



THE REGIONAL MUNICIPALITY OF NIAGARA  
CORPORATE SERVICES COMMITTEE  
FINAL AGENDA

CSC 11-2024

Wednesday, December 4, 2024

9:30 a.m.

Council Chamber - In Person and Electronic Meeting

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

To view live stream meeting proceedings visit: [niagararegion.ca/government/council](https://niagararegion.ca/government/council)

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	Pages
1. <u>CALL TO ORDER</u>	
2. <u>LAND ACKNOWLEDGEMENT STATEMENT</u>	
3. <u>DISCLOSURES OF PECUNIARY INTEREST</u>	
4. <u>PRESENTATIONS</u>	
5. <u>DELEGATIONS</u>	
6. <u>ITEMS FOR CONSIDERATION</u>	
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A presentation will precede the consideration of this item.	
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6.3 <u>CSD 60-2024</u> Request to Write-off Outstanding Amounts over \$25,000	172 - 175

**7. CONSENT ITEMS FOR INFORMATION**

7.1 CSD 58-2024 176 - 191  
Corporate Non-Competitive Procurement Activities Exceeding \$100,000

7.2 CSC-C 14-2024 192 - 193  
Municipal By-law Enforcement Officer Appointments

**8. OTHER BUSINESS**

**9. CLOSED SESSION**

9.1 Confidential CSD 55-2024  
A Matter Respecting Litigation and a Matter of Advice that is Subject to Solicitor-Client privilege under s.239(2)(e) and (f) of the Municipal Act, 2001 – MMMC Inc. re: Architectural Services for Two Long Term Care Homes

9.2 Confidential CSD 56-2024  
A Matter Respecting a Proposed Acquisition of Land by the Municipality under s. 239(2)(c) of the Municipal Act, 2001-Regional Road 98 in Niagara Falls

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

**11. NEXT MEETING**

The next meeting will be held on Wednesday, January 8, 2025 at 9:30 a.m. in the Council Chamber, Regional Headquarters.

**12. 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).

# Q3 2024 Financial Update

Corporate Services Committee

CSD 62-2024

December 4, 2024

Melanie Steele, Associate Director, Reporting and Analysis

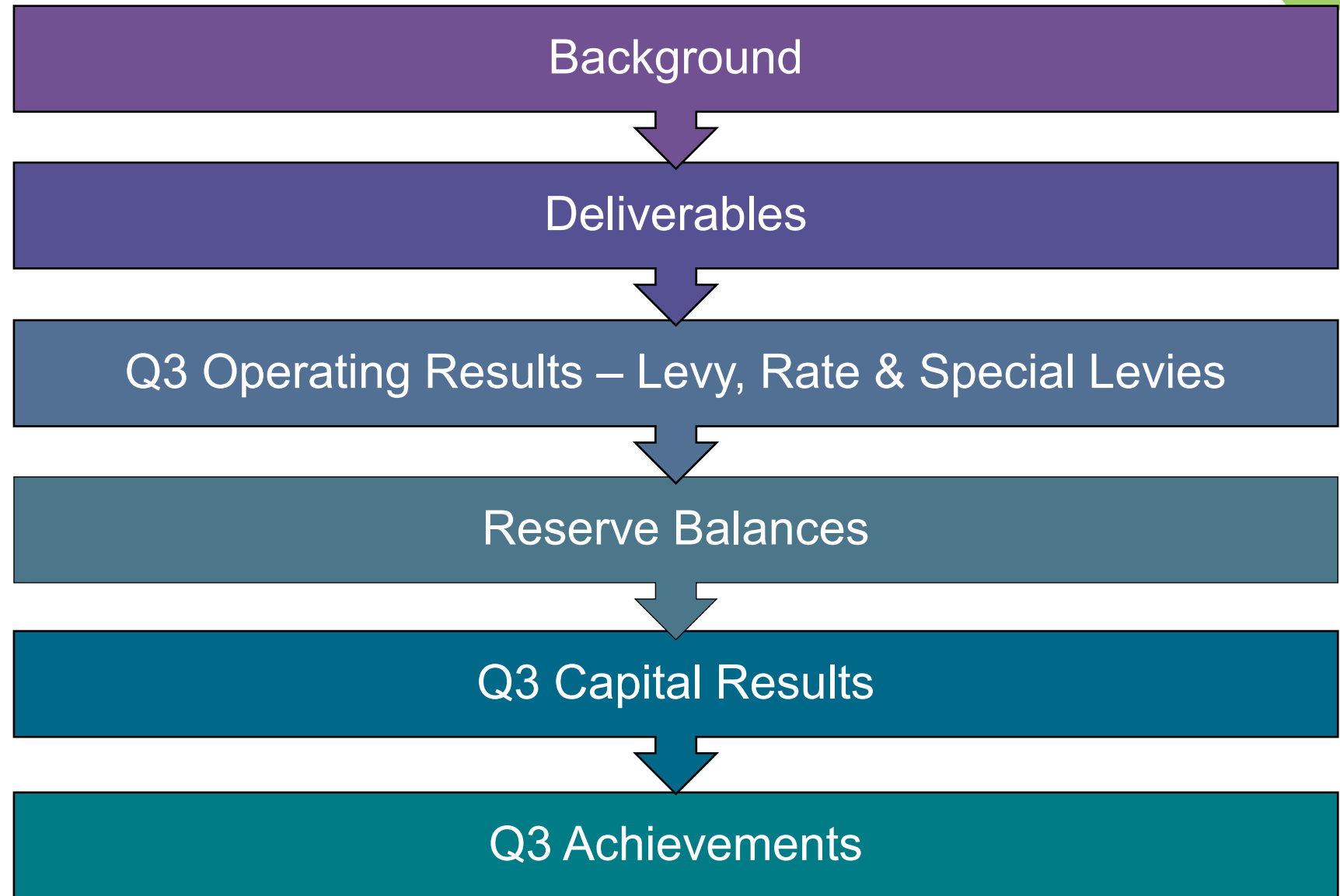
# Q3 2024 Financial Update

Corporate Services Committee

December 4, 2024



# Agenda



# 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

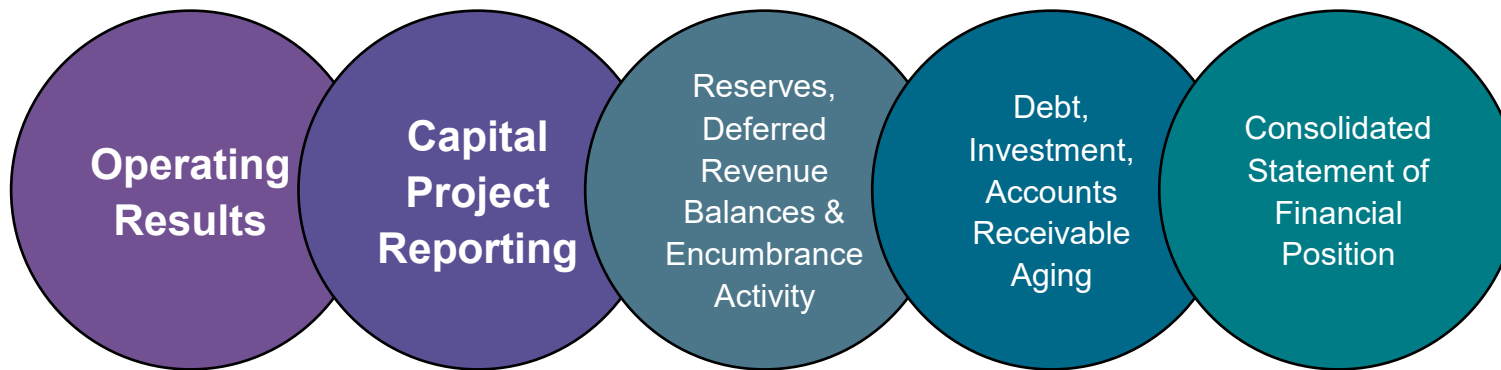
Reserve and  
Reserve  
Fund Policy

Operating  
Surplus /  
Deficit  
Policy

Financial  
Reporting  
and  
Forecasting  
Policy

# Deliverables Continued

The report is available on the Niagara Region's external website and contains information on:



**Q3 Achievements Update** on the Niagara Region's external website:

[Growing Better Together: Council Strategic Priorities 2023-2026 - Niagara Region, Ontario](https://niagararegion.ca/priorities)

(<https://niagararegion.ca/priorities>)

# Q3 2024 Key Messages

- Levy surplus is driven by variance in investment income, savings resulting from vacancies and changes in workplans and reduction in legal liability accrual offset by variance in development charge grants
- Wastewater deficit driven by estimated external legal costs and repairs and maintenance due to aging infrastructure and equipment
- If forecasted Wastewater deficit is realized, the Wastewater Stabilization Reserve will have a very minimal balance

# 2024 Q3 High-Level Results

(After Indirect Allocations, in millions of dollars)

Blank	Annual Forecast Surplus/ (Deficit)	Percentage of Expense Budget
<b>Regional Departments</b>	<b>\$8.7</b>	<b>1.09%</b>
ABC's		
Court Services	(\$0.1)	(0.27%)
Niagara Regional Housing	\$0.1	0.07%
Niagara Regional Police Services	(\$0.8)	(0.34%)
Niagara Peninsula Conservation Authority	\$0.0	0.00%
Total ABC's	(\$0.8)	(0.27%)
<b>Total General Levy Supported</b>	<b>\$7.9</b>	<b>0.73%</b>

# 2024 Q3 High-Level Results

(After Indirect Allocations, in millions of dollars) continued

Blank	Annual Forecast Surplus/ (Deficit)	Percentage of Expense Budget
Rate Departments & Special Levy		
Rate Supported: W/WW	\$1.0	0.59%
Special Levy: NTC	\$0.0	0.00%
Special Levy: Waste Management	\$2.0	3.73%

# Q3 Summary Results – Levy no ABC

(In millions of dollars)

	Forecasted Surplus/ (Deficit) (after indirect allocations)	Percentage of Gross Budget
Regional Departments and General Government	\$8.7	1.09%

## Major factors impacting Regional Departments & General Government:

- Variance in DC grants and exemptions offset by other incentives (-\$8.4)  
**INCORPORATED IN 2025 BUDGET**
- Investment income due to favourable market conditions (+6.2) **ONE-TIME IN 2024**
- Reduction in legal liability accrual (+6.7) **ONE-TIME IN 2024**
- Savings resulting from vacancies and changes in workplans (+\$3.7) **ONE-TIME IN 2024**

# Q3 Summary Results – ABCs

(In millions of dollars)

	Forecasted Surplus/ (Deficit) (after indirect allocations)	Percentage of Gross Budget
Agencies, Boards and Commissions (ABCs)	(\$0.8)	(0.27%)

## Major factors impacting ABCs:

- Labour related costs within NRPS (-\$0.6) **ONE-TIME IN 2024**
- Building and unit maintenance costs within NRH (-\$0.4)  
**INCORPORATED IN 2025 BUDGET**
- Rental revenue within NRH (+\$0.4) **MONITOR IN 2025**



# Q3 Summary Results – Rate Drivers

(In millions of dollars)

(in millions)	Forecasted Surplus/(Deficit) (after indirect allocations)	Percentage of Gross Budget
Water	\$1.5	2.78%
Wastewater	(\$0.5)	(0.45%)
<b>Total Rate-Supported Programs</b>	<b>\$1.0</b>	<b>0.59%</b>

## Major factors impacting Water:

- Emergency equipment repairs (+\$0.8) **MONITOR IN 2025**
- Variance in water sales (+\$0.3) **MONITOR IN 2025**

# Q3 Summary Results – Rate Drivers

(In millions of dollars) Continued

(in millions)	Forecasted Surplus/(Deficit) (after indirect allocations)	Percentage of Gross Budget
Water	\$1.5	2.78%
Wastewater	(\$0.5)	(0.45%)
<b>Total Rate-Supported Programs</b>	<b>\$1.0</b>	<b>0.59%</b>

## Major factors impacting Wastewater:

- External legal costs supporting ongoing litigation (-\$0.7) **MONITOR IN 2025**
- Repairs and maintenance due to aging infrastructure and equipment (-\$0.5)

**INCORPORATED INTO 2025 BUDGET**

# Q3 Summary Results – Special Levy

(In millions of dollars)

Blank	Forecasted Surplus/(Deficit) (after indirect allocations)	Percentage of Gross Budget
Niagara Transit Commission	\$0.0	0.00%
Waste Management	\$2.0	3.73%

## Major factors impacting Niagara Transit Commission:

- Fare revenue due to increased ridership (+\$3.2)
- Comingled specialized service contract (+\$0.8)
- Labour related costs (-\$3.5)

**ALL INCORPORATED IN 2025 BUDGET**

# Q3 Summary Results – Special Levy

(In millions of dollars) continued

blank	Forecasted Surplus/(Deficit) (after indirect allocations)	Percentage of Gross Budget
Niagara Transit Commission	\$0.0	0.00%
Waste Management	\$2.0	3.73%

## Major factors impacting Waste Management:

- Salary gapping and position vacancies (+\$0.4)
- Reduced escalation costs in some contracts (+\$0.7)
- Savings in purchases of blue/grey boxes and green bins (+\$0.2)

**ALL ONE-TIME IN 2024**

# 2024 Q3 – Taxpayer Relief Reserve

(in millions of dollars)

blank	2024 Budget	2024 Forecast	2025 Forecast
<b>Opening Balance</b>	<b>\$36.6</b>	<b>\$36.6</b>	<b>\$35.8</b>
Bill 23 Impacts	(\$0.6)	(\$0.6)	-
2024 Council Reserve Draw (Tax mitigation strategy)	(\$4.0)	(\$4.0)	-
One-time Transfers (net)	(\$0.7)	(\$0.7)	(\$1.0)
Other	\$0.1	\$0.1	-
Homelessness 2024 Budget Pressure (One-time)	(\$2.4)	(\$2.4)	-
Extra Working Day	(\$1.1)	(\$1.1)	-
Smart Growth* - RDC Reduction Funding Strategy	-	-	\$4.9
Project Eagle DC Grant	-	-	(\$5.4)
EMS Funding due to Time Lag	-	-	(\$1.9)
Forecasted 2024 Operating Surplus	-	\$7.9	-
<b>Closing Balance</b>	<b>\$27.9</b>	<b>\$35.8</b>	<b>\$32.4</b>
Commitments - Smart Growth DC Refunds *			(\$4.9)
<b>Available Balance</b>			<b>\$27.5</b>

\* Smart Growth funding strategy & commitment is proposed as part of the 2025 budget

# Stabilization Reserve Position

(in millions of dollars)

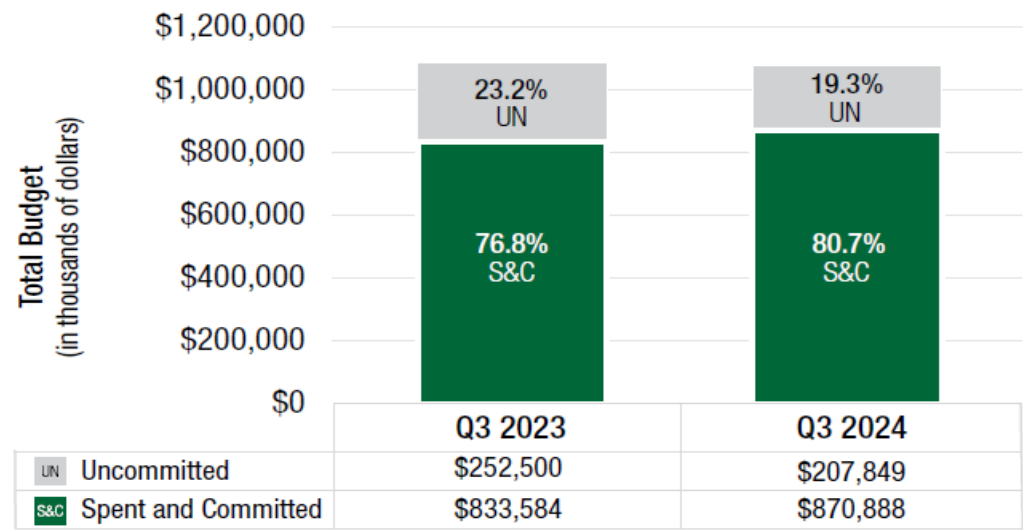
Stabilization Reserve (Note 1)	Forecasted Balance at Dec. 31, 2024 Before Year-End Transfer	Estimated Year-End Transfer	Forecasted Balance at Dec. 31, 2024	Reserve Target Balance Low (10%)	Reserve Target Balance High (15%)	Conclusion
Taxpayer Relief	\$27.9	\$7.9	\$35.8	\$76.9	\$115.4	Under Target
Transit Stabilization	\$2.1	\$0	\$2.1	\$8.1	\$12.1	Under Target
Water Stabilization	\$2.9	\$1.5	\$4.4	\$2.7	\$4.1	Above Target
Wastewater Stabilization	\$0.8	(\$0.5)	\$0.3	\$7.0	\$10.5	Under Target
Waste Management Stabilization	\$7.7	\$2.0	\$9.7	\$4.8	\$7.2	Above Target
Police Contingency	\$2.7	\$0	\$2.7	N/A	N/A	Assessed by NRPS
Police Services Board Contingency	\$0.2	\$0	\$0.2	N/A	N/A	Assessed by NRPS

Note 1: When setting targets, we consider all levy gross expenditures, excluding ABCs.

# Capital Project Status

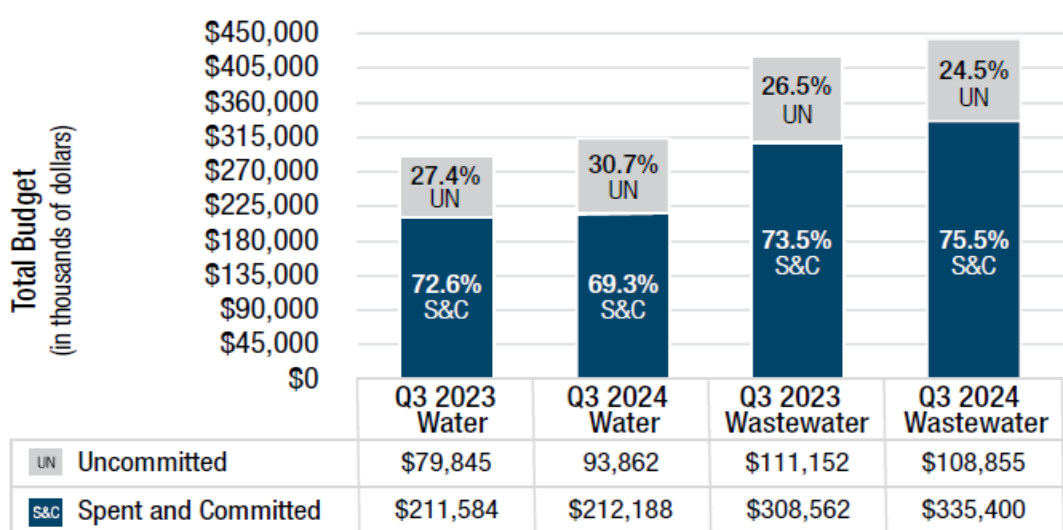
## Levy

Project Budgets Spent and/or Committed at Quarter End  
Active projects with budgets greater than \$1 million.



## Water and Wastewater

Project Budgets Spent and/or Committed at Quarter End  
Active projects with budgets greater than \$1 million.

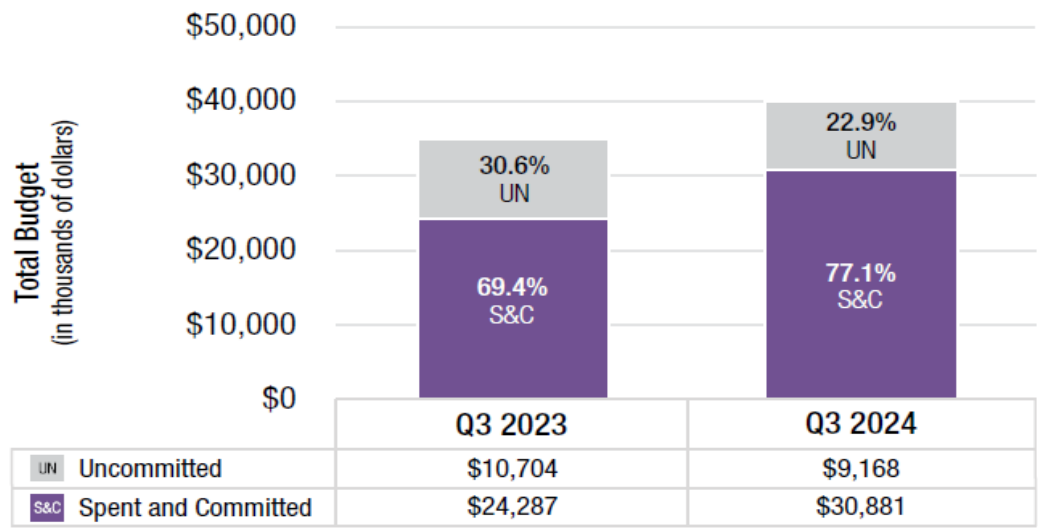


Year over year capital spend is growing in water & wastewater programs due increasing capital investment.

# Capital Project Status Continued

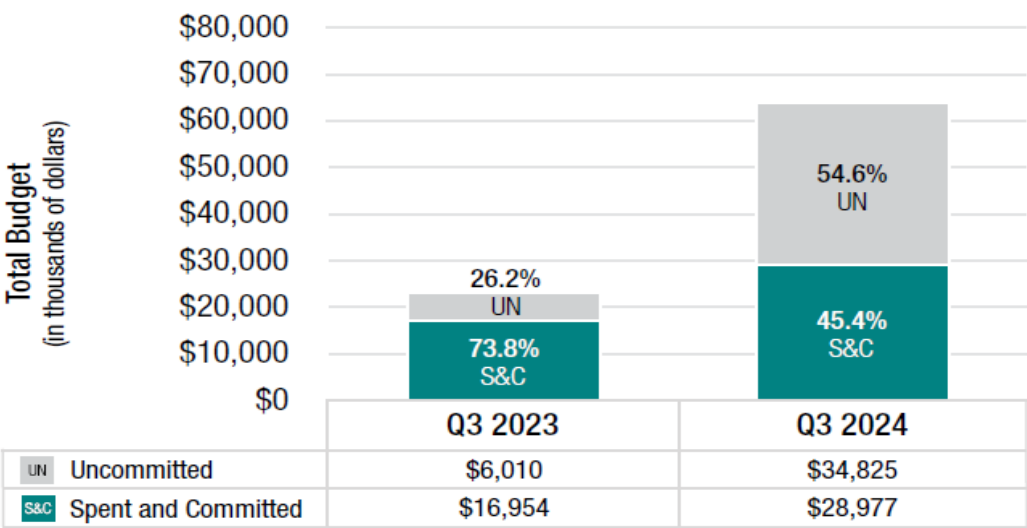
## Waste Management

Project Budgets Spent and/or Committed at Quarter End  
Active projects with budgets greater than \$1 million.



## Niagara Transit Commission

Project Budgets Spent and/or Committed at Quarter End  
Active projects with budgets greater than \$1 million.



Niagara Transit Commission’s first capital budget was in 2024 resulting in an increase in projects managed



# Capital Variance Projects

## Levy

Year-to-Date Capital Variance Project Transfers



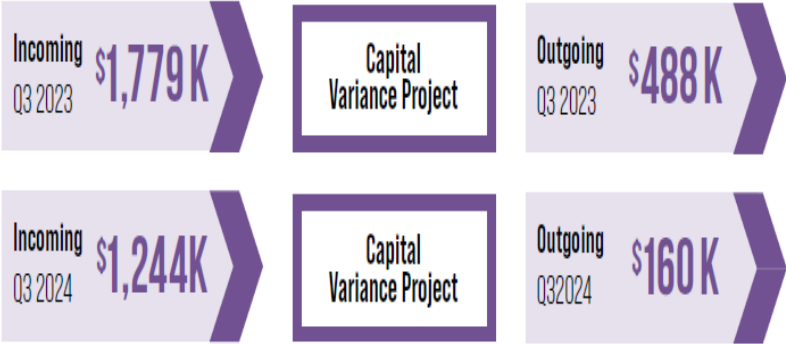
## Water and Wastewater

Year-to-Date Capital Variance Project Transfers



## Waste Management

Year-to-Date Capital Variance Project Transfers



**Net of \$14.2 million** has been made available for future capital

# Quarterly Achievements

- Quarterly Achievements report has been included as Appendix 2
- The report compiles highlights across the corporation on Council priority actions and business plan activities showcasing key milestones and accomplishments
- Each project indicates whether it is connected to a council priority action using the 'Growing Better Together' icon and a status update
- An 'on track' status means the project is progressing as expected with regards to timing, capacity, and resourcing.

# Strategic Priority and Business Plan Highlights

# Effective Region



## Cybersecurity

Business Plan Project  
On Track

21



## Distinguished Budget Presentation Award

Business Plan Project  
Completed

24



## Public Health Strategic Plan

Council Strategic Priority  
On Track

# Green and Resilient Region



## Building Utilization

Business Plan Project  
On Track

22



## Water and Wastewater Master Servicing Plan

Council Strategic Priority  
On Track

25



## Fort Erie Servicing Strategy

Business Plan  
On Track



# Equitable Region



## South Niagara Shelter

Business Plan

On Track



## National Day for Truth and Reconciliation

Business Plan

Completed



## Substance Use Strategy

Council Strategic Priority

On Track

# Prosperous Region



## Agri-Business Strategy

Council Strategic Priority  
On Track

24



## GO Train Service in Niagara

Council Strategic Priority  
On Track

27



## Electric Vehicle Roundtable

Business Plan Project  
Completed

# Next Steps

- These financial results have been used to inform 2025 budget related to on-going pressures, mitigation opportunities, one-time pressures versus sustainability risks.
- Recommendations to authorize the use of Wastewater stabilization reserve for forecasted deficit
- Staff are preparing for year-end processes and final results will be presented to Council in March



# Questions?

**Melanie Steele, CPA, CA**  
**Associate Director, Reporting & Analysis**

**Suzanne Madder**  
**Manager, Corporate Strategy**

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**Subject:** Q3 2024 Financial Update

**Report to:** Corporate Services Committee

**Report date:** Wednesday, December 4, 2024

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## Recommendations

1. That the September 30, 2024, year to date actual results and forecast to December 31, 2024, representing the Q3 Financial Update of the Regional Municipality of Niagara (“the Region”) **BE RECEIVED** for information; and
2. That staff **BE AUTHORIZED** to use the Wastewater Stabilization Reserve to offset the rate-supported program forecasted deficit for 2024.

## 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 September 30, 2024. 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.
- In addition, this report is to seek authorization for staff to plan to utilize the Wastewater Stabilization Reserve to offset pressures driving the rate-supported forecasted deficit. Council approval is required in accordance with section 6.5 (b) of the budget control by-law 2017-63. Final amount required from this reserve will be outlined in the 2024 year-end transfer report.
- A separate quarterly achievements report which highlights progress on key initiatives across the organization has been provided to supplement the financial results.
- Regional departments and General Government are projecting a forecasted surplus of \$8.7 million (1.09% of budget) at year-end. Levy-supported programs (Regional Departments consolidated with Agencies, Boards and Commissions (“ABCs”)) are forecasting an overall surplus of \$7.9 million (0.73% of budget) at year-end.

- Water and Wastewater are projecting an overall forecasted surplus of \$1.0 million (0.59% of budget) at year-end (\$1.5 million surplus in water and \$0.5 million deficit in wastewater). Niagara Transit Commission Special Levy is forecasting a nil surplus and Waste Management Special Levy is projecting a forecasted surplus of \$2.0 million (3.73% of budget).
- Departments prepare forecasts using assumptions and estimates based on information available at the time of writing the quarterly financial updates. This report was compiled in early November 2024. All financial implications quantified in this report include estimates up to December 31, 2024 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 general levy, special levy and rate-supported program forecasts can be found in the Q3 2024 Financial Update Report on the Region's website at the link below and in Appendix 1 to Report CSD 62-2024. The report is compliant under the Accessibility for Ontarians with Disability Act. Hard copies of the report can be made available upon request.

## **Q3 2024 Financial Update**

### [Budget and Financial Reports](https://niagararegion.ca/government/budget/past-budgets/default.aspx)

(<https://niagararegion.ca/government/budget/past-budgets/default.aspx>)

Table 1: Q3 2024 Results Summary

(in millions)	Forecasted Surplus/(Deficit) After Indirect Allocations	Percent of Gross Expense Budget
Regional Departments and General Government	\$8.7	1.09%
NRPS	(\$0.8)	(0.34%)
NRH	\$0.1	0.07%
Court Services	(\$0.1)	(0.27%)
NPCA	\$0.0	0.00%
<b>Total General Levy</b>	<b>\$7.9</b>	<b>0.73%</b>
Niagara Transit Commission	\$0.0	0.00%
Water and Wastewater	\$1.0	0.59%
Waste Management	\$2.0	3.73%

Recommendations to address final surpluses and/or deficits will be brought forward to Council as part of the 2024 Year-End Transfer report. Revenues and expenses that are driving the 2024 surplus/deficit were considered in the preparation of the 2025 budget and any sustainable savings or ongoing pressures were incorporated into the 2025 budget.

## Analysis

New in 2024 is a complimentary report on the organizations 2024 achievements to date which can be found in Appendix 2 to this report. This achievements report is also posted on our website at the link below.

## **Q2 Achievements Report**

[Growing Better Together: Council Strategic priorities 2023-2026 – Niagara Region, Ontario](#)

(<https://niagararegion.ca/priorities>)

The Q3 2024 financial results are being driven by many different factors, which are summarized below. Full details on the factors driving the results can be found in Appendix 1 to this report. High-level factors contributing to the results have been presented below.

### **Levy-Supported Programs:**

Niagara Region's levy programs are operating at a net forecasted surplus of \$7.9 million.

The levy programs excluding agencies, boards and commissions (ABCs) are operating at a forecasted surplus of \$8.7 million. This forecasted surplus is driven by higher than budgeted overall investment income of \$6.2 million mainly due to gains on the sale of investments due to favourable market conditions, reduction in the legal liability accrual of \$6.7 million, net corporate related gapping of \$2.2 million, changes in work plans resulting in consulting savings of \$1.5 million. These favourable variances are offset by an unfavourable variance of \$8.4 million related to higher than budgeted development charge grants associated with mandatory exemptions, industrial and brownfield developments.

Niagara Region's ABCs are operating at a forecasted net deficit of \$0.8 million. The net deficit is primarily driven by the forecasted deficit within Niagara Regional Police Service of \$0.8 million. The NRPS deficit is driven by increased labour related costs.

It is recommended that at year-end, the forecasted operating surplus of \$7.9 million be transferred to the Taxpayer Relief Reserve. The balance of the Taxpayer Relief reserve is forecasted to be \$35.8 million or 4.65%, which is below the minimum funding target of 10% to 15% of the annual budgeted operating expenditures, which is \$77.0 million to \$115.4 million.

### **Niagara Transit Commission:**

Niagara Transit Commission is operating at a forecasted nil surplus at year-end.

The net \$0 forecast is a result of reducing the provincial gas tax revenue recognized against operations below the budgeted amount by \$0.1 million as it was not needed. In the absence of this reduction, the forecast of a \$0.1 million surplus (0.07% of budget) was primarily the result of higher than anticipated fare revenue of \$3.2 million due to increased ridership and additional summer service for Brock University, lower than budgeted fuel costs of \$0.3 million, higher than budgeted advertising revenues of \$0.3 million and savings of \$0.8 million on the consolidation of the co-mingled specialized service contract consolidating 5 service providers down to 1 provider. This is offset by an unfavourable variance of \$0.3 million on related vehicle repairs and maintenance and parts and supplies as a result of incremental internal repairs and increased labour related costs due to higher than budgeted benefit and overtime costs, wage grievance settlement and prior year benefit plan deficit of \$3.5 million.

As the Commission is operating at a net forecast of \$0 at year end, no amount will be transferred to or drawn from the Niagara Transit Commission Stabilization Reserve resulting in a balance of \$2.1 million at year-end. The funding target of 10 to 15 percent of annual budgeted operating expenditures similar to other stabilization reserves, is \$8.1 million to \$12.1 million for the Niagara Transit Commission Stabilization Reserve. The reserve is below funding targets since it was newly established in 2023. Funding in this reserve will be considered annually through the budget process with the goal of developing and maintaining a long-term sustainable strategy.

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

Water and Wastewater Services are operating at a forecasted surplus of \$1.0 million at year-end, which consists of a \$1.5 million surplus within the Water division and a \$0.5 million deficit Wastewater division.

The forecasted surplus within the Water division is primarily the result of labour related savings due to salary gapping and delays in hiring vacant positions of \$0.2 million, an increase in water sales due to warm summer conditions of \$0.3 million, and less than anticipated repairs and maintenance work while vacant positions are recruited in the amount of \$0.8 million.

It is recommended that, at year-end, the forecasted surplus of \$1.5 million be transferred to the Water Stabilization Reserve. The funding target, of 10 to 15 percent of annual budgeted operating expenditures, is \$2.7 million to \$4.1 million. Including the forecasted surplus, the Water Stabilization Reserve is forecasted to have a balance of \$4.5 million, which is above the funding targets.

The forecasted deficit within the Wastewater division is primarily a result of external legal costs to support litigation associated with Wastewater infrastructure in the amount of \$0.7 million, repairs and maintenance costs due to aging infrastructure and necessary compliance work of \$0.5 million. These unfavourable variances are partially offset by labour related savings due to salary gapping and delays in hiring vacant positions of \$0.5 million and favourable utility costs due to plant optimization efforts and mild weather of \$0.1 million.

It is recommended that, at year-end, the forecasted deficit of \$0.5 million be funded by the Wastewater Stabilization Reserve. Including the forecasted deficit, the Wastewater Stabilization Reserve will have a balance of \$0.3 million, which is well below the funding targets. The funding target, of 10 to 15 percent of annual budgeted operating expenditures, is \$7.0 million to \$10.5 million. A minimal balance in the Wastewater Stabilization Reserve limits the ability to address risks in the future. It is recommended that there is a focus on mitigating pressure in Q4 to reduce the forecasted deficit while continuing to ensure critical repairs are completed.

### **Waste Management:**

Waste Management Services are operating at a forecasted surplus of \$2.0 million at year-end.

The forecasted surplus is a result of lower than anticipated escalation costs in some contracts including \$0.5 million in the base collection contract, \$0.1 million in the compost facility contract and \$0.1 million in the landfill operations contract. Also driving the forecasted surplus is savings related to lower than anticipated purchases of blue/grey boxes and green bins of \$0.2 million and labour related savings due to salary gapping and delays in hiring vacant positions of \$0.4 million.

It is recommended that at year-end, the forecasted operating surplus of \$2.0 million be transferred to the Waste Management Stabilization Reserve. The funding targets of 10 to 15 percent of annual budgeted operating expenditures, is \$4.8 million to \$7.2 million. Including the forecasted surplus, the Waste Management Stabilization Reserve is forecasted to have a year-end balance of \$11.4 million, which is above the funding targets for the Reserve.

### **Capital Summary:**

The active capital program managed by Niagara Region is \$2.5 billion at the time of writing this report. Throughout 2024 the active capital program has decreased by \$94.4

million. The decrease is primarily caused by project closures of \$108.4 million and budget reductions of \$18.0 million. This decrease is offset by gross budget adjustments of \$23.1 million and transfers from capital variance projects of \$8.9 million.

Of the active capital projects budget of \$2.5 billion, \$1.6 billion is spent and committed, resulting a budget remaining of \$0.9 billion).

Table 2: Capital Program Reconciliation

(in millions)	Levy Programs	Special Levy Programs	Rate Programs	Adjusted Program
Budget for Active Capital Projects on January 1, 2024*	\$1,243.3	\$120.6	\$1,197.8	\$2,561.8
Gross Budget Adjustment (including transfers from operating)	\$15.8	\$0.7	\$6.6	\$23.1
Transfer from Capital Variance Project	\$4.9	\$0.2	\$3.8	\$8.9
Budget Reductions on Active Capital Projects	(\$0.2)	(\$1.0)	(\$16.8)	(\$18.0)
Projects Closed	(\$65.7)	(\$5.6)	(\$37.1)	(\$108.4)
<b>Total Adjusted Budget for Active Capital Projects at October 24, 2025</b>	<b>\$1,198.1</b>	<b>\$114.9</b>	<b>\$1,154.3</b>	<b>\$2,467.4</b>
Spent & Committed	(\$938.3)	(\$66.9)	(\$573.5)	(\$1,578.8)
<b>Budget Remaining</b>	<b>\$259.8</b>	<b>\$48.0</b>	<b>\$580.8</b>	<b>\$888.6</b>
% of Budget Spent and/or Committed	78.3%	58.2%	16.6%	64.0%

\*Comprised of all active capital projects (excluding capital variance projects) including the council approved 2024 budget



**Reserve Impacts:**

The 2024 forecasted transfers from the Taxpayer Relief Reserve are in line with the 2024 budget. The 2024 forecast also includes the forecasted 2024 levy surplus. The 2025 forecast includes additional initiatives around Smart Growth, Project Eagle and EMS funding. The impact of these changes on the Taxpayer Relief Reserve forecasted balance is shown below in Table 3.

Table 3: Taxpayer Relief Reserve Forecast

(in millions)	2024 Budget	2024 Forecast	2025 Forecast
Opening Balance	\$36.6	\$36.6	\$35.8
Bill 23 Impacts	(\$0.6)	(\$0.6)	-
2024 Council Reserve Draw (Tax mitigation strategy)	(\$4.0)	(\$4.0)	-
One-time Transfers (net)	(\$0.7)	(\$0.7)	(\$1.0)
Other	\$0.1	\$0.1	-
Homelessness 2024 Budget Pressure (One-time)	(\$2.4)	(\$2.4)	-
Extra Working Day	(\$1.1)	(\$1.1)	-
Smart Growth* - Regional DC Reduction Funding Strategy	-	-	\$4.9
Project Eagle DC Grant	-	-	(\$5.4)
EMS Funding due to Time Lag	-	-	(1.9)
Forecasted 2024 Operating Surplus	-	\$7.9	-
<b>Closing Balance</b>	<b>\$27.9</b>	<b>\$35.8</b>	<b>\$32.4</b>
Commitments – Smart Growth DC Refunds*	-	-	(\$4.9)
<b>Available Balance</b>	<b>\$27.9</b>	<b>\$35.8</b>	<b>\$27.5</b>

\* Smart Growth funding strategy and commitment is proposed as part of the 2025 budget

## Alternatives Reviewed

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

## Relationship to Council Strategic Priorities

Council Strategic Priority: Effective Region

Objective 1.3 – Deliver fiscally responsible and sustainable core services.

## Other Pertinent Reports

[CSD 43-2024 Q2 2024 Financial Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=a6c5e2bd-d88f-4811-ad69-4050055c83d4&Agenda=Agenda&lang=English&Item=12&Tab=attachments>)

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### Prepared by:

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Corporate Services

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### Recommended by:

Daniel Carnegie  
Commissioner/Treasurer  
Corporate Services

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Ron Tripp, P.Eng.  
Chief Administrative Officer

This report was prepared in consultation with the Corporate Leadership Team.

## Appendices

Appendix 1	2024 Q3 Financial Update
Appendix 2	2024 Q3 Achievements Report

# Q3 Financial Update 2024

# Q3 Financial Update – September 2024

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## Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2024 Q3 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 2022 and the 32 members will serve a four year term to November 2026.

At September 30, 2024 Niagara Region is forecasting a surplus of \$7,934 thousand related to the General levy programs, a \$1,972 thousand surplus related to Special levy programs, and a \$1,016 thousand surplus related to the Water & Wastewater Program.

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.

Melanie Steele, Associate Director of Financial Management & Planning

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

Due to the report being in thousands of dollars, there may be instances where cross-adds and down-adds may be out one dollar due to the rounding taking place within the schedules.

Consolidated Operating Funding Surplus/(Deficit) Review

# Levy

(In thousands of dollars)

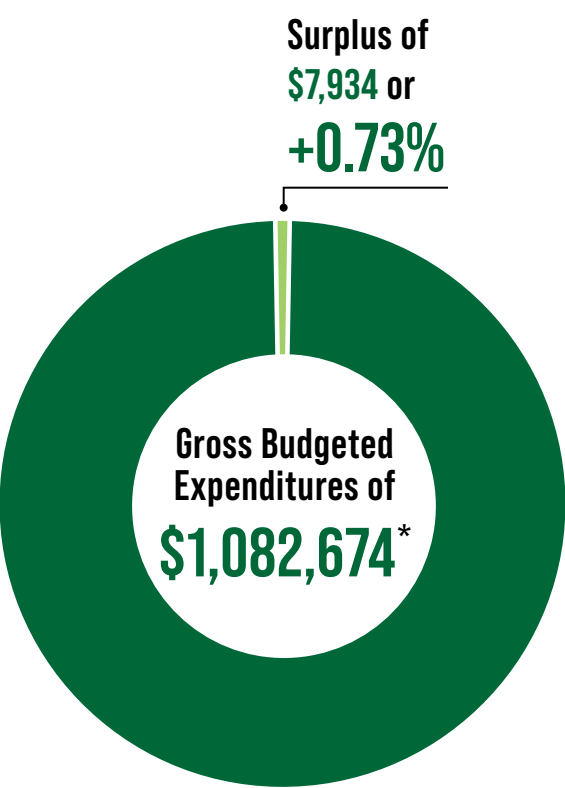
Niagara Region’s levy programs are operating at a net forecasted surplus of \$7,934.

The levy programs excluding agencies, boards and commissions (ABCs) are operating at a forecasted surplus of \$8,710. This forecasted surplus is driven by higher than budgeted overall investment income of \$6,150 mainly due to gains on the sale of investments due to favourable market conditions, reduction in the legal liability accrual of \$6,740, net corporate related gapping of \$2,189, changes in work plans resulting in consulting savings of \$1,498. These favourable variances are offset by an unfavourable variance of \$8,406 related to higher than budgeted development charge grants associated with mandatory exemptions, industrial and brownfield developments.

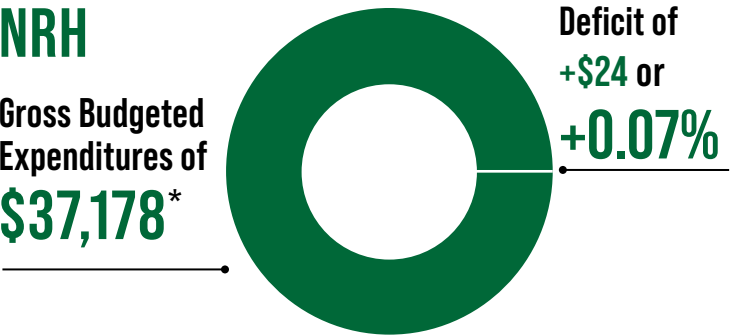
Niagara Region’s ABCs are operating at a forecasted net deficit of \$776. The net deficit is primarily driven by the forecasted deficit within Niagara Regional Police Service of \$774. The Niagara Regional Police Service (NRPS) deficit is driven by increased labour related costs.

It is recommended that at year-end, the forecasted operating surplus of \$7,934 be transferred to the Taxpayer Relief Reserve. The balance of the Taxpayer Relief reserve is forecasted to be \$35,802 or 4.65%, which is below the minimum funding target of 10% to 15% of the annual budgeted operating expenditures, which is \$76,956 to \$115,434.

