	\$1,600	\$267	\$0	
Illumination Program - 2020		\$1,000	\$313	\$687	31.3%	\$997	\$0	\$0	\$0	
Intersection - RR20 Industrial Park/South Grimsby Road 6		\$2,898	\$2,849	\$49	98.3%	\$54	\$0	\$0	\$0	
Intersection - RR20 Roundabout at S Grimsby Rd		\$5,462	\$4,888	\$574	89.5%	\$632	\$0	\$0	\$0	
Intersection - RR20 Industrial Park toTownline Phase 2		\$3,681	\$3,659	\$22	99.4%	\$250	\$0	\$0	\$0	
RR24 Victoria Ave										
Intersection Improvement - RR46 Geneva Street		\$1,000	\$101	\$899	10.1%	\$937	\$25	\$0	\$0	2022

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Intersection Improvement - RR46 Geneva/St. Paul		\$5,550	\$5,324	\$226	95.9%	\$420	\$0	\$0	\$0	2021
Intersection - RR89 Jacobsen/Burleigh		\$5,586	\$5,494	\$92	98.3%	\$304	\$0	\$0	\$0	2021
Replacement of Burgoyne Bridge **		\$99,534	\$98,596	\$938	99.1%	\$97	\$0	\$0	\$879	2021
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$75	\$925	7.5%	\$300	\$686	\$0	\$0	2022
Roads Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$661	\$339	66.1%	\$650	\$340	\$0	\$0	2022
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,477	\$316	91.7%	\$0	\$100	\$216	\$0	2023
Roads Reconstruction - RR38 QEW/Fourth		\$22,492	\$20,353	\$2,139	90.5%	\$1,177	\$1,639	\$0	\$0	2022
Roads Reconstruction - St Davids Road East		\$10,224	\$8,706	\$1,518	85.1%	\$4,378	\$48	\$0	\$0	2022
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St *		\$5,750	\$4,721	\$1,029	82.1%	\$100	\$300	\$0	\$842	2022
Roads Rehabilitation - RR63 Baldwin/Coffee Bridge		\$3,035	\$3,033	\$2	99.9%	\$35	\$0	\$0	\$0	2021
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$8,000	\$206	\$7,794	2.6%	\$350	\$7,450	\$0	\$0	2022
Roads Rehabilitation - RR1 Albert/Lakeshore		\$8,025	\$7,722	\$303	96.2%	\$500	\$6,930	\$0	\$0	2023

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Roads Rehabilitation - RR1 Dominion Road, Burleigh/Buffalo		\$12,070	\$11,291	\$779	93.5%	\$0	\$779	\$0	\$0	2022
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$406	\$1,369	22.9%	\$100	\$1,345	\$0	\$0	2022
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$12,045	\$13,255	47.6%	\$848	\$5,100	\$8,103	\$0	2023
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2		\$8,122	\$7,576	\$546	93.3%	\$500	\$1,445	\$0	\$0	2022
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$10,500	\$10,236	\$264	97.5%	\$4,790	\$500	\$0	\$0	2022
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,665	\$135	95.2%	\$1,232	\$0	\$0	\$0	2021
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$1,700	\$372	\$1,328	21.9%	\$198	\$1,288	\$0	\$0	2024
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$1,250	\$400	\$850	32.0%	\$200	\$554	\$300	\$0	2023
Roads Rehabilitation - RR81 Durham to Lincoln		\$1,975	\$244	\$1,731	12.4%	\$500	\$1,250	\$0	\$0	2022
Roads Rehabilitation - RR529 Webber to River		\$5,850	\$2,318	\$3,532	39.6%	\$1,500	\$4,099	\$0	\$0	2022
Roads Rehabilitation - RR20 Lundy's Lane		\$1,200	\$263	\$937	21.9%	\$245	\$946	\$0	\$0	2023
Roads Resurfacing - 2013 *		\$4,933	\$4,746	\$187	96.2%	\$69	\$0	\$0	\$67	2021
Roads Resurfacing - 2019		\$8,939	\$8,933	\$6	99.9%	\$230	\$0	\$0	\$0	2021

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Roads Resurfacing - 2020		\$8,417	\$8,412	\$5	99.9%	\$2,559	\$0	\$0	\$0	2021
Roads Resurfacing - 2021		\$10,000	\$8,914	\$1,086	89.1%	\$9,717	\$0	\$0	\$0	2021
Storm Pumping Station Improvements - McLeod Rd at Stanley Ave - 2017		\$2,550	\$2,084	\$466	81.7%	\$1,500	\$846	\$0	\$0	2022
Structural Rehabilitation - 2016 Program		\$3,700	\$3,674	\$26	99.3%	\$1,091	\$26	\$0	\$0	2022
Structural Rehabilitation - 2019 Program		\$1,000	\$983	\$17	98.3%	\$70	\$0	\$0	\$0	2021
Structural Rehabilitation - 2020 Program		\$1,000	\$31	\$969	3.1%	\$200	\$769	\$0	\$0	2022
Structural Rehabilitation - Reece Bridge		\$9,333	\$9,267	\$66	99.3%	\$146	\$0	\$0	\$0	2021
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$13,250	\$744	\$12,506	5.6%	\$1,000	\$8,964	\$2,784	\$0	2024
Structural Rehabilitation - Hydro Canal North		\$3,130	\$225	\$2,905	7.2%	\$500	\$2,543	\$0	\$0	2022
Structural Rehabilitation - 2021 Program		\$1,500	\$0	\$1,500	0.0%	\$1,000	\$500	\$0	\$0	2022
Structural Rehabilitation Hwy20		\$3,500	\$0	\$3,500	0.0%	\$500	\$3,000	\$0	\$0	2023
Structural Replacement - RR81 20 Mile Arch Bridge		\$5,020	\$450	\$4,570	9.0%	\$320	\$3,000	\$1,561	\$0	2024
Structure Rehabilitation - Schisler Road Bridge		\$2,000	\$1,906	\$94	95.3%	\$1,600	\$235	\$0	\$0	2022
Transportation Infrastructure Means Protection *		\$3,116	\$3,086	\$30	99.0%	\$20	\$0	\$0	\$30	2021

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
<b>Public Works - Roads &amp; Fleet</b>		<b>\$418,191</b>	<b>\$297,762</b>	<b>\$120,429</b>	<b>71.2%</b>	<b>\$50,453</b>	<b>\$79,181</b>	<b>\$33,150</b>	<b>\$1,818</b>	
GO Transit		\$31,598	\$9,852	\$21,746	31.2%	\$1,100	\$9,400	\$11,285	\$0	2024
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$0	\$0	\$8,402	\$0	2024
<b>Total GO Transit</b>		<b>\$40,000</b>	<b>\$9,852</b>	<b>\$30,148</b>	<b>24.6%</b>	<b>\$1,100</b>	<b>\$9,400</b>	<b>\$19,687</b>	<b>\$0</b>	
Inter-Municipal Transit		\$20,714	\$16,912	\$3,802	81.6%	\$4,400	\$3,811	\$0	\$0	2022
Capital Acquisition - 2017										
<b>Total IMT Transit</b>		<b>\$20,714</b>	<b>\$16,912</b>	<b>\$3,802</b>	<b>81.6%</b>	<b>\$4,400</b>	<b>\$3,811</b>	<b>\$0</b>	<b>\$0</b>	
<b>Total Public Works - Levy</b>		<b>\$478,905</b>	<b>\$324,526</b>	<b>\$154,379</b>	<b>67.8%</b>	<b>\$55,953</b>	<b>\$92,392</b>	<b>\$52,837</b>	<b>\$1,818</b>	
Bridge St - Public Drop Off Depot Improvement	Uninitiated	\$1,145	\$0	\$1,145	0.0%	\$0	\$1,050	\$95	\$0	2023
Glenridge - Leachate Collection System		\$2,035	\$512	\$1,523	25.2%	\$214	\$1,200	\$428	\$0	2023
Humberstone - Infrastructure Upgrades		\$10,706	\$8,814	\$1,892	82.3%	\$678	\$1,330	\$242	\$0	2023
Mountain - Leachate Collection System Upgrade		\$1,462	\$411	\$1,051	28.1%	\$196	\$50	\$1,145	\$0	2023
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation *		\$3,455	\$3,375	\$80	97.7%	\$18	\$0	\$0	\$62	2021
Niagara Road 12 & Park Road - Pump Station Upgrades *		\$1,677	\$1,608	\$69	95.9%	\$48	\$0	\$0	\$21	2021
Recycling Centre - Facility Improvements		\$1,123	\$1,098	\$25	97.7%	\$91	\$0	\$0	\$0	2021
Groundwater										
Recycling Centre - Fibre Line Enhancements		\$2,200	\$180	\$2,020	8.2%	\$2,020	\$0	\$0	\$0	2021
<b>Total Waste Management</b>		<b>\$23,803</b>	<b>\$15,998</b>	<b>\$7,805</b>	<b>67.2%</b>	<b>\$3,265</b>	<b>\$3,630</b>	<b>\$1,910</b>	<b>\$83</b>	

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Combined Sewer Overflow - Grimsby		\$1,725	\$222	\$1,503	12.9%	\$0	\$752	\$751	\$0	2023
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		\$12,700	\$635	\$12,065	5.0%	\$200	\$1,000	\$11,095	\$0	2025
Decommission Grassy Brook Sewage Pump Station	Uninitiated	\$1,139	\$0	\$1,139	0.0%	\$0	\$0	\$1,139	\$0	2026
Decommission Old Central Sewage Pump Station *		\$1,150	\$841	\$309	73.1%	\$450	\$253	\$0	\$300	2022
Digester & Sludge Program - 2018		\$2,800	\$2,725	\$75	97.3%	\$1,143	\$0	\$0	\$0	2021
Digester & Sludge Program - 2020		\$1,250	\$561	\$689	44.9%	\$100	\$803	\$0	\$0	2022
Digester & Sludge Program - 2021		\$1,250	\$216	\$1,034	17.3%	\$100	\$1,106	\$0	\$0	2022
Forcemain Replacement Bridgeport Sewage Pump Station		\$3,250	\$760	\$2,490	23.4%	\$1,200	\$800	\$585	\$0	2023
Forcemain Replacement Jordan Valley Sewage Pump Station		\$3,175	\$360	\$2,815	11.3%	\$200	\$1,000	\$1,768	\$0	2024
Forcemain Replacement Campden Sewage Pump Station		\$1,400	\$1,019	\$381	72.8%	\$600	\$600	\$82	\$0	2023
Forcemain Replacement East Side Sewage Pump Station		\$1,975	\$283	\$1,692	14.3%	\$100	\$1,656	\$0	\$0	2022



## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Lagoon Upgrade program - Stevensville/Douglastown		\$4,100	\$3,041	\$1,059	74.2%	\$2,500	\$1,232	\$0	\$0	2022
Miscellaneous Program - Chemical System Upgrades - 2017		\$2,100	\$1,873	\$227	89.2%	\$1,400	\$458	\$0	\$0	2022
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,200	\$281	\$1,919	12.8%	\$114	\$1,900	\$0	\$0	2022
Miscellaneous Program - Garner Road		\$5,242	\$5,113	\$129	97.5%	\$131	\$0	\$0	\$0	2021
Miscellaneous Program - Motor Control Centres		\$2,250	\$1,262	\$988	56.1%	\$827	\$1,240	\$0	\$0	2022
Niagara Falls Overflow Diversion - McLeod	Uninitiated	\$1,891	\$0	\$1,891	0.0%	\$0	\$0	\$1,891	\$0	2026
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,500	\$1,043	\$457	69.5%	\$150	\$500	\$7	\$0	2023
Pump Station Improvement Program - Design		\$5,711	\$5,654	\$57	99.0%	\$78	\$0	\$0	\$0	2021
Pump Station Improvement Program - Haulage Road		\$2,150	\$2,093	\$57	97.3%	\$428	\$0	\$0	\$0	2021
Pump Station Improvement Program - Lakeside *		\$2,350	\$2,222	\$128	94.5%	\$316	\$0	\$0	\$200	2021
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,140	\$145	95.6%	\$0	\$0	\$145	\$0	2023
Pump Station Improvement Program - Park Lane		\$1,400	\$1,216	\$184	86.8%	\$818	\$0	\$0	\$0	2021
Pump Station Improvement Program - Riverview SPS		\$1,305	\$915	\$390	70.1%	\$70	\$382	\$0	\$0	2022

