

NIAGARA REGION

2020

Q4 FINANCIAL UPDATE  
DECEMBER



# Q4 Financial Update – December 2020

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# Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2020 Q4 financial update.

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

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

At December 31, 2020 Niagara Region has a surplus of \$37,306 thousand related to the levy programs, a \$2,729 thousand surplus related to Water and Wastewater programs, and a \$1,493 thousand surplus related to the Waste Management Program.

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

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

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

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

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

CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

LEVY

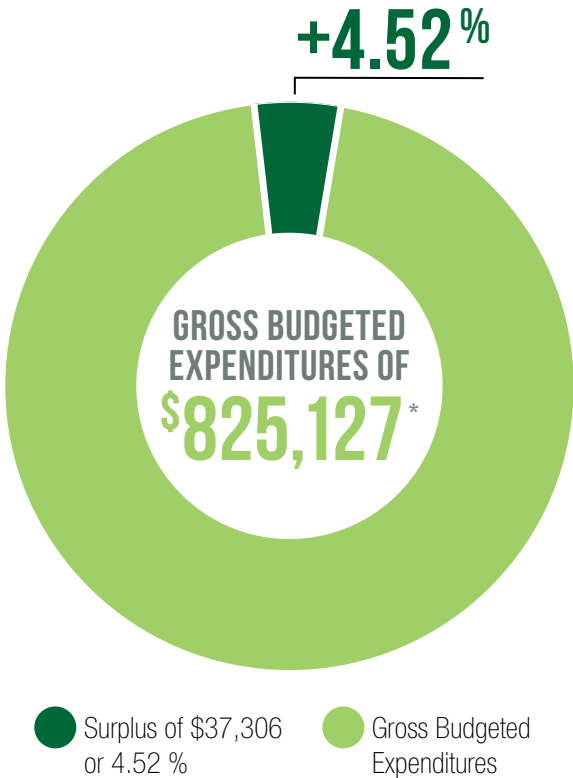
(In thousands of dollars)

Niagara Region's levy programs excluding agencies, boards and commissions have an operating surplus of \$37,410, which is largely driven by additional Provincial funding of \$47,911 following extensive mitigation efforts to manage the increased costs related to required investments in Community Services and Public Health to support the COVID-19 emergency, including the redeployment of staff resources and re-prioritizing planned work. These mitigation efforts were put in place for the continuation of essential services prior to announcements of additional funding to address these increased costs. In addition, the recovery process has been slower than anticipated, resulting in further work delays and corresponding cost deferrals. The Region will continue to monitor the emergency and make changes to service delivery to meet the needs of Niagara residents.

Niagara Region's agencies, boards and commissions have a net deficit of \$104, which is driven primarily from lost revenue in Niagara Regional Police Service from reduced OLG payments through the City of Niagara Falls due to the closure of Casino operations and in Courts Services from lost revenues for fines collected. These unfavourable variances are offset by savings in labour-related costs due to the COVID-19 pandemic and the 2020 Niagara Region Police Association wage settlement.

The Niagara Regional Housing Board has recommended that their surplus be allocated to the Taxpayer Relief Reserve in accordance with the Operating Surplus/Deficit Policy C-F-022. Deficits in Niagara Regional Police Service and Court Services would be offset by overall levy surpluses before transferring the remaining levy surplus to the Hospital Contribution and Taxpayer Relief reserves. These recommendations are included in Corporate Services Committee 17-2021, with the intent of using these funds to support COVID-19 related pressures as approved in future operating budgets.

LEVY DEPARTMENT AND PROGRAMS  
(Including Agencies, boards and commissions)

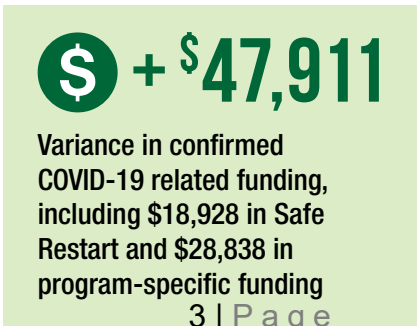
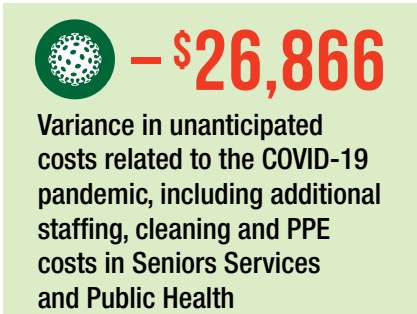


\*Includes transfer, intercompany charges and indirect allocations

FINANCIAL RESULTS OF AGENCIES, BOARDS AND COMMISSIONS



FINANCIAL STATEMENT HIGHLIGHTS





CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

# WATER & WASTEWATER

(In thousands of dollars)

Water and Wastewater Services has a net operating surplus of \$2,729 at year-end, which consists of a surplus of \$1,863 surplus in the Wastewater division and \$866 in the Water division.

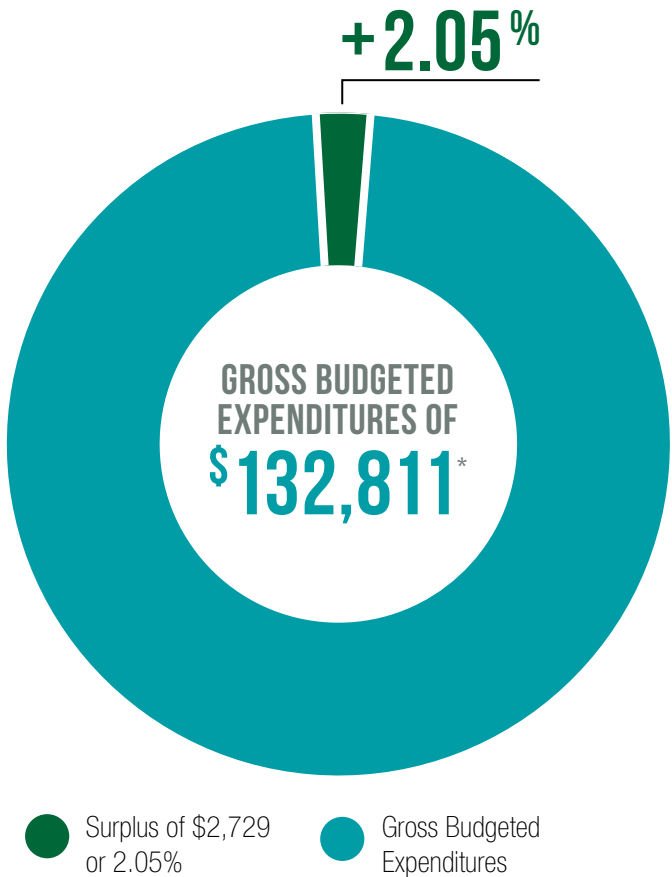
The surplus is primarily attributable to favourable variances of \$2,127 for preventative maintenance and repair work, \$666 resulting from staffing vacancies, \$1,068 in allocation of business support costs, and net utility savings of \$538. These favourable variances are offset by unfavourable variance in water sales of \$1,020 due to decreased water usage as a result of the COVID-19 pandemic combined with a wet spring, and unfavourable variances of \$137 and \$435 due to increased pricing in sludge management and chemical costs, respectively.

It is recommended that the year-end surplus of \$1,863 in the Wastewater division be transferred to the Wastewater Stabilization reserve. For the surplus of \$866 in the Water division, it is recommended that \$500 be transferred to the Water Capital reserve and the remaining \$366 be transferred to the Water Stabilization reserve.

After the recommended year-end transfer of the surplus in the Wastewater division, the Wastewater Stabilization Reserve will be at a balance of \$3,254, which is below the minimum stabilization target for the reserve. The funding targets of 10% to 15% of annual budgeted expenditures (excluding reserve transfers and debt allocations) are \$6,476 to \$9,715. Given that the Wastewater Stabilization reserve is below the minimum funding target, this may impact Niagara Region's ability to manage future operational costs.

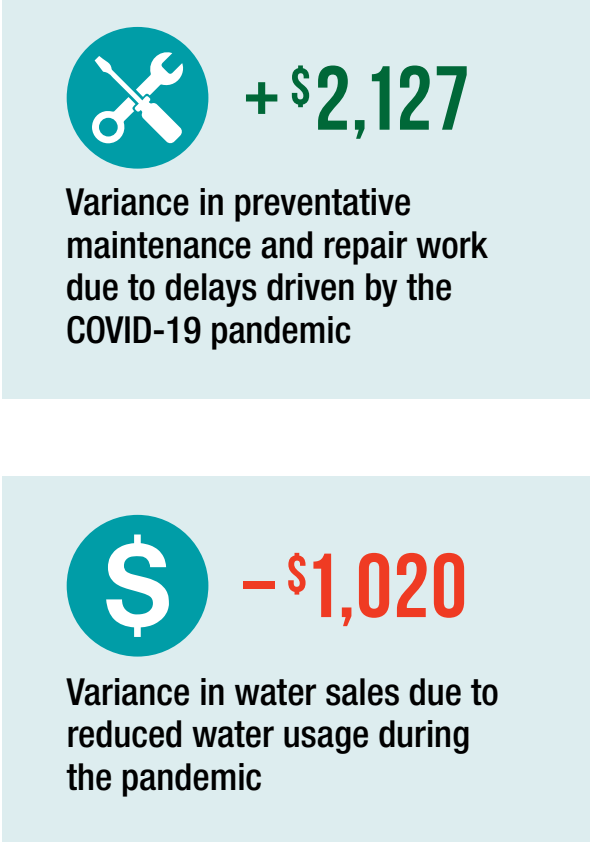
As a result of the year-end transfer of the surplus within the Water division, the Water Stabilization Reserve will be at a balance of \$3,431, which is within the funding targets for the stabilization reserve. The funding targets of 10% to 15% of annual budgeted operating expenditures are \$2,387 to \$3,581.

WATER & WASTEWATER OPERATING SURPLUS



\* Includes transfer, intercompany charges and indirect allocations

FINANCIAL STATEMENT HIGHLIGHTS



CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

# WASTE MANAGEMENT

(In thousands of dollars)

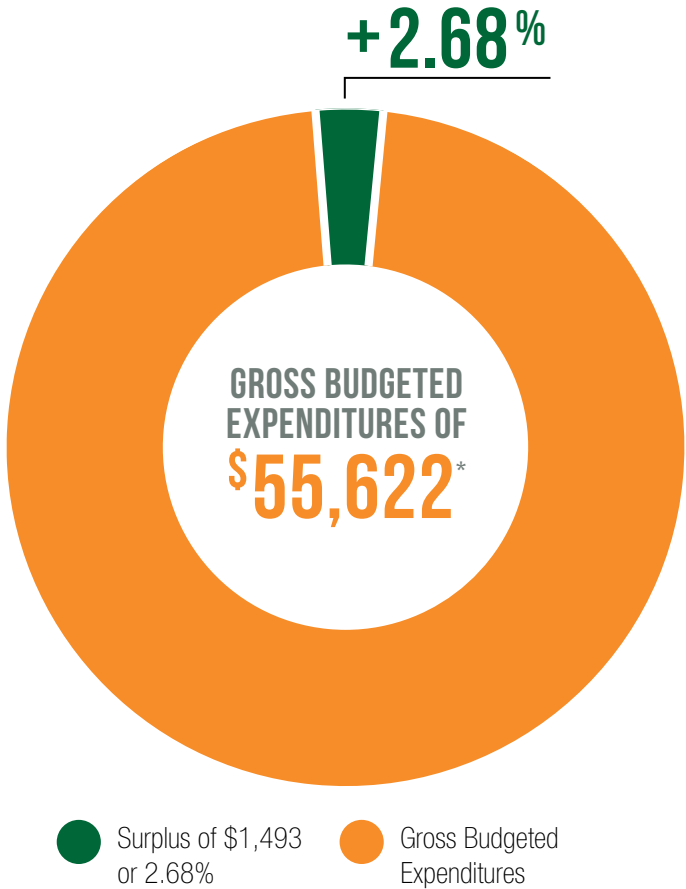
Waste Management Services has an operating surplus of \$1,493 at year-end.

The surplus is primarily a result of favourable variances of \$647 from collection contract adjustments, \$526 from lower than anticipated landfill operation and monitoring costs, \$321 in labour-related cost savings attributable to the COVID-19 pandemic, \$257 from savings in administrative costs such as training and development, as well as promotion and education in addition to smaller favourable variances in other operational accounts. These favourable variances are offset by unfavourable variances of \$159 from overall lower than anticipated net market revenues from the sale of recyclable commodities, \$562 in reduced tipping fee revenue due to service changes as a result of the COVID-19 pandemic, and increased organic processing costs of \$430 due to increased volumes.

It is recommended that at year-end the operating surplus of \$1,493 in Waste Management be transferred to the Waste Management Stabilization Reserve.


As a result of the year-end transfer, the Waste Management Stabilization Reserve will be at a balance of \$6,365 at the end of the year, which is within the funding targets for the Reserve. The funding targets of 10% to 15% of annual budgeted operating expenditures (excluding reserve transfers and debt allocations) are \$5,296 to \$7,944. However, the Reserve balance will fall below the minimum funding targets with the transfer of funds of \$3,572 in 2021 to mitigate increased collection contract and COVID-related costs, as approved in the 2021 operating budget, which may impact the Niagara Region's ability to manage future operational costs.

WASTE MANAGEMENT OPERATING SURPLUS



\* Includes transfer, intercompany charges and indirect allocations

FINANCIAL STATEMENT HIGHLIGHTS



**+ \$526**

**Variance in landfill operation and monitoring costs**



**+ \$647**

**Variance in collection contract cost adjustments for fuel, inflation and resident unit counts**

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

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Actuals	Q4 Surplus / (Deficit)	Annual Budget	Actuals	Q4 Surplus / (Deficit)
<b>LEVY SUPPORTED DEPARTMENTS &amp; PROGRAMS</b>						
<b>Regional Departments</b>						
Governance	\$2,169	\$1,968	\$201	\$2,448	\$2,426	\$22
General Government	-\$320,312	-\$338,684	\$18,372	-\$397,342	-\$415,714	\$18,372
Corporate Administration	\$14,626	\$10,674	\$3,952	\$6,770	\$4,785	\$1,985
Corporate Services	\$36,380	\$34,672	\$1,708	\$859	\$893	-\$34
Community Services	\$29,386	\$24,064	\$5,322	\$50,942	\$44,238	\$6,704
Public Health & Emergency Services	\$26,586	\$27,650	-\$1,064	\$41,638	\$42,014	-\$376
Public Works - Transportation	\$38,527	\$28,745	\$9,782	\$77,855	\$67,739	\$10,116
Planning & Development	\$4,098	\$3,643	\$455	\$5,131	\$4,513	\$618
<b>Sub-Total - Regional Departments</b>	<b>-\$168,540</b>	<b>-\$207,271</b>	<b>\$38,731</b>	<b>-\$211,698</b>	<b>-\$249,108</b>	<b>\$37,410</b>
<b>Agencies, Boards &amp; Commissions</b>						
Court Services	-\$1,885	-\$1,523	-\$362	-\$735	-\$344	-\$391
Niagara Regional Housing	\$28,344	\$27,789	\$555	\$36,443	\$35,788	\$655
Niagara Regional Police	\$154,458	\$154,813	-\$355	\$170,181	\$170,549	-\$368
Niagara Peninsula Conservation Authority	\$5,809	\$5,809	\$0	\$5,809	\$5,809	\$0
<b>Subtotal Agencies, Boards &amp; Commissions</b>	<b>\$186,726</b>	<b>\$186,888</b>	<b>-\$162</b>	<b>\$211,698</b>	<b>\$211,802</b>	<b>-\$104</b>
<b>Total Levy Supported Programs</b>	<b>\$18,186</b>	<b>-\$20,383</b>	<b>\$38,569</b>	<b>\$0</b>	<b>-\$37,306</b>	<b>\$37,306</b>
<b>RATE SUPPORTED DEPARTMENTS</b>						
Public Works - Water & Wastewater	-\$15,750	-\$17,411	\$1,661	\$0	-\$2,729	\$2,729
Public Works - Waste Management	-\$2,436	-\$3,735	\$1,299	\$0	-\$1,493	\$1,493
<b>Total Rate Supported Departments</b>	<b>-\$18,186</b>	<b>-\$21,146</b>	<b>\$2,960</b>	<b>\$0</b>	<b>-\$4,222</b>	<b>\$4,222</b>
<b>TOTAL</b>	<b>\$0</b>	<b>-\$41,528</b>	<b>\$41,528</b>	<b>\$0</b>	<b>-\$41,528</b>	<b>\$41,528</b>

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$409,088	\$410,193	-\$1,105	-0.3%
Administrative	\$34,807	\$27,765	\$7,042	20.2%
Operational & Supply	\$47,751	\$40,535	\$7,216	15.1%
Occupancy & Infrastructure	\$29,739	\$30,370	-\$631	-2.1%
Equipment, Vehicles, Technology	\$16,209	\$16,013	\$196	1.2%
Community Assistance	\$197,117	\$188,668	\$8,449	4.3%
Partnership, Rebate, Exemption	\$24,823	\$11,820	\$13,003	52.4%
Financial Expenditures	\$69,373	\$54,415	\$14,958	21.6%
<b>Total Expenses</b>	<b>\$828,907</b>	<b>\$779,779</b>	<b>\$49,128</b>	<b>5.9%</b>
Taxation	-\$409,634	-\$409,551	-\$82	0.0%
Federal & Provincial Grants	-\$320,742	-\$359,813	\$39,071	12.2%
By-Law Charges & Sales	-\$21,427	-\$11,199	-\$10,228	-47.7%
Other Revenue	-\$73,324	-\$61,265	-\$12,059	-16.4%
<b>Total Revenues</b>	<b>-\$825,127</b>	<b>-\$841,828</b>	<b>\$16,701</b>	<b>2.0%</b>
Intercompany Charges	-\$1,907	-\$1,680	-\$227	11.9%
<b>Total Intercompany Charges</b>	<b>-\$1,907</b>	<b>-\$1,680</b>	<b>-\$227</b>	<b>11.9%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$1,873</b>	<b>-\$63,729</b>	<b>\$65,602</b>	<b>3501.7%</b>
Transfers From Funds	-\$14,423	-\$14,593	\$170	1.2%
Transfers To Funds	\$30,876	\$58,058	-\$27,182	-88.0%
Expense Allocations To Capital	-\$140	-\$119	-\$21	-15.0%
<b>Total Transfers</b>	<b>\$16,313</b>	<b>\$43,346</b>	<b>-\$27,033</b>	<b>-165.7%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$18,186</b>	<b>-\$20,383</b>	<b>\$38,569</b>	<b>212.1%</b>
Indirect Allocations & Debt	-\$18,186	-\$16,923	-\$1,263	-6.9%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$18,186</b>	<b>-\$16,923</b>	<b>-\$1,263</b>	<b>-6.9%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$0</b>	<b>-\$37,306</b>	<b>\$37,306</b>	<b>0.0%</b>

## Levy - Continued

### Variance Analysis (in thousands of dollars)

Levy programs operated with a year-end surplus after indirect allocations of \$37,306, due to a number of factors as noted below.

The 2020 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2020 within the Court Services and Transportation Services divisions. The work on the implementation of the program, including the proposed changes to the Niagara Region Courts Inter-municipal Agreement, has been delayed as a result of the COVID-19 pandemic. Accordingly, no expenditures were incurred or revenues realized in 2020. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution of net revenue under the Inter-municipal Agreement to the local area municipalities as a result of the delay.

**Compensation** - The unfavourable variance of \$1,105 is mainly driven by staffing vacancies across the corporation due to a corporate hold on recruitment to help mitigate COVID-19 pandemic pressures, in addition to savings in health and dental benefit costs resulting from reduced claims arising from pandemic-related closures and restrictions. These savings have been partially offset by an unfavourable year-to-date variance in Public Health due to increased Workplace Safety Insurance Board costs and incremental staffing costs within Public Health and Community Services to address increased workload resulting from the pandemic. Savings related to Vision Zero are \$933.

**Administration** – The favourable variance of \$7,042 is primarily due to a combination of timing differences for consulting expenditures and the deferral of work plans, mostly as a result of the COVID-19 pandemic, such as the Niagara Official Plan and the Human Resources Information Systems (HRIS) transition project, as well as Transportation and Transit studies. Many of these consulting projects are committed and have been included in the 2020 encumbrance reported below in Transfers to Funds. In addition, there have been savings realized on training and travel-related costs as a result of pandemic-related restrictions of \$2,167. Savings related to Vision Zero are \$2,072. These savings are offset by an increase in the estimated liability for insured, uninsured and construction contract claims against the Region.

**Operational & Supply** – The favourable variance of \$7,216 is primarily due to lower than expected Transit Services costs in both Niagara Regional Transit (NRT) services (\$8,260) and Niagara Specialized Transit (NST) services (\$844) as a result of COVID-19 impacts resulting in service reductions and expansion delays. Forecasted savings related to Vision Zero are \$206. These savings are offset by increased costs relating to purchases of additional personal protective equipment medical supplies within Community Services and Public Health as a result of the pandemic, as well as costs incurred in the operation of the COVID isolation centre within the Homelessness division.

**Community Assistance** – The favourable variance of \$8,449 is a result of a lower than expected uptake in client-related benefits such as dental, childcare, basic needs income support and shelter (\$6,616), and employment-related benefits (\$713) directly attributable to reduced caseload and the government's issuance of the federal CERB benefit as a result of the pandemic. In addition, funding of \$585 was provided to child care providers within Childrens Services to fund community capital projects upon completion of the construction projects, which is offset below in Federal and Provincial Grants. Within Niagara Regional Housing (NRH), there are additional savings related to a delayed spend in Ministry-funded programs (\$841) and K3D heat control system upgrades (\$317) due to COVID-related restrictions, as well as lower than budgeted subsidy payment to non-profit and co-op providers and rent supplement to landlords (\$431). These savings are partially offset by the incremental costs of the Region's COVID shelter (\$1,100) and emergency provider capital repair grants that were issued during the year.

**Partnership, Rebate, Exemption** – The favourable variance of \$13,003 is primarily due to uptake being lower than anticipated for planning and economic development grants such as Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants (\$6,489), development charge grants (\$5,022), and the regional Connect to Innovate (CTI) program (\$1,000). \$5,369 of the planning and economic development grants are committed and have been included in the 2020 encumbrance reported below in Transfers to Funds.

# Levy - Continued

**Financial Expenditures** – The favourable variance of \$14,958 is primarily due to the debt charge not issued of \$15,664 (due to timing of actual project spending that determines the timing of debt issuance), which has been transferred to the capital levy reserve through Transfers to Funds identified below. The favourable variance is offset by an unfavourable variance of \$693 due to tax write-offs for the Local Area Municipalities (LAMs) being greater than originally budgeted as a result of historical assessment appeals being finalized.

**Federal & Provincial Grants** - The favourable variance \$39,071 is mainly a result of additional COVID-related funding confirmed of \$47,911, including general Phase 1 and Phase 2 Municipal Safe Re-start funding (\$12,185 and \$6,743 respectively) and program-specific funding within Public Health, Seniors Services, Children’s Services, Homelessness Services and Transportation (\$28,983). There was also \$2,228 in provincial funding recognized for the St. Catharines child care centre and other community capital builds. This additional funding is offset by lower than budgeted Ministry funding reflective of the reduction in Community Assistance expenditures in Social Assistance and Employment Opportunities (SAEO) of \$6,069 and budgeted funding within the Emergency Medical Services division that was not announced for 2020 (\$714).

**By-Law Charges & Sales** – The unfavourable variance of \$10,228 relates to a number of factors, including reduced Transit fare revenue in both NRT (\$3,384) and NST (\$62) related to COVID-19 impacts and lower ridership, as well as lower than expected signs sales and signal maintenance revenue of \$790. In addition, parental fees were not collected during the emergency order when childcare centres were closed and for the provision of childcare services to emergency workers (\$1,057), and there was a loss of revenue associated with Seniors Community Programs that have not operated during the pandemic (\$574). There was also a shortfall in revenue within NRPS for reductions in third party revenue received from the City of Niagara Falls due to the casino closures, as well as reductions in fees for service, special duty and secondment revenues due to COVID-19 emergency measures (\$3,932).

**Other Revenue** – The unfavourable variance of \$12,059 is primarily related to decreased portfolio investment income due to the reinvestment of maturities and call proceeds at lower rates, as well as an increased allocation of investment income to the rate reserves and deferred revenue at the average portfolio rate (\$4,810). Also contributing to this deficit is the reduction in fine revenues within Court Services due to a significant decrease in ticket volumes processed since the start of the pandemic, as well as closure of the courts and deferral of trials which has resulted in deferred convictions and corresponding delays in revenue collection (\$1,999). Deficit related to Vision Zero is \$3,519.