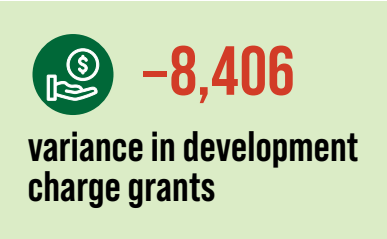
Levy Department and Programs  
(Including ABC's)



Financial Results of Agencies, Boards and Commissions



Financial Statement Highlights



\*Includes transfer, intercompany charges and indirect allocations



## Consolidated Operating Funding Surplus/(Deficit) Review

# Water and Wastewater

(In thousands of dollars)

Water and Wastewater Services are operating at a forecasted surplus of \$1,016 at year-end, which consists of a \$1,536 surplus within the Water division and a \$520 deficit Wastewater division.

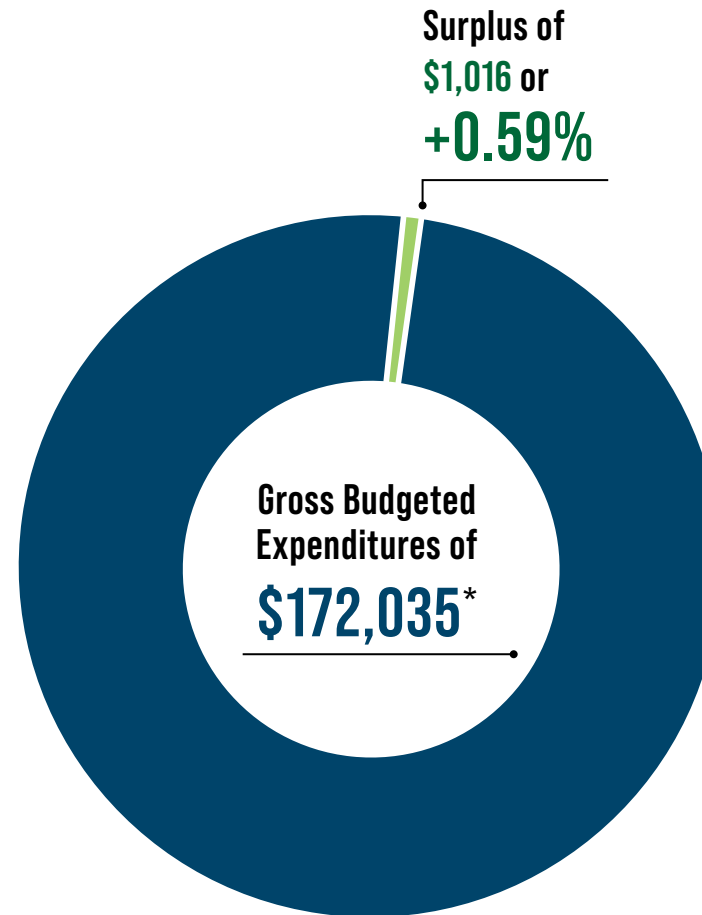
The forecasted surplus within the Water division is primarily the result of labour related savings due to salary gapping and delays in hiring vacant positions of \$222, an increase in water sales due to warm summer conditions of \$310, and less than anticipated repairs and maintenance work while vacant positions are recruited in the amount of \$788.

It is recommended that, at year-end, the forecasted surplus of \$1,536 be transferred to the Water Stabilization Reserve. The funding target, of 10 to 15 per cent of annual budgeted operating expenditures, is \$2,742 to \$4,114. Including the forecasted surplus, the Water Stabilization Reserve is forecasted to have a balance of \$4,528, which is above the funding targets.

The forecasted deficit within the Wastewater division is primarily a result of external legal costs to support litigation associated with Wastewater infrastructure in the amount of \$747, repairs and maintenance costs due to aging infrastructure and necessary compliance work of \$524. These unfavourable variances are partially offset by labour related savings due to salary gapping and delays in hiring vacant positions of \$499 and favourable utility costs due to plant optimization efforts and mild weather of \$133.

It is recommended that, at year-end, the forecasted deficit of \$520 be funded by the Wastewater Stabilization Reserve. Including the forecasted deficit, the Wastewater Stabilization Reserve will have a balance of \$316, which is well below the funding targets. The funding target, of 10 to 15 per cent of annual budgeted operating expenditures, is \$6,972 to \$10,458. A minimal balance in the Wastewater Stabilization Reserve limits the ability to address risks in the future. It is recommended that there is a focus on mitigating pressure in Q4 to reduce the forecasted deficit continuing to ensure critical repairs are completed.

### Water and Wastewater Operating Surplus



\* Includes transfer, intercompany charges and indirect allocations

### Water Financial Statement Highlights



**+\$788**  
variance in anticipated  
emergency equipment repairs



**+\$310**  
variance in water sales

### Wastewater Financial Statement Highlights



**-\$747**  
variance in estimated  
external legal costs



**-\$524**  
variance in repairs and  
maintenance due to aging  
infrastructure and equipment

Consolidated Operating Funding Surplus/(Deficit) Review

# Waste Management

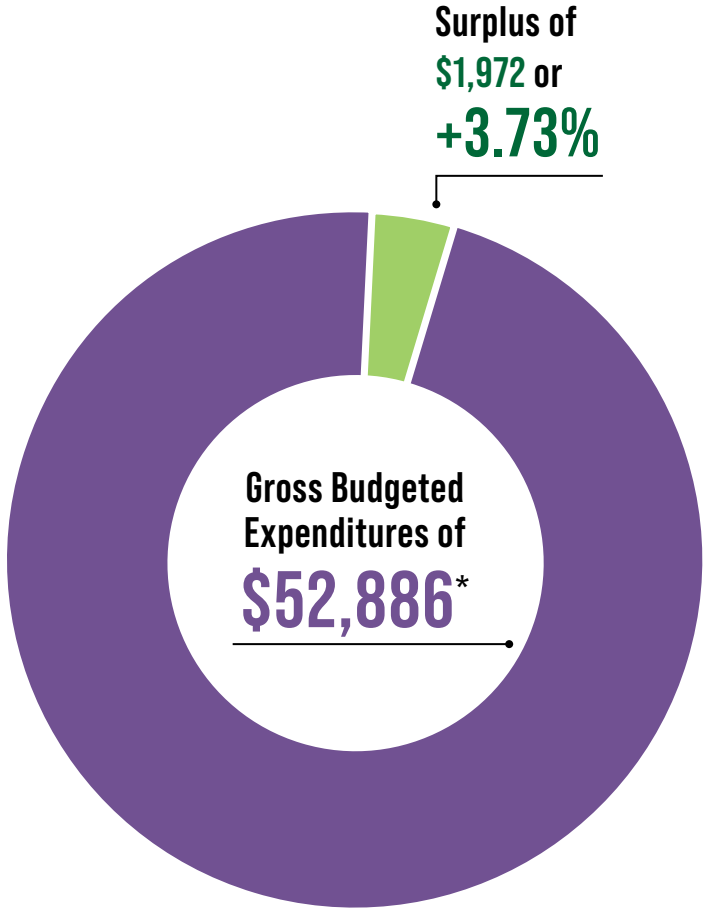
(In thousands of dollars)

Waste Management Services are operating at a forecasted surplus of \$1,972 at year-end.


The forecasted surplus is a result of lower than anticipated escalation costs in some contracts including \$478 in the base collection contract, \$116 in the compost facility contract and \$90 in the landfill operations contract. Also driving the forecasted surplus is savings related to lower than anticipated purchases of blue/grey boxes and green bins of \$207 and labour related savings due to salary gapping and delays in hiring vacant positions of \$389.

It is recommended that at year-end, the forecasted operating surplus of \$1,972 be transferred to the Waste Management Stabilization Reserve. The funding targets of 10 to 15 per cent of annual budgeted operating expenditures, is \$4,819 to \$7,229. Including the forecasted surplus, the Waste Management Stabilization Reserve is forecasted to have a year-end balance of \$11,363, which is above the funding targets for the Reserve.


Waste Management Operating Surplus




Financial Statement Highlights



**+\$684**  
lower than anticipated  
escalation costs in contracts



**+\$389**  
labour related savings due to  
salary gapping and position  
vacancy management



**+\$207**  
variance in purchases of blue  
and grey boxes and green bins

\* Includes transfer, intercompany charges and indirect allocations

Consolidated Operating Funding Surplus/(Deficit) Review

# Niagara Transit Commission

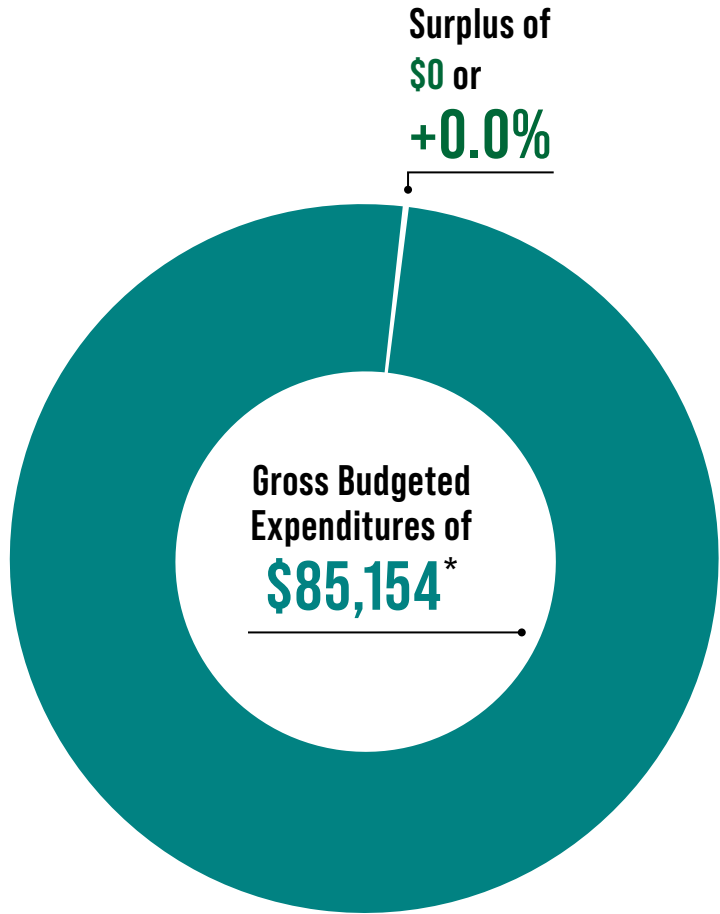
(In thousands of dollars)

Niagara Transit Commission is operating at a forecasted nil surplus at year-end.


The net \$0 forecast is a result of reducing the provincial gas tax revenue recognized against operations below the budgeted amount by \$61 as it was not needed. In the absence of this reduction, the forecast of a \$61 surplus was primarily the result of higher than anticipated fare revenue of \$3,195 due to increased ridership and additional summer service for Brock University, lower than budgeted fuel costs of \$319, higher than budgeted advertising revenues of \$327 and savings of \$779 on the consolidation of the co-mingled specialized service contract consolidating five service providers down to one provider. This is offset by an unfavourable variance of \$336 on related vehicle repairs and maintenance and parts and supplies as a result of incremental internal repairs and increased labour related costs due to higher than budgeted benefit and overtime costs, wage grievance settlement and prior year benefit plan deficit of \$3,543.

As the Commission is operating at a net forecast of \$0 at year end, no amount will be transferred to or drawn from the Niagara Transit Commission Stabilization Reserve resulting in a balance of \$2,087 at year-end. The funding target of 10 to 15 per cent of annual budgeted operating expenditures similar to other stabilization reserves, is \$8,080 to \$12,119 for the Niagara Transit Commission Stabilization Reserve. The reserve is below funding targets since it was newly established in 2023. Funding in this reserve will be considered annually through the budget process with the goal of developing and maintaining a long-term sustainable strategy.


Niagara Transit Commission Operating Surplus




Financial Statement Highlights



**+\$3,195**  
Variance in higher than anticipated fare revenue



**-\$3,543**  
Variance in labour related costs



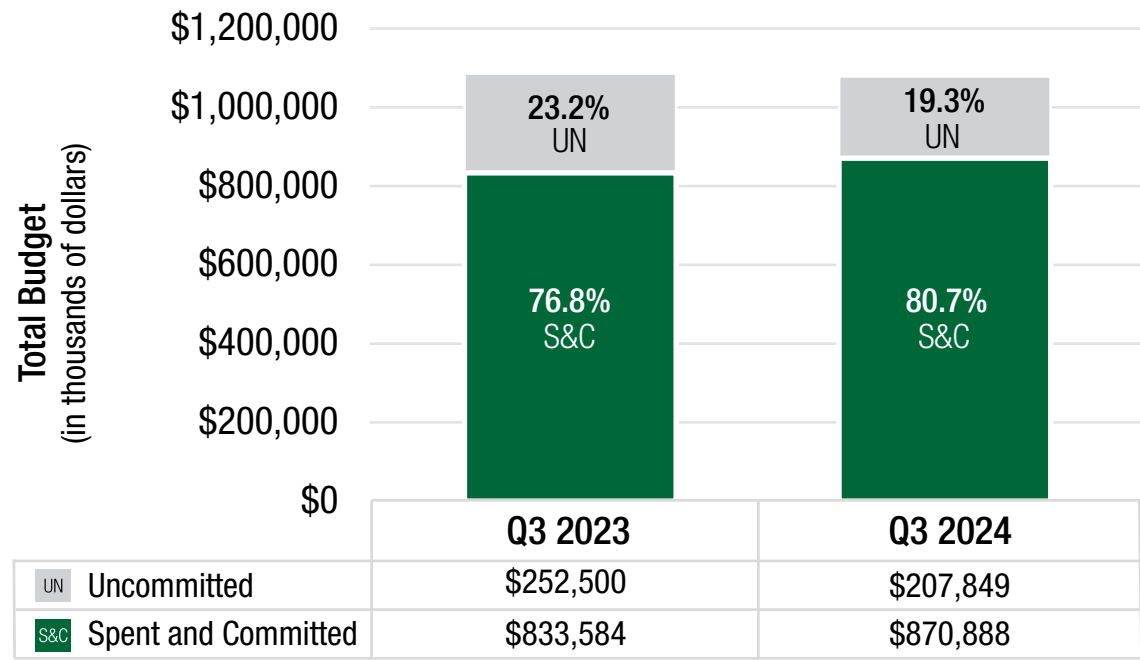
**+\$779**  
variance in commingled specialized service

\* Includes transfer, intercompany charges and indirect allocations

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Levy

Project Budgets Spent and/or Committed at Quarter End  
Active projects with budgets greater than \$1 million.

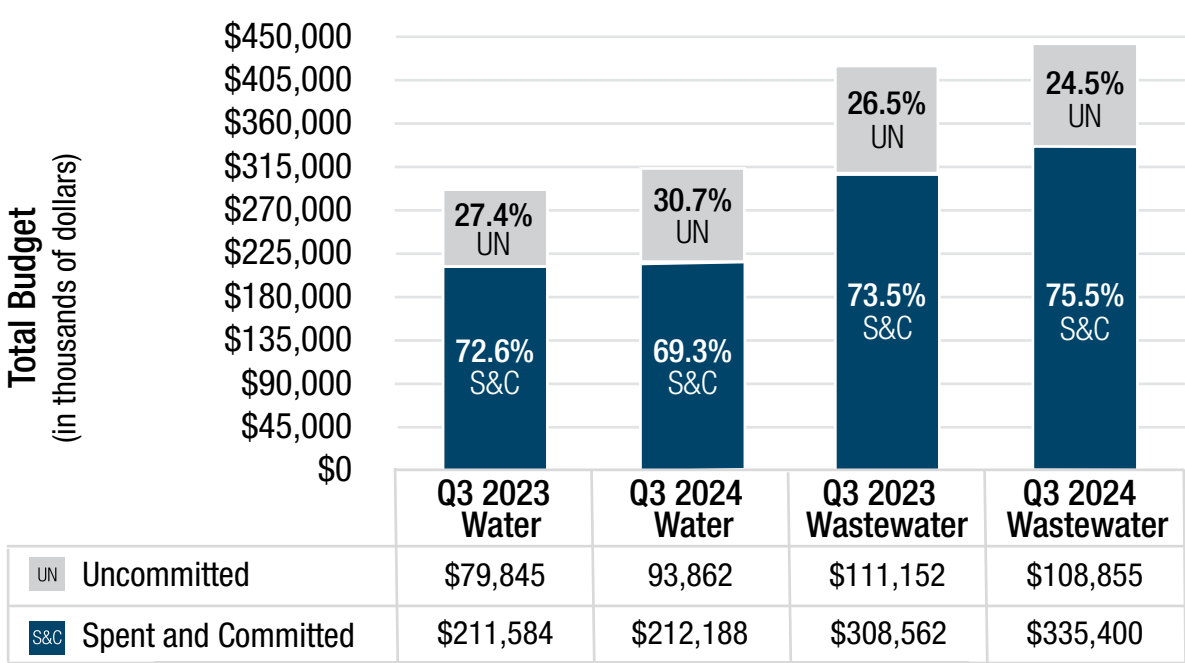


Year-to-Date Capital Variance Project Transfers



Water and Wastewater

Project Budgets Spent and/or Committed at Quarter End  
Active projects with budgets greater than \$1 million.



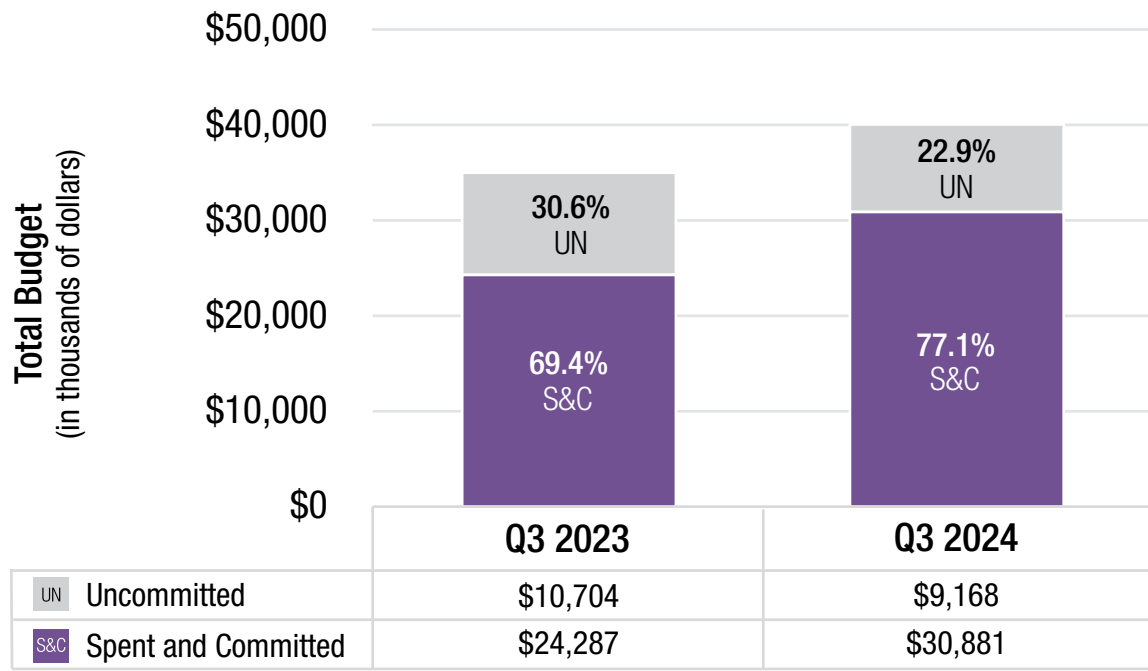
Year-to-Date Capital Variance Project Transfers



## Waste Management

### Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



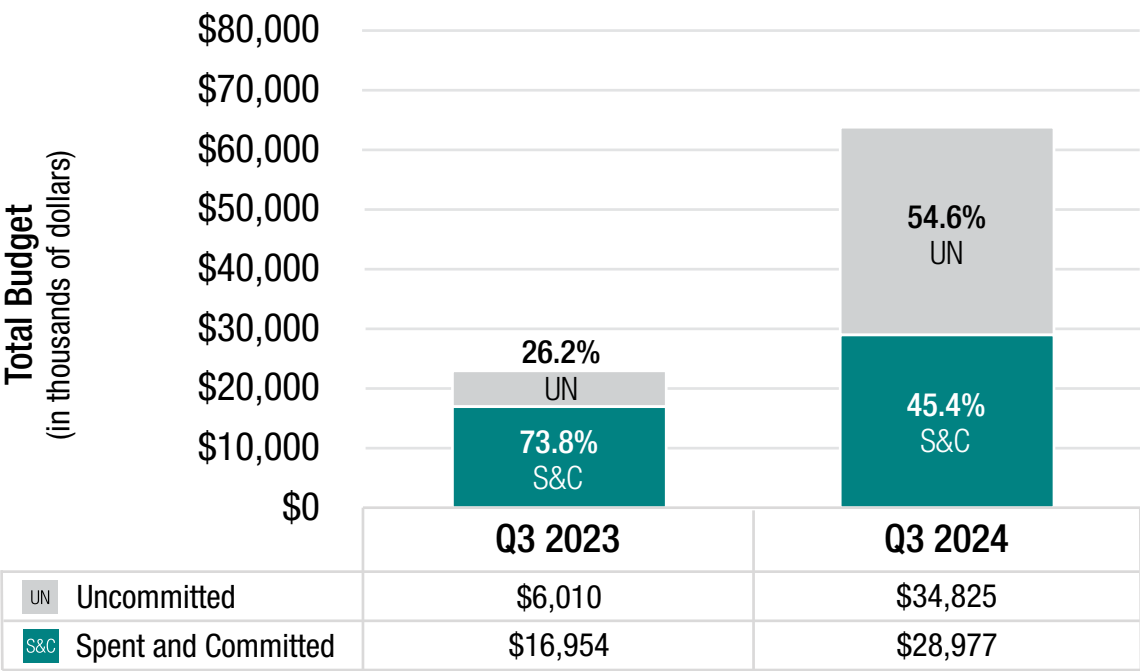
### Year-to-Date Capital Variance Project Transfers



## Niagara Transit Commission

### Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



2023 was the first year of operation for Niagara Transit Commission and only projects transferred from local area municipalities to the NTC were being managed that year, no new capital projects were approved in 2023. In 2024, the first new capital budget was approved, resulting in a significant increase in projects and funds being managed. To date, no Niagara Transit Commission capital projects have been closed where a Capital Variance Project has been required. When a Capital Variance Project is required, one will be established for Niagara Transit Commission.

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

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Annual Forecast	Q3 Forecasted Surplus/(Deficit)	Annual Budget	Annual Forecast	Q3 Forecasted Surplus/(Deficit)
<b>GENERAL LEVY SUPPORTED DEPARTMENTS &amp; PROGRAMS</b>						
<b>Regional Departments</b>						
Governance	\$2,345	\$2,220	\$124	\$2,756	\$2,613	\$142
General Government	-\$367,407	-\$373,550	\$6,143	-\$475,103	-\$481,247	\$6,144
Office of Deputy CAO	\$3,602	\$3,131	\$471	\$2,803	\$2,311	\$492
Corporate Administration	\$10,285	\$13,401	-\$3,116	\$1,348	\$1,419	-\$71
Corporate Services	\$49,754	\$48,824	\$930	\$524	\$473	\$51
Children's Services	\$6,555	\$5,755	\$800	\$9,457	\$8,633	\$823
Homelessness & Community Engagement Services	\$4,500	\$4,946	-\$445	\$5,112	\$5,698	-\$586
Seniors Services	\$9,245	\$8,361	\$884	\$28,923	\$28,450	\$473
Social Assistance & Employment Opportunities	\$12,539	\$12,873	-\$335	\$16,692	\$17,364	-\$672
Housing Services	\$27,904	\$27,302	\$602	\$25,540	\$24,816	\$724
Public Health & Mental Health	\$8,419	\$6,080	\$2,340	\$17,488	\$15,559	\$1,929
Emergency Services	\$29,482	\$29,562	-\$80	\$39,346	\$39,210	\$137
Public Works - Transportation	\$27,615	\$28,453	-\$838	\$81,726	\$83,074	-\$1,348
Growth Strategy & Economic Development	\$8,674	\$8,157	\$518	\$10,034	\$9,563	\$470
<b>Sub-Total - Regional Departments</b>	<b>-\$166,488</b>	<b>-\$174,485</b>	<b>\$7,997</b>	<b>-\$233,355</b>	<b>-\$242,064</b>	<b>\$8,710</b>
<b>Agencies, Boards &amp; Commissions</b>						
Court Services	-\$1,336	-\$1,361	\$24	-\$82	-\$56	-\$26
Niagara Regional Housing	\$4,412	\$4,483	-\$71	\$17,609	\$17,584	\$24
Niagara Regional Police	\$188,475	\$188,702	-\$227	\$208,558	\$209,332	-\$774
Niagara Peninsula Conservation Authority	\$7,270	\$7,270	\$0	\$7,270	\$7,270	\$0
<b>Subtotal Agencies, Boards &amp; Commissions</b>	<b>\$198,822</b>	<b>\$199,095</b>	<b>-\$273</b>	<b>\$233,355</b>	<b>\$234,130</b>	<b>-\$776</b>
<b>Total General Levy Supported Programs</b>	<b>\$32,334</b>	<b>\$24,610</b>	<b>\$7,723</b>	<b>\$0</b>	<b>-\$7,934</b>	<b>\$7,934</b>
<b>Rate Supported Departments &amp; Special Levy</b>						
Rate Supported: Water & Wastewater	-\$22,509	-\$24,027	\$1,519	\$0	-\$1,016	\$1,016
Special Levy: Waste Management	-\$1,720	-\$3,577	\$1,857	\$0	-\$1,972	\$1,972
Special Levy: Niagara Transit Commission	-\$8,105	-\$7,927	-\$178	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>-\$10,921</b>	<b>\$10,921</b>	<b>\$0</b>	<b>-\$10,921</b>	<b>\$10,921</b>



# Consolidated Operating Surplus/(Deficit) – Continued

## Variance Analysis (in thousands of dollars)

Niagara Region is forecasting an overall surplus of \$10,921.

### Levy Supported Programs

Niagara Region’s levy supported programs are operating at a net forecasted surplus of \$7,723 before indirect allocations.

The levy supported programs are composed of 13 departments, agencies, boards and commissions that contribute to the forecasted surplus. The major factors affecting the forecasted surplus by key area are as follows:

**Governance** - Governance is at a net forecasted surplus of \$124 at year end.

The forecasted surplus is a result of favourable labour related costs of \$108 due to a declined salary increase to offset the federal income tax exemption for the Regional Chair and a decline in CPP and Health and Dental benefits for Council.

**General Government** – General Government is at a net forecasted surplus of \$6,143 at year end.

The forecasted surplus is a result of higher than budgeted overall investment income mainly due to gains on the sale of investments due to favourable market conditions of \$6,150. In addition to investment income, favourable forecasted variances relate to a reduction in legal liability accrual of \$6,740, savings in forecasted related to general planning grants of \$768 and a one-time WSIB adjustment being recognized as revenue of \$758. These favourable variances are offset by an unfavourable variance of \$8,406 related to higher than budgeted development charge grants associated with mandatory exemptions, industrial and brownfield developments.

**Office of Deputy CAO** – The Office of the Deputy CAO is at a net forecasted surplus of \$471 at year end.

The forecasted surplus is a result of vacancies in various positions within the department of \$58 and savings on administrative costs including consulting of \$75, records management of \$41, legal costs of \$65, and training of \$27. In addition, Business Licensing fees are forecasted to be higher than budget by \$137 mainly due to unanticipated addition of a ride share business.

**Corporate Administration** – Corporate Administration is at a net forecasted deficit of \$3,116 at year end.

The forecasted deficit is a result of labour related costs of \$3,227 and the associated external legal costs of \$144 and consulting costs of \$237. These unfavourable variances are partially offset by favourable variances in internal audit costs of \$119 and higher than anticipated union bill-backs.

**Corporate Services** – Corporate Services is at a net forecasted surplus of \$930 at year end.

The forecasted surplus is a result of GO station maintenance costs of \$877, insurance premium savings of \$418, software/hardware support and maintenance cost savings of \$486 related to approved but not fully completed IT capital projects and timing of spend

## Consolidated Operating Surplus/(Deficit) – Continued

in first- and third-party claim payouts of \$220. These favourable forecasted variances are partially offset by unfavourable variances in building maintenance costs of \$540, insurance settlement related fees of \$418 and labour related cost pressures of \$69 due to additional resources to offset one-time projects, offset by savings in other operating lines.

**Community Services – Children’s Services** – Children’s Services is operating at a forecasted year-end net surplus of \$800.

The forecasted favourable variance is mainly due to higher than anticipated full fee child care revenue from the Region’s five directly operated child care centres of \$521 and lower than anticipated consulting fees of \$977. Children’s Services will reinvest a portion of the forecasted surplus as payments to child care agencies to support emerging issues and inflationary pressures encountered in 2024. As communicated in COM 3-2024, an operating capacity holdback of \$4,445 was imposed by the Ministry of Education (MEDU) on 2024 Canada Wide Early Learning and Child Care (CWELCC) funding, and upon further confirmation from MEDU, this funding will not be flowed to Children’s Services in 2024.

**Community Services - Homelessness Services** – Homelessness Services and Community Engagement is forecasting a deficit of \$445 at year-end.

The forecasted deficit is mainly due to higher costs for third-party provider contracts, which exceeded the initial budget by \$1,244. This increase was partially offset by additional federal and provincial grants totaling \$1,115, primarily from the Interim Housing Assistance Program (IHAP), which reimbursed interim housing costs for asylum claimants incurred in 2023. Additionally, homelessness services experienced higher-than-budgeted costs for Buchanan permanent supportive housing operations, with an increase of \$500 allocated from Niagara Regional Housing. This increase was due to a change in the service provider and essential repairs and maintenance.

**Community Services - Housing Services** – Housing Services is operating at a net forecasted surplus of \$602 at year-end.

The forecasted surplus is primarily a result of a temporary decrease in the operating subsidy payments of the housing providers as they come to the end of their mortgage term and are no longer incurring those mortgage costs. A review of future funding requirements to ensure that the operations of this community housing stock in Niagara remain viable and is maintained, including their capital requirements, has been completed and new service agreements are anticipated to be in place for these providers by the end of the year.

**Community Services - Seniors Services** – Seniors Services is operating at a net forecasted surplus of \$884 at year-end.

The Ministry of Long-Term Care (MLTC) has made significant investment in LTC in 2024 to help relieve financial pressures and address key priorities which resulted in funding increases in excess of budget (\$3,558). Seniors Services is participating in Preceptor Resource and Education Program for Long-Term Care through Centers for Learning, Research and Innovation that provides funding to help increase the quality and capacity for clinical student placements in Ontario. This program is generating a surplus of \$1,579. The MLTC rolled out the final year of staffing increases as part of the provincial LTC



## Consolidated Operating Surplus/(Deficit) – Continued

staffing plan in 2024. Given that the funding was announced three days before the funding was issued there was a lag in spending as positions were posted and filled. Furthermore, staffing at Upper Canada Lodge has been decreasing incrementally as the home decreases occupancy as part of the closure process. Together these two items have generated \$1,295 in labour related savings. These savings are partially offset by unfavourable variances related to lower than anticipated funding/accommodation fees at Upper Canada Lodge due to the low occupancy rate (\$4,457) as well as purchases under operational & supply related to programming supplies and assistive medical devices utilizing one-time funding from the MLTC (\$468) and planned preventative maintenance of older LTC homes in preparation for winter (\$211).

### Community Services – Social Assistance Employment Opportunities (SAEO) –

Social Assistance and Employment Opportunities is forecasting a deficit of \$335 at year-end.

The projected deficit is primarily due to higher-than-expected caseloads and benefit increases, which exceed available provincial funding. Additionally, \$250 will be allocated to fund the co-location of the Fort Erie SAEO with Public Health as part of the Corporate Building Utilization Initiative.

### Public Health and Mental Health - Public Health and Mental Health – Public Health and Mental Health is operating at a net forecasted surplus of \$2,340 at year-end.

The Public Health department undertook an extensive strategic review to find efficiencies and ultimately reduce the levy cost share. Throughout the strategic review and following its rollout, staffing levels were significantly impacted as a hiring freeze was placed on several vacant positions. The forecasted surplus is largely the result of gapping of \$2,158 (\$390 of which is offset with a reduction in revenue), underspending in office costs, staff training, equipment, and intercompany chargebacks, one-time provincial grants of \$363, and prior period subsidy adjustment of \$232. These favourable variances are netted with increased senior denture services, disposal of expired medical supplies, an unbudgeted contribution toward NF office renovation project, clinic lease extension, and ICDS transition costs to NCC.

**Emergency Services** – Emergency Services is operating with a forecasted deficit of \$80 for year-end. This is mainly due to savings in budgeted salaries and benefits of \$2,144, however that is almost fully offset by pressures in overtime / lieu of \$1,344 and WSIB of \$639. The remaining driver of the deficit is largely unfavourable variances in repairs and maintenance of equipment and vehicles tied to longer replacement cycles of those assets.

**Public Works Transportation** – Transportation Services is operating at a forecasted net deficit of \$838 at year-end. Of the total forecasted year-end deficit, a deficit of \$838 relates to base operations and \$0 relates to Vision Zero (VZ).

As part of the VZ Road Safety Program, Automated Speed Enforcement (ASE) launched in Q4 2023, and the Red Light Camera (RLC) program began in Q1 2024. The forecasted VZ year-end surplus of \$0 is a result of net proceeds after all program expenses and cost sharing with the LAMs being transferred to reserve for future use. A reporting and reinvestment strategy for proceeds into the Road Safety program is being developed and staff expect to report back to Council Q1 2025.

## Consolidated Operating Surplus/(Deficit) – Continued

The forecasted deficit of \$838 related to base operations is a result of lower than anticipated signal maintenance, signs and lane-marking revenue of \$816, higher vehicle parts supply of \$610, leasing costs of \$35 and lower net proceeds from sale of \$60 on an aging Fleet, higher other equipment, vehicle, and technology costs of \$158 and higher consulting costs and other administrative expenses of \$158. These unfavourable variances are partially offset by lower fuel usage of \$385, increased vehicle accident damage recoveries of \$265, lower labour related costs of \$278, lower usage of hired equipment and other program specific materials of \$60.

**Growth Strategy and Economic Development** – Growth Strategy and Economic Development is at a net forecasted surplus \$518 at year end.

The forecasted surplus is a result of favourable labour related costs of \$405, increase in By-Law charges and sales of \$268, and increases in Other Revenue of \$132. These favourable variances are partially offset by unfavorable variances in consulting costs of \$313 and lower than anticipated federal and provincial grants of \$28. Included within the forecasted expenditure is \$226 for incentive review work as requested by Council with planning already underway but funding being requested as part of budget 2025. If approved these costs will be reflected in 2025 against that budget.

**Courts Services** – Court Services is operating a forecasted year end deficit of \$57. Of the total forecasted year end deficit, \$57 is related to Base operations and \$0 relates to operations associated with the Vision Zero Road Safety Program (VZ).

Base operations are forecasting a year-end distribution of \$25, which is a \$57 below the budgeted distribution of \$82. The decrease in the distribution is tied to higher than anticipated infraction revenues received in the first nine months of the year which have been offset by higher than anticipated operating costs directly related to the increased revenues such as victim fine surcharges, dedicated fines, and credit card fees.

VZ operations are forecasting a net revenue year-end distribution of \$1,452 to the LAMs compared to the budgeted distribution of \$0. VZ charging volumes and ticket payments were substantially higher in the first nine months of the year due to an increased volume of tickets processed by the Joint Processing Centre (JPC), which is outside the control of Court Services, and are not anticipated to continue throughout the remainder of the year. The increased revenues have been partially offset by higher than anticipated operating costs directly related to the increased revenues which have been reduced by savings for call-in prosecutors.

**Niagara Regional Housing** – Niagara Regional Housing (NRH) is operating at a net forecasted deficit of \$71 before indirect allocations at year-end.

The forecasted deficit is a result of higher than anticipated building and property maintenance costs mainly due to inflationary pressures for service contracts, services, and materials. These increased costs are offset by increased rental revenues as more tenants are paying affordable market rents for NRH units due to few housing options available, as well as increased investment income arising from a higher than anticipated bank balance due to timing of bank transfers and higher interest rates.

**Niagara Regional Police Service** – Niagara Regional Police Service is operating at a forecasted year end net operating deficit of \$227. The forecasted deficit is a result of overages in labour related costs within uniform and civilian salaries due to overtime

## Consolidated Operating Surplus/(Deficit) – Continued

requirements to meet minimum staffing levels and overtime incurred for major investigations of \$363. Additional overages in operational & supply include arsenal and ammunition requirements to meet legislated training requirements as well as uniform expenses to outfit new hires of \$628. Partially offsetting savings are anticipated in equipment, vehicles and technology mainly due to savings in computer software support and maintenance agreements due to the timing of equipment purchases, as well as savings in budgeted fuel rates totaling \$513. Further savings in external consulting services and telecommunication expenses of \$161 are expected to remain until year end.

**Niagara Peninsula Conservation Authority** – Niagara Peninsula Conservation Authority (NPCA) is a separate corporation and the Niagara Region levies the Niagara share of the NPCA levy on their behalf. This report shows the amount levied on behalf of the NPCA and not their operating results.

## Rate Supported Programs

Niagara Region’s rate supported programs are operating at a net forecasted surplus of \$1,016 before indirect allocations.

The rate supported programs are composed of water and wastewater departments that contribute to the forecasted surplus. The major factors affecting the forecasted surplus by department are as follows:

**Water** – Water Services is operating at a forecasted net surplus of \$1,536 at year-end. The forecasted surplus is primarily the result of labour related savings due to salary gapping and delays in hiring vacant positions of \$222, an increase in water sales due to warm summer conditions of \$310, and less than anticipated repairs and maintenance work while vacant positions are recruited in the amount of \$788.

**Wastewater** – Wastewater Services is operating at a forecasted net deficit of \$520 at year-end. The forecasted deficit is primarily a result of external legal costs to support litigation associated with Wastewater infrastructure in the amount of \$747, repairs and maintenance costs due to aging infrastructure and necessary compliance work of \$524. These unfavourable variances are partially offset by labour related savings due to salary gapping and delays in hiring vacant positions of \$499 and favourable utility costs due to plant optimization efforts and mild weather of \$133.

## Special Levy Programs

Niagara Region’s special levy programs; Niagara Transit Commission and Waste Management are operating at a net \$0 forecast and forecasted surplus and \$1,972 respectively.

**Niagara Transit Commission** – Niagara Transit Commission is operating at a net \$0 year-end forecast. The net \$0 forecast is primarily the result of higher than anticipated fare revenue of \$3,195 due to increased ridership and additional summer service for Brock University, lower than budgeted fuel costs of \$319 related to actual rate per litre being less than budgeted rate per litre, higher than budgeted advertising revenues of \$327 and savings of \$779 on the consolidation of the co-mingled specialized service contract consolidating 5 service providers down to 1 provider. This is offset by an unfavourable variance of \$336 on related vehicle repairs and maintenance and parts and

## Consolidated Operating Surplus/(Deficit) – Continued

supplies as a result of incremental internal repairs and increased labour related costs due to higher than budgeted benefit and overtime costs, wage grievance settlement and prior year benefit plan deficit of \$3,543. Provincial Gas Tax revenue recognized has been reduced by \$61 in order to forecast an overall net \$0 forecast.

**Waste Management** – is operating at a forecasted year end net operating surplus of \$1,972. The forecasted surplus is a result of lower than anticipated escalation costs in some contracts including \$478 in the base collection contract, savings related to lower than anticipated purchases of blue/grey boxes and green bins of \$207, labour related savings due to salary gapping and delays in hiring vacant positions of \$389, and \$21 in additional funding received for the Region’s drop-off depots associated with temporary blue box funding during the transition period and \$39 in additional hazardous special product funding.

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
Labour Related Costs	\$1,637	\$1,560	\$77	4.7%	\$2,183	\$2,075	\$108	4.9%
Administrative	\$116	\$75	\$41	35.7%	\$155	\$142	\$13	8.1%
Operational & Supply	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Equipment, Vehicles, Technology	\$2	\$3	-\$1	-50.2%	\$2	\$3	\$0	-12.7%
Partnership, Rebate, Exemption	\$152	\$102	\$50	33.2%	\$152	\$102	\$50	33.0%
Total Expenses	\$1,906	\$1,739	\$168	8.8%	\$2,492	\$2,322	\$170	6.8%
Other Revenue	-\$150	-\$103	-\$47	-31.1%	-\$150	-\$103	-\$47	-31.1%
Total Revenues	-\$150	-\$103	-\$47	-31.1%	-\$150	-\$103	-\$47	-31.1%
Intercompany Charges	\$4	\$3	\$1	15.7%	\$5	\$4	\$1	11.8%
Total Intercompany Charges	\$4	\$3	\$1	15.7%	\$5	\$4	\$1	11.8%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$1,760	\$1,638	\$122	6.9%	\$2,347	\$2,223	\$124	5.3%
Transfers From Funds	-\$2	-\$2	\$0	0.0%	-\$2	-\$2	\$0	0.0%
Total Transfers	-\$2	-\$2	\$0	0.0%	-\$2	-\$2	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$1,758	\$1,637	\$122	6.9%	\$2,345	\$2,220	\$124	5.3%
Indirect Allocations & Debt	\$314	\$289	\$25	8.0%	\$411	\$393	\$18	4.4%
Total Indirect Allocations & Debt	\$314	\$289	\$25	8.0%	\$411	\$393	\$18	4.4%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$2,073	\$1,926	\$147	7.1%	\$2,756	\$2,613	\$142	5.2%

# Governance - Continued

## What does Governance do?

Niagara Regional Council acts as the final decision-making body for Niagara Region. Council membership includes 19 elected representatives from Niagara’s area municipalities, 12 elected mayors from Niagara’s area municipalities, and one Regional Chair.

The Municipal Act defines the responsibilities of the Regional Chair who holds dual roles as the Head of Council and the Chief Executive Officer of the Region. As the Head of Council, the Regional Chair presides over Council meetings so that its business can be carried out efficiently and effectively; provides information and recommendations to Regional Council with respect to the role of Regional Council; and represents the Region at official functions. As the Chief Executive Officer, the Regional Chair upholds and promotes the purposes of the Region and fosters public interest and involvement in the Region and its activities.

Regional Councillors have several responsibilities as elected officials. Councillors participate on Regional Council and Committees of the Whole (including Budget) to make decisions for Niagara Region. They are required to participate on at least one of our Standing Committees and are encouraged to participate in any number of Advisory or Steering Committees.

## Variance Analysis (in thousands of dollars)

Governance is operating at a year-to-date surplus before indirect allocations of \$122 with a forecasted surplus of \$124 before indirect allocation for year end. The following factors have contributed to this surplus.

**Labour Related Costs** - The favourable year-to-date and forecasted variances of \$77 and \$108 are due to a decline by the Regional Chair to an increase in salary to offset the removal of one- third federal income tax exemption for individuals holding public offices, and a decline in contributions to CPP, Health and Dental within Council.

**Administration** – The favourable year-to-date and forecasted variances of \$41 and \$13 are due to timing of anticipated travel, meals, mileage and registration fees.