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Pump Station Improvement Program - Wellandvale		\$3,446	\$3,048	\$398	88.5%	\$700	\$300	\$79	\$0	2023
Pump Station Improvement Program - Woodsvlew		\$5,420	\$479	\$4,941	8.8%	\$158	\$375	\$4,575	\$0	2023
Pump Station Improvement Program - Shirley Road		\$2,400	\$2,099	\$301	87.5%	\$1,026	\$1,026	\$0	\$0	2022
Pump Station Improvement Program - East Side Port Colborne		\$4,500	\$307	\$4,193	6.8%	\$2,099	\$2,100	\$0	\$0	2022
Pump Station Improvement Program - Laurie Ave		\$4,700	\$276	\$4,424	5.9%	\$53	\$4,400	\$0	\$0	2022
Pump Station Improvement Program - George St		\$2,850	\$208	\$2,642	7.3%	\$798	\$1,861	\$0	\$0	2022
Sewer & Forcemain Program - Dain City		\$11,525	\$10,503	\$1,022	91.1%	\$6,000	\$1,879	\$0	\$0	2022
Sewer & Forcemain Program - Highway 406 Trunk		\$1,480	\$1,479	\$1	100.0%	\$1	\$0	\$0	\$0	2021
Sewer & Forcemain Program - Stamford Centre		\$9,965	\$9,676	\$289	97.1%	\$484	\$0	\$0	\$0	2021
Sewer & Forcemain Program - Tupper Dr Trunk		\$2,910	\$1,785	\$1,125	61.3%	\$1,200	\$1,494	\$0	\$0	2022
Sewer Trunk Rehabilitation - Stamford - Phase 2		\$7,950	\$7,680	\$270	96.6%	\$7,686	\$0	\$0	\$0	2021
Sewer Relining Program		\$1,336	\$1,336	\$0	100.0%	\$3	\$0	\$0	\$0	2021
Sludge Septic Haulage Program - 2021		\$1,000	\$0	\$1,000	0.0%	\$100	\$900	\$0	\$0	2022
Wastewater Treatment										

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Plant - Black Horse Pump Station										
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station	Uninitiated	\$3,790	\$0	\$3,790	0.0%	\$0	\$0	\$3,790	\$0	2026
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station										
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station	Uninitiated	\$12,731	\$0	\$12,731	0.0%	\$0	\$0	\$12,731	\$0	2026
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St										
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St	Uninitiated	\$5,921	\$0	\$5,921	0.0%	\$0	\$0	\$5,921	\$0	2026
South Niagara Falls Wastewater Treatment Plant Outfall										
South Niagara Falls Wastewater Treatment Plant Outfall		\$780	\$0	\$780	0.0%	\$0	\$250	\$530	\$0	2026
South Niagara Falls Wastewater Treatment Plant Outfall										
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	\$9,852	\$0	\$9,852	0.0%	\$0	\$0	\$9,852	\$0	2026
South Niagara Falls Wastewater Treatment Plant Trunk										
South Niagara Falls Wastewater Treatment Plant Trunk		\$6,264	\$0	\$6,264	0.0%	\$0	\$2,007	\$4,257	\$0	2026
South Niagara Falls Wastewater Treatment Plant Trunk										
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	\$79,078	\$0	\$79,078	0.0%	\$0	\$0	\$79,078	\$0	2026
South Niagara Falls Wastewater Treatment Plant Trunk Sewer										
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	\$9,770	\$0	\$9,770	0.0%	\$0	\$0	\$9,770	\$0	2026

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,538	\$357	99.3%	\$20	\$482	\$0	\$0	2022
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$31,076	\$2,852	\$28,224	9.2%	\$500	\$22,700	\$5,570	\$0	2026
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls	Uninitiated	\$161,572	\$0	\$161,572	0.0%	\$0	\$0	\$161,572	\$0	2026
Wastewater Treatment Plant Upgrade - Garner Road		\$6,940	\$6,897	\$43	99.4%	\$633	\$0	\$0	\$0	2021
Wastewater Treatment Plant Upgrade - Niagara Falls		\$49,350	\$43,243	\$6,107	87.6%	\$500	\$25,000	\$21,591	\$0	2023
Wastewater Treatment Plant Upgrade - Port Weller		\$5,900	\$3,659	\$2,241	62.0%	\$300	\$200	\$3,138	\$0	2026
Wastewater Treatment Plant Upgrade - Welland		\$22,373	\$22,117	\$256	98.9%	\$4,000	\$252	\$0	\$0	2022
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$439	\$1,961	18.3%	\$150	\$1,978	\$0	\$0	2022
Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller		\$3,230	\$2,902	\$328	89.9%	\$300	\$150	\$45	\$0	2023
Wastewater Treatment Plant Upgrade - Fine		\$39,500	\$36,152	\$3,348	91.5%	\$15,317	\$15,317	\$3,349	\$0	2023

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Bubble Aeration - Port Dalhousie										
Wastewater Treatment Plant Upgrade - Primary Digester #2 - Niagara Falls		\$1,000	\$726	\$274	72.6%	\$200	\$237	\$30	\$0	2023
Wastewater Treatment Plant Upgrade - Secondary Clarifier - Seaway		\$2,420	\$2,408	\$12	99.5%	\$21	\$0	\$0	\$0	2021
<b>Total Wastewater</b>		<b>\$629,222</b>	<b>\$243,284</b>	<b>\$385,938</b>	<b>38.7%</b>	<b>\$53,774</b>	<b>\$96,590</b>	<b>\$343,341</b>	<b>\$500</b>	
Boiler Replacement Program - 2021		\$1,000	\$16	\$984	1.6%	\$750	\$248	\$0	\$0	2022
Decew Water Treatment Plant Intake Building		\$5,224	\$3,984	\$1,240	76.3%	\$200	\$4,000	\$824	\$0	2023
Elevated Tank - New - Pelham		\$2,820	\$230	\$2,590	8.2%	\$1,100	\$1,583	\$0	\$0	2022
Elevated Tank - New - Fort Erie		\$1,755	\$518	\$1,237	29.5%	\$150	\$1,431	\$0	\$0	2022
Elevated Tank - Corrosion Protection - Virgil		\$3,024	\$2,465	\$559	81.5%	\$1,956	\$0	\$0	\$0	2021
Elevated Tank Rehabilitation - Thorold South		\$2,852	\$2,796	\$56	98.0%	\$2	\$59	\$0	\$0	2022
Elevated Tank Replacement - Lundy's Lane		\$1,500	\$0	\$1,500	0.0%	\$100	\$1,400	\$0	\$0	2022
Granular Activated Carbon Replacement Program - 2021		\$2,500	\$0	\$2,500	0.0%	\$200	\$2,000	\$300	\$0	2024
Grimsby Water Treatment Plant - HVAC Upgrades		\$1,000	\$21	\$979	2.1%	\$350	\$643	\$0	\$0	2022

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Meter Replacement Program		\$3,550	\$2,101	\$1,449	59.2%	\$50	\$1,658	\$0	\$0	2022
Miscellaneous Program - Evalution & Replacement *		\$1,100	\$1,063	\$37	96.7%	\$0	\$0	\$0	\$37	2021
Miscellaneous Program - Granular Activated Carbon Replacement		\$4,260	\$3,235	\$1,025	75.9%	\$2,518	\$0	\$0	\$0	2021
Miscellaneous Program - System Storage - Grimsby		\$22,914	\$19,639	\$3,275	85.7%	\$6,802	\$730	\$0	\$0	2022
Miscellaneous Program - System Storage - Port Colborne *		\$11,850	\$11,660	\$190	98.4%	\$10	\$0	\$0	\$186	2021
Niagara Falls Water Treatment Plant - Port Robinson Interconnect		\$4,040	\$2,983	\$1,057	73.8%	\$250	\$3,642	\$0	\$0	2022
Pumping Station Upgrades - Shoalts Drive		\$1,400	\$262	\$1,138	18.7%	\$500	\$892	\$0	\$0	2022
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.2%	\$1,000	\$3,074	\$0	\$0	2022
Valve Rehabilitation - Drummond Road		\$1,000	\$104	\$896	10.4%	\$100	\$898	\$0	\$0	2022
Water Treatment Plant Raw Water Intake - Niagara Falls		\$2,700	\$2,232	\$468	82.7%	\$600	\$1,317	\$0	\$0	2022
Water Treatment Plant Roadway & Parking Lot - Grimsby		\$2,980	\$1,019	\$1,961	34.2%	\$1,000	\$1,659	\$0	\$0	2022
Water Treatment Plant Upgrade - Decew Falls - 2016		\$22,250	\$12,038	\$10,212	54.1%	\$6,642	\$5,106	\$5,106	\$0	2023

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$3,495	\$3,299	\$196	94.4%	\$250	\$2,955	\$0	\$0	2022
Water Treatment Plant Upgrade - Niagara Falls - 2017		\$12,952	\$12,886	\$66	99.5%	\$69	\$0	\$0	\$0	2021
Water Treatment Plant Upgrade - Port Colborne		\$13,600	\$1,839	\$11,761	13.5%	\$4,000	\$8,604	\$0	\$0	2022
Water Treatment Plant Upgrade - Rosehill		\$15,000	\$14,803	\$197	98.7%	\$917	\$0	\$0	\$0	2021
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$492	\$2,194	18.3%	\$200	\$2,000	\$150	\$0	2024
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$2,137	\$2,863	42.7%	\$1,200	\$1,000	\$2,040	\$0	2023
Water Treatment Plant Upgrade - Niagara Falls - 2018		\$4,565	\$3,258	\$1,307	71.4%	\$350	\$4,075	\$0	\$0	2022
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		\$2,000	\$0	\$2,000	0.0%	\$200	\$400	\$1,400	\$0	2024
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E		\$1,000	\$310	\$690	31.0%	\$500	\$495	\$0	\$0	2022
Watermain Replacement - Vineland 19th Street and Glen Road		\$2,500	\$0	\$2,500	0.0%	\$0	\$2,500	\$0	\$0	2022
Watermain Program - Along CNR Grimsby		\$22,825	\$12,218	\$10,607	53.5%	\$141	\$11,500	\$0	\$0	2022
Watermain Program - Barrick Road		\$1,965	\$1	\$1,964	0.0%	\$1,000	\$964	\$0	\$0	2022

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Watermain Program - Downing Street		\$2,811	\$2,263	\$548	80.5%	\$2,368	\$300	\$0	\$0	2022
Watermain Program - Fort Erie, Dominion Road *		\$10,215	\$10,053	\$162	98.4%	\$0	\$0	\$0	\$177	2021
Watermain Program - Hwy406 Cross Trans		\$2,187	\$2,181	\$6	99.7%	\$6	\$0	\$0	\$0	2021
Watermain Program - Welland Canal Extension		\$4,620	\$0	\$4,620	0.0%	\$1,200	\$3,420	\$0	\$0	2022
Watermain Program - Welland East and West		\$6,200	\$4,717	\$1,483	76.1%	\$300	\$1,347	\$0	\$0	2022
Watermain Program - St. Davids Rd Phase 2		\$2,140	\$1,838	\$302	85.9%	\$1,538	\$0	\$0	\$0	2021
<b>Total Water Works</b>		<b>\$219,560</b>	<b>\$138,667</b>	<b>\$80,893</b>	<b>63.2%</b>	<b>\$38,519</b>	<b>\$69,900</b>	<b>\$9,820</b>	<b>\$400</b>	
<b>Total Projects with remaining budgets greater than \$1 million</b>		<b>\$1,858,329</b>	<b>\$1,175,121</b>	<b>\$683,208</b>	<b>63.2%</b>	<b>\$218,476</b>	<b>\$362,729</b>	<b>\$492,697</b>	<b>\$2,866</b>	

(\*) At the time of report preparation, the surplus either has been returned or is anticipated to be returned to respective reserves or CVP in 2021.

(\*\*) Gross expenditure surplus on this project will be used to offset external revenue shortfall.

(\*\*\*) This project includes the Region's initial planned contribution to the project being managed by the Host Society. The Canada Summer Games project is currently under review and will be consolidated into the Region's operations. The full value of the project being managed by the Region will be reflected in our 2021 financial reports.

(\*\*\*\*) Unused revenues will be returned to the Province and are currently in deferred revenue. Remaining work to be done is currently encumbered, with unused revenues being kept in the project in the event of an overage.



## Capital Variance Project Summary (in thousands of dollars)

Capital projects sometimes require more or less than the approved budget. Throughout the year, project variances are managed through either requesting extra budget dollars from the Capital Variance Project (CVP), or by transferring excess capital project budget dollars to the CVP through a budget reduction.

Transfers to the CVP do not require approval. Requests less than \$250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requests in excess of \$250, one-time or cumulative on a project, require Council approval. Throughout the year, the balances of the CVPs are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve following Council approval.

The excess funds in the Levy and Wastewater CVPs have been identified as a funding source for the 2022 Capital Budget and will be transferred to the reserve at year-end. The excess funds in the Waste Management and Water Works CVPs will be transferred to the respective capital reserves for use in the long-term capital affordability strategy.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water Works	Total Programs
<b>Balance at December 31, 2020</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$4,000</b>
Transfer to Active Capital Projects	- \$2,609		- \$820		- \$3,429
Budget Reductions on Active Capital Projects	\$2,947		\$934	\$2,055	\$5,936
Transfers (to)/from Closed Capital Projects*	\$2,460	\$110	\$1,458	\$1,144	\$5,172
Adjustments to Previously Closed Projects					\$0
<b>Balance at July 27, 2021</b>	<b>\$3,798</b>	<b>\$1,110</b>	<b>\$2,572</b>	<b>\$4,199</b>	<b>\$11,679</b>
Committed to 2022 capital budget	- \$2,500		- \$1,000		- \$3,500
<b>Uncommitted Balance at July 27, 2021</b>	<b>\$1,298</b>	<b>\$1,110</b>	<b>\$1,572</b>	<b>\$4,199</b>	<b>\$8,179</b>

\*includes adjustments to previously closed projects

## Investment Report (in thousands of dollars)

Investment income during Q2 on the primary portfolio amounted to \$4,963, which comprises investment portfolio income and interest on cash balances.

### Investment Performance

#### Investment Income Before Transfers to Reserves:

Favourable investment income in Q2 of \$708 is a result of achieving higher yield on new investments compared with budgeted rates. Rate assumptions for 2021 were reduced from 2020 levels due to economic uncertainty at the time the budget was prepared. Forecasted investment income before transfers for 2021 is also favourable by \$2,746 due to the higher rates on new investments.