**Transfers** - The unfavourable variance of \$27,033 is a result of the transfer of the debt charge surplus from debt not issued of \$15,664 to the capital reserve, the 2020 encumbrance of \$16,275, and funds returned to reserves, largely due to deferred work resulting from the pandemic: HRIS (\$830), Niagara Region 50th anniversary (\$39), Future Sick Benefit (\$51), community benefit charge study (\$150), GO station operations (\$719), and airports (\$144). The majority of these unfavourable variances have been offset by favourable variances above.



# 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
Compensation	\$1,959	\$1,886	\$73	3.7%
Administrative	\$205	\$36	\$169	82.7%
Operational & Supply	\$0	\$0	\$0	89.8%
Equipment, Vehicles, Technology	\$2	\$6	-\$4	-164.9%
Partnership, Rebate, Exemption	\$2	\$0	\$2	100.0%
Total Expenses	\$2,168	\$1,928	\$240	11.1%
Total Revenues			\$0	0.0%
Intercompany Charges	\$1	\$40	-\$39	-3183.8%
Total Intercompany Charges	\$1	\$40	-\$39	-3183.8%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$2,169	\$1,968	\$201	9.2%
Total Transfers			\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$2,169	\$1,968	\$201	9.2%
Indirect Allocations & Debt	\$279	\$458	-\$179	-64.2%
Total Indirect Allocations & Debt	\$279	\$458	-\$179	-64.2%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$2,448	\$2,426	\$22	0.9%



# Governance - Continued

## Variance Analysis (in thousands of dollars)

Governance operated with a surplus before indirect allocations of \$201. The following factors have contributed to this surplus.

**Compensation** - The favourable variance of \$73 is due to a vacancy within the Chair’s Office, implementation of a new salary increase methodology for councillors and a declined salary increase for the Regional Chair.

**Administration** - The favourable variance of \$169 is due to lower than anticipated travel, meals, mileage and registration fees as a result of the COVID-19 pandemic and related restrictions on travel and conferences.

**Intercompany Charges** - The unfavourable variance of \$39 is due to an additional staff member redeployed to the Chair’s Office to support council through the COVID-19 pandemic.

## Community Impacts & Achievements

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

## Project Updates/Accomplishments

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

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

Actively advocated for the tourism, hospitality and culture sectors.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Administrative	\$6,331	\$8,826	-\$2,495	-39.4%
Occupancy & Infrastructure	\$82	\$93	-\$11	-13.7%
Partnership, Rebate, Exemption	\$18,241	\$5,352	\$12,889	70.7%
Financial Expenditures	\$67,246	\$52,344	\$14,902	22.2%
Total Expenses	\$91,900	\$66,615	\$25,285	27.5%
Taxation	-\$409,633	-\$409,551	-\$82	0.0%
Federal & Provincial Grants	\$0	-\$18,928	\$18,928	0.0%
By-Law Charges & Sales	-\$24	-\$36	\$12	51.0%
Other Revenue	-\$16,170	-\$11,147	-\$5,023	-31.1%
Total Revenues	-\$425,827	-\$439,662	\$13,835	3.2%
Intercompany Charges	-\$107	-\$108	\$1	-0.5%
Total Intercompany Charges	-\$107	-\$108	\$0	-0.4%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$334,034</b>	<b>-\$373,155</b>	<b>\$39,121</b>	<b>11.7%</b>
Transfers From Funds	-\$8,115	-\$8,115	\$0	0.0%
Transfers To Funds	\$21,837	\$42,586	-\$20,749	-95.0%
Total Transfers	\$13,723	\$34,471	-\$20,749	-151.2%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$320,312</b>	<b>-\$338,684</b>	<b>\$18,372</b>	<b>5.7%</b>
Indirect Allocations & Debt	-\$77,030	-\$77,030	\$0	0.0%
Total Indirect Allocations & Debt	-\$77,030	-\$77,030	\$0	0.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$397,342</b>	<b>-\$415,714</b>	<b>\$18,372</b>	<b>-4.6%</b>

# General Government - Continued

## Variance Analysis (in thousands of dollars)

General Government operated at a surplus before indirect allocations of \$18,372 due to the following factors:

**Administration** - The unfavourable variance of \$2,495 is primarily due to an increase in estimated legal claims against the Region.

**Partnership, Rebate, Exemption** - The favourable variance of \$12,889 is due to the following:

- Lower than anticipated uptake of \$6,489 for planning and economic development grants such as Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants. Due to the pandemic restrictions throughout 2020, planned projects were delayed or cancelled. This amount has been encumbered into 2021 to align with anticipated payments of these grants, as identified in Transfers to Funds below.
- Lower than anticipated uptake for development charge grants of \$5,022 due to an overall reduction of development charge grant applications. In particular, there were no brownfield grant applications throughout the year.
- Savings of \$244 as a result of vacancy rebate claims by the Local Area Municipalities (LAMs) being lower than budget, which reflected the phase-out of the program.
- The regional program Connect to Innovate (CTI) grant was not utilized during the year (\$1,000) and the Youth Retention Program was put on hold due to COVID-19 (\$60).

**Financial Expenditures** – The favourable variance of \$14,902 is primarily a result of debt charge not issued of \$15,664 (due to timing of actual project spending, which determines the timing of debt issuance), which has been transferred to the capital levy reserve through Transfers to Funds identified below. The overall favourable variance is offset by an unfavourable variance of \$693 due to tax write-offs for the Local Area Municipalities (LAMs) being greater than originally budgeted due to historical assessment appeals being finalized.

**Federal & Provincial Grants** – the favourable variance of \$18,928 is due to Phase 1 Safe Restart Funding of \$12,185 and Phase 2 Safe Restart Funding of \$6,743 received from the Ontario government to help offset the operating costs and pressures incurred due to COVID-19.

**Taxation** – The unfavourable variance of \$82 is primarily due to a decrease in supplemental tax revenues of \$410 which is attributable to lower than budgeted growth for Niagara in 2020. This was partially offset by a favourable variance in payment-in-lieu of taxation revenue of \$328.

**Other Revenue** – The unfavourable variance of \$5,023 is primarily related to:

- Decreased portfolio investment income of \$1,276 due to the reinvestment of maturities and call proceeds at lower rates. Further, the investment of excess cash is performing below budget at an unfavourable variance of \$232 due to lower interest rates than budget on account balances.
- An increased allocation of investment income of \$3,233 to the rate reserves and deferred revenue at the average portfolio rate.
- Lower than anticipated sale of surplus properties of \$268, which is to be transferred to the Capital Levy reserve, per Procurement By-law 02-2016, as identified in Transfer to Funds below. Sales that were anticipated to occur in 2020 have been delayed until 2021.

**Transfers To/From Funds** – The unfavourable variance of \$20,749 is due to economic incentive grant encumbrances (\$5,369) and transfer of the debt charge surplus for debt not issued to the capital reserve (\$15,664), offset by a favourable variance resulting from the decreased net proceeds from the sale of surplus property (\$256), all as identified in the lines above.

# General Government - Continued

## Community Impacts & Achievements

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

- Council approved 193 Capital projects for 2020, which included a \$13,967 reserve contribution to the Capital Levy reserve. Some of the significant capital projects for 2020 included the Long-Term Care (LTC) St.Catharines New Home (\$102,000), LTC Fort Erie New Home (\$57,365), Casablanca Boulevard (\$16,000), Port Dalhousie WasteWater Treatment Plant Upgrade (\$10,000) and Port Colborne Water Treatment Plant Upgrade (\$5,000).
- Funded 113 Capital projects and 3 Operating projects with \$30,983 and \$39 respectively, in addition to 54 CSO projects with \$1,976 of Development Charges reserves by utilizing a more streamlined and efficient funding process.
- Delivered economic incentive grant programs (Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants) partnering with the Local Area Municipalities and Non for Profit Organizations to promote culture, public realm and economic growth.
- Total of \$34,186 debentures successfully issued through the Capital Markets in July:
  - \$15,525 and \$17,954 issued for Regional projects (Roads, Niagara Regional Housing, Police and General Government) and Local Area Municipalities (Welland and St. Catharines) respectively with a term of 10 years and a rate of 1.43%
  - \$707 issued for Local Area Municipalities (St. Catharines) respectively with a term of 5 years and a rate of 1.05%
- Total of \$3,450 debentures successfully issued through Infrastructure Ontario in October for Local Area Municipalities (Pelham) with a term of 20 years and at a rate of 1.89%
- Total of \$16,558 debentures successfully issued through Infrastructure Ontario in November:
  - \$1,756 and \$9,802 issued for Local Area Municipalities (Lincoln, Niagara Falls, and Niagara-on-the-Lake) with a term of 20 years at a rate of 1.96% and 1.99% respectively
  - \$5,000 issued for Local Area Municipalities (Port Colborne) with a term of 30 years and at a rate of 2.29%
- Total of \$54,440 debentures successfully issued through Infrastructure Ontario for Regional Projects in December:
  - \$35,755 issued for Regional projects (Roads, Wastewater, and Water) with a term of 30 years and a rate of 2.39%
  - \$15,335 issued for Regional projects (Senior Services) with a term of 25 years and a rate of 2.29%
  - \$3,350 issued for Regional projects (General Government) with a term of 10 years and a rate of 1.53%

## 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
Compensation	\$11,464	\$8,692	\$2,772	24.2%
Administrative	\$4,170	\$2,458	\$1,712	41.1%
Operational & Supply	\$180	\$67	\$113	62.8%
Occupancy & Infrastructure	\$0	\$0	\$0	-12.5%
Equipment, Vehicles, Technology	\$131	\$146	-\$15	-11.3%
Partnership, Rebate, Exemption	\$298	\$325	-\$27	-9.1%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$16,243	\$11,688	\$4,555	28.0%
Federal & Provincial Grants	-\$130	\$0	-\$130	-100.0%
By-Law Charges & Sales	-\$4	-\$4	\$0	3.8%
Other Revenue	-\$133	-\$472	\$339	253.9%
Total Revenues	-\$267	-\$476	\$209	78.1%
Intercompany Charges	-\$62	-\$479	\$417	-675.7%
Total Intercompany Charges	-\$62	-\$479	\$417	-675.7%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$15,914	\$10,733	\$5,181	32.6%
Transfers From Funds	-\$1,288	-\$1,288	\$0	0.0%
Transfers To Funds	\$0	\$1,229	-\$1,229	0.0%
Total Transfers	-\$1,288	-\$59	-\$1,229	-95.4%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$14,626	\$10,674	\$3,952	27.0%
Indirect Allocations & Debt	-\$7,856	-\$5,889	-\$1,967	-25.0%
Total Indirect Allocations & Debt	-\$7,856	-\$5,889	-\$1,967	-25.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$6,770	\$4,785	\$1,985	29.3%

# Corporate Administration - Continued

## Variance Analysis (in thousands of dollars)

Corporate Administration operated at a surplus before indirect allocations of \$3,952. The following factors have contributed to this surplus.

**Compensation** – The favourable variance of \$2,772 is primarily due to staffing vacancies throughout the divisions of Corporate Administration and a corporate benefit surplus. The vacancy-related surplus (\$1,129) is largely driven by a COVID-19 pandemic-related hold on recruitment for roles within the newly established Corporate Strategy and Innovation team. In addition, due to pandemic-related closures and restrictions, corporate health and dental benefit claims were lower than budgeted (\$2,157) for the year. The vacancy-related surplus is offset by labour relations pressures (\$614).

**Administration** - The favourable variance of \$1,712 is due to the delay of the Human Resources Information Systems transition project (\$830) and a repurposing of consulting expenditures due to changes in work plans as a result of the COVID-19 pandemic. Surpluses from reduced travel, meals and conference attendance in all divisions, as well as reduced consulting to support foreign direct investment activities, have also contributed to the surplus. This is partially offset by corporate external legal expenses related to labour relations, as well as Transfers to Funds as noted below for 2020 encumbrances and one-time funding.

**Operational & Supply** - The favourable variance of \$113 is due to lower than anticipated raw data purchases and corporate training costs.

**Federal & Provincial Grants** - The unfavourable variance of \$130 is due to reduced grants received by Economic Development.

**Other Revenue** - The favourable variance of \$339 is primarily due to revenue received for an employee seconded to the Niagara District Airports (\$123) and a previous year's grant returned to the Economic Development department (\$230).

**Intercompany Charges** - The favourable variance of \$417 is reflective of the reallocation of wages for staff who have been redeployed to support other Niagara Region departments in need of resources during the COVID-19 pandemic.

**Transfers** - The unfavourable variance of \$1,229 is due to one-time and future sick benefit funding being returned to reserves (Niagara 50<sup>th</sup> anniversary \$39, HRIS \$830, Future Sick Benefit \$51) and the encumbrances for the recruitment of the commissioner of planning and development (\$53), delayed foreign direct investment work (\$114) and the deferred community safety and well-being plan (\$142) due to the COVID-19 pandemic.

## Community Impacts & Achievements

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

## Corporate Strategy & Innovation

- Kicked off research and consultation phase of Community Safety & Well-being Plan.
- Redeployed all available staff to essential services during the COVID-19 pandemic.
- Collaborated with the 12 Local Area Municipalities to sign a declaration to join the Coalition of Inclusive Municipalities
- Established internal and external working groups and began an environmental scan to support the development of a Diversity, Equity, and Inclusion Action Plan
- Obtained preliminary baseline of staff demographics through the staff Pulse Survey
- Advanced corporate communications priorities and campaigns, including:
  - Ongoing support of the municipality's response to the COVID-19 pandemic.
  - Development, coordination and execution of a comprehensive public relations and media campaign to reinforce the public health guidance and rules for the pandemic during the second wave and holiday season.
  - Delivery of media training and ongoing media relations guidance and support
  - Ongoing media relations support for COVID-19 by-law enforcement activities



## Corporate Administration - Continued

- Internal communications supporting HR's COVID-19 Employee Experience Survey
- Support for the Region's second virtual leadership meeting
- Supported budget process including spearheading public and media engagement, preparation of graphic design materials, social media and media releases.
- Supported launch of every-other-week garbage collection, which started October 19 – included media relations, special events, graphics, social media and website support
- Supported launch of NRT OnDemand rideshare service in Niagara-on-the-Lake
- Collaborated with GO Implementation Office and Finance in developing messaging and presentation to LAMs for Transit Governance and the amalgamation of transit

## Clerks

- Successfully held over 80 Regional Council, Standing Committee, and Advisory Committee meetings and Workshops by electronic participation in light of COVID-19.
- Ongoing work to guide and develop appropriate processes to support the adoption of a Public Health Information Governance approach for the management of COVID-19 Public Health electronic documents.
- Provision of guidance to SAEO regarding privacy and records management implications for implementing the provincial Electronic Document Management & Digital Mailroom, as they move towards full digitization of documents and information.
- Access and Privacy staff continue to work with divisional leadership to ensure legislative compliance for the ongoing transition to work from home.

## Human Resources

- Provided corporate-wide human resources support of the COVID-19 pandemic:
  - Recruitment and selection, and redeployment of staff for roles to support essential business continuity to deliver services to our most vulnerable residents
  - Supported staff working remotely from home, including considerations to support staff with child/elder care responsibilities
  - Created comprehensive manager guides, and employee communication tools
  - Policy development or modification to support staff in areas of attendance management, compensation, leaves of absence for childcare or eldercare obligations, and increased mental health programs
  - Creation of Health and Safety fact sheets and completion of infection control and prevention safety plan reviews of work spaces
  - Consultation & support for corporate business continuity and recovery planning
  - Representation from staff in the Logistics and Health and Safety operations sections of the Regional Emergency Operations Centre
  - Salary data and analysis to support financial reporting and funding requirements
- Implementation of Ontario Ombudsman Report "Inside Job" recommendations approved by Regional Council, namely creation of a CAO Recruitment, Selection, & Performance Management Policy, the amendment of our Corporate Recruitment & Selection Policy, and supporting creation of a Whistleblower Policy, all in the interest of protecting the integrity of our hiring processes and conveyance of service delivery.
- Kronos Time and Attendance technology application upgrade, to support proper attendance reporting and compensation of staff, delivered on time and under budget
- Facilitated the recruitment, selection, and recommendation to Regional Council for committee members appointed to the Women's Advisory Committee

## Economic Development

- New Director started at the end of November.
- Secured \$2 million from Fed Dev Ontario's Tourism Adaption and Recovery Fund to provide grants to tourism-dependent businesses in 2021.
- Developed application and evaluation process to distribute funding, in collaboration with the Economic Rapid Response Team.
- Economic Recovery Plan ongoing with most projects initiated and some completed.
- Economic Update report to November PEDC, including the impacts of COVID-19.
- Ongoing biweekly ERRT update calls to stakeholders to communicate new protocols and announcements that affect businesses.
- Buy Local campaign developed and executed to amplify existing LAM campaigns or assist in the development of a new campaign.



## Corporate Administration - Continued

- Supply Chains/Import Replacement focus group was held with 10 Niagara Manufacturers. This project comes from responses in the business impact survey.
- FDi meetings with investment prospects continued virtually.

## 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
Compensation	\$20,679	\$19,501	\$1,178	5.7%
Administrative	\$6,164	\$5,292	\$872	14.1%
Operational & Supply	\$281	\$236	\$45	16.0%
Occupancy & Infrastructure	\$8,414	\$7,762	\$652	7.8%
Equipment, Vehicles, Technology	\$2,989	\$2,984	\$5	0.2%
Community Assistance	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%
<b>Total Expenses</b>	<b>\$38,527</b>	<b>\$35,775</b>	<b>\$2,752</b>	<b>7.1%</b>
Federal & Provincial Grants	-\$68	-\$67	-\$1	-1.4%
By-Law Charges & Sales	-\$312	-\$243	-\$69	-22.2%
Other Revenue	-\$1,429	-\$888	-\$541	-37.9%
<b>Total Revenues</b>	<b>-\$1,809</b>	<b>-\$1,198</b>	<b>-\$611</b>	<b>-33.8%</b>
Intercompany Charges	\$100	-\$461	\$561	562.5%
<b>Total Intercompany Charges</b>	<b>\$100</b>	<b>-\$461</b>	<b>\$561</b>	<b>562.5%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$36,818</b>	<b>\$34,116</b>	<b>\$2,702</b>	<b>7.3%</b>
Transfers From Funds	-\$438	-\$438	\$0	0.0%
Transfers To Funds	\$0	\$994	-\$994	0.0%
<b>Total Transfers</b>	<b>-\$438</b>	<b>\$556</b>	<b>-\$994</b>	<b>-226.9%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$36,380</b>	<b>\$34,672</b>	<b>\$1,708</b>	<b>4.7%</b>
Indirect Allocations & Debt	-\$35,521	-\$33,779	-\$1,742	-4.9%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$35,521</b>	<b>-\$33,779</b>	<b>-\$1,742</b>	<b>-4.9%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$859</b>	<b>\$893</b>	<b>-\$34</b>	<b>-4.0%</b>

Variance Analysis (in thousands of dollars)

Corporate Services operated at a surplus before indirect allocations of \$1,708 due to the following factors:

**Compensation** – The favourable variance of \$1,178 is due to vacant positions arising through the year in all Corporate Services divisions that were not filled due to prioritization of COVID-19 pandemic related work.

**Administration** - The favourable variance of \$872 is mainly due to savings in consulting (\$653), IT division phone and internet costs (\$239), training (\$197), and third party claim payouts (\$253), which is partially offset by increased legal costs for non-insurable claims (\$453) and an increase in the Region's insurance premiums (\$212). Other specific savings are for Business Licensing software one-time costs (\$100) and the Development Charge (DC) Background Study (\$25), which were both committed and are included in the 2020 encumbrance reported in Transfers to Funds.

**Occupancy & Infrastructure** - The favourable variance of \$652 is due to operating savings realized by the delayed purchase of the GO stations, decreased costs associated with operating the St. Catharines Police Building and realization of utility rebates not included in the budget. This is partially offset by COVID-19 related enhanced cleaning and PPE and hand sanitizer purchases, as well as increased costs for leased properties.

**By-Law Charges & Sales** - The unfavourable variance of \$69 is due primarily to lower than anticipated rental fees recovered for a rental property as a result of reduced operating costs.

**Other Revenue** - The unfavourable variance of \$541 is due to rental revenue not realized related to GO Station operation, lower than anticipated business licensing fees and development charge (DC) funding not realized due to deferral of the DC bylaw update. These deficits were partially offset by costs recovered from participating local area municipalities for GIS software licensing.

**Intercompany Transfers** – The favourable variance of \$561 is primarily due to the reallocation of wages for staff who have been redeployed to support Niagara Region departments in need of resources due to COVID-19.

**Transfers** – The unfavourable variance of \$994 is due to the return to reserves of operating savings realized by the delayed purchase of the GO stations, as well as the 2020 encumbrances for Business Licensing software one-time costs (\$100) and DC Background Study (\$25).

Community Impacts & Achievements

Asset Management Office

- Continuing to collaboratively lead the Region to develop a corporate asset management system
- Established an Asset Management Working Group with cross-Region representation
- Established a region wide asset management community of practice launched in November
- Led the development of a Risk and Corporate Priority model (CAMRA). The model helps determine the best value to the Region from among the many candidate projects for the budget process
- Supported Departments to utilize the CAMRA model, assess, and evaluate the 2021 Capital Budget for presentation to senior management
- Planning and leading the development and submission to the Province of the 2021 Asset Management Plan in accordance with Reg. 588
- Initiated development of a corporate Asset Registry focusing on the asset hierarchy to support the 2021 Asset Management Plan

Business Licensing

- Undertook industry consultation and public consultations in January and February 2020 for business licensing by-law review
- Drafted 5 new business licensing by-laws in May 2020 for industry and Legal review

## Corporate Services - Continued

- Preparing Committee report for Q1 2021 new business licensing by-laws
- Preparing for the procurement of a modernized licensing/incident/inspection/enforcement database with a projected Q3 2021 delivery
- Investigating permanent eCommerce licensing sales and software database updates. Currently, the division is using the Region website for eCommerce credit card payment options for license fee payments
- Undertake Provincial Order enforcement in March 2020 for COVID-19 response.
- Review COVID-19 revenue impacts in 2020 and forward, and monitor to determine impact on affected industries
- Establishing industry-specific contracts with various law enforcement agencies, including NRPS, OPP, MTO, MOE, AGCO as well as local by-law enforcement agencies

### **Construction, Energy and Facilities Management**

- Installation/replacement of generator systems at Region headquarters, providing for continuity of services during emergencies, including critical infrastructure
- Outfitting of five SAEO facilities to enable face-to-face consultations with the public
- Coordinated fabrication and installation of COVID-19 barriers in Welland Courthouse for resumption of court service to public
- Procurement of critical PPE and hygiene supplies in support of EMS, Public Health, Police and Community Services for COVID-19 response
- Redeployment of staff to critical duties in support of COVID-19 response
- Procurement of janitorial services for response to COVID-19, ensuring all Region facilities have increased cleaning protocols in place
- Completion of International Plaza at Region Headquarters
- Expansion of the St. Catharines Child Care Centre
- Completion of the Campbell West lighting retrofit project, reducing electricity cost at Region Headquarters and contributing to the Region's pledge to reduce overall electricity use by 8.3% and related Greenhouse gas (GHG) emissions (2019 Conservation & Demand Management Plan)
- Completion of Business Licensing office renovations that have created a more functional workspace

### **Financial Management and Planning**

- Completed the 2019 year end audit
- Submission to the Province of the 2019 Financial Information Return
- Publication of the 2019 Annual Report
- Developed 2020 tax bylaws and provided required necessary report and bylaws
- Worked with Public Works to update financial implications of South Niagara Falls waste water treatment plant for inclusion in the 2021 budget
- Publication of the 2020 Budget Summary
- 2021 budget planning and preparations
- Successful sale of \$34 million in serial debentures (\$15.5 million Regional) on July 31 at all-time historical low interest rate of 1.43% for 10 years
- Preparation of 2021 Capital and Operating Budgets timetables and planning report for Council and establishing strategies for budget preparation;
- Presentation to Budget Review Committee for whole approval of the 2021 Water, Wastewater and Waste Management Operating Budgets and 2021 Capital Budget
- Reported to Council on the second and third quarter financial results and year-end credit rating
- COVID-19 Emergency Operations Centre (EOC) support and reporting, including tracking of incremental costs, redeployed staff, pandemic pay, collaboration with municipal treasurers, capital projects review, on-line/credit card payments for services, etc.
- Completion of Service Sustainability Review project and report to Council
- Update of Standard and Poor's credit rating, reaffirming the Region's AA stable credit rating
- Creation of a new Development Charge Policy regarding payment instalment options and related interest