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
Labour Related Costs	\$0	-\$758	\$758	0.0%	\$0	-\$758	\$758	0.0%
Administrative	\$4,861	\$863	\$3,998	82.2%	\$6,474	-\$275	\$6,749	104.3%
Occupancy & Infrastructure	\$121	\$72	\$49	40.4%	\$151	\$106	\$45	29.7%
Partnership, Rebate, Exemption	\$25,064	\$15,598	\$9,465	37.8%	\$34,580	\$42,205	-\$7,626	-22.1%
Financial Expenditures	\$44,961	\$36,016	\$8,945	19.9%	\$72,589	\$43,196	\$29,393	40.5%
Total Expenses	\$75,006	\$51,791	\$23,215	31.0%	\$113,793	\$84,474	\$29,320	25.8%
Taxation	-\$352,631	-\$352,629	-\$2	0.0%	-\$502,225	-\$502,225	\$0	0.0%
By-Law Charges & Sales	-\$10	-\$6	-\$4	-38.6%	-\$13	-\$6	-\$7	-54.0%
Other Revenue	-\$17,531	-\$7,188	-\$10,343	-59.0%	-\$24,111	-\$15,308	-\$8,803	-36.5%
Total Revenues	-\$370,172	-\$359,824	-\$10,348	-2.8%	-\$526,349	-\$517,539	-\$8,811	-1.7%
Intercompany Charges	-\$70	-\$73	\$4	-5.2%	-\$93	-\$97	\$4	-3.9%
Total Intercompany Charges	-\$70	-\$73	\$4	-5.2%	-\$93	-\$97	\$4	-3.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$295,235	-\$308,106	\$12,871	4.4%	-\$412,649	-\$433,162	\$20,513	5.0%
Transfers From Funds	-\$6,402	-\$6,402	\$0	0.0%	-\$7,774	-\$7,774	\$0	0.0%
Transfers To Funds	\$50,503	\$46,400	\$4,103	8.1%	\$53,016	\$67,386	-\$14,370	-27.1%
Total Transfers	\$44,101	\$39,997	\$4,103	9.3%	\$45,242	\$59,612	-\$14,370	-31.8%
Net Expenditure (Revenue) Before Indirect Allocations	-\$251,134	-\$268,109	\$16,975	6.8%	-\$367,407	-\$373,550	\$6,143	1.7%
Indirect Allocations & Debt	-\$82,102	-\$82,133	\$31	0.0%	-\$107,696	-\$107,697	\$1	0.0%
Total Indirect Allocations & Debt	-\$82,102	-\$82,133	\$31	0.0%	-\$107,696	-\$107,697	\$1	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$333,236	-\$350,242	\$17,006	5.1%	-\$475,103	-\$481,247	\$6,144	1.3%

# General Government - Continued

## What does General Government do?

General Government is responsible for all corporate incentives not related to specific department service delivery and administering corporate revenue not applicable to specific departments.

The Region contributes funding to partners within the community, including the Niagara Health System’s cancer centre, Wainfleet beach, research centres, and funding for the local hospital and hospices. Economic Incentives are also provided to fund Regional development charge reductions or exemptions tax increment grants, and other Niagara Region Incentives Policy grants.

Corporate revenues are taxes other than property tax levy, strategic use of reserve funds and investment income. Taxation revenue and costs associated with Property Assessment Services which are provided by the Municipal Property Assessment Corporation (MPAC) make up the majority of the net revenue budget and are the result of our property tax levy on our residents.

## Variance Analysis (in thousands of dollars)

General Government is operating at a year-to-date deficit before indirect allocations of \$16,975 and is forecasting an overall surplus before indirect allocations of \$6,143 at year-end due to the following factors:

**Labour Related Costs** – The favourable year-to-date and forecasted variance of \$758 is due to an unbudgeted corporate prepayment with WSIB being recognized as revenue.

**Administration** - The favourable year-to-date variance of \$3,988 is primarily due to a reduction in the accrual for estimated legal claims against the Region of \$5,533 offset an unfavourable variance in property assessment costs of \$1,610 due to timing of invoices received from Municipal Property Assessment Corporation. The favorable forecasted variance of \$6,749 relates to a reduction in legal liability accrual.

**Partnership, Rebate, Exemption** - The favourable year-to-date variance of \$9,465 is primarily due to the timing of Planning Incentive Grants \$1,986, Tax Increment Grants \$1,818, Public Realm Incentive Program \$598, Brownfield Development Charge (DC) Grants \$3,056, Agriculture DC Grants \$1,141 and Gateway Tax Increment Grants \$2,900 offset by higher than expected DC grants of \$271. The unfavorable forecasted variance of \$7,626 largely relates to higher DC grants and exemptions than budgeted of \$9,901 primarily related to Industrial and Mandatory DC Grants. These forecasted higher than budgeted DC grants are offset by forecasted favourable variances related to Agricultural DC Grants \$1,521, Planning Incentive Grants \$980 and Gateway Tax Increment Grants \$75. Unspent funding related to committed grants will be encumbered at year end through a transfer to reserve.

**Financial Expenditures** – The favourable year-to-date variance of \$8,945 is a result of timing differences related tax write offs of \$8,513 and gain on disposal of investments of \$482, timing differences in interest and principal charges of \$50. The favourable forecasted variance of \$29,393 is due to an anticipated gain on principal protected notes due to favourable market conditions of \$9,562 and moving the debt placeholder of \$19,848 to a transfer from reserve below.

**Other Revenue** – The year-to-date and forecasted unfavourable variances of \$10,343 and \$8,803 respectively are a result of an adjustment in methodology for recording interest income allocation for principal protected notes resulting in lower than anticipated investment income and overall lower than budgeted investment income (\$6,436 and



## General Government - Continued

\$8,100 respectively) and a delay in sale of surplus property until 2025 (\$4,103 and \$5,478 respectively). The delay in sale of surplus property is offset by a corresponding favourable variance in to/from funds. These unfavourable variances are offset by lower than anticipated interest transfers to Development Charge and Rate reserve funds due to a lower than budgeted interest rate (\$180 and \$4,688 respectively).

**To/From Funds** – The year-to-date and forecasted favourable variance of \$4,103 and \$14,370 respectively is due to timing of an expected sale of surplus property which is now anticipated in 2025 (\$4,103 year-to-date and \$5,478 forecasted). This is resulting in less proceeds being transferred to the reserve as budgeted in 2024. In addition, the forecasted variance reflects a transfer to reserves of the debt charge placeholder budgeted in financial expenditures above.

Office of Deputy CAO 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
Labour Related Costs	\$2,688	\$2,608	\$81	3.0%	\$3,584	\$3,526	\$58	1.6%
Administrative	\$448	\$239	\$210	46.8%	\$598	\$359	\$238	39.9%
Operational & Supply	\$55	\$19	\$36	65.2%	\$74	\$60	\$14	19.1%
Occupancy & Infrastructure	\$1	\$0	\$0	58.6%	\$1	\$1	\$0	-31.0%
Equipment, Vehicles,Technology	\$145	\$95	\$50	34.4%	\$194	\$162	\$32	16.6%
Partnership, Rebate, Exemption	\$3	\$2	\$2	49.6%	\$5	\$3	\$2	40.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$3,341	\$2,963	\$378	11.3%	\$4,454	\$4,111	\$344	7.7%
By-Law Charges & Sales	-\$5	-\$9	\$3	58.0%	-\$7	-\$11	\$4	59.0%
Other Revenue	-\$488	-\$597	\$109	22.4%	-\$646	-\$783	\$137	21.2%
Total Revenues	-\$493	-\$606	\$113	22.8%	-\$653	-\$795	\$141	21.6%
Intercompany Charges	-\$139	-\$125	-\$14	10.0%	-\$185	-\$171	-\$14	7.5%
Total Intercompany Charges	-\$139	-\$125	-\$14	10.0%	-\$185	-\$171	-\$14	7.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,709	\$2,232	\$477	17.6%	\$3,616	\$3,145	\$471	13.0%
Transfers From Funds	-\$11	-\$11	\$0	0.0%	-\$14	-\$14	\$0	0.0%
Total Transfers	-\$11	-\$11	\$0	0.0%	-\$14	-\$14	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,698	\$2,221	\$477	17.7%	\$3,602	\$3,131	\$471	13.1%
Indirect Allocations & Debt	-\$581	-\$643	\$62	10.7%	-\$799	-\$820	\$21	2.6%
Total Indirect Allocations & Debt	-\$581	-\$643	\$62	10.7%	-\$799	-\$820	\$21	2.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,118	\$1,579	\$539	25.4%	\$2,803	\$2,311	\$492	17.6%

What does the Office of the Deputy CAO do?

Reporting to Chief Administrative Officer, the Deputy CAO provides a high level of strategic leadership in the delivery of a portfolio of programs and services focused on delivering and fulfilling legislative duties, government stakeholder relations and strategic communications for the Niagara Region, ensuring that the department is able to respond to the strategic priorities, objectives, and initiatives of the Region.

Variance Analysis (in thousands of dollars)

The Office of the Deputy CAO is operating at a year-to-date surplus before indirect allocations of \$477 with a forecasted surplus of \$471 due to the following factors:

**Labour Related Costs** – The favourable year-to-date and forecasted variances of \$81 and \$58 are due to vacant positions through the year in all Office of the Deputy CAO divisions.

**Administration** - The favourable year-to-date and forecasted variances of \$210 and \$238 are driven by savings in consulting of \$63 and \$75, legal costs of \$58 and \$65, training of \$38 and \$27 and records related costs \$31 and \$41.

**Equipment, Vehicles, Technology** - The favourable year-to-date and forecasted favourable variances of \$50 and \$32 are mainly due to lower than anticipated print shop equipment maintenance costs.

**Other Revenue** - The favourable year-to-date and forecasted variances of \$109 and \$137 are mainly due to higher than anticipated business licensing fees revenue.

## 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
Labour Related Costs	\$6,350	\$8,748	-\$2,398	-37.8%	\$8,455	\$11,682	-\$3,227	-38.2%
Administrative	\$1,891	\$1,852	\$39	2.0%	\$2,364	\$2,626	-\$262	-11.1%
Operational & Supply	\$253	\$50	\$202	80.1%	\$337	\$241	\$96	28.5%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$55	\$15	\$39	71.9%	\$73	\$29	\$44	59.9%
Partnership, Rebate, Exemption	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
<b>Total Expenses</b>	<b>\$8,548</b>	<b>\$10,666</b>	<b>-\$2,118</b>	<b>-24.8%</b>	<b>\$11,229</b>	<b>\$14,578</b>	<b>-\$3,349</b>	<b>-29.8%</b>
Other Revenue	-\$95	-\$284	\$189	198.1%	-\$127	-\$361	\$234	184.5%
<b>Total Revenues</b>	<b>-\$95</b>	<b>-\$284</b>	<b>\$189</b>	<b>198.1%</b>	<b>-\$127</b>	<b>-\$361</b>	<b>\$234</b>	<b>184.5%</b>
Intercompany Charges	\$10	\$11	-\$2	-17.9%	\$13	\$15	-\$2	-13.4%
<b>Total Intercompany Charges</b>	<b>\$10</b>	<b>\$11</b>	<b>-\$2</b>	<b>-17.9%</b>	<b>\$13</b>	<b>\$15</b>	<b>-\$2</b>	<b>-13.4%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$8,462</b>	<b>\$10,393</b>	<b>-\$1,931</b>	<b>-22.8%</b>	<b>\$11,115</b>	<b>\$14,231</b>	<b>-\$3,116</b>	<b>-28.0%</b>
Transfers From Funds	-\$698	-\$698	\$0	0.0%	-\$830	-\$830	\$0	0.0%
<b>Total Transfers</b>	<b>-\$698</b>	<b>-\$698</b>	<b>\$0</b>	<b>0.0%</b>	<b>-\$830</b>	<b>-\$830</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$7,764</b>	<b>\$9,695</b>	<b>-\$1,931</b>	<b>-24.9%</b>	<b>\$10,285</b>	<b>\$13,401</b>	<b>-\$3,116</b>	<b>-30.3%</b>
Indirect Allocations & Debt	-\$6,690	-\$8,523	\$1,833	27.4%	-\$8,937	-\$11,982	\$3,046	34.1%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$6,690</b>	<b>-\$8,523</b>	<b>\$1,833</b>	<b>27.4%</b>	<b>-\$8,937</b>	<b>-\$11,982</b>	<b>\$3,046</b>	<b>34.1%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$1,074</b>	<b>\$1,172</b>	<b>-\$98</b>	<b>-9.1%</b>	<b>\$1,348</b>	<b>\$1,419</b>	<b>-\$71</b>	<b>-5.2%</b>

# Corporate Administration - Continued

## What does Corporate Administration do?

Corporate Administration is composed of three divisions; Chief Administrative Office (CAO), Human Resources and Internal Audit.

The CAO oversees the development and implementation of the Region's multi-year business and financial strategies, as well as the development and management of annual and multi-year budgets. The CAO also establishes budget plan parameters, ensure that operating and capital budgets effectively managed, and the programs and services emerging from Council's decisions are effectively implemented and meet broad community needs while fostering the achievement of the Region's aspirations for the wellbeing and prosperity of the Region's Citizens.

The Office of the CAO directly oversees the following divisions:

Human Resources provides value-added client and staff consultation, services, and programs that support the Organization's most important asset – its diverse community of Employees and prospective candidates for employment who focus on providing exceptional customer service delivery and operational innovation and excellence in everything we do.

Internal Audit reports quarterly to the Audit Committee. It performs operational, compliance, value-for-money, and financial audits with the assistance of external audit/consulting firms. They provide recommendations that focus on continuous improvement, control gaps and maximizing efficiencies. They also preform follow-up audits and updates on the status of implementation annually to Audit Committee.

## Variance Analysis (in thousands of dollars)

Corporate Administration is operating at a year-to-date deficit before indirect allocations of \$1,931 with a forecasted deficit of \$3,116 due to the following factors:

**Labour Related Costs** – The unfavourable year-to-date and forecasted variances of \$2,398 and \$3,227 are due to labour relations pressures.

**Administration** - The favourable year-to-date variance of \$39 is driven by the timing of internal audit costs. The forecasted unfavourable variance of \$262 is due to external legal costs related to labour relations of \$144 and consulting costs of \$237, offset by savings in internal audit costs of \$119.

**Operational & Supply** - The favourable year-to-date and forecasted variances of \$202 and \$96 are due to savings in corporate training costs.

**Equipment, Vehicles, Technology** – The favourable year-to-date and forecasted variances of \$39 and \$44 are due to lower than anticipated IT and software license expenses.

**Other Revenue** - The favourable year-to-date and forecasted variances of \$189 and \$234 are mainly due to higher than anticipated union bill-backs.

## 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
Labour Related Costs	\$18,409	\$18,339	\$70	0.4%	\$24,502	\$24,571	-\$69	-0.3%
Administrative	\$7,274	\$5,823	\$1,451	19.9%	\$10,086	\$9,868	\$218	2.2%
Operational & Supply	\$171	\$162	\$9	5.3%	\$228	\$226	\$2	1.0%
Occupancy & Infrastructure	\$9,443	\$8,843	\$601	6.4%	\$12,181	\$11,684	\$497	4.1%
Equipment, Vehicles, Technology	\$3,976	\$3,130	\$846	21.3%	\$5,301	\$4,815	\$486	9.2%
Partnership, Rebate, Exemption	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
<b>Total Expenses</b>	<b>\$39,273</b>	<b>\$36,298</b>	<b>\$2,975</b>	<b>7.6%</b>	<b>\$52,298</b>	<b>\$51,166</b>	<b>\$1,132</b>	<b>2.2%</b>
By-Law Charges & Sales	-\$338	-\$297	-\$41	-12.1%	-\$451	-\$379	-\$72	-15.9%
Other Revenue	-\$1,012	-\$893	-\$119	-11.8%	-\$1,346	-\$1,208	-\$138	-10.2%
<b>Total Revenues</b>	<b>-\$1,350</b>	<b>-\$1,190</b>	<b>-\$160</b>	<b>-11.9%</b>	<b>-\$1,797</b>	<b>-\$1,587</b>	<b>-\$210</b>	<b>-11.7%</b>
Intercompany Charges	-\$157	-\$164	\$8	-4.8%	-\$209	-\$217	\$8	-3.6%
<b>Total Intercompany Charges</b>	<b>-\$157</b>	<b>-\$164</b>	<b>\$8</b>	<b>-4.8%</b>	<b>-\$209</b>	<b>-\$217</b>	<b>\$8</b>	<b>-3.6%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$37,766</b>	<b>\$34,944</b>	<b>\$2,822</b>	<b>7.5%</b>	<b>\$50,292</b>	<b>\$49,362</b>	<b>\$930</b>	<b>1.8%</b>
Transfers From Funds	-\$946	-\$946	\$0	0.0%	-\$1,231	-\$1,231	\$0	0.0%
Transfers To Funds	\$520	\$520	\$0	0.0%	\$693	\$693	\$0	0.0%
<b>Total Transfers</b>	<b>-\$426</b>	<b>-\$426</b>	<b>\$0</b>	<b>0.0%</b>	<b>-\$538</b>	<b>-\$538</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$37,340</b>	<b>\$34,518</b>	<b>\$2,822</b>	<b>7.6%</b>	<b>\$49,754</b>	<b>\$48,824</b>	<b>\$930</b>	<b>1.9%</b>
Indirect Allocations & Debt	-\$36,946	-\$34,071	-\$2,875	-7.8%	-\$49,230	-\$48,351	-\$879	-1.8%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$36,946</b>	<b>-\$34,071</b>	<b>-\$2,875</b>	<b>-7.8%</b>	<b>-\$49,230</b>	<b>-\$48,351</b>	<b>-\$879</b>	<b>-1.8%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$394</b>	<b>\$447</b>	<b>-\$53</b>	<b>-13.4%</b>	<b>\$524</b>	<b>\$473</b>	<b>\$51</b>	<b>9.7%</b>

# Corporate Services - Continued

## What does Corporate Services do?

The Corporate Services department is responsible for Financial Management and Planning, Legal Services, Purchasing, Information Technology Solutions, as well as Construction, Energy and Facilities.

IT Solutions plans, builds, secures and sustains the enterprise architecture required to support all software applications, computer equipment and telecommunications networks used in support of municipal service delivery.

Construction, Energy and Facilities Management is divided into three main divisions: Projects and Asset Management is responsible for new construction, renovations, accommodations projects, capital budgeting, and asset management for regionally owned facilities, Energy Management develops the Region's Energy Strategy and Plan, energy audits, feasibility studies and regulatory compliance, identifies energy conservation opportunities as well as promotes the efficient use of energy and Facilities Operations responsible for building repairs, maintenance and improvements in addition to contract administration.

Financial Management and Planning is concerned with three main areas. Reporting and Analysis provides internal and external stakeholders with financial reporting and analysis in addition to organizing and carrying out the annual year-end audit and financial statement preparation. Budget Planning and Strategy develops the consolidated operating and capital budgets as well as long term financial strategies and policies. Financial Operations and Systems provides corporate payment, invoicing and collection services and supports region's Enterprise Resource Planning system.

Procurement & Strategic Acquisitions is made up of two main divisions. Procurement oversees the procurement of direct and indirect materials, replenishment, and warehouse and line-side logistics in support of department/divisional operations.

Strategic Acquisitions consists of Strategic Sourcing and Real Estate Services.

Legal Services provides legal advice, research and opinions for the Region as well as handling litigation matters.

The Asset Management Office was created in 2019 to oversee the governance of asset management (AM) across the Region's departments, divisions, boards and agencies.

## Variance Analysis (in thousands of dollars)

Corporate Services operated at a year-to-date surplus before indirect allocations of \$2,822 and are forecasting a surplus of \$930 due to the following factors:

**Labour Related Costs** – The favourable year-to-date variance of \$70 is due to vacant positions through the year in all Corporate Services divisions. The forecasted unfavourable variance of \$69 is due to additional resources to offset one-time projects, offset by savings in other operating lines.

**Administration** - The favourable year-to-date and forecasted variances of \$1,451 and \$218 are mainly due to timing of spend in first- and third-party claim payouts of \$989 and \$220, consulting of \$178 and \$8, training of \$57 and \$26, other professional services year-to-date variance of \$260 and insurance premium forecasted variance of \$320. This is partially offset by unfavourable year-to-date and forecasted variances in insurance settlement related costs of \$85 and \$418.

**Occupancy & Infrastructure** - The favourable year-to-date and forecasted variances of \$601 and \$497 are mainly due to savings on the maintenance of the GO stations of \$691 and \$877, and building utilities savings of \$292 and \$289. This is partially offset by unfavourable year-to-date and forecasted variances in garage door repairs of \$111 and

## Corporate Services - Continued

\$131, net janitorial services and supplies of \$55 and \$101, HVAC repairs of \$89 and \$100, lease costs of \$72 and \$71 and fire alarm maintenance of \$61 and \$63.

**Equipment, Vehicles, Technology** - The favourable year-to-date and forecasted variances of \$846 and \$486 are due primarily to delayed spend of operating costs related to approved IT capital projects.

**Revenues** - The unfavourable year-to-date and forecasted variances of \$160 and \$210 are due primarily to tenant vacancies in Regional administrative buildings. This is partially offset by favourable year-to-date and forecasted variances due to higher than anticipated cost recovery from sale of surplus IT equipment.



## Childrens 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
Labour Related Costs	\$7,524	\$7,527	-\$3	0.0%	\$10,106	\$10,120	-\$14	-0.1%
Administrative	\$674	\$239	\$435	64.6%	\$1,303	\$326	\$977	75.0%
Operational & Supply	\$157	\$163	-\$6	-4.0%	\$209	\$215	-\$6	-2.9%
Occupancy & Infrastructure	\$28	\$27	\$2	5.6%	\$38	\$36	\$2	5.5%
Equipment, Vehicles, Technology	\$68	\$30	\$37	55.0%	\$90	\$65	\$25	28.1%
Community Assistance	\$74,592	\$68,836	\$5,756	7.7%	\$109,029	\$105,901	\$3,128	2.9%
Financial Expenditures	\$0	\$2	-\$2	0.0%	\$0	\$2	-\$2	0.0%
<b>Total Expenses</b>	<b>\$83,043</b>	<b>\$76,824</b>	<b>\$6,218</b>	<b>7.5%</b>	<b>\$120,775</b>	<b>\$116,665</b>	<b>\$4,111</b>	<b>3.4%</b>
Federal & Provincial Grants	-\$79,708	-\$73,068	-\$6,640	-8.3%	-\$114,720	-\$110,898	-\$3,822	-3.3%
By-Law Charges & Sales	-\$410	-\$841	\$431	105.1%	-\$547	-\$1,067	\$521	95.3%
Other Revenue	-\$89	-\$101	\$13	14.4%	-\$89	-\$101	\$13	14.4%
<b>Total Revenues</b>	<b>-\$80,207</b>	<b>-\$74,010</b>	<b>-\$6,197</b>	<b>-7.7%</b>	<b>-\$115,356</b>	<b>-\$112,067</b>	<b>-\$3,289</b>	<b>-2.9%</b>
Intercompany Charges	\$306	\$328	-\$22	-7.1%	\$420	\$442	-\$22	-5.2%
<b>Total Intercompany Charges</b>	<b>\$306</b>	<b>\$328</b>	<b>-\$22</b>	<b>-7.1%</b>	<b>\$420</b>	<b>\$442</b>	<b>-\$22</b>	<b>-5.2%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$3,142</b>	<b>\$3,142</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$5,839</b>	<b>\$5,039</b>	<b>\$800</b>	<b>13.7%</b>
Transfers From Funds	-\$26	-\$26	\$0	0.0%	-\$35	-\$35	\$0	0.0%
Transfers To Funds	\$750	\$750	\$0	0.0%	\$750	\$750	\$0	0.0%
<b>Total Transfers</b>	<b>\$724</b>	<b>\$724</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$715</b>	<b>\$715</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$3,866</b>	<b>\$3,866</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$6,555</b>	<b>\$5,755</b>	<b>\$800</b>	<b>12.2%</b>
Indirect Allocations & Debt	\$2,372	\$2,282	\$90	3.8%	\$2,902	\$2,878	\$23	0.8%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$2,372</b>	<b>\$2,282</b>	<b>\$90</b>	<b>3.8%</b>	<b>\$2,902</b>	<b>\$2,878</b>	<b>\$23</b>	<b>0.8%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$6,238</b>	<b>\$6,149</b>	<b>\$90</b>	<b>1.4%</b>	<b>\$9,457</b>	<b>\$8,633</b>	<b>\$823</b>	<b>8.7%</b>

# Childrens Services - Continued

## What does Childrens Services do?

Children’s Services ensures access to a coordinated diverse range of affordable quality childcare, and early years’ services and supports for young children and families residing in Niagara, as directed in its role as municipal service manager. Some of the services provided include oversight of the EarlyON child and family centres, financial assistance for childcare to eligible families, support for children who may be at risk of a developmental delay or have diagnosed special needs within Niagara’s childcare and early years services, as well as operating five licensed childcare centres and a home childcare program servicing the Niagara region. In addition, this division provides provincially funded operating grants to eligible service providers to support operations and staff employed in licensed childcare programs. The division is accountable for administering the Canada-Wide Early Learning and Child Care Program (CWELCC), which aims to expand access to licensed childcare and reduce fees for licensed childcare to an average of \$10 a day by 2026.

## Variance Analysis (in thousands of dollars)

Children's Services has a year-to-date operating surplus of \$0 and a forecasted surplus of \$800 (12.2 per cent of the net budget). The following factors contribute to these variances:

**Administrative** – The favourable year-to-date and favourable forecasted variances of \$435 and \$977 respectively are due to lower than anticipated consulting fees required for the MEDU compliance audit requirements.. As per MEDU guidelines Children's Services has the flexibility to reinvest the forecasted surplus as payments to child care agencies in the community (Community Assistance).

**Community Assistance** – The favourable year-to-date and forecasted variances of \$5,756 and \$3,128 respectively are due to timing of payments to child care agencies in the community along with a projected repayable of an operating capacity holdback of CWELCC funds to MEDU.

**Federal & Provincial Grants** – The unfavourable year-to-date and forecasted variances of \$6,640 and \$3,822 respectively are due to timing of payments to child care agencies in the community along with a projected repayable of an operating capacity holdback of CWELCC funds to MEDU.

**By-Law Charges & Sales** – The favourable year-to-date and forecasted variances of \$431 and \$521 are due to higher than anticipated full fee revenue from the Region’s five directly operated child care centres.

## Homelessness Services and Community Engagement 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
Labour Related Costs	\$5,977	\$6,001	-\$25	-0.4%	\$7,793	\$8,017	-\$224	-2.9%
Administrative	\$244	\$210	\$33	13.7%	\$324	\$337	-\$13	-4.1%
Operational & Supply	\$1,572	\$1,036	\$536	34.1%	\$1,955	\$1,394	\$561	28.7%
Occupancy & Infrastructure	\$94	\$179	-\$85	-90.8%	\$114	\$199	-\$85	-74.8%
Equipment, Vehicles, Technology	\$4	\$14	-\$10	-237.8%	\$6	\$15	-\$10	-178.3%
Community Assistance	\$11,313	\$12,645	-\$1,332	-11.8%	\$15,306	\$16,551	-\$1,244	-8.1%
Partnership, Rebate, Exemption	\$675	\$631	\$44	6.5%	\$900	\$841	\$59	6.5%
Total Expenses	\$19,879	\$20,718	-\$839	-4.2%	\$26,398	\$27,355	-\$956	-3.6%
Federal & Provincial Grants	-\$25,185	-\$26,128	\$944	3.7%	-\$31,368	-\$32,443	\$1,075	3.4%
Other Revenue	-\$127	-\$73	-\$54	-42.8%	-\$169	-\$103	-\$66	-38.9%
Total Revenues	-\$25,312	-\$26,201	\$889	3.5%	-\$31,537	-\$32,547	\$1,009	3.2%
Intercompany Charges	-\$566	-\$264	-\$302	53.4%	-\$760	-\$261	-\$498	65.6%
Total Intercompany Charges	-\$566	-\$264	-\$302	53.4%	-\$760	-\$261	-\$498	65.6%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	-\$5,999	-\$5,747	-\$251	-4.2%	-\$5,899	-\$5,453	-\$445	-7.6%
Transfers From Funds	-\$1,837	-\$1,837	\$0	0.0%	-\$2,449	-\$2,449	\$0	0.0%
Transfers To Funds	\$12,517	\$12,517	\$0	0.0%	\$12,848	\$12,848	\$0	0.0%
Total Transfers	\$10,680	\$10,680	\$0	0.0%	\$10,399	\$10,399	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$4,681	\$4,933	-\$251	-5.4%	\$4,500	\$4,946	-\$445	-9.9%
Indirect Allocations & Debt	\$475	\$600	-\$124	-26.2%	\$612	\$752	-\$141	-23.0%
Total Indirect Allocations & Debt	\$475	\$600	-\$124	-26.2%	\$612	\$752	-\$141	-23.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$5,157	\$5,532	-\$376	-7.3%	\$5,112	\$5,698	-\$586	-11.5%

### What does Homelessness Services and Community Engagement do?

Homelessness Services and Community Engagement support the system of homelessness services across the region, working with service providers to address the needs of Niagara’s most vulnerable residents, as directed in its role as municipal service manager. In addition, the division is currently in direct operations at three sites for over 120 beds of shelter, bridge housing and recuperative care beds. The division also supports Regional and Municipal emergency response management by providing emergency social services in times of crisis as well as helping to coordinate and deliver the Region’s 10-year Housing and Homelessness Action Plan.

### Variance Analysis (in thousands of dollars)

Homelessness Services and Community Engagement has a year-to-date operating deficit of \$251 and is forecasting a deficit of \$445 at year-end. The following factors contribute to these variances:

**Labour Related Costs** - The unfavorable forecasted variance of \$210 is due to higher-than-anticipated staffing requirements in directly operated shelters.

**Operational & Supply** – - The favorable year-to-date and forecasted variances of \$539 and \$565, respectively, are attributed to lower-than-expected expenses for raw food purchases, laundry supplies, and other program-specific services.

**Occupancy & Infrastructure** – The unfavorable variances of \$85 year-to-date and \$85 forecasted are due to increased plumbing and security costs at both Riorden and Summer Street shelters.

**Community Assistance** - The unfavorable year-to-date and forecasted variances of \$1,332 and \$1,244, respectively, are primarily due to third-party provider contracts being higher than initially budgeted. Since the 2024 budget was prepared while RFP negotiations were still ongoing, Council approved flexibility to draw up to \$1.7 million from the taxpayer relief reserve to cover this overspend. However, this draw was not needed due to unbudgeted revenue, as discussed below under Federal & Provincial Grants.

**Federal & Provincial Grants** – The favorable year-to-date and forecasted variances of \$951 and \$1,115, respectively, are related to Interim Housing Assistance Program (IHAP) funding for reimbursement of interim housing costs for asylum claimants incurred in 2023.

**Intercompany Charges** – The unfavorable year-to-date and forecasted variances of \$304 and \$500, respectively, are primarily due to higher-than-anticipated costs for Buchanan permanent supportive housing operations. This includes allocations from Niagara Regional Housing due to a change in service provider and unanticipated Sessential repairs and maintenance.

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## Seniors 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
Labour Related Costs	\$83,653	\$82,157	\$1,496	1.8%	\$112,127	\$110,832	\$1,295	1.2%
Administrative	\$695	\$844	-\$149	-21.5%	\$897	\$1,044	-\$147	-16.4%
Operational & Supply	\$7,031	\$7,501	-\$471	-6.7%	\$9,387	\$9,854	-\$468	-5.0%
Occupancy & Infrastructure	\$3,869	\$3,661	\$208	5.4%	\$5,070	\$4,987	\$83	1.6%
Equipment, Vehicles, Technology	\$1,568	\$1,895	-\$327	-20.8%	\$2,063	\$2,357	-\$294	-14.2%
Community Assistance	\$7	\$7	\$0	1.6%	\$9	\$9	\$0	1.2%
Financial Expenditures	\$0	-\$2	\$2	0.0%	\$0	-\$2	\$2	0.0%
<b>Total Expenses</b>	<b>\$96,823</b>	<b>\$96,063</b>	<b>\$760</b>	<b>0.8%</b>	<b>\$129,553</b>	<b>\$129,081</b>	<b>\$472</b>	<b>0.4%</b>
Federal & Provincial Grants	-\$70,573	-\$71,074	\$500	0.7%	-\$93,757	-\$94,215	\$458	0.5%
By-Law Charges & Sales	-\$823	-\$752	-\$71	-8.6%	-\$1,097	-\$1,014	-\$83	-7.5%
Other Revenue	-\$19,757	-\$20,046	\$290	1.5%	-\$26,203	-\$26,255	\$52	0.2%
<b>Total Revenues</b>	<b>-\$91,153</b>	<b>-\$91,872</b>	<b>\$719</b>	<b>0.8%</b>	<b>-\$121,058</b>	<b>-\$121,484</b>	<b>\$427</b>	<b>0.4%</b>
Intercompany Charges	\$488	\$500	-\$13	-2.6%	\$650	\$665	-\$15	-2.3%
<b>Total Intercompany Charges</b>	<b>\$488</b>	<b>\$500</b>	<b>-\$13</b>	<b>-2.6%</b>	<b>\$650</b>	<b>\$665</b>	<b>-\$15</b>	<b>-2.3%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$6,157</b>	<b>\$4,691</b>	<b>\$1,466</b>	<b>23.8%</b>	<b>\$9,145</b>	<b>\$8,262</b>	<b>\$884</b>	<b>9.7%</b>
Transfers From Funds	-\$258	-\$258	\$0	0.0%	-\$344	-\$344	\$0	0.0%
Transfers To Funds	\$332	\$332	\$0	0.0%	\$443	\$443	\$0	0.0%
<b>Total Transfers</b>	<b>\$75</b>	<b>\$75</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$99</b>	<b>\$99</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$6,232</b>	<b>\$4,766</b>	<b>\$1,466</b>	<b>23.5%</b>	<b>\$9,245</b>	<b>\$8,361</b>	<b>\$884</b>	<b>9.6%</b>
Indirect Allocations & Debt	\$10,315	\$10,397	-\$82	-0.8%	\$19,678	\$20,089	-\$411	-2.1%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$10,315</b>	<b>\$10,397</b>	<b>-\$82</b>	<b>-0.8%</b>	<b>\$19,678</b>	<b>\$20,089</b>	<b>-\$411</b>	<b>-2.1%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$16,547</b>	<b>\$15,163</b>	<b>\$1,384</b>	<b>8.4%</b>	<b>\$28,923</b>	<b>\$28,450</b>	<b>\$473</b>	<b>1.6%</b>

# Senior Services - Continued

## What does Seniors Services do?

Seniors Services offers comprehensive care and support for seniors across the Niagara Region, serving over 2,600 seniors in the community annually. The Seniors Community Programs division provides essential services, including adult day programs, wellness initiatives, respite care, and crisis support for vulnerable seniors. Additionally, Seniors Services delivers long-term care to approximately 1,500 residents each year across eight long-term care homes, dedicated to meeting the needs of Niagara’s most vulnerable senior population. These homes provide a safe, supportive environment tailored to enhance the quality of life for seniors requiring advanced care.

## Variance Analysis (in thousands of dollars)

Seniors Services has a year-to-date operating surplus of \$1,466 and is forecasting a surplus of \$884 at year-end. The following factors contribute to these variances:

**Labour Related Costs** – The MLTC introduced a new funding policy in 2021 that included a commitment to incrementally increase funding for staffing in long-term care homes over a four-year period to achieve a staffing ratio of four hours of care per resident per day. This year marked the final year of the four-year program. The MLTC funding details were not shared until March 28, 2024 and went into effect April 1, 2024. Given the necessary lead time to post and fill the newly funded positions, Seniors Services has favourable year-to-date and forecasted variances of \$1,496 and \$1,295. Seniors Services is currently undertaking a redevelopment project that includes the consolidation of long-term care beds from Upper Canada Lodge and Gilmore Lodge into one larger long-term care home. As part of the consolidation process, Ontario Health at Home (formerly Home and Community Care) has ceased accepting admissions to Upper Canada Lodge and facilitated transfer of residents to other long-term care homes of their choice while there are remaining 10 residents who intend to transfer to the new Gilmore Lodge. As the number of residents in the Home have decreased, staffing levels have also been decreased. The resultant lower than budgeted staffing levels at Upper Canada Lodge is contributing to the favourable variance.

**Administrative** – The unfavourable year-to-date and forecasted variances of \$149 and \$147 are primarily due to professional fees incurred to successfully address a MLTC decision as part of their compliance program that Niagara Region deemed unreasonable and unsafe for residents and staff.

**Operational & Supply** – The unfavourable year-to-date and forecasted variances of \$471 and \$468 primarily relate to programming supplies and assistive medical devices using one-time funding from the MLTC.

**Equipment, Vehicles & Technology** – The LTC homes invested in nursing and program related equipment to meet the needs of residents using funds from the MLTC comprehensive minor capital program. These purchases were budgeted under the occupancy and infrastructure line and generated the unfavourable year-to-date and forecasted variances of \$327 and \$294.

**Federal & Provincial Grants** – The favourable year-to-date and forecasted variances of \$500 and \$458 are primarily due to base funding increases (\$2,435) and funding for the four hours of care staffing program issued by the MLTC that was higher than budget (\$813). Also contributing to the favourable variance is one-time funding intended to support LTC homes to help relieve financial pressures and address key priorities (\$310). This is offset by lower than anticipated funding for Upper Canada Lodge due to the low occupancy rate during the year in preparation for its closure (\$3,170).

## Senior Services - Continued

**Other Revenue** - The favourable year-to-date and forecasted variance of \$290 and \$52 are primarily due to the participation of Seniors Services to the Preceptor Resource and Education Program for Long-Term Care, a program offered by the CLRI. This is offset by lower than anticipated accommodation fees being collected at Upper Canada Lodge as residents transition to their preferred LTC homes (\$1287).



Social Assistance and Employment Opportunities 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
Labour Related Costs	\$14,551	\$14,288	\$263	1.8%	\$19,455	\$19,231	\$224	1.2%
Administrative	\$562	\$579	-\$18	-3.1%	\$749	\$852	-\$103	-13.7%
Operational & Supply	\$256	\$152	\$103	40.5%	\$343	\$278	\$65	18.9%
Occupancy & Infrastructure	\$0	\$2	-\$2	0.0%	\$0	\$12	-\$12	0.0%
Equipment, Vehicles, Technology	\$134	\$155	-\$21	-16.1%	\$178	\$200	-\$21	-12.1%
Community Assistance	\$79,461	\$98,355	-\$18,895	-23.8%	\$105,602	\$131,017	-\$25,414	-24.1%
Total Expenses	\$94,962	\$113,532	-\$18,569	-19.6%	\$126,328	\$151,589	-\$25,261	-20.0%
Federal & Provincial Grants	-\$85,564	-\$105,066	\$19,502	22.8%	-\$114,092	-\$139,234	\$25,142	22.0%
Other Revenue	-\$11	-\$52	\$41	360.3%	-\$15	-\$56	\$41	270.2%
Total Revenues	-\$85,575	-\$105,117	\$19,542	22.8%	-\$114,107	-\$139,290	\$25,183	22.1%
Intercompany Charges	\$348	\$355	-\$6	-1.9%	\$465	\$471	-\$6	-1.4%
Total Intercompany Charges	\$348	\$355	-\$6	-1.9%	\$465	\$471	-\$6	-1.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$9,736	\$8,769	\$966	9.9%	\$12,685	\$12,770	-\$85	-0.7%
Transfers From Funds	-\$129	-\$129	\$0	0.0%	-\$147	-\$147	\$0	0.0%
Transfers To Funds	\$0	\$0	\$0	0.0%	\$0	\$250	-\$250	0.0%
Total Transfers	-\$129	-\$129	\$0	0.0%	-\$147	\$103	-\$250	-170.4%
Net Expenditure (Revenue) Before Indirect Allocations	\$9,607	\$8,641	\$966	10.1%	\$12,539	\$12,873	-\$335	-2.7%
Indirect Allocations & Debt	\$3,223	\$3,412	-\$190	-5.9%	\$4,153	\$4,490	-\$337	-8.1%
Total Indirect Allocations & Debt	\$3,223	\$3,412	-\$190	-5.9%	\$4,153	\$4,490	-\$337	-8.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$12,830	\$12,053	\$777	6.1%	\$16,692	\$17,364	-\$672	-4.0%



### What does Social Assistance and Employment Opportunities do?

Social Assistance and Employment Opportunities is responsible for administering the Ontario Works Act. This Act is the provincial legislation that offers temporary financial assistance to the members of our community most in need. Staff provide comprehensive case management to help people be involved in their community and participate in employment services. Supports are provided in four service areas: basic needs (food, housing, crisis), health (mental health and addictions), life skills (education, literacy) and community support (childcare, cultural, legal). This division provides oversight and leadership to the community led Niagara Poverty Reduction Strategy and the Niagara Prosperity Initiatives which provide an annual investment to support poverty reduction and prevention activities aligned to the strategy. It also provides leadership to the Niagara Local Immigration Partnership Council funded by the Ministry of Immigration, Refugees and Citizenship Canada which is designed to strengthen local capacity to attract newcomers and improve integration.

### Variance Analysis (in thousands of dollars)

Social Assistance and Employment Opportunities has a year-to-date operating Surplus of \$966 and is forecasting a deficit of \$335 at year-end. The following factors contribute to these variances:

**Labour Related Costs** - The favourable year-to-date and forecasted variances of \$263 and \$224 respectively due to timing of additional one-time provincial funding being received and time required to recruit temporary staff in response to caseload increase due to asylum seekers (placed in IRCC funded hotels). The favourable variance is also due to ongoing recruitment and retention challenges.

**Administrative** – There is an unfavourable variance of \$18 year-to-date, and a forecasted unfavorable variance of \$103 by the end of the year. This unfavorable variance is due to additional expenditures, including the digitization of files and enhancements to the discretionary benefits online portal to improve service access.

**Community Assistance** - The unfavourable variance of \$18,895 year-to-date and the forecasted unfavourable variance of \$25,414 are due to the budget being based on estimated caseload increases from Ministry forecasts, which were lower than the actual caseloads, as well as an overall increase in benefits. These increases were primarily offset by the favorable variance in provincial revenues, as detailed below.

**Federal & Provincial Grants** - The favourable year-to-date variance of \$19,502 and the forecasted variance of \$25,142 result from the budget being based on estimated caseload increases from Ministry forecasts, which were lower than the actual caseloads, as well as an overall increase in benefits. These favorable variances are offset by the unfavourable variance in Community Assistance issued, as noted above.

**Transfers** – The unfavourable variance of \$250 is due to funds being transferred to the capital budget for the co-location of Fort Erie SAEO with Public Health in Fort Erie, as part of the Corporate Building Utilization Initiative.