Budget vs Actual/Forecast before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Forecast	Q4 Forecast	Total
Budget	\$4,210	\$4,255	\$4,326	\$4,468	\$17,259
Actual	\$4,599	\$4,963	\$5,222	\$5,223	\$20,007
Variance	\$389	\$708	\$896	\$755	\$2,748

#### Year-to-date cumulative portfolio return:

Q1	Q2	Q3	Q4
2.63%	2.56%	n/a	n/a

#### Investment Income After Transfers to Reserves:

Investment income after transfers is favourable by \$544 in Q2 as a result of higher yield than budgeted. Forecasted investment income after transfers for 2021 compared to budget is unfavourable by \$3,938 as a result of allocation to development charges and rate reserves at a higher rate than budgeted.

Budget vs Actual/Forecast after Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Forecast	Q4 Forecast	Total
Budget	\$4,210	\$4,255	\$4,326	\$4,468	\$17,259
Net Budget Transfers	-\$349	-\$200	-\$499	-\$349	-\$1,397
Budget (Net)	\$3,861	\$4,055	\$3,827	\$4,119	\$15,862
Actual	\$4,599	\$4,963	\$5,222	\$5,223	\$20,007
Net Actual Transfers	-\$365	-\$364	-\$3,677	-\$3,677	-\$8,083
Actual (Net)	\$4,234	\$4,599	\$1,545	\$1,546	\$11,924
Variance	\$373	\$544	-\$2,282	-\$2,573	-\$3,938

Note: Staff monitor foreign exchange rates during the year to take advantage of favourable opportunities, and losses of \$141 are included in the year-to-date investment income. Amounts reflected in this report for investment performance do not include the NRH investment portfolio since these are managed separately

For completeness, the value of the NRH investments is shown in the total investment holdings below.

### Investment Term Holdings

Funds	Book Value	Weight
Cash Equivalent<1Yr	\$16,715	1.8%
2 Year	\$31,536	3.4%
3 Year	\$21,420	2.3%
4 Year	\$45,343	4.9%
5+ Year	\$618,167	67.0%
NRH Investments	\$6,473	0.7%
Subtotal (Investments)	\$739,654	80.2%
Cash	\$162,205	17.6%
Sinking Fund (Incl.Cash)	\$20,250	2.2%
<b>Total Portfolio</b>	<b>\$922,109</b>	<b>100.0%</b>

## Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings *	Policy Percentage Limits
Bank of Montreal	Corporate	\$80,400	10.70%	15.00%
Bank of Nova Scotia	Corporate	\$65,000	8.65%	15.00%
Canadian Imperial Bank of Commerce	Corporate	\$76,000	10.11%	15.00%
National Bank of Canada	Corporate	\$56,900	7.57%	15.00%
Royal Bank of Canada	Corporate	\$62,500	8.32%	15.00%
<b>Total</b>	<b>Corporate</b>	<b>\$340,800</b>	<b>45.35%</b>	<b>50.00%</b>
City of Hamilton	Municipal	\$9,168	1.22%	5.00%
City of Montreal	Municipal	\$3,011	0.40%	5.00%
City of Ottawa	Municipal	\$5,342	0.71%	5.00%
City of Quebec	Municipal	\$2,308	0.31%	5.00%
City of Saskatoon	Municipal	\$3,332	0.44%	5.00%
City of Toronto	Municipal	\$10,156	1.35%	5.00%
County of Wellington	Municipal	\$852	0.11%	5.00%
Municipal Finance Authority of BC	Municipal	\$5,015	0.67%	5.00%
New Brunswick Municipal Finance Authority	Municipal	\$5,509	0.73%	5.00%
Region of Halton	Municipal	\$1,519	0.20%	5.00%
Region of Peel	Municipal	\$3,514	0.47%	5.00%
Region of Waterloo	Municipal	\$19,721	2.62%	5.00%
Region of York	Municipal	\$7,703	1.03%	5.00%
Region of Durham	Municipal	\$2,233	0.30%	5.00%
York Region District School Board	Municipal	\$4,109	0.55%	5.00%
York Sinking Fund Debenture	Municipal	\$1,791	0.24%	5.00%
<b>Total</b>	<b>Municipal</b>	<b>\$85,283</b>	<b>11.35%</b>	<b>25.00%</b>
Newfoundland and Labrador Hydro	Provincial	\$1,944	0.26%	25.00%
Ontario Hydro	Provincial	\$25,435	3.38%	25.00%
Province of Alberta	Provincial	\$7,451	0.99%	25.00%
Province of British Columbia	Provincial	\$3,814	0.51%	25.00%
Province of Manitoba	Provincial	\$39,545	5.26%	25.00%
Province of New Brunswick	Provincial	\$3,106	0.41%	25.00%
Province of Newfoundland	Provincial	\$65,718	8.74%	25.00%
Province of Nova Scotia	Provincial	\$17,803	2.37%	25.00%
Province of Ontario	Provincial	\$47,376	6.30%	25.00%
Province of Prince Edward Island	Provincial	\$4,051	0.54%	25.00%
Province of Quebec	Provincial	\$88,983	11.84%	25.00%
Province of Saskatchewan	Provincial	\$5,213	0.69%	25.00%
Quebec Hydro	Provincial	\$9,579	1.27%	25.00%
<b>Total</b>	<b>Provincial</b>	<b>\$320,018</b>	<b>42.58%</b>	<b>75.00%</b>
<b>Region of Niagara Debentures</b>	<b>Municipal</b>	<b>\$5,389</b>	<b>0.72%</b>	<b>100.00%</b>
<b>Total Niagara Region Investments</b>		<b>\$751,490</b>	<b>100.00%</b>	<b>100.00%</b>
<b>NRH Investments</b>		<b>\$6,473</b>		
<b>TOTAL Region (excl Cash) &amp; NRH</b>	<b>All</b>	<b>\$757,963</b>		
General Chequing **	Cash	\$26,075		
Savings	Cash	\$136,130		
Sinking Fund	Cash	\$1,941		
<b>Total</b>		<b>\$164,146</b>		
<b>TOTAL including Cash</b>		<b>\$922,109</b>		

\* Note: Holdings by security percentages exclude cash balances and NRH investments.

\*\*Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits or the NRH general operating account and payroll trust accounts. Balances include USD funds converted at quarter end-spot rate of 1.2394.

## Debt Report (in thousands of dollars)

S&P (Standard & Poor's) has had Niagara rated AA with stable outlook since April 5, 2001 when S&P and CBRS (Canadian Bond Rating Service) merged their ratings. S&P affirmed Niagara's AA rating with stable outlook on October 13, 2020. The ratings reflect S&P's opinion of Niagara's exceptional liquidity and budgetary performance, strong financial management, and moderate debt burden. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

Standard and Poor uses an assessment scale of 1 to 5, with an assessment score of 1 being exceptional and 5 being the weakest score.

Key Rating Factor	Institutional Framework	Economy	Financial Management	Budgetary Performance	Liquidity	Debt Burden
Standard & Poor's Assessment	2	3	2	2	1	2

Department	Total Debt as at December 31, 2020 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at June 30, 2021 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2021	Annual Repayment Limits**
General Government	\$25,425	\$0	-\$580	-\$50	\$24,795	-\$1,902	\$0	\$22,893	
Police	\$84,371	\$0	-\$879	-\$188	\$83,304	-\$3,330	\$14,610	\$94,584	
Transportation	\$143,056	\$0	-\$631	-\$217	\$142,208	-\$12,163	\$37,810	\$167,855	
Public Health	\$12,667	\$0	-\$81	\$0	\$12,586	-\$1,428	\$3,037	\$14,195	
Community Services	\$32,265	\$0	-\$1,151	\$0	\$31,114	-\$2,173	\$129,187	\$158,128	
NRH	\$35,375	\$2,759	-\$165	\$0	\$37,969	-\$4,291	\$8,197	\$41,875	
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Levy</b>	<b>\$333,159</b>	<b>\$2,759</b>	<b>-\$3,487</b>	<b>-\$455</b>	<b>\$331,976</b>	<b>-\$25,287</b>	<b>\$192,841</b>	<b>\$499,530</b>	
Wastewater	\$57,724	\$0	-\$1,496	-\$984	\$55,244	-\$220	\$259,097	\$314,121	
Water	\$25,064	\$0	-\$251	-\$239	\$24,574	-\$325	\$6,746	\$30,995	
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Rate</b>	<b>\$82,788</b>	<b>\$0</b>	<b>-\$1,747</b>	<b>-\$1,223</b>	<b>\$79,818</b>	<b>-\$545</b>	<b>\$265,843</b>	<b>\$345,116</b>	
<b>Total Niagara Region</b>	<b>\$415,947</b>	<b>\$2,759</b>	<b>-\$5,234</b>	<b>-\$1,678</b>	<b>\$411,794</b>	<b>-\$25,832</b>	<b>\$458,684</b>	<b>\$844,646</b>	<b>6.89%</b>

Department	Total Debt as at December 31, 2020 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at June 30, 2021 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2021	Annual Repayment Limits**
Fort Erie	\$5,524	\$0	-\$213	\$0	\$5,311	-\$610	\$0	\$4,701	2.39%
Grimsby	\$2,785	\$0	-\$181	\$0	\$2,604	-\$184	\$0	\$2,420	2.75%
Lincoln	\$7,817	\$50	-\$147	\$0	\$7,720	-\$398	\$0	\$7,322	2.50%
Niagara-on-the-Lake	\$4,480	\$0	-\$116	\$0	\$4,364	-\$254	\$0	\$4,110	1.74%
Niagara Falls	\$53,070	\$0	-\$1,402	\$0	\$51,668	-\$2,465	\$0	\$49,203	3.39%
Pelham	\$33,465	\$0	-\$306	\$0	\$33,159	-\$2,127	\$0	\$31,032	13.47%
Port Colborne	\$30,271	\$0	-\$548	\$0	\$29,723	-\$892	\$0	\$28,831	7.30%
St. Catharines	\$118,509	\$0	-\$958	-\$202	\$117,349	-\$12,806	\$0	\$104,543	10.29%
Thorold	\$830	\$0	-\$62	\$0	\$768	-\$63	\$0	\$705	1.33%
Wainfleet	\$1,518	\$0	-\$6	\$0	\$1,512	-\$189	\$0	\$1,323	1.17%
Welland	\$48,151	\$0	-\$977	\$0	\$47,174	-\$5,333	\$0	\$41,841	9.17%
West Lincoln	\$17,834	\$0	-\$331	\$0	\$17,503	-\$331	\$0	\$17,172	7.11%
NPCA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Debt Assumed for Others (External)</b>	<b>\$324,254</b>	<b>\$50</b>	<b>-\$5,247</b>	<b>-\$202</b>	<b>\$318,855</b>	<b>-\$25,652</b>	<b>\$0</b>	<b>\$293,203</b>	
<b>Total Niagara Region &amp; External</b>	<b>\$740,201</b>	<b>\$2,809</b>	<b>-\$10,481</b>	<b>-\$1,880</b>	<b>\$730,649</b>	<b>-\$51,484</b>	<b>\$458,684</b>	<b>\$1,137,849</b>	

\*Unissued debt information from the local area municipalities is not provided to Niagara Region

\*\*2020 FIR data used for ARL calculation where available and 2018-2019 FIR data used where 2020 FIRs were not available

## 2021 Debt Issuances

- By-law 2021-27: Tile Drainage \$50, 10 years, 6.00% for Lincoln

## Accounts Receivable Aging Report (in thousands of dollars)

The accounts receivable aging report reflects all unpaid accounts greater than 120 days and greater than \$25. Listing does not include outstanding invoices at quarter-end where payments have been received prior to finalization of the Q2 Financial Update.

Customer Name	Amount Over 120	Explanation of Account	Status
City of Niagara Falls (RDC)	\$73	2018 RDC invoice in dispute with developer (\$60), applied for NFP grant, which was denied. Collection efforts to continue, which may include collecting through property tax. 2019 RDCs (\$13) for one multiple permit, for which staff have followed up with the City building department on status.	Collection to continue
City of Welland	\$361	Welland deducted \$546 of Niagara Region accounts payable invoices against balance due on 2020 year-end tax reconciliation bill. \$185 is resolved and on hold pending ongoing discussions with Welland staff regarding the \$361 still in dispute.	Collection to continue
Merritton Mills Redevelopment Corp	\$152	Receivable of 2007 tipping fees for the last of four redeveloped brownfield sites. Niagara Region will offset the tipping fees against the Tax Increment Grant (TIG) being paid on the development, which was initiated in 2019 and is expected to be fully recovered by 2024. In the interim, the Niagara Region is holding a Letter of Credit (LOC) as security for the full amount of the receivable.	2019 TIG agreements Collection to continue
Ministry of Transportation	\$137	October 2020 cost-sharing invoice for signal work completed at the Sir Isaac Brock Way and Hwy 406 ramp and the St. David's Road and Hwy 406 ramp. Invoice in dispute over who is responsible for which costs and Public Works staff is working with MTO to determine responsibility and what/if any adjustments need to be made.	Collection to continue
Town of Grimsby (RDC)	\$401	2018 RDC invoice in dispute with developer (\$401), Grimsby and Region proceeding with legal action.	Collection to continue
TOTAL	\$1,124		

## Consolidated Statement of Financial Position (in thousands of dollars)

The consolidated statement of financial position is prepared in accordance with Canadian public sector accounting standards ("PSAS") and includes all unfunded liabilities, impacts of amortization and capital fund activity. This report is unaudited and prepared with information as at August 19, 2021.