## **Internal Audit**

- Completed Non-Competitive Procurement Audit
- Preparing detailed scoping documents for planned audits for 2021, including two audits in IT – cyber security and penetration testing, two follow up audits including the Corporate PCard program and several other Audit Committee approved audits

## **IT Solutions**

- Put in place the technology and process to allow: staff to work remotely, Council and Committees to meet over video conference, facilitate public participation in Council and Committee meetings and provide opportunities for public engagement regarding planning and development activities
- Produced and/or iterated a variety of Power BI reports for Public Health (PH) as it relates to COVID-19, including but not limited to: PH and EOC dashboards, public COVID-19 metrics on niagararegion.ca, Local Area Municipality specific report for PH to deliver weekly to each Mayor, CAO and other requested senior staff, repatriation report for HR and PH visualizing the COVID-19 redeployment effort, outbreak COVID-19 reporting, public COVID-19 Info-Line and Online Chat Wait Times and PH COVID-19 Response Tracking
- Implemented online payments on the external website to provide the public with alternative ways to pay for services
- Wireless infrastructure deployed and enhanced the WiFi coverage at all 8 seniors' long-term care facilities
- Deployed Recollect mobile application in support of the Waste Management changes in service delivery
- Produced a data solution for school outbreak COVID-19 reporting in the EOC
- Devised and continuing to implement a long-term data solution for PH COVID-19 information and contact tracing, including integrating with the Provincial application
- Automation of the public daily COVID-19 report publication, which was manually completed 7 days a week for about 5 months
- Provided the Homelessness Reporter suite of applications to Community Services for outreach workers to use with homeless during COVID-19
- Support for onboarding the two new Waste Management collection contractors – modifications and enhancements to various applications were required to support this initiative
- Implementing public-facing website with automation of the application process for qualification of Specialized Transit services offered by Niagara Region
- Modifications to EMS Tools to adhere to recently revised Ministry of Health regulations for Incident reporting
- Modifications to HSMS (Hauled Sewage Management System) for Water and Wastewater to enable GIS/mapping services connectivity, data capture for Source locations, enhance search capabilities, enhance filtering capabilities and usability
- Modifications to various web applications to support the AODA 2021 compliance regulations

## **Legal Services**

- Legal support to the Regional EOC and to all operating and service departments in response to the COVID-19 pandemic
- Legal support for land transactions that advanced various Transportation capital projects and road improvement initiatives
- Strategic advice and legal support to the GO team on the acquisition of the VIA station property in St. Catharines and the development of the Grimsby GO Station
- Legal advice on numerous capital projects affected by the Provincial Emergency Orders to enable work to advance on those projects deemed essential and assisting Project Managers to help minimize pandemic-related project costs and disruptions
- Legal assistance with formal procurements and agreements relating to: Niagara Homelessness Service System; Area Winter Maintenance; and a number of essential projects

# Corporate Services - Continued

- Successful resolution of a number of claims at mediation and otherwise on favourable terms that represented cost savings for the Region
- Advice and legal support related to the development and implementation of the Region's face covering by-law
- Advice to PH to support the issuance of Orders under the Health Protection and Promotion Act
- Risk management advice on building screening and security issues

## **Procurement and Strategic Acquisitions**

- Implementation of weekly meetings on Procurement Project Prioritization for review of essential capital and operational projects
- Facilitation of over 210 Formal Procurements resulting in approximately \$78 million in Awarded Contract value
- Sourcing critical PPE and supplies needed for the EOC response to the pandemic
- Preparation of COVID-19 recovery planning documentation

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$104,401	\$110,407	-\$6,006	-5.8%
Administrative	\$1,651	\$1,825	-\$174	-10.6%
Operational & Supply	\$8,881	\$12,440	-\$3,559	-40.1%
Occupancy & Infrastructure	\$3,542	\$5,059	-\$1,517	-42.8%
Equipment, Vehicles, Technology	\$1,039	\$1,482	-\$443	-42.6%
Community Assistance	\$165,609	\$158,826	\$6,783	4.1%
Financial Expenditures	\$0	\$10	-\$10	0.0%
<b>Total Expenses</b>	<b>\$285,123</b>	<b>\$290,049</b>	<b>-\$4,926</b>	<b>-1.7%</b>
Federal & Provincial Grants	-\$230,226	-\$245,517	\$15,291	6.6%
By-Law Charges & Sales	-\$3,995	-\$2,364	-\$1,631	-40.8%
Other Revenue	-\$23,763	-\$23,404	-\$359	-1.5%
<b>Total Revenues</b>	<b>-\$257,984</b>	<b>-\$271,285</b>	<b>\$13,301</b>	<b>5.2%</b>
Intercompany Charges	\$286	\$2,235	-\$1,949	-682.4%
<b>Total Intercompany Charges</b>	<b>\$286</b>	<b>\$2,235</b>	<b>-\$1,949</b>	<b>-682.4%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$27,425</b>	<b>\$20,999</b>	<b>\$6,426</b>	<b>23.4%</b>
Transfers From Funds	-\$289	-\$458	\$169	58.5%
Transfers To Funds	\$2,250	\$3,523	-\$1,273	-56.6%
<b>Total Transfers</b>	<b>\$1,961</b>	<b>\$3,065</b>	<b>-\$1,104</b>	<b>-56.3%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$29,386</b>	<b>\$24,064</b>	<b>\$5,322</b>	<b>18.1%</b>
Indirect Allocations & Debt	\$21,556	\$20,174	\$1,382	6.4%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$21,556</b>	<b>\$20,174</b>	<b>\$1,382</b>	<b>6.4%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$50,942</b>	<b>\$44,238</b>	<b>\$6,704</b>	<b>13.2%</b>



# Community Services - Continued

## Variance Analysis (in thousands of dollars)

Community Services operated with a surplus before indirect allocations of \$5,322 (18.1 per cent of the net budget), which is due to the following factors:

**Compensation** - The unfavourable variance of \$6,006 is primarily due to the following:

- Childrens: Favourable variance of \$234 is due to vacancies driven by an initial corporate strategy to hold recruitment for roles due to the pandemic and lower than anticipated replacement pay in the Region-operated child care centres.
- Homelessness: Unfavourable variance of \$440 is due to additional staffing and overtime required at the Region-operated shelters created to respond to COVID-19, which is fully funded in revenues below.
- Seniors: Unfavourable variance of \$6,149 is due to additional hours, overtime and pandemic pay (100% provincially funded below) related to increased workload as a result of COVID-19.
- SAEO: Favourable variance of \$349 is due to vacancies driven by an initial corporate strategy to hold recruitment for roles due to the pandemic.

**Administration** - The unfavourable variance of \$174 is primarily due to the printing and signage costs for long-term care homes as a result of COVID-19.

**Operational & Supply** – The unfavourable variance of \$3,559 is due to the following:

- Homelessness: The unfavourable variance of \$1,653 relates to incremental costs to support agencies, food, protective personal equipment (PPE), transportation, estimated room damages, support programs, staffing by agencies at the COVID shelter and operating a housing-focused shelter pilot during COVID-19 (which also added critical enhanced bed capacity to avoid shelter overcrowding). These incremental costs are 100% provincially and/or federally funded in revenues below.
- Seniors: Unfavourable variance of \$2,105 relates primarily to increased usage of medical supplies and PPE, as well as disposable kitchen supplies as a result of COVID-19.
- SAEO: The favourable variance of \$199 is due to lower than expected spend on external employment contracts and mileage due to the pandemic.

**Occupancy & Infrastructure** – The unfavourable variance of \$1,517 is primarily due to the following:

- Homelessness: The unfavourable variance of \$122 relates to incremental costs for cleaning services at the Region-operated COVID-19 shelters, which are fully funded in revenues below.
- Seniors: The unfavourable variance of \$1,356 is primarily the increased usage of housekeeping supplies (\$284), as well as usage of contracted services to provide both supervision of high risk residents in isolation and support for screening staff at the long-term care homes (\$914).

**Equipment, Vehicles, Technology** – The unfavourable variance of \$443 is primarily due to the need for additional nursing, housekeeping and laundry equipment (e.g. non-contact thermometers, over-bed tables, isolation laundry carts), as well as table barriers for staff screening and resident dining.

**Community Assistance** - The favourable variance of \$6,783 is due to the following:

- Childrens: The unfavourable variance of \$585 is due to the completion of the 100% ministry-funded multi-year construction, which is funded from the province with the offset in the federal and provincial grant revenues below.
- Homelessness: The favourable variance of \$40 is related to opportunities associated with COVID-19 funding: additional Region-operated shelters resulted in reduced usage of emergency motels (\$249); due to COVID-19, the province extended the moratorium on utility cutoffs, resulting in less spend on the Emergency Energy Fund (\$98); additional funding reduced the need for use of the prior year encumbrance (\$180); and funding opportunities through SAEO resulted in claiming housing stability plan expenses under the SAEO claim in order to maximize subsidy funding (\$735). These favourable variances are offset by the incremental costs of the Region's COVID-19 shelters (\$1,100) and enhanced outreach services (\$91), offset in revenues below.
- SAEO: The favourable variance of \$7,328 is due to lower than expected uptake in client-related benefits, such as dental, childcare, basic needs income support,

# Community Services - Continued

shelter (\$6,616) and employment-related benefits (\$713), directly related to reduced caseload and the government’s issuance of the federal CERB benefit and temporary provincial COVID-19 emergency benefit available to clients as a result of the pandemic. This is offset by a corresponding reduction in revenues below.

**Federal & Provincial Grants** – The favourable variance of \$15,291 is due to the following:

- **Childrens:** The favourable variance of \$2,228 is due to 100% provincial funding for the St. Catharines child care centre and other community capital builds (a multi-year project).
- **Homelessness:** The favourable variance of \$3,447 relates to confirmed provincial and federal funding specific to supporting incremental costs and pandemic pay related to homelessness during the COVID-19 pandemic (\$3,803), offset by reduced non-COVID revenues due to reduced expenses (\$356).
- **Seniors:** The favourable variance of \$15,685 is primarily related to Long-Term Care Prevention and Containment Funding (\$8,614 – final \$3,700 confirmed January 22, 2021), Pandemic Pay/PSW Wage Enhancement funding (\$4,284 - \$3-4 per hour for eligible staff working in long-term care/assisted living facilities), recovery of lost resident accommodation revenue (\$956), Infection Prevention and Control Funding (\$774) and base funding increases (\$1,135), including funding factor based on resident acuity and minor capital, issued by the Ministry of Long-Term Care (MLTC).
- **SAEO:** Unfavourable variance of \$6,069 is primarily due to the lower than expected client benefit issuances as noted in community assistance above.

**By-Law Charges & Sales** - The unfavourable variance of \$1,631 is due to the following:

- **Childrens:** The unfavourable variance of \$1,057 is due to parental fees not collected during the emergency order (for both closure of operations and then provision of emergency worker child care with no parental fees), along with subsequent lower capacity, resulting in decreased parental fees collected.
- **Seniors:** The unfavourable variance of \$574 is due to loss of fee revenue associated with Seniors Community Programs that have not operated during the COVID-19 pandemic.

**Other Revenue** - The unfavourable variance of \$359 is primarily due to lower than anticipated accommodation fees collected within the long-term care homes due to empty beds, which are required to be held temporarily vacant in order to isolate new admissions. This is offset by the variance in Federal & Provincial Grants as the MLTC reimbursed homes for this lost revenue. The reimbursement exceeds the lost fee revenue due to an increase to the provincially established accommodation fees rates in the year.

**Intercompany Charges** – The unfavourable variance of \$1,949 is primarily due to the reallocation of wages for staff who have been redeployed from other Niagara Region departments to support essential Community Services programs in need during the COVID-19 pandemic. These costs are supported within the base budget of the redeployed staff’s home department and are not incremental costs to the Region.

**Transfers** – The unfavourable variance of \$1,104 is primarily due to the transfer of provincial funding to the capital project for the St. Catharines child care centre addition upon completion of the project, which is funded from the province with the offset above in the federal and provincial grant line.

## Community Impacts & Achievements

### Childrens Services

- Niagara Region directly-operated child care centres quickly mobilized to be the only source for emergency child care to essential workers during the initial lockdown. As such, direct operations were well positioned to quickly pivot and provide emergency child care to essential workers during the second lockdown, and support other service providers to also provide emergency child care.
- As of December 31, 2020, the child care system has reopened 97% of its pre-COVID level licensed spaces.

## Community Services - Continued

- While the system is currently operating at 50% of current licensed capacity, it is only operating at 42% of the pre-COVID licensed capacity. This reduction in operational capacity is due mostly to staff shortages, lack of operating space available within schools and, as demonstrated in our own directly operated centres, the reduced demand for care for younger age groups (infant, toddler, preschool) with more families working from home.
- Children in the system were absent 1,196 days in December alone due to COVID-related testing or isolation directives while waiting for test results.
- On August 14, 2020, the province announced \$4.533 million of Safe Restart Funding (SRF) for child care. These funds can be used for additional personal protective equipment (gloves, gowns, etc.), enhanced cleaning, additional staff to meet health and safety requirements, support for short-term vacancies as operators transition to return to full capacity, and minor capital required in accordance with the Ministry's reopening operational guidance or local public health requirements.

## Senior Services

- In a rapidly changing environment, the Long-Term Care (LTC) homes have implemented every direction issued throughout 2020 and have taken further risk mitigation measures as appropriate based on assessment of risk to residents and staff. Seniors Services has provided feedback to Public Health and the Province on the operational and financial implications of policy changes. Seniors Services has also provided support to other operators in the system (coordinating communication, PPE support, resource support).
- Seniors Services implemented a campaign to address vaccine hesitancy among staff in November and December and supported Niagara Health in vaccination planning for LTC staff and essential caregivers. Early indications suggest that there will be a high level of vaccination rates among staff.
- Seniors Services also had readiness for vaccine clinics hosted on-site at the LTC homes and supported PH in planning with the LTC sector, Assisted Living and high risk Retirement Homes.

## Homelessness and Community Engagement

- Established a dedicated site where people experiencing homelessness can safely be isolated while waiting for COVID-19 test results and/or for those who have tested positive for the virus. The Isolation Shelter has been in operation since March 30, 2020. As of December 31, 2020, the isolation shelter has had 350 intakes. Of those, 53 have moved into temporary supportive or permanent housing (includes family reunification).
- On June 1, 2020, a housing-focused shelter pilot was established, which supports individuals who are the most chronically homeless in Niagara. The work at the shelter pilot connects people to permanent housing solutions through Home for Good and Housing First programming. During the 7 months of operation, the shelter has had 39 intakes of which 20 individuals have secured permanent housing.
- Effective April 1, 2020, Homelessness commenced the new Niagara Assertive Street Outreach program (NASO). This enhanced outreach has created a partnership with 211 information services where citizens can report homeless persons who need assistance and includes an online comprehensive mapping and geo-location model to understand and track outreach efforts.
- In October 2020, Niagara Region had achieved a Quality By-Name List. A quality By-Name List means that our community now has the reliable real-time data necessary to inform improvements, monitor trends and progress toward ending chronic homelessness.
- Homelessness Services was successful in Provincial capital funding for a Bridge Housing project in partnership with the City of Niagara Falls and Niagara Regional Housing.
- Implemented 911 Interpreter Translation Services as a corporate tool. All divisions in Community Services utilized this service and 235 client interactions were translated

# Community Services - Continued

into another language. Hungarian, Spanish, Arabic, French and Turkish are the top five languages requested for translation.

## Social Assistance and Employment Opportunities

- Niagara’s Ontario Works caseload experienced a 3.3% decrease 2020 over 2019, compared to the Provincial 5.1% decrease.
- The average length of time on assistance increased to 41 months in 2020, compared to 35 months in 2019.
- The average number of applications received in 2020 was 473 per month; compared to 624 in 2019.
- Experienced a 33% decrease in the number of cases with earnings 2020 over 2019 (11.08% and 16.64% respectively).
- Total number of file closures in 2020 decrease by 19.5% over 2019, closures due to employment decreased by 45.1% over 2019.
- Offered a blended service delivery model that incorporates in-person, telephone and virtual services to respond to the needs of high-risk clients; provided in-person service to over 2600 clients
- Processed 2,818 COVID-19 Discretionary Benefits requests and issued \$1,003.700
- Established a new operating model and adapted local benefit policy to align with the functions and responsibilities of Employment Services Transformation within the reduced funding model (22%)
- Implemented Electronic Document Management that converts all incoming document channels to a digital format as part of social assistance modernization.
- In preparation for an anticipated 22% caseload surge when federal benefits expire, MCCSS is centralizing the intake function to create capacity at the local level to respond to the increase in demand or service
- Developed a comprehensive plan to support successful launch of centralized intake

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$82,664	\$88,609	-\$5,946	-7.2%
Administrative	\$1,889	\$1,770	\$119	6.3%
Operational & Supply	\$6,027	\$6,356	-\$329	-5.5%
Occupancy & Infrastructure	\$604	\$777	-\$173	-28.6%
Equipment, Vehicles, Technology	\$2,042	\$2,470	-\$428	-21.0%
Financial Expenditures	\$0	\$2	-\$2	0.0%
Total Expenses	\$93,226	\$99,984	-\$6,758	-7.2%
Federal & Provincial Grants	-\$66,867	-\$72,819	\$5,952	8.9%
By-Law Charges & Sales	-\$130	-\$62	-\$68	-52.1%
Other Revenue	-\$678	-\$687	\$9	1.3%
Total Revenues	-\$67,675	-\$73,568	\$5,893	8.7%
Intercompany Charges	\$1,538	\$1,670	-\$132	-8.6%
Total Intercompany Charges	\$1,538	\$1,670	-\$132	-8.6%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$27,089	\$28,086	-\$997	-3.7%
Transfers From Funds	-\$759	-\$759	\$0	0.0%
Transfers To Funds	\$256	\$323	-\$67	-26.1%
Total Transfers	-\$503	-\$436	-\$67	-13.3%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$26,586	\$27,650	-\$1,064	-4.0%
Indirect Allocations & Debt	\$15,052	\$14,364	\$688	4.6%
Total Indirect Allocations & Debt	\$15,052	\$14,364	\$688	4.6%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$41,638	\$42,014	-\$376	-0.9%



# Public Health & Emergency Services - Continued

## Variance Analysis (in thousands of dollars)

The year-end unfavourable variance for Public Health (PH) & Emergency Medical Services (EMS) before indirect allocations was \$1,064, due to the following factors:

**Compensation** – The unfavourable variance of \$5,945 is due to the following:

- Public Health: Unfavourable variances resulting from COVID-19 included approved over-complement staffing (\$3,419), overtime expenses (\$206) and lieu/special lieu (\$500). Partially offsetting the increases related to COVID-19 were savings from gapping due to staff vacancies (\$1,612).
- EMS: Unfavourable variances resulting from COVID-19 included pandemic pay (\$974), replacement pay (\$950), and lieu/special lieu (\$79). In addition, there were increased costs for Workplace Safety Insurance Board (WSIB) (\$617), overtime and lieu expenses (\$462), and additional salaries (\$421). A portion of these additional salaries were due to new Community Paramedicine programs and are partially offset by additional revenues of \$152 as described below.

**Administrative** – The favourable variance of \$119 was primarily a result of staff development and conferences that did not occur due to restrictions associated with the COVID-19 pandemic.

**Operational & Supply** - The unfavourable year-end variance of \$329 was due to:

- Public Health: The favourable variance of \$204 was driven by program mileage and supply savings (\$214), as well as reduced expenses in the senior's dental program due to COVID-19 (\$71). Offsetting these savings were additional pandemic-related personal protective equipment (PPE) purchases in Clinical Services (\$83).
- EMS: The unfavourable variance of \$607 was mainly driven by increased personal protective equipment (PPE) purchases in EMS due to COVID-19 (\$824).

**Occupancy & Infrastructure** – The unfavourable variance of \$173 was driven by the expansion of the EMS Westwood fleet centre (\$133), as well as the COVID-19-driven need to lease additional space to support EMS dispatch training requirements (\$35).

**Equipment, Vehicles, Technology** – The unfavourable variance of \$428 is primarily due to the purchase of COVID-19 related IT equipment and software licenses in PH (\$146), higher than anticipated vehicle and equipment repair costs in EMS (\$161), and fit-testing equipment and supplies for COVID-19-related PPE in EMS (\$61).

**Federal & Provincial Grants** – The favourable variance of \$5,638 was driven by:

- Public Health: The favourable year-end variance of \$2,768 was a result of additional funding that included provincial COVID-19 extraordinary funding (\$1,681), school-focused nurse funding (\$678) and one-time mitigation funding from the province (\$455).
- EMS: The favourable variance of \$3,073 was due to incremental COVID-19 funding that included pandemic pay (\$974) as well as COVID-19 relief funding (\$2,006). In addition, non-COVID-19 favourable variances were driven by unbudgeted Dedicated Offload Nurse funding (\$616), one-time dispatch WSIB funding (\$452), and Community Paramedicine funding related to new programs (\$152). The additional funding was offset by funding assumptions included in the 2020 EMS budget that were not provided by the Ministry of Health, including increased land ambulance WSIB (\$316), Emergency Communication Nurse (ECN) funding (\$285), and dispatch WSIB funding (\$113).

**By-Law Charges & Sales** – The unfavourable variance of \$68 was the result of lower than anticipated Public Health by-law related product sales to the public (food handling courses, contraception, etc.) due to COVID-19.

**Intercompany Charges** - The unfavourable variance of \$132 was driven mainly by net expenses related to staffing resources who have been redeployed from other departments to support COVID-19 in Public Health (\$280) and from Mental Health to other departments in the organization (\$111).

# Public Health & Emergency Services - Continued

## **Community Impacts & Achievements** **Mandatory and Related Programs**

- Reorientation of Public Health operations to focus on the COVID-19 pandemic response, with 155 staff of approximately 280 FTEs redeployed to support this effort. Core activities included outbreak management, case follow-up, contact tracing, infection prevention and control inspections, collaboration with health care providers, and communicating and informing the public.
- Success in reducing the spread of COVID-19 by early May, and slowing the pace of outbreaks, with remaining outbreaks much smaller during Q2.
- With many staff redeployed, many Public Health services were scaled back, including School Health, Dental Health, Vaccinations, Sexual Health, parenting and child health supports, and family home visiting.
- Public Health is continuing to move forward the Health Promotion Project, understanding that 75% of morbidity and mortality is due to chronic diseases (alcohol, tobacco, unhealthy eating and lack of physical activity) using Evidence-Informed Decision Making to develop the best interventions to address Niagara's biggest health priorities.

## **Mental Health**

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

## **Emergency Services**

- For the duration of the COVID-19 pandemic, Niagara Emergency Medical Services (NEMS) has continued uninterrupted provision of core 911 Mobile Integrated Health (MIH) services, including land ambulance services.
- Community response to COVID-19 has had a significant impact on the delivery of EMS services
  - Provided unconventional resources such as Public Health specimen collection and PPE training to the community
  - Reductions in calls, patient transports and overall hospital utilization resulted in a decrease of ambulance offload delays by 81%
  - The recovery of emergency ambulance resources otherwise spent in offload delay has normalized system performance, demonstrating that response time performance targets can be achieved.
- Economic analysis of the EMS system transformation by McMaster University has identified significant efficiencies from this model and is informing future sustainability planning.
- The system has decreased call volumes for most municipal fire services responding to medical-related calls by approximately 50% or more, with no identifiable adverse impacts to patient outcomes as a result.
- Emergency Communications Nurse (ECN) program provided pandemic support and received Accredited Centre of Excellence designation – only the fourth service in the world to achieve this standard.