## Housing 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
Labour Related Costs	\$4,550	\$4,769	-\$219	-4.8%	\$6,118	\$6,423	-\$306	-5.0%
Administrative	\$203	\$107	\$96	47.3%	\$257	\$215	\$42	16.3%
Operational & Supply	\$94	\$101	-\$7	-7.1%	\$125	\$131	-\$6	-5.1%
Occupancy & Infrastructure	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Equipment, Vehicles, Technology	\$115	\$49	\$66	57.2%	\$154	\$81	\$73	47.5%
Community Assistance	\$29,383	\$28,633	\$750	2.6%	\$39,034	\$38,938	\$96	0.2%
Financial Expenditures	\$0	-\$1	\$1	0.0%	\$0	-\$1	\$1	0.0%
<b>Total Expenses</b>	<b>\$34,345</b>	<b>\$33,659</b>	<b>\$686</b>	<b>2.0%</b>	<b>\$45,687</b>	<b>\$45,788</b>	<b>-\$101</b>	<b>-0.2%</b>
Federal & Provincial Grants	-\$12,462	-\$13,055	\$593	4.8%	-\$16,616	-\$17,109	\$493	3.0%
By-Law Charges & Sales	-\$97	-\$98	\$0	0.0%	-\$130	-\$130	\$0	0.0%
Other Revenue	-\$250	-\$507	\$257	103.0%	-\$333	-\$549	\$216	64.8%
<b>Total Revenues</b>	<b>-\$12,810</b>	<b>-\$13,660</b>	<b>\$850</b>	<b>6.6%</b>	<b>-\$17,079</b>	<b>-\$17,788</b>	<b>\$709</b>	<b>4.2%</b>
Intercompany Charges	\$85	\$91	-\$6	-6.7%	\$114	\$120	-\$6	-5.0%
<b>Total Intercompany Charges</b>	<b>\$85</b>	<b>\$91</b>	<b>-\$6</b>	<b>-6.7%</b>	<b>\$114</b>	<b>\$120</b>	<b>-\$6</b>	<b>-5.0%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$21,621</b>	<b>\$20,090</b>	<b>\$1,531</b>	<b>7.1%</b>	<b>\$28,722</b>	<b>\$28,120</b>	<b>\$602</b>	<b>2.1%</b>
Transfers From Funds	-\$603	-\$603	\$0	0.0%	-\$817	-\$817	\$0	0.0%
<b>Total Transfers</b>	<b>-\$603</b>	<b>-\$603</b>	<b>\$0</b>	<b>0.0%</b>	<b>-\$817</b>	<b>-\$817</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$21,017</b>	<b>\$19,486</b>	<b>\$1,531</b>	<b>7.3%</b>	<b>\$27,904</b>	<b>\$27,302</b>	<b>\$602</b>	<b>2.2%</b>
Indirect Allocations & Debt	-\$1,701	-\$1,802	\$101	5.9%	-\$2,365	-\$2,487	\$122	5.2%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$1,701</b>	<b>-\$1,802</b>	<b>\$101</b>	<b>5.9%</b>	<b>-\$2,365</b>	<b>-\$2,487</b>	<b>\$122</b>	<b>5.2%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$19,316</b>	<b>\$17,684</b>	<b>\$1,632</b>	<b>8.4%</b>	<b>\$25,540</b>	<b>\$24,816</b>	<b>\$724</b>	<b>2.8%</b>

What does Housing Services do?

Housing Services administers community housing programs across Niagara Region and is dedicated to improving lives and building healthy communities through a combination of programs and services, such as: providing subsidies and legislative oversight to non-profit and co-operative housing providers as directed in its role as municipal service manager; housing waitlist management; rent supplement and temporary housing allowances to low income households; and supporting investments in a number of other program areas including Housing First, Niagara Renovates, and the Welcome Home Niagara Homeownership Program.

Variance Analysis (in thousands of dollars)

Housing Services is operating at a year-to-date operating surplus of \$1,531 and is forecasting a surplus of \$602 at year-end. The following factors contribute to these variances:

**Labour Related Costs** – The unfavourable year-to-date and forecasted variances of \$219 and \$306 respectively are due to additional temporary staff positions required to support the growing needs of the division and programs, including a continuously increasing housing waitlist and the operation and maintenance of new community housing and supportive housing units, as well as emergency shelters.

**Administrative** – The favourable year-to-date and forecasted variances of \$96 and \$42 respectively are primarily due to consulting work related to new service agreements for housing providers reaching end of mortgage that was budgeted but is not anticipated to be needed.

**Equipment, Vehicles and Technology** – The favourable year-to-date and forecasted variances of \$66 and \$73 respectively are the result of annual computer licensing support costs related to the new Integrated Housing System not yet incurred, as the implementation of the system is in progress.

**Community Assistance** - The favourable year-to-date variance of \$750 is partially due to budget timing of spend for ministry-funded programs and the Capital Loan and Grant program, which are anticipated to be fully maximized by the end of the year, offset by higher than anticipated funding advances for the Rapid Housing Initiative (RHI) Port Cares project. The favourable forecasted variance of \$96 is primarily due to a temporary decrease in the operating subsidy payments of the housing providers as they come to the end of their mortgage term and are no longer incurring those mortgage costs. A review of future funding requirements to ensure that the operations of this community housing stock in Niagara remain viable and is maintained, including their capital requirements, has been completed and new service agreements are anticipated to be in place for these providers in 2025.

**Federal & Provincial Grants** – The favourable year-to-date variance of \$593 is mainly due to higher than budgeted spend to date for the RHI Port Cares project noted above in Community Assistance, as well as rent supplements funded through the Homelessness Prevention Program, as revenue is recognized based on actual expenses incurred. The forecasted favourable variance of \$493 for the year is due to timing of recognition of revenue related to the spend for the fiscal programs that ended in March.

**Other Revenue** – The favourable year-to-date and forecasted variances of \$257 and \$216 respectively are primarily due to higher than anticipated revenue recognized through the Revolving Loan Fund due to increased spend in the Niagara Renovates program for homeowners.

Public Health & Mental Health 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
Labour Related Costs	\$31,377	\$30,031	\$1,346	4.3%	\$41,298	\$39,140	\$2,158	5.2%
Administrative	\$791	\$626	\$165	20.9%	\$1,039	\$859	\$180	17.3%
Operational & Supply	\$3,521	\$3,544	-\$23	-0.7%	\$4,629	\$4,851	-\$222	-4.8%
Occupancy & Infrastructure	\$289	\$319	-\$31	-10.7%	\$348	\$382	-\$34	-9.9%
Equipment, Vehicles, Technology	\$346	\$206	\$140	40.5%	\$458	\$298	\$160	34.9%
Community Assistance	\$0	\$38	-\$38	0.0%	\$0	\$38	-\$38	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$36,323	\$34,764	\$1,559	4.3%	\$47,772	\$45,569	\$2,203	4.6%
Federal & Provincial Grants	-\$29,442	-\$29,684	\$241	0.8%	-\$38,881	-\$39,315	\$433	1.1%
By-Law Charges & Sales	-\$68	-\$55	-\$12	-18.2%	-\$91	-\$75	-\$15	-16.7%
Other Revenue	-\$229	-\$35	-\$194	-84.8%	-\$305	-\$37	-\$268	-87.9%
Total Revenues	-\$29,739	-\$29,774	\$35	0.1%	-\$39,277	-\$39,427	\$150	0.4%
Intercompany Charges	\$56	\$7	\$49	87.3%	\$75	\$24	\$51	68.2%
Total Intercompany Charges	\$56	\$7	\$49	87.3%	\$75	\$24	\$51	68.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$6,641	\$4,997	\$1,643	24.7%	\$8,571	\$6,166	\$2,405	0.0%
Transfers From Funds	-\$114	-\$114	\$0	0.0%	-\$152	-\$152	\$0	0.0%
Transfers To Funds	\$0	\$0	\$0	0.0%	\$0	\$65	-\$65	0.0%
Total Transfers	-\$114	-\$114	\$0	0.0%	-\$152	-\$87	-\$65	-42.9%
Net Expenditure (Revenue) Before Indirect Allocations	\$6,527	\$4,884	\$1,643	25.2%	\$8,419	\$6,080	\$2,340	27.8%
Indirect Allocations & Debt	\$7,206	\$7,226	-\$20	-0.3%	\$9,068	\$9,479	-\$411	-4.5%
Total Indirect Allocations & Debt	\$7,206	\$7,226	-\$20	-0.3%	\$9,068	\$9,479	-\$411	-4.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$13,733	\$12,110	\$1,623	11.8%	\$17,488	\$15,559	\$1,929	11.0%

# Public Health & Mental Health Services - Continued

## What does Public Health & Mental Health do?

The Public Health department seeks to protect and improve the health and health equity of Niagara’s residents. Its work is further broken down to the following divisions: Medical, Chronic Disease and Injury Prevention, Clinical Services division, Environmental Health, Family Health, and Organizational and Foundational Standards.

Mental Health provides intensive community-based mental health treatment and support for adults and youth experiencing serious and persistent mental illness. Six interdisciplinary teams provide a range of specialized services that include Assertive Community Treatment (two teams), Flexible Assertive Community Treatment, Psychogeriatric Case Management, Early Intervention and Early Psychosis Intervention. The Mental Health program also partners with Community Services to provide mental health services within the Home for Good program (homelessness) and the Supported Independent Living program (seniors). Our teams are comprised of nurses, social workers, mental health case workers, peer specialists, occupational therapists, program assistants and psychiatrists who work together to meet clients where they are at in the community and tailoring the interventions to the needs of the clients.

## Variance Analysis (in thousands of dollars)

Public Health and Mental Health has a year-to-date operating surplus of \$1,643 and is forecasting a surplus of \$2,340 at year-end (before indirect allocations). The following major factors contribute to these variances:

**Labour Related Costs** – the favourable year-to-date and forecasted variances of \$1,346 and \$2,158 respectively are primarily due to a hiring freeze of several vacation positions during and after the PH Strategic Review rollout.

**Administration** – the favourable year-to-date and forecasted variances of \$165 and \$179 respectively are due to underspending on office supplies, staff development and promotional activities, offset with increased costs on interpreter services and cell phones.

**Operational & Supply** – the unfavourable year-to-date and forecasted variances of \$23 and \$222 respectively are due to the disposal of a large volume of expired medical supplies (bulked up during the pandemic), increased urgent senior denture services, ICDS transition costs, and higher than budgeted NFP license fees, offset with underspending in FACT psychiatry fees.

**Occupancy & Infrastructure** – the unfavourable year-to-date and forecasted variances of \$31 and \$34 respectively are primarily due to increased leasing and maintenance costs.

**Equipment, Vehicles, Technology** – the favourable year-to-date and forecasted variances of \$140 and \$159 respectively are due to lower than anticipated spending on small tools, equipment, office furniture, and software.

**Community Assistance** – the unfavourable year-to-date and forecasted variances of \$38 is due to unbudgeted seniors denture services costs incurred in Q1.

**Federal & Provincial Grants** – the favourable year-to-date and forecasted variances of \$241 and \$446 respectively are due to one-time RSV/COVID funding received in Q1 of \$208, higher than budgeted Recovery funding spent in Q1 of \$52, carryover of 2023-24 Needle Syringe grant balance of \$63, one-time IPAC Hub funding of \$132, one-time PHI Practicum grant of \$40, prior year subsidy adjustments of \$232, offset with a reduction in spending of MH sessional fees (\$40K), medical top-up funding (\$216), and MCCSS funding (\$42).

**Other Revenue** – the unfavourable year-to-date and forecasted variances of \$194 and \$268 respectively are primarily due to IPAC Hub revenue flowing directly from MOH (one-

# Public Health & Mental Health Services - Continued

time funding reported under Provincial Grants) rather than from budgeted reimbursements from a community partner.

**Transfers Between Funds** – the unfavourable forecasted variance of \$65 is due to PH’s contribution to the NF office renovation project.



## 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
Labour Related Costs	\$46,654	\$45,862	\$792	1.7%	\$62,026	\$61,865	\$162	0.3%
Administrative	\$513	\$550	-\$37	-7.2%	\$684	\$745	-\$60	-8.8%
Operational & Supply	\$2,703	\$2,006	\$697	25.8%	\$3,590	\$3,506	\$84	2.3%
Occupancy & Infrastructure	\$466	\$446	\$20	4.3%	\$622	\$609	\$13	2.1%
Equipment, Vehicles, Technology	\$1,942	\$2,582	-\$641	-33.0%	\$2,589	\$2,926	-\$337	-13.0%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
<b>Total Expenses</b>	<b>\$52,278</b>	<b>\$51,447</b>	<b>\$831</b>	<b>1.6%</b>	<b>\$69,510</b>	<b>\$69,650</b>	<b>-\$140</b>	<b>-0.2%</b>
Federal & Provincial Grants	-\$31,271	-\$31,009	-\$262	-0.8%	-\$41,695	-\$41,423	-\$272	-0.7%
By-Law Charges & Sales	-\$4	-\$2	-\$2	-48.1%	-\$5	-\$3	-\$2	-47.8%
Other Revenue	-\$509	-\$820	\$311	61.1%	-\$679	-\$1,000	\$321	47.3%
<b>Total Revenues</b>	<b>-\$31,784</b>	<b>-\$31,831</b>	<b>\$47</b>	<b>0.1%</b>	<b>-\$42,379</b>	<b>-\$42,425</b>	<b>\$46</b>	<b>0.1%</b>
Intercompany Charges	\$1,839	\$1,826	\$14	0.7%	\$2,453	\$2,439	\$14	0.6%
<b>Total Intercompany Charges</b>	<b>\$1,839</b>	<b>\$1,826</b>	<b>\$14</b>	<b>0.7%</b>	<b>\$2,453</b>	<b>\$2,439</b>	<b>\$14</b>	<b>0.6%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$22,333</b>	<b>\$21,441</b>	<b>\$892</b>	<b>4.0%</b>	<b>\$29,584</b>	<b>\$29,664</b>	<b>-\$80</b>	<b>-0.3%</b>
Transfers From Funds	-\$127	-\$127	\$0	0.0%	-\$170	-\$170	\$0	0.0%
Transfers To Funds	\$51	\$51	\$0	0.0%	\$68	\$68	\$0	0.0%
<b>Total Transfers</b>	<b>-\$77</b>	<b>-\$77</b>	<b>\$0</b>	<b>0.0%</b>	<b>-\$102</b>	<b>-\$102</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$22,256</b>	<b>\$21,365</b>	<b>\$892</b>	<b>4.0%</b>	<b>\$29,482</b>	<b>\$29,562</b>	<b>-\$80</b>	<b>-0.3%</b>
Indirect Allocations & Debt	\$8,540	\$8,224	\$316	3.7%	\$9,864	\$9,648	\$216	2.2%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$8,540</b>	<b>\$8,224</b>	<b>\$316</b>	<b>3.7%</b>	<b>\$9,864</b>	<b>\$9,648</b>	<b>\$216</b>	<b>2.2%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$30,797</b>	<b>\$29,589</b>	<b>\$1,208</b>	<b>3.9%</b>	<b>\$39,346</b>	<b>\$39,210</b>	<b>\$137</b>	<b>0.3%</b>

# Emergency Services - Continued

## What does Emergency Services do?

Emergency Services division is responsible for providing 24-hour emergency out-of-hospital medical care. It includes a team of paramedics, emergency medical dispatchers, and allied medical professionals (nurses and occupational therapists) who deliver a land ambulance service and a state-of-the-art ambulance dispatch centre, as well as innovative mobile integrated health interventions. The division also provides public safety education programs and medical coverage for events. Emergency Services is responsible for coordinating Niagara Region’s emergency preparedness and response activities, and coordination for Chemical, Biological, Radiological, and Nuclear (CBRN) emergency response planning.

## Variance Analysis (in thousands of dollars)

Emergency Services has a year-to-date operating surplus of \$892 and is forecasting a deficit of \$80 at year-end. The following factors contribute to these variances:

**Labour Related Costs** – The year-to-date favourable variance of \$792 is due to savings in salaries and benefits from shifts not filled at regular pay of \$2,145. This is partially offset by pressures in overtime / lieu payout of \$897 and WSIB of \$456. The forecasted year-end favourable variance is \$162. This is comprised of savings in salaries and benefits of \$2,144, which again is partially offset by pressures in overtime / lieu of \$1,344 and WSIB of \$639.

**Administration** – There is a year-to-date unfavourable variance of \$37 which is forecasted to grow to \$60 for year-end. This is mainly due to increase cell phone and communications costs.

**Operational & Supply** – The year-to-date favourable variance is \$697 due mainly to lower than budgeted use of program and medical supplies. The forecasted year-end favourable variance is \$84.

**Equipment, Vehicles, Technology** – The year-to-date unfavourable variance of \$641 is due to higher spending in repairs and maintenance for equipment and vehicles of \$651, \$82 for the replacement of an emergency response vehicle (ERV) that was a total loss through an accident, and higher than budgeted computer software licensing and support costs of \$142. This is partially offset by savings in fuel of \$235 due to lower than budgeted pricing and changes to the vehicle deployment plan. The forecasted year-end unfavourable variance is \$337 with forecast unfavourable variances in repair and maintenance of equipment and vehicles of \$393, \$82 for the ERV replacement, and computer software licensing and support of \$132. This again is partially offset by a forecasted favourable year-end variance for fuel of \$271.

**Federal & Provincial Grants** – The year-to-date and forecasted unfavourable variances of \$262 and 272, respectively, are mainly due to the unfavourable variance of \$271 for the Dedicated Offload Nurse Program (DONP) due to the timing of an expected funding announcement, \$262 for the Legacy Gas Well Capping program funding by the Ministry of Natural Resources and Forestry (MNRF) because revenue was recognized below in Other Revenue, and a returnable for the Community Paramedicine Long-term Care Program (CPLTC) of \$207. These are partially offset by one-time funding from the Ministry of Health (MOH) for the Ambulance Communications centre of \$487 related to the Emergency Communications Nursing program and WSIB costs.

**Other Revenue** – The year-to-date favourable variance is \$311. This is mainly due to the Legacy Gas Well Capping funding from the MNRF that was budgeted above in Federal & Provincial Grants \$154, \$89 for proceeds from asset disposal, and union billings of \$74. The forecasted year-end favourable variance is \$321 consisting mainly of the MNRF funding \$154 and union billings of \$102, and proceeds from asset disposal of \$89.



## 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
Labour Related Costs	\$13,658	\$13,318	\$340	2.5%	\$18,232	\$17,890	\$342	1.9%
Administrative	\$1,841	\$1,372	\$469	25.5%	\$2,649	\$2,316	\$333	12.6%
Operational & Supply	\$7,283	\$6,206	\$1,076	14.8%	\$10,675	\$10,545	\$130	1.2%
Occupancy & Infrastructure	\$583	\$545	\$39	6.6%	\$776	\$737	\$39	5.0%
Equipment, Vehicles, Technology	\$2,858	\$3,114	-\$256	-8.9%	\$3,836	\$4,142	-\$306	-8.0%
Partnership, Rebate, Exemption	\$113	\$0	\$113	99.8%	\$430	\$430	\$0	0.0%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$26,336	\$24,556	\$1,780	6.8%	\$36,598	\$36,061	\$537	1.5%
By-Law Charges & Sales	-\$1,031	-\$1,052	\$21	2.0%	-\$2,394	-\$1,809	-\$585	-24.4%
Other Revenue	-\$530	-\$586	\$56	10.5%	-\$724	-\$736	\$12	1.7%
Total Revenues	-\$1,562	-\$1,639	\$77	4.9%	-\$3,118	-\$2,545	-\$573	-18.4%
Intercompany Charges	-\$3,251	-\$4,224	\$973	-29.9%	-\$4,702	-\$5,408	\$706	-15.0%
Total Intercompany Charges	-\$3,251	-\$4,224	\$973	-29.9%	-\$4,702	-\$5,408	\$706	-15.0%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$21,523	\$18,693	\$2,830	13.1%	\$28,778	\$28,108	\$670	2.3%
Transfers From Funds	-\$737	-\$737	\$0	0.0%	-\$1,098	-\$1,098	\$0	0.0%
Transfers To Funds	\$75	\$1,470	-\$1,395	-1860.0%	\$75	\$1,527	-\$1,452	-1936.2%
Expense Allocations To Capital	-\$105	-\$49	-\$56	-53.1%	-\$140	-\$84	-\$56	-39.8%
Total Transfers	-\$767	\$684	-\$1,451	-189.2%	-\$1,163	\$345	-\$1,508	-129.7%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$20,757	\$19,377	\$1,379	6.6%	\$27,615	\$28,453	-\$838	-3.0%
Indirect Allocations & Debt	\$48,659	\$47,947	\$712	1.5%	\$54,111	\$54,621	-\$510	-0.9%
Total Indirect Allocations & Debt	\$48,659	\$47,947	\$712	1.5%	\$54,111	\$54,621	-\$510	-0.9%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$69,416	\$67,325	\$2,091	3.0%	\$81,726	\$83,074	-\$1,348	-1.6%

# Public Works Transportation - Continued

## What does Transportation Services do?

Transportation Services is responsible for the planning, design, construction, operation and maintenance of approx. 1,741 lane kms of Regional Roads, 129 bridges, 90 major culverts and 1,700+ minor culverts, as well as traffic signals, streetlights, road signs and the Regional storm sewer network.

## Variance Analysis (in thousands of dollars)

Public Works – Levy (Transportation) operated at a year-to-date surplus before indirect allocations of \$1,379 and are forecasting a year-end deficit of \$838 due to the factors as described below.

Of the total year-to-date surplus noted above, \$1,379 relates to base operations and \$0 relates to Vision Zero Road Safety Program. Of the total forecasted year-end deficit noted above, a deficit of \$838 relates to base operations and a surplus of \$0 relates to Vision Zero.

As part of the Vision Zero Road Safety Program (VZ), Automated Speed Enforcement (ASE) launched in Q4 2023, and the Red Light Camera (RLC) program began in Q1 2024. The Transportation Services 2024 budget was prepared ahead of the launch of the VZ program and therefore includes several assumptions related to the program. As a result, there are large variances between budget and actual operating results included in the results below.

**Labour Related Costs** – The favourable year-to-date and forecasted variances are \$340 and \$342, respectively. Forecasted savings are primarily due to delays in filling vacant positions. Forecasted savings related to Vision Zero are \$64.

**Administration** – The favourable year-to-date and forecasted variances are \$469 and \$333, respectively. Base services have a forecasted deficit of \$158 related to higher consulting costs and other administrative expenses. Forecasted savings related to Vision Zero are \$491 due to reduced consulting costs.

**Operational & Supply** – The favourable year-to-date and forecasted variances are \$1,076 and \$130, respectively. Year-to-date savings in base services are primarily due to savings on annual winter maintenance contracts of \$351 due to mild winter conditions, and timing differences in use of hired equipment and other program specific materials of \$670. Forecasted savings in base services of \$60 reflects the usage of hired equipment and other program specific materials in second half of the year, including higher than anticipated costs in asphalt patching, traffic lane marking and traffic locates. Year-to-date and forecasted savings related to Vision Zero are \$55 and \$70, respectively.

**Occupancy & Infrastructure** – The favourable year-to-date and forecasted variance is \$39 related primarily to lower than anticipated electricity costs of \$65 offset by higher other occupancy and infrastructure services of \$26.

**Equipment, Vehicles, Technology** – The unfavourable year-to-date and forecasted variances are \$256 and \$306, respectively. Forecasted deficit in base services of \$418 relate to higher vehicle parts supply of \$610, leasing costs of \$35 on an aging Fleet, and higher costs in other equipment, vehicle, and technology of \$158 offset by lower fuel usage of \$385. Forecasted savings related to Vision Zero are \$112.

**By-Law Charges & Sales Costs** – The favourable year-to-date variance is \$21 while the forecasted unfavourable variance is \$585. The forecasted deficit is primarily due to lower than anticipated signal maintenance revenue of \$750, signs revenue of \$50 and other revenue of \$50 offset by increased vehicle accident damage recoveries of \$265.

## Public Works Transportation - Continued

**Other Revenue** – The favourable year-to-date and forecasted variances of \$56 and \$12 are due primarily to higher other revenue and expense reimbursement.

**Intercompany Charges** – The favourable year-to-date and forecasted variances are \$973 and \$706, respectively. Forecasted surplus related to Vision Zero is \$730 which is minimally offset with slightly lower net recovery of Fleet and other intercompany charges on base services of \$24.

**Transfers to Funds** – The unfavourable year-to-date and forecasted variances are \$1,451 and \$1,508, respectively. Forecasted deficit related to Vision Zero is \$1,451 due to transfer of net surplus to reserve for future use. Forecasted base services deficit of \$56 related to lower recovery of vehicle and equipment costs transferred from operating expense to capital projects within base services.

## Growth Strategy & Economic 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
Labour Related Costs	\$6,876	\$6,561	\$315	4.6%	\$9,137	\$8,733	\$405	4.4%
Administrative	\$2,166	\$1,604	\$561	25.9%	\$2,682	\$2,996	-\$313	-11.7%
Operational & Supply	\$40	\$26	\$14	35.5%	\$53	\$55	-\$2	-3.0%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$64	\$55	\$9	14.4%	\$86	\$58	\$28	32.1%
Partnership, Rebate, Exemption	\$299	\$142	\$157	52.6%	\$378	\$363	\$15	3.9%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$9,444	\$8,388	\$1,056	11.2%	\$12,337	\$12,205	\$132	1.1%
Federal & Provincial Grants	-\$151	-\$147	-\$4	-2.7%	-\$201	-\$181	-\$21	-10.2%
By-Law Charges & Sales	-\$1,401	-\$1,686	\$284	20.3%	-\$1,869	-\$2,137	\$269	14.4%
Other Revenue	-\$375	-\$356	-\$19	-5.1%	-\$435	-\$567	\$132	30.4%
Total Revenues	-\$1,927	-\$2,188	\$261	13.5%	-\$2,505	-\$2,885	\$380	15.2%
Intercompany Charges	-\$369	-\$374	\$6	-1.5%	-\$491	-\$497	\$6	-1.1%
Total Intercompany Charges	-\$369	-\$374	\$6	-1.5%	-\$491	-\$497	\$6	-1.1%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$7,149	\$5,826	\$1,323	18.5%	\$9,341	\$8,823	\$518	5.5%
Transfers From Funds	-\$620	-\$620	\$0	0.0%	-\$667	-\$667	\$0	0.0%
Total Transfers	-\$620	-\$620	\$0	0.0%	-\$667	-\$667	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$6,529	\$5,206	\$1,323	20.3%	\$8,674	\$8,157	\$518	6.0%
Indirect Allocations & Debt	\$1,065	\$1,074	-\$9	-0.8%	\$1,359	\$1,407	-\$47	-3.5%
Total Indirect Allocations & Debt	\$1,065	\$1,074	-\$9	-0.8%	\$1,359	\$1,407	-\$47	-3.5%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$7,594	\$6,280	\$1,314	17.3%	\$10,034	\$9,563	\$470	4.7%

# Growth Strategy & Economic Development - Continued

## What does Growth Strategy and Economic Development do?

The department is comprised of growth-related services including infrastructure planning, development planning, community and long-range planning, economic development and corporate strategic initiatives including Indigenous relations, diversity equity and inclusion, accessibility, corporate performance, corporate policy and climate action. The department also includes the new Strategic Transformation Office with an initial mandate to focus on three corporate and Council priorities: attainable housing, shared services, and delivering the GO Station Development Strategy.

## Variance Analysis (in thousands of dollars)

Growth Strategy and Economic Development operated at a year-to-date surplus before indirect allocations of \$1,323 with a forecasted surplus of \$518 before indirect allocations for year-end. The following factors have contributed to this surplus.

**Labour Related Costs** – The favourable year-to-date and forecasted variances of \$315 and \$405 are due to staff vacancies resulting from staff movement, and difficulty recruiting.

**Administration** – The favourable year-to-date variance of \$561 is driven by timing of consulting expenditures. The forecasted unfavorable variance of \$313 reflects this work being completed by year end. Included within the forecasted expenditure is \$226 for incentive review work as requested by Council with planning already underway but funding being requested as part of budget 2025. If approved these costs will be reflected in 2025 against that budget.

**Federal & Provincial Grants** – The forecasted unfavorable variance of \$21 is due less funds received from the Can-Export Grant offset by reduced expenditures in administration.

**By-Law Charges & Sales** – The favourable year-to-date variance and forecasted of \$284 and \$269 is due to a submission of a large subdivision draft plan.

**Other Revenue** – The unfavorable year to date variance of \$19 is mainly driven by delays in DC funded projects. The forecasted favourable variance of \$132 reflects the completion of this work and cost recovery associated with Quarry Peer Review work.

## 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
Labour Related Costs	\$2,239	\$1,883	\$356	15.9%	\$2,992	\$2,534	\$458	15.3%
Administrative	\$1,960	\$2,299	-\$339	-17.3%	\$2,665	\$3,062	-\$397	-14.9%
Operational & Supply	\$313	\$1,735	-\$1,422	-454.2%	\$419	\$1,825	-\$1,406	-336.0%
Occupancy & Infrastructure	\$0	\$6	-\$6	0.0%	\$0	\$6	-\$6	0.0%
Equipment, Vehicles, Technology	\$18	\$20	-\$2	-11.0%	\$24	\$28	-\$4	-17.0%
Financial Expenditures	\$134	\$120	\$15	10.9%	\$179	\$171	\$8	4.7%
Total Expenses	\$4,665	\$6,062	-\$1,397	-30.0%	\$6,279	\$7,625	-\$1,346	-21.4%
Other Revenue	-\$7,070	-\$9,653	\$2,583	36.5%	-\$9,909	-\$12,015	\$2,106	21.3%
Total Revenues	-\$7,070	-\$9,653	\$2,583	36.5%	-\$9,909	-\$12,015	\$2,106	21.3%
Intercompany Charges	\$1,295	\$2,298	-\$1,002	-77.4%	\$2,094	\$2,830	-\$735	-35.1%
Total Intercompany Charges	\$1,295	\$2,298	-\$1,002	-77.4%	\$2,094	\$2,830	-\$735	-35.1%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	-\$1,110	-\$1,294	\$183	16.5%	-\$1,536	-\$1,561	\$24	1.6%
Transfers To Funds	\$150	\$150	\$0	0.0%	\$200	\$200	\$0	0.0%
Total Transfers	\$150	\$150	\$0	0.0%	\$200	\$200	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	-\$960	-\$1,144	\$183	19.1%	-\$1,336	-\$1,361	\$24	1.8%
Indirect Allocations & Debt	\$1,036	\$1,068	-\$32	-3.1%	\$1,254	\$1,305	-\$51	-4.0%
Total Indirect Allocations & Debt	\$1,036	\$1,068	-\$32	-3.1%	\$1,254	\$1,305	-\$51	-4.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$76	-\$76	\$152	199.7%	-\$82	-\$56	-\$26	-32.0%



# Court Services - Continued

## What does Court Services do?

In January 2001, the Province transferred the responsibility for the administration and prosecution of provincial offences to municipalities across Ontario. The Region, acting as agent, assumed responsibility of the administration of the Provincial Offences Court through a Memorandum of Understanding and a Local Side Agreement with the Province. The Region and the 12 local area municipalities (LAMs) entered into an Inter-Municipal Agreement that sets out the obligation for court services that the Region undertakes as agent on behalf of the 12 LAMs and established the Joint Board of Management (JBM) to oversee the court administration, support and prosecution services provided pursuant to the agreement. In administering the Provincial Offences courts, Court Services Staff are responsible for scheduling trials, prosecuting certain provincial offence matters, recording court proceedings, production of verbatim court transcripts, receiving, and processing fine payments resulting from charges laid by the various police forces and enforcement agencies operating within the Region, and pursuing collection of unpaid provincial offence fines.

## Variance Analysis (in thousands of dollars)

Court Services is operating at a total year-to-date surplus after indirect allocations of \$152 with a forecasted deficit of \$26 related to base operations (meaning operations excluding revenues and expenditures related to the Vision Zero Road Safety Program (VZ) due to the factors as described below.

As part of VZ, Automated Speed Enforcement (ASE) launched in Q4 2023, and the Red Light Camera (RLC) program began in Q1 2024. The Court Services 2024 budget was prepared ahead of the launch of the VZ program and therefore included assumptions related to the program. Of the total forecasted deficit above, \$0 relates to VZ operations and factors to this have been described below.

**Distribution to Local Area Municipalities** – the total distribution to the LAMs and the Region is equally forecasted to be \$1,508 for both Base and VZ operations combined and is a result of factors described below.

In Base operations, the total distribution to the LAMs and the Region for the year is forecasted to be \$56 each, a decrease of \$26 from the budgeted \$82 distribution. The decrease in the distribution is a consequence of higher than anticipated infraction revenues received in the first three quarters of the year which have been offset by higher than anticipated operating costs. Further details are discussed below.

In VZ operations, the total distribution to the LAMs and the Region is forecasted to be \$1,452 each and is mainly due to higher than anticipated net revenues. Further details are discussed below.

**Labour Related Costs** – the total favourable year-to-date and forecasted variances are \$356 and \$458 respectively. In Base operations, the favourable year-to-date and forecasted variances are \$36 and \$50 respectively due to position gapping. In VZ operations, the favourable year-to-date and forecasted variances are \$320 and \$408 respectively due to budgeted positions in VZ which have not yet been filled. As part of the ongoing launch of the VZ program, Court Services is assessing staffing needs on an ongoing basis and hiring positions only as necessary.

**Administrative** – the total unfavourable year-to-date and forecasted variances are \$339 and \$397 respectively. In Base operations, the unfavourable year-to-date and forecasted variances of \$323 and \$326 are due to higher than budgeted Victim Fine Surcharge costs, dedicated fines payable to other levels of courts, and credit card fees. These unfavourable variances have been partially offset by savings in trial related expenditures such as interpreter expense, Part III Prosecution costs, and external legal expenses. In VZ operations, the unfavourable year-to-date and forecasted variances of \$15 and \$71 are

## Court Services - Continued

due to higher than anticipated Victim Fine Surcharge, credit card fee payments, and Payticket online payment services, which are a direct result of higher than anticipated charging volumes and revenues in the first half of the year. These unfavourable variances are partially offset by lower than budgeted trial related costs including interpreter expenses and adjudication costs for the remainder of the year.

**Operational & Supply** – the total unfavourable year-to-date and forecasted variances are \$1,422 and \$1,406 respectively. In Base operations, the unfavourable year-to-date and forecasted variances of \$161 and \$81 respectively are largely due to the distribution to LAMs as noted above as well as higher than budgeted revenues collected for other POAs. In VZ operations, the unfavourable year-to-date and forecasted variances of \$1,260 and \$1,325 respectively, are due to higher than budgeted distribution to LAMs as referenced above and partially offset by savings in budgeted call-in prosecutor costs.

**Other Revenue** – the total favourable year-to-date and forecasted variances are \$2,583 and \$2,106 respectively. In Base operations, the year-to-date and forecasted variances of \$548 and \$345 are due to higher than anticipated revenues; this includes \$125 representing anomalous high-fine payments, outside of the normal course of operating results. These high-fine payments are tracked separately from regular infraction and delinquent revenues to ensure better oversight of revenues during the reforecasting and budgeting processes. In VZ operations, the year-to-date and forecasted variances are \$2,036 and \$1,761 respectively. VZ charging volumes and ticket payments were substantially higher between March and May due to the higher-than-average volume of tickets processed by the Joint Processing Centre (JPC) during these months. Charging volumes of ASE and RLC tickets are outside the control of Court Services and since those three months, the volumes have decreased and are anticipated to stabilize throughout the remainder of the year.

**Intercompany Charges** – the total unfavourable year-to-date and forecasted variances of \$1,002 and \$735 is almost entirely due to higher than anticipated transfer of VZ revenues to the Transportation division to cover the operating expenditures directly related to VZ within that area, as well as the transfer of the Region's share of VZ net revenues per the Inter-Municipal Agreement.



## 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
Labour Related Costs	\$276	\$284	-\$8	-3.0%	\$367	\$376	-\$8	-2.2%
Administrative	\$408	\$381	\$28	6.8%	\$545	\$553	-\$8	-1.5%
Operational & Supply	\$59	\$70	-\$12	-19.7%	\$60	\$72	-\$12	-19.3%
Occupancy & Infrastructure	\$14,938	\$15,736	-\$798	-5.3%	\$20,162	\$21,269	-\$1,107	-5.5%
Equipment, Vehicles, Technology	\$128	\$165	-\$36	-28.4%	\$171	\$211	-\$40	-23.2%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$416	\$516	-\$100	-24.0%	\$554	\$654	-\$100	-18.0%
Total Expenses	\$16,225	\$17,151	-\$926	-5.7%	\$21,860	\$23,135	-\$1,275	-5.8%
Federal & Provincial Grants	-\$298	-\$298	\$0	0.0%	-\$397	-\$397	\$0	0.0%
Other Revenue	-\$14,364	-\$14,848	\$484	3.4%	-\$19,173	-\$19,809	\$636	3.3%
Total Revenues	-\$14,662	-\$15,146	\$484	3.3%	-\$19,570	-\$20,206	\$636	3.2%
Intercompany Charges	-\$345	-\$694	\$349	-101.0%	-\$467	-\$1,035	\$568	-121.5%
Total Intercompany Charges	-\$345	-\$694	\$349	-101.0%	-\$467	-\$1,035	\$568	-121.5%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$1,218	\$1,311	-\$94	-7.7%	\$1,823	\$1,894	-\$71	-3.9%
Transfers To Funds	\$1,942	\$1,942	\$0	0.0%	\$2,589	\$2,589	\$0	0.0%
Total Transfers	\$1,942	\$1,942	\$0	0.0%	\$2,589	\$2,589	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$3,160	\$3,253	-\$94	-3.0%	\$4,412	\$4,483	-\$71	-1.6%
Indirect Allocations & Debt	\$10,978	\$11,004	-\$26	-0.2%	\$13,196	\$13,101	\$95	0.7%
Total Indirect Allocations & Debt	\$10,978	\$11,004	-\$26	-0.2%	\$13,196	\$13,101	\$95	0.7%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$14,138	\$14,258	-\$120	-0.8%	\$17,609	\$17,584	\$24	0.1%

# Niagara Regional Housing - Continued

## What does Niagara Regional Housing do?

Niagara Regional Housing (NRH) and its board of directors provide governance, oversight and financial management of the owned units and support future development of Niagara’s owned housing stock.

NRH owns and operates 3,072 Public Housing units in a portfolio of apartment buildings, townhouses and semi-detached or detached homes for families, adults, and seniors. Approximately 94% of tenants pay Rent-Geared-to-Income (RGI), which is 30% of their household income. Recognizing that stable housing is one of the social determinants of health, NRH is dedicated to providing and advocating for quality community housing in Niagara through a combination of programs and services.

## Variance Analysis (in thousands)

Niagara Regional Housing (NRH) is operating at a year-to-date deficit before indirect allocations of \$94, with a forecasted deficit of \$71 due to the following factors:

**Administrative** – The favourable year-to-date variance of \$28 is primarily due to budgeted consulting work that has not been initiated and insurance deductible premiums that have not been incurred to date. The forecasted unfavourable variance of \$8 is mainly due to higher than anticipated internet and related telecommunications costs as services across the owned units is increased to accommodate new building automation and fob systems, offset by savings related to the above-noted consulting work that is not anticipated to be incurred by the end of the year.

**Occupancy and Infrastructure** – The unfavourable year-to-date and forecasted variances of \$798 and \$1,107 respectively are due to a number of factors including inflationary cost pressures, such as higher than anticipated grounds maintenance contract costs, building maintenance costs and utility costs. In addition, there are increased costs for the Buchanan permanent supportive housing operations in Niagara Falls as a result of a change in service providers and turnover of units, which is offset through the Intercompany Charges from the Homelessness division below. Finally, property maintenance costs are impacted by additional work arising from deferred capital projects that is putting a pressure on the operating budget.

**Equipment, Vehicles, Technology** – The unfavourable year-to-date and forecasted variance of \$36 and \$40 respectively is primarily due to higher than anticipated equipment and appliance repair costs.

**Financial Expenditures** – The unfavourable year-to-date and forecasted variance of \$100 is the result of higher than anticipated write-offs on uncollectable tenant rents.

**Other Revenue** – The favourable year-to-date and forecasted variances of \$484 and \$636 respectively are primarily related to higher than anticipated rental revenues as a result of more tenants paying market rents due to few housing options available for tenants who are now in a position to pay affordable market rates. In addition, there is an increase in the maintenance charge revenues arising from unit inspections and increased investment income arising from a higher than anticipated bank balance due to the timing of bank transfers and increased interest rates.

**Intercompany Charges** – The favourable year-to-date and forecasted variances of \$349 and \$568 respectively are due to the increased allocation of funding from the Homelessness division for the higher than anticipated costs for the Buchanan permanent supportive housing operations in Niagara Falls as a result of a change in service providers and turnover of units.

## 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
Labour Related Costs	\$140,647	\$141,011	-\$363	-0.3%	\$190,163	\$190,746	-\$583	-0.3%
Administrative	\$3,521	\$3,326	\$195	5.5%	\$4,687	\$4,526	\$161	3.4%
Operational & Supply	\$2,189	\$2,816	-\$628	-28.7%	\$2,752	\$3,212	-\$460	-16.7%
Occupancy & Infrastructure	\$297	\$255	\$41	13.9%	\$395	\$395	\$0	0.0%
Equipment, Vehicles, Technology	\$7,384	\$6,871	\$513	7.0%	\$9,806	\$9,139	\$668	6.8%
Financial Expenditures	\$0	\$13	-\$13	0.0%	\$0	\$17	-\$17	0.0%
Total Expenses	\$154,038	\$154,292	-\$255	-0.2%	\$207,803	\$208,035	-\$231	-0.1%
Federal & Provincial Grants	-\$8,236	-\$8,641	\$405	4.9%	-\$10,893	-\$11,355	\$462	4.2%
By-Law Charges & Sales	-\$4,345	-\$3,854	-\$491	-11.3%	-\$5,740	-\$4,959	-\$781	-13.6%
Other Revenue	-\$3,108	-\$3,439	\$331	10.7%	-\$4,116	-\$4,531	\$415	10.1%
Total Revenues	-\$15,688	-\$15,933	\$245	1.6%	-\$20,749	-\$20,845	\$96	0.5%
Intercompany Charges	-\$1,597	-\$1,506	-\$91	5.7%	-\$2,129	-\$2,038	-\$91	4.3%
Total Intercompany Charges	-\$1,597	-\$1,506	-\$91	5.7%	-\$2,129	-\$2,038	-\$91	4.3%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$136,753	\$136,854	-\$101	-0.1%	\$184,925	\$185,152	-\$227	-0.1%
Transfers From Funds	-\$677	-\$677	\$0	0.0%	-\$1,085	-\$1,085	\$0	0.0%
Transfers To Funds	\$3,476	\$3,476	\$0	0.0%	\$4,635	\$4,635	\$0	0.0%
Total Transfers	\$2,799	\$2,799	\$0	0.0%	\$3,550	\$3,550	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$139,552	\$139,653	-\$101	-0.1%	\$188,475	\$188,702	-\$227	-0.1%
Indirect Allocations & Debt	\$14,972	\$14,873	\$100	0.7%	\$20,082	\$20,630	-\$547	-2.7%
Total Indirect Allocations & Debt	\$14,972	\$14,873	\$100	0.7%	\$20,082	\$20,630	-\$547	-2.7%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$154,524	\$154,525	-\$1	0.0%	\$208,558	\$209,332	-\$774	-0.4%

# Niagara Regional Police Services - Continued

## What does Niagara Regional Police Service do?

Established on January 1st, 1971, the Niagara Regional Police Service is the oldest regional police service in Ontario. In an area of 1,863 square kilometers, the Niagara Regional Police Service patrols one of Ontario's largest geographic Regions. The Niagara Regional Police is comprised of highly trained and motivated individuals dedicated to serving and protecting residents and visitors within the Regional Municipality of Niagara.

## Variance Analysis (in thousands of dollars)

For the period ending September 30, 2024, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations deficit of \$101. The Service is forecasting a \$227 deficit position before indirect allocations by the end of this fiscal year. The following factors contributed to this deficit:

**Labour Related Costs** – Labour related costs were above the approved budget by \$363. This unfavorable variance is mainly the result of overages within uniform and civilian salaries due to overtime requirements to meet minimum staffing levels and overtime incurred for major investigations. The Service is forecasting an unfavourable variance of \$583 by year-end. The forecast includes expected continued pressures on uniform and civilian overtime, as well as overages in WSIB claims and health and dental benefits. These overages are partially offset by savings expected in OMERS due to the dependency on overtime, as well as sick leave payouts due to lower than anticipated retirements.

**Administration** – Administrative expenses were below the approved budget by \$195. This favorable variance is the result of the timing related to the use of third-party consultation services, savings in monthly cell phone charges due to the timing of the roll out of the connected officer program and savings in data lines. These savings were offset partially by overages in tuition fees for Ontario Police College (OPC) courses, coach officer allowance for training of new employees and employee medical assessments. The Service is forecasting a favourable variance of \$161 by year-end. This is the result of expected continued savings in consulting, cell phone charges, and data lines.