	Jun. 30, 2021	Dec. 31, 2020
<b>FINANCIAL ASSETS</b>		
Cash	\$ 176,767	\$ 226,114
Investments (page 108)	739,654	658,015
Accounts receivable	70,769	78,204
Other current assets	1,145	948
Tangible capital assets held for sale	754	850
Debt Recoverable from others (page 110)	318,855	324,254
	<b>1,307,971</b>	<b>1,286,385</b>
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities	140,453	157,970
Employee future benefits and post-employment liabilities	116,124	116,148
Deferred revenue	251,882	235,356
Landfill closure and post-closure liability	67,872	67,872
Unfunded contaminated sites	576	576
Long-term liabilities (page 110)	730,649	740,201
Capital lease obligation	4,219	4,262
	<b>1,311,775</b>	<b>1,322,385</b>
Net debt	<b>(3,804)</b>	<b>(36,000)</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	1,978,446	1,903,743
Inventory	9,325	8,485
Prepaid expenses	17,407	19,522
	<b>2,005,178</b>	<b>1,931,750</b>
Accumulated surplus	<b>\$ 2,001,374</b>	<b>\$ 1,895,750</b>

## ACCUMULATED SURPLUS RECONCILIATION:

	Jun. 30, 2021	Dec. 31, 2020
Invested in tangible capital assets	\$ 1,562,436	\$ 1,483,534
Capital fund – unexpended capital financing	390,934	322,541
Operating fund	405	(10,987)
Unfunded landfill closure & post-closure liability	(67,872)	(67,872)
Unfunded contaminated sites liability	(576)	(576)
Unfunded employee future benefits & post-employment liabilities	(114,3339)	(114,339)
Total surplus	<b>1,770,988</b>	<b>1,612,301</b>
Total reserves and reserves funds (page 63)	<b>230,386</b>	<b>283,449</b>
Total accumulated surplus	<b>\$ 2,001,374</b>	<b>\$ 1,895,750</b>



## Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region's financial activity as of June 30, 2021. These statements have been compiled by Corporate Services and the departments have validated the information and provided commentary.

These statements present the net funding position of Niagara Region's operating budget and do not include Public Sector Accounting (PSA) adjustments for amortization, employee future benefits and landfill liability.

Approved and/or expected unbudgeted transfers to/from reserves can offset other variances and impact net surplus/deficit reported by departments. These statements do not include capital activity. Capital activity is summarized by project in the capital reports section.

### Definition of Column Headings

**Year-to-date Budget** - the portion of the annual budget expected to be realized from January through September.

**Year-to-date Actual** - actual costs incurred and revenues earned from January to June. Departments have accrued for goods or services received but not yet paid for and revenues earned but not yet received.

**Year-to-date Budget vs Actual Variance Favourable/(Unfavourable)** - the difference between the year to date budget and the year to date actual. An unfavourable variance (i.e. actual expenditures are greater than budgeted or actual revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. actual expenditures are less than budgeted or actual revenues are greater than budgeted) is shown as a positive.

**Annual Budget** - the annual budget approved by council with budget adjustments as explained on the Operating Budget Amendments & Adjustment Summary.

**Annual Forecast** - the year to date actual plus the year to go forecast. It is intended to project expected organization results at the end of the current year based on information available. As noted, actual operating results may vary from the forecasted information presented (not applicable for quarter 4).

**Annual Budget vs Forecast Variance Favourable/(Unfavourable)** - the difference between the annual budget and the annual forecast. An unfavourable variance (i.e. forecasted expenditures are greater than budgeted or forecasted revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. forecasted expenditures are less than budgeted or forecasted revenues are greater than budgeted) is shown as a positive.

### Definition of Report Rows – Expenditures

**Compensation** – salaries, benefits and personnel related allowances (meals, clothing, training, etc).

**Administration** – costs for audit, advertising, consulting, insurance, contracted services, Court Services expenses, allowances (car, mileage, etc.), telephone, training and related expenses, office supplies, memberships and other miscellaneous expenses.

**Operational & Supply** – program specific costs including: chemical, medical, waste management supplies and purchased services.

**Occupancy & Infrastructure** – costs to repair or maintain property and infrastructure, property tax, leases and all utilities.

**Equipment, Vehicles, Technology** – costs to repair or maintain equipment and vehicles, minor equipment purchases, computer licenses and support.

**Community Assistance** – Ontario Works allowances and benefits program costs, rent supplements and the use of all housing related subsidies.

**Financial Expenditures** – interest charges, principal debt payments, tax write-offs, and bad debt expense. The debt related charges included in this section are allocated to departments through indirect allocations & debt.

**Partnership, Rebate, Exemption** – grants, rebates and exemptions provided to local area municipalities and/or other organizations to support projects within the region.



## **Definition of Report Rows – Revenues**

**Taxation** – revenues received from local area municipalities including payment-in-lieu, supplemental and power dams revenue; as well as funds received to support waste management, water and wastewater operations.

**Federal & Provincial Grants** – funds received from the provincial and federal governments.

**By-law Charges & Sales** – shared services revenue (without shared services agreement), licenses, permits and approvals, and fees and service charges on the User Fee By-Law such as child care fees, health fees, police fees (i.e. accident reports, etc), seniors homes fees (i.e. long term care accommodations fees), road fees and other miscellaneous fees (i.e. zoning).

**Other Revenue** – shared services revenue (with shared services agreement), investment income, Court Services revenue, recycling revenue, housing revenue and other miscellaneous revenue.

## **Definition of Report Rows – Intercompany Charges**

**Intercompany Charges** – direct rate-based costs that are allocated to the beneficial recipient by the department providing the service or goods and calculated based on a pre-established rate (i.e. fleet, fuel, photocopiers, and print shop). This includes the allocation of the costs of staffing resources that have been strategically redeployed due to the COVID-19 pandemic from one department to another. The pre-established rate is intended to recover the costs incurred by the service providing department (time and material).

## **Definition of Report Rows – Transfers**

**Transfer to Reserves** – includes all transfers of funds in the current year from the operating program to a reserve. At a corporate level the net of the transfers to reserves and the transfers from reserves represents our total contribution to reserves or draw on reserves in the year.

**Transfer from Reserves** – transfers of funds in the current year to the operating program from a reserve. At a corporate level the net of the transfers from reserves and the transfers to reserves represents our total contribution to reserves or draw on reserves in the year.

**Expense Allocation to Capital** – eligible costs recorded and managed in the operating program allocated to the capital program.

## **Definition of Report Rows – Indirect Allocation & Debt**

**Indirect Allocation** – costs that are not directly traceable to a specific program or department (i.e. HR, finance, procurement, legal, IT, properties, and communications). Indirect costs are common resources shared by several programs and services that require an allocation to determine full cost of the program or service.

**Capital Financial Allocation** – allocations of all debt charges incurred to programs and services based on projects the debt is issued to fund.



# TWENTY21

Q2 FINANCIAL UPDATE | JUNE



## COVID-19 Incremental Costs and Funding Sources

Gross COVID-Related Costs				External COVID-19 Funding			Regional Funding		
Department	Total Forecasted COVID-Related Costs at Q1	Q2 Estimate Adjustments	Total Forecasted COVID- Related Costs at Q2	Total Confirmed External Funding at Q1	Incremental Program- Specific Funding Confirmed at Q2	Adjustments to General Corporate 2021 COVID-19 Funding Q2	Total Confirmed External Funding Q2	Forecast - Levy- Funded	Net Forecasted Reserve Funding
General Government	\$ 1,008	\$ (665)	\$ 343	\$ (1,061)	\$ -	\$ 654	\$ (407)	\$ 64	\$ -
Corporate Administration	2,307	79	2,386	(2,307)	-	(79)	(2,386)	-	-
Governance	-	-	-	-	-	-	-	-	-
Corporate Services	1,567	(90)	1,477	(1,567)	(1)	91	(1,477)	-	-
Planning	-	-	-	-	-	-	-	-	-
Transportation/Transit	(1,301)	(626)	(1,927)	(11)	(197)	(16)	(224)	1,990	161
Public Health									
Public Health	21,895	(4,113)	17,782	(21,159)	3,422	-	(17,737)	-	(45)
EMS	1,482	604	2,086	(975)	(514)	(597)	(2,086)	-	-
Sub-total Public Health	23,377	(3,509)	19,868	(22,134)	2,908	(597)	(19,823)	-	(45)
Community Services									
Childrens Services	3,170	515	3,685	(3,170)	(790)	275	(3,685)	-	-
Seniors Services	9,706	2,843	12,549	(4,534)	(4,926)	(397)	(9,857)	-	(2,692)
SAEO	-	-	-	-	-	-	-	-	-
Homelessness Services	8,928	46	8,974	(8,928)	(46)	-	(8,974)	-	-
Housing Services	-	132	132	-	(1)	(19)	(20)	(112)	-
Sub-total Community Services	21,804	3,536	25,340	(16,632)	(5,763)	(141)	(22,536)	(112)	(2,692)
<b>Total Regional Departments</b>	<b>48,762</b>	<b>(1,275)</b>	<b>47,487</b>	<b>(43,712)</b>	<b>(3,053)</b>	<b>(88)</b>	<b>(46,853)</b>	<b>1,942</b>	<b>(2,576)</b>

## Gross COVID-Related Costs

## External COVID-19 Funding

## Regional Funding

Department	Total Forecasted COVID-Related Costs at Q1	Q2 Estimate Adjustments	Total Forecasted COVID- Related Costs at Q2	Total Confirmed External Funding at Q1	Incremental Program- Specific Funding Confirmed at Q2	Adjustments to General Corporate 2021 COVID-19 Funding Q2	Total Confirmed External Funding Q2	Forecast - Levy- Funded	Net Forecasted Reserve Funding
Court Services	53	11	64	-	-	-	-	(64)	-
Niagara Regional Housing	605	(132)	473	(412)	-	20	(392)	(81)	-
NRPS	4,794	(72)	4,722	(4,200)	-	-	(4,200)	(522)	-
NPCA	109	-	109	(109)	-	-	(109)	-	-
<b>Total ABCs</b>	<b>5,561</b>	<b>(193)</b>	<b>5,368</b>	<b>(4,721)</b>	<b>-</b>	<b>20</b>	<b>(4,701)</b>	<b>(667)</b>	<b>-</b>
<b>Total Levy Supported</b>	<b>54,323</b>	<b>(1,468)</b>	<b>52,855</b>	<b>(48,433)</b>	<b>(3,053)</b>	<b>(68)</b>	<b>(51,554)</b>	<b>1,275</b>	<b>(2,576)</b>
Waste Management	295	(68)	227	(295)	-	68	(227)	-	-
Water/Wastewater	626	2	628	(626)	(2)	-	(628)	-	-
<b>Total Rate Supported</b>	<b>921</b>	<b>(66)</b>	<b>855</b>	<b>(921)</b>	<b>(2)</b>	<b>68</b>	<b>(855)</b>	<b>-</b>	<b>-</b>
<b>Total Niagara Region</b>	<b>55,244</b>	<b>(1,534)</b>	<b>53,710</b>	<b>(49,354)</b>	<b>(3,055)</b>	<b>-</b>	<b>(52,409)</b>	<b>1,275</b>	<b>(2,576)</b>

**COVID-19 2021 Total Cost Summary (Inclusive of Redeployed Resources) (in thousands)**

Financial Impacts	2021 Spent & Committed	2021 Forecasted	2021 Total	2020 Total	Total Cumulative
Redeployed resources	\$ 8,445	\$ 3,551	\$ 11,996	\$ 20,780	\$ 32,776
Costs incremental to base budget	27,580	21,636	49,216	31,132	80,348
Lost Revenue	-	10,350	10,350	14,382	24,732
Less: Cost Savings	-	(5,856)	(5,856)	(17,306)	(23,162)
<b>Total COVID-19 Gross Cost</b>	<b>36,025</b>	<b>29,681</b>	<b>65,706</b>	<b>48,988</b>	<b>114,694</b>
Less: Confirmed Funding Matched to Expenses	(27,883)	(24,526)	(52,409)	(47,911)	(100,320)
<b>Net Cost to Region</b>	<b>8,142</b>	<b>5,155</b>	<b>13,297</b>	<b>1,077</b>	<b>14,374</b>
Less: Redeployed resources	(8,445)	(3,551)	(11,996)	(20,780)	(32,776)
<b>Net COVID-19 Costs</b>	<b>\$ (303)</b>	<b>\$ 1,604</b>	<b>\$ 1,301</b>	<b>\$ (19,703)</b>	<b>\$ (18,402)</b>
Reserve Funding	-	(2,576)	(2,576)	-	(2,576)
<b>Net Expense (Revenue)</b>	<b>\$ (303)</b>	<b>\$ (972)</b>	<b>\$ (1,275)</b>	<b>\$ (19,703)</b>	<b>\$ (20,978)</b>