## **Emergency Management**



# Public Health & Emergency Services - Continued

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

## Fire Coordinator

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

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

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

## 911 PSAP

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

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$17,240	\$15,001	\$2,239	13.0%
Administrative	\$3,889	\$1,417	\$2,472	63.6%
Operational & Supply	\$28,779	\$18,221	\$10,558	36.7%
Occupancy & Infrastructure	\$987	\$563	\$424	42.9%
Equipment, Vehicles, Technology	\$2,701	\$2,036	\$665	24.6%
Partnership, Rebate, Exemption	\$367	\$278	\$89	24.2%
Financial Expenditures	\$0	\$19	-\$19	0.0%
<b>Total Expenses</b>	<b>\$53,963</b>	<b>\$37,535</b>	<b>\$16,428</b>	<b>30.4%</b>
Federal & Provincial Grants	\$0	-\$55	\$55	0.0%
By-Law Charges & Sales	-\$9,061	-\$4,901	-\$4,160	-45.9%
Other Revenue	-\$2,696	-\$566	-\$2,130	-79.0%
<b>Total Revenues</b>	<b>-\$11,757</b>	<b>-\$5,522</b>	<b>-\$6,235</b>	<b>-53.0%</b>
Intercompany Charges	-\$1,920	-\$2,644	\$724	-37.7%
<b>Total Intercompany Charges</b>	<b>-\$1,920</b>	<b>-\$2,644</b>	<b>\$724</b>	<b>-37.7%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$40,286</b>	<b>\$29,369</b>	<b>\$10,917</b>	<b>27.1%</b>
Transfers From Funds	-\$1,619	-\$1,619	\$0	0.0%
Transfers To Funds	\$0	\$1,114	-\$1,114	0.0%
Expense Allocations To Capital	-\$140	-\$119	-\$21	-15.0%
<b>Total Transfers</b>	<b>-\$1,759</b>	<b>-\$624</b>	<b>-\$1,135</b>	<b>-64.5%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$38,527</b>	<b>\$28,745</b>	<b>\$9,782</b>	<b>25.4%</b>
Indirect Allocations & Debt	\$39,328	\$38,994	\$334	0.8%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$39,328</b>	<b>\$38,994</b>	<b>\$334</b>	<b>0.8%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$77,855</b>	<b>\$67,739</b>	<b>\$10,116</b>	<b>13.0%</b>

# Public Works Transportation - Continued

## Variance Analysis (in thousands of dollars)

Public Works Levy operated at a surplus before indirect allocations of \$9,782, with the factors noted below contributing to this surplus.

The 2020 budget included expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2020, in conjunction with the Court Services division. The work on the implementation of the program, including the proposed changes to the Niagara Region Courts Inter-municipal Agreement, has been delayed as a result of the COVID-19 pandemic. Accordingly, no expenditures have been incurred nor revenues realized in 2020. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution to the local area municipalities because of the delay.

**Compensation** – The favourable variance of \$2,239 is primarily due to delays in filling vacant positions and decreased overtime costs. Savings related to Vision Zero are \$283.

**Administration** – The favourable variance of \$2,472 is primarily due to: a decrease in consulting work of \$1,015 related to timing differences in the rollout of Transportation Services, Transit and Airport-related studies; reduced information & promotions costs of \$221; and reduced staff travel, training and other administrative expenses of \$202 due to the COVID-19 pandemic and vacant positions. Of this unspent budget, \$740 has been committed to future consulting engagements, including the Complete Streets Design manual, Cityworks system upgrade and Airport study and are included in the 2020 encumbrances reported in Transfers to Funds. Savings related to Vision Zero are \$1,034.

**Operational & Supply** – The favourable variance of \$10,558 is largely a result of reduced Transit Services costs in both Niagara Region Transit (NRT) of \$8,260 and Niagara Specialized Transit (NST) of \$844 as a result of COVID-19 impacts resulting in lower ridership and schedule reductions in 2020. NRT adjusted to COVID-19 impacts by significantly reducing its service by eliminating all express routes and routes 50/55, as well as reducing its operating hours, effectively reducing forecasted service levels to approximately 55% of budget for the entire year. Similarly, NST experienced lower ridership which resulted in savings as the service operator only receives payment per trip delivered. Other operational impacts include: lower than anticipated usage of winter sand, winter salt and organic de-icing material of \$517 and other program specific services of \$227 due to mild winter conditions; decreases in hired equipment of \$432 related to the Emerald Ash Borer tree removal project; and other program specific supplies and materials of \$179. A total of \$148 of the unspent hired equipment budget has been committed to the Emerald Ash Borer tree removal project and catch basin cleaning and is included in the 2020 encumbrances reported in Transfers to Funds. Savings related to Vision Zero are \$100.

**Occupancy & Infrastructure** – The favourable variance of \$424 is due to lower than expected electricity costs related to the timing difference in the rollout of the Street Lighting program.

**Equipment, Vehicles, Technology** – The favourable variance of \$665 is due to savings from lower than expected fuel prices and usage of \$417, offset by higher than expected vehicle and equipment repairs on aging fleet vehicles of \$99 and increases in other equipment, vehicle and technology costs of \$41. Savings related to Vision Zero are \$388.

**Partnership, Rebate, Exemption** – The favourable variance of \$89 is due to lower than anticipated Local Area Municipality (LAM) grants associated with bicycle network facilities and drainage assessment funding for LAMs. Of this unspent budget, \$50 has been committed to future bicycle network facilities funding in the city of St. Catharines and is included in the 2020 encumbrances reported in Transfers to Funds.

**Federal & Provincial Grants** – The favourable variance of \$55 is due to one-time funding received from the provincial government of Ontario, in partnership with the federal government, under both the Safe Restart Agreement (SRA) and Municipal Transit Enhanced Cleaning (MTEC) funding to assist with delivery of transit services during the COVID-19 pandemic; specifically, funding to support enhanced cleaning costs of buses.

**By-Law Charges & Sales Revenue** – The unfavourable variance of \$4,160 is due to reduced Transit fare revenue in both NRT of \$3,384 and NST \$62 related to COVID-19

# Public Works Transportation - Continued

impacts and lower ridership. Niagara College transitioned to an online educational model and opted to terminate the U-Pass program beginning in May 2020, thereby eliminating a significant portion of NRT revenue, as Niagara College students represented approximately 80% of NRT ridership. The remaining variance is primarily due to lower than expected signs sales and signal maintenance revenue of \$790, offset by higher than expected aggregate and other fee revenue of \$77.

**Other Revenue** – The unfavourable variance of \$2,130 is primarily due to the deficit related to Vision Zero of \$1,725, with the balance of the deficit due to lower proceeds from sale of equipment of \$257 and other revenue shortfalls of \$148.

**Intercompany Charges** – The favourable variance of \$724 is largely due to the reallocation of wages for staff redeployed to support other regional divisions in need of resources due to the COVID-19 pandemic.

**Transfers to Funds** – The unfavourable variance of \$1,135 relates primarily to 2020 encumbrances of \$938, as outlined above, and lower than anticipated Airport-related studies of \$145 and LAM grants of \$31.

## Community Impacts & Achievements

- The Regional Road Network consists of 1,732 total lane kms of road. As part of the Region’s Transportation Engineering capital program, 37 lane kms of roadways were resurfaced in 2020 through the annual Hot Mix Program-Phases I and II.
- The Region’s Transportation Planning department has initiated the Vision Zero Road Safety Plan to enhance safety and community wellbeing for Niagara’s residents and visitors. A comprehensive 5 year Action Plan is underway, focused on reducing traffic-related fatalities and serious injuries on Niagara’s streets. The Plan addresses safety for the most vulnerable users of our transportation system (pedestrians, school children, older adults and cyclists) and encourages a multi-modal transportation system. Ten (10) additional community safety zones launched in fall 2020 throughout the Region, in conjunction with the new school year.
- Regional Road 20 through Smithville in the Township of West Lincoln is now home to the Region’s fourth and fifth roundabouts at the intersections of South Grimsby Road 6 and Townline Road. The implementation of these features represents a significant investment in a growing community aimed at improving traffic flow and road safety through the Township.
- Transportation Master Plan (TMP) ongoing strategic projects are underway, including St. Paul Street Bridge Environmental Assessment (EA), Bridge Street EA, Casablanca Boulevard Detailed Design, Thorold Stone Road Extension Detailed Design, Merritt Road EA and York Road EA that support multi-modal travel demands and capacity improvements, active transportation and GO Initiatives.
- Active Transportation grant funding of \$200,000 in total was awarded to the cities of Niagara Falls, St. Catharines, Thorold, Pelham and the Town of Niagara-on-the-Lake to build 3.84 kms of active transportation network to better connect cities and towns across Niagara.
- Complete Street Design Manual and Guidelines project is underway with an extensive engagement with area municipalities and key stakeholders to set the policy, streets concepts and design features across the Niagara region, which will result in better livable streets by drilling down to specific engineering details and real world unique to Niagara conditions.

## Public Works Transportation - Continued

- Access Management Policies and Guidelines project is underway in consultation with the local area municipalities, local BIAs, transit authorities and Active Transportation committees. The project's purpose is to set goals related to development applications to support a connected and convenient public transit network, create and interconnect active transportation systems, support implementation of complete streets and promote road safety across Niagara. Update to Niagara Region Traffic Impact studies and saturation flow rates are included within this assignment.
- Transit Governance framework: The transit governance study, undertaken to recommend a consolidated Full Commission model for regional transit service in Niagara, was completed in Q4 2020 and brought forward to the Linking Niagara Transit Committee (LNTC). Additional feedback to be sought from local area municipalities through Q1 2021.
- Niagara Region launched NRT OnDemand in West Niagara in Q3, 2020 and on November 23, 2020, expanded the service to Niagara-on-the-Lake. NRT OnDemand ridership continues to grow steadily across the service.
- NRT made significant service-level changes due to both Brock University and Niagara College transitioning to substantially online program delivery. As approximately 80% of NRT's ridership is made of students, current ridership requirements are significantly lower than in 2019. Staff continues to monitor these events to ensure that appropriate level of service is deployed to meet demand.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$5,837	\$5,156	\$681	11.7%
Administrative	\$2,391	\$803	\$1,588	66.4%
Operational & Supply	\$23	\$15	\$8	32.0%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$36	\$36	\$0	-0.8%
Partnership, Rebate, Exemption	\$106	\$56	\$50	47.5%
Total Expenses	\$8,393	\$6,066	\$2,327	27.7%
By-Law Charges & Sales	-\$1,833	-\$1,412	-\$421	-22.9%
Other Revenue	-\$1,358	-\$457	-\$901	-66.4%
Total Revenues	-\$3,191	-\$1,869	-\$1,322	-41.4%
Intercompany Charges	-\$440	-\$497	\$57	-12.9%
Total Intercompany Charges	-\$440	-\$497	\$57	-12.9%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$4,762	\$3,700	\$1,062	22.3%
Transfers From Funds	-\$664	-\$664	\$0	0.0%
Transfers To Funds	\$0	\$607	-\$607	0.0%
Total Transfers	-\$664	-\$57	-\$607	-91.4%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$4,098	\$3,643	\$455	11.1%
Indirect Allocations & Debt	\$1,033	\$870	\$163	15.8%
Total Indirect Allocations & Debt	\$1,033	\$870	\$163	15.8%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$5,131	\$4,513	\$618	12.1%



# Planning & Development - Continued

## Variance Analysis (in thousands of dollars)

Planning and Development operated at a surplus before indirect allocations of \$455. The following factors have contributed to this surplus.

**Compensation** - The favourable variance of \$681 is due to staff vacancies resulting from delayed recruitment due to the COVID-19 pandemic and difficulty recruiting senior professional positions.

**Administration** - The favourable variance of \$1,588 is due to the timing of consulting expenditures involving the Niagara Official Plan (NOP) and a known surplus of consulting dollars due to prioritization of the background studies which form the NOP. The delay in NOP expenditure is a direct result of the provincial decision to release revised guidance material and the related process. Committed funds related to the NOP and other key projects are included in the 2020 encumbrances and reported below through Transfers.

**Partnership, Rebate, Exemption** - The favourable variance of \$50 is due to agricultural grants not accessed due to pandemic restrictions.

**By-Law Charges & Sales** - The unfavourable variance of \$421 is due to lower than anticipated application volumes within development planning. The volumes decreased significantly at the end of the first quarter as a direct result of the COVID-19 pandemic; however, development activity recovered in the third and fourth quarter.

**Other Revenue** - The unfavourable variance of \$901 is due to a decreased transfer of development charge revenue. The development charge revenue is matched to expenditures to partially fund the NOP and Secondary/District Plans and offsets the favourable surplus in administration above.

**Intercompany Charges** - The favourable variance of \$57 is reflective of the reallocation of wages for staff members who have been redeployed to support essential services in Community Services during the COVID-19 pandemic.

**Transfers** - The unfavourable forecasted variance of \$607 is primarily due to the 2020 encumbrance for NOP project funds to support project completion timelines, as well as the Municipal Comprehensive Review, Environmental Planning Reviews and the Stormwater Management Guidelines.

## Community Impacts & Achievements

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

## Project Updates/Accomplishments

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

## Other Initiatives

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

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

Growing Niagara:

# Planning & Development - Continued

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

## Supporting Local Communities, Fostering Great Development:

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

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

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

Court Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$2,570	\$1,601	\$969	37.7%
Administrative	\$2,890	\$1,169	\$1,721	59.6%
Operational & Supply	\$1,163	\$469	\$694	59.7%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$1	\$11	-\$10	-2099.6%
Financial Expenditures	\$158	\$193	-\$35	-22.0%
Total Expenses	\$6,782	\$3,443	\$3,339	49.2%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%
Other Revenue	-\$8,860	-\$5,067	-\$3,793	-42.8%
Total Revenues	-\$8,860	-\$5,067	-\$3,793	-42.8%
Intercompany Charges	-\$7	-\$99	\$92	-1329.9%
Total Intercompany Charges	-\$7	-\$99	\$92	-1329.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$2,085	-\$1,723	-\$362	-17.4%
Transfers To Funds	\$200	\$200	\$0	0.0%
Total Transfers	\$200	\$200	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,885	-\$1,523	-\$362	-19.2%
Indirect Allocations & Debt	\$1,150	\$1,179	-\$29	-2.5%
Total Indirect Allocations & Debt	\$1,150	\$1,179	-\$29	-2.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$735	-\$344	-\$391	53.2%

# Court Services - Continued

## Variance Analysis (in thousands of dollars)

Court Services operated at a deficit after indirect allocation of \$391 due to the factors described below.

The 2020 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2020 in conjunction with the Transportation Services division. The work on the implementation of the program, including the proposed changes to the Niagara Region Courts Inter-municipal Agreement, has been delayed as a result of the COVID-19 pandemic. Accordingly, no expenditures have been incurred or revenues realized in 2020. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution to the local area municipalities as a result of the delay.

**Distribution to Local Area Municipalities** – The total distribution to the local area municipalities and the Region is \$343 each, which reflects an unfavourable variance of \$391. This is due in large part to a decrease in fine payments received as a result of the impacts of the COVID-19 pandemic, such as the closure of the courthouse to the public (re-opened September 14, 2020) and adjournment of in-person court proceedings, as well as a reduction in the volume of charges that have been laid since the start of the pandemic. The revenue reductions have been partially offset by savings realized as a result of the adjournment of court matters, as well as the redeployment of staff to other departments within the Niagara Region in greater need of resource support through the pandemic. First and second quarter payments were distributed based on the budgeted allocations, which has resulted in an overpayment to the LAMs. The unfavourable variance of \$24 will be adjusted through the first quarter distribution payment for 2021 to local area municipalities.

**Compensation** - The favourable variance of \$969 is partially due to savings related to Vision Zero of \$650. The balance of the surplus is related to vacancy management, including several staff who have taken voluntary leaves of absence due to the COVID-19 pandemic.

**Administrative** - The favourable variance of \$1,721 is partially due to savings related to Vision Zero of \$1,038. The balance of the surplus is mainly due to savings associated with the provincial order to temporarily close the courts for the COVID-19 pandemic, such as adjudication and Part III prosecution costs, as well as reduced Victim Fine Surcharge costs resulting from reduced ticket volumes and fine payments received since the start of the pandemic.

**Operational & Supply** - The favourable variance of \$694 is partially due to savings related to Vision Zero of \$106. The balance of the surplus is related to reduced payments to other POA courts for fines collected on their behalf, which is offset in reduced infraction revenues, and the decrease in the net revenue distribution payment to the local area municipalities reflective of the overall net revenue for the year being less than budgeted.

**Equipment, Vehicles & Technology** – The unfavourable variance of \$10 is a result of higher than budgeted minor IT purchases to support the virtual court and electronic COVID screenings, in addition to higher than budgeted computer software support.

**Financial Expenditures** – The unfavourable variance of \$35 is a result of higher than budgeted collection charges paid to third party collection agencies at a higher rate for third placement matters.

**Other Revenue** - The unfavourable variance of \$3,793 is partially due the revenue deficit related to Vision Zero of \$1,794. The balance of the deficit is due to a significant decrease in ticket volumes processed since the start of the COVID-19 pandemic, as well as closure of the courts and deferral of trials, which has resulted in deferred convictions and delays in revenue collection.

**Intercompany Charges** – The favourable variance of \$92 is primarily due to the reallocation of wages for staff who have been redeployed to support Niagara Region departments in need of resources due to the COVID-19 pandemic.

# Court Services - Continued

## **Community Impacts & Achievements**

Court Services is responsible for overseeing the Provincial Offences Court on behalf of the Niagara Region and the 12 Local Area Municipalities in the areas of Administration, Collections and Prosecutions.

- Despite the pandemic requiring the temporary closure of the courthouse building for certain periods, customer service continued to be delivered to the public via email and telephone throughout the closure period. Court Services staff also remained onsite to receive filing from enforcement agencies and ensure business continuity.
- The Ministry of the Attorney General (MAG) has provided direction that all Provincial Offences matters required to be conducted in-person have been adjourned to at least January 25, 2021.
- In the interim, Court Services is well equipped to deliver Court services remotely, and has begun to do so, based on extensive preparation for remote matters, in addition to the modern technology available onsite at the courthouse facility. Even during the period the courthouse was open to the public for counter service (from September 14, 2020 to January 14, 2021), remote service continued to be leveraged wherever possible.
- Since July 6, 2020, judicial pre-trial matters and early resolution guilty pleas have been conducted remotely where eligible, before a Justice of the Peace via audio conference.
- Commencing October 19, 2020, all other non-trial remote matters have commenced remotely where eligible, before a Justice of the Peace via audio conference.
- In addition to audio conferencing, Court Services has collaborated with IT Services to prepare for video conferencing via Zoom, MAG's preferred conferencing platform, in anticipation of the expansion of virtual court matters in 2021.
- Amendments to the Provincial Offences Act made pursuant to Bill 197, the COVID-19 Economic Recovery Act, 2020, came into effect July 21, 2020. These amendments have enabled Court Services, in consultation with the judiciary, to make greater use of technology to deliver justice services remotely.
- Court Services participated in ongoing collaboration with Facilities and Corporate Health & Safety staff to prepare for the eventual re-opening of the courthouse to the public for counter service, as well as the resumption of in-person court matters in 2021, subject to Provincial approval.
- The Court Services team also supported the delivery of essential services by the Seniors Services division through redeployment to aid staff, residents and visitors at Niagara Region's long-term care homes during the pandemic.
- While the COVID-19 pandemic certainly changed the landscape for 2020, the Court Services team has continued to focus their efforts on providing a high level of customer service to the public and transparent, ongoing communication with stakeholders, including enforcement agencies, judiciary, and legal professionals. This helped keep all parties informed, and allowed staff to remain responsive to their needs and maintain business continuity.



## Niagara Regional Housing Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$5,215	\$5,042	\$173	3.3%
Administrative	\$1,007	\$629	\$378	37.5%
Operational & Supply	\$140	\$110	\$30	21.6%
Occupancy & Infrastructure	\$15,750	\$15,849	-\$99	-0.6%
Equipment, Vehicles, Technology	\$277	\$196	\$81	29.1%
Community Assistance	\$31,507	\$29,842	\$1,666	5.3%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%
Financial Expenditures	\$1,967	\$1,842	\$125	6.3%
<b>Total Expenses</b>	<b>\$55,863</b>	<b>\$53,510</b>	<b>\$2,353</b>	<b>4.2%</b>
Federal & Provincial Grants	-\$13,713	-\$12,785	-\$928	-6.8%
Other Revenue	-\$16,052	-\$16,336	\$284	1.8%
<b>Total Revenues</b>	<b>-\$29,765</b>	<b>-\$29,121</b>	<b>-\$644</b>	<b>-2.2%</b>
Intercompany Charges	\$65	\$70	-\$5	-7.5%
<b>Total Intercompany Charges</b>	<b>\$65</b>	<b>\$70</b>	<b>-\$5</b>	<b>-7.5%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$26,163</b>	<b>\$24,459</b>	<b>\$1,704</b>	<b>6.5%</b>
Transfers From Funds	-\$1,002	-\$1,002	\$0	0.0%
Transfers To Funds	\$3,183	\$4,332	-\$1,149	-36.1%
<b>Total Transfers</b>	<b>\$2,181</b>	<b>\$3,330</b>	<b>-\$1,149</b>	<b>-52.7%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$28,344</b>	<b>\$27,789</b>	<b>\$555</b>	<b>2.0%</b>
Indirect Allocations & Debt	\$8,099	\$7,999	\$100	1.2%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$8,099</b>	<b>\$7,999</b>	<b>\$100</b>	<b>1.2%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$36,443</b>	<b>\$35,788</b>	<b>\$655</b>	<b>1.8%</b>



# Niagara Regional Housing - Continued

## Variance Analysis (in thousands of dollars)

Niagara Regional Housing (NRH) operated at a surplus before indirect allocations of \$555. The surplus is due to the following factors:

**Compensation** - The favourable variance of \$173 is primarily due to a health and dental benefit surplus as a result of lower claims from COVID-19 pandemic-related closures and restrictions (\$108) and savings from delays in filling non-essential vacant positions due to COVID-19 (\$83).

**Administration** - The favourable variance of \$378 is primarily due to \$320 in savings on consulting expenses during the year, including \$211 for the Affordable Housing Master Plan, which was committed and is included in the 2020 encumbrance reported in Transfer to Funds.

**Occupancy & Infrastructure** - The unfavourable variance of \$99 is primarily due to \$264 in incremental costs associated with increased security at owned units and cleaning of high-touch surfaces and common areas due to COVID-19, as well as \$96 in higher than budgeted regular maintenance costs. This unfavourable variance is offset partially by savings seen in utilities of \$272, mainly for natural gas due to recent upgrades in hot water systems and a mild winter.

**Equipment, Vehicles, Technology** – The favourable variance of \$81 is primarily from savings on licensing fees due to a delay in the implementation of Integrated Housing Solutions software. \$31 for implementation costs of the software was committed and is included in the 2020 encumbrances reported in Transfer to Funds.

**Community Assistance** - The favourable variance of \$1,665 is due to delayed spend in ministry-funded programs (\$841) and K3D heat control system upgrades for providers encumbered from the 2019 budget (\$317), both delayed primarily as a result of COVID-19 restrictions. The variance associated with ministry-funded programs is offset by a reduction in Federal & Provincial Grants below, as revenue is recognized to align with timing of the programs and their related administrative costs. Also contributing to the positive variance is \$431 in lower than budgeted subsidy payments to non-profit and co-op housing providers and \$128 in lower than budgeted provider capital repair grants. This is offset by \$200 in grants provided in the year under the capital loan and grant program. A combined \$907 for the K3D heat control system upgrades for providers, provider capital grants, and grants under the capital loan and grant program was committed and is included in the 2020 encumbrance reported in Transfer to Funds.

**Financial Expenditures** – The favourable variance of \$125 is primarily the result of lower than anticipated write-offs on uncollectable tenant rents on owned units.

**Federal & Provincial Grants** - The unfavourable variance of \$928 is due to timing of ministry-funded programs and related administrative costs, as revenue is recognized based on actual expenses incurred.

**Other Revenue** - The favourable variance of \$284 is due primarily to \$308 in higher than anticipated rental revenues for NRH-owned units.

**Transfer to Funds** – The unfavourable variance of \$1,149 relates to the 2020 encumbrances as identified in the lines above.

## Community Impacts & Achievements

Acting as Service Manager on behalf of Niagara Region, NRH is responsible for Community, Social, Public & Affordable Housing within the context of an ever-increasing wait list and clients struggling through negative effects of poverty. Accomplishments to date in 2020 include:

- *Development*
  - Construction continues for 73 units in two apartment buildings on Hawkins Street in Niagara Falls. This project is estimated to be complete in December of 2021. At the end of 2020, it was approximately 40% complete.
  - Two of the five units acquired in Thorold are now complete with an occupancy date of March 1, 2021. The remaining three units will be complete in 2021-Q2.