**Operational & Supply** – Operational and supply costs were above the approved budget by \$628. This unfavorable variance is the result of the timing of purchases of arsenal and ammunition expense as well as uniform expense. The Service is forecasting operational and supply costs to continue an unfavourable trend to \$460 by year-end. This is the result of arsenal and ammunition purchases for training requirements as well as uniform costs to outfit new hires.

**Occupancy & Infrastructure** – Occupancy and infrastructure costs were below the approved budget by \$41. This favorable variance is the result of savings in minor building renovations due to the timing of projects scheduled to be completed. The Service is forecasting to be on budget by year-end.

**Equipment, Vehicles, Technology** – Equipment, vehicles, and technology costs were below the approved budget by \$513. This favorable variance is the result of savings in computer software support and maintenance agreements due to the timing of purchases. Additionally, savings have been realized in fuel expenses, as the average fuel rate and consumption were below budget for the period. The Service is forecasting a surplus of \$668 by year-end as a result of continued savings in fuel and computer software support and maintenance agreements.

**Intercompany Charges** – Intercompany charges were below the approved budget by \$91. Intercompany Charges represent expenses incurred for services provided by Niagara Region, with the annual budget being determined by the Region. Examples include vehicle and equipment repair as well as funds received to offset operating expenses of the 911 program. Current overages relate to vehicle repairs and maintenance required on Service vehicles performed by Region Fleet.

## Niagara Regional Police Services - Continued

**Revenues** – Revenues and recoveries were above the approved budget by \$245. This results from a combination of anticipated grant funding exceeding budget, the receipt of in-year funding for the related to the Next Generation 911 implementation and one-time recoveries for shared services projects. These are partially offset by lower than budgeted Casino funding from the City of Niagara Falls based on 18% of transfers received from OLG. The Service is forecasting revenues and recoveries to be above budget by approximately \$96 at year-end due to the additional grant funding received, new secondments and one-time recoveries.

## 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	\$5,453	\$5,453	\$0	0.0%	\$7,270	\$7,270	\$0	0.0%
Total Expenses	\$5,453	\$5,453	\$0	0.0%	\$7,270	\$7,270	\$0	0.0%
Total Revenues			\$0	0.0%		\$0	\$0	0.0%
Total Intercompany Charges			\$0	0.0%		\$0	\$0	0.0%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$5,453	\$5,453	\$0	0.0%	\$7,270	\$7,270	\$0	0.0%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$5,453	\$5,453	\$0	0.0%	\$7,270	\$7,270	\$0	0.0%
Total Indirect Allocations & Debt			\$0	0.0%		\$0	\$0	0.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$5,453	\$5,453	\$0	0.0%	\$7,270	\$7,270	\$0	0.0%

# Niagara Peninsula Conservation Authority - Continued

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
Labour Related Costs	\$21,343	\$19,814	\$1,529	7.2%	\$28,416	\$26,760	\$1,656	5.8%
Administrative	\$5,179	\$1,990	\$3,188	61.6%	\$6,936	\$7,293	-\$358	-5.2%
Operational & Supply	\$15,487	\$15,568	-\$80	-0.5%	\$20,602	\$20,972	-\$369	-1.8%
Occupancy & Infrastructure	\$14,128	\$13,728	\$400	2.8%	\$18,911	\$18,788	\$122	0.6%
Equipment, Vehicles, Technology	\$5,404	\$5,234	\$169	3.1%	\$7,205	\$7,248	-\$43	-0.6%
Community Assistance	\$0	\$4	-\$4	0.0%	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$8,712	\$1,478	\$7,234	83.0%	\$11,616	\$11,634	-\$18	-0.2%
Financial Expenditures	\$0	\$2	-\$2	0.0%	\$0	\$2	-\$2	0.0%
<b>Total Expenses</b>	<b>\$70,253</b>	<b>\$57,818</b>	<b>\$12,435</b>	<b>17.7%</b>	<b>\$93,686</b>	<b>\$92,698</b>	<b>\$988</b>	<b>1.1%</b>
Taxation	-\$116,616	-\$117,176	\$559	0.5%	-\$154,583	-\$154,893	\$310	0.2%
By-Law Charges & Sales	-\$1,185	-\$1,139	-\$46	-3.9%	-\$1,580	-\$1,595	\$14	0.9%
Other Revenue	-\$6,186	-\$1,270	-\$4,916	-79.5%	-\$8,248	-\$8,392	\$144	1.7%
<b>Total Revenues</b>	<b>-\$123,988</b>	<b>-\$119,585</b>	<b>-\$4,403</b>	<b>-3.6%</b>	<b>-\$164,411</b>	<b>-\$164,879</b>	<b>\$468</b>	<b>0.3%</b>
Intercompany Charges	\$1,725	\$1,662	\$62	3.6%	\$2,300	\$2,237	\$62	2.7%
<b>Total Intercompany Charges</b>	<b>\$1,725</b>	<b>\$1,662</b>	<b>\$62</b>	<b>3.6%</b>	<b>\$2,300</b>	<b>\$2,237</b>	<b>\$62</b>	<b>2.7%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$52,010</b>	<b>-\$60,104</b>	<b>\$8,094</b>	<b>15.6%</b>	<b>-\$68,425</b>	<b>-\$69,944</b>	<b>\$1,519</b>	<b>2.2%</b>
Transfers From Funds	-\$5,730	-\$2,096	-\$3,634	-63.4%	-\$7,624	-\$7,624	\$0	0.0%
Transfers To Funds	\$40,155	\$40,155	\$0	0.0%	\$53,540	\$53,540	\$0	0.0%
<b>Total Transfers</b>	<b>\$34,425</b>	<b>\$38,059</b>	<b>-\$3,634</b>	<b>-10.6%</b>	<b>\$45,917</b>	<b>\$45,917</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$17,585</b>	<b>-\$22,045</b>	<b>\$4,460</b>	<b>25.4%</b>	<b>-\$22,509</b>	<b>-\$24,027</b>	<b>\$1,519</b>	<b>6.7%</b>
Indirect Allocations & Debt	\$11,203	\$11,393	-\$191	-1.7%	\$22,509	\$23,012	-\$503	-2.2%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$11,203</b>	<b>\$11,393</b>	<b>-\$191</b>	<b>-1.7%</b>	<b>\$22,509</b>	<b>\$23,012</b>	<b>-\$503</b>	<b>-2.2%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$6,382</b>	<b>-\$10,652</b>	<b>\$4,270</b>	<b>66.9%</b>	<b>\$0</b>	<b>-\$1,016</b>	<b>\$1,016</b>	<b>0.0%</b>



# Water & Wastewater Services - Continued

## What does Water and Wastewater Services do?

Water and Wastewater provides sustainable drinking water and wastewater services with a commitment to environmental and public health protection, financial accountability, infrastructure growth and renewal, collaboration with external partners, and investment in staff. This division is responsible for the operation and maintenance of 6 water treatment plants, 38 water reservoirs or elevated tanks (some with booster or chlorine booster capabilities), 23 booster and chlorine booster stations as well as 313 km of trunk water mains. The division is also responsible for the operation and maintenance of 11 wastewater facilities, 112 pumping stations, 162 kilometer of sanitary force mains and 145 km of gravity trunk sewers.

## Variance Analysis (in thousands of dollars)

Water & Wastewater services is operating at a year-to-date surplus of \$4,270 after indirect allocations with a forecasted surplus of \$1,016 due to the following factors:

**Labour Related Costs** – The favourable year-to-date variance of \$1,529 and forecasted favourable year-end variance of \$1,656 are due to staffing vacancies across all divisions.

**Administration** – There is a favourable year-to-date variance of \$3,188 and a forecasted unfavourable year-end variance of \$358. The year-to-date variance is largely due to the timing of consulting engagements. The forecasted unfavourable year-end variance is primarily due to external legal costs to support litigation associated with Wastewater infrastructure. The forecasted unfavourable year-end variance related to external legal is \$747.

**Operational & Supply** – There is an unfavourable year-to-date variance of \$80 and forecasted unfavourable year-end variance of \$369 primarily driven by increased biosolid collection and disposal costs. Biosolid collection and disposal costs have an unfavourable year-to-date variance of \$216 with a forecasted unfavourable year-end variance of \$444 due to contractual cost escalations as well as increase in haulage volumes.

**Occupancy & Infrastructure** – There is a favourable year-to-date variance of \$400 and forecasted favourable year-end variance of \$122. The forecasted favourable variance is largely attributable to less than anticipated utilities and property tax costs of \$179. Partially offsetting the forecasted favourable variance are unfavourable variances associated with R&M grounds, building, watermain, and sewers in the amount of \$69 due to necessary repairs and maintenance.

**Equipment, Vehicles, Technology** – The favourable year-to-date variance of \$169 and forecasted unfavourable year-end variance of \$43 is primarily due to the timing of urgent R&M equipment compliance work required in Wastewater as a result of aging infrastructure.

**Partnership, Rebate, Exemption** - The favourable year-to-date variance of \$7,234 is primarily due to combined sewer overflow (CSO) funds committed to local area municipalities but not yet paid. All CSO funding not spent in the year will be encumbered into future year budgets.

**Taxation** - The favourable year-to-date variance of \$559 and forecasted favourable year-end variance of \$310 is due to warmer and drier conditions through the year resulting in an increase in water sales.

**Other Revenue** – There is an unfavourable year-to-date variance of \$4,916, with a forecasted favourable year-end variance of \$144. 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).

## Water & Wastewater Services - Continued

**Transfers** - The unfavourable year-to-date variance of \$3,634 is due to previously encumbered CSO funds committed to local municipalities but not yet paid. Any remaining balance related to the CSO program will be encumbered into the 2025 Wastewater budget.

**Indirect Allocations** - The unfavourable year-to-date variance of \$191 and forecasted unfavourable year-end variance of \$503 is primarily due to labour relations pressures.

## 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
Labour Related Costs	\$3,236	\$2,829	\$407	12.6%	\$4,315	\$3,926	\$389	9.0%
Administrative	\$1,611	\$704	\$907	56.3%	\$2,369	\$2,251	\$118	5.0%
Operational & Supply	\$28,000	\$26,327	\$1,673	6.0%	\$37,837	\$36,624	\$1,213	3.2%
Occupancy & Infrastructure	\$803	\$729	\$74	9.2%	\$1,038	\$1,021	\$17	1.6%
Equipment, Vehicles, Technology	\$266	\$128	\$138	51.8%	\$350	\$240	\$110	31.5%
Partnership, Rebate, Exemption	\$179	\$62	\$117	65.2%	\$239	\$122	\$117	48.9%
Financial Expenditures	\$0	-\$3	\$3	0.0%	\$0	-\$3	\$3	0.0%
Total Expenses	\$34,094	\$30,776	\$3,318	9.7%	\$46,148	\$44,180	\$1,967	4.3%
Taxation	-\$33,876	-\$33,876	\$0	0.0%	-\$45,168	-\$45,168	\$0	0.0%
By-Law Charges & Sales	-\$4,025	-\$4,002	-\$23	-0.6%	-\$5,366	-\$5,208	-\$158	-3.0%
Other Revenue	-\$750	-\$791	\$41	5.4%	-\$1,001	-\$1,056	\$56	5.6%
Total Revenues	-\$38,651	-\$38,669	\$18	0.0%	-\$51,534	-\$51,432	-\$103	-0.2%
Intercompany Charges	\$328	\$335	-\$7	-2.2%	\$438	\$445	-\$7	-1.6%
Total Intercompany Charges	\$328	\$335	-\$7	-2.2%	\$438	\$445	-\$7	-1.6%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	-\$4,228	-\$7,557	\$3,329	78.7%	-\$4,949	-\$6,806	\$1,857	37.5%
Transfers From Funds	-\$903	-\$903	\$0	0.0%	-\$1,352	-\$1,352	\$0	0.0%
Transfers To Funds	\$3,436	\$3,436	\$0	0.0%	\$4,581	\$4,581	\$0	0.0%
Total Transfers	\$2,533	\$2,533	\$0	0.0%	\$3,229	\$3,229	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	-\$1,696	-\$5,024	\$3,329	196.3%	-\$1,720	-\$3,577	\$1,857	108.0%
Indirect Allocations & Debt	\$1,319	\$1,163	\$156	11.8%	\$1,720	\$1,605	\$115	6.7%
Total Indirect Allocations & Debt	\$1,319	\$1,163	\$156	11.8%	\$1,720	\$1,605	\$115	6.7%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	-\$377	-\$3,862	\$3,485	924.9%	\$0	-\$1,972	\$1,972	0.0%

# Waste Management Services - Continued

## What does Waste Management Services do?

Waste Management is responsible for the planning and operations of residential and commercial waste management services and programs. It is also responsible for overseeing two open regional landfills, three household special product depots and three material drop-off depots, as well as twelve closed landfill sites.

## Variance Analysis (in thousands of dollars)

Waste Management Services is operating at year-to-date surplus after indirect allocations of \$3,485 with a forecasted surplus of \$1,972 due to the following factors:

**Labour Related Costs** – the favourable year-to-date and forecasted variances of \$407 and \$389 is mainly due to salary gapping associated with delays in hiring vacant positions within the division.

**Administrative** – the favourable year-to-date and forecasted variances of \$907 and \$118 is due to timing of budget spend of consulting services - mainly related to Waste Management's ongoing Waste Management Strategic Plan (WMSP), as well as postage, printing and advertising costs associated with the WMSP and other educational programs which is forecasted to be spent by the end of the year. Savings have also been realized in printing and postage costs due to the digitization of Waste Management's Green Scene newsletter.

**Operational & Supply** – the favourable year-to-date and forecasted variances of \$1,673 and \$1,213 is due to lower than anticipated escalation costs in some operating contracts, including the base collection contract, savings resulting from lower than anticipated purchases of blue/grey boxes and green bins, and savings in environmental monitoring services resulting from efficiencies in the program. These favourable variances are offset by higher than budgeted leachate processing fees, and recycling processing fees due to higher than anticipated non-eligible source counts.

**Occupancy & Infrastructure** – the favourable year-to-date variance of \$74 and favourable forecasted variance of \$17 is due to savings for grounds maintenance at the Region's landfill sites, and savings in security contracts at the Region's open landfill sites due to the tender being awarded later than expected at lower than budgeted costs. The favourable year-to-date variance is partially offset by large, unforeseen repairs and maintenance costs for the replacement of high voltage lines at Humberstone landfill.

**Equipment, Vehicles, Technology** – the favourable year-to-date and forecasted variances of \$138 and \$110 is mainly due to lower than anticipated machinery and equipment repairs and maintenance costs across the Region's open and closed landfill sites and has been partially offset by higher than anticipated repair and maintenance cost on the scales at the landfill sites.

**Partnership, Rebate and Exemption** – the favourable year-to-date and forecasted variances of \$117 are due to lower than anticipated tipping fee exemptions for registered charities at the Region's landfill sites and the unanticipated HST recovery related to eligible expenses in the commercial operations of the division.

**By-Law Charges & Sales** – the unfavourable year-to-date variance of \$23 and unfavourable forecasted variance of \$158 is due to lower than anticipated sale of garbage tags as well as lower than expected revenues for blue boxes, grey boxes, carts, and green bins. The year-to-date unfavourable variance is partially offset by higher than budgeted tipping fees at the Region's landfill sites, in which the surplus is forecasted to be reduced by the end of the year.

**Other Revenue** – the favourable year-to-date and forecasted variances of \$41 and \$56 respectively is due to higher than anticipated hazardous special product and blue box funding received.

## Niagara Transit Commission 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
Labour Related Costs	\$31,782	\$34,661	-\$2,879	-9.1%	\$42,699	\$46,242	-\$3,543	-8.3%
Administrative	\$4,287	\$1,372	\$2,916	68.0%	\$5,176	\$5,155	\$21	0.4%
Operational & Supply	\$7,946	\$7,406	\$540	6.8%	\$10,339	\$9,675	\$664	6.4%
Occupancy & Infrastructure	\$795	\$812	-\$18	-2.2%	\$1,239	\$1,329	-\$90	-7.3%
Equipment, Vehicles, Technology	\$11,564	\$11,124	\$440	3.8%	\$15,420	\$14,730	\$690	4.5%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
<b>Total Expenses</b>	<b>\$56,373</b>	<b>\$55,374</b>	<b>\$999</b>	<b>1.8%</b>	<b>\$74,873</b>	<b>\$77,131</b>	<b>-\$2,258</b>	<b>-3.0%</b>
Taxation	-\$42,758	-\$42,758	\$0	0.0%	-\$57,236	-\$57,236	\$0	0.0%
Federal & Provincial Grants	-\$528	-\$318	-\$210	-39.7%	-\$772	-\$772	\$0	0.0%
By-Law Charges & Sales	-\$12,965	-\$15,883	\$2,918	22.5%	-\$18,181	-\$21,376	\$3,195	17.6%
Other Revenue	-\$4,887	-\$4,056	-\$831	-17.0%	-\$5,903	-\$4,788	-\$1,116	-18.9%
<b>Total Revenues</b>	<b>-\$61,138</b>	<b>-\$63,015</b>	<b>\$1,877</b>	<b>3.1%</b>	<b>-\$82,092</b>	<b>-\$84,171</b>	<b>\$2,079</b>	<b>2.5%</b>
Intercompany Charges	\$7	\$7	\$1	10.3%	\$10	\$9	\$1	7.7%
<b>Total Intercompany Charges</b>	<b>\$7</b>	<b>\$7</b>	<b>\$1</b>	<b>10.3%</b>	<b>\$10</b>	<b>\$9</b>	<b>\$1</b>	<b>7.7%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$4,757</b>	<b>-\$7,634</b>	<b>\$2,877</b>	<b>60.5%</b>	<b>-\$7,209</b>	<b>-\$7,031</b>	<b>-\$178</b>	<b>-2.5%</b>
Transfers From Funds	-\$2,492	-\$2,492	\$0	0.0%	-\$3,062	-\$3,062	\$0	0.0%
Transfers To Funds	\$1,625	\$1,625	\$0	0.0%	\$2,167	\$2,167	\$0	0.0%
<b>Total Transfers</b>	<b>-\$867</b>	<b>-\$867</b>	<b>\$0</b>	<b>0.0%</b>	<b>-\$896</b>	<b>-\$896</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$5,625</b>	<b>-\$8,501</b>	<b>\$2,877</b>	<b>51.1%</b>	<b>-\$8,105</b>	<b>-\$7,927</b>	<b>-\$178</b>	<b>-2.2%</b>
Indirect Allocations & Debt	\$6,342	\$6,218	\$123	1.9%	\$8,105	\$7,927	\$178	2.2%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$6,342</b>	<b>\$6,218</b>	<b>\$123</b>	<b>1.9%</b>	<b>\$8,105</b>	<b>\$7,927</b>	<b>\$178</b>	<b>2.2%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$717</b>	<b>-\$2,283</b>	<b>\$3,000</b>	<b>418.4%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

# Niagara Transit Commission - Continued

## What does Niagara Transit Commission do?

Niagara Region Transit is responsible for the operation, management, and maintenance of Niagara’s comprehensive regional transit system. The Niagara Transit Commission (NTC) has the sole responsibility for transit operations within the Niagara Region.

## Variance Analysis (in thousands of dollars)

The NTC is operating at year-to-date surplus after indirect allocations of \$3,000 with a forecasted surplus of \$0 due to the following factors:

**Labour Related Costs** – The unfavourable year-to-date and forecasted variances of \$2,879 and \$3,543 are due to greater than budgeted actual benefits for unionized staff, higher than budgeted overtime, a settlement related to collective bargaining and an adjustment to record the prior year actual deficit in benefits identified by the provider.

**Administrative** – The favourable year-to-date variance of \$2,916 is attributable to the budget timing and spend related to consulting and branding projects which are expected to be incurred by the end of the 2024 year. The forecasted variance of \$21 is related to less than budgeted registration & education of \$67 and charter costs budgeted in operational and supply but actuals in labour of \$100; partially offset by higher than budgeted credit card fees due to increased ridership of \$69 and AI software to augment support in customer experience of \$129.

**Operational & Supply** – The favourable year-to-date and forecasted variances of \$540 and \$664 is largely driven to the timing of the comingled specialized service contract of \$779 which began July 1, 2024 which is slightly offset by higher than budgeted program supplies required in fleet and maintenance for storage & supplies.

**Equipment, Vehicles, Technology** - The favourable year-to-date and forecasted variances of \$440 and \$690 are mainly attributable to less than budgeted fuel costs due to the budgeted actual average cost per litre based on our contract being less than the budget cost per litre of \$319. In addition, NTC upgraded their fuel system in Niagara Falls and during the upgrade halted refilling by the City of Niagara Falls to minimize transactions and impact on upgrade of \$831. This resulted in less usage by City of Niagara Falls which is expected to continue to end of year. The favourable variance in fuel relating to Niagara Falls is offset in less than budgeted revenues below in “other Revenue”. The favourable variance in Equipment, vehicles and technology is offset by incremental costs related to vehicle parts and repairs of \$457.

**Federal & Provincial Grants** – The unfavourable year-to-date variance of \$210 relates to the timing of spend and corresponding matching of revenues related to the administrative costs of an ICIP-NIR-07 resulting in a forecasted year-end variance of \$0.

**By-Law Charges & Sales** – The favourable year-to-date and forecasted variances of \$2,918 and \$3,195 due to higher than anticipated fare revenue of \$2,831 and summer service with Brock University and additional pass sales at Brock and Niagara College of \$304.

**Other Revenue** – The unfavourable year-to-date and forecasted variances of \$831 and \$1,116 are due to less than budgeted fuel reimbursement revenue from the City of Niagara Falls of \$831 resulting in decreased fuel costs within ‘Equipment, Vehicles, Technology’ as noted above. In addition, there was less than budgeted WEGO revenue due to adjustment of service with the contract ending September 2024 of \$319 and less than budgeted revenue related to commissions and union time reimbursements of \$147. This is partially offset by greater than budgeted advertising revenues of \$327. Included in other revenue is also an unfavourable variance of \$61 related to the recognizing less PGT than budgeted in order to provide a net \$0 forecast.

**Indirect Allocations** – The favourable year-to-date and forecasted variances of \$125 and \$178 are mainly due to less than expected costs related to insurance premiums and self-insurance claims.



## 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 decreased by \$43,806 since Q2 2024. The decrease is primarily caused by budget reductions (\$980) and project closures (\$60,997). This decrease is offset by gross budget adjustments (\$6,801) and transfers from capital variance projects (\$4,559).

13 capital projects of the 715 capital sub-projects, with budgets totalling approximately \$374,845 (levy \$14,547 / rate \$360,298) remain uninitiated at October 25th, 2024. 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	Special Levy Programs	Rate Programs	Adjusted Program
<b>2023 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2023</b>	<b>\$1,082,865</b>	<b>\$91,471</b>	<b>\$1,117,090</b>	<b>\$2,291,426</b>
Council Approved 2024 Budget	\$160,435	\$29,179	\$80,668	<b>\$270,282</b>
Gross Budget Adjustment (including transfers from operating)	\$14,552	\$502	\$1,263	<b>\$16,317</b>
Transfer from Capital Variance Project	\$1,220	\$160	\$2,906	<b>\$4,287</b>
Budget Reductions on Active Capital Projects *	- \$190	- \$950	- \$15,815	<b>- \$16,955</b>
Projects Closed	- \$15,541	- \$5,609	- \$33,061	<b>- \$54,211</b>
<b>2024 Total Adjusted Program (excluding Capital Variance Projects) at July 26, 2024</b>	<b>\$1,243,341</b>	<b>\$114,753</b>	<b>\$1,153,052</b>	<b>\$2,511,146</b>
Gross Budget Adjustment (including transfers from operating)	\$1,245	\$184	\$5,373	<b>\$6,801</b>
Transfer from Capital Variance Project	\$3,714	\$0	\$845	<b>\$4,559</b>
Budget Reductions on Active Capital Projects *	\$0	\$0	- \$980	<b>- \$980</b>
Previously Closed Projects Reopened	\$6,810	\$0	\$0	<b>\$6,810</b>
Projects Closed	- \$56,977	\$0	- \$4,020	<b>- \$60,997</b>
<b>2024 Total Adjusted Budget (excluding Capital Variance Projects) at October 25, 2024</b>	<b>\$1,198,133</b>	<b>\$114,937</b>	<b>\$1,154,269</b>	<b>\$2,467,340</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 Q3 2024 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
Corporate Services	Niagara Falls Childcare HVAC Replace	\$0	\$750				\$750
Public Works - Levy	Wellandport Community Centre	\$650	\$70				\$720
Public Works - Levy	Roads Reconstruction - RR38 QEW/Fourth	\$20,942	\$17	\$3			\$20,962
Niagara Regional Police Service	Niagara Regional Police Services NG - 2019	\$1,979	\$100				\$2,079
Niagara Regional Housing	Welland Homeless Shelter	\$0		\$2,840			\$2,840
Public Works - Levy	Annual - Storm Sewers & Culverts - 2024	\$1,450		\$240			\$1,690
Niagara Regional Police Service	UPS Batteries Replacement	\$0		\$180			\$180
Public Works - Levy	Ann-Traffic Radio System Upgrade	\$600		\$200			\$800
Public Health & Emergency Services	2021 Emergency Response Vehicle	\$432	- \$129	\$63			\$365
Public Works - Levy	7th Street Bridge Structure Rehabilitation - 2019	\$3,150	\$438	\$188			\$3,775
<b>All Levy Departments</b>		<b>\$29,203</b>	<b>\$1,245</b>	<b>\$3,714</b>	<b>\$0</b>		<b>\$34,162</b>
Niagara Transit Commission	19 40' Conventional Diesel Bus Replacement - 2024	\$15,843	\$184				\$16,027
<b>All Special Levy Departments</b>		<b>\$15,843</b>	<b>\$184</b>	<b>\$0</b>	<b>\$0</b>		<b>\$16,027</b>



Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Wastewater	Seaway Wastewater Treatment Plant Infl. Channel	\$4,895	\$5,373	\$478			\$10,745
Wastewater	Wastewater Treatment Plant Upgrade - Port Weller	\$5,900			- \$730	CVP - Wastewater	\$5,170
Wastewater	Supervisory Control and Data Acquisition Upgrades - 2024	\$1,000			- \$250	CVP - Wastewater	\$750
Water	Water Generator Replacement	\$600		\$210			\$810
Wastewater	Generator Replacements	\$360		\$157			\$517
<b>All Rate Departments</b>		<b>\$12,755</b>	<b>\$5,373</b>	<b>\$845</b>	<b>- \$980</b>		<b>\$17,992</b>
Niagara Regional Police Service	NRPS-IT and Network Servers 2023	\$235	- \$12				\$224
Niagara Regional Police Service	NRPS-IT AND Network Servers 2024	\$774	\$12				\$785
Niagara Regional Police Service	NRPS Communications Back-Up 2021	\$4,600	- \$3,024				\$1,576
Corporate Services	911 Backup Rationalization	\$8,760	\$3,024				\$11,784
Corporate Services	Website Update	\$0	\$470				\$470
Corporate Services	Customer Service Strategic Priority	\$2,635	- \$470				\$2,165
Public Works - Levy	Intersection Improvement - Highway 20 at Balfour St	\$0	\$500				\$500
Public Works - Levy	Ann Future Rd & Engineering Projects	\$500	- \$500				\$0
<b>All inter-project</b>		<b>\$17,504</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,504</b>
<b>All Departments</b>	<b>Total</b>	<b>\$75,305</b>	<b>\$6,801</b>	<b>\$4,559</b>	<b>- \$980</b>		<b>\$85,685</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 27 projects were closed between July 27th, 2024 to October 25th, 2024. 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)
Corporate Services	Information Technology System Replacement	\$500	\$473	\$27	\$27	CVP LEVY	9
Corporate Services	Wainfleet Beach Shoring - 2023	\$500	\$0	\$500	\$0	CVP LEVY	1
Emergency Services	Ambulance & Equipment - 2020	\$3,302	\$2,815	\$487	\$457	CVP LEVY	5
Public Works - Levy	Annual Field Inspection Device - 2023	\$25	\$25	\$0	\$0	CVP LEVY	2
Public Works - Levy	Annual Roads Engineering for Furture - 2018	\$370	\$365	\$5	\$5	CVP LEVY	7
Public Works - Levy	Annual Roads Engineering for Furture - 2019	\$150	\$145	\$5	\$6	CVP LEVY	6
Public Works - Levy	Annual Survey Equipment Replacement - 2020	\$90	\$86	\$4	\$4	CVP LEVY	5
Public Works - Levy	Capacity Improvements - Charnwood/McLeod	\$6,810	\$6,693	\$117	\$206	CVP LEVY	7
Public Works - Levy	Illlumination Program - 2019	\$750	\$748	\$2	\$2	CVP LEVY	6
Public Works - Levy	Intersection - RR20 Roundabout at S Grimsby Rd	\$5,262	\$4,962	\$300	\$217	CVP LEVY	9
Public Works - Levy	Intersection Improvement - RR41 Woodlawn Av @ Seaway	\$275	\$268	\$7	\$6	CVP LEVY	5
Public Works - Levy	Roads Reconstruction - RR38 QEW/Fourth	\$20,962	\$20,104	\$858	\$0	CVP LEVY	18
Public Works - Levy	Roads Resurfacing - 2019	\$8,939	\$8,939	\$1	\$1	CVP LEVY	6
Public Works - Levy	Roads Resurfacing - 2020	\$8,417	\$8,412	\$5	\$30	CVP LEVY	5
Niagara Regional Police Services	Binocular Night Vision - 2021	\$61	\$61	\$0	\$0	Police Capital Levy Reserve	4
Niagara Regional Police Services	Binocular Night Vision - 2022	\$62	\$60	\$2	\$2	Police Capital Levy Reserve	3
Niagara Regional Police Services	Breath Alcohol Test - 2022	\$37	\$34	\$3	\$3	Police Capital Levy Reserve	3
Niagara Regional Police Services	CCTV Grant Program	\$180	\$178	\$2	\$2	Police Capital Levy Reserve	3
Niagara Regional Police Services	Conducted Energy Weapon Replacements - 2022	\$197	\$191	\$5	\$5	Police Capital Levy Reserve	3
Niagara Regional Police Services	Diver Surface Supply - 2020	\$38	\$37	\$1	\$1	Police Capital Levy Reserve	5
Niagara Regional Police Services	Diver's Umbilical Hose - 2021	\$13	\$13	\$0	\$0	Police Capital Levy Reserve	4

Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project- to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Niagara Regional Police Services	Property and Evidence Lift - 2021	\$8	\$0	\$8	\$8	Police Capital Levy Reserve	4
Niagara Regional Police Services	Roadside Screen Device - 2022	\$30	\$29	\$0	\$0	Police Capital Levy Reserve	3
Total Levy Reporting Projects Closed and Removed from Project Listing		\$56,977	\$54,638	\$2,339	\$981		
Niagara Transit Commission*	Welland Diesel Tank - 2023	\$0	\$0	\$0	\$0	CVP NTC	2
Total NRT Commision Projects Closed and Removed from Project Listing		\$0	\$0	\$0	\$0		
Wastewater	Flow Meters in Trunk Sewer - 2020	\$225	\$221	\$4	\$4	CVP SEW	5
Wastewater	Forcemain Replacement Bridgeport Sewage Pump Station	\$3,645	\$3,321	\$324	\$65	CVP SEW	7
Wastewater	Generator Replacement Program - 2019	\$150	\$14	\$136	\$136	CVP SEW	6
Total Wastewater Projects Closed and Removed from Project Listing		\$4,020	\$3,555	\$465	\$205		
Total Rate Projects Closed and Removed from Project Listing		\$4,020	\$3,555	\$465	\$205		
Total Projects Closed		\$60,997	\$58,193	\$2,804	\$1,186		

## 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 \$2,467,340 capital budget managed by Niagara Region, representing 715 sub-projects, total capital spending including commitments to date of \$1,578,822 and budget remaining of \$888,518 after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 287 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	\$1,743	\$275	\$1,468	15.8%
Corporate Services	\$406,547	\$383,877	\$22,670	94.4%
Niagara Regional Housing	\$115,630	\$87,682	\$27,948	75.8%
Niagara Regional Police Services Board	\$30,229	\$24,072	\$6,157	79.6%
Niagara Transit Commission	\$63,802	\$28,977	\$34,825	45.4%
Public Health	\$15,687	\$13,301	\$2,386	84.8%
Public Works - Levy	\$508,901	\$361,682	\$147,220	71.1%
Waste Management	\$40,048	\$30,881	\$9,168	77.1%
Wastewater	\$444,255	\$335,400	\$108,855	75.5%
Water Works	\$306,051	\$212,188	\$93,862	69.3%
Active projects with budgets greater than \$1 million	\$1,932,893	\$1,478,334	\$454,559	76.5%
Uninitiated projects with budgets greater than \$1 million	\$374,845	\$0	\$374,845	0.0%
Total projects with budgets greater than \$1 million	\$2,307,738	\$1,478,334	\$829,404	64.1%
Active projects with budgets less than \$1 million	\$158,970	\$100,488	\$58,482	63.2%
Uninitiated projects with budgets less than \$1 million	\$632	\$0	\$632	0.0%
<b>Total Capital Projects</b>	<b>\$2,467,340</b>	<b>\$1,578,822</b>	<b>\$888,518</b>	<b>64.0%</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 287 projects totaling \$2,307,738 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$1,478,334 representing 64.1 percent 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 Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Long-term Care Machinery and Equipment - 2023		\$1,743	\$275	\$1,468	15.8%	\$100	\$698	\$670	\$0	2026
Total Community Services		\$1,743	\$275	\$1,468	15.8%	\$100	\$698	\$670	\$0	
68 Church Street Demolition - Niagara Regional Police - 2021		\$3,000	\$998	\$2,002	33.3%	\$50	\$2,892	\$0	\$0	2025
911 Backup Rationalization - 2020		\$11,784	\$2,304	\$9,480	19.6%	\$100	\$8,004	\$2,000	\$0	2025
Asset Replacement - 2018		\$2,947	\$2,953	- \$6	100.2%	\$8	\$0	\$0	\$0	2025
Asset Replacement - 2020		\$1,894	\$1,890	\$4	99.8%	\$4	\$0	\$0	\$0	2025
Canada Summer Games - 2021		\$103,561	\$103,695	- \$134	100.1%	\$33	\$111	\$150	\$0	2026
Customer Service Strategic Priority		\$2,165	\$1,489	\$676	68.8%	\$100	\$1,267	\$0	\$0	2026
Desktop and Laptop Replacement - 2023		\$2,750	\$2,623	\$127	95.4%	\$731	\$0	\$0	\$0	2026
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	\$640	\$460	58.2%	\$0	\$460	\$0	\$0	2025
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$875	\$875	50.0%	\$875	\$0	\$0	\$0	2025
Extended and Managed Detection Response Threat Tool - 2023		\$1,100	\$1,072	\$28	97.4%	\$28	\$0	\$0	\$0	2026
HVAC Replacements		\$1,391	\$1,378	\$13	99.1%	\$19	\$0	\$0	\$0	2025
Lighting Retrofit at Meadows of Dorchester		\$1,000	\$975	\$25	97.5%	\$65	\$0	\$0	\$0	2024
Long-term Accommodations - NRPS D1 (Note 2)		\$69,119	\$67,760	\$1,360	98.0%	\$0	\$0	\$0	\$1,360	2024
Long-term Care Home Redevelopment - 2015		\$85,917	\$85,201	\$715	99.2%	\$1,476	\$0	\$0	\$0	2028
Main Firewall Replacements - 2024		\$1,100	\$964	\$136	87.7%	\$136	\$0	\$0	\$0	2027
Niagara Falls GO Station Renovations - 2023		\$2,866	\$2,252	\$614	78.6%	\$1,000	\$1,248	\$0	\$0	2025

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Online Planning Portal		\$1,250	\$1,021	\$229	81.7%	\$50	\$300	\$0	\$0	2025
Redevelopment of Linhaven Long Term Care Home - 2020		\$105,652	\$100,074	\$5,578	94.7%	\$7,287	\$16,975	\$0	\$0	2026
Region Wide - Code & Legislation Compliance - 2024		\$1,000	\$668	\$332	66.8%	\$654	\$200	\$0	\$0	2027
Region Wide Uninterrupted Power Supply Replacement - 2023		\$1,049	\$1,049	\$0	100.0%	\$942	\$0	\$0	\$0	2026
Regional Headquarters Generator Replacement		\$2,197	\$2,158	\$39	98.2%	\$39	\$0	\$0	\$0	2025
Vehicle Hoist Replacement - St.Catharines Transit		\$1,956	\$1,838	\$118	94.0%	\$400	\$1,555	\$0	\$0	2026
<b>Total Corporate Services</b>		<b>\$410,442</b>	<b>\$383,877</b>	<b>\$26,565</b>	<b>93.5%</b>	<b>\$13,997</b>	<b>\$36,907</b>	<b>\$2,150</b>	<b>\$1,360</b>	
Annual - Asphalt, Paving and Concrete Replacement Program - 2022		\$1,600	\$1,596	\$4	99.7%	\$210	\$500	\$0	\$0	2025
Annual - Building Capital - 2018		\$4,654	\$4,652	\$1	100.0%	\$48	\$0	\$0	\$0	2024
Annual - Building Capital - 2019		\$5,454	\$5,454	\$0	100.0%	\$88	\$0	\$0	\$0	2024
Annual - Building Capital - 2020		\$3,974	\$3,974	\$0	100.0%	\$350	\$0	\$0	\$0	2024
Annual - Building Capital - 2021		\$4,790	\$4,780	\$10	99.8%	\$77	\$0	\$0	\$0	2024
Annual - Building Capital - 2023		\$4,700	\$4,657	\$43	99.1%	\$1,042	\$1,042	\$0	\$0	2025
Annual - Building Capital - 2024		\$5,646	\$5,223	\$423	92.5%	\$1,224	\$3,224	\$0	\$0	2025
Annual - Grounds Capital - 2020		\$1,010	\$1,009	\$0	100.0%	\$1	\$0	\$0	\$0	2024
Annual - Grounds Capital - 2021		\$2,290	\$2,290	\$0	100.0%	\$114	\$0	\$0	\$0	2024
Annual - Grounds Capital - 2023		\$2,800	\$2,796	\$4	99.9%	\$0	\$514	\$0	\$0	2025
Annual - Grounds Capital - 2024		\$2,942	\$916	\$2,026	31.1%	\$191	\$2,191	\$0	\$0	2025
Annual - Mechanical & Electrical - 2024		\$2,573	\$959	\$1,614	37.3%	\$1,076	\$1,076	\$0	\$0	2025
Annual - Mech-Electrical - 2023		\$1,600	\$1,582	\$18	98.9%	\$369	\$0	\$0	\$0	2024
Annual - Structural and Foundation Wall Repairs - 2022		\$1,240	\$1,239	\$1	99.9%	\$106	\$0	\$0	\$0	2024
Annual - Unit Capital - 2019		\$5,355	\$5,354	\$2	100.0%	\$7	\$0	\$0	\$0	2024
Annual - Unit Capital - 2020		\$3,471	\$3,425	\$46	98.7%	\$424	\$46	\$0	\$0	2025
Annual - Unit Capital - 2023		\$4,700	\$4,692	\$8	99.8%	\$0	\$957	\$0	\$0	2025
Annual - Unit Capital - 2024		\$5,639	\$2,249	\$3,390	39.9%	\$606	\$4,606	\$0	\$0	2025
Geneva Street Development - 2024		\$18,450	\$495	\$17,955	2.7%	\$500	\$17,839	\$0	\$0	2025
Muli-Residential Intensification - Welland - 2020 (Note 2)		\$13,746	\$13,312	\$434	96.8%	\$175	\$0	\$0	\$822	2024

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Property Acquisition - Fort Erie		\$8,972	\$8,923	\$49	99.5%	\$1,026	\$0	\$0	\$0	2025
Property Acquisition - Summer Street		\$1,650	\$1,600	\$50	96.9%	\$120	\$0	\$0	\$0	2024
Social Housing Assistance Improvement Program - 2018		\$2,683	\$2,614	\$69	97.4%	\$6	\$69	\$0	\$0	2025
St.Catharines Emergency Shelter - 2023		\$2,850	\$2,843	\$7	99.8%	\$7	\$0	\$0	\$0	2024
Welland Homeless Shelter - 2024		\$2,840	\$1,049	\$1,791	36.9%	\$1,870	\$0	\$0	\$0	2024
<b>Total Niagara Regional Housing</b>		<b>\$115,630</b>	<b>\$87,682</b>	<b>\$27,948</b>	<b>75.8%</b>	<b>\$9,638</b>	<b>\$32,064</b>	<b>\$0</b>	<b>\$822</b>	
Automated Licence Plate Reader (Note 1)		\$1,332	\$1,226	\$106	92.0%	\$0	\$0	\$0	\$106	2024
Communications Back-up		\$1,576	\$0	\$1,576	0.0%	\$0	\$1,576	\$0	\$0	2025
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2025
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$0	\$1,250	\$0	\$0	2025
Enterprise Storage Service - 2024		\$2,500	\$0	\$2,500	0.0%	\$0	\$2,500	\$0	\$0	2025
Fleet Patrol Vehicle Replacement - 2024		\$1,597	\$1,483	\$114	92.8%	\$328	\$114	\$0	\$0	2025
Niagara Regional Police Services NG - 2019		\$2,079	\$2,015	\$64	96.9%	\$0	\$995	\$0	\$0	2025
Information Technology Continuity Plan		\$1,500	\$1,114	\$386	74.3%	\$98	\$294	\$0	\$0	2025
Vehicles - 2021		\$1,328	\$1,323	\$4	99.7%	\$4	\$0	\$0	\$0	2024
Vehicles - 2022		\$1,716	\$1,705	\$11	99.4%	\$11	\$0	\$0	\$0	2024
Vehicles - 2023		\$2,305	\$1,912	\$393	83.0%	\$0	\$393	\$0	\$0	2025
Voice Radio System		\$13,296	\$13,293	\$3	100.0%	\$9	\$0	\$0	\$0	2024
<b>Total Niagara Regional Police Services Board</b>		<b>\$31,479</b>	<b>\$24,072</b>	<b>\$7,407</b>	<b>76.5%</b>	<b>\$451</b>	<b>\$8,123</b>	<b>\$0</b>	<b>\$106</b>	
12 Hybrid Buses - St.Catharines Transit		\$7,000	\$6,512	\$488	93.0%	\$0	\$7,000	\$0	\$0	2025
19 40' Conventional Diesel Bus Replacement - 2024		\$16,027	\$14,035	\$1,992	87.6%	\$0	\$15,803	\$0	\$0	2025
2 40' Conventional Diesel Bus Replacement - 2024		\$1,668	\$1,625	\$43	97.4%	\$0	\$1,668	\$0	\$0	2025
2 Fare Payment Technology - Niagara Region		\$3,008	\$2,409	\$599	80.1%	\$100	\$300	\$216	\$0	2026
8 Fare Payment Technology - St.Catharines Transit		\$3,728	\$0	\$3,728	0.0%	\$0	\$1,450	\$2,278	\$0	2026
Accessible Bus Replacement - 2024		\$1,999	\$0	\$1,999	0.0%	\$0	\$1,999	\$0	\$0	2025