Financial Impacts	Spent & Committed As of Date	2021 Spent & Committed	2021 Forecasted	2021 Total	2020 Total	Total Cumulative
Redeployed Resources						
EOC Dedicated Resources <sup>1</sup>	30-Jun	\$ 1,936	\$ 2,075	\$ 4,011	\$ 4,953	\$ 8,964
Lost Productivity – Staff Unable to Work <sup>2</sup>	30-Jun	685	39	724	3,289	4,013
Redeployed Resources <sup>3</sup>	30-Jun	4,282	1,437	5,719	11,936	17,655
Emergency Child Care Costs <sup>4</sup>	30-Jun	1,542	-	1,542	602	2,144
<b>Total redeployed resources</b>		<b>8,445</b>	<b>3,551</b>	<b>11,996</b>	<b>20,780</b>	<b>32,776</b>
Costs incremental to base budget						
Additional labour related costs <sup>5</sup>	30-Jun	15,626	14,919	30,545	11,117	41,662
PSW Wage Enhancement <sup>6</sup>	30-Jun	1,376	607	1,983	5,669	7,652
Purchases made <sup>7</sup>	30-Jun	10,578	6,110	16,688	14,346	31,034
<b>Total costs incremental to base budget</b>		<b>27,580</b>	<b>21,636</b>	<b>49,216</b>	<b>31,132</b>	<b>80,348</b>

Financial Impacts	Spent & Committed As of Date	2021 Spent & Committed	2021 Forecasted	2021 Total	2020 Total	Total Cumulative
<b>Lost Revenue <sup>8</sup></b>		-	10,350	10,350	14,382	24,732
<b>Cost Savings <sup>9</sup></b>		-	(5,856)	(5,856)	(17,306)	(23,162)
<b>Total COVID-19 Gross Cost</b>		36,025	29,681	65,706	48,988	114,694
Confirmed Funding Matched to Expenses <sup>10</sup>		(27,883)	(24,526)	(52,409)	(47,911)	(100,320)
<b>Net Cost to Region</b>		8,142	5,155	13,297	1,077	14,374
Redeployed Resources		(8,445)	(3,551)	(11,996)	(20,780)	(32,776)
<b>Net COVID-19 Costs</b>		\$ (303)	\$ 1,604	\$ 1,301	\$ (19,703)	\$ (18,402)
Reserve Funding		-	(2,576)	(2,576)	-	(2,576)
<b>Net Expense (Revenue)</b>		\$ (303)	\$ (972)	\$ (1,275)	\$ (19,703)	\$ (20,978)

<sup>1</sup> EOC members have been individually assessed for their time commitment, and salary and benefit costs related to the Regional EOC, Public Health EOC, and EMS EOC are included and forecasted to December 31.

<sup>2</sup> Staff unable to work due to self-isolation, needing to care for family members or being sick directly associated with COVID-19.

<sup>3</sup> Corporate cost of redeployed resources, forecasted to December 31.

<sup>4</sup> Emergency child care services were provided as requested by the province. Cost includes base staffing and supplies used while delivering emergency childcare.

<sup>5</sup> Additional salary, benefits and overtime costs related to managing the emergency.

<sup>6</sup> PSW Wage Enhancement from January 1 and forecasted to August 23.

<sup>7</sup> Additional purchases made to directly support the emergency (e.g. cleaning supplies and services, personal protective equipment, emergency shelter, screening,

<sup>8</sup> Estimated loss of expected revenue sources (e.g. rental income on owned units, transit fare revenue, business licensing revenue, parental fees, POA infraction revenue).

<sup>9</sup> Estimated cost savings directly related to the COVID measures (e.g. reduced travel costs, reduced electricity, cancelled events).

<sup>10</sup> Funding received has been matched to eligible expenditures.

**COVID-19 Total Cost by Department (in thousands of dollars)**

<b>Department</b>	<b>Redeployed Resources</b>	<b>COVID-19 Costs</b>	<b>Lost Revenue</b>	<b>Cost Savings</b>	<b>Total Gross Cost</b>
General Government	\$ -	\$ -	\$ 343	\$ -	\$ 343
Corporate Administration	552	2,386	-	-	2,938
Governance	94	-	-	-	94
Corporate Services	703	1,142	335	-	2,180
Planning	77	-	-	-	77
Transportation	81	35	2,789	(4,751)	(1,846)
Public Health					
Public Health General Programs	5,082	17,751	31	-	22,864
EMS	1,474	2,086	-	-	3,560
Sub-total Public Health	6,556	19,837	31	-	26,424
Community Services					
Childrens Services	1,671	3,685	-	-	5,356
Seniors Services	1,818	11,047	1,502	-	14,367
SAEO	33	-	-	-	33
Homelessness Services	202	8,974	-	-	9,176
Housing Services	-	132	-	-	132
Sub-total Community Services	3,724	23,838	1,502	-	29,064
<b>Total Regional Departments</b>	<b>11,787</b>	<b>47,238</b>	<b>5,000</b>	<b>(4,751)</b>	<b>59,274</b>
Court Services	4	126	-	(62)	68
Niagara Regional Housing	1	473	-	-	474
NRPS *	119	955	4,535	(768)	4,841
NPCA	-	109	-	-	109
<b>Total Agency, Boards &amp; Commissions</b>	<b>124</b>	<b>1,663</b>	<b>4,535</b>	<b>(830)</b>	<b>5,492</b>
<b>Total Levy-Supported</b>	<b>11,911</b>	<b>48,901</b>	<b>9,535</b>	<b>(5,581)</b>	<b>64,766</b>
Waste Management	19	227	-	-	246
Water/Wastewater	66	88	815	(275)	694
<b>Total Rate-Supported</b>	<b>85</b>	<b>315</b>	<b>815</b>	<b>(275)</b>	<b>940</b>
<b>Total</b>	<b>\$ 11,996</b>	<b>\$ 49,216</b>	<b>\$ 10,350</b>	<b>\$ (5,856)</b>	<b>\$ 65,706</b>

\*NRPS figures reflect Q2 results to be presented to NRPS Board in September 2021.

**Confirmed COVID-19 Funding Announcements (in thousands)**

Description	Funding Agency	2021 Operating	2022 Operating	Capital
Social Services Relief Fund - Phase 1 (Note 1)	Ministry of Municipal Affairs and Housing	\$ 594		
Social Services Relief Fund - Phase 2 (Note 1)	Ministry of Municipal Affairs and Housing	340		6,268
Social Services Relief Fund - Phase 3 (April 1, 2021 to December 31, 2021)	Ministry of Municipal Affairs and Housing	4,745		
Ministry of Municipal Affairs & Housing - Mental Health & Addictions (Note 4)	Ministry of Municipal Affairs and Housing	121		
Reaching Home Funding (Note 1)	Employment and Social Development Canada	2,065		
Reaching Home Funding 2021/22 (Note 3)	Employment and Social Development Canada	1,109	1,947	
School-Focused Nursing Initiative (Note 2)	Ministry of Health	2,002		
Case and Contact Management Funding	Ministry of Health	32		
EMS Emergency Land Dispatch	Ministry of Health and Long-Term Care	92		
EMS Emergency Land Ambulance	Ministry of Health and Long-Term Care	1,145		
EMS - Infection Prevention & Control	LHIN	45		
Public Health COVID-19 Extraordinary Cost Funding	Ministry of Health	15,696		
Safe Restart - Child Care Funding	Ministry of Education	153		
Safe Restart - Transit Funding	Ministry of Transportation	197		
Children's Services Additional Covid Cost (Note 6)	Ministry of Education	276		
Children's Services - Emergency Child Care	Ministry of Education	1,542		
Children's Services Additional Re-Investment	Ministry of Education	1,702		
Long-term Care - Emergency Funding	Ministry of Long-term Care	6,461		
Long-term Care - Infection Prevention & Control Minor Capital Funding	Ministry of Long-term Care	804		
Long-term Care - Infection Prevention & Control Staffing/Training	Ministry of Long-term Care	363		
Long-term Care - PSW Wage Enhancement (Note 5)	Ministry of Long-term Care	1,760		
Tourism Adaption & Recovery Fund	Federal Funding	2,000		
Paid Infectious Disease Emergency Leave	Province of Ontario	130		
<b>Sub-total of Program-Specific funding</b>		<b>43,374</b>	<b>1,947</b>	<b>6,268</b>
Safe Restart - Municipal Phase 2 Application-Based Funding	Province of Ontario	2,441		
2021 COVID-19 Recovery Funding for Municipalities	Province of Ontario	6,594		
<b>Total</b>		<b>\$ 52,409</b>	<b>\$ 1,947</b>	<b>\$ 6,268</b>



Note 1: Social Services Relief Fund Phases 1 and 2 cover eligible operating expenses from April 1, 2020 to March 31, 2021 and capital expenses up to December 31, 2021. Reaching Home Funding covers eligible expenses from April 1, 2020 to June 30, 2021.

Note 2: Estimated based on 20 FTE; notice provided to July 31, 2021.

Note 3: Additional Reaching Home funding is being provided through the non-COVID funding stream; however, funding is eligible for costs associated with COVID-19. The funding covers eligible expenses from April 1, 2021 to March 31, 2022.

Note 4: Ministry of Municipal Affairs & Housing approved funding on February 2, 2021 in the amount of \$120,760 to support Mental Health & Addictions to be spent by March 31, 2021.

Note 5: PSW Wage Enhancement funding from January 1 - August 23, 2021.

Note 6: Childrens Services base funding to cover additional COVID-19 costs, as funding is eligible for costs associated with COVID-19.

Note 7: Social Services Relief Fund Phase 4 was announced on August 16, 2021 in the amount of \$5,332. Funding is available for eligible operating and/or capital expenses from April 1, 2021 to March 31, 2022. Staff in Homelessness are working on a plan for spend.

# Integrated Customer Service Modernization Strategy

Corporate Services Committee

CSD 49-2021  
September 15, 2021

Nicole Wolfe, Director, Construction, Energy & Facilities Management

# Integrated Customer Service Modernization Strategy Update

CSC - September 15, 2021

# Agenda

1. Background
2. Service Modernization 2019-2022 Strategic Plan
3. Iterative Approach
4. Consolidated Customer Service at HQ
5. Improving Customer Experience
6. Next steps



# Background

- Improving customer service and access to Region services – Council priority
- 2015 strategic plan included looking at an integrated customer service model to resolve:
  - A lack of consistency with customer service across the different departments;
  - Multiple and disconnected access channels (in-person, over 100 telephone numbers, email, and social media accounts);
  - Issues with wayfinding at Headquarters, and also the different service desks at other locations;
  - And, no effective means of tracking answers or service quality.
- Council Strategic Priority 4: Sustainable and Engaging Government and Objective 4.1: High Quality, Efficient and Coordinated Core Services
- Integrated Customer Service Modernization Strategy adopted by Council in 2018
  - Customer-focused model with a “no wrong door” approach
  - Leverages technology to provide easier and convenient access to Region services
  - Consolidation of customer services across the different departments
- Importance of a multi-platform access

# Service Modernization 2019-2022 Strategic Plan

## Vision:

To foster a citizen focused approach to service innovation and integration that enables operational efficiencies.

## Mission:

To maintain an iterative approach to the implementation of technology that embraces customer-focused, data-driven, efficient, and inclusive principles.

## Goals:

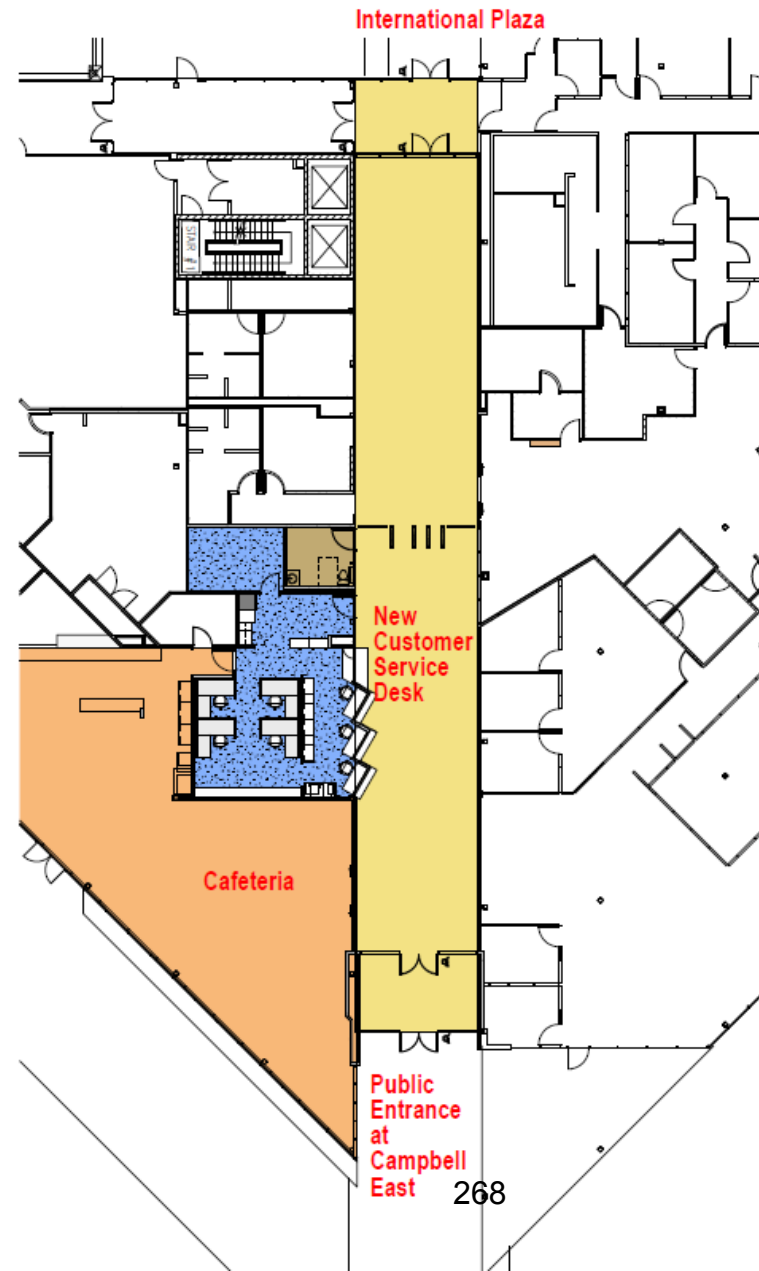
- Customer Focused
- Data Driven Decision Making
- Modernizing the Service Experience
- Inclusive Collaboration and Partnership