## Niagara Regional Housing - Continued

- NRH's development team submitted an application to the Canadian Mortgage and Housing Corporation (CMHC) for the Rapid Housing Initiative. This funding would support the full capital ask for 32 new modular units on the POA lands in Welland purchased by NRH.
- *Home Repairs* – NRH received \$545,920 through the Ontario Priorities Housing Initiative (OPHI) for all three streams of the program (Homeowner, Secondary Suite and Multi-Unit). 18 homeowners are currently approved for funding.
- *Homeownership* – NRH received \$200,000 through the Ontario Priorities Housing Initiative (OPHI) Year 1 and \$100,000 through OPHI Year 2. Down payment assistance was provided to 23 households to help purchase their first home in 2020. One was an NRH tenant.
- *Canada Ontario Housing Benefit (COHB)* – COHB is a portable rent benefit that helps applicants on the Centralized Waiting List pay their rent to their current landlord in the private market. By year-end in 2020, more than 240 Niagara residents had applied and many have started receiving subsidy. Successful COHB applicants are removed from the waiting list, allowing other applicants to move up this list more quickly.
- *Addressed Homelessness* – Ongoing partnership with Community Services through the Housing First program to move those experiencing homelessness to their own homes with appropriate supports. In an effort to support more participants to graduate from the program, Community Services were offered several spots for the COHB. By supporting graduates, we allow more space for those in need to enter the program and receive housing along with supports. Additionally, 10 more Rent Supplements were offered to Homelessness Services for their clients.
- *Housing Providers*
  - There have been no interruptions to program delivery throughout the pandemic and intake processes were adjusted at the beginning so applications have not been affected.
  - Remote operational reviews of the providers will begin in January. This process, which usually requires NRH staff to be on site with the provider for a few days, has been ceased since March 2020. Virtual support and monitoring has been taking place since that time. This new process will allow the Housing Administrators to conduct the majority of their inspection remotely while coordinating with provider staff to facilitate the exchange of documents when required.
  - Disposable masks were donated to providers by Niagara Region.
  - Providers have been asked to contact NRH should they experience financial stress as a result of COVID and increased cleaning costs but none have asked for this type of support. NRH will continue to watch for opportunities to support housing providers throughout the pandemic.
- *Improved Public Housing (NRH-owned) communities*
  - NRH reverted back to only responding to urgent/emergency maintenance requests until lockdown ends
  - Community Programs Coordinators (CPCs) continue to offer telephone support and attend communities if necessary for particularly vulnerable tenants
  - 136 refurbished computers were delivered to tenants along with information about the CyberSeniors partnership that offers workshops and programs on-line. NRH continues to advocate for affordable internet so that tenants can access information, supports and programs.
  - RAFT began to provide “Drive Through After School Programs”, which involved children walking through the Community Houses to chat with RAFT staff while they pick up snack and craft bags. Faith Welland has been providing After School programming throughout the pandemic.
  - Instead of the traditional Christmas parties, NRH and partners (RAFT, Faith Welland, Community Support Services Niagara, Niagara College) delivered Christmas bags, gifts and lunches directly to households.

## Niagara Regional Housing - Continued

- Faith Welland engaged NRH seniors in their “Letters to Santa” project in family communities, with the seniors volunteering to assist with answering the childrens’ letters.
- As a result of a considerable mask donation to Niagara Region, NRH began delivering packages of 50 disposable masks to every NRH household. NRH’s Niagara College Security Student has been delivering them while he walks the communities, reminding tenants of the COVID guidelines and answering questions.

## 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
Compensation	\$157,060	\$154,298	\$2,762	1.8%
Administrative	\$4,220	\$3,541	\$679	16.1%
Operational & Supply	\$2,277	\$2,622	-\$345	-15.2%
Occupancy & Infrastructure	\$361	\$267	\$94	26.1%
Equipment, Vehicles, Technology	\$6,991	\$6,645	\$346	4.9%
Financial Expenditures	\$1	\$6	-\$5	-469.6%
<b>Total Expenses</b>	<b>\$170,910</b>	<b>\$167,379</b>	<b>\$3,531</b>	<b>2.1%</b>
Federal & Provincial Grants	-\$9,737	-\$9,641	-\$96	-1.0%
By-Law Charges & Sales	-\$6,068	-\$2,177	-\$3,891	-64.1%
Other Revenue	-\$2,186	-\$2,241	\$55	2.5%
<b>Total Revenues</b>	<b>-\$17,991</b>	<b>-\$14,059</b>	<b>-\$3,932</b>	<b>-21.9%</b>
Intercompany Charges	-\$1,361	-\$1,407	\$46	-3.4%
<b>Total Intercompany Charges</b>	<b>-\$1,361</b>	<b>-\$1,407</b>	<b>\$46</b>	<b>-3.4%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$151,558</b>	<b>\$151,913</b>	<b>-\$355</b>	<b>-0.2%</b>
Transfers From Funds	-\$250	-\$250	\$0	0.0%
Transfers To Funds	\$3,150	\$3,150	\$0	0.0%
<b>Total Transfers</b>	<b>\$2,900</b>	<b>\$2,900</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$154,458</b>	<b>\$154,813</b>	<b>-\$355</b>	<b>-0.2%</b>
Indirect Allocations & Debt	\$15,723	\$15,736	-\$13	-0.1%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$15,723</b>	<b>\$15,736</b>	<b>-\$13</b>	<b>-0.1%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$170,181</b>	<b>\$170,549</b>	<b>-\$368</b>	<b>-0.2%</b>

# Niagara Regional Police Services - Continued

## Variance Analysis (in thousands of dollars)

For the period ending December 31, 2020, Niagara Regional Police Service's financial result was a combined Net Expenditure before Indirect Allocations deficit of \$355. The Service recommended a transfer from reserves of \$71, which will reduce the deficit to \$284. The deficit consists of a \$532 deficit attributable to the Service, offset by a \$248 surplus attributable to the Police Service Board. The following factors contributed to this deficit:

**Compensation** – Compensation expense was below the approved budget by \$2,762. This favourable variance is primarily due to the net result of savings realized within uniform salaries due to hiring lags, employee benefits and the 2020 NRPA wage settlement, partially offset by increased spending of civilian salaries to backfill operationally essential civilian positions, WSIB claims experience, and sick leave payouts from greater than budgeted retirements. Additionally some savings were realized as a result of COVID-19 restrictions including savings in court time as a result of courts operating at reduced and modified capacity, as well as savings in special duty expense due to cancelled events, however special duty savings are fully offset by a reduction in Revenue.

**Administrative** – Administrative expense was below the approved budget by \$679. This favourable variance is the result of savings in legal expenses for the Police Services Board, as well as COVID-19 related savings in staff development due to reduced travel and cancelled events, conferences and training as well as savings in administrative mileage and travel expenses. These savings were offset partially by PPE purchases including gloves, masks and disinfectant purchased at the onset of the pandemic for frontline staff.

**Operational & Supply** – Operational & Supply expense was above the approved budget by \$345. This unfavourable variance is the result of two major special investigations, as well as increased uniform expenses required to outfit the significant number of constables hired during the year as a result of retirements and the 40 Officer Program Change. In addition, there were increased costs from COVID-19 supply costs for PPE, IT hardware to equip members to work from home, building renovations such as Plexiglas barriers and signage, and deep cleaning decontamination costs.

**Occupancy & Infrastructure** – Occupancy & Infrastructure expenses was below the approved budget by \$94. This favourable variance is the result of savings in leases for the IT disaster recovery site, which is now being charged through indirect allocations, as well as minor building renovations-based requests and projects completed during the year.

**Equipment, Vehicles & Technology** – Equipment, Vehicles & Technology was below the approved budget by \$346. This favourable variance is mainly due to savings in fuel costs due to lower than budgeted fuel rates throughout the year.

**Recoveries & Revenues** – Recoveries & Revenues were below the approved budget by \$3,932. This unfavourable variance is the result of a shortfall of third party revenue received from the City of Niagara Falls due to the Casino closures as well as reductions in fees for service, special duty and secondment revenues as a result of closures and/or event cancellations imposed by the COVID-19 emergency orders.

## Conclusion

The detailed variance analysis has been prepared based on results of operations at December 31, 2020. The Service's year-end deficit of \$284 represents 0.2% of the total budget. The results include the actual expenditures incurred and provisions for all known liabilities and offsetting revenues at December 31, 2020.

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
Partnership, Rebate, Exemption	\$5,809	\$5,809	\$0	0.0%
Total Expenses	\$5,809	\$5,809	\$0	0.0%
Total Revenues			\$0	0.0%
Total Intercompany Charges			\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$5,809	\$5,809	\$0	0.0%
Total Transfers			\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$5,809	\$5,809	\$0	0.0%
Total Indirect Allocations & Debt			\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$5,809	\$5,809	\$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
Compensation	\$24,852	\$24,186	\$666	2.7%
Administrative	\$3,433	\$1,830	\$1,603	46.7%
Operational & Supply	\$13,166	\$14,052	-\$886	-6.7%
Occupancy & Infrastructure	\$17,700	\$16,517	\$1,183	6.7%
Equipment, Vehicles, Technology	\$6,588	\$5,337	\$1,251	19.0%
Partnership, Rebate, Exemption	\$17,516	\$5,138	\$12,378	70.7%
Financial Expenditures	\$0	\$146	-\$146	0.0%
Total Expenses	\$83,255	\$67,206	\$16,049	19.3%
Taxation	-\$122,942	-\$121,922	-\$1,020	-0.8%
By-Law Charges & Sales	-\$1,421	-\$1,642	\$221	15.6%
Other Revenue	-\$8,448	-\$2,610	-\$5,838	-69.1%
Total Revenues	-\$132,811	-\$126,174	-\$6,637	-5.0%
Intercompany Charges	\$1,777	\$1,631	\$146	8.2%
Total Intercompany Charges	\$1,777	\$1,631	\$146	8.2%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	-\$47,779	-\$57,337	\$9,558	20.0%
Transfers From Funds	-\$8,720	-\$2,876	-\$5,844	-67.0%
Transfers To Funds	\$40,749	\$42,802	-\$2,053	-5.0%
Total Transfers	\$32,029	\$39,926	-\$7,897	-24.7%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	-\$15,750	-\$17,411	\$1,661	10.5%
Indirect Allocations & Debt	\$15,750	\$14,682	\$1,068	6.8%
Total Indirect Allocations & Debt	\$15,750	\$14,682	\$1,068	6.8%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$0	-\$2,729	\$2,729	0.0%

# Water & Wastewater - Continued

## Variance Analysis (in thousands of dollars)

Water & Wastewater services concluded 2020 with a \$2,729 surplus after indirect allocations, consisting of favourable variances of \$866 in Water and \$1,863 in Waste Water. The following factors have contributed to these variances:

**Compensation** - The favourable variance of \$666 is due to delays in filling vacancies and the gapping of student positions and water wagon staff due to the COVID-19 pandemic.

**Administration** – There is a favourable variance of \$1,603 primarily due to lower than expected consulting expenses of \$1,685 as a result of the timing of the Master Servicing Plans (MSP), which are included in the 2020 encumbrance and reflected in Transfers to Funds. Due to the pandemic, there were savings arising from the cancellation of the Niagara Children’s Water Festival, the Water Wagon program and conferences, as well as a reduction in travel-related expenses such as mileage, which resulted in savings of \$199. Partially offsetting the variances noted are increased external legal expenses for pending litigation of \$222.

**Operational & Supply** – There is an unfavourable variance of \$886 primarily due to higher chemical costs (\$435) resulting from increased pricing and usage. In addition, there were higher than expected bio-solids costs (\$137) due to increased pricing during the temporary contract period and higher than expected lab-related costs (\$190) due to additional compliance testing. Partially offsetting these variances were lower than expected training expenses of \$173 due to delayed training as a result of COVID-19.

**Occupancy & Infrastructure** – There is a favourable variance of \$1,183 due to lower than expected electricity costs of \$269, natural gas costs of \$114 and increased utility rebates of \$362. There were also favourable variances in repairs and maintenance (R&M) for water and sewer mains of \$876 due to delays in completing this work as a result of COVID-19. This is partially offset by higher than expected costs for property taxes (\$226) and water (\$207) due retroactive billings for the new Niagara-on-the-Lake Waste Water Treatment Plant.

**Equipment, Vehicles, Technology** – The favourable variance of \$1,251 is primarily due to prioritization of preventative maintenance and repairs due to COVID-19, which resulted in a positive variance of \$1,116 in Minor Equipment and Equipment R&M. As well, there are savings of \$184 for computer software licensing and support due to the deferral of Asset Management software.

**Partnership, Rebate, Exemption** - The favourable variance of \$12,378 is due to CSO funds committed to local area municipalities but not yet paid of \$12,367. All CSO funding not spent will be encumbered and is reflected in the Transfer of Funds below.

**Taxation** - The unfavourable variance of \$1,020 is due to decreased water sales as a result of reduced water usage during the pandemic.

**By-Law Charges & Sales Costs** - The favourable variance of \$221 is due to higher than expected hauled sewage revenue of \$284, partially offset by lower than expected sewer surcharge revenue of \$70.

**Other Revenue** – There is an unfavourable variance of \$5,838 driven by the timing of development charge revenue recognition to fund the CSO program and MSP of \$5,884.

**Transfers of Funds** - The unfavourable variance of \$7,897 is due to previously encumbered CSO funds committed to local municipalities but not yet paid, and the encumbrance related to the 2020 CSO program and MSP funding for costs that have not yet been incurred.

## Community Impacts & Achievements

- The Water and Wastewater division treated 55,517 ML of water through six water treatment plants and 312 km of watermains, as well as 69,759 ML of wastewater through eleven plants and one biosolids storage facility, with collection through 113 pumping stations and 306 km of forcemains and gravity trunk sewers
- Successful completion of Water Quality Management System (QMS) External Audit by a third-party auditor in July 2020. Successful external audit is required to maintain

## Water & Wastewater - Continued

the accreditation of Water QMS, in turn allowing the Region to continue to hold our Municipal Drinking Water Licenses

- Piloting project to develop a Normalized Difference Vegetation Index (NDVI) to improve Harmful Algae Bloom (HAB) risk management
- Taste and odour sampling program at all water treatment plants to develop timeline of formation for future prediction and improve GAC replacement matrix
- Completion of several chemical system retrofit upgrades using internal resources; realizing significant savings and eliminating the need for inclusion in W-WW capital program
- Re-assignment of water operations and maintenance managers to new areas to facilitate additional cross-training opportunities
- The Region was awarded the 2020 AMO Federal Gas Tax Funding Award for work contributing to the Stamford Gravity Sewer Relining project. The project consisted of the rehabilitation of approximately 2,300 meters of trunk sanitary sewer and manholes using a Cured-in-Place Pipe rehabilitation method. This is the largest sewer rehabilitation undertaken by the Region thus far and has increased the capacity of the Stamford Interceptor by 25% which will help accommodate the economic growth and additional residential development in South Niagara Falls
- Niagara Falls Wastewater Operations team brought the Stanley Avenue facility, under order by MECP, back into compliance; the plant has been in compliance for the past 21 months
- Successful completion of the requirements for membership with AWWA Partnership for Clean Water at the Niagara Falls Wastewater Treatment Facility
- Optimization of the Port Weller Wastewater Treatment Facility is underway
- Niagara Region's first RTC project was initiated between Lowlift CSO, Lowlift SPS, and Highlift SPS to better control wet weather flows in the Niagara Falls sewershed
- 100% compliance on our MECP inspections for all six water treatment systems
- The 17th annual Niagara children's water festival delivered via a virtual format this year due to COVID-19 with 1,500 page visits to the festival
- Completion of several chemical and control system retrofit upgrades using internal resources; realizing significant savings and eliminating the need for inclusion in an already pressured W-WW capital program
- Administration of over 50 W-WW essential supplies and services contracts implementing new business processes with service providers as required as part of divisional pandemic response plan
- Transition of training sessions to virtual e-learning as part of continuing efforts to minimize dependency on in-class delivery methods
- Acquired Health Canada license to allow in-house production of hand sanitizer, developed on-line Hand Sanitizer ordering site and produced and distributed hand sanitizer to various Regional departments
- Detailed design has commenced for the Niagara Falls Raw Water Intake Relocation project. This project began in collaboration with Ontario Power Generation (OPG) to ensure a long-term water supply for the Niagara Region, while allowing for the continued operations and maintenance of the Sir Adam Beck Power Canal by OPG. The Region has secured \$2,500,000 from OPG to complete the detailed design, and is on target to complete the design by December 31, 2021.
- The Environmental Assessment is in the final phase of planning for the South Niagara Falls WWTP. The selected site was presented to the public in March 2020. The Project team anticipates going to the public for the final PIC in spring 2021 to present the evaluation and preliminary preferred concepts for all components
- Port Dalhousie WWTP Upgrades Contract 1 design was completed in 2020 followed by the pre-qualification of 5 general contractors. Contract 1 was successfully tendered within budget and was awarded to Maple Reinders for \$32,599,000. Upgrades include a new fine bubble aeration system with two new aeration tanks, a new blower building, RAS pumps, associated piping, valves, instrumentation and electrical and a back-up power generator system
- 80 virtual tours of W-WW facilities, replacing on-site tours in response to COVID-19
- 9,486 locate requests, 17 drone flights supporting various projects
- A Power BI Capital Project Dashboard to provide insight into the status of current capital projects

## 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
Compensation	\$3,923	\$3,792	\$131	3.3%
Administrative	\$2,106	\$1,007	\$1,099	52.2%
Operational & Supply	\$42,448	\$41,614	\$834	2.0%
Occupancy & Infrastructure	\$1,453	\$1,477	-\$24	-1.6%
Equipment, Vehicles, Technology	\$1,214	\$1,039	\$175	14.4%
Partnership, Rebate, Exemption	\$189	\$45	\$144	76.5%
Financial Expenditures	\$0	\$48	-\$48	0.0%
Total Expenses	\$51,333	\$49,022	\$2,311	4.5%
Taxation	-\$38,822	-\$38,822	\$0	0.0%
By-Law Charges & Sales	-\$11,609	-\$11,315	-\$294	-2.5%
Other Revenue	-\$5,191	-\$5,162	-\$29	-0.6%
Total Revenues	-\$55,622	-\$55,299	-\$323	-0.6%
Intercompany Charges	\$130	\$49	\$81	62.3%
Total Intercompany Charges	\$130	\$49	\$81	62.3%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$4,159</b>	<b>-\$6,228</b>	<b>\$2,069</b>	<b>49.8%</b>
Transfers From Funds	-\$2,413	-\$2,413	\$0	0.0%
Transfers To Funds	\$4,136	\$4,906	-\$770	-18.6%
Total Transfers	\$1,723	\$2,493	-\$770	-44.7%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$2,436</b>	<b>-\$3,735</b>	<b>\$1,299</b>	<b>53.3%</b>
Indirect Allocations & Debt	\$2,436	\$2,242	\$194	8.0%
Total Indirect Allocations & Debt	\$2,436	\$2,242	\$194	8.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$0</b>	<b>-\$1,493</b>	<b>\$1,493</b>	<b>0.0%</b>



## Variance Analysis (in thousands of dollars)

Waste Management Services operated at a surplus after indirect allocations of \$1,493. The following factors contributed to this surplus:

**Compensation** – The favourable variance of \$131 is due primarily to salary gapping and position vacancy management as a result of the COVID-19 pandemic.

**Administrative** – The favourable variance of \$1,099 is primarily due to the timing of \$706 of consulting engagements related to the Long-Term Strategic Plan (LTSP) Study and the Material Recovery Facility (MRF) Opportunity Review – Phase 4, which was committed and is included in the 2020 encumbrance reported in Transfers to Funds. Promotional and educational costs, including a decrease in printing services and postage, were also lower than anticipated as a result of the deferral of planned campaigns due to the COVID-19 pandemic. Staff mileage, training and development expenses were lower than anticipated by \$66 due to travel limitations involved with the ongoing pandemic.

**Operational & Supply** – The favourable variance of \$834 is primarily due to lower than anticipated environmental monitoring, leachate processing fees and operating services for the landfill sites, as well as lower than anticipated annual fuel, CPI and residential unit count adjustments for the collection contracts. The pandemic has also led to a savings of \$191 for lower than anticipated labour costs at the MRF for 2020. Partially offsetting these savings are higher than anticipated costs for cart purchases of \$57 and recyclable material purchase costs from Waterloo of \$405, which were higher than anticipated due to market conditions, which is offset by related increases in recycling processing revenues. In addition, due to stay-at-home orders as a result of the pandemic and every-other-week garbage collection implemented in October 2020, significantly higher volumes of organics were collected than projected, leading to increased costs of \$429.

**Equipment, Vehicles, Technology** – The favourable variance of \$175 is primarily due to lower than anticipated equipment repairs required at various sites and fuel savings.

**Partnership, Rebate, Exemption** – The favourable variance of \$144 is primarily due to an unanticipated HST recovery related to eligible expenses in the commercial operations of the division.

**By-Law Charges & Sales** – The unfavourable variance of \$294 is primarily due to reduced tipping fee revenue as a result of limiting non-essential trips to the residential drop-off depots at the landfill sites and the waiving of tipping fees for large household items (\$558), as well as reduced commercial shredding and recycling revenue due to commercial business closures (\$49), both of which are an impact of the COVID-19 pandemic. These unfavourable variances are partially offset by overall higher than anticipated market revenues received from the sale of recyclable commodities (i.e. favourable variance for fibres, including boxboard, aluminum, HDPE and Eco-glass, of \$1,218, offset by an unfavourable variance from containers such as PET plastic, steel, newsprint, bulky rigid plastics, mixed plastics, cardboard and fine paper of \$1,048). Unfavourable variances were also offset by an increase in garbage tag sales of \$96 and green bin sales of \$21 resulting from collection changes.

**Intercompany Charges** – The favourable variance of \$81 is primarily due to the reallocation of wages for staff who have been redeployed to support Niagara Region departments in need of resources due to the COVID-19 pandemic.

**Transfers** – The unfavourable variance of \$770 is mainly due to the 2020 encumbrance of \$706 related to the LTSP study and MRF opportunity review. Also contributing to the unfavourable variance is the transfer of unspent funds associated with the service level campaign of \$64 transferred back to the Waste Management Stabilization Reserve (the original funding source of the service level campaign budget).

## Community Impacts & Achievements

Waste Management Services (WMS) is responsible for the operation of various facilities, including landfill sites, HHW depots and the Recycling Centre. WMS is also responsible for the delivery of curbside waste, recycling and organics collection and diversion programs, the management of long-term organics processing and disposal contracts, the operations and maintenance contracts at open and closed landfill sites, the recycling



# Waste Management Services - Continued

processing contract, policy development, capital program delivery and supporting outreach and communications programs.

- Since January 2020, Niagara Region has been managing various aspects of the implementation plan for the new waste collection contract, which commenced on October 19, 2020.
- Completion of a multi-tiered social marketing and communication campaign across all platforms which focused on:
  - Promoting and raising awareness of the new collection service level changes which began October 19, 2020;
  - Increasing participation in the Region's recycling and organics collection programs.
  - Recognizing and expressing appreciation to residents and businesses that have embraced and adapted to the changes.
  - Compliance and illegal dumping.
- Development and implementation of an on-line sale platform for garbage tags, curbside containers for recycling and organics programs, and backyard composters.
- Implementation of a Niagara Region web and mobile app 'Niagara Region Waste,' which is free for download from the Google Play and Apple App store. This tool provides an additional mechanism to communicate waste management program information, such as collection limits and collection day, and collection for special items such as Christmas trees. Other functionalities includes a 'where does it go' search tool, collection reminders and related collection delay notifications.
- The terms of reference for the Niagara Region's Waste Management Long-Term Strategic Plan is in the process of being finalized and the request for proposals will be issued in Q1 2021.
- Continue to market recyclable materials despite restrictive global market conditions.
- MRF Opportunity Review Phase 4 is in progress:
  - Purpose is to identify options for the MRF considering the transition of the residential Blue Box program to extended producer responsibility.
  - Project consultant/ transaction advisor is in the process of preparing a negotiated request for proposal for issuance in Q1 2021.
- Continue to investigate, assess and mitigate any environmental impacts related to the two open and twelve closed landfill sites.
- Waste Management's Condition Assessment and Asset Management project has been completed, which captures all capital assets related to the Niagara Region's 14 landfill sites. This work will help with planning for the future capital funding needs of the Waste Management division and was relied upon as part of the 2021 capital budget development process.
- On-going discussions are occurring with the Ministry of the Environment, Conservation and Parks (MECP) and work is being conducted to reduce the number of monitoring wells required at both open and closed landfill sites leading to an optimization of the monitoring program translating to an anticipated reduction in future costs. An immediate result has been a reduction in the number of monitoring wells at the Humberstone Landfill.
- Niagara Region Waste Management Services received a silver award in the campaign category at the Municipal Waste Association Promotion and Education Awards for the 'Recycling Matters' campaign. The Recycling Matters Awareness campaign focused on educating residents on acceptable materials and proper preparation of recyclables in order to decrease contamination and improve the quality of recyclables that are sent to end market.
- Since the start of the partnership between the Broken Spoke bicycle refurbishment program and Niagara Region, a total of 7,611 bicycles have been collected at Niagara Region Drop-off Depots and provided to this program in favour of reuse.
- Due to COVID 19, the annual spring compost giveaway event was held from September 14 – 26. A total of 490 cars picked up compost and approximately 3,500 bags were given out. Over \$1,600 and 300 Kgs of food were collected for charity.
- The addition of SCADA at all Niagara Region Landfill Sites will provide Operations staff with real time line of sight of the pump station operational condition.