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Bus Stops and Shelters		\$2,100	\$1,500	\$600	71.4%	\$0	\$1,500	\$600	\$0	2026
Camera Upgrades - St.Catharines Transit		\$2,127	\$1,351	\$777	63.5%	\$363	\$500	\$0	\$0	2025
Conventional Diesel Bus Refurbishment - 2024		\$1,071	\$0	\$1,071	0.0%	\$0	\$1,071	\$0	\$0	2025
Niagara Falls Parking and Storage Extension		\$3,850	\$0	\$3,850	0.0%	\$0	\$0	\$3,850	\$0	2026
Scheduling Software - 2024		\$1,000	\$843	\$157	84.3%	\$300	\$250	\$450	\$0	2027
St.Catharines Transit Facility Phase 1		\$1,722	\$703	\$1,020	40.8%	\$0	\$0	\$1,020	\$0	2026
St.Catharines Transit Facility Phase 2		\$4,000	\$0	\$4,000	0.0%	\$0	\$0	\$4,000	\$0	2026
St.Catharines Transit Facility Phase 3		\$2,182	\$0	\$2,182	0.0%	\$0	\$0	\$2,182	\$0	2026
Welland Transit Garage Phase 1 and 2		\$12,320	\$0	\$12,320	0.0%	\$0	\$0	\$12,320	\$0	2026
<b>Total Niagara Transit Commission</b>		<b>\$63,802</b>	<b>\$28,977</b>	<b>\$34,825</b>	<b>45.4%</b>	<b>\$763</b>	<b>\$31,541</b>	<b>\$26,915</b>	<b>\$0</b>	
Ambulance & Equipment - 2019		\$2,301	\$2,141	\$161	93.0%	\$0	\$161	\$0	\$0	2025
Ambulance & Equipment - 2022		\$1,452	\$1,231	\$221	84.8%	\$221	\$0	\$0	\$0	2024
Ambulance & Equipment Replacement - 2023		\$3,262	\$2,913	\$349	89.3%	\$2,010	\$350	\$0	\$0	2025
Ambulance & Equipment Replacement - 2024		\$2,991	\$2,830	\$160	94.6%	\$0	\$2,156	\$0	\$0	2025
Ambulances - 2023		\$1,133	\$1,102	\$31	97.2%	\$503	\$31	\$0	\$0	2025
Emergency Medical Services Stretcher and Loader		\$2,818	\$2,342	\$476	83.1%	\$476	\$0	\$0	\$0	2024
Laptop & iMedic Replacement - 2024		\$1,730	\$742	\$988	42.9%	\$639	\$1,037	\$0	\$0	2025
<b>Total Public Health</b>		<b>\$15,687</b>	<b>\$13,301</b>	<b>\$2,386</b>	<b>84.8%</b>	<b>\$3,848</b>	<b>\$3,735</b>	<b>\$0</b>	<b>\$0</b>	
16 Mile Creek Structure Rehabilitation - 2021		\$3,175	\$198	\$2,977	6.2%	\$70	\$2,950	\$0	\$0	2025
7th Street Bridge Structure Rehabilitation - 2019		\$3,775	\$2,912	\$863	77.1%	\$500	\$3,115	\$0	\$0	2026
81-Vinhaven/23rd - Lincoln		\$2,420	\$996	\$1,424	41.1%	\$400	\$1,280	\$0	\$0	2025
Annual - Fleet & Vehicle Replacement Program - 2020		\$2,617	\$2,536	\$81	96.9%	\$88	\$81	\$0	\$0	2023
Annual - Fleet & Vehicle Replacement Program - 2022		\$2,163	\$1,674	\$489	77.4%	\$192	\$489	\$0	\$0	2024
Annual - Fleet Snowplow Replacement - 2024		\$2,697	\$2,290	\$407	84.9%	\$0	\$0	\$2,697	\$0	2026
Annual - Fleet Snowplow Replacement Program - 2022 (Note 6)		\$3,690	\$3,612	\$78	97.9%	\$0	\$1,402	\$2,768	- \$480	2025
Annual - Roads Resurfacing - 2021		\$10,000	\$9,898	\$102	99.0%	\$130	\$102	\$0	\$0	2025
Annual - Roads Resurfacing - 2022		\$12,500	\$12,392	\$108	99.1%	\$0	\$842	\$0	\$0	2025

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Annual - Roads Resurfacing - 2023		\$4,550	\$4,390	\$160	96.5%	\$0	\$1,858	\$0	\$0	2026
Annual - Roads Resurfacing Program - 2024		\$12,000	\$11,814	\$186	98.4%	\$2,000	\$7,359	\$0	\$0	2027
Annual - Storm Sewer & Culvert Program - 2020		\$1,154	\$1,154	\$0	100.0%	\$160	\$0	\$0	\$0	2025
Annual - Storm Sewers & Culverts - 2023		\$2,500	\$2,500	\$0	100.0%	\$235	\$0	\$0	\$0	2025
Annual - Storm Sewers & Culverts - 2024		\$1,690	\$1,184	\$506	70.1%	\$1,659	\$0	\$0	\$0	2025
Annual - Structural Rehabilitation - 2016 Program (Note 1)		\$3,460	\$3,447	\$13	99.6%	\$75	\$0	\$0	\$13	2024
Annual - Structural Rehabilitation - 2019 Program (Note 1)		\$1,000	\$998	\$2	99.8%	\$42	\$0	\$0	\$2	2024
Annual - Structural Rehabilitation - 2020 Program (Note 1)		\$1,000	\$999	\$1	99.9%	\$125	\$0	\$0	\$1	2024
Annual - Structural Rehabilitation - 2021 Program		\$1,500	\$544	\$956	36.3%	\$250	\$932	\$0	\$0	2025
Annual - Structural Rehabilitation - 2022 Program		\$2,000	\$26	\$1,974	1.3%	\$50	\$1,500	\$424	\$0	2026
Annual - Structural Rehabilitation - Beaver Creek Bridge		\$1,750	\$429	\$1,321	24.5%	\$50	\$50	\$1,406	\$0	2027
Annual - Traffic Signal Program		\$2,945	\$304	\$2,641	10.3%	\$0	\$1,500	\$1,269	\$0	2026
Capacity Improvements - Charnwood/McLeod		\$11,750	\$1,459	\$10,291	12.4%	\$1,400	\$2,000	\$8,213	\$0	2027
Capacity Improvements - New Escarpment Crossing		\$4,700	\$1,328	\$3,372	28.2%	\$300	\$1,000	\$2,223	\$0	2028
Capacity Improvements - New Escarpment Crossing	Uninitiated	\$1,000	\$0	\$1,000	0.0%	\$0	\$0	\$1,000	\$0	2028
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		\$1,460	\$727	\$733	49.8%	\$0	\$0	\$733	\$0	2029
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$15,096	\$14,477	\$619	95.9%	\$0	\$2,253	\$0	\$0	2026
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$13,886	\$13,455	\$431	96.9%	\$300	\$886	\$0	\$0	2025
Capacity Improvements - RR10 Livingston/QEW-GR		\$35,830	\$23,838	\$11,992	66.5%	\$100	\$30,000	\$3,342	\$0	2027
Capacity Improvements - RR98 Montrose Road		\$46,122	\$38,976	\$7,146	84.5%	\$3,000	\$5,000	\$2,218	\$0	2026
Environmental Assessment - RR 42 Ontario Street		\$22,721	\$18,308	\$4,414	80.6%	\$2,658	\$4,414	\$0	\$0	2026

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Four Mile Pond Culvert - 2024		\$1,000	\$442	\$558	44.2%	\$50	\$50	\$893	\$0	2026
Griffin Street RR 20 Rehabilitation - 2019		\$9,700	\$8,518	\$1,182	87.8%	\$0	\$9,348	\$0	\$0	2027
Highway 20 Structure Rehabilitation - 2020		\$2,500	\$458	\$2,042	18.3%	\$0	\$2,500	\$0	\$0	2028
Illumination Program - 2020		\$1,000	\$660	\$340	66.0%	\$0	\$349	\$0	\$0	2025
Intersection - RR20 Industrial Park to Townline Phase 2		\$3,681	\$3,618	\$63	98.3%	\$0	\$64	\$0	\$0	2025
Intersection Improvement - RR 100 Four Mile Creek - 2019		\$1,000	\$892	\$108	89.2%	\$200	\$432	\$0	\$0	2025
Intersection Improvement - RR 49 McLeod Road - 2020		\$1,700	\$2	\$1,698	0.1%	\$200	\$1,400	\$98	\$0	2026
Intersection Improvement - RR 55 Niagara St - 2020		\$4,450	\$285	\$4,165	6.4%	\$300	\$4,096	\$0	\$0	2026
Intersection Improvement - RR24 Victoria Ave		\$3,700	\$1,738	\$1,962	47.0%	\$50	\$2,119	\$50	\$0	2026
Intersection Improvement - RR46 Geneva Street		\$1,000	\$967	\$33	96.7%	\$33	\$0	\$0	\$0	2024
Intersection Improvement -RR81 King St at Main & Nineteenth		\$1,400	\$68	\$1,332	4.8%	\$1,332	\$0	\$0	\$0	2024
JR Stork Structure - 2018 (Note 7)		\$1,500	\$623	\$877	41.6%	\$0	\$8,970	\$2,625	- \$10,500	2025
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$969	\$31	96.9%	\$0	\$179	\$0	\$0	2025
Roads Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$1,178	- \$178	117.8%	\$48	\$400	\$0	\$0	2025
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,478	\$315	91.7%	\$0	\$100	\$215	\$0	2026
Roads Rehabilitation - RR 27 Main St West from Prince Charles Dr to Niagara St		\$5,800	\$20	\$5,780	0.4%	\$2,000	\$3,780	\$0	\$0	2026
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$4,808	\$3,168	\$1,641	65.9%	\$0	\$4,119	\$0	\$0	2025
Roads Rehabilitation - RR 67 Pine St		\$1,150	\$0	\$1,150	0.0%	\$0	\$1,150	\$0	\$0	2025
Roads Rehabilitation - RR 72 Louth St - 2019 (Note 3)		\$1,100	\$447	\$653	40.7%	\$50	\$435	\$200	\$3	2024
Roads Rehabilitation - RR1 Albert/Lakeshore (Note 1)		\$8,059	\$7,522	\$538	93.3%	\$0	\$0	\$0	\$833	2024
Roads Rehabilitation - RR20 Lundy's Lane		\$4,200	\$444	\$3,756	10.6%	\$200	\$1,500	\$2,071	\$0	2027

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Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$4,750	\$4,600	\$150	96.8%	\$9	\$150	\$0	\$0	2025
Roads Rehabilitation - RR45 RR4/RR63 (Note 3)		\$1,775	\$693	\$1,082	39.1%	\$750	\$34	\$0	\$298	2025
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$6,600	\$678	\$5,922	10.3%	\$1,500	\$4,000	\$567	\$0	2026
Roads Rehabilitation - RR529 Webber to River (Note 3)		\$3,350	\$2,436	\$914	72.7%	\$279	\$0	\$0	\$914	2024
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$20,127	\$5,173	79.6%	\$0	\$7,865	\$0	\$0	2025
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2		\$7,622	\$7,194	\$428	94.4%	\$250	\$1,047	\$0	\$0	2025
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$8,000	\$5,431	\$2,569	67.9%	\$413	\$2,569	\$0	\$0	2025
Roads Rehabilitation - RR81 Durham to Lincoln		\$9,745	\$9,035	\$710	92.7%	\$0	\$8,910	\$0	\$0	2025
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,613	\$187	93.3%	\$189	\$0	\$0	\$0	2024
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$9,900	\$9,725	\$175	98.2%	\$20	\$175	\$0	\$0	2024
Roads Rehabilitation Miscellaneous Construction Program		\$1,000	\$282	\$718	28.2%	\$218	\$250	\$250	\$0	2025
RR102 Bridge Structure - 2024 (Note 6)		\$4,000	\$661	\$3,339	16.5%	\$0	\$650	\$4,000	- \$650	2027
RR19 Gilmore Intersection Improvement - 2023		\$1,000	\$378	\$622	37.8%	\$0	\$200	\$612	\$0	2028
RR512 Livingston Capacity Improvement - 2020 (Note 5)		\$1,237	\$1,067	\$170	86.3%	\$200	\$800	\$220	- \$45	2026
RR69 - Victoria to Rosedene		\$6,800	\$297	\$6,503	4.4%	\$50	\$6,371	\$100	\$0	2026
Storm Pumping Station Improvements - McLeod Rd at Stanley Ave - 2017 (Note 1)		\$2,360	\$2,302	\$58	97.5%	\$120	\$0	\$0	\$58	2024
Structural Rehabilitation - 045205 Oswego Creek		\$8,425	\$5,840	\$2,585	69.3%	\$0	\$2,500	\$5,257	\$0	2027
Structural Rehabilitation - East Main St. Bridge West of RR84 (Note 3)		\$4,800	\$3,147	\$1,653	65.6%	\$700	\$1,600	\$70	\$3	2026
Structural Rehabilitation - Glenridge Ave Bridge Rehab over CNR tracks (Note 6)		\$8,500	\$1,071	\$7,429	12.6%	\$5	\$2,015	\$6,765	- \$592	2024
Structural Rehabilitation - Hydro Canal North		\$6,877	\$2,879	\$3,998	41.9%	\$350	\$5,220	\$1,000	\$0	2026

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Structural Rehabilitation - Niagara St. Bridge		\$1,600	\$415	\$1,185	25.9%	\$500	\$500	\$185	\$0	2026
Structural Rehabilitation - RR 81 Retaining Wall - 22		\$1,550	\$372	\$1,178	24.0%	\$100	\$500	\$600	\$0	2026
Structural Rehabilitation - RR12 Mountain St Retaining Wall (Note 7)		\$4,500	\$3,805	\$695	84.5%	\$250	\$5,095	\$0	- \$1,000	2025
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$34,655	\$34,027	\$629	98.2%	\$20,000	\$10,000	\$1,025	\$0	2026
Structural Rehabilitation Hwy20 (Note 3)		\$6,000	\$5,021	\$979	83.7%	\$150	\$950	\$45	\$5	2026
Structural Replacement - RR81 20 Mile Arch Bridge		\$10,020	\$8,250	\$1,770	82.3%	\$250	\$7,000	\$2,280	\$0	2026
Thorold Yard Interior - 2024		\$1,800	\$128	\$1,672	7.1%	\$50	\$1,687	\$0	\$0	2027
Transporation Master Plan - 2024		\$1,000	\$0	\$1,000	0.0%	\$0	\$750	\$250	\$0	2027
<b>Public Works - Roads &amp; Fleet</b>		<b>\$480,659</b>	<b>\$344,833</b>	<b>\$135,826</b>	<b>71.7%</b>	<b>\$44,600</b>	<b>\$180,839</b>	<b>\$55,672</b>	<b>- \$11,138</b>	
GO Transit		\$24,442	\$12,228	\$12,214	50.0%	\$0	\$12,757	\$0	\$0	2025
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$0	\$8,402	\$0	\$0	2025
St.Catharines Go Precinct - 2020		\$4,800	\$4,620	\$180	96.3%	\$4,000	\$291	\$0	\$0	2026
<b>Total GO Transit</b>		<b>\$37,644</b>	<b>\$16,849</b>	<b>\$20,795</b>	<b>44.8%</b>	<b>\$4,000</b>	<b>\$21,450</b>	<b>\$0</b>	<b>\$0</b>	
<b>Total Public Works - Levy</b>		<b>\$518,303</b>	<b>\$361,682</b>	<b>\$156,622</b>	<b>69.8%</b>	<b>\$48,600</b>	<b>\$202,290</b>	<b>\$55,672</b>	<b>- \$11,138</b>	
15-Bridge-Drop-Off Depot (Note 6)		\$3,594	\$3,594	\$0	100.0%	\$388	\$400	\$0	- \$400	2025
Annual - Miscellaneous Enhancements and Replacements - 2024		\$1,360	\$211	\$1,149	15.5%	\$300	\$700	\$338	\$0	2027
Brock Lands Road Expansion (Note 4)		\$2,000	\$0	\$2,000	0.0%	\$0	\$0	\$0	\$2,000	2025
Glenridge - Leachate Collection System (Note 2)		\$2,175	\$2,103	\$72	96.7%	\$360	\$50	\$0	\$47	2025
Glenridge - Passive Gas System		\$4,484	\$4,078	\$406	91.0%	\$2,150	\$470	\$0	\$0	2025
Humberstone - Infrastructure Upgrades		\$11,476	\$9,903	\$1,573	86.3%	\$199	\$200	\$1,338	\$0	2026
Humberstone Landfill Gas Collection and Control System Phase 3 (Note 2)		\$3,642	\$3,445	\$197	94.6%	\$75	\$0	\$0	\$152	2024
Mountain - Leachate Collection System Upgrade		\$4,102	\$458	\$3,644	11.2%	\$29	\$3,000	\$734	\$0	2026
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation (Note 2)		\$3,830	\$3,776	\$54	98.6%	\$0	\$0	\$0	\$54	2024
Quarry Site Improvements		\$3,385	\$3,313	\$72	97.9%	\$1,199	\$1,350	\$186	\$0	2026
<b>Total Waste Management</b>		<b>\$40,048</b>	<b>\$30,881</b>	<b>\$9,168</b>	<b>77.1%</b>	<b>\$4,699</b>	<b>\$6,170</b>	<b>\$2,596</b>	<b>\$1,853</b>	
Baker Road Waste Water Treatment Plant Capacity Expansion - 2023		\$1,500	\$832	\$668	55.4%	\$1,102	\$368	\$0	\$0	2025

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Bal Harbor Sewer Pump Station Electrical - 2020		\$2,200	\$1,800	\$400	81.8%	\$20	\$1,650	\$381	\$0	2026
Bender Hill Sewage Pump Station Upgrade - 2017		\$8,911	\$549	\$8,362	6.2%	\$100	\$2,000	\$6,305	\$0	2028
Dain City SPS Upgrade - 2019 (Note 7)		\$4,471	\$531	\$3,940	11.9%	\$12	\$5,000	\$2,550	- \$3,613	2025
Decommission Grassy Brook Sewage Pump Station	Uninitiated	\$1,139	\$0	\$1,139	0.0%	\$0	\$250	\$889	\$0	2028
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake (Note 3)		\$2,700	\$753	\$1,947	27.9%	\$492	\$1,590	\$0	\$107	2025
Digester & Sludge Management Program - 2024		\$2,500	\$0	\$2,500	0.0%	\$200	\$100	\$2,200	\$0	2026
Digester & Sludge Program - 2020		\$2,450	\$715	\$1,735	29.2%	\$0	\$1,939	\$0	\$0	2025
Digester & Sludge Program - 2021		\$2,300	\$2,094	\$206	91.0%	\$330	\$0	\$0	\$0	2024
Digester Management - CB, WE, PW - 2023		\$4,000	\$643	\$3,357	16.1%	\$150	\$3,619	\$0	\$0	2026
Forcemain Replacement Beaverdams Sewage Pump Station		\$9,015	\$6,611	\$2,404	73.3%	\$1,065	\$3,194	\$1,065	\$0	2026
Forcemain Replacement Campden Sewage Pump Station		\$1,120	\$1,104	\$16	98.6%	\$0	\$139	\$0	\$0	2024
Forcemain Replacement Carleton Pump Station (Note 1)		\$1,185	\$1,184	\$1	99.9%	\$2	\$0	\$0	\$7	2024
Forcemain Replacement East Side Sewage Pump Station		\$1,975	\$1,029	\$946	52.1%	\$0	\$1,493	\$0	\$0	2025
Forcemain Replacement Jordan Valley Sewage Pump Station		\$3,175	\$632	\$2,543	19.9%	\$27	\$2,148	\$603	\$0	2027
Generator Replacement - Seaway Wastewater Treatment Plant (Note 3)		\$3,375	\$2,806	\$569	83.2%	\$20	\$3,000	\$0	\$4	2025
Lagoon Upgrade program - Stevensville/Douglastown		\$9,300	\$8,675	\$625	93.3%	\$600	\$1,000	\$1,539	\$0	2025
Lakewood Garden Sewage Pump Station Upgrade - 2020 (Note 3)		\$3,100	\$2,027	\$1,073	65.4%	\$17	\$2,000	\$848	\$1	2027
Mill St Area Sanitary - 2021		\$1,650	\$1,289	\$361	78.1%	\$1,000	\$459	\$0	\$0	2025
Miscellaneous Program - Chemical System Upgrades - 2017		\$2,100	\$1,975	\$125	94.0%	\$125	\$0	\$0	\$0	2025
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,450	\$1,489	\$961	60.8%	\$933	\$961	\$0	\$0	2025
Niagara Falls Overflow Diversion - McLeod	Uninitiated	\$1,891	\$0	\$1,891	0.0%	\$0	\$300	\$1,591	\$0	2028
Ontario St PS Upgrades - 2021		\$2,100	\$1,441	\$659	68.6%	\$220	\$1,200	\$405	\$0	2028

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,700	\$1,645	\$55	96.7%	\$500	\$100	\$83	\$0	2026
Pump Station Improvement Program - Catharine St (Note 3)		\$2,088	\$1,807	\$281	86.6%	\$400	\$400	\$460	\$13	2025
Pump Station Improvement Program - Cole Farm		\$5,450	\$5,425	\$25	99.5%	\$1,700	\$643	\$0	\$0	2025
Pump Station Improvement Program - Design		\$5,711	\$5,696	\$15	99.7%	\$54	\$0	\$0	\$0	2025
Pump Station Improvement Program - East Side Port Colborne		\$5,500	\$560	\$4,940	10.2%	\$0	\$0	\$4,940	\$0	2025
Pump Station Improvement Program - George St (Note 2)		\$2,850	\$2,435	\$415	85.4%	\$296	\$0	\$0	\$149	2024
Pump Station Improvement Program - Hunters Pointe (Note 2)		\$1,170	\$1,083	\$87	92.6%	\$16	\$0	\$0	\$75	2025
Pump Station Improvement Program - Lakeshore Road (Note 3)		\$7,400	\$952	\$6,448	12.9%	\$300	\$5,500	\$750	\$3	2025
Pump Station Improvement Program - Laurie Ave		\$7,200	\$4,038	\$3,162	56.1%	\$1,349	\$4,722	\$675	\$0	2026
Pump Station Improvement Program - Mewburn (Note 3)		\$8,735	\$919	\$7,816	10.5%	\$300	\$530	\$6,100	\$905	2025
Pump Station Improvement Program - NOTL, Garrison Rd, William St (Note 3)		\$3,285	\$3,185	\$99	97.0%	\$0	\$0	\$0	\$99	2024
Pump Station Improvement Program - Shirley Road (Note 3)		\$3,900	\$2,162	\$1,738	55.4%	\$0	\$3,400	\$0	\$35	2026
Pump Station Improvement Program - Woodsvie		\$2,920	\$506	\$2,414	17.3%	\$87	\$2,414	\$0	\$0	2025
Renown SPS Upgrade - 2019		\$1,750	\$1,182	\$568	67.5%	\$5	\$513	\$713	\$0	2027
Seaway Wastewater Treatment Plant Ferric Upgrade - 2020 (Note 3)		\$2,950	\$393	\$2,557	13.3%	\$30	\$2,500	\$0	\$33	2025
Sewer & Forcemain Program - Dain City		\$12,252	\$11,939	\$313	97.4%	\$600	\$630	\$0	\$0	2025
Sewer & Forcemain Program - Tupper Dr Trunk (Note 3)		\$6,410	\$4,612	\$1,798	71.9%	\$300	\$1,600	\$900	\$25	2027
Sewer Relining Program (Note 3)		\$1,361	\$1,346	\$14	99.0%	\$0	\$0	\$0	\$15	2024
Sewer Trunk Rehabilitation - Thundering Waters		\$11,300	\$9,708	\$1,592	85.9%	\$77	\$10,800	\$160	\$0	2026
Sludge Septic Haulage Program - 2021		\$2,000	\$474	\$1,526	23.7%	\$20	\$400	\$1,513	\$0	2027
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station		\$600	\$0	\$600	0.0%	\$0	\$0	\$600	\$0	2027



Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station	Uninitiated	\$5,312	\$0	\$5,312	0.0%	\$0	\$0	\$5,312	\$0	2027
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station	Uninitiated	\$3,322	\$0	\$3,322	0.0%	\$0	\$0	\$3,322	\$0	2024
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St	Uninitiated	\$5,921	\$0	\$5,921	0.0%	\$0	\$0	\$5,921	\$0	2024
South Niagara Falls Wastewater Treatment Plant Outfall		\$780	\$2	\$779	0.2%	\$500	\$279	\$0	\$0	2030
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	\$4,962	\$0	\$4,962	0.0%	\$0	\$221	\$4,741	\$0	2030
South Niagara Falls Wastewater Treatment Plant Trunk		\$6,264	\$5,857	\$407	93.5%	\$3,000	\$1,000	\$1,975	\$0	2027
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	\$101,557	\$0	\$101,557	0.0%	\$0	\$0	\$101,557	\$0	2027
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	\$19,612	\$0	\$19,612	0.0%	\$0	\$0	\$19,612	\$0	2024
Spring Gardens Sewer Pump Station Upgrade - 2021		\$13,026	\$446	\$12,580	3.4%	\$184	\$12,482	\$50	\$0	2026
SPS & FM Upgrade at City Hall - Port Colborne - 2018 (Note 7)		\$3,439	\$584	\$2,855	17.0%	\$50	\$4,000	\$1,444	- \$2,546	2025
Storage Facility Upgrade - Garner Road		\$6,590	\$934	\$5,656	14.2%	\$100	\$5,000	\$1,000	\$0	2027
Streamside SPS Upgrade - 2023 (Note 8)		\$1,314	\$12	\$1,302	0.9%	\$0	\$3,276	\$60	- \$2,034	2026
Trunk Sewer Quaker Road - 2020 (Note 3)		\$12,198	\$11,870	\$328	97.3%	\$2,000	\$5,500	\$0	\$43	2025
Waste Water Treatment Plant Digester Upgrade - Anger Ave - 2018		\$2,150	\$1,508	\$642	70.1%	\$60	\$1,500	\$404	\$0	2027
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake (Note 3)		\$47,895	\$47,766	\$129	99.7%	\$0	\$0	\$0	\$270	2024
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$31,076	\$30,026	\$1,050	96.6%	\$4,981	\$4,981	\$5,057	\$0	2029
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls	Uninitiated	\$216,582	\$0	\$216,582	0.0%	\$0	\$0	\$216,582	\$0	2029
Wastewater Treatment Plant Electrical Upgrade - Seaway - 2019 (Note 3)		\$1,295	\$147	\$1,148	11.4%	\$0	\$15	\$1,143	\$27	2025
Wastewater Treatment Plant Infl Channel - Seaway - 2019 (Note 3)		\$10,745	\$7,779	\$2,966	72.4%	\$100	\$7,000	\$3,200	\$12	2028

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$38,360	\$1,140	97.1%	\$610	\$100	\$1,040	\$0	2026
Wastewater Treatment Plant Upgrade - Niagara Falls		\$62,031	\$58,226	\$3,804	93.9%	\$10,000	\$9,143	\$0	\$0	2025
Wastewater Treatment Plant Upgrade - Port Weller (Note 3)		\$5,170	\$4,111	\$1,059	79.5%	\$1,677	\$500	\$0	\$259	2025
Wastewater Treatment Plant Upgrade - Welland		\$24,373	\$23,764	\$609	97.5%	\$700	\$838	\$0	\$0	2025
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$642	\$1,758	26.7%	\$400	\$1,358	\$0	\$0	2025
Wastewater Treatment Plant WGB Upgrades - Port Dalhousie - 2021 (Note 3)		\$5,900	\$5,121	\$779	86.8%	\$326	\$3,385	\$1,542	\$372	2026
<b>Total Wastewater</b>		<b>\$804,552</b>	<b>\$335,400</b>	<b>\$469,153</b>	<b>41.7%</b>	<b>\$37,136</b>	<b>\$127,139</b>	<b>\$409,229</b>	<b>- \$5,739</b>	
Bemis ET Replacement - 2021		\$2,500	\$292	\$2,208	11.7%	\$100	\$1,000	\$1,208	\$0	2028
Decew High Lift Pump Sizing		\$2,731	\$2,495	\$236	91.4%	\$446	\$0	\$0	\$0	2024
DeCew Low Lift Booster - 2019		\$14,707	\$12,211	\$2,495	83.0%	\$1,969	\$4,655	\$5,082	\$0	2027
DeCew Plant 1 Mixing System - 2021		\$1,850	\$180	\$1,670	9.7%	\$25	\$60	\$1,667	\$0	2028
DeCew UV Upgrade - 2019		\$1,550	\$1,456	\$94	93.9%	\$1,315	\$0	\$0	\$0	2025
DeCew Water Treatment Plant Intake Building		\$5,449	\$5,325	\$124	97.7%	\$312	\$124	\$0	\$0	2025
Elevated Tank - Corrosion Protection - Virgil (Note 1)		\$2,414	\$2,383	\$32	98.7%	\$0	\$0	\$0	\$32	2024
Elevated Tank - New - Fort Erie (Note 3)		\$23,755	\$923	\$22,832	3.9%	\$100	\$12,000	\$10,900	\$13	2027
Elevated Tank - New - Pelham		\$2,820	\$1,462	\$1,358	51.8%	\$0	\$2,000	\$362	\$0	2025
Elevated Tank Replacement - Lundy's Lane (Note 3)		\$3,000	\$318	\$2,682	10.6%	\$100	\$2,000	\$690	\$1	2027
Glendale Watermain Valves - 2023 (Note 3)		\$1,000	\$0	\$1,000	0.0%	\$10	\$980	\$0	\$10	2026
Granular Activated Carbon Replacement Program - 2021		\$2,500	\$2,457	\$43	98.3%	\$496	\$0	\$0	\$0	2024
Meter Replacement Program		\$3,900	\$3,860	\$40	99.0%	\$124	\$124	\$0	\$0	2025
Miscellaneous Program - System Storage - Grimsby		\$20,914	\$19,976	\$938	95.5%	\$200	\$500	\$438	\$0	2026
New Transm Main in Smithville - 2021		\$7,463	\$16	\$7,447	0.2%	\$20	\$20	\$7,407	\$0	2028
Pumping Station Upgrades - Shoalts Drive		\$1,400	\$1,233	\$167	88.1%	\$0	\$1,392	\$0	\$0	2025
Reservoir & Storage Program - 2021		\$3,000	\$2,352	\$648	78.4%	\$1,648	\$822	\$0	\$0	2025

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Reservoir and Storage Program - 2019 (Note 7)		\$2,450	\$2,129	\$321	86.9%	\$10	\$3,724	\$0	- \$1,431	2027
St.Davids Chlorination Facility Upgrade - 2020		\$2,750	\$214	\$2,536	7.8%	\$136	\$1,807	\$600	\$0	2026
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.2%	\$200	\$3,874	\$0	\$0	2025
TruckMain Upgrade - Grimsby Water Treatment Plant - 2022		\$5,800	\$518	\$5,282	8.9%	\$347	\$2,500	\$2,726	\$0	2025
Valve Rehabilitation - Drummond Road		\$3,200	\$177	\$3,023	5.5%	\$50	\$3,018	\$0	\$0	2025
Water Treatment Plant Expansion - Grimsby		\$6,500	\$952	\$5,548	14.6%	\$375	\$2,500	\$3,193	\$0	2025
Water Treatment Plant Raw Water Intake - Niagara Falls		\$4,771	\$2,630	\$2,141	55.1%	\$2,000	\$800	\$0	\$0	2026
Water Treatment Plant Roadway & Parking Lot - Grimsby		\$2,130	\$2,110	\$20	99.0%	\$0	\$0	\$25	\$0	2025
Water Treatment Plant Upgrade - Decew Falls - 2016		\$45,350	\$42,694	\$2,656	94.1%	\$5,350	\$12,921	\$9,827	\$0	2027
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		\$2,000	\$254	\$1,746	12.7%	\$30	\$1,734	\$0	\$0	2028
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$4,867	\$4,727	\$139	97.1%	\$25	\$313	\$0	\$0	2025
Water Treatment Plant Upgrade - Niagara Falls - 2018		\$6,815	\$4,961	\$1,854	72.8%	\$500	\$4,000	\$424	\$0	2025
Water Treatment Plant Upgrade - Port Colborne		\$11,700	\$11,360	\$340	97.1%	\$500	\$582	\$0	\$0	2025
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$1,054	\$1,632	39.2%	\$100	\$500	\$1,558	\$0	2026
Water Treatment Plant Upgrade - Rosehill		\$15,000	\$14,463	\$537	96.4%	\$0	\$548	\$0	\$0	2025
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$3,828	\$1,172	76.6%	\$1,800	\$250	\$895	\$0	2026
Watermain Program - Along CNR Grimsby		\$23,425	\$23,055	\$370	98.4%	\$100	\$2,308	\$0	\$0	2025
Watermain Program - Barrick Road		\$1,965	\$441	\$1,524	22.4%	\$0	\$1,874	\$0	\$0	2025

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Watermain Program - Downing Street (Note 1)		\$2,931	\$2,915	\$16	99.4%	\$5	\$0	\$0	\$274	2024
Watermain Program - Welland Canal Extension		\$9,420	\$1,002	\$8,418	10.6%	\$75	\$8,400	\$497	\$0	2025
Watermain Program - Welland East and West		\$4,800	\$4,629	\$171	96.4%	\$0	\$173	\$0	\$0	2027
Watermain Replacement - Vineland 19th Street and Glen Road		\$1,472	\$1,020	\$452	69.3%	\$452	\$0	\$0	\$0	2024
Watermain Replacement Ontario St Lincoln - 2020		\$18,336	\$15,844	\$2,492	86.4%	\$2,492	\$8,504	\$1,250	\$0	2026
Watermain Replacement Victoria Ave King - 2020		\$2,350	\$2,092	\$258	89.0%	\$10	\$501	\$0	\$0	2025
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E		\$3,500	\$1,460	\$2,040	41.7%	\$1,843	\$1,540	\$0	\$0	2025
York Road Watermain Replace - 2021		\$11,800	\$10,716	\$1,084	90.8%	\$10	\$9,500	\$1,855	\$0	2027
<b>Total Water Works</b>		<b>\$306,051</b>	<b>\$212,188</b>	<b>\$93,862</b>	<b>69.3%</b>	<b>\$23,276</b>	<b>\$97,545</b>	<b>\$50,603</b>	<b>- \$1,101</b>	
<b>Total Projects with remaining budgets greater than \$1 million</b>		<b>\$2,307,738</b>	<b>\$1,478,334</b>	<b>\$829,404</b>	<b>64.1%</b>	<b>\$142,509</b>	<b>\$546,212</b>	<b>\$547,836</b>	<b>- \$13,837</b>	

Note 1: At the time of report preparation, the surplus is anticipated to be returned to respective reserves or CVP in 2024.

Note 2: Project is anticipated to be closed and surplus returned to CVP at the end of warranty period.

Note 3: At the time of report preparation, the surplus is anticipated to be returned to respective reserves or CVP, however timing is undetermined

Note 4: Project is being completed in conjunction with partner, as of the Q3 report, timing of when the funds will be spent is not able to be determined. If it is determined that the funds will not be required, the project will be closed and returned to the Capital Variance Project

Note 5: Project is expected to have inflationary pressures requiring additional funds. A CVP request will be submitted in future years.

Note 6: Project is expected to have inflationary pressures requiring additional funds. The timing of the request to council is undetermined.

Note 7: Project has grown in scope and complexity requiring additional funds. Request has been submitted to council for approval with the 2025 capital budget.

Note 8: Project is being led and front ended by the developer. This is based on current proposed costs however scope of the project might change depending on recent revisions to the Town's master servicing plan.

## 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. During Q3 2024, 74% of projects closed with a surplus.

Some excess funds in the Water CVPs have been identified as a funding source for the 2025 Capital Budget and will be transferred to the reserve at year-end. Remaining excess funds will remain in the CVP to provide more flexibility to address inflationary costs pressures.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water	Total Programs
<b>Balance at December 31, 2023</b>	<b>\$5,699</b>	<b>\$1,000</b>	<b>\$4,261</b>	<b>\$11,354</b>	<b>\$22,314</b>
Transfer to Active Capital Projects	- \$1,220	- \$160	- \$835	- \$2,071	- \$4,287
Budget Reductions on Active Capital Projects	\$190	\$950	\$4,699	\$8,989	\$14,828
Transfers from Closed Capital Projects	\$854	\$294	\$3,373	\$1,520	\$6,041
<b>Balance at July 26, 2024</b>	<b>\$5,523</b>	<b>\$2,084</b>	<b>\$11,497</b>	<b>\$19,793</b>	<b>\$38,897</b>
Transfer to Active Capital Projects*	- \$3,726	\$0	- \$635	- \$210	- \$4,571
Budget Reductions on Active Capital Projects	\$0	\$0	\$980	\$0	\$980
Transfers from Closed Capital Projects*	\$961	\$0	\$205	\$0	\$1,166
<b>Balance at October 25, 2024</b>	<b>\$2,757</b>	<b>\$2,084</b>	<b>\$12,048</b>	<b>\$19,583</b>	<b>\$36,472</b>
Committed to 2025 capital budget				- \$6,687	- \$6,687
<b>Uncommitted Balance at October 25, 2024</b>	<b>\$2,757</b>	<b>\$2,084</b>	<b>\$12,048</b>	<b>\$12,896</b>	<b>\$32,210</b>

\*Transfers include project closures from Q2 posted in Q3

## 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>1,345,007</b>	
Community Services	1,398	To record one time funding from MCCSS (Ministry of Children, Community and Social Assistance) to Ontario Works delivery partners to support extraordinary costs related to Asylum Seeker and Project Management staffing and discretionary program spending per COM 7-2024.
Community Services	1,256	To record one-time funding for the Reaching Home program to support homelessness initiatives per COM 6-2024 detailing the allocation of the funds to Emergency Shelter Solutions, Outreach Support, and Minor Capital for shelters to enhance capacity.
Community Services	100	To record one-time funding from Ontario Works in 2024 to support technology refreshes in the Social Assistance and Employment Opportunities division of community services. The refresh will support an enhanced workflow and life stabilization supports for clients as well as a Data Analyst temporary position.
Community Services	467	To record funding received from the Preceptor Resource and Education Program in Long-Term Care (PREP) for the period April - June 2024 and to re-align the budgets of the long-term Care Homes of Gilmore Lodge and Upper Canada Lodge due to a delay in the opening of the Gilmore Lodge. PREP funding will be used to offset the costs of the operational delay.
Community Services	577	To recognize deferred revenue from the Niagara Childrens Planning Committee (NCPC) and the Laidlaw Foundation to be used for workforce initiatives. Adjustment also recognizes deferred revenue from the Canada-wide Early Learning and Child Care grant carried forward from 2023 commitments.
Community Services	13,181	To record in year funding from the Ministry of Education (MEDU) per COM 3-2024 to support the Canada-wide Early Learning Child Care (CWELCC) program including a CWELCC compliance position and a licensed Home Child Care Advisor. Additional funding is also recorded from MEDU to support Niagara's Early Years and Child Care System.
Corporate Services	28,254	To record 2024 encumbrance adjustment as detailed in the 2023 Year-End Results and Transfer Report as per CSD 10-2024
Niagara Regional Police Services	693	To record in year funding from the Victim Support Grant, Mobile Crisis Response Team Enhancement Grant, Preventing Auto Theft Grant, and fully funded secondment for one Detective Constable to the Organized Crime Towing and Auto Theft Team.

Department	Adjustment Amount	Adjustment Description
Niagara Regional Police Services	385	Per Police Service Board report CL-C 60-2024, Regional Council approved a 2024 budget amendment to fund expenditures related to the implementation of the Community Safety and Policing Act, 2019. The amendment approved the use of the Police Contingency Reserve to fund the expenditures.
Niagara Transit Commission	772	To record one-time funding from the Investing in Canada Infrastructure Program (ICIP) for Project NIR-07 relating to zero emissions operating costs. Funding to be spent on consulting and salary costs related to the project for 2024.
Public Health	280	To recognize deferred revenue from the Ministry of Natural Resources in Emergency Management to support legacy gas well capping. Funds will be used for additional temporary staff and operating program supplies.
Public Health	101	To recognize funding received from St. Joseph's Healthcare for psychiatric services paid and rendered by Niagara Region Public Health.
Public Health	139	To record base funding increase from the Ministry of Children, Community and Social Services (MCCSS) to support Niagara Region Public Health's Healthy Babies Healthy Children Program by funding an exisiting empty full time equivalent position within the program and increased program delivery costs within Infant & Child Development Services (ICDS).
<b>Total Budget Adjustment</b>	<b>47,602</b>	
<b>December 31, 2024 Adjusted Budget</b>	<b>1,392,609</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 December 31, 2024 the Region's forecasted consolidated and uncommitted reserve balance is \$237,031 (\$245,780 at December 31, 2023). The ratio of debt to reserves is an important marker of fiscal sustainability. The lower the ratio, the more financial flexibility that is available to respond to new requirements, and the more secure Niagara Region's overall financial position. The Region's debt to reserve ratio (which includes reserves and development charges and gas tax deferred revenues) stands at 54% (63% at December 31, 2023)

Description	Balances at December 31, 2023	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at September 30, 2024	Forecast Transfers from Operating	Forecast Transfers to Operating	Forecast Interest	Year-end Transfers*	Forecast Balances at December 31, 2024	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2024
Wastewater Capital	\$12,204	\$22,088	\$0	-\$20,560	\$284	\$14,016	\$7,363	\$0	\$96	\$0	\$21,475	\$0	\$21,475
Water Capital	\$30,987	\$18,068	\$0	-\$20,298	\$653	\$29,410	\$6,444	\$0	\$218	\$0	\$36,072	\$0	\$36,072
Waste Management	\$24,577	\$1,334	\$0	-\$1,883	\$529	\$24,557	\$445	\$0	\$176	\$0	\$25,178	\$0	\$25,178
General Capital Levy <sup>1</sup>	\$27,292	\$43,066	-\$383	-\$63,184	\$0	\$6,791	\$20,339	-\$128	\$0	\$0	\$27,002	-\$650	\$26,352
Infrastructure Deficit	\$1,555	\$4,053	\$0	-\$5,500	\$0	\$108	\$0	\$0	\$0	\$0	\$108	\$0	\$108
Court Services Facility Renewal	\$4,101	\$150	\$0	\$0	\$0	\$4,251	\$50	\$0	\$0	\$0	\$4,301	\$0	\$4,301
NRH Owned Units	\$8,810	\$2,186	\$0	-\$9,964	\$0	\$1,032	\$729	\$0	\$0	\$0	\$1,761	\$0	\$1,761
NRPS Long-Term Accommodation (LTA)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ontario Police Video Training Alliance	\$80	\$0	\$0	\$0	\$0	\$80	\$0	\$0	\$0	\$0	\$80	\$0	\$80
Police Capital Levy	\$647	\$1,447	\$0	-\$1,504	\$0	\$590	\$482	\$0	\$0	\$0	\$1,072	\$0	\$1,072
Police Vehicle and Equipment Replacement	\$78	\$1,691	\$0	-\$2,243	\$0	-\$474	\$564	\$0	\$0	\$0	\$90	\$0	\$90
Transit Capital	\$1,460	\$1,625	\$0	-\$2,059	\$27	\$1,053	\$542	\$0	\$9	\$0	\$1,604	\$0	\$1,604
<b>Total Capital Reserves</b>	<b>\$111,791</b>	<b>\$95,708</b>	<b>-\$383</b>	<b>-\$127,195</b>	<b>\$1,493</b>	<b>\$81,414</b>	<b>\$36,958</b>	<b>-\$128</b>	<b>\$499</b>	<b>\$0</b>	<b>\$118,743</b>	<b>-\$650</b>	<b>\$118,093</b>

Description	Balances at December 31, 2023	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at September 30, 2024	Forecast Transfers from Operating	Forecast Transfers to Operating	Forecast Interest	Year-end Transfers*	Forecast Balances at December 31, 2024	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2024
Wastewater Stabilization	\$2,017	\$0	-\$971	\$0	\$70	\$1,116	\$0	-\$324	\$23	-\$521	\$294	\$0	\$294
Water Stabilization	\$3,479	\$0	-\$495	\$0	\$71	\$3,055	\$0	-\$165	\$24	\$1,536	\$4,450	\$0	\$4,450
Waste Management Stabilization	\$7,562	\$0	\$0	\$0	\$139	\$7,701	\$0	\$0	\$46	\$1,972	\$9,719	\$0	\$9,719
Transit Stabilization	\$2,087	\$0	\$0	\$0	\$0	\$2,087	\$0	\$0	\$0	\$0	\$2,087	\$0	\$2,087
Encumbrance	\$14,358	\$0	-\$8,193	\$0	\$0	\$6,166	\$0	-\$6,144	\$0	\$0	\$22	\$0	\$22
Investment Income Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxpayer Relief	\$36,600	\$70	-\$6,634	\$0	\$0	\$30,036	\$23	-\$2,193	\$0	\$7,934	\$35,800	\$0	\$35,800
Police Contingency	\$3,114	\$187	-\$527	\$0	\$0	\$2,774	\$62	-\$125	\$0	\$0	\$2,711	\$0	\$2,711
Police Services	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$242
Board Contingency													
<b>Total Corporate Stabilization Reserves</b>	<b>\$69,459</b>	<b>\$257</b>	<b>-\$16,820</b>	<b>\$0</b>	<b>\$280</b>	<b>\$53,177</b>	<b>\$85</b>	<b>-\$8,951</b>	<b>\$93</b>	<b>\$10,921</b>	<b>\$55,325</b>	<b>\$0</b>	<b>\$55,325</b>
Ambulance Communication	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Circle Route Initiatives	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$1,133
Hospital Contribution	\$12,750	\$1,661	\$0	\$0	\$0	\$14,411	\$554	\$0	\$0	\$0	\$14,965	\$0	\$14,965
Housing Services	\$8,027	\$0	-\$315	\$0	\$0	\$7,712	\$0	-\$105	\$0	\$0	\$7,607	\$0	\$7,607
<b>Total Specified Contribution Reserves</b>	<b>\$21,910</b>	<b>\$1,661</b>	<b>-\$315</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,256</b>	<b>\$554</b>	<b>-\$105</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,705</b>	<b>\$0</b>	<b>\$23,705</b>
Future Benefit Costs	\$24,704	\$0	-\$187	\$0	\$0	\$24,517	\$0	-\$62	\$0	\$0	\$24,455	\$0	\$24,455
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270
Smart Growth	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill Liability	\$5,399	\$2,102	\$0	-\$4,277	\$95	\$3,319	\$701	\$0	\$32	\$0	\$4,052	\$0	\$4,052

Description	Balances at December 31, 2023	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at September 30, 2024	Forecast Transfers from Operating	Forecast Transfers to Operating	Forecast Interest	Year-end Transfers*	Forecast Balances at December 31, 2024	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2024
Police Accumulated Sick Leave	\$430	\$0	-\$150	\$0	\$0	\$280	\$0	-\$50	\$0	\$0	\$230	\$0	\$230
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$4,070	\$150	\$0	\$0	\$0	\$4,220	\$50	\$0	\$0	\$0	\$4,270	\$0	\$4,270
Transit Future Benefit	\$1,595	\$0	-\$558	\$0	\$0	\$1,037	\$0	-\$558	\$0	\$0	\$479	\$0	\$479
<b>Total Future Liability Reserves</b>	<b>\$42,620</b>	<b>\$2,252</b>	<b>-\$895</b>	<b>-\$4,277</b>	<b>\$95</b>	<b>\$39,795</b>	<b>\$751</b>	<b>-\$670</b>	<b>\$32</b>	<b>\$0</b>	<b>\$39,908</b>	<b>\$0</b>	<b>\$39,908</b>
<b>Total (Excluding Deferred Revenues)</b>	<b>\$245,780</b>	<b>\$99,878</b>	<b>-\$18,413</b>	<b>-\$131,472</b>	<b>\$1,868</b>	<b>\$197,642</b>	<b>\$38,348</b>	<b>-\$9,854</b>	<b>\$624</b>	<b>\$10,921</b>	<b>\$237,681</b>	<b>-\$650</b>	<b>\$237,031</b>

'1 Housing as a Priority Lens strategy was endorsed by Council in November 2023 through PDS 29-2023. Staff are tracking the funds generated and spent as a subset of activity through the general capital levy reserve.