# Iterative Approach

- Iterative approach with numerous small-scale pilot projects
- Multi – department effort
- Improvements to customer service:
  - The consolidation of incoming telephone lines (where possible)
  - The use of call centre software
  - One after-hours service line (Transportation Dispatch Team)
  - The use of service transaction trackers and knowledgebase software
  - The launch of Web Based Chat for Public Health and Community Services
  - Making public access Wifi available at several regional facilities
  - Cross training for customer service staff
  - Increased wayfinding at Headquarters

# Consolidation of Customer Service at HQ





# New Customer Service Desk

Single Point of Public Access



Access  
Control

Secondary  
Waiting  
Room

Waiting Area

# Improving Customer Experience

- [Confluence Knowledge Base](#) - a shared digital knowledge base with over 800 articles about Region services
- Language translation services
- One incoming customer service line:
  - Higher call volumes
  - Short wait times and minimal dropped calls
  - Consistent call management
  - Tracks call line KPIs
  - Data driven decisions
- 1st Tier COVID Call Centre:
  - Average of 350 calls daily with peak call volumes of 700 calls
  - Less than a 2-minute average wait time
  - 2% rate of abandoned calls

## Garbage, Recycling, & Organics Curbside Collection



Created by Trish Cardwell (Unlicensed)

Last updated: Jun 21, 2021 by Vanessa Bacon • 1 min read • 23 people viewed

### General Information

- Every other week garbage collection
- Every week recycling and organics (including leaf & yard material)
- 2 Waste Collection Areas:
  - **Miller Waste Systems** collects:
    - Fort Erie, Niagara-on-the-Lake, Niagara Falls, St. Catharines, Port Colborne and Welland
  - **Green for Life (GFL) Environmental Inc.** collects:
    - Grimsby, Lincoln, Pelham, Thorold, Wainfleet and West Lincoln

### Resources

[Waste Collection Schedule](#)

[Collection Services for Large Apartments and Condos \(7 units or more\)](#)

[Collection Complaints](#)

### **Subject Matter Expert:**

Waste Info Line, Ext. **2500**

Monday to Friday, 8 a.m. - 5 p.m..

(including all Stat Holidays but Christmas and New Year's Day)

Direct Dial: 905 356-4141 / Toll-free: 1-800-594-5542

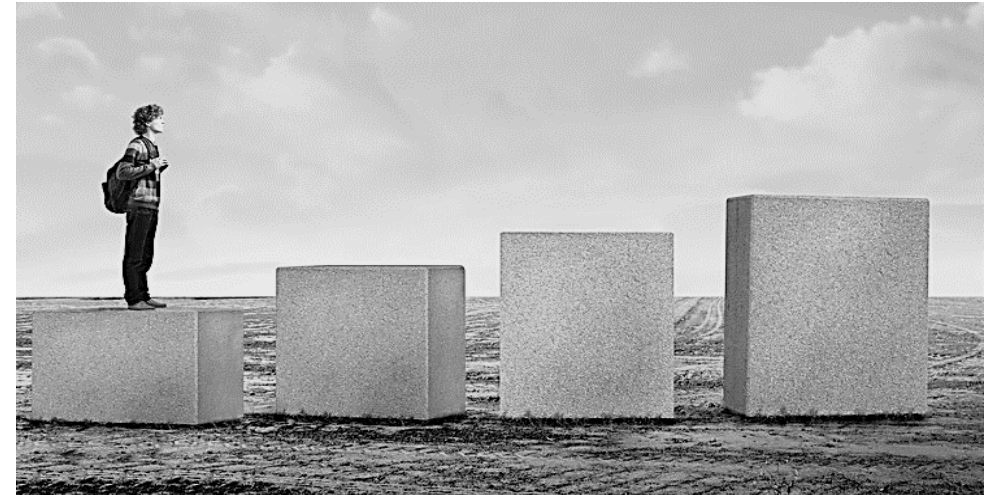
**WASTE BY-LAW COMPLAINTS: Charlotte Edsall 3202 or Sandy Sawatzky-Upper 3364**

**They enter it into City View and send to Waste By-Law Enforcement**

# Next Steps

## Short Term:

- Expand Knowledgebase and content users
- Expand the variety of first tier services
- Manage room bookings and events
- Launch digital platforms:
  - Add online Chat function
  - Webpage content updates
  - Email question submissions
- Add Point of Sale at Customer Service Desk
- Corporate Customer Service Policy and Policies
- Explore synergies with other departments
- Branding for the Customer Service desk



- Customer Relationship Management software
- Regional Website Customer Service content management
- Expanded hours of coverage
- Engagement with LAMS

# Questions





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**Subject:** Integrated Customer Service Modernization Strategy Update

**Report to:** Corporate Services Committee

**Report date:** Wednesday, September 15, 2021

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## **Recommendations**

1. That this report be **RECEIVED** for information.

## **Key Facts**

- The purpose of this report is to inform Council on staff's progress with respect to the Integrated Customer Service Modernization Strategy (part of Council Strategic Priority 4).
- The modernization of customer service and improving access to Regional services has been one Council's strategic priorities since 2015, with \$200,000 approved in the 2016 budget to develop an Integrated Customer Service Strategy.
- On December 8, 2016, Council approved an additional \$1,485,000 (for future initiation) towards the customer service strategy for a total budget of \$1,685,000.
- Report GM 11-2018 (September 2018), proposed an integrated model that leverages information, data, and connected technologies in order to provide a seamless customer experience across Region services.
- During 2019 and 2020, staff engaged in a series of small-scale pilot projects testing how best to consolidate services and modernize customer service.
- As indicated in CWCD 2021-183 (August 20, 2021), the COVID-19 closure of Region Headquarters to the public provided an opportunity to improve customer service and to address a number of security issues that have arisen since the project was first initiated.
- The construction of a new Customer Service Desk at the Campbell East entrance and the consolidation of three customer service functions (Campbell West, Public Health and Community Services reception desks) into a Corporate Customer Service team is a major milestone in realizing the Region's customer service strategic plan.

## **Financial Considerations**

The operating budget for Customer Service was approved in the 2018 Levy budget. As of 2021, the total annual operational approved budget is \$399,186.

There is also a capital project (20000116) for Customer Service initiatives that was approved in 2016 (initiated in 2018 per Report GM 11-2018) with a total budget of \$1,685,000. The total spent and committed against this project is \$536,457, leaving a balance of \$1,061,364.

## **Analysis**

### **Background**

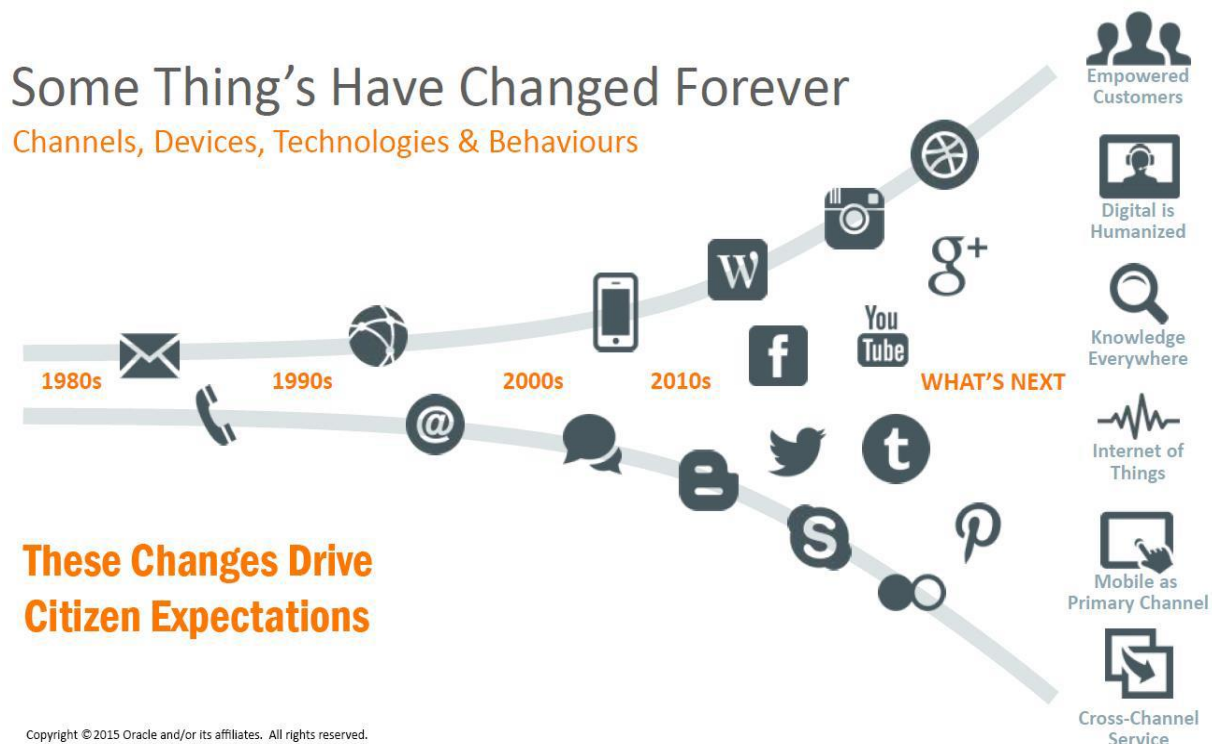
Improving customer service and access to Region services has long been a priority for Council with the 2015 strategic plan introducing an integrated customer service model intended to resolve the confusing maze of multiple access points for Region services (2015 Strategic Priority: Do business differently/ organizational excellence).

Subsequent focus groups and public engagement surveys have highlighted the importance of an integrated model with concerns ranging from:

- A lack of consistency with customer service across the different departments;
- Confusion on how to access Region services due to multiple and disconnected channels (in-person, over 100 telephone numbers, email, and social media accounts);
- Issues with wayfinding at Headquarters, and also the different service desks at other locations; and
- No effective means of tracking answers or service quality.

The project evolved into the Integrated Customer Service Modernization Strategy adopted by Council in 2018 (Report GM 11-2018). A customer-focused model, the strategy proposes the consolidation of customer services across the different departments and municipalities leveraging technology to provide easier and convenient access to Region services. Along with consistency across different levels of service, the new model proposes a “no wrong door” approach with services and service status easily accessible anywhere and anytime regardless of the point of entry.

Since 2015, customer service expectations have increased exponentially due to advances in online banking and shopping and the ease of access provided by smartphones and consumer applications. Although not uniform, most municipalities offer some level of complimentary digital service channels, the Region included. When COVID-19 forced a shutdown of in-person service, the Region already had some infrastructure in place and we were able to nimbly re-focus service delivery to chat lines, emails, telephone and video calls, online payment streams and enhanced information on our web pages. As restrictions have loosened, some Region services have returned with in-person appointments only. As we move to re-opening in-person service, the importance of a multi-platform access model has never been clearer, and any modernization strategy will have a large technology component.



## Service Modernization 2019-2022 Strategic Plan

In 2018, a Customer Service Steering Committee made up of staff from Corporate Services, Community Services, Corporate Administration, IT, Planning & Development Services, Public Health and Public Works was tasked with implementing the integrated strategy. One of the guiding documents for the work undertaken to date is the Service Modernization 2019-2022 Strategic Plan with the following Vision, Mission and Goals:

**Vision:**

To foster a citizen focused approach to service innovation and integration that enables operational efficiencies.

**Mission:**

To maintain an iterative approach to the implementation of technology that embraces customer-focused, data-driven, efficient, and inclusive principles.

**Goals:**

1. Customer Focused and Data Driven Decision Making
2. Modernizing the Service Experience
3. Inclusive Collaboration and Partnership

Each of the goals listed above has resulted in numerous small-scale pilot projects grouped around six themes: Development of a Corporate Framework; Establishing Data Foundations around Service Transactions; Expansion of Digital Communication Channels; Updating Tools to Manage Corporate Content; Service Delivery Enhancements; and Development of Community Partnerships. Each of the pilot projects measures success against the plan's Goals ensuring we deliver an easy, simple, and streamlined service experience. This iterative approach allows for lessons learned, data analysis and customer input and staff have been progressively adapting the resulting business processes and operations to suit.

Many of the pilot projects has resulted in enhancements to customer service across Region departments and directly informed the consolidation of customer service at Region Headquarters:

- The consolidation of incoming telephone lines (where possible);
- The use of call centre software;
- The introduction of one after-hours service line (through the Transportation Dispatch Team);
- The use of service transaction trackers and knowledgebase software;
- The launch of Web Based Chat for Public Health and Community Services;
- Making public access Wifi available at several regional facilities;
- Cross training for customer service staff; and
- Increased wayfinding at Headquarters.