# 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>1,015,216</b>	
Corporate	16,377	To record the 2019 Encumbrance budget adjustment as detailed in the 2019 Year-End Results & Transfer report (CSD 15-2020).
Corporate Administration	(55)	To record the termination of federal grant funding that supported the Niagara Development Corridor Partnership Inc. (NDCPI)
General Government	178	To utilize 2019 Smarter Niagara Incentive Program (SNIP) surplus to fund the 2020 SNIP as per the 2019 Year-End Results & Transfer report (CSD 15-2020).
Community Services	157	To record one-time funding and expenditures for the extension of Homelessness contracts provided by the Community Homelessness Prevention Initiative.
Planning and Development	612	To utilize 2019 unused development charge funding and related expenditures for the Regional Official Plan as per the 2019 Year-End Results & Transfer report (CSD 15-2020).
Public Health and Emergency Services	7	To record one-time funding from the Local Health Integrated Network (LHIN) to support expenditures for Community Paramedicine remote patient monitoring.
Public Health and Emergency Services	253	To record renewed funding from the LHIN to support expenditures for the Community Paramedicine remote patient monitoring program for April to December 2020.
Public Health and Emergency Services	24	To record revised funding and related expenditures for annualized Mental Health LHIN revenues approved after the approval of the 2020 annual budget.
Public Health and Emergency Services	613	To record funding from the Ministry of Health to support expenditures for the Dedicated Offload Nursing program for April to December 2020.
Wastewater	5,286	To record unused development charge funding and related expenditures for the Combined Sewer Overflow program from 2019 in relation to the 2019 Year-End Results & Transfer report (CSD 15-2020).
Niagara Regional Housing	250	To utilize 2019 Niagara Regional Housing surplus to fund the Affordable Housing Master Plan to be completed in 2020 as per the 2019 Year-End Results & Transfer report (CSD 15-2020).
Niagara Regional Police Service	198	To record funding and related expenditures from the Province of Ontario related to the purchase of equipment and software.
<b>Total Budget Adjustment</b>	<b>23,900</b>	
<b>December 31, 2020 Adjusted Budget</b>	<b>1,039,116</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, 2020 the Region's consolidated and uncommitted reserve balance (excluding commitments made with the 2021 approved budget) was \$260,727 (\$245,612 at December 31, 2019). The ratio of debt to reserves is an important marker of fiscal sustainability. A ratio of less than 1 shows that if revenues were to decline, the Region would have other resources to meet its obligations. Conversely, if the ratio is greater than 1, it can indicate vulnerability to economic downturns. The Region's debt to reserve ratio, including unissued debt is 2.37 (2.07 at December 31, 2019).

Description	Balances at Dec 31, 2019	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at Dec 31, 2020 before Transfers	Year-end Transfers *	Balances Available at Dec 31, 2020	Capital Commitments to Uninitiated Projects	Balances Available at Dec 31, 2020
Wastewater Capital	\$41,575	\$23,814	\$0	-\$44,716	\$817	\$21,490	\$3,664	\$25,154	-\$6,660	\$18,494
Water Capital	\$78,813	\$21,135	\$0	-\$30,810	\$1,969	\$71,107	\$847	\$71,954	-\$6,660	\$65,294
Waste Management	\$15,770	\$2,524	\$0	-\$8,250	\$343	\$10,387	\$782	\$11,169	-\$9,002	\$2,167
General Capital Levy	\$15,680	\$29,245	-\$2,212	-\$28,373	\$0	\$14,340	\$5,601	\$19,941	-\$400	\$19,541
Infrastructure Deficit	\$0	\$3,657	\$0	-\$3,657	\$0	\$0	\$0	\$0	\$0	\$0
Court Services Facility Renewal	\$2,876	\$200	\$0	\$134	\$0	\$3,210	\$0	\$3,210	\$0	\$3,210
Niagara Regional Housing	\$8,228	\$1,541	-\$250	-\$2,814	\$0	\$6,705	\$0	\$6,705	\$0	\$6,705
NRH Owned Units	\$5,988	\$1,542	\$0	-\$2,258	\$0	\$5,272	\$0	\$5,272	\$0	\$5,272
NRPS Long-Term Accommodation (LTA)	\$52	\$0	-\$52	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ontario Police Video Training Alliance	\$109	\$0	\$0	\$0	\$0	\$109	-\$2	\$107	\$0	\$107
Police Capital Levy	\$561	\$1,200	\$0	-\$1,477	\$0	\$284	\$0	\$284	\$0	\$284
Police Vehicle and Equipment Replacement	\$24	\$1,500	\$0	-\$1,500	\$0	\$24	\$0	\$24	\$0	\$24
<b>Total Capital Reserves</b>	<b>\$169,676</b>	<b>\$86,358</b>	<b>-\$2,514</b>	<b>-\$123,721</b>	<b>\$3,129</b>	<b>\$132,928</b>	<b>\$10,892</b>	<b>\$143,820</b>	<b>-\$22,722</b>	<b>\$121,098</b>
Wastewater Stabilization	\$1,848	\$0	-\$500	\$0	\$43	\$1,391	\$1,863	\$3,254	\$0	\$3,254
Water Stabilization	\$2,985	\$0	\$0	\$0	\$79	\$3,064	\$366	\$3,430	\$0	\$3,430
Waste Management Stabilization	\$6,043	\$289	-\$1,604	\$0	\$143	\$4,871	\$1,493	\$6,364	\$0	\$6,364
Encumbrance	\$16,377	\$10,600	-\$10,702	\$0	\$0	\$16,275	\$0	\$16,275	\$0	\$16,275
Investment Income Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxpayer Relief	\$23,757	\$2,629	-\$3,654	\$0	\$0	\$22,732	\$30,777	\$53,509	\$0	\$53,509
NRH Rent Supplements	\$266	\$0	-\$17	\$0	\$0	\$249	\$0	\$249	\$0	\$249
Police Contingency	\$454	\$250	\$0	\$0	\$0	\$704	\$0	\$704	\$0	\$704

## Reserve Summary (in thousands of dollars) - continued

Description	Balances at Dec 31, 2019	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at Dec 31, 2020 before Transfers	Year-end Transfers *	Balances Available at Dec 31, 2020	Capital Commitments to Uninitiated Projects	Balances Available at Dec 31, 2020
Police Services Board Contingency	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$242	\$0	\$242
<b>Total Corporate Stabilization Reserves</b>	<b>\$51,972</b>	<b>\$13,768</b>	<b>-\$16,477</b>	<b>\$0</b>	<b>\$265</b>	<b>\$49,528</b>	<b>\$34,499</b>	<b>\$84,027</b>	<b>\$0</b>	<b>\$84,027</b>
Ambulance Communication	\$37	\$0	-\$37	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Circle Route Initiatives	\$1,383	\$0	\$0	\$0	\$0	\$1,383	\$0	\$1,383	\$0	\$1,383
Hospital Contribution**	\$0	\$0	\$0	\$0	\$0	\$0	\$6,600	\$6,600	\$0	\$6,600
<b>Total Specified Contribution Reserves</b>	<b>\$1,420</b>	<b>\$0</b>	<b>-\$37</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,383</b>	<b>\$6,600</b>	<b>\$7,983</b>	<b>\$0</b>	<b>\$7,983</b>
Future Benefit Costs	\$24,695	\$51	-\$195	\$0	\$0	\$24,551	\$0	\$24,551	\$0	\$24,551
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270	\$0	\$2,270
Smart Growth	\$201	\$0	\$0	\$0	\$0	\$201	\$0	\$201	\$0	\$201
Landfill Liability	\$8,205	\$1,387	\$0	\$979	\$250	\$10,821	\$0	\$10,821	\$0	\$10,821
NRH Employee future benefits	\$793	\$0	\$0	\$0	\$0	\$793	\$0	\$793	\$0	\$793
Police Accumulated Sick Leave	\$1,680	\$0	-\$250	\$0	\$0	\$1,430	-\$69	\$1,361	\$0	\$1,361
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$3,270	\$200	\$0	\$0	\$0	\$3,470	\$0	\$3,470	\$0	\$3,470
<b>Total Future Liability Reserves</b>	<b>\$45,266</b>	<b>\$1,638</b>	<b>-\$445</b>	<b>\$979</b>	<b>\$250</b>	<b>\$47,688</b>	<b>-\$69</b>	<b>\$47,619</b>	<b>\$0</b>	<b>\$47,619</b>
<b>Total (Excluding Deferred Revenues)</b>	<b>\$268,334</b>	<b>\$101,764</b>	<b>-\$19,473</b>	<b>-\$122,742</b>	<b>\$3,644</b>	<b>\$231,527</b>	<b>\$51,922</b>	<b>\$283,449</b>	<b>-\$22,722</b>	<b>\$260,727</b>

\* Subject to Council approval in CSD 17-2021.

\*\* Reserve to be formally created by Council through CSD 19-2021.

# Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2019	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at December 31, 2020	Capital Commitments *	Balance Available at December 31, 2020**
Development Charges-General Government	\$1,483	\$413	\$28	-\$348	\$0	\$41	\$1,617	\$0	\$1,617
Development Charges-Police Services	\$2,980	\$866	\$48	\$0	-\$21	\$91	\$3,964	-\$22	\$3,942
Development Charges-Roads	\$56,893	\$14,427	\$790	-\$43	-\$10,748	\$1,573	\$62,892	-\$51,594	\$11,298
Development Charges-Sewer	\$52,193	\$9,799	\$558	-\$1,976	-\$2,319	\$1,470	\$59,725	-\$18,740	\$40,985
Development Charges-Water	\$35,029	\$6,948	\$397	\$0	-\$11,084	\$882	\$32,172	-\$16,731	\$15,441
Development Charges-Emergency Medical	\$1,531	\$385	\$11	\$0	-\$158	\$44	\$1,813	-\$982	\$831
Development Charges-LT Care	\$5,727	\$2,954	\$46	\$0	-\$1,109	\$178	\$7,796	-\$23,469	-\$15,673
Development Charges-POA	\$315	\$116	\$4	\$0	-\$449	\$4	-\$10	\$0	-\$10
Development Charges-Health	\$768	\$345	\$9	\$0	\$0	\$25	\$1,147	\$0	\$1,147
Development Charges-Social Housing	\$4,370	\$2,946	\$20	\$0	-\$5,048	\$89	\$2,377	-\$11,287	-\$8,910
Development Charges-Waste Division	\$1,852	\$925	\$13	\$0	-\$47	\$61	\$2,804	-\$263	\$2,541
<b>Subtotal Development Charges</b>	<b>\$163,141</b>	<b>\$40,124</b>	<b>\$1,924</b>	<b>-\$2,367</b>	<b>-\$30,983</b>	<b>\$4,458</b>	<b>\$176,297</b>	<b>-\$123,088</b>	<b>\$53,209</b>
Federal Gas Tax	\$34,343	\$13,587	\$0	\$0	-\$21,138	\$813	\$27,605	-\$25,515	\$2,090
Provincial Gas Tax	\$658	\$856	\$0	-\$105	\$0	\$28	\$1,437	\$0	\$1,437
<b>Subtotal Gas Tax</b>	<b>\$35,001</b>	<b>\$14,443</b>	<b>\$0</b>	<b>-\$105</b>	<b>-\$21,138</b>	<b>\$841</b>	<b>\$29,042</b>	<b>-\$25,515</b>	<b>\$3,527</b>
<b>Total</b>	<b>\$198,142</b>	<b>\$54,567</b>	<b>\$1,924</b>	<b>-\$2,472</b>	<b>-\$52,121</b>	<b>\$5,299</b>	<b>\$205,339</b>	<b>-\$148,603</b>	<b>\$56,736</b>

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

\*\* Negative balances after commitments for individual reserves are a result of timing differences between when growth projects are initiated and the anticipated future inflow of development charge revenue receipts.

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

### Summary of All Mandatory and Discretionary Grants, per Regional Development Charge Bylaw (2020)

Grant Category	Q1-Q3 Actuals	Q4 Actuals	Total Year-to-Date Actuals	Annual Budget	Actual Variance
Other Economic Incentives:					
50% Industrial - (M)	\$75	\$205	\$279		
Brownfield - (D) <sup>2</sup>	\$0	\$0	\$0		
Smart Growth Niagara - (D)	\$174	\$0	\$174		
Long-Term Care Facility - (D)	\$0	\$0	\$0		
Board of Education - (D)	\$0	\$0	\$0		
NRH - (D)	\$706	\$0	\$706		
Parking garage - (D)	\$188	\$0	\$188		
Agriculture - (D)	\$0	\$0	\$0		
Place of Worship - (D)	\$0	\$0	\$0		
Intensification RDC Reductions - (M)	\$0	\$0	\$0		
Hotels/Motels - (D)	\$7	\$0	\$7		
Other (D)	\$85	\$17	\$102		
<b>Subtotal - Other Economic Incentives</b>	<b>\$1,236</b>	<b>\$222</b>	<b>\$1,458</b>	<b>\$5,668</b>	<b>\$4,210</b>
<b>Non-Profit - (D)<sup>1</sup></b>	<b>\$150</b>	<b>\$0</b>	<b>\$150</b>	<b>\$150</b>	<b>\$0</b>
<b>Industrial and Gateway - (D)<sup>3</sup></b>	<b>\$173</b>	<b>\$144</b>	<b>\$317</b>	<b>\$1,050</b>	<b>\$733</b>
<b>Total</b>	<b>\$1,559</b>	<b>\$366</b>	<b>\$1,925</b>	<b>\$6,868</b>	<b>\$4,943</b>

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



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

## Details for Application Based Regional Development Charge Grants (2020)

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2020
Grants Application Prior to 2020 <sup>1,2</sup>				\$29,221	\$2,090	\$0
2020 Applications:						
Nil				\$0	\$0	\$0
Total				\$29,221	\$2,090	\$0

<sup>1</sup>Grants awarded in prior years may be paid in current or future periods depending on the timing of building permit issuance.

### 2020 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2020
Q1-Q3 Applications:				\$158	\$150
Q4 Applications:					
NIL				\$0	\$0
Total				\$158	\$150

### 2020 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2020
Q1-Q3 Applications:				\$173	\$173
Q4 Applications:					
100 Downs Drive	Nov 11, 2020	Rebar Fabrication	Welland	\$63	\$63
6934 Kinsmen Court	Dec 3, 2020	Industrial facility built on spec	Niagara Falls	\$81	\$81
Total				\$317	\$317

# Operating Reserve Transfer Reconciliation

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A 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	Transfer Description
<b>Council approved net operating transfers to reserves, including interest allocation to reserves</b>	<b>-\$67,010</b>	Council approved net operating transfers before seniors approved debt charge placeholder
Capital Levy	-\$5,620	Transfer debt charge placeholder surplus to fund budget requirements for Seniors long-term care home redevelopment
	-\$72,630	Council approved net operating transfers
<u>Additional operating reserve transfers (to)/from reserves:</u>		
All Rate Reserves	-\$1,071	Interest income allocation to reserve at investment income portfolio rate in alignment with the Reserve Policy
2019 Encumbrances	\$16,377	2019 Encumbrances (CSD 15-2020)
2020 Encumbrances	-\$16,275	2020 Encumbrances (CSD 17-2021)
Wastewater Capital	-\$880	Underspent CSO projects closed during the year, transfer amount back to Wastewater Capital Reserve
Capital Levy	\$256	Reduced budgeted transfer to reserve for proceeds on sale of surplus properties less than planned (as per Procurement By-Law)
Capital Levy	-\$67	Transfer to reserve for proceeds on sale of land ambulances (as per Procurement By-law)
Capital Levy	-\$29	Transfer back to reserve for unused funds - ICOPS reorganization
Capital Levy	-\$719	Transfer back to reserve for unused funds - Niagara Falls and St. Catharines GO Stations not fully operational
Capital Levy	-\$9	Transfer back to reserve for unused funds - Drainage Assessment funding for LAMS

## Operating Reserve Transfer Reconciliation (in thousands of dollars) – Continued

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Capital Levy	-\$23	Transfer back to reserve for unused funds - Active Transportation/Bike Lane Funding for LAMS
Capital Levy	-\$6,695	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements
Water Capital	-\$1,349	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements
Wastewater Capital	-\$1,971	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements
Niagara Regional Housing	\$250	Transfer from reserve - to fund the Niagara Regional Housing Affordable Housing Master Plan as per CSD 15-2020
Waste Management Stabilization	-\$64	Transfer back to reserve for unused funds - temporary staffing for service level campaign
Future Benefit Costs	-\$51	Transfer back to reserve for unused funds – lower than anticipated sick leave payouts resulting in surplus reserve funding in the 2020 budget
Taxpayer Relief	\$178	Transfer from reserve - to fund the 2020 SNIP program as directed by Council at December 5, 2019 BRCOTW (CSD 15-2020)
Taxpayer Relief	-\$150	Transfer back to reserve for unused funds - Community Benefit Charge Study
Taxpayer Relief	-\$144	Transfer back to reserve for unused funds - Niagara Airports
Taxpayer Relief	-\$39	Transfer back to reserve for unused funds - one-time funding for the 50th anniversary of the Niagara Region
Taxpayer Relief	-\$830	Transfer back to reserve for unused funds - Human Resources Information Systems project deferred to 2021
<b>Net operating transfers to reserves</b>	<b>-\$85,935</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 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	Transfer Description
<b>Council approved net capital transfers per 2020 Budget</b>	<b>\$123,818</b>	Reserve Transfers to capital projects
Capital reserve transfer commitments from 2019 or prior Budget	\$22,722	2019 or prior uninitiated capital projects
<u>Q1 and Q2 additional capital reserve transfers:</u>		
Landfill Liability	-\$908	Project close out, funds returned to reserve - Line 5 - Leachate Collection System
Landfill Liability	-\$200	Budget reductions - Mountain Road Pond Expansion (-\$125), Glenridge Landfill Gas Collection Flaring System Decomission (-\$75)
NRH Owned Units	-\$6	Project close out, funds returned to reserve - Grounds Capital 2017
NRH Owned Units	\$580	2019 year-end surplus transferred to reserve to fund heat control system upgrades in owned units to be completed as per CSD 15-2020
Niagara Regional Housing	-\$107	Reduced transfer from reserves as a result of additional Ontario Priority Housing Initiatives funding for the Hawkins Street Project received not considered in the Council approved budget.

Capital Reserve Transfer Reconciliation (in thousands of dollars) – Continued

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
<u>Q3 additional capital reserve transfers:</u>		
Police Capital Levy	-\$27	Project close outs, funds returned to reserve - Niagara Regional Police Tactical Explosives Robot (-\$14), Niagara Regional Police Communications Unit Noise Reduction (-\$2), Niagara Regional Police Armor Rescue Vehicle (-\$0), Niagara Regional Police Forensic Scanner (-\$1), Niagara Regional Police Fraud Unit Scanner (-\$6), Niagara Regional Police CCTV Equipment (-\$0), Hyundai Data Collection Equipment (-\$5)
Landfill Liability	-\$91	Project close out, funds returned to reserve - Mountain Road - Leachate Collection System
Niagara Regional Housing	-\$130	Budget reduction - New Build, Carlton Street, St. Catharines (-\$90), Intensification, Welland (-\$40)
<u>Q4 additional capital reserve transfers:</u>		
Court Services Facility Renewal	-\$134	Transfer back to reserve as a result of project eligibility to use Development Charge revenue as a funding source instead of reserves
NRH Owned Units	-\$53	Project close outs, funds returned to reserve - Social Housing Improvement Program - 2016 (-\$17), Expansion - Roach Avenue Welland (-\$23), New Build - Carlton Street St. Catharines (-\$13)
Net capital transfers	\$145,464	

## Encumbrance Summary (in thousands of dollars)

Encumbrance accounting is a mechanism to facilitate the accounting of goods and services where an obligation to purchase has occurred but the goods or services had not been received by year end. Public sector accounting requires the Niagara Region to follow accrual based accounting. This creates a funding complication in that goods or services contracted before year end and received subsequent to year end would not be matched to their budgeted funding. Encumbrance accounting was introduced to effectively transfer the budgeted funding for goods and services where a purchase order, contract or other commitment exists, to an encumbrance reserve at year end. Below is a detailed summary of 2020 encumbrances by department.

### Encumbrance History

	2020	2019	2018	2017	2016
Governance	\$0	\$0	\$0	\$0	\$35
General Government	\$5,369	\$4,463	\$3,363	\$2,278	\$250
Corporate Administration	\$309	\$84	\$135	\$390	\$249
Corporate Services	\$125	\$198	\$779	\$239	\$389
Community Services	\$55	\$289	\$36	\$3	\$0
Planning & Development Services	\$607	\$664	\$1,881	\$1,649	\$3,254
Public Health	\$0	\$65	\$1,318	\$79	\$275
Economic Development	\$0	\$0	\$285	\$678	\$95
Niagara Regional Housing	\$1,149	\$735	\$371	\$501	\$223
Public Works - Transportation	\$938	\$849	\$735	\$1,544	\$2,104
Public Works - Waste Management	\$706	\$810	\$932	\$522	\$204
Public Works - Water/ Wastewater *	\$7,017	\$8,220	\$9,659	\$9,495	\$7,989
Council Direction (CSD 21-2019)	\$0	\$0	\$1,828	\$0	\$0
<b>TOTAL</b>	<b>\$16,275</b>	<b>\$16,377</b>	<b>\$21,322</b>	<b>\$17,378</b>	<b>\$15,067</b>

\* The Public Works - Water/Wastewater 2020 Encumbrance includes \$11,272 (\$6,323 funded from reserves, \$4,949 funded from development charges) related to the Combined Sewer Overflow (CSO) program. Managing this program through the operating budget rather than capital budget began in 2015. \$827 (\$819 funded from reserves, \$8 funded from development charges) remains in capital projects related to the CSO program from 2008 through 2014.

### Notes:

- \$12,333 of the total encumbrances in 2020 (2019 - \$12,683) relate to incentive and grant programs.