The strategy allows Council the opportunity to utilize net land sales directly for housing opportunities as these arise. Below is a summary of net proceeds collected and projects where investments have been made under this strategy as of September 30, 2024.

	Amount
<b>2024 net proceeds for sales under \$25,000</b>	\$ 22
<b>20001466 - 21-NRPS 68 Church Demolition</b>	\$ (3,000)
<b>Funds available/(funds pre-committed)</b>	<b>\$ (2,978)</b>

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2023	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers from Reserves (Bill 23 Impacts - Phase In/Rental Discounts)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Year to Date Interest allocation *	Balance at Sept 30, 2024	Forecasted Transfers from Revenues	Forecasted Interest*	Committed to Capital **	Committed to Operating ***	Balance Available at December 31, 2024****
Development Charges-General Government	\$2,436	\$185	\$35	\$24	-\$234	\$0	\$53	\$2,499	\$34	\$18	\$0	\$9	\$2,559
Development Charges-Police Services	\$1,264	\$627	\$145	\$105	-\$662	-\$548	\$24	\$955	\$121	\$8	-\$361	-\$662	\$61
Development Charges-Roads	\$97,058	\$17,353	\$4,094	\$2,855	\$0	-\$6,559	\$2,289	\$117,090	\$4,041	\$763	-\$77,006	\$0	\$44,887
Development Charges-Sewer	\$101,932	\$12,833	\$2,638	\$2,068	-\$747	-\$7,539	\$2,303	\$113,487	\$3,061	\$768	-\$58,188	-\$282	\$58,845
Development Charges-Water	\$50,735	\$7,236	\$1,482	\$1,151	\$0	-\$184	\$1,201	\$61,621	\$1,646	\$400	-\$27,437	\$0	\$36,230
Development Charges-Emergency Medical	\$3,038	\$376	\$93	\$57	\$0	-\$136	\$70	\$3,498	\$109	\$23	-\$776	\$0	\$2,854
Development Charges-LT Care	\$1,680	\$1,863	\$434	\$269	\$0	-\$2,665	\$35	\$1,616	\$507	\$12	-\$3,304	\$0	-\$1,169

Description	Balances at December 31, 2023	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers from Reserves (Bill 23 Impacts - Phase In/Rental Discounts)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Year to Date Interest allocation *	Balance at Sept 30, 2024	Forecasted Transfers from Revenues	Forecasted Interest*	Committed to Capital **	Committed to Operating ***	Balance Available at December 31, 2024****
Development Charges-POA	\$413	\$9	\$0	\$0	\$0	\$0	\$9	\$431	\$0	\$3	\$0	\$0	\$434
Development Charges- Health	\$2,331	\$28	\$0	\$0	\$0	\$0	\$51	\$2,410	\$0	\$17	-\$1,067	\$0	\$1,360
Development Charges- Social Housing	\$2,915	\$206	\$0	\$0	\$0	-\$920	\$55	\$2,256	\$0	\$18	\$0	\$0	\$2,274
Development Charges- Waste Division	\$5,426	\$247	\$46	\$26	-\$8	-\$1,925	\$100	\$3,913	\$72	\$33	-\$403	-\$23	\$3,593
Development Charges- Transit Services	\$2,907	\$918	\$248	\$185	\$0	-\$33	\$77	\$4,302	\$207	\$26	-\$503	\$0	\$4,031
Development Charges- Public Works (Facilities & Fleet)	\$847	\$569	\$139	\$104	\$0	\$0	\$27	\$1,686	\$117	\$9	-\$1,831	\$0	-\$19
Subtotal Development Charges	\$272,981	\$42,451	\$9,352	\$6,844	-\$1,650	-\$20,508	\$6,293	\$315,762	\$9,915	\$2,098	-\$170,875	-\$957	\$155,942

Description	Balances at December 31, 2023	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers from Reserves (Bill 23 Impacts - Phase In/Rental Discounts)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Year to Date Interest allocation *	Balance at Sept 30, 2024	Forecasted Transfers from Revenues	Forecasted Interest*	Committed to Capital **	Committed to Operating ***	Balance Available at December 31, 2024****
Federal Gas Tax	\$50,980	\$7,513	\$0	\$0	\$0	-\$10,714	\$1,067	<b>\$48,846</b>	\$7,513	\$356	-\$52,036	\$0	<b>\$4,679</b>
Provincial Gas Tax	\$12,010	\$5,133	\$0	\$0	-\$1,211	-\$1,915	\$655	<b>\$14,673</b>	\$1,711	\$95	-\$12,991	-\$343	<b>\$3,145</b>
<b>Subtotal Gas Tax</b>	<b>\$62,990</b>	<b>\$12,646</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$1,211</b>	<b>-\$12,629</b>	<b>\$1,352</b>	<b>\$63,519</b>	<b>\$9,224</b>	<b>\$451</b>	<b>-\$65,027</b>	<b>-\$343</b>	<b>\$8,139</b>
<b>Total</b>	<b>\$335,971</b>	<b>\$55,097</b>	<b>\$9,352</b>	<b>\$6,844</b>	<b>-\$2,861</b>	<b>-\$33,137</b>	<b>\$7,645</b>	<b>\$379,281</b>	<b>\$19,139</b>	<b>\$2,548</b>	<b>-\$235,902</b>	<b>-\$1,300</b>	<b>\$163,396</b>

\* Interest allocated to Deferred Revenue accounts based on the Region's year-to-date annualized portfolio return of 2.98%.

\*\* 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. Note that Development Charges - Police Services and Development Charges - Sewer both have committed to development charge debt repayment.

\*\*\* The operating commitments included represent all approved operating projects budgeted to be funded by development charges. Each quarter and/or year end a review of the status of the respective operating projects is completed and revenue earned is allocated accordingly.

\*\*\*\* Negative balances after commitments for individual reserves are as a result timing differences between when growth projects are initiated and the anticipate future inflow of DC receipts.

## Deferred Revenue Summary (in thousands of dollars) - Continued

**Table 1 - Summary of All Mandatory and Discretionary Grants, per Regional Development Charge Bylaw (2024)**

Grant Category	Actuals			Forecast	Annual Actuals/Forecast	Annual Budget	Annual Variance
	Q1-Q2	Q3	Total				
Mandatory Exemptions:							
Bill 23 Phase-In (M)	\$7,159	-\$334	\$6,825	\$683	\$7,508		
Bill 23 Purpose-Built Rental Discounts (M)	\$19	\$0	\$19	\$19	\$37		
Intensification RDC Reductions - (M)	\$2,869	\$944	\$3,814	\$1,271	\$5,085		
Board of Education - (M)	\$0	\$49	\$49	\$0	\$49		
<b>Subtotal - Mandatory Exemptions</b>	<b>\$10,046</b>	<b>\$659</b>	<b>\$10,706</b>	<b>\$1,972</b>	<b>\$12,678</b>	<b>\$11,685</b>	<b>-\$993</b>
Brownfield - (D)2	\$559	\$0	\$559	\$5,363	\$5,922	\$4,820	-\$1,102
Smart Growth Niagara - (D)	\$20	\$264	\$283	\$547	\$830	\$76	-\$754
Agriculture - (D)	\$1,228	\$1,530	\$2,758	\$926	\$3,684	\$5,225	\$1,541
Place of Worship - (D)	\$125	\$0	\$125	\$0	\$125	\$96	-\$29
Non-Profit Housing (Bill 23) - (M)	\$0	\$0	\$0	\$1,320	\$1,320	\$618	-\$702
Afford. Rental Housing - (D)	\$0	\$0	\$0	\$948	\$948	\$948	\$0
Other - (D)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Other Economic Incentives</b>	<b>\$11,978</b>	<b>\$2,454</b>	<b>\$14,431</b>	<b>\$11,076</b>	<b>\$25,507</b>	<b>\$23,467</b>	<b>-\$2,040</b>
<b>Non-Profit - (D)1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50</b>	<b>\$50</b>	<b>\$50</b>	<b>\$0</b>
50% Industrial Expansion - (M)	\$12	\$0	\$12	\$0	\$12		
Industrial and Gateway - (D)3	\$795	\$958	\$1,753	\$5,418	\$7,171		
<b>Subtotal - Industrial and Gateway</b>	<b>\$807</b>	<b>\$958</b>	<b>\$1,765</b>	<b>\$5,418</b>	<b>\$7,183</b>	<b>\$1,452</b>	<b>-\$5,731</b>
<b>Total</b>	<b>\$12,785</b>	<b>\$3,411</b>	<b>\$16,196</b>	<b>\$16,544</b>	<b>\$32,740</b>	<b>\$24,969</b>	<b>-\$7,771</b>

Note: (D) – Discretionary, (M) – Mandatory

1-3 - Details on individual application can be found below in Table 2.

Deferred Revenue Summary (in thousands of dollars) - Continued

Table 2 - Details for Application Based Regional Development Charge Grants (2024)

2024 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2024
Niagara Folk Arts Multicultural Centre	Jul 11, 2024	Building expansion for accessibility upgrades to create a barrier-free environment	St. Catharines	\$5	
Total				\$5	\$0

2024 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2024
Grants Application Prior to 2022 <sup>1,2</sup>				\$50,429	\$11,025	\$0
181 Queen St	May 2, 2018	Residential Subdivision	Thorold	\$27,869	\$2,377	\$559
Total				\$78,299	\$13,401	\$559

<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.



Deferred Revenue Summary (in thousands of dollars) - Continued

2024 Discretionary Industrial RDC Grant Applicants and Approved Amounts					
Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2023
Applications:					
18 Seapark Dr	Aug 28, 2023	Manufacturer of pool liners and safety covers	St. Catharines	\$66	\$66
6159 Spring Creek Rd	Mar 7, 2024	Custom metal fabrication and structural steel framework facility	West Lincoln	\$191	\$191
1555 Elm St	Dec 18, 2023	Manufacturer of xanthan gum for food and industrial applications	Port Colborne	\$1,347	\$1,347
2626 Winger Rd	Sep 25, 2023	Manufacturing facility for power restoration equipment	Fort Erie	\$75	\$75
4417 Kent Avenue	Dec 8, 2023	Storage of wood and other materials to construct kitchens	Niagara Falls	\$73	\$73
Total				\$1,753	\$1,753

## Operating 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 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>- \$100,568</b>	<b>- \$19,258</b>	<b>- \$119,826</b>	
<u>Additional operating reserve transfers (to)/from reserves:</u>				
2023 Encumbrances	\$8,255	\$6,153	<b>\$14,408</b>	2023 Encumbrances (CSD 10-2024) reduced by amounts included in the 2024 budget related to Niagara Transit Commission.
Capital Levy	\$4,615	\$1,538	<b>\$6,154</b>	Reversal of budgeted transfer to capital levy reserve so Homelessness Prevention Program (HPP) funds can be redirected to Geneva Street Project in accordance with the HPP Investment Plan 2023-24 (CAO 6-2023).
Capital Levy	\$4,103	\$1,375	<b>\$5,478</b>	Reversal of budgeted transfer of the proceeds from the sale of surplus properties in alignment with the Disposal of Land By-law . Properties are now expected to be sold in 2025 and 2026.
Capital Levy	- \$1,395	\$0	<b>- \$1,395</b>	Transfer of net surplus for Vision Zero Road Safety Program to reserves for future use
Capital Levy	\$0	- \$11,745	<b>- \$11,745</b>	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Levy)
Water Capital	\$0	- \$422	<b>- \$422</b>	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Water)
Wastewater Capital	\$0	- \$7,682	<b>- \$7,682</b>	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Wastewater)

Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Transit Future Benefit	\$558	\$558	<b>\$1,116</b>	Transfer from reserve of balance received from legacy transit agencies to fund employee future benefits in accordance to report NTC 3-2024 approved by the board and Council in February 2024.
All Special Levy and Rate Reserves	\$1,097	\$366	<b>\$1,463</b>	Interest income allocation to reserve at average portfolio rate which was lower then budgeted per reserve policy C-F-013
<b>Net operating transfers to reserves</b>	<b>- \$83,334</b>	<b>- \$29,116</b>	<b>- \$112,450</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 2023 Budget</b>	<b>\$133,053</b>	<b>\$0</b>	<b>\$133,053</b>	Reserve Transfers to capital projects
Capital reserve transfer commitments from 2023 or prior Budget		\$650	<b>\$650</b>	2023 or prior initiated capital projects
<u><i>Q1 and Q2 additional capital reserve transfers:</i></u>				
Transit Capital	- \$36	\$0	<b>- \$36</b>	Returning unused funds to reserve for Project 20001871 bus replacements.
NRH Owned Units	- \$9	\$0	<b>- \$9</b>	To close project 20001533 returning unused funds to reserve
NRH Owned Units	- \$314	\$0	<b>- \$314</b>	Returning funds to reserve for various NRH capital projects where alternative funding from Canada Mortgage and Housing Corporation was utilized
NRH Owned Units	- \$683	\$0	<b>- \$683</b>	Returning funds to reserve for various NRH capital projects where alternative funding from Canada Mortgage and Housing Corporation was utilized. Original transfers being reversed were from 2023
<u><i>Q3 additional capital reserve transfers:</i></u>				
Police Capital Levy	- \$20	\$0	<b>- \$20</b>	To close various projects returning unused funds to reserve per NRPS report #75024.
Police Budget Adjustment	- \$359	\$0	<b>- \$359</b>	To record budget adjustment on project 20000999 (Next Generation 911) due to a successful grant application to have the province fund certain equipment replacement costs.
NRH Owned Units	- \$160	\$0	<b>- \$160</b>	Returning funds to reserve for various NRH capital projects where alternative funding from Canada Mortgage and Housing Corporation was utilized.
<b>Net capital transfers</b>	<b>\$131,471</b>	<b>\$650</b>	<b>\$132,121</b>	

## Investment Report (in thousands of dollars)

Investment income during Q3 on the primary portfolio amounted to \$10,368, which is comprised of investment portfolio income including interest and gains on sale of investments, and interest on cash balances.

### Investment Performance

#### Investment Income Before Transfers to Reserves:

Favourable investment income in Q3 of \$1,531 is a result of a gain on disposal of principal protected notes (PPNs), offset by an income reduction due to a change in reporting related to those PPN's at the start of the year. The disposal of several PPN investments anticipated in Q4 will result in higher monthly investment interest earned on the purchase of replacement investments, this is resulting in an increase in investment income forecasted to be realized in Q4. Actual investment income before transfers for 2024 is forecasted at year-end to be favourable by \$1,461 due to the gain on sale of PPN's offset by lower than budgeted return on investments resulting from the initial change in PPN reporting. The 2024 budget was based on our previous methodology for recognizing interest related to PPN investments.

Budget vs Actual before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Forecast	Total
Budget	\$8,389	\$8,412	\$8,837	\$9,283	\$34,921
Actual	\$5,998	\$3,318	\$10,368	\$16,698	\$36,382
Variance	-\$2,391	-\$5,094	\$1,531	\$7,415	\$1,461

#### Year-to-date cumulative portfolio return:

Q1	Q2	Q3	Q4
2.7%	2.47%	2.98%	N/A

#### Investment Income After Transfers to Reserves:

Investment income is favourable by \$3,990 in Q3 after allocations to deferred revenues and rate reserves. Investment income after transfers for 2024 compared to budget is forecasted at year-end to be favourable by \$6,149 due to gains on disposals of PPNs in an effort to better align with our investment strategy.

Budget vs Actual after Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Forecast	Total
Budget	\$8,389	\$8,412	\$8,837	\$9,283	\$34,921
Net Budget Transfers	-\$4,266	-\$4,267	-\$4,265	-\$4,267	-\$17,065
Budget (Net)	\$4,123	\$4,145	\$4,572	\$5,016	\$17,856
Actual	\$5,998	\$3,318	\$10,368	\$16,698	\$36,382
Net Actual Transfers	-\$4,596	-\$6,216	-\$1,806	\$241	-\$12,377
Actual (Net)	\$1,402	-\$2,898	\$8,562	\$16,939	\$24,005
Variance	-\$2,721	-\$7,043	\$3,990	\$11,923	\$6,149

Note: Staff monitor foreign exchange rates during the year to take advantage of favourable opportunities.

### Investment Term Holdings

Funds	Book Value	Weight
< 5 Yr	\$353,338	35.1%
5 Yr - 10 Yr	\$408,795	40.6%
10+ Yr	\$98,306	9.8%
Subtotal (Investments)	\$860,439	85.4%
Cash	\$120,200	11.9%
Sinking Fund (Incl.Cash)	\$27,033	2.7%
Total Portfolio	\$1,007,672	100.0%

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings by Institution	Policy Percentage Limits
Bank of Montreal	Corporate	\$71,000	8.01%	25.00%
Bank of Nova Scotia	Corporate	\$75,000	8.46%	25.00%
Canadian Imperial Bank of Commerce	Corporate	\$92,985	10.49%	25.00%
National Bank of Canada	Corporate	\$68,119	7.68%	25.00%
Royal Bank of Canada	Corporate	\$146,400	16.52%	25.00%
<b>Total</b>	<b>Corporate**</b>	<b>\$453,504</b>	<b>51.16%</b>	<b>60.00%</b>
City of Hamilton	Municipal	\$9,174	1.03%	10.00%
City of Montreal	Municipal	\$14,881	1.68%	10.00%
City of Ottawa	Municipal	\$5,346	0.60%	10.00%
City of Toronto	Municipal	\$8,265	0.93%	10.00%
County of Wellington	Municipal	\$852	0.10%	10.00%
Quebec City	Municipal	\$10,303	1.16%	10.00%
Region of Halton	Municipal	\$1,520	0.17%	10.00%
Region of Peel	Municipal	\$508	0.06%	10.00%
Region of Waterloo	Municipal	\$15,661	1.77%	10.00%
Region of York	Municipal	\$7,756	0.88%	10.00%
Region of Durham	Municipal	\$2,234	0.25%	10.00%
Ville de Laval	Municipal	\$5,985	0.68%	10.00%
Ville de Longueuil	Municipal	\$3,093	0.35%	10.00%
York Sinking Fund Debenture	Municipal	\$1,781	0.20%	10.00%
<b>Total</b>	<b>Municipal</b>	<b>\$87,360</b>	<b>9.86%</b>	<b>40.00%</b>
Newfoundland and Labrador Hydro	Provincial	\$8,853	1.00%	25.00%
Ontario Hydro	Provincial	\$23,157	2.61%	25.00%
Province of Alberta	Provincial	\$6,155	0.69%	25.00%
Province of British Columbia	Provincial	\$3,404	0.38%	25.00%
Province of Manitoba	Provincial	\$45,609	5.15%	25.00%
Province of New Brunswick	Provincial	\$2,572	0.29%	25.00%
Province of Newfoundland	Provincial	\$64,833	7.31%	25.00%
Province of Nova Scotia	Provincial	\$9,503	1.07%	25.00%
Province of Ontario	Provincial	\$63,206	7.13%	25.00%
Province of Prince Edward Island	Provincial	\$1,717	0.19%	25.00%
Province of Quebec	Provincial	\$96,177	10.85%	25.00%
Province of Saskatchewan	Provincial	\$4,995	0.56%	25.00%
Quebec Hydro	Provincial	\$12,041	1.36%	25.00%
<b>Total</b>	<b>Provincial</b>	<b>\$342,222</b>	<b>38.61%</b>	<b>75.00%</b>
<b>Region of Niagara Debentures</b>	<b>Municipal</b>	<b>\$3,338</b>	<b>0.38%</b>	<b>100.00%</b>
<b>Total Niagara Region Investments (excl Cash)</b>		<b>\$886,424</b>	<b>100.00%</b>	<b>100.00%</b>
General Chequing *	Cash	\$20,541		
High Interest Savings Accounts	Cash	\$99,659		
NRH	Cash	\$0		
Sinking Fund	Cash	\$1,048		
<b>Total</b>		<b>\$121,248</b>		
<b>TOTAL including Cash</b>		<b>\$1,007,672</b>		

Note: Holdings by institution exclude cash balances

\* 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 1.3499.

# Debt Report (in thousands of dollars)

On October 8, 2024, S&P (Standard & Poor's) reaffirmed Niagara's rating of AA+. The rating reflects the views on Canadian municipal governments' improved institutional framework. The rating also incorporates S&P's opinion of Niagara's exceptional liquidity, strong budgetary performance and 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	1	3	2	2	1	2

Department	Total Debt as at December 31, 2023 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at September 30, 2024 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2024	Annual Repayment Limits**
General Government	\$18,687	\$0	-\$1,910	-\$71	\$16,706	-\$168	\$0	\$16,538	
Police	\$75,886	\$0	-\$3,708	-\$266	\$71,912	-\$962	\$9,010	\$79,960	
Transportation	\$108,602	\$0	-\$12,442	-\$307	\$95,853	-\$443	\$45,691	\$141,101	
Public Health	\$8,874	\$0	-\$431	\$0	\$8,443	-\$44	\$3,037	\$11,436	
Community Services	\$22,863	\$0	-\$1,306	\$0	\$21,557	-\$307	\$135,183	\$156,431	
NRH	\$33,254	\$0	-\$5,162	\$0	\$28,092	-\$199	\$6,742	\$34,635	
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Levy</b>	<b>\$268,166</b>	<b>\$0</b>	<b>-\$24,959</b>	<b>-\$644</b>	<b>\$242,563</b>	<b>-\$2,123</b>	<b>\$199,663</b>	<b>\$440,101</b>	
NRT	\$12,931	\$0	-\$1,741	\$0	\$11,190	-\$163	\$0	\$11,027	
Waste Management									
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Waste Diversion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Waste Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Special Levy</b>	<b>\$12,931</b>	<b>\$0</b>	<b>-\$1,741</b>	<b>\$0</b>	<b>\$11,190</b>	<b>-\$163</b>	<b>\$0</b>	<b>\$11,027</b>	

Department	Total Debt as at December 31, 2023 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at September 30, 2024 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2024	Annual Repayment Limits**
Wastewater	\$62,982	\$0	-\$2,019	-\$1,360	\$59,603	-\$391	\$287,023	\$346,235	
Water	\$22,480	\$0	-\$331	-\$338	\$21,811	-\$251	\$6,644	\$28,204	
<b>Total Rate</b>	<b>\$85,462</b>	<b>\$0</b>	<b>-\$2,350</b>	<b>-\$1,698</b>	<b>\$81,414</b>	<b>-\$642</b>	<b>\$293,667</b>	<b>\$374,439</b>	
<b>Total Niagara Region</b>	<b>\$366,559</b>	<b>\$0</b>	<b>-\$29,050</b>	<b>-\$2,342</b>	<b>\$335,167</b>	<b>-\$2,928</b>	<b>\$493,330</b>	<b>\$825,567</b>	<b>5.81%</b>
Fort Erie	\$6,186	\$3,900	-\$639	\$0	\$9,447	-\$180	\$0	\$9,267	2.31%
Grimsby	\$1,658	\$7,370	-\$198	\$0	\$8,830	-\$200	\$0	\$8,630	2.52%
Lincoln	\$25,786	\$200	-\$502	\$0	\$25,484	-\$245	\$0	\$25,239	3.05%
NOTL	\$6,324	\$2,259	-\$392	\$0	\$8,191	-\$141	\$0	\$8,050	4.33%
Niagara-on-the-Lake	\$6,324	\$2,259	-\$392	\$0	\$8,191	-\$141	\$0	\$8,050	4.33%
Niagara Falls	\$71,295	\$1,600	-\$3,861	\$0	\$69,034	-\$1,103	\$0	\$67,931	4.14%
Pelham	\$26,498	\$0	-\$2,033	\$0	\$24,465	-\$190	\$0	\$24,275	10.17%
Port Colborne	\$26,123	\$0	-\$995	\$0	\$25,128	-\$159	\$0	\$24,969	5.83%
St. Catharines	\$98,099	\$9,800	-\$13,176	-\$318	\$94,405	-\$377	\$0	\$94,028	9.29%
Thorold	\$440	\$0	-\$92	\$0	\$348	-\$49	\$0	\$299	0.04%
Wainfleet	\$933	\$4,645	-\$147	\$0	\$5,431	\$0	\$0	\$5,431	6.31%
Welland	\$61,009	\$12,000	-\$8,409	\$0	\$64,600	-\$513	\$0	\$64,087	13.99%
West Lincoln	\$19,301	\$2,671	-\$692	\$0	\$21,280	-\$163	\$0	\$21,117	9.15%
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>\$343,652</b>	<b>\$44,445</b>	<b>-\$31,136</b>	<b>-\$318</b>	<b>\$356,643</b>	<b>-\$3,320</b>	<b>\$0</b>	<b>\$353,323</b>	
<b>Total Niagara Region &amp; External</b>	<b>\$710,211</b>	<b>\$44,445</b>	<b>-\$60,186</b>	<b>-\$2,660</b>	<b>\$691,810</b>	<b>-\$6,248</b>	<b>\$493,330</b>	<b>\$1,178,890</b>	

\*Unissued debt information from the local area municipalities is not provided to Niagara Region

\*\*2023 FIR data used for ARL calculation where available and 2022 FIR data used where 2023 FIRs were not available. ARL calculations also include forecasted debt charges for year to date debt issuances where applicable.



## 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. The listing does not include outstanding invoices at quarter-end where payments have been received prior to the finalization of the Q3 Financial Update.

Customer Name	Amount Over 120	Explanation of Account	Status
City of St. Catharines	\$75	Amount of \$43 is balance of Jan. 2022 invoice for contribution to Canada Summer Games to be written off. Additional \$32 is Transit invoice for 2023 finance support to be paid when ICIP funding is received by the City. Collection to continue.	Amount to be written off -\$43 Collection to continue-\$32
City of Welland	\$151	In Feb. 2021 Welland deducted \$546 of Niagara Region accounts payable (AP) invoices against balance due on 2020 year-end tax reconciliation bill, and in Jun. 2021 deducted another \$605 in AP invoices against the balance due on the May 2021 water and waste-water bill. Of the \$1,151 deducted, \$1,000 is resolved and \$151 remains in dispute regarding Transportation project cost sharing; discussions with Welland staff continue.	Collection to continue
Cosby Septic Service	\$35	Hauled Sewage customer; financial hardship experienced in 2022 but is committed to paying the balance. Company still operating and generating revenue. Payments have been received monthly towards arrears with most recent being Oct. 2024.	Collection to continue
Town of Grimsby (RDC)	\$401	2018 Regional Development Charges invoice; litigation has been commenced to pursue recovery.	Collection to continue
Go Green Fibre	\$89	2022 recycling end market customer invoices; litigation has been commenced to pursue recovery.	Collection to continue
Walsh Canada	\$27	Water billings to Contractor for work performed at the new Gilmore Lodge building. Contractor disputing responsibility and Project Manager continues to try and resolve.	Collection to continue
Third Party Vehicle Owner – (MVA causing Regional Infrastructure Damage)	\$81	Apr. 2024 Motor vehicle accident cost recovery invoice. Insurance adjuster information received Oct. 2024 and all documents submitted for review. Collection to continue	Collection to continue

Customer Name	Amount Over 120	Explanation of Account	Status
Long Term Care Resident (32807336)	\$33	Resident passed away Mar. 2024. Public Guardian and Trustee took over guardianship in Aug. 2023. The arrears accumulated prior to their involvement, and we have been advised that there are no funds available in the Estate to pay same. Account will be included in 2024 year-end write off report to Regional Council.	Account to be written off
Long Term Care Resident (32707253)	\$76	Resident is still active but not making any regular payments. In Jan. 2024 resident was going to have pensions redirected to the Long Term Care site as they do not want Public Guardian and Trustee involved. In Apr. 2024 resident refused assistance from local MP office therefore pensions have not been redirected. In Oct. 2024 Long Term Care staff connected with Service Canada regarding the status of receiving clients' benefits; no update on when payments will be redirected. Long Term Care staff continue to work in collaboration with Service Canada.	Collection to continue
<b>TOTAL</b>	<b>\$968</b>		

# 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 November 18, 2024.

	Sep. 30, 2024	Dec. 31, 2023
<b>FINANCIAL ASSETS</b>		
Cash	\$ 104,854	\$ 107,166
Investments (page 102)	860,439	845,442
Accounts receivable	116,579	125,519
Other current assets	404	630
Tangible capital assets held for sale	400	400
Debt Recoverable from others (page 105)	356,643	343,472
	<b>1,439,319</b>	<b>1,422,629</b>
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities	171,126	217,859
Employee future benefits and post-employment liabilities	140,995	140,995
Deferred revenue	420,604	386,326
Unfunded contaminated sites	576	576
Asset Retirement Obligation	151,110	151,110
Long-term liabilities	691,810	709,742
Capital lease obligation	4,034	4,082
	<b>1,580,255</b>	<b>1,610,690</b>
Net debt	<b>(140,936)</b>	<b>(188,061)</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	2,462,858	2,396,341
Inventory	13,313	13,702
Prepaid expenses	21,899	26,848
Other investment	875	875
	<b>2,498,945</b>	<b>2,437,766</b>
Accumulated surplus	<b>\$ 2,358,009</b>	<b>\$ 2,249,705</b>

## ACCUMULATED SURPLUS RECONCILIATION:

	Sep. 30, 2024	Dec. 31, 2023
Invested in tangible capital assets	\$ 2,123,657	\$ 2,025,989
Capital fund – unexpended capital financing	225,161	185,558
Operating fund	8,647	(10,523)
Canada Games Park	24,416	24,416
Unfunded asset retirement obligation	(81,392)	(81,392)
Unfunded contaminated sites liability	(576)	(576)
Unfunded employee future benefits & post-employment liabilities	(139,546)	(139,546)
Total surplus	<b>2,160,367</b>	<b>2,003,925</b>
Total reserves and reserves funds (page 90)	<b>197,642</b>	<b>245,780</b>
Total accumulated surplus	<b>\$ 2,358,009</b>	<b>\$ 2,249,705</b>

## Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region’s financial activity as of September 30, 2024. 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

**Labour related Costs** – 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.

# Explanation of Statement of Operations - Continued

CSD 62-2024  
Appendix 1

**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.

## Q3 Financial Update 2024

# Quarterly Achievements Report

**Q3:2024**

November 15, 2024

## Introduction

Since 2023, Niagara Region has aligned projects, programs, and services to support the implementation of the Council Strategic Priorities. In addition to aligning current business, Niagara Region also continues to deliver core, essential services to its residents and businesses.

We are committed to being transparent and accountable, while continuing to improve services and programs for all Niagara residents and businesses. Part of this commitment includes reporting back to Regional Council on corporate milestones, successes, and challenges.

The Quarterly Achievements Report compiles highlights across the corporation on Council priority actions and business plan activities. This Q3:2024 report showcases key milestones and accomplishments achieved between July and September of 2024.

Each project indicates whether it is connected to a council priority action using the 'Growing Better Together' icon along with a status, 'on track' or 'completed'. An 'on track' status means the project is progressing as expected with regards to timing, capacity, and resourcing.





# Effective Region

## Budget Communication

### Council Priority Project

Annual Budget and Long-Term Forecast Planning

#### Status: On Track

Staff are working on a continuous improvement project related to budget communication. A Power BI tool was built, and it was reviewed by internal and external stakeholders.

## Comprehensive Asset Management Plan

### Council Priority Project

Annual Budget and Long-Term Forecast Planning

#### Status: On Track

The comprehensive asset management plan update is halfway complete. A CAMP data gap analysis was completed along with consultation and collaboration with some local area municipalities.



## Cybersecurity

### Business Plan Project

#### Status: On Track

Staff have received education and training on the importance of cybersecurity and protecting the Region's network systems. As well, there are ongoing phishing simulations sent to staff via email, to enhance the Region's cyber awareness.

## Data Management Platform

### Council Priority Project

Data Management Plan

#### Status: On Track

A 2025 capital budget ask was completed for a new data management platform. This software will be used across the corporation to establish guidelines for data governance and data standards.

## Distinguished Budget Presentation Award

### Business Plan Project

#### Status: Completed

For the twelfth consecutive year, Niagara Region has been recognized for meeting the highest principles of government budgeting. The Region received the Distinguished Budget Presentation Award from the Government Finance Officers Association.



## Formal Procurement Timeline

### Business Plan Project

#### Status: Completed

The timeline to facilitate the formal procurement process has decreased by approximately twenty per cent. This is an average 2–3-week reduction in cycle time on a per project basis. This decrease is attributable to divisional supports, operating at full capacity, and the submission of fulsome intake documents.

## Human Capital Reporting

### ☒ Council Priority Project

Human Resources

#### Status: On Track

Part one of phase two is complete, with payroll and timekeeping data integrated in the new data warehouse. Power BI reports will continue to be built and evolve to include cost, time, and attendance.

## Public Health Strategic Review

### ☒ Council Priority Project

Service, Effectiveness and Accountability Reviews

#### Status: Completed

The Public Health Strategic Review results were rolled out to staff and presented to Council. The organizational changes presented will mobilize and capitalize staff's efforts to meet the needs of residents along with aligning with the province's new Public Health standards. Changes will take effect January 2025.

## Shared Services

### ☒ Council Priority Project

Shared Services

#### Status: On Track

Staff further refined the shared services inventory including initiatives between the Region and Area Municipalities, and now between municipalities. An update on the first phase of shared service initiatives was presented to the Area CAO working group and the Planning and Economic Development Committee.

## St. Catharine's People Soft Implementation

### ☒ Council Priority Project

Shared Services

#### Status: Completed

The St. Catharine's People Soft implementation is completed. The next step is a sustainment agreement and development of a work plan for phase 2.

## Emergency Medical Services Facility Plan

### ☒ Council Priority Project

Shared Services

#### Status: On Track

A first draft of the EMS Master Facility plan is complete. The draft report details a roadmap to achieve an efficient hub and spoke model. Staff will complete a financial comparison of both models over 10-years and include any off-setting efficiencies gained.





# Green and Resilient Region

## Building Utilization

### Business Plan Project

#### Status: On Track

Staff developed a building utilization plan to maximize the Region's office/administrative space with the goal to reduce the Region's overall building footprint. The plan identifies Regional facilities that have opportunities to consolidate service and programs.

## Fort Erie Servicing Strategy

### Business Plan Project

#### Status: On Track

The Fort Erie Servicing Strategy was initiated, and a kickoff meeting has been completed, along with providing background information for the Regional system.

## Transportation Request for Proposals

### Council Priority Project

#### Transportation Sustainability

#### Status: On Track

Several requests for proposals are in progress or been developed by the Transportation team. Including the Joint Operations Feasibility study and the Transportation Operations Rationalization study.

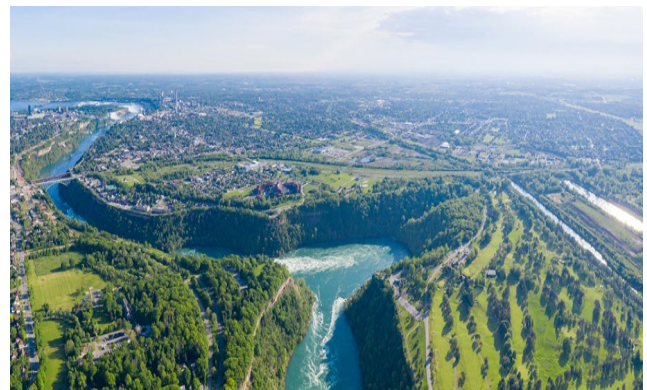
## Water and Wastewater Master Servicing Plan

### Council Priority Project

#### Water and Wastewater Master Servicing Implementation

#### Status: On Track

The water and wastewater capital planning team has produced the methodology and evaluation criteria for the Master Servicing Plan growth projects. A 10-year capital forecast was developed and will be tested in preparation for the 2026 capital budget.



# Equitable Region

## Affordable and Equitable Access to Niagara Region Transit

### Council Priority Project

Poverty Reduction Strategy

**Status: On Track**

In partnership with Niagara Region Transit, staff are working on affordable and equitable access to transit services. A report was presented to the Niagara Transit Commission Board and approved for 2026 implementation. As well, in response to residents' needs, Niagara Region Transit has extended their customer service hours to ensure more opportunities to access assistance.

## Housing as a Priority and Land Optimization Framework

### Council Priority Project

Attainable Housing Strategy

**Status: Completed**

The 'Housing as a Priority and Land Optimization Framework' was adopted and is now being implemented by Niagara Region staff. Next steps are seeking approval of Student Housing Strategy.

## Diversity, Equity, and Inclusion Action Plan

### Council Priority Project

Diversity, Equity, and Inclusion Action Plan

**Status: On Track**

Seventy per cent of employees have completed the Diversity, Equity, and Inclusion fundamentals e-module. Staff are also working on implementing best practices to eliminate barriers in recruitment, hiring and promotion processes.

## National Day for Truth and Reconciliation

### Business Plan Project

**Status: Completed**

In recognition of Orange Shirt Day/National Day for Truth and Reconciliation, staff and councillors joined members from the Indigenous community to raise the Every Child Matters flag.





## Mobile Dental Unit

### Business Plan Project

**Status: On Track**

The building of a new mobile dental unit has been initiated. The floor plans have been finalized, equipment is being sourced and staff driver training is almost complete. This will provide the dental health team a way to provide equitable healthcare to residents in their own community.

## Sociodemographic Data Collection

### ☒ Council Priority Project

Health Equity Strategic Plan

**Status: On Track**

The collection of sociodemographic data collection has been implemented by four of six Public Health teams. These pieces of information will be utilized to further offer inclusive services to Niagara residents.



## South Niagara Shelter

### ☒ Council Priority Project

Housing and Homelessness Action Plan/Built for Zero Homelessness Plan

**Status: On Track**

The Niagara Regional Housing Board, along with Regional Council have approved the purchase of a South Niagara Shelter located in the City of Welland. This new site will be operated by the Hope Centre. Homeless division staff will support in preparing to launch this new shelter, inclusive of offering a Community Information Session for neighbours of the shelter.

## Substance Use Strategy

### ☒ Council Priority Project

Community Safety and Well-Being Plan

**Status: On Track**

A Regional Substance Use Strategy is under development. Senior leadership engagement is complete and community groups were established to begin co-developing the strategy. Community engagement was initiated with resident surveys eliciting feedback on community substance use.



# Prosperous Region

## Agri-Business Strategy

### Council Priority Project

Agri-Business Strategy

#### Status: On Track

Consultation and feedback with Six Nations and the Federation of Agriculture has been integrated into the Agri-Business Strategy. A new economic development officer was hired, they will lead this work in Q4 2024.

## Canada Wide Early Learning and Child Care Program

### Business Plan Project

#### Status: On Track

A new Canada-Wide Early Learning and Child Care funding formula will be implemented in January 2025. Staff have developed a communication strategy for child care sites and analyzed financial data to determine funding allocations.

## Electric Vehicle Roundtable

### Business Plan Project

#### Status: On Track

Staff participate on the electric vehicle roundtable with Minister Tassi, leveraging fellow municipality partnerships who have electric vehicle investment companies, including Windsor (Stellantis), St. Thomas (Volkswagens) and Kingston (Umicore).

## GO Train Service in Niagara

### Council Priority Project

Expansion of GO Transit

#### Status: On Track

An advocacy strategy was developed to help secure two-way, all-day GO Train Service in Niagara. The St. Catharine's Station site redevelopment commenced, and staff prepared a business case to advocate for an increase in GO Train Service.

## Zero Emissions Vehicle Framework

### Council Priority Project

Core and Emerging Sector Focus

#### Status: Completed

A Zero Emissions Vehicle Framework, outlining how Niagara will transition to zero emission vehicle production, was presented to, and accepted by Regional Council.