### Consolidated Customer Service at HQ

An integrated customer service model with consolidated front line service delivery and omni-channel services has been successfully implemented in many neighbouring municipalities including Burlington, Oakville, Halton, Hamilton, Peel, St. Catharines, Waterloo, and York. Moving regional services to a similar model will promote a simple, seamless integrated customer experience across the organization while also maintaining autonomy for divisional / partner service delivery. As described in CWCD 2021-183, the new Customer Service Desk at Region Headquarters is currently under construction and is a major milestone step in modernizing customer service at the Region.

Navigating the public facing services offered by the Region can be challenging to the public with confusion around the organizational structure, the physical location of different services, and the types of services offered by the levels of municipal government. For example, Region Headquarters currently has two prominent entrances and three reception desks providing first contact service, two of which are specific to department services. Entering from Campbell East, there is no reception desk providing a point of contact to make visitors feel welcome, to answer questions or direct members of the public to the appropriate service counters or staff members. Although we have made progress over the past few years, there remain multiple access points for Region services with well over a hundred phone numbers, websites, email addresses and social media accounts with public facing services spread out across multiple departments in the building and multiple building throughout the Region. For the most part, each department and service manages their own inquiries with no common corporate tracking or reporting in place. Despite individual staff consistently providing a high level of service, the current decentralized model can result in a disjointed customer experience that is time consuming and frustrating to the public while also not making the best use of staff resources. Lacking consistent guiding principles at an organizational level and a centralized source, gaps remain in how customer service is offered and tracked across the Region's departments. As well, recent events at Region Headquarters has identified the need for better security and access control for staff and all who visit the building.

Due to COVID, we currently have a unique opportunity to implement changes in how we provide customer service at Headquarters while minimizing the impact on the public. The new Customer Service Desk consolidates the three reception desks at HQ into a new Customer Service Team and provides "one stop shopping" for members of the public and clients accessing Region services. The six other reception desks at HQ

remain embedded within the departments with the public directed to the different departments as needed for specific second tier services

Along with the consolidation of first tier customer services, the new customer service desk provides a single point for public access to Regional Services offered at Region Headquarters. The introduction of an automated turnstile entrance/exit to access in-person Region services will provide for greater access control for staff and members of the public, ensuring we know who is in the building in the event of an emergency such as a fire or life safety event. The turnstiles are designed not to create a visual barrier within the CE foyer and can be set for free-flowing access between the International Plaza and the Public Entrance doors.

Construction on the new desk is scheduled to start mid September and be open to the public January 2022. While under construction, staff access will remain via the Campbell East doors and should in-person services resume at Headquarters, the public entrance will temporarily be via the Campbell West doors.

The consolidation of the customer service function has led to some organizational changes as well. In January 2021, the Campbell West customer service staff moved to the Construction, Energy and Facilities Management (CE&FM) division in Corporate Services providing divisional and management support for the team. In order to maintain services during the consolidation, staff continued to follow a phased approach with the Public Health Customer Service Representative position and 3 Public Health reception phone lines merging in June 2021. The Community Services Customer Service Representative position and phone line consolidation is on track to be completed for October 2021. Once fully consolidated, the new Customer Service team will include four Customer Service Associates and the Supervisor, Customer Service with no net new FTE added to the Region's staff complement.

While COVID-19 Public Health measures remain in place, the Customer Service team includes three temporary Screener positions located at the Campbell East entrance. And, nine temporary call centre staff have been added to the Customer Service team to support to the Region COVID Call Centre operations, providing answers to general COVID related inquiries and directing callers to the appropriate Tier 2 COVID Call Centre operated by Public Health.

In addition to providing an improved customer experience, the consolidated customer service team offers many operational benefits through improved staff utilization, consistency of customer service response and efficiency in service. The layout of the

new desk will provide greater control of access to headquarters with all visitors, contractors and clients checking in at the desk.



Image 1: View of customer service desk from Campbell East entrance

Working in cooperation with other Regional departments, the new Customer Service team has expanded on the many operational and business processes improvements initiated in the past few years. Leveraging technology, staff in multiple Regional departments now have access to a shared digital knowledge base with over 800 articles about Region services updated in real-time to provide the most up to date information to Region clients. Staff also have access to language translation services facilitating consistent and accurate service to the Region's diverse community and in their preferred language. The merging of multiple departmental telephone numbers to one incoming customer service line has allowed for processing of higher call volumes and consistent call management with an average of 1500 – 1850 calls per week now handled by three Customer Service Associates with very short wait times and minimal dropped calls. The Customer Service team now tracks call line KPIs making data driven decisions for scheduling staff during peak call times, reducing wait times and improving customer experience.

During the pandemic response, 1st Tier COVID Call Centre functions were transitioned from Public Health to the Customer Service team on April 26. The 1st Tier COVID Call Centre currently averages 350 calls daily with peak call volumes of 700 calls per day following provincial announcements and changes to the Regional Immunization service

delivery, with callers experiencing less than a 2-minute average wait time and 2% rate of abandoned calls.

### Next Steps

While the work already completed to consolidate front line customer services at Region Headquarters has been a major milestone in modernization, it is only the first phase in planned improvements. Many of the initiatives listed below were already underway prior to COVID-19 and have continued to be developed during the pandemic.

#### Short term:

- Continue to expand Knowledgebase and content users;
- Expand the variety of Customer Service first tier response items;
- Manage room bookings and events by external parties and use of International Plaza;
- Launch digital platforms including online Chat functions for the Customer Service team, webpage content updates, email question submissions and payments for various Regional services;
- Develop associated policies and procedures: room booking, International Plaza event coordination, online payment, etc.;
- Develop a Corporate Customer Service Policy;
- Add Point of Sale to front desk allowing for payment collection for various services: residential garbage tag sales, Niagara Regional Housing Payment processing, etc.;
- Explore synergies with other departments and services towards migrating first contact enquiries to the Customer Service Team; and
- Develop branding for the Corporate Customer Service team and new desk.

#### Long term:

- Tender and selection of Customer Relationship Management software to facilitate improved efficiency and to manage individual customer relationships across service interactions through service request intake, tracking and resolution.
- Regional Website Customer Service content management
- Expanded hours of coverage including evenings and weekends for events

### Regional Relationships with LAMS

In April 2018, a Niagara customer service network was established to enable collaboration with and between Niagara local area municipalities and public sector partners to explore enhanced and integrated customer service opportunities. During the pandemic this initiative was put on hold. As we move out of pandemic operations, the Region will be looking to re-establish this work and continue to work together for a consistent customer service approach.

### **Alternatives Reviewed**

Not applicable.

### **Relationship to Council Strategic Priorities**

The modernization and integration of customer services at the Region directly supports Council's Strategic Priority 4 of Sustainable and Engaging Government and Objective 4.1: High Quality, Efficient and Coordinated Core Services and illustrates the Region's commitment to high quality, efficient, fiscally sustainable and coordinated core services through enhanced communication, partnerships, and collaborations with the community.

### **Other Pertinent Reports**

- GM 11-2018 Integrated Customer Service Modernization Strategy
- CAO 15-2018 Public Opinion Research on Resident Communications Preferences and Satisfaction Rates for Programs, Services and Customer Service
- CAO 17-2018 Council's Strategic Priority Projects 2015-2018 Term in Review

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**Prepared by:**

Nicole Wolfe, B.Arch, OAA, DPA  
Director, Construction, Energy &  
Facilities Management  
Corporate Services

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**Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner, Corporate Services/  
Treasurer

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

This report was prepared in consultation with Bill Rainey, Manager, Facilities Management; Adam Niece, Program Financial Specialist; Krista Cienik, Supervisor, Customer Service.

**Appendices**

Not applicable.

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**Subject:** Multi-Residential Tax Class Ratio Reduction from 1.97 to 1

**Report to:** Corporate Services Committee

**Report date:** Wednesday, September 15, 2021

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## Recommendations

That Report CSD 54-2021 **BE RECEIVED** for information.

## Key Facts

- The purpose of this report is to respond to a Councillor Information Request from the April 14, 2021, Corporate Services Committee which was as follows:
  - *Provide information on the financial impact of taxing all multi-residential properties at the same rate prior to the 2022 budget decisions.*
- There are currently two property tax classes for multi-residential properties: New Multi-Residential (NT) which has a Tax Ratio of 1 (same tax rate as Residential) and Multi-Residential (MT) which has a tax ratio of 1.97 meaning the tax rate is 1.97 times that of the residential rate.
- For a property to be classified as multi-residential, the property must be used for residential purposes and have seven or more self-contained units which are generally rental units (e.g. an apartment building) or vacant land that is principally zoned for multi-residential development.
- Staff have four tables included in this report which analyze the impacts that a ratio reduction for MT from 1.97 to 1 would have on the MT tax class as well as other tax classes. These tables can be summarized as follows:
  - Table 1 – Impact on average MT property by local area municipalities (LAM).
  - Table 2 – Summary of tax shift from MT to all other tax classes.
  - Table 3 – Summary of tax shifts between LAM.
  - Table 4 – Summary of change in tax burdens experienced by average Residential properties by LAM.

## Financial Considerations

There are no direct financial considerations for the Region with this report. Similar to other tax policy decisions, changes to the Multi-Residential (MT) tax ratios would not impact the tax revenue generated by the Region, it would however, impact the tax burden experienced by other tax classes most notably Residential.

## Analysis

The purpose of this report is to respond to a Councillor Information Request from the April 14, 2021, Corporate Services Committee which was as follows:

- *Provide information on the financial impact of taxing all multi-residential properties at the same rate prior to the 2022 budget decisions.*

There are currently two property tax classes for multi-residential properties: New-Multi Residential (NT) which has a Tax Ratio of 1 (same tax rate as Residential) and MT which has a tax ratio of 1.97 meaning the tax rate is 1.97 times that of the residential rate. For a property to be classified as multi-residential, the property must be used for residential purposes and have seven or more self-contained units which are generally rental units (e.g. an apartment building) or vacant land that is principally zoned for multi-residential development.

Staff have prepared four tables included below which analyze the impacts that a ratio reduction for MT from 1.97 to 1 would have on the MT tax class as well as other tax classes. These tables can be summarized as follows:

- Table 1 – Impact on average MT property by local area municipalities (LAM).
- Table 2 – Summary of tax shift from MT to all other tax classes.
- Table 3 – Summary of tax shifts between LAM.
- Table 4 – Summary of change in tax burdens experienced by average Residential properties by LAM.

It should be noted that the analyses contained in Tables 1-4 are all based on the Region's General Tax Levy for 2021 (\$405.3 million). At this time, neither the 2022 levy amount nor the 2022 returned roll for taxation has been finalized.

Table 1 demonstrates the estimated impact of an MT ratio reduction to 1 on an average current value assessment (CVA) MT property. Such a reduction would generate savings ranging from -\$2,552 to -\$41,415 for the average property per year depending on the LAM. Impacts for individual properties would vary depending on an individual property assessment relative to the average.



**Table 1 - Impact on Typical Multi-Residential Property by LAM**

<b>Municipality</b>	<b>Multi-Res CVA Average</b>	<b>2021 Final Tax General Levy - MT Ratio 1.97</b>	<b>2021 Est. Tax General Levy - MT Ratio 1</b>	<b>Change (\$)</b>	<b>Change (%)</b>
Fort Erie	1,404,079	\$16,252	\$8,412	\$(7,840)	-48.24%
Grimsby	2,245,750	\$25,995	\$13,455	\$(12,540)	-48.24%
Lincoln	1,646,292	\$19,056	\$9,863	\$(9,193)	-48.24%
Niagara Falls	2,654,015	\$30,721	\$15,901	\$(14,820)	-48.24%
NOTL	7,417,050	\$85,853	\$44,438	\$(41,415)	-48.24%
Pelham	1,608,455	\$18,618	\$9,637	\$(8,981)	-48.24%
Port Colborne	1,243,452	\$14,393	\$7,450	\$(6,943)	-48.24%
St. Catharines	3,325,747	\$38,496	\$19,926	\$(18,570)	-48.24%
Thorold	1,161,286	\$13,442	\$6,958	\$(6,484)	-48.24%
Wainfleet	457,000	\$5,290	\$2,738	\$(2,552)	-48.24%
Welland	2,159,170	\$24,993	\$12,936	\$(12,056)	-48.24%
West Lincoln	1,465,800	\$16,967	\$8,782	\$(8,185)	-48.24%

As can be noted in Table 2, the impacts of the MT ratio reduction to 1 would also generate substantial tax shifts to other tax classes with the majority of that shift being borne by the Residential Tax Class (RT). The ratio reduction would shift approximately \$7.7M in taxation away from the MT class in aggregate with \$5.8M (76%) being borne by the RT class. On a percentage basis, all other tax classes including the New Multi-Residential (NT) would see a tax rate increase of 1.97% before any budgetary increases, as required to offset the decrease in the MT class burden of -48.24%.