Encumbrance Detail (in thousands of dollars)

Description	Amount	
General Government		
Public Realm Investment Program		
East Fonthill Seating RR20 & Rice Road*	\$12	
RR18 (Ontario St.), RR81 (King St.)*	\$11	
Civic Square Revitalization*	\$30	
RR20 (Lundy's Lane Gateway Lighting and Bus Shelters)*	\$100	
RR54 Pelham Port Robinson Rice Rd Parkette*	\$30	
RR27 Welland Parkette Hellems/East Main St*	\$20	
Downtown Beamsville Beautification Projects	\$31	
Jordan Hollow Cultural Park	\$83	
Greening Projects on Martindale and Lakeshore Road Gateway	\$35	
Yukon House - Canada Summer Games	\$10	
Pelham Arches Lighting and Streetscape	\$10	
Trees and Transit Shelters on Rice Road	\$30	
Oakes Park - Canada Summer Games Plaza	\$25	\$427
Gateway - Tax Increment Grant		
287 Silverthorne/Buchner		\$2,805
Waterfront Improvement Program		
Millennium Recreation Trail*	\$400	
Town of Lincoln Museum and Cultural Centre*	\$250	\$650
Smarter Niagara Incentive Program		
Building and Facade Improvement Grant/Loan Program	\$273	
CIP/MasterPlans/Official Plans Grant Program	\$400	
ESA Phase II (Risk Assessment Plan)	\$51	
Heritage Restoration and Improvement Grant	\$63	
Public Realm Grant Program	\$130	
Residential Grant/Loan Program	\$570	\$1,487
Total Encumbrances for General Government		\$5,369
Corporate Administration		
Economic Development - Study and Lead Generation*		\$114
Community Safety & Well-Being Plan		\$142
Recruitment for the Commissioner of Planning and Development		\$53
Total Encumbrance for Corporate Administration		\$309
Corporate Services		
Business Licensing*		\$100
Development Charge Background Study		\$25
Total Encumbrance for Community Services		\$125
Community Services		
Gateway Residential Community Support*		\$55
Total Encumbrance for Community Services		\$55
Planning & Development		
Niagara Official Plan*		\$417
Municipal Comprehensive Review*		\$61
Environmental Planning Review*		\$53
Stormwater Management Guidelines*		\$76
Total Encumbrance for Planning and Development		\$607
Niagara Regional Housing		
Integrated Housing Solution Software*		\$31
K3D Thermostat Technology*		\$317
Consolidated Housing Master Plan		\$211
Housing Provider Capital Repairs Program		\$128
Capital Loan & Grant Program - Grant Portion		\$462

# Encumbrance Detail (in thousands of dollars) – Continued

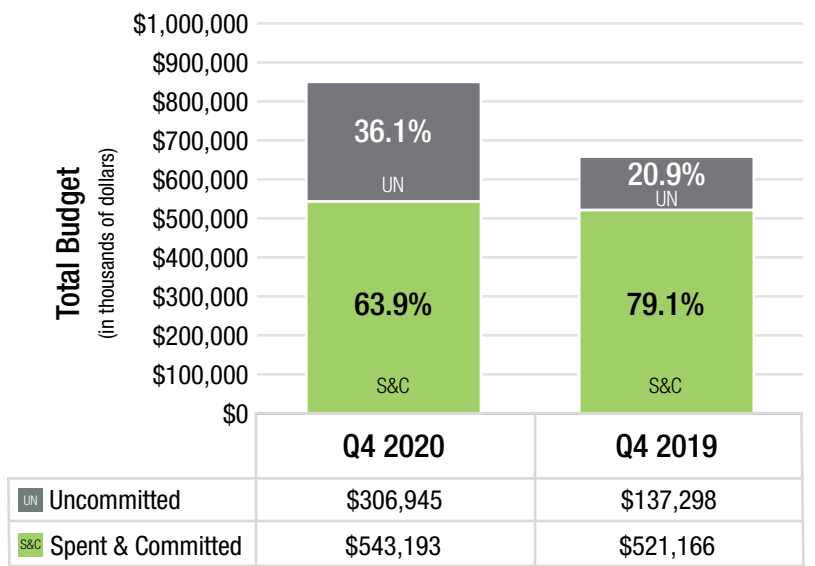
Description	Amount
Total Encumbrance for Niagara Regional Housing	\$1,149
Public Works - Transportation	
Emerald Ash Bore	\$52
Complete Streets Design Manual*	\$389
Bicycle Facilities Grant	\$50
Transportation Pavement Management Study	\$61
Structural Asset Management Cost Forecast for Bridge & Culvert Structures	\$46
Cityworks Software Upgrade Consulting Services	\$142
Catch Basin Cleaning	\$96
Niagara Airports Master Planning	\$102
Total Encumbrance for Public Works - Transportation	\$938
Public Works - Waste Management	
Fairness Advisor for MRF Opportunity Review*	\$20
MRF Opportunity Review*	\$286
Long-Term Waste Management Strategic Plan*	\$400
Total Encumbrance for Public Works - Waste Management	\$706
Public Works - Water/Wastewater	
Master Service Plans	\$590
Billing Meter Audit	\$104
Unused Combined Sewer Overflow Funding - 2015 Program (at 75%)*	\$435
Unused Combined Sewer Overflow Funding - 2016 Program (at 75%)*	\$1,214
Unused Combined Sewer Overflow Funding - 2017 Program (at 75%)*	\$412
Unused Combined Sewer Overflow Funding - 2018 Program (at 50%)*	\$1,189
Unused Combined Sewer Overflow Funding - 2019 Program (at 50%)*	\$1,714
Unused Combined Sewer Overflow Funding - 2020 Program (at 50%)	\$1,359
Total Encumbrance for Public Works - Water/Wastewater	\$7,017
TOTAL 2020 ENCUMBRANCE	\$16,275

# CAPITAL HIGHLIGHTS

## LEVY

### PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

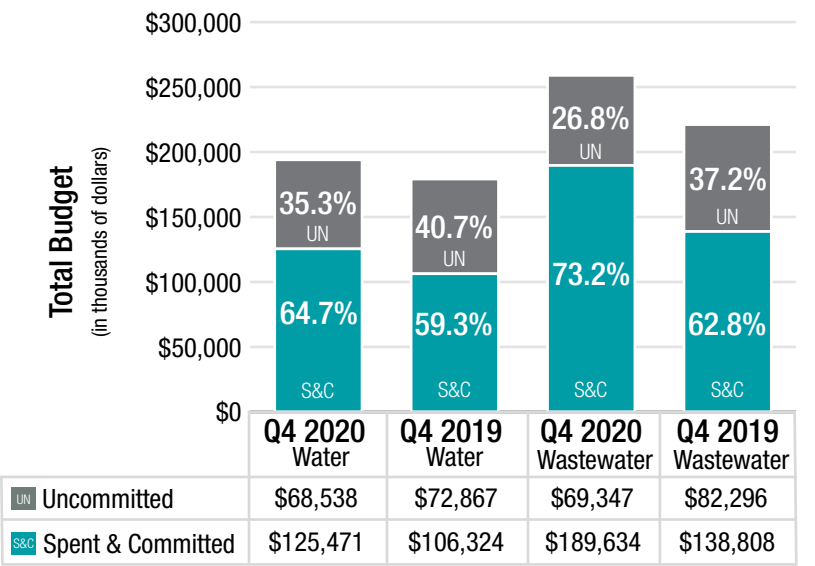
Active projects with budgets greater than \$1 million.



## WATER & WASTEWATER

### PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

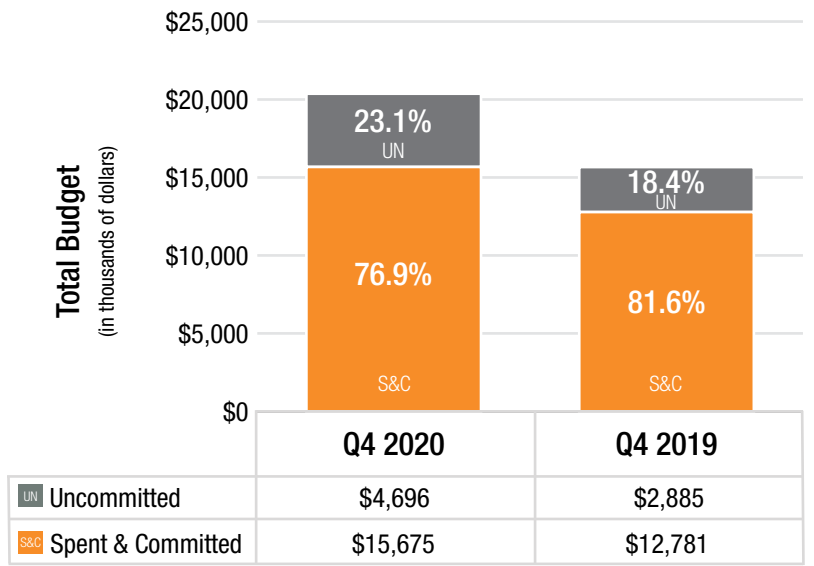
Active projects with budgets greater than \$1 million.



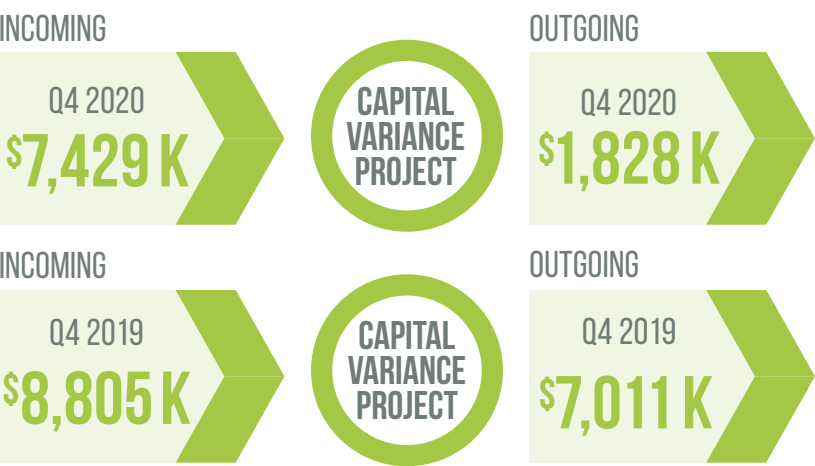
## WASTE MANAGEMENT

### PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

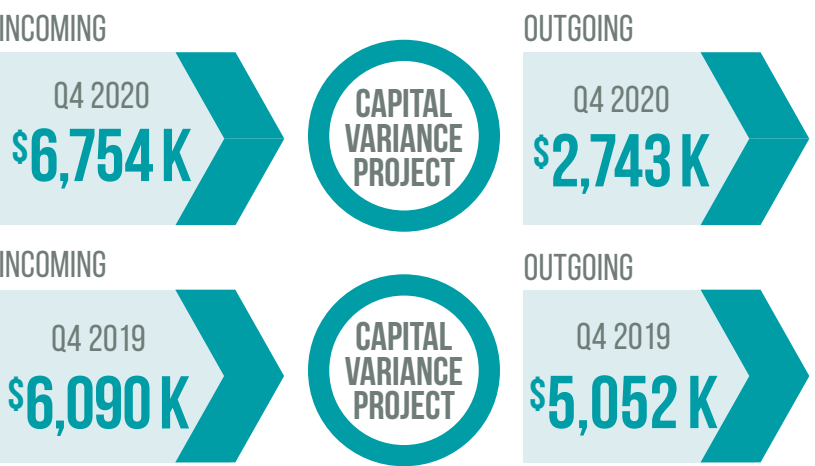
Active projects with budgets greater than \$1 million.



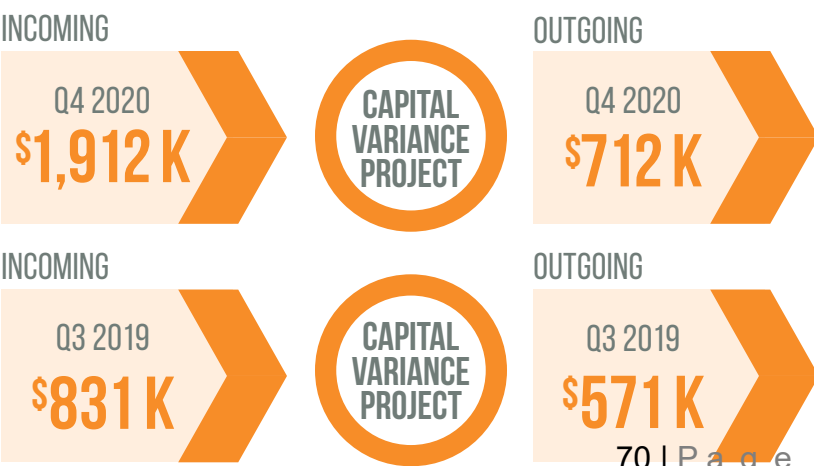
### YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS



### YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS



### YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS



# Capital Summary (in thousands of dollars)

The Corporate Services department develops the Capital Financing Strategy and Capital Budget guidelines in co-ordination with department and board input and in alignment with Council objectives and corporate policies. The Corporate Services department is responsible for the following: preparing the consolidated capital budget and forecast based on the requests of departments and boards; coordinating capital initiations, financing, closure and budget reduction of capital projects approvals and reporting; supporting tangible capital asset accounting in accordance with the Capital Asset Management Policy; and reporting on the consolidated activity of the capital program.

The capital budget represents priority projects as determined by the departments and boards and approved by Council. Following capital budget approval, projects are initiated based on department requirements and timing to complete projects. Project managers within departments and boards administer the projects and maintain the related tangible capital asset information. Project managers are accountable for monitoring the capital projects within the capital program and taking corrective action, when necessary, including both reporting on significant variances as well as taking part in the capital closure and budget reduction of capital projects process.

## Capital Program Reconciliation

The capital budget managed by Niagara Region has decreased by \$43,863 since Q3 2020. This decrease is primarily caused by projects closed (\$47,449) and budget reductions (\$4,397). The decrease is mitigated by gross budget adjustments (\$6,663) and transfers from capital variance project (\$1,320).

Eight capital projects of the 590 capital sub-projects, with budgets totalling approximately \$37,369 (levy \$36,224 / rate \$1,145) remain uninitiated at December 31, 2020. A summary of the levy and rate impact of Niagara Regions total capital program during the year is presented below:

Capital Program Reconciliation	Levy Programs	Rate Programs	Adjusted Program
<b>2019 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2019</b>	<b>\$754,803</b>	<b>\$466,963</b>	<b>\$1,221,766</b>
Council Approved 2020 Budget	\$270,399	\$105,125	<b>\$375,524</b>
Gross Budget Adjustment (including transfers from operating)	\$2,340	\$346	<b>\$2,686</b>
Transfer from Capital Variance Project	\$584	\$830	<b>\$1,414</b>
Budget Reductions on Active Capital Projects *	- \$5,321	- \$9,823	- <b>\$15,144</b>
Projects Closed	- \$27,952	- \$7,005	- <b>\$34,957</b>
<b>2020 Total Adjusted Program (excluding Capital Variance Projects) at July 27, 2020</b>	<b>\$994,853</b>	<b>\$556,436</b>	<b>\$1,551,289</b>
Gross Budget Adjustment (including transfers from operating)	\$3,656	\$0	<b>\$3,656</b>
Transfer from Capital Variance	\$351	\$2,198	<b>\$2,549</b>
Budget Reductions on Active Capital Projects *	- \$2,018	- \$13,300	- <b>\$15,318</b>
Projects Closed	- \$7,577	- \$2,316	- <b>\$9,893</b>
<b>2020 Total Adjusted Budget (excluding Capital Variance Projects) at October 22, 2020</b>	<b>\$989,265</b>	<b>\$543,018</b>	<b>\$1,532,283</b>
Gross Budget Adjustment (including transfers from operating)	\$6,663	\$0	<b>\$6,663</b>
Transfer from Capital Variance	\$893	\$427	<b>\$1,320</b>
Budget Reductions on Active Capital Projects *	- \$3,039	- \$1,358	- <b>\$4,397</b>
Transfer between Levy/Rate Programs	\$130	- \$130	<b>\$0</b>
Projects Closed	- \$36,516	- \$10,933	- <b>\$47,449</b>
<b>2020 Total Adjusted Budget (excluding Capital Variance Projects) at December 31, 2020</b>	<b>\$957,396</b>	<b>\$531,024</b>	<b>\$1,488,420</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 (from external revenue sources), transfers from the capital variance project, budget reductions and transfer to operations during Q4 2020 per the budget control policy 2017-63.

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Community Services	Long Term Care Roof Replacement Program - 2018	\$373		\$23			\$396
Corporate Services	Energy Conservation Program - 2018	\$849	\$37				\$886
Corporate Services	Information Technology Asset Replacement - 2020	\$1,035	\$416				\$1,451
Corporate Services	Niagara Regional Police Gun Range HVAC	\$60		\$140			\$200
Corporate Services	Court Facilities Renewal	\$12,908	\$134		- \$134	Reserve - Courts	\$12,908
Corporate Services	Public Works Service Centre Structural Improvement	\$110		\$1			\$111
Corporate Services	Long-term Accommodations - NRPS Headquarters D2	\$65,627	\$43				\$65,670
Niagara Regional Housing	Niagara Falls Supportive Housing Renovation	\$0	\$3,650				\$3,650
Public Works - Levy	Roundabout - South Grimsby Road	\$5,712			- \$250	CVP - Levy \$246, DC Roads \$4	\$5,462
Public Works - Levy	Intersection - Townline Road Phase 2	\$3,231		\$450			\$3,681
Public Works - Levy	Roads Rehabilitation - RR81 Main Street	\$250	\$20	\$180			\$450
Public Works - Levy	Roads Resurfacing - 2020	\$8,345	\$72				\$8,417
Public Works - Levy	Roads Reconstruction - RR38 QEW/Fourth	\$23,156	\$2,291	\$99	- \$1,555	External Funding Contributions	\$23,991
Public Works - Levy	Intersection - RR89 Jacobsen/Burleigh	\$5,786			- \$200	CVP - Levy \$137, DC Roads \$63	\$5,586

Capital Budget Adjustments (in thousands of dollars) – Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Works - Levy	Structural Rehabilitation - Reece Bridge	\$9,733			- \$400	CVP - Levy	\$9,333
Public Works - Levy	Capacity Improvements - RR54 Hwy 20/Merritt	\$7,850			- \$500	CVP - Levy \$75, DC Roads \$425	\$7,350
<b>All Levy Departments</b>		<b>\$145,025</b>	<b>\$6,663</b>	<b>\$893</b>	<b>- \$3,039</b>		<b>\$149,542</b>
Wastewater	Wastewater Treatment Plant Upgrade - Secondary Clarifier - Seaway	\$3,115			- \$320	CVP - Wastewater	\$2,795
Wastewater	Wastewater Treatment Plant Seaway Capacity Phase 2	\$300		\$50			\$350
Wastewater	Miscellaneous Program - Motor Control Centres	\$2,000		\$250			\$2,250
Wastewater	George Street Pumping Station Upgrade	\$200		\$50			\$250
Wastewater	18-SPS & FM UPG-City Hall-PC	\$300		\$37			\$337
Wastewater	Carleton Pumping Station Forcemain Upgrade	\$150		\$35			\$185
Water	Elevated Tank Rehabilitation - Thorold South	\$2,992			- \$140	CVP - Water	\$2,852
Water	Watermain Program - Lundy's Lane	\$1,000			- \$898	Debt	\$102
Water	Security Improvement - Decew Water Treatment Plant	\$190		\$5			\$195
<b>All Rate Departments</b>		<b>\$10,247</b>	<b>\$0</b>	<b>\$427</b>	<b>- \$1,358</b>		<b>\$9,316</b>
Corporate Services	2020 Code and Legislative Compliance Program	\$60	- \$60				\$0
Corporate Services	Niagara Regional Police Gun Range HVAC	\$140	\$60				\$200
Niagara Regional Police Services Board	Vehicles Replacement - 2019	\$1,454	- \$23				\$1,431
Niagara Regional Police Services Board	Vehicles Replacement - 2020	\$1,500	\$23				\$1,523



Capital Budget Adjustments (in thousands of dollars) – Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Works - Levy	2020 Traffic Signals Program	\$3,000	- \$3,000				\$0
Public Works - Levy	Traffic Signal Niagara @ Welland	\$0	\$300				\$300
Public Works - Levy	Traffic Signal Prince Charles @ Fitch	\$0	\$300				\$300
Public Works - Levy	Traffic Signal Woodlawn @ Niagara	\$0	\$300				\$300
Public Works - Levy	Traffic Signal Queenston @ Eastchester	\$0	\$300				\$300
Public Works - Levy	Traffic Signal Niagara @ Lakeshore	\$0	\$300				\$300
Public Works - Levy	Traffic Signal Asset Management	\$0	\$468				\$468
Public Works - Levy	Traffic Signal Advance Design	\$0	\$50				\$50
Public Works - Levy	Traffic Signal Upgrades	\$0	\$196				\$196
Public Works - Levy	New Traffic Control Devices	\$0	\$215				\$215
Public Works - Levy	Intelligent Transportation Systems	\$0	\$572				\$572
Wastewater	Vacuum Truck Replacement	\$500	- \$130				\$370
Public Works - Levy	Vacuum Truck Replacement	\$500	\$130				\$630
All inter-project		\$7,154	\$0	\$0	\$0		\$7,154
All Departments	Total	\$162,426	\$6,663	\$1,320	- \$4,397		\$166,012

# 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 20 projects were closed between October 23 to December 31, 2020. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Public Works - Levy	Reconstruction - RR14 Smithville Road and Millcreek Bridge	\$5,071	\$4,922	\$149	\$149	CVP Levy	13
Public Works - Levy	Property - RR14 Smithville Road and Millcreek Bridge	\$468	\$467	\$1	\$0	CVP Levy	8
Public Works - Levy	Capacity Improvements - Reconstruct RR49 McLeod, Montrose to Stanley	\$8,278	\$8,250	\$28	\$15	CVP Levy	12
Public Works - Levy	Complete Rebuild - Ontario Street @ Carlton Street	\$250	\$249	\$1	\$1	CVP Levy	5
Public Works - Levy	Complete Rebuild - Prince Charles Drive @ Maple Street	\$220	\$192	\$28	\$28	CVP Levy	5
Public Works - Levy	Interchange Sir Isaac Brock Way @ 406 Hwy	\$4,271	\$4,159	\$112	\$6	CVP Levy	4
Corporate Services	Upgrade of iDarts - 2017	\$50	\$25	\$25	\$25	CVP Levy	4
Corporate Services	SAEO Office Niagara Falls Building Renovations	\$210	\$207	\$3	\$3	CVP Levy	2
Niagara Regional Housing	New Build, Carlton Street, St. Catharines	\$14,980	\$14,967	\$13	\$13	NRH Owned Units	5
Niagara Regional Housing	Expansion, Roach Avenue, Welland	\$2,718	\$2,705	\$13	\$23	NRH Owned Units	4
<b>Total Levy Reporting Projects Closed and Removed from Project Listing</b>		<b>\$36,516</b>	<b>\$36,143</b>	<b>\$373</b>	<b>\$263</b>		
Waste Management	Landfill Gas Collection & Flaring System Decommissioning - Glenridge	\$705	\$671	\$34	\$34	CVP WMT	6
Waste Management	Line 5 - Monitoring Well Replacement	\$75	\$46	\$29	\$29	CVP WMT	6
<b>Total Waste Management Projects Closed and Removed from Project Listing</b>		<b>\$780</b>	<b>\$717</b>	<b>\$63</b>	<b>\$63</b>		
Water Works	Water Security Improvements - Rosehill	\$114	\$114	\$0	\$0	CVP WAT	6
Water Works	Water Security Improvements - Port Colborne	\$122	\$115	\$7	\$7	CVP WAT	6
Water Works	Water Security Improvements - Grimsby	\$134	\$130	\$4	\$4	CVP WAT	6
Water Works	Water Security Improvements (Raw Water Channel Fencing) - Decew	\$32	\$28	\$4	\$4	CVP WAT	6

# 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)
Water Works	Water Pressure Relief Valve - Four Mile Creek	\$650	\$526	\$124	\$67	CVP WAT	4
Water Works	Deconstruction of King Street Elevated Storage Tank	\$950	\$371	\$579	\$405	CVP WAT	4
Water Works	Watermain Intake Channel Modifications - DeCew - 2017	\$1,500	\$0	\$1,500	\$0	CVP WAT	4
<b>Total Water Projects Closed and Removed from Project Listing</b>		<b>\$3,502</b>	<b>\$1,284</b>	<b>\$2,218</b>	<b>\$487</b>		
Wastewater	Pump Station Improvement Program - South Side High Lift	\$6,651	\$6,370	\$281	<b>\$259</b>	CVP SEW	8
<b>Total Wastewater Projects Closed and Removed from Project Listing</b>		<b>\$6,651</b>	<b>\$6,370</b>	<b>\$281</b>	<b>\$259</b>		
<b>Total Rate Projects Closed and Removed from Project Listing</b>		<b>\$10,933</b>	<b>\$8,371</b>	<b>\$2,562</b>	<b>\$809</b>		
<b>Total Projects Closed</b>		<b>\$47,449</b>	<b>\$44,514</b>	<b>\$2,935</b>	<b>\$1,072</b>		

## Capital Project Closed by Adjustment (in thousands of dollars)

Capital projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Wastewater	Combined Sewer Overflow Tank Construction - Chippawa Sewer Flooding	\$4,323	\$3,364	\$959	\$169	CVP SEW	8
Wastewater	South Side Low Lift Pump Station Upgrade	\$2,500	\$649	\$1,851	\$47	CVP SEW	7
Niagara Regional Housing	Social Housing Improvement Program - 2016	\$1,200	\$1,098	\$102	\$17	NRH Owned Units	4
Closed Capital Project Adjustments		\$8,023	\$5,111	\$2,912	\$233		

## Capital Project Closed by Transfer (in thousands of dollars)

Projects may be required to be closed throughout the year from transfers to other active capital projects. Transfers allow staff to fiscally manage the project's initiative and scope through the procurement and reporting process. Transfers to projects are shown on the Capital Budget Adjustments page. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Total Budget	Closure	Transfers	Adjusted Budget	Surplus (Deficit)	Destination of Transfer
Public Works - Levy	Annual - Traffic Signals Program - 2020	\$3,000	- \$3,000		\$0	\$0	CVP Levy
Public Works - Levy	Traffic Signal Niagara @ Welland	\$0		\$300	\$300		
Public Works - Levy	Traffic Signal Prince Charles @ Fitch	\$0		\$300	\$300		
Public Works - Levy	Traffic Signal Woodlawn @ Niagara	\$0		\$300	\$300		
Public Works - Levy	Traffic Signal Queenston @ Eastchester	\$0		\$300	\$300		
Public Works - Levy	Traffic Signal Niagara @ Lakeshore	\$0		\$300	\$300		
Public Works - Levy	Traffic Signal Asset Management	\$0		\$468	\$468		
Public Works - Levy	Traffic Signal Advance Design	\$0		\$50	\$50		
Public Works - Levy	Traffic Signal Upgrades	\$0		\$196	\$196		
Public Works - Levy	New Traffic Control Devices	\$0		\$215	\$215		
Public Works - Levy	Intelligent Transportation Systems	\$0		\$572	\$572		
Corporate Services	Region Wide - Code & Legislation Compliance - 2020	\$60	- \$60		\$0	\$0	CVP Levy
Corporate Services	Niagara Regional Police Gun Range HVAC	\$140		\$60	\$200		
<b>Capital Projects Closed Upon Transfers &amp; Capital Project Adjustments</b>		<b>\$3,200</b>	<b>- \$3,060</b>	<b>\$3,060</b>	<b>\$3,200</b>	<b>\$0</b>	

# Capital Project Summary (in thousands of dollars)

Once a project is initiated, multiple projects may be set up to manage the overall project. Illustrated below is the \$1,488,420 capital budget managed by Niagara Region, representing 590 sub-projects, total capital spending including commitments to date of \$941,787 and budget remaining of \$546,633, after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 181 projects with budgets greater than \$1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than \$1 million	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Community Services	\$1,675	\$1,663	\$12	99.3%
Corporate Services	\$315,973	\$143,829	\$172,144	45.5%
Niagara Regional Housing	\$53,953	\$43,374	\$10,579	80.4%
Niagara Regional Police Services Board	\$29,884	\$27,750	\$2,134	92.9%
Planning	\$3,294	\$3,279	\$15	99.5%
Public Health	\$8,164	\$6,989	\$1,175	85.6%
Public Works - Levy	\$437,195	\$316,309	\$120,886	72.3%
Waste Management	\$20,371	\$15,675	\$4,696	76.9%
Wastewater	\$258,981	\$189,634	\$69,347	73.2%
Water Works	\$194,009	\$125,471	\$68,538	64.7%
Active projects with budgets greater than \$1 million	\$1,323,499	\$873,973	\$449,526	66.0%
Uninitiated projects with budgets greater than \$1 million	\$36,869	\$0	\$36,869	0.0%
Total projects with budgets greater than \$1 million	\$1,360,368	\$873,973	\$486,395	64.2%
Active projects with budgets less than \$1 million	\$127,552	\$67,814	\$59,738	53.2%
Uninitiated projects with budgets less than \$1 million	\$500	\$0	\$500	0.0%
Total Capital Projects	\$1,488,420	\$941,787	\$546,633	63.3%



# 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 181 projects totaling \$1,360,368 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$873,973, representing 64.2 per cent of the adjusted capital budget on these active and uninitiated sub-projects.