# **Quarterly Achievements Report**

**Q3:2024**

November 15, 2024

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**Subject:** Corporate Security Policy

**Report to:** Corporate Services Committee

**Report date:** Wednesday, December 4, 2024

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## Recommendations

1. That Council **APPROVE** the Corporate Security Policy C-A-030, attached as Appendix A to Report CSD 53-2024.

## Key Facts

- The purpose of this report is to seek Council's approval of the proposed Corporate Security Policy (the "Policy").
- The responsibility for the safety and security of staff, elected officials and visitors at Regional premises is a shared responsibility between numerous business units and is based on program and statutory requirements.
- In order to address the different program and statutory requirements, staff have implemented various safety and security measures across Regional premises.
- The policy establishes the Corporate Security Office which will develop and manage a corporate security program.
- The Corporate Security Office is made up of staff ("asset owners") from the different departments who are directly responsible for building / property security or have physical / personal security within their portfolio.
- Focused on risk management and legislative compliance the corporate security program provides a governance framework that supports asset owners and ensures continuity of services to the public.
- The policy will be applied in conjunction with the Region's Public Conduct Policy and Procedure, the Trespass By-law, the Code of Conduct for Members of Council, the Procedural By-law, and other applicable health and safety policies and procedures.
- The policy applies to all Niagara Region employees, students and volunteers and members of Council, visitors, and contractors attending Regional premises.



## **Financial Considerations**

There are no financial impacts or additional resources required to implement the policy. Under the policy, the responsibility to fund and implement site specific security measures remains with the individual departments.

## **Analysis**

As per Bill 168, Ontario Health and Safety Act (OHSA), the Region has a statutory duty to ensure the safety of workers while performing their duties. Additionally, the Region is required to protect the safety and security of persons utilizing Regional premises and to maintain the physical security of Regional assets ensuring continuity of services, the reliability of Regional infrastructure and the conservation of public confidence.

Given the variety of services offered by the Region and the range in the associated statutory requirements, security is a shared responsibility between different Regional departments. As a result, the policies, procedures and security measures related to personal and physical security may differ from program to program and between Regional premises.

Additionally, Human Resources has developed a number of procedures that meet the OHSA 25(2)(h) General Duty Clause requiring the employer to take every precaution reasonable in the circumstances for the protection of a worker including risk assessments, safe work plans for Regional employees, and training for personal safety for workers considered to be in at-risk situations. Should an incident occur, Human Resources works with the asset owner to ensure compliance.

The current model of dispersed authority along with the lack of a corporate security program supported by a corporate policy and associated procedures was identified as a high risk to the Region through previous Threat Risk Assessments.

The Corporate Security Policy recommended through this report establishes the Corporate Security Office (CSO) with the mandate to develop, implement and maintain a corporate security program focused on risk management and legislative compliance across all services and programs provided by the Region. This is not a new division; it is a partnership between current asset owners from the different departments who are responsible for physical security at Regional premises or have the personal security of staff, visitors, and members of Council within their portfolio. The proposed corporate security program will provide a consistent and reasonable security strategy that is fiscally sustainable while also remaining flexible enough to allow for a variety of

business needs. The corporate security program will provide a corporate governance structure with defined roles and responsibilities with respect to safety and security at the Region and provide a collaborative framework to support the Human Resources workplace safety and harassment program. Key to the sustainability and effectiveness of the corporate security program will be keeping operational and budget responsibility with the asset owners.

The policy will be applied in conjunction with the Region's Public Conduct Policy and Procedure, Trespass By-law, the Code of Conduct for Members of Council, the Procedural By-law, and other applicable health and safety policies and procedures.

### **Alternatives Reviewed**

Staff reviewed the option of moving to a centralized security model, with one department responsible for all aspects of safety and security at Regional premises. Although there are benefits to this type of security strategy, it is not suited to the Region's operations given the variety and the complexity of security requirements across the various programs and services offered by the Region. In addition, a centralized model would require additional staff and resources putting an increased financial burden on the levy.

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

Strategic Priority 1: Effective Region

Remain an employer of choice by transforming service delivery in a way that is innovative, collaborative, and fiscally responsible by:

- Implementing continuous improvement and modernized processes to ensure value-for-money in Regional services and programs.
- Delivering fiscally responsible and sustainable services.

### **Other Pertinent Reports**

Not applicable.

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**Prepared by:**

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Director, Construction Energy &  
Facilities Management  
Corporate Services

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**Recommended by:**

Dan Carnegie  
Commissioner/Treasurer  
Corporate Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Chief Administrative Officer

This report was prepared in consultation with James Gess, Associate Director Facilities Management, Security and Customer Service; Adam Niece, Program Financial Specialist; Sarah Sebben, Manager, Health, Safety & Wellness; and, Matt Richardson, Security Program Manager.

**Appendices**

Appendix 1            C-A-030 Corporate Security Policy

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Corporate Administration</i>	<i>Corporate Security Policy</i>

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<b>Policy Owner</b>	Administration, Chief Administrative Officer (CAO)
<b>Approval Body</b>	Council
<b>Approval Date</b>	
<b>Effective Date</b>	
<b>Review by Date</b>	

## 1. Policy

The Niagara Region is committed to providing programs and services in a safe manner by ensuring the safety and security of Council and visitors while attending Regional premises; by ensuring a safe and secure workplace for its employees, students, and volunteers; and by protecting the physical security of Regional premises and infrastructure. The Corporate Security Policy supports these objectives through a corporate-wide security and protection strategy that is clear, consistent, and practicable.

The policy establishes governance and approval authority for the Corporate Security Office: a cross departmental partnership between staff with direct responsibility for security and protection within their portfolio (defined as “Asset Owners” for the purposes of the policy). The operational responsibility for safety and security remains with the Asset Owners.

## 2. Purpose

Appointed by the CAO, the Corporate Security Office, is tasked with implementing and maintaining a corporate security program with a reasonable, integrated and scalable security strategy that is sustainable and flexible enough to allow for a variety of business needs. Focused on risk management, legislative compliance and promoting consistency across the different Regional services with respect to safety and security, the Corporate Security Office also supports Asset Owners by providing guidance with the operational and tactical implementation of the policy.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Corporate Administration</i>	<i>Corporate Security Policy</i>

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The policy will be supported by corporate procedures related to incident management and risk management and guidelines for department or divisional procedures to be developed and maintained by Asset Owners for Crime Prevention and Incident Investigation Services, Technical Services, and Physical Security Services.

### 3. Scope

The policy applies to Niagara Region employees, students, and volunteers, Council, visitors, and contractors working at, or attending Regional premises, and the public enjoying the use of Niagara Region assets and infrastructure.

This policy shall be applied in conjunction with the Region's Public Conduct Policy and Procedure, Trespass By-law, Respectful Workplace Conduct Policy, the Harassment in the Workplace Policy and Procedures, the Workplace Violence & Workplace Harassment Prevention Program Procedure, the Code of Conduct for Members of Council, and the Procedural By-law.

#### 3.1 Roles and Responsibilities

##### 3.1.1 Chief Administrative Officer

Shall:

- i) Ensure the implementation of Niagara Region's Corporate Security Policy;
- ii) Hold all levels of the organization responsible and accountable for their security performance and their compliance with the Corporate Security Policy and related Procedures;
- iii) Assign senior staff to the Corporate Security Office with delegated authority to develop, implement and manage the Corporate Security program;
- iv) Ensure that the associated corporate procedures meet all relevant statutory requirements and facilitate the continuity of operations for Niagara Region's services;
- v) Ensure that the associated corporate procedures include reasonable and practicable measures to protect the safety and security of Niagara Region employees, students and volunteers, members of Council, visitors, and contractors and the security of Regional premises and infrastructure;

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Corporate Administration</i>	<i>Corporate Security Policy</i>

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- vi) Promote a culture of safety and security at the Niagara Region.

### 3.1.2 Commissioners

Shall be responsible to the CAO for ensuring:

- i) That the policy and related procedure(s) are integrated and maintained in all aspects of planning and decision-making within their department;
- ii) That proposed capital and operating budgets reflect appropriate funding to ensure reasonable and practicable measures are put in place to meet the requirements of the policy;
- iii) That a culture of safety and security is maintained at Regional premises and in the provision of services to the public.

### 3.1.3 Asset Owners (Directors, Associate Directors and Managers):

Shall be responsible to their Commissioner for ensuring:

- i) That the Policy is integrated and maintained into all aspects of planning and decision-making within their operating area;
- ii) That program specific procedure(s) and security measures for Crime Prevention and Incident Investigation Services, Technical Services, and Physical Security Services are implemented in accordance with the policy and related procedure(s) and as required by applicable legislative requirements;
- iii) That any required site-specific security measures are implemented in accordance with the policy and the approved budget ;
- iv) That all employees, students, and volunteers within their operating area understand the purpose and scope of the Corporate Security Policy; comply with the policy and associated procedure(s); and are aware of the site specific security measures and their appropriate application;
- v) That a culture of safety and security is maintained at Regional premises and in the provision of services to the public.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Corporate Administration</i>	<i>Corporate Security Policy</i>

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**3.1.4 Corporate Security Office:**

Be authorized by the CAO to:

- i) Develop, implement, and maintain a Corporate Security Program;
- ii) Develop, implement, and maintain corporate procedures to support the Corporate Security Policy;
- iii) Review other department/division policies and procedures for consistency and compliance with this policy;
- iv) Develop and maintain a security focused enterprise risk management approach;
- v) Promote a culture of safety and security at Regional premises and in the provision of services to the public.

**3.1.5 All Niagara Region employees, students and volunteers:**

Are responsible for:

- i) Complying with the Corporate Security Policy and associated procedure(s), and any site or program specific security procedures or security measures implemented at their workplace;
- ii) Maintaining a safe work environment through situational awareness and conducting their work with safety and security in mind;
- iii) Remaining cognizant of their role as a safety and security partner and following department procedure by promptly reporting to their Supervisor, Manager or Director all potential concerns or threats to Niagara Region employees, students and volunteers, members of Council, visitors, contractors and Niagara Region assets and infrastructure.

**3.1.6 Councillors, Visitors and Contractors:**

Working at, or attending Regional premises shall:

- i) Comply with applicable Niagara Regional by-laws, policies, and procedures;
- ii) Comply with site specific security policies, procedures, and guidelines.

<i>Policy Category</i>	<i>Name of Policy</i>
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## 4. References and Related Documents

### 4.1. Legislation, By-Laws and/or Directives

- 4.1.1. Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).
- 4.1.2. Occupational Health and Safety Act (OHSA) R.S.O. 1990, c. O.1
- 4.1.3. Occupier's Liability Act, R.S.O. 1990, c. O.2
- 4.1.4. Municipal Act, 2001, S.O. 2001, c. 25
- 4.1.5. Trespass to Property Act, R.S.O. 1990, c. T.21
- 4.1.6. Procedural By-law No. 120-2010

### 4.2. Procedures

- 4.2.1. C-HS-001-011 Workplace Violence and Workplace Harassment Prevention
- 4.2.2. C-A-029-001 Public Conduct Procedure

### 4.3. Related Policies

- 4.3.1. C-IMT-015 Corporate Video Surveillance Policy
- 4.3.2. C-HS-001 Health and Safety Policy
- 4.3.3. C-HR-012 Harassment in the Workplace
- 4.3.4. C-HR-016 Respectful Workplace Conduct
- 4.3.5. C-A-029 Public Conduct Policy

## 5. Definitions

- 6.1 **Asset** – means anything that has tangible or intangible value to an enterprise.
- 6.2 **Contractor** – means any person or entity contracted or engaged to provide goods and/or services to the Niagara Region.
- 6.3 **Crime Prevention and Incident Investigation Services** includes, but is not limited to, procedures and security measures for Security Incident Management, Incident Reporting / Investigations, Threat Risk Analysis, and Crime Prevention



<i>Policy Category</i>	<i>Name of Policy</i>
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Through Environmental Design.

- 6.4 Regional Premises** - means any land, building, premise, facility or infrastructure owned, occupied or leased by the Region and includes each building, structure and other improvement thereon.
- 6.5 Physical Security** means that part of security concerned with physical measures designed to safeguard people, and to prevent unauthorized access to equipment, facilities, infrastructure, data and documents.
- 6.6 Physical Security Services** includes, but is not limited to, procedures and security measures for Incident Response, Static And Mobile Patrols, Uniformed Guards, Emergency Response (for security incidents), and Inspections.
- 6.7 Security Measure** - A practice, device or equipment designed to protect people against hazards, threats and risks, and prevent damage to, loss of, or unauthorized access to equipment, facilities, material, and information.
- 6.8 Technical Services** includes, but is not limited to, procedures and security measures for Access Control, Video Surveillance, Visitor Management, Intrusion Detection, and Security Communication and Announcement Systems.
- 6.9 Visitor** – means a person attending a Regional premise that is not an employee, student, volunteer, contractor or a member of Niagara Region council.

## 6. Appendices

Not Applicable

## 7. Document Control

The electronic version of this document is recognized as the only valid version.

## Approval History

Approver(s)	Approved Date	Effective Date

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Corporate Administration</i>	<i>Corporate Security Policy</i>

**Revision History**

<b>Revision No.</b>	<b>Date</b>	<b>Summary of Change(s)</b>	<b>Changed by</b>

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**Subject:** Request to Write-off Outstanding Amounts over \$25,000

**Report to:** Corporate Services Committee

**Report date:** Wednesday, December 4, 2024

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## **Recommendations**

1. That the write-off of uncollectible accounts receivable totalling \$76,327.43 **BE APPROVED.**

## **Key Facts**

- The purpose of this report is to seek Council's authorization to write-off account balances for City of St. Catharines (\$43,157.00) and a Long-term Care facility resident (\$33,170.43).
- Write-offs in excess of \$25,000 require Regional Council approval as per C-F-001 Accounts Receivable policy.
- The City of St. Catharines arrears relates to a short payment against the 2021 invoices for the City's contribution to Canada Summer Games. The amount requires a write-off as it was identified as an error in the final reconciliation of the transition costs when the Region took over construction responsibility for Canada Games Park.
- The Long-term Care facility resident's accommodation fee account arrears accumulated prior to when the Office of the Public Guardian and Trustee (OPGT) began managing the resident's finances in August 2023. The resident passed away in March 2024 and OPGT has since advised there are no funds available in the estate to pay the outstanding amount.

## **Financial Considerations**

The financial implications to the 2024 fiscal year-end related to these write-offs is \$16,461.29.

Discussions with City of St. Catharines staff were ongoing last year but in Region staff's estimation the amount looked likely to require a write off. As such, the arrears of \$43,157.00 was conservatively fully provisioned to the Region's allowance for doubtful

accounts in 2023 and recognized as a Regional operating expense at that time. There is no 2024 financial implication to writing off this amount.

The Long-term Care facility resident's arrears of \$33,170.43 was provided for in the Region's 2023 allowance for doubtful accounts in the amount of \$16,709.15, leaving a 2024 impact of \$16,461.29. This provision of approximately 50% was based on information provided at year end to Region staff by OPGT.

Should Council approve the recommendation to write-off these amounts, the unbudgeted portion will be included in the year-end surplus/deficit reconciliation that will occur with the closeout of the 2024 budget.

## **Analysis**

This report is being brought forward in accordance with C-F-001 Accounts Receivable policy approved by Regional Council. This policy sets the following authorization levels for account write-offs:

- Write-offs not exceeding \$10,000 are authorized by the Manager Accounting Services;
- Write-offs exceeding \$10,000 and not exceeding \$25,000 are authorized by the Deputy Treasurer / Treasurer; and
- Write-offs exceeding \$25,000 require Council approval.

### **City of St. Catharines**

Report CAO 10-2021 Canada Summer Games Park – Transition Performance was brought forward at the May 20, 2021 Special Council meeting. Appendix 1 of the report included a reconciliation of the transition budget for the transfer of construction of Canada Games Park from the 2021 Canada Games Host Society Inc (Host Society) to the Region. The reconciliation noted \$170,000 for basketball floor and gym equipment as part of funds provided to Host Society. However, it was subsequently identified that a portion of that amount should have more clearly been noted as coming from the City of St. Catharines and not the Region. Therefore, when in October 2021 the Region invoiced the City of St. Catharines for the final portion of their budgeted contribution of \$10,105,501 to the Canada Games Park, it included an amount for the basketball floor over and above their general contribution as noted in the report. The City had not budgeted for this amount separately and reduced their contribution by a corresponding amount. This leaves an arrears balance of \$43,157.00 that must now be written off.

## Long-term Care Facility Resident

During the period of February 2022 to August 2023, this resident of one of the Region's Long-term Care facilities accumulated accommodation fee account arrears totalling \$33,170.43. In August 2023, the Office of the Public Guardian and Trustee (OPGT) began managing the resident's finances. The OPGT operates within the Victims and Vulnerable Persons Division of the Ministry of the Attorney General and delivers a range of services that safeguard the legal, personal, and financial interests of certain private individuals.

The mandate of OPGT covers charges at the time it takes over a file. As such, OPGT paid for all current and ongoing charges for this resident from August 2023 until the date when the resident passed away in March 2024. Collection efforts on the accumulated arrears made by accounts receivable and facility staff since 2022 were unsuccessful. In November 2023, OPGT advised the resident's home was in the process of sale, which is why only a partial allowance for doubtful accounts was set up at 2023 year end. However, OPGT has since identified that there is no opportunity to recover funds from the estate. As such, all collection efforts have been exhausted.

## Alternatives Reviewed

Council may choose not to approve the account write-offs; however, as there are no further opportunities to pursue collection, there is no additional recourse. Unless the accounts are written off, the amounts will be perpetually reported as unpaid accounts greater than 120 days aged and greater than \$25,000 in the Region's published quarterly and annual reports.

## Relationship to Council Strategic Priorities

This report was written to comply with financial policy C-F-001 Accounts Receivable and in alignment with Public Sector Accounting Standards (PSAS). There are no direct links between this report and Council Strategic Priorities.

## Other Pertinent Reports

[CAO 10-2021 Appendix 1 Canada Summer Games Park Transition Budget](#)

(<https://pub-niagararegion.escibemeetings.com/filestream.ashx?DocumentId=16585>)

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### Prepared by:

Christine Conron  
Supervisor, Accounts Receivable  
Corporate Services

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### Recommended by:

Dan Carnegie  
Acting Commissioner/Treasurer  
Corporate Services

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### Submitted by:

Ron Tripp, P.Eng.  
Chief Administrative Officer

This report was prepared in consultation with Melissa Montague, Manager, Accounting Services and Melanie Steele, Associate Director, Reporting and Analysis, and reviewed by Erin Amirault, Associate Director, Finance Operations and Systems.

## Appendices

None

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**Subject:** Corporate Non-Competitive Procurement Activities Exceeding \$100,000

**Report to:** Corporate Services Committee

**Report date:** Wednesday, December 4, 2024

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## **Recommendations**

1. That Report CSD 58-2024 **BE RECEIVED** for information.

## **Key Facts**

- The purpose of this report is to identify all Corporate non-competitive procurement activities between July 1, 2024, and September 30, 2024, by all Departments, which exceeded \$100,000.
- Council approval of PW 47-2021 (August 10, 2021) directed Staff to provide information reports to the Corporate Services Committee each quarter identifying all corporate non-competitive procurement activities that exceed \$100,000 in the intervening period.
- Niagara Region's Procurement By-law 02-2016 as amended February 28, 2019, identifies non-competitive appropriate criteria, procedures and Schedule "B" defines the approval authorities required for any non-competitive procurement activity.

## **Financial Considerations**

The intent of the Procurement By-law is to ensure the appropriate balance of effective approval control and efficient utilization of resources to ensure "best value for the Corporation". All Corporate non-competitive procurement activities must have approved funding in place from either Capital or Operating budgets.

## **Analysis**

Report PW 47-2021 presented at the August 10, 2021, Public Works Committee and approved by Council on August 26, 2021, recommended that:

- Staff provide information reports to the Corporate Services Committee each quarter identifying all corporate non-competitive procurement activities that exceeded \$100,000 in the intervening period.

This report details nineteen (19) corporate non-competitive procurement activities which exceeded \$100,000 with a total cumulative change value of \$11,833,792, between July 1, 2024 and September 30, 2024.

Appendices 1 and 2 detail the non-competitive purchases processed in accordance with the approved criteria, procedures and approval authorities required for any non-competitive procurements meeting the appropriate criteria as outlined in Procurement By-law 02-2016 as amended February 28, 2019.

## **Alternatives Reviewed**

### **Appendix 1: Straight Single Source**

Ten (10) new non-competitive purchases totalling \$3,139,660 in value were identified as **“Single Source”** (Section 18) meaning that no competitive procurement process was utilized to acquire Goods and/or Service from the named Supplier even though there may be other Suppliers capable of delivery of the same.

These non-competitive purchases may include acquisitions which were considered Sole Source in that there is an absence of competition for technical reasons and only one supplier is capable of delivery of the same.

### **Appendix 2: Change PO Single Source**

Nine (9) amendments (Change PO) to the original Purchase Order totalling \$8,634,132 (Single Source change value only). These amendments break down as follows:

- a) Nine (9) amendments (Change PO) to original **“Formal”** Purchase Orders totalling \$33,470,279 where \$8,634,132 were Single Source (as defined above).

## **Relationship to Council Strategic Priorities**

- This report aligns with Sustainable and Engaging Government, specifically objective 4.1: High Quality, Efficient and Coordinated Core Services.



## Other Pertinent Reports

[PW 47-2021 Special Procurement Rules for Public Works Single Source Exceeding \\$100,000.](https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:knxdu-yx3mm&q=https://pub-niagararegion.escribemeetings.com/filestream.ashx%3FDocumentId%3D17647&sa=U&ved=2ahUKEwiF8laKv8OJAxVMFIkFHX3OL14QFnoECAsQAQ&usg=AOvVaw18PnQQya39E6s_7tG05h82)

([https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:knxdu-yx3mm&q=https://pub-niagararegion.escribemeetings.com/filestream.ashx%3FDocumentId%3D17647&sa=U&ved=2ahUKEwiF8laKv8OJAxVMFIkFHX3OL14QFnoECAsQAQ&usg=AOvVaw18PnQQya39E6s\\_7tG05h82](https://www.google.com/url?client=internal-element-cse&cx=005774670460367375179:knxdu-yx3mm&q=https://pub-niagararegion.escribemeetings.com/filestream.ashx%3FDocumentId%3D17647&sa=U&ved=2ahUKEwiF8laKv8OJAxVMFIkFHX3OL14QFnoECAsQAQ&usg=AOvVaw18PnQQya39E6s_7tG05h82))

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### Prepared by:

Bart Menage, CSCMP, NISCL, CSCL  
Director, Procurement & Strategic  
Acquisitions

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### Recommended by:

Dan Carnegie  
Commissioner, Corporate  
Services/Treasurer

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### Submitted by:

Ron Tripp, P.Eng.  
Chief Administrative Officer

## Appendices

- |            |  |
|------------|--|
| Appendix 1 | Listing of non-competitive procurement activity by Single Source |
| Appendix 2 | Listing of non-competitive procurement activity by Change PO     |

BY-LAW SECTION**	PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
17. Emergency	2024-08-13	138362	Public Works	SPE	\$ 1,548,100.95	Rankin Construction Inc.
<b>PO JUSTIFICATION</b> Rankin Construction to proceed with Phase 2 construction repairs of the DeCew Berm as part of the DeCew WTP Reservoir and Storage Program. A hydraulic discharge and leak was found adjacent to the spillway and the abutment slope next to the raw water resevoir berm. A collective decision was made with Region stakeholders to move forward with a full scale design for repairs to the broken pipe and buttress berm immediately as there is a risk of berm failure. An emergency phase 1 repair was completed with Rankin Construction, with the consultation and design services being completed by WSP Canada Inc. Phase 2 of construction for the permanent repairs to address the spillway voids, which includes foundation drilling & grouting of the discovered voids within the spillway channel and the installation of an inlet concrete slab for reinforcement at the top of the spillway slide, including inlet slab, cut-off walla nd inlet retaining walls which was designed by WSP.						
BY-LAW SECTION**	PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
17. Emergency	2024-07-09	137139	Public Works	SPE	\$ 129,660.00	Rankin Construction Inc.
<b>PO JUSTIFICATION</b> Inspections completed on Ellis Bridge Structure #002210, it determined there was a parapet wall failure that had an immediate safety concern to the public. The Region had our structural inspection experts attend the site for review and they had determined that the resources available to complete these repairs immediately. Rankin construction who has Ellis Engineering and the Region to come up with a solution that addresses the immediate concern buy also a solution to address the timing to design and plan for the re-placement/major rehablitaion of the bridge structure.						

BY-LAW SECTION**	PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
18.(a) (i) Compatability	2024-08-12	138331	Corporate Services	SNG	\$ 210,360.79	Oracle Canada ULC.
<b>PO JUSTIFICATION</b> The Region is required to purchase additional licensing (and associated maintenance) annually for Oracle Financials and Hyperion when we reach certain budget thresholds as per our Oracle Contract. This software support is associated with past increased licensing.						
BY-LAW SECTION**	PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
18.(a) (i) Compatability	2024-08-06	138136	Corporate Services	SNG	\$ 283,043.47	Oracle Canada ULC.
<b>PO JUSTIFICATION</b> This is our standard annual software support renewal of Peoplesoft HR with Oracle. This renewal is required for us to receive updates & support.						
BY-LAW SECTION**	PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
18.(a) (i) Compatability	2024-08-06	138132	Public Works	SNG	\$ 112,700.00	Alfa Laval Inc
<b>PO JUSTIFICATION</b> The current heat exchanger has failed and has temporarily been repaired. This heat exchanger is 33 years old and is severally internally corroded. This unit is past its serviceable life and requires immediate replacement as there is no redundancy with this equipment and is the only source of heat for the digestion process. Alfa Laval will provide an exact replacement for the Crystal Beach WWTP's digester heat exchanger.						

BY-LAW SECTION**	PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
18.(a) (i) Compatability & (iii) No Competition	2024-09-25	139918	Public Works	SNG	\$ 134,170.47	Enecon Ontario
<b>PO JUSTIFICATION</b> In 2023 Engineering reports by Stantec and GHD stated a repair to the concrete and expansion joints for the east primary clarifier at the Port Weller WWTP utilizing the Enecon Ontario proprietary product is required. The repair needs to occur this fall prior to the winter to ensure the Port Weller WWTP processes can continue to function and remain within compliance.						
BY-LAW SECTION**	PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
18.(a) (iii) No Competition	2024-09-04	139099	Public Works	SNG	\$ 182,205.00	SESCO, Division of Sonepar Canada, Inc.
<b>PO JUSTIFICATION</b> PLCs are being upgraded from Asset condition 2 to Asset Condition 1. The old OITs that currently work with the old PLCs are not compatible with the new PLCs being installed. As a result, we need to also upgrade the OITs that work with these new PLCs. SESCO is the only appointed distributor authorized to sell Emerson Controls & Software, along with related services, in our province.						
BY-LAW SECTION**	PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
18.(a) (iv) Urgency	2024-08-06	138135	Public Works	SNG	\$ 250,000.00	Guild Electric Ltd.
<b>PO JUSTIFICATION</b> A formal Procurement (2024-T-102) was undertaken and cancelled with 1 bidder who was over budget. Niagara Region is forced to find alternative measures to meet Operational needs. This activity is weather sensitive.						

BY-LAW SECTION**	PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
18.(a) (iv) Urgency	2024-09-17	139591	Public Works	SNG	\$ 169,419.22	Alfred Beam Excavating Limited
<b>PO JUSTIFICATION</b> Alfred Beam Excavating Ltd. to provide for emergency repair on 450mm concrete pressure pipe transmission watermain on Victoria Avenue in the Town of Lincoln as part of the Victoria Avenue Watermain Replacement Project. During the geotechnical investigation, a borehole operation struck the transmission watermain, causing a water leak that worsened over time and pipe repair required immediate repair. Alfred Beam Excavating Ltd. is an experienced and reputable Contractor for concrete pressure works. The vendor was available to start the emergency repair immediately as it had mobilized						
BY-LAW SECTION**	PO DATE	PO #	REGION DEPARTMENT*	PO TYPE	PO VALUE PRE-TAX	SUPPLIER
18.(a) (iv) Urgency	2024-07-26	137809	Public Works	SNG	\$ 120,000.00	Atlas Dewatering Corporation
<b>PO JUSTIFICATION</b> There was a catastrophic failure of a second of 3 pumps at thePeel St. SPS. Atlas Dewatering will provide rental of a specialized High Head Portable Back Up Diesel pump. There are very few suppliers able to rent this capacity of pump and since this was an Emergency Atlas was able to immediately supply and deliver the required pump to ensure we could meet MECP Compliance and not flood basements or spill to the environment prematurely.						

**NOTES**

\*NRPS, NRH and NTC are not included in the datasets outlined herein as these agencies operated under their own Procurement By-law and/or Governing Bodies

\*\*Procurement By-Law

Section 17. Special Circumstance

Section 18. Single Source (a)

(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration;

(ii) a Good or Service is Purchased for testing or trial use;

(iii) there is an absence of competition for technical reasons and the Goods and/or Services can only be supplied by a particular Supplier;

(iv) an unforeseeable situation of urgency exists and the Goods and/or Services cannot be obtained in time by means of open procurement procedures;

(v) the Corporation has a rental contract with a purchase option and such purchase option is beneficial to the Corporation;

(vi) for matters

(vii) there are no bids in response to a Bid Solicitation;

(viii) a roster for Professional Services has been developed in accordance with Section 20 of this By-law.

BY-LAW SECTION***	PO ORIGINAL LAST CHANGE DATES	DEPT.* & PO #	ORIG. CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE**	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
18.(a) (i) Compatability	2023-02-07 / 2024-07-23	Public Works 116361	FRM - SNG	Beam- Rankin Joint Venture Limited	2021-T-269 - RR98 (Montrose) b/w RR47 (Lyons Creek) & Grassy Brook - Construction	\$24,744,425.00	\$ 5,543,587.79	\$ 30,288,012.79	\$ 24,744,425.00	\$ 5,543,587.79

JUSTIFICATION

Beam-Rankin Joint Venture Ltd (BRJV) was awarded Contract 2021-T-269 following a competitive bid process, however, following award the City of Niagara Falls requested additional municipal servicing be constructed as part of this Contract. As the Contractor has already been awarded and commenced the road widening and reconstruction in this location, the installation of additional municipal servicing works must be completed by BRJV. The increase is required to complete the balance of remaining contract works due to additional work completed on behalf of the City of Niagara Falls and overruns of estimated quantities.

BY-LAW SECTION***	PO ORIGINAL / LAST CHANGE DATES	DEPT.* & PO #	ORIG. CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE**	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
18.(a) (i) Compatability, (iii) No Competition & (iv) Urgency	2019-03-11 / 2024-08-13	Public Works 56146	FRM - SNG	Associated Engineering (Ont.) Ltd.	RR49 (McLeod) b/w Hydro Electric Power Canal & Wilson Cres Detail Design	\$ 315,895.00	\$ 257,564.40	\$ 573,459.40	\$ 323,245.00	\$ 250,214.40

**JUSTIFICATION**

Associated Engineering was retained through a competitive bidding process under 2018-RFP-84 for the Regional Road 49 (Montrose Road) Reconstruction detailed design. The Scope Change/Change PO request was submitted to complete additional work required to proceed with the detailed design of RR49 McLeod Road between Hydro Canal Bridge and Wilson Crescent in Niagara Falls, including: Temporary traffic signal design, Turning Movement Counts, Additional Boreholes, Signal Warrant McLeod / Wilson, Licensed well driller, and SUE Level A - Test Pits and Active transportation facilities on Dorchester Road.

BY-LAW SECTION***	PO ORIGINAL / LAST CHANGE DATES	DEPT.* & PO #	ORIG. CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE**	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
18.(a) (i) Compatability	2022-08-10 / 2024-07-29	Public Works 108822	FRM - SNG	RV Anderson Associates Ltd.	2022-RFP-74 - Grimsby WTP Expansion	\$ 559,160.00	\$ 246,385.00	\$ 805,545.00	\$ 559,160.00	\$ 246,385.00

**JUSTIFICATION**

R.V. Anderson Associated Ltd. was initially retained through a competitive bid process 2022-RFP-74 and awarded the EA investigation of the Grimsby WTP Expansion. Due to the decision to cancel project 20001392, the modification to the Grimsby WTP outfall scope has been added to the Expansion EA Project assignment.



BY-LAW SECTION***	PO ORIGINAL / LAST CHANGE DATES	DEPT.* & PO #	ORIG. CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE**	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
18.(a) (i) Compatability	2019-07-15 / 2024-07-09	Public Works 62163	FRM - SNG	Associated Engineering (Ont.) Ltd.	2019-RFP-167 Bridge St., NR-12 & HS Drop- Off Depot Upgrades	\$ 171,085.00	\$ 478,861.00	\$ 649,946.00	\$ 326,139.00	\$ 323,807.00

**JUSTIFICATION**

Associated Engineering (AE) was retained through a competitive bid process (2019-RFP-167) and awarded detailed design, tendering and CA/I of the 2019-RFP-167 Design of Improvements at Three Landfill Sites. Due to additional findings through the design process, unanticipated regulatory responses, and design changes from the Niagara Region, there is a need to increase the scope of the project, including: 1. Contract Administration and Inspection - This portion of the PO Amendment was covered in the above noted RFP and was competitively bid; 2. An increase in the CA/CI bid in 2019-RFP-167 considering the tendering of this project is happening three years after the schedule that was provided in 2019-RFP-167. Staff requested that AE submit a request for a fee increase based on the project delay; 3. An increase to address scope changes requested by staff (above and beyond base scope of work) to address traffic flow issues identified during the review of the 90% Detailed Design Report (DDR); 4. An addition to address comments from NPCA.

BY-LAW SECTION***	PO ORIGINAL / LAST CHANGE DATES	DEPT.* & PO #	ORIG. CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE**	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
18.(a) (i) Compatability	2020-07-13 / 2024-08-23	Public Works 78918	FRM - SNG	Environ. Infra. Solutions Inc	2020-RFP-14 NFWTP Intake Relocation & Add. Design Services	\$ 1,903,778.00	\$ 495,642.95	\$ 2,399,420.95	\$ 1,903,778.00	\$ 495,642.95

JUSTIFICATION

Environmental Infrastructure Solutions Incorporated (EIS) was initially retained through competitive bid 2020-RFP-14 and awarded detailed design of NFWTP Intake Relocation project. To complete the Niagara Falls Water Treatment Plant Intake Relocation project (20000464), additional Engineering Fees are required, including: Site plan revisions, Source water protection analysis, archaeological, additional instrumentation design, tunneling design changes, Intake design changes, insurance premiums, and hourly rate increases.

BY-LAW SECTION***	PO ORIGINAL / LAST CHANGE DATES	DEPT.* & PO #	ORIG. CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE**	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
18.(a) (i) Compatability & (iv) Urgency	2019-04-14 / 2024-07-05	Public Works 58182	FRM - SNG	CIMA Canada Inc.(CIMA)	2018-RFP-86 Consultant for Lagoon Upgrades Stevensville - Douglastown	\$ 297,025.00	\$ 782,263.00	\$ 1,079,288.00	\$ 472,059.00	\$ 607,229.00

**JUSTIFICATION**

CIMA was retained through a competitive bid process 2018-RFP-86 and awarded detailed design and tendering of the Stevensville Douglastown Lagoon Upgrades. The original award for CIMA was for design of phases 1 and 2 and 3 and construction of only phase 1. CIMA+ was subsequently awarded the provisionally procured Construction Administration and Inspection services. However due to additional findings through the design process and requests from the Niagara Region, there is a need to increase the scope of the project in conjunction with the award of the provisional services. Due to construction delays on site beyond CIMAs control and their continued presence required on site there is a need to increase their budget to cover those additional costs.

BY-LAW SECTION***	PO ORIGINAL / LAST CHANGE DATES	DEPT.* & PO #	ORIG. CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE**	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
18.(a) (i) Compatability	2020-11-19 / 2024-08-11	Public Works 84445	FRM - SNG	MTE Consultants Inc	2020-RFP-137 Quaker Rd Trunk Sewer Design Consulting Services	\$ 122,510.00	\$ 459,410.00	\$ 581,920.00	\$ 278,830.00	\$ 303,090.00

**JUSTIFICATION**

MTE was retained through a competitive bid process (2020-RFP-137) and awarded engineering design for Quaker Road Sanitary Sewer and was subsequently Provisional Construction Administration and Inspection. Due to changes in the design as part of construction and requests from the Niagara Region, there is a need to increase the the assignment, including: Design Changes to Flow Chamber Size/Location and Sanitary Trunk Alignment, a new 600mm gravity sewer on Quaker Rd between Pelham St and Rice Rd trunk sewers, increase of hours for construction phase, additional Virtual meetings, additional coordination and changes with Pelham Street Design, Changes to City of Welland portion of watermain design, Sanitary Trunk Changes (MH Size, location), Prepare PIC Documentation, additional Watermain Design at Line Ave and Drawing. Also, due to the tight timelines, project constraints, and additional coordination with LAMs during construction, the Region has requested that MTE assemble a pre-qualification package for contractors to submit ahead of tendering. MTE has been asked to prepare the package, review the submissions, and participate in the evaluation process.

BY-LAW SECTION***	PO ORIGINAL / LAST CHANGE DATES	DEPT.* & PO #	ORIG. CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE**	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
18.(a) (i) Compatability	2024-01-31 / 2024-09-16	Public Works 130562	FRM - SNG	Demar Const. Inc.	2023-T-151 Victoria Ave. Watermain Replace & Road Resurfacing	\$ 1,456,943.19	\$ 689,000.00	\$ 2,145,943.19	\$ 1,456,943.19	\$ 689,000.00

**JUSTIFICATION**

Demar Construction Inc. was initially retained through a competitive bid process RFT 2023-T-151 Victoria Avenue Watermain Replacement Project. Due to additional findings during construction and requests from the Niagara Region – Transportation Group, there is a naceed to increase the scope of the project and add asphalt resurfacing the full road width of Regional Road 24 Victoria Avenue from King Street to Fly Road because the road surface lifespan is overdue and require the resurfacing. The resurfacing will extend to Fly Road which is beyond the original project limit.

BY-LAW SECTION***	PO ORIGINAL / LAST CHANGE DATES	DEPT.* & PO #	ORIG. CHANGE PO TYPE	SUPPLIER	PO LINE DESCRIPTION	ORIGINAL PO VALUE	CHANGE IN VALUE**	CURRENT PO VALUE	TOTAL VALUE FORMALLY PROCURED	TOTAL VALUE SINGLE SOURCE
18.(a) (i) Compatability	2023-06-19 / 2024-08-19	Public Works 121692	FRM - SNG	Ritestart Limited	2022-T-95 BS / HS / NL DOD Improvements	\$ 3,405,700.00	\$ 235,175.91	\$ 3,640,875.91	\$ 3,405,700.00	\$ 235,175.91

**JUSTIFICATION**

Ritestart Ltd. was the lowest bidder from 2022-T-95 Landfill Improvements and was awarded the contract to provide tailored operational improvements at the three landfill sites. The Region worked closely with Associated Engineering (AE) to address concerns at each landfill. Additional costs stemmed from unexpected soil conditions which resulted in additional quantities of granular, asphalt, concrete and restoration activities.

<p><b>NOTES:</b></p> <p>*NRPS, NRH and NTC are not included in the datasets outlined herein as these agencies operated under their own Procurement By-law and/or Governing Bodies</p> <p>**Existing system reports are generated at a point in time and POs may have multiple change orders over the reporting period. As such, it is difficult to distinguish dollar values where Change POs (amendments) were formally procured and those which were additional in scope (Single Source); the totals in the reports represent the cumulative of both amounts.</p> <p>***All Purchase Orders referenced herein were created with a minimum mandatory reference to the applicable By-law section and exception and a detailed and appropriate justification which supported the referenced exception; staff implemented they were created in alignment with initiatives which addressed control deficiencies outlined in the previous audit (as evidenced in the findings outlined in Report AC-C 16-2023), and all were approved in accordance with the authorities for non-competitive procurement as outlined in the Procurement By-law.</p> <p>Procurement By-Law Section 18.(a) References:</p> <p>(i) the compatibility of a Purchase with existing equipment, product standards, facilities or service is a paramount consideration;</p> <p>(ii) a Good or Service is Purchased for testing or trial use;</p> <p>(iii) there is an absence of competition for technical reasons and the Goods and/or Services can only be supplied by a particular Supplier;</p> <p>(iv) an unforeseeable situation of urgency exists and the Goods and/or Services cannot be obtained in time by means of open procurement procedures;</p> <p>(v) the Corporation has a rental contract with a purchase option and such purchase option is beneficial to the Corporation;</p> <p>(vi) for matters involving security, police matters or confidential issues, in which case a Purchase may be made in a manner that protects the confidentiality of the Supplier or the Corporation;</p> <p>(vii) there are no bids in response to a Bid Solicitation;</p> <p>(viii) a roster for Professional Services has been developed in accordance with Section 20 of this By-law.</p>
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## Memorandum

**CSC-C 14-2024**

**Subject:** Municipal By-law Enforcement Officer Appointments

**Date:** December 4, 2024

**To:** Corporate Services Committee

**From:** Angelo Apfelbaum, Manager, Business Licensing

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Niagara Region's Business Licensing Division primarily provides licensing and enforcement services for the following Regional By-laws:

- Adult Entertainment Parlour Licensing By-law 2018-76
- Taxicab and TNC By-law 2021-57
- Vehicle for Hire By-law 2021-58
- Salvage Business By-law 2021-59
- Second-Hand Goods Business By-law 2021-60

The Business Licensing Division, through delegated authority to the Region, administers and enforces local adult entertainment and body rub parlour by-laws for the Cities of St. Catharines and Niagara Falls and the Adult Entertainment By-law for the City of Thorold.

The Business Licensing Division is also requested, from time to time, to provide support for the enforcement of other Regional by-laws or Provincial or Federal Legislation.

Regional Council may appoint Municipal By-Law Enforcement Officers pursuant to the Community Safety and Policing Act, 2019, S.O. 2019, c.1, Sched. subsection 55(1) and when appointed are deemed Peace Officers pursuant to subsection 55(2) of the same Act. Municipal By-law enforcement officers are further designated as Provincial Offences Officers under the Provincial Offences Act, R.S.O. 1990, c. P.33, subsection 1(1)(d).

These appointments allow Licensing and Enforcement Officers the ability to enforce Regional By-laws, designated local municipal by-laws, Provincial and Federal legislation and use enforcement provisions contained in the Provincial Offences Act, R.S.O. 1990, c. P.33 and the Municipal Act, 2001, S.O. 2001, c.25.

Due to staffing changes within the Business Licensing Division, it is necessary to seek Council approval of an updated list of proposed appointees. The following individuals are employees of Niagara Region, within the Business Licensing Division, and are trained and qualified to provide municipal enforcement services:

- Vanessa Blair, Licensing Enforcement Officer (New Appointment)
- Ken MacLean, Licensing Enforcement Officer (New Appointment)
- William “Cody” Dwyer, Licensing Enforcement Officer (New Appointment)
- Jim Cross, Licensing Enforcement Officer (New Appointment)
- Pam Medvesky, Licensing Enforcement Officer (Previous Appointment)
- Michael Langelaan, Licensing Enforcement Officer (Previous Appointment)
- Sean Elliott, Licensing Enforcement Officer (Previous Appointment)
- Angelo Apfelbaum, Manager, Business Licensing (Previous Appointment)

It is therefore recommended that these individuals be appointed as Municipal By-law Enforcement Officers. A by-law to formalize the appointments will be placed on the December 12, 2024, Regional Council agenda for Council’s consideration.

Respectfully submitted and signed by

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Angelo Apfelbaum  
Manager, Business Licensing