**Table 2 - Summary of Tax Shift from Multi-Residential to All Other Tax Classes**

Municipality	2021 Final Tax General Levy - MT Ratio 1.97	2021 Est. Tax General Levy - MT Ratio 1	Change (\$)	Change (%)
Residential	295,846,605	301,668,163	5,821,558	1.97%
New Multi-Residential	1,063,648	1,084,578	20,930	1.97%
Multi-Residential	15,885,372	8,222,313	(7,663,059)	-48.24%
Commercial	69,391,214	70,756,674	1,365,460	1.97%
Commercial - Excess	849,301	866,014	16,713	1.97%
Commercial - Vacant	2,039,389	2,079,520	40,131	1.97%
landfill	62,331	63,557	1,226	1.97%
Industrial	12,218,362	12,458,790	240,428	1.97%
Industrial - Excess	350,508	357,405	6,897	1.97%
Industrial - Vacant	1,530,925	1,561,049	30,124	1.97%
Pipelines	2,524,675	2,574,353	49,678	1.97%
Farmland	3,509,193	3,578,234	69,041	1.97%
<b>Total</b>	<b>\$405,300,597</b>	<b>\$405,300,296</b>	<b>\$(301)</b>	<b>0.00%</b>

Similar to the tax shifts that would be incurred by other tax classes as a result of a MT ratio reduction, there would also be shifts in tax burdens between LAMs as can be seen in Table 3. It is estimated that the impacts between LAMs would range from -1.08 % to 1.92%. Generally speaking, LAMs with a higher percentage of MT building relative to other LAMs would see the larger decreases in their overall Regional tax burden.

**Table 3 - Summary of Tax Shifts between LAM**

Property Class	2021 Final Tax General Levy - MT Ratio 1.97	2021 Est. Tax General Levy - MT Ratio 1	Change (\$)	Change (%)
Fort Erie	25,180,908	25,432,233	251,325	1.00%
Grimsby	30,911,178	31,352,002	440,824	1.43%
Lincoln	24,457,388	24,798,037	340,649	1.39%
Niagara Falls	85,452,258	85,248,599	(203,659)	-0.24%
Niagara-on-the-Lake	35,091,268	35,695,567	604,299	1.72%
Pelham	17,149,157	17,378,492	229,335	1.34%
Port Colborne	13,008,738	13,036,858	28,120	0.22%
St. Catharines	104,739,824	102,857,983	(1,881,841)	-1.80%
Thorold	16,750,794	16,833,125	82,331	0.49%
Wainfleet	6,126,102	6,243,991	117,889	1.92%
Welland	33,587,266	33,366,026	(221,240)	-0.66%
West Lincoln	12,845,724	13,057,384	211,660	1.65%
<b>Total Taxable Only</b>	<b>\$405,300,605</b>	<b>\$405,300,297</b>	<b>\$(308)</b>	<b>0.00%</b>

Since the residential RT class is the largest section of tax payers for the Region representing 80% of the unweighted assessment total, Table 4 was also prepared to demonstrate the impact that a MT ratio reduction to 1 would have on the average RT property. For 2021, the impact of the increase would have ranged from \$24 to \$57 depending on the municipality. Impacts for individual properties will vary depending on an individual property assessment relative to the average.

**Table 4 - Impact on Typical Residential Property by LAM**

Municipality	Residential CVA Average	2021 Final Tax General Levy - MT Ratio 1.97	2021 Est. Tax General Levy - MT Ratio 1	Change (\$)	Change (%)
Fort Erie	216,145	\$1,270	\$1,295	\$25	1.97%
Grimsby	400,088	\$2,351	\$2,397	\$46	1.97%
Lincoln	364,773	\$2,143	\$2,185	\$42	1.97%
Niagara Falls	262,988	\$1,545	\$1,576	\$30	1.97%
NOTL	493,825	\$2,902	\$2,959	\$57	1.97%
Pelham	364,292	\$2,140	\$2,183	\$42	1.97%
Port Colborne	207,501	\$1,219	\$1,243	\$24	1.97%
St. Catharines	259,643	\$1,526	\$1,556	\$30	1.97%
Thorold	228,358	\$1,342	\$1,368	\$26	1.97%
Wainfleet	273,324	\$1,606	\$1,638	\$32	1.97%
Welland	214,079	\$1,258	\$1,283	\$25	1.97%
West Lincoln	323,030	\$1,898	\$1,935	\$37	1.97%

## Alternatives Reviewed

If it was Council's desire to endorse in principle a reduction in the MT tax ratio, staff would recommend that any reduction be deferred to a future Committee meeting where the 2022 property tax policy report will be presented. This would allow for all 2022 property tax considerations to be reviewed in aggregate. Staff would also recommend that an analysis of the impacts also be presented during the 2022 budget deliberations as any impacts of a MT ratio reduction on other property tax class may be further compounded by any budgetary increase that may be approved for 2022.

## Relationship to Council Strategic Priorities

This report addresses Council's strategic priorities of:

- Healthy and Vibrant Community
- Sustainable and Engaging Government

## Other Pertinent Reports

None.

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**Prepared by:**

Rob Fleming, MBA  
Senior Tax & Revenue Analyst  
Corporate Services

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**Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner/Treasurer  
Corporate Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

This report was prepared in consultation with Margaret Murphy, Associate Director, Budget Planning & Strategy, and reviewed by Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer.

**Appendices**

None.

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**MEMORANDUM**

**CSC-C 26-2021**

**Subject: Demolition Credit Extension Correction - Grimsby**

**Date: September 15, 2021**

**To: Corporate Services Committee**

**From: Rob Fleming, Senior Tax & Revenue Analyst**

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At the Corporate Services Committee Meeting held on July 14, 2021, Committee passed the following motion which was subsequently ratified by Council:

*That the eligibility period extension request for the Regional Development Charge Demolition credits associated with the brownfield redevelopment located at 362-398 North Service Rd., Grimsby (commonly referred to as "5<sup>th</sup> Wheel") **BE APPROVED** as per Table 2 of Report CSD 37-2021, in accordance with section 18 (c) of the By-law 2017-98.*

Subsequent to this report approval, staff identified a date error in Table 2 of Report CSD 37-2021 *Development Charge Demolition Credit Extension Request – Brownfield Redevelopment, Grimsby*. As such, staff have prepared this memorandum to notify Committee of the error and to correct the dates which were included in the original Table 2. The corrected dates are still within the three year extension period which was the original intent of Report CSD 37-2021.

The **REVISED** Table 2 for Report CSD 37-2021 is as follows:

Description	Current Expiry	Extended Expiry	Amount*
Demolition Credit Available as per Demolition Permit Issued <b>May 23, 2016</b> <del>2018</del> – Restaurant (362-398 North Service Rd.)	May 22, 2021 <b><u>2023</u></b>	May 22, 2024 <b><u>2026</u></b>	\$122,545
Demolition Credit Available as per Demolition Permits Issued <b>May 26, 2016</b> – Motel and Res. Detached Unit (362-398 North Service Rd.)	May 25, 2021	May 25, 2024	\$135,163
Demolition Credit Available as per Demolition Permits Issued <b>June 5, 2016</b> <del>2018</del> – Truck Wash (362-398 North Service Rd.)	June 4, 2021 <b><u>2023</u></b>	June 4, 2024 <b><u>2026</u></b>	\$88,442
Demolition Credit Available as per Demolition Permits Issued <b>May 26, 2016</b> – Residential Detached Unit (2 Winston Rd.)	May 25, 2021	N/A	N/A
<b>Total Extended</b>			<b>\$346,150</b>

\*Subject to annual indexing.

Respectfully submitted and signed by

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Rob Fleming, MBA  
Senior Tax & Revenue Analyst

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**MEMORANDUM**

**CWCD 2021-191**

**Subject: Response to Councillor Information Request re Ministry of Environment, Conservation and Parks Investigation**

**Date: September 3, 2021**

**To: Regional Council**

**From: Bruce Zvaniga, P.Eng., Commissioner of Public Works (Interim)**

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At the meeting of Niagara Region Council on August 26, 2021 in relation to correspondence item CWCD 2021-179, Councillor Gale asked:

1. Did staff advise the independent investigators from Kroll, that the Ministry of Environment was also investigating Thomas Nutrient Solutions?
2. Why was Council not informed of the Provincial investigation into Thomas Nutrient Solutions?
3. Why was the Province requested by the Region to file an FOI for specific information being requested; and,
4. What was the result of the Provincial investigation into Thomas Nutrient Solutions related to the Region's biosolids program? Or is it still ongoing?

**Key Facts:**

- On February 25, 2020, a letter (attached as Appendix 1) from the Ministry of Environment, Conservation and Parks (MECP) Investigations and Enforcement Branch was received by Niagara Region. The letter requested information to assist in the investigation of alleged offences by Thomas Nutrients under the Ontario Water Resources Act and the Nutrient Management Act related to material generated by Niagara Region during the period September 1, 2019 to November 30, 2019. The Region was not the subject of the investigation.
- On March 10, 2020, Regional staff advised the MECP investigator that they would provide information responsive to their requests with the exception of the requested copies of contract documents. The MECP was directed to use the FOI process to request contract documents, which is a standard response, to ensure that the Region complied with its obligations under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) regarding third party commercial information contained in those documents that may be confidential.
- The MECP did not subsequently make a FOI request for a copy of the contract.



- On May 6, 2020, Niagara Region staff provided a final response to the MECP investigation including a detailed description of the source and composition of hauled materials, and land application logs for the September 1 to November 30, 2019 period. All requested information was provided directly with the exception of the contract document.

**Response to Questions:**

1. Staff did not advise Kroll, and Kroll has confirmed this on August 30, 2021 that, “We were not aware that the MECP was/is investigating Thomas Nutrient Solutions – no staff, the Whistleblowers or Councillor Gale mentioned this to us.” At the time of the Kroll investigation, the MECP had not (and still has not) provided any findings/actions to the Region for consideration.
2. In the normal course of business, Niagara Region Council is informed of investigations where the Region itself is being investigated; or where, the MECP has formally advised Regional staff that an investigation has concluded with findings/actions that impact our activities. In this specific event, the only communications from the MECP has been that they are investigating allegations against a contractor to the Region. No details of the nature or substance of the allegations has been shared; nor has any information been provided about how this may impact our operations.
3. As noted in the key facts, Niagara Region provided all requested information to the MECP investigator with the exception of contract documents. These documents may contain commercial confidential information that is protected by the MFIPPA legislation. The FOI process ensures the release of all requested information that is not specifically protected by MFIPPA. To date, MECP has not initiated the FOI process in relation to this investigation.
4. On August 31, 2021, the MECP Manager of Investigations advised: “Regarding 2386246 Ontario Inc. o/a Thomas Nutrient Solutions, the Ministry is continuing to investigate alleged violations of the Ontario Water Resources Act and the Nutrient Management Act. It would be inappropriate to provide any additional comment at this time.”

Respectfully submitted and signed by

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Bruce Zvaniga, P.Eng.  
Commissioner of Public Works (Interim)

Appendix 1: Letter dated February 25, 2021 from MECP Investigations and Enforcement Branch

**Ministry of the Environment,  
Conservation and Parks**

**Ministère de l'Environnement,  
de la Protection de la nature et des Parcs**



**Environmental Enforcement and  
Compliance Office**

**Bureau de l'application des lois  
environnementales et de la conformité**

733 Exeter Road  
London, ON N6E 1L3  
Tel.: 519-873-5000  
Fax.: 519-873-5020

733 rue Exeter  
London, ON N6E 1L3  
Tél.: 519-873-5000  
Télééc.: 519-873-5020

February 25, 2020

Mr. Jason Oatley  
Manager, Quality and Compliance  
Water and Wastewater Services  
Regional Municipality of Niagara  
1815 Sir Isaac Brock Way,  
Thorold, ON  
L2V 4T7

Dear Mr. Oatley,

**RE: Investigation into Thomas Nutrient Solutions**

The Ontario Ministry of the Environment, Conservation and Parks is currently investigating 2386246 Ontario Inc. o/a Thomas Nutrient Solutions for alleged offences under the Ontario Water Resources Act and the Nutrient Management Act. The alleged offences relate to material that is generated by the Regional Municipality of Niagara.

The Regional Municipality of Niagara is not the subject of this investigation.

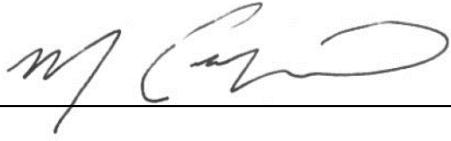
I'm writing to inquire as to whether the Regional Municipality of Niagara is willing to voluntarily provide me with information relating to this investigation. If so, I am formally requesting the following:

1. A description of any material in the possession of the Regional Municipality of Niagara that is hauled off-site by Thomas Nutrient Solutions.
2. Any documentation relating to the source and composition of this material.
3. A copy of any contracts between the Regional Municipality of Niagara and Thomas Nutrient Solutions.
4. Any invoices or bills of lading relating to Thomas Nutrient Solutions hauling the material off-site between September 1 and November 30, 2019.
5. Any information relating to land application of the material, including date, location, and quantity of material applied between September 1 and November 30, 2019.
6. Any other information or documentation relating to this investigation that you may wish to provide.

Should you have any questions or concerns regarding this request please contact me by telephone at

519-200-8267 or by email at [Matthew.Crawford@Ontario.ca](mailto:Matthew.Crawford@Ontario.ca).

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Crawford', is positioned above a solid horizontal line.

**M. Crawford**

Investigator, Badge #1544

Ministry of the Environment, Conservation and Parks

Environmental Enforcement and Compliance Office

Investigations and Enforcement Branch