When a surplus exists at the end of a project, the surplus funds will be transferred back to the respective Capital Variance Project (CVP). Projects forecasting a deficit will require additional funding. Project-to-date funding requests up to \$250 can be made through a CVP request at the discretion of the Commissioner of the department and the Treasurer. Requests in excess of \$250 will be makde through Council.

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
St. Catharines Child Care Addition		\$1,675	\$1,663	\$12	99.3%	\$14	\$0	\$0	\$0	2021
<b>Total Community Services</b>		<b>\$1,675</b>	<b>\$1,663</b>	<b>\$12</b>	<b>99.3%</b>	<b>\$14</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
2021 Canada Summer Games ****		\$20,037	\$19,687	\$350	98.3%	\$350	\$0	\$0	\$0	2021
911 Backup Rationalization - 2020		\$1,000	\$738	\$262	73.8%	\$763	\$0	\$0	\$0	2021
Asset Replacement - 2018		\$2,947	\$2,860	\$87	97.1%	\$287	\$0	\$0	\$0	2021
Asset Replacement - 2019		\$2,288	\$2,043	\$245	89.3%	\$287	\$0	\$0	\$0	2021
Asset Replacement - 2020		\$1,451	\$968	\$483	66.7%	\$504	\$0	\$0	\$0	2021
Court Facilities Welland *		\$12,490	\$12,358	\$132	98.9%	\$56	\$0	\$0	\$353	2021
Customer Service Strategic Priority		\$1,685	\$232	\$1,453	13.8%	\$300	\$1,220	\$0	\$0	2022
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	0.0%	\$3,895	\$0	\$0	\$0	2021
Emergency Medical Services Facility Welland		\$1,100	\$393	\$707	35.7%	\$707	\$0	\$0	\$0	2021
Environmental Centre Expansion		\$2,000	\$145	\$1,855	7.2%	\$250	\$1,605	\$0	\$0	2024
Environmental Centre Expansion	Uninitiated	\$21,177	\$0	\$21,177	0.0%	\$0	\$395	\$20,789	\$0	2024

# Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$0	\$1,750	0.0%	\$1,750	\$0	\$0	\$0	2021
Health Facilities - Niagara Falls *		\$6,069	\$5,960	\$109	98.2%	\$50	\$0	\$0	\$94	2021
Long-term Accommodations - NRPS D1		\$20,496	\$20,392	\$104	99.5%	\$2,275	\$0	\$0	\$0	2021
Long-term Accommodations - NRPS Headquarters D2		\$65,670	\$65,629	\$41	99.9%	\$378	\$0	\$0	\$0	2021
Long-term Care Home Redevelopment - 2015		\$73,000	\$10,317	\$62,683	14.1%	\$3,214	\$29,451	\$31,572	\$0	2023
Redevelopment of Linhaven Long Term Care Home - 2020		\$102,000	\$394	\$101,606	0.4%	\$10,500	\$42,000	\$49,377	\$0	2024
Regional Headquarters Generator Replacement		\$1,990	\$1,713	\$277	86.1%	\$405	\$0	\$0	\$0	2021
<b>Total Corporate Services</b>		<b>\$341,045</b>	<b>\$143,829</b>	<b>\$197,216</b>	<b>42.2%</b>	<b>\$25,971</b>	<b>\$74,671</b>	<b>\$101,738</b>	<b>\$447</b>	
Building Capital - 2018		\$4,673	\$4,629	\$44	99.1%	\$231	\$0	\$0	\$0	2021
Building Capital - 2019		\$5,536	\$5,425	\$111	98.0%	\$535	\$0	\$0	\$0	2021
Building Capital - 2020		\$3,974	\$3,434	\$540	86.4%	\$2,736	\$0	\$0	\$0	2021
Expansion, Thorold		\$1,101	\$1,101	\$0	100.0%	\$0	\$0	\$0	\$0	2022
Grounds Capital - 2020		\$1,010	\$977	\$33	96.7%	\$448	\$0	\$0	\$0	2021
Muli-Residential Intensification - Niagara Falls - 2018		\$20,900	\$18,797	\$2,103	89.9%	\$13,036	\$0	\$0	\$0	2021
Social Housing Assistance Improvement Program - 2018		\$2,683	\$2,618	\$65	97.6%	\$82	\$0	\$0	\$0	2021
Unit Capital - 2018		\$1,600	\$1,401	\$199	87.6%	\$245	\$0	\$0	\$0	2021
Unit Capital - 2019		\$5,355	\$4,833	\$522	90.2%	\$2,424	\$0	\$0	\$0	2021
Unit Capital - 2020		\$3,471	\$139	\$3,332	4.0%	\$3,331	\$0	\$0	\$0	2021

# Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Niagara Falls Supportive Housing Renovation		\$3,650	\$20	\$3,630	0.6%	\$3,643	\$0	\$0	\$0	2021
<b>Total Niagara Regional Housing</b>		<b>\$53,953</b>	<b>\$43,374</b>	<b>\$10,579</b>	<b>80.4%</b>	<b>\$26,711</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2022
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$0	\$1,250	\$0	\$0	2022
Information Technology & Equipment Replacement		\$1,100	\$1,095	\$5	99.6%	\$30	\$0	\$0	\$0	2021
Information Technology Continuity Plan		\$1,500	\$1,003	\$497	66.9%	\$497	\$0	\$0	\$0	2021
S.P.I.R.I.T. (Supporting Police in Records Information Technology)		\$8,630	\$8,482	\$148	98.3%	\$148	\$0	\$0	\$0	2021
Vehicles - 2018		\$1,386	\$1,386	\$0	100.0%	\$0	\$0	\$0	\$0	2021
Vehicles - 2019		\$1,430	\$1,430	\$0	100.0%	\$0	\$0	\$0	\$0	2022
Vehicles - 2020		\$1,523	\$1,149	\$374	75.4%	\$1,050	\$0	\$0	\$0	2021
Voice Radio System		\$13,315	\$13,205	\$110	99.2%	\$99	\$11	\$0	\$0	2022
<b>Total Niagara Regional Police Services Board</b>		<b>\$31,134</b>	<b>\$27,750</b>	<b>\$3,384</b>	<b>89.1%</b>	<b>\$1,824</b>	<b>\$2,261</b>	<b>\$0</b>	<b>\$0</b>	
Regional Headquarters Landscape Master Plan		\$3,294	\$3,279	\$15	99.5%	\$51	\$0	\$0	\$0	2021
<b>Total Planning</b>		<b>\$3,294</b>	<b>\$3,279</b>	<b>\$15</b>	<b>99.5%</b>	<b>\$51</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Ambulance & Equipment - 2018		\$2,595	\$2,381	\$214	91.7%	\$215	\$0	\$0	\$0	2021
Ambulance & Equipment - 2019		\$2,201	\$2,112	\$89	95.9%	\$89	\$0	\$0	\$0	2021
Ambulance & Equipment - 2020		\$3,368	\$2,496	\$872	74.1%	\$1,604	\$0	\$0	\$0	2021
<b>Total Public Health</b>		<b>\$8,164</b>	<b>\$6,989</b>	<b>\$1,175</b>	<b>85.6%</b>	<b>\$1,908</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Annual - Development Projects - 2020 ***		\$1,000	\$0	\$1,000	0.0%	\$0	\$0	\$0	\$1,000	2021
Annual - Storm Sewer & Culvert Program - 2019		\$1,000	\$969	\$31	96.9%	\$634	\$0	\$0	\$0	2021
Annual - Storm Sewer & Culvert Program - 2020		\$1,100	\$708	\$392	64.4%	\$900	\$191	\$0	\$0	2022
Capacity Improvements - Charnwood/McLeod *		\$7,110	\$6,790	\$320	95.5%	\$50	\$50	\$0	\$321	2022
Capacity Improvements - New Escarpment Crossing		\$2,200	\$691	\$1,509	31.4%	\$500	\$1,009	\$0	\$0	2023
Capacity Improvements - New Escarpment Crossing	Uninitiated	\$1,000	\$0	\$1,000	0.0%	\$0	\$491	\$509	\$0	2023
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		\$1,460	\$727	\$733	49.8%	\$100	\$250	\$383	\$0	2023
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$8,000	\$154	\$7,846	1.9%	\$2,000	\$2,000	\$3,854	\$0	2023
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$4,575	\$3,223	\$1,352	70.4%	\$750	\$1,138	\$0	\$0	2022
Capacity Improvements - RR10 Livingston/QEW-GR		\$27,750	\$2,113	\$25,637	7.6%	\$12,000	\$12,000	\$2,028	\$0	2023
Capacity Improvements - RR54 Hwy 20/Merritt *		\$7,350	\$6,985	\$365	95.0%	\$417	\$0	\$0	\$500	2021
Capacity Improvements - RR98 Montrose Road		\$1,050	\$1,001	\$49	95.3%	\$500	\$146	\$0	\$0	2022
Environmental Assessment - RR 42 Ontario Street		\$1,900	\$610	\$1,290	32.1%	\$1,761	\$0	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Fleet & Vehicle Replacement Program - 2020		\$1,520	\$0	\$1,520	0.0%	\$1,520	\$0	\$0	\$0	2021
Illumination Program - 2020		\$1,000	\$0	\$1,000	0.0%	\$400	\$600	\$0	\$0	2022
Intersection - RR20 Industrial Park/South Grimsby Road 6		\$2,898	\$2,839	\$59	98.0%	\$64	\$0	\$0	\$0	2021
Intersection - RR20 Roundabout at S Grimsby Rd		\$5,462	\$4,803	\$659	87.9%	\$659	\$0	\$0	\$0	2021
Intersection - RR20 Industrial Park toTownline Phase 2		\$3,681	\$3,629	\$52	98.6%	\$319	\$0	\$0	\$0	2021
Intersection Improvement - RR24 Victoria Ave		\$2,200	\$2,196	\$4	99.8%	\$300	\$756	\$0	\$0	2022
Intersection Improvement - RR46 Geneva Street		\$1,000	\$19	\$981	1.9%	\$750	\$231	\$0	\$0	2022
Intersection Improvement - RR46 Geneva/St. Paul *		\$5,750	\$5,323	\$427	92.6%	\$222	\$0	\$0	\$400	2021
Intersection - RR89 Jacobsen/Burleigh		\$5,586	\$5,494	\$92	98.4%	\$307	\$0	\$0	\$0	2021
Replacement of Burgoyne Bridge **		\$99,534	\$98,590	\$944	99.1%	\$101	\$0	\$0	\$879	2021
Road Equipment Upgrade - 2020		\$1,000	\$0	\$1,000	0.0%	\$1,000	\$0	\$0	\$0	2021
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$14	\$986	1.4%	\$500	\$486	\$0	\$0	2022
Roads Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$158	\$842	15.8%	\$500	\$491	\$0	\$0	2022
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,477	\$316	91.7%	\$20	\$200	\$96	\$0	2023

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Roads Reconstruction - RR38 QEW/Fourth *		\$23,992	\$19,868	\$4,124	82.8%	\$1,000	\$1,000	\$0	\$2,663	2022
Roads Reconstruction - St Davids Road East		\$10,224	\$8,473	\$1,751	82.9%	\$6,150	\$820	\$0	\$0	2022
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$5,750	\$4,719	\$1,031	82.1%	\$1,340	\$0	\$0	\$0	2021
Roads Rehabilitation - RR63 Baldwin/Coffee Bridge		\$3,035	\$3,030	\$5	99.8%	\$61	\$0	\$0	\$0	2021
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$1,000	\$175	\$825	17.5%	\$829	\$0	\$0	\$0	2021
Roads Rehabilitation - RR1 Albert/Lakeshore		\$2,165	\$588	\$1,577	27.1%	\$583	\$1,000	\$0	\$0	2022
Roads Rehabilitation - RR1 Dominion Road, Burleigh/Buffalo		\$12,070	\$11,291	\$779	93.5%	\$500	\$279	\$0	\$0	2022
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$405	\$1,370	22.8%	\$1,200	\$246	\$0	\$0	2022
Roads Rehabilitation - RR56 Glendale to St Davids		\$1,330	\$1,325	\$5	99.6%	\$5	\$0	\$0	\$0	2021
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$11,326	\$13,974	44.8%	\$7,500	\$2,000	\$4,634	\$0	2023
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2 *		\$9,118	\$7,571	\$1,547	83.0%	\$2,500	\$0	\$0	\$463	2021
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$8,500	\$5,239	\$3,261	61.6%	\$3,306	\$0	\$0	\$0	2021
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,595	\$205	92.7%	\$1,326	\$0	\$0	\$0	2021



## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$1,700	\$370	\$1,330	21.7%	\$1,496	\$0	\$0	\$0	2021
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$1,250	\$389	\$861	31.1%	\$750	\$355	\$0	\$0	2022
Roads Resurfacing - 2013 *		\$4,933	\$4,797	\$136	97.2%	\$69	\$0	\$0	\$136	2021
Roads Resurfacing - 2018		\$9,510	\$9,439	\$71	99.3%	\$127	\$0	\$0	\$0	2021
Roads Resurfacing - 2019		\$8,939	\$8,929	\$10	99.9%	\$526	\$0	\$0	\$0	2021
Roads Resurfacing - 2020		\$8,417	\$8,335	\$82	99.0%	\$3,596	\$0	\$0	\$0	2021
Storm Pumping Station Improvements - McLeod Rd at Stanley Ave - 2017		\$2,050	\$1,793	\$257	87.4%	\$1,854	\$0	\$0	\$0	2021
Structural Rehabilitation - 2016 Program		\$3,700	\$3,053	\$647	82.5%	\$750	\$385	\$0	\$0	2022
Structural Rehabilitation - 2019 Program		\$1,000	\$972	\$28	97.2%	\$81	\$0	\$0	\$0	2021
Structural Rehabilitation - 2020 Program		\$1,000	\$25	\$975	2.5%	\$984	\$0	\$0	\$0	2021
Structural Rehabilitation - Main Street Bridge *		\$4,703	\$4,434	\$269	94.3%	\$60	\$0	\$0	\$209	2021
Structural Rehabilitation - Ontario Power Generation Bridges over Gibson Lake *		\$8,100	\$8,007	\$93	98.8%	\$0	\$0	\$0	\$104	2021
Structural Rehabilitation - Reece Bridge		\$9,333	\$9,267	\$66	99.3%	\$146	\$0	\$0	\$0	2021
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$2,250	\$696	\$1,554	30.9%	\$1,794	\$0	\$0	\$0	2021

# Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Structural Replacement - RR81 20 Mile Arch Bridge		\$5,020	\$445	\$4,575	8.9%	\$196	\$1,500	\$3,226	\$0	2024
Structure Rehabilitation - Schisler Road Bridge		\$2,000	\$328	\$1,672	16.4%	\$1,750	\$122	\$0	\$0	2022
Transportation Infrastructure Means Protection *		\$4,000	\$3,086	\$914	77.2%	\$40	\$0	\$0	\$894	2021
<b>Public Works - Roads &amp; Fleet</b>		<b>\$385,883</b>	<b>\$291,483</b>	<b>\$94,400</b>	<b>75.5%</b>	<b>\$66,793</b>	<b>\$27,746</b>	<b>\$14,730</b>	<b>\$7,569</b>	
GO Transit		\$31,598	\$9,532	\$22,066	30.2%	\$22,138	\$0	\$0	\$0	2023
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$3,994	\$2,318	\$2,090	\$0	2023
<b>Total GO Transit</b>		<b>\$40,000</b>	<b>\$9,532</b>	<b>\$30,468</b>	<b>23.8%</b>	<b>\$26,132</b>	<b>\$2,318</b>	<b>\$2,090</b>	<b>\$0</b>	
Inter-Municipal Transit Capital Acquisition - 2017		\$20,714	\$15,294	\$5,420	73.8%	\$6,500	\$1,766	\$0	\$0	2022
<b>Total IMT Transit</b>		<b>\$20,714</b>	<b>\$15,294</b>	<b>\$5,420</b>	<b>73.8%</b>	<b>\$6,500</b>	<b>\$1,766</b>	<b>\$0</b>	<b>\$0</b>	
<b>Total Public Works - Levy</b>		<b>\$446,597</b>	<b>\$316,309</b>	<b>\$130,288</b>	<b>70.8%</b>	<b>\$99,425</b>	<b>\$31,830</b>	<b>\$16,820</b>	<b>\$7,569</b>	
Bridge St - Public Drop Off Depot Improvement	Uninitiated	\$1,145	\$0	\$1,145	0.0%	\$0	\$1,050	\$95	\$0	2023
Glenridge - Leachate Collection System		\$1,210	\$376	\$834	31.1%	\$211	\$790	\$74	\$0	2023
Humberstone - Infrastructure Upgrades		\$10,706	\$9,036	\$1,670	84.4%	\$750	\$1,000	\$1,117	\$0	2024
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation *		\$3,455	\$3,390	\$65	98.1%	\$5	\$0	\$0	\$77	2021
Niagara Road 12 & Park Road - Pump Station Upgrades *		\$1,677	\$1,654	\$23	98.6%	\$5	\$0	\$0	\$66	2021
Recycling Centre - Facility Improvements Groundwater		\$1,123	\$1,039	\$84	92.5%	\$50	\$42	\$0	\$0	2022

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Recycling Centre - Fibre Line Enhancements		\$2,200	\$180	\$2,020	8.2%	\$2,018	\$1	\$0	\$0	2022
<b>Total Waste Management</b>		<b>\$21,516</b>	<b>\$15,675</b>	<b>\$5,841</b>	<b>72.9%</b>	<b>\$3,039</b>	<b>\$2,883</b>	<b>\$1,286</b>	<b>\$143</b>	
Combined Sewer Overflow - Grimsby		\$1,725	\$222	\$1,503	12.9%	\$0	\$1,503	\$0	\$0	2022
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		\$12,700	\$593	\$12,107	4.7%	\$200	\$1,000	\$11,151	\$0	2025
Digester & Sludge Program - 2018 *****		\$2,550	\$2,203	\$347	86.4%	\$650	\$583	\$0	- \$250	2022
Digester & Sludge Program - 2020		\$1,250	\$560	\$690	44.8%	\$400	\$505	\$0	\$0	2022
Forcemain Replacement Bridgeport Sewage Pump Station		\$3,250	\$569	\$2,681	17.5%	\$2,600	\$204	\$0	\$0	2022
Forcemain Replacement Jordan Valley Sewage Pump Station		\$3,175	\$366	\$2,809	11.5%	\$250	\$2,000	\$838	\$0	2023
Lagoon Upgrade program - Stevensville/Douglastown		\$4,100	\$447	\$3,653	10.9%	\$2,000	\$1,846	\$0	\$0	2022
Miscellaneous Program - Centrifuge Components		\$1,211	\$1,210	\$1	99.9%	\$1	\$0	\$0	\$0	2022
Miscellaneous Program - Chemical System Upgrades - 2017		\$1,900	\$1,626	\$274	85.6%	\$1,500	\$306	\$0	\$0	2022
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,200	\$275	\$1,925	12.5%	\$148	\$1,900	\$0	\$0	2022
Miscellaneous Program - Garner Road		\$5,242	\$5,109	\$133	97.5%	\$136	\$0	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Miscellaneous Program - Motor Control Centres		\$2,250	\$1,739	\$511	77.3%	\$2,095	\$0	\$0	\$0	2021
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,500	\$888	\$612	59.2%	\$300	\$359	\$0	\$0	2022
Pump Station Improvement Program - Design		\$5,711	\$5,664	\$47	99.2%	\$95	\$0	\$0	\$0	2021
Pump Station Improvement Program - Haulage Road		\$2,150	\$2,068	\$82	96.2%	\$437	\$20	\$0	\$0	2022
Pump Station Improvement Program - Lakeside		\$2,500	\$2,232	\$268	89.3%	\$1,458	\$20	\$0	\$0	2022
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,140	\$145	95.6%	\$25	\$25	\$95	\$0	2021
Pump Station Improvement Program - Park Lane		\$1,400	\$1,045	\$355	74.6%	\$977	\$0	\$0	\$0	2021
Pump Station Improvement Program - Riverview SPS		\$1,305	\$905	\$400	69.4%	\$581	\$0	\$0	\$0	2021
Pump Station Improvement Program - Wellandvale		\$3,446	\$3,012	\$434	87.4%	\$1,000	\$433	\$0	\$0	2022
Pump Station Improvement Program - Woodsville		\$5,420	\$478	\$4,942	8.8%	\$309	\$2,800	\$2,000	\$0	2023
Pump Station Improvement Program - Shirley Road		\$2,400	\$419	\$1,981	17.5%	\$1,036	\$1,036	\$0	\$0	2022
Pump Station Improvement Program - East Side Port Colborne		\$4,500	\$305	\$4,195	6.8%	\$2,102	\$2,102	\$0	\$0	2022
Pump Station Improvement Program - Laurie Ave		\$4,700	\$624	\$4,076	13.3%	\$165	\$4,300	\$0	\$0	2022

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Sewer & Forcemain Program - Dain City		\$11,525	\$4,749	\$6,776	41.2%	\$6,633	\$1,658	\$0	\$0	2022
Sewer & Forcemain Program - Highway 406 Trunk		\$1,274	\$1,273	\$1	100.0%	\$1	\$0	\$0	\$0	2021
Sewer & Forcemain Program - Stamford Centre *		\$10,562	\$10,233	\$329	96.9%	\$235	\$0	\$0	\$850	2021
Sewer & Forcemain Program - Tupper Dr Trunk		\$2,910	\$1,781	\$1,129	61.2%	\$2,709	\$0	\$0	\$0	2021
Sewer Trunk Rehabilitation - Stamford - Phase 2		\$7,950	\$6,139	\$1,811	77.2%	\$7,711	\$0	\$0	\$0	2021
Sewer Relining Program		\$1,336	\$1,336	\$0	100.0%	\$3	\$0	\$0	\$0	2021
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,521	\$374	99.2%	\$50	\$50	\$414	\$0	2021
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$4,900	\$2,757	\$2,143	56.3%	\$2,933	\$0	\$0	\$0	2021
Wastewater Treatment Plant Upgrade - Garner Road		\$6,940	\$6,689	\$251	96.4%	\$1,513	\$0	\$0	\$0	2021
Wastewater Treatment Plant Upgrade - Niagara Falls		\$2,350	\$2,313	\$37	98.4%	\$362	\$0	\$0	\$0	2021
Wastewater Treatment Plant Upgrade - Port Weller		\$5,900	\$3,389	\$2,511	57.4%	\$500	\$100	\$3,132	\$0	2023
Wastewater Treatment Plant Upgrade - Port Weller 2017 *		\$1,310	\$1,290	\$20	98.5%	\$0	\$0	\$0	\$24	2021
Wastewater Treatment Plant Upgrade - Welland		\$22,373	\$22,184	\$189	99.2%	\$3,861	\$429	\$0	\$0	2022
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$432	\$1,968	18.0%	\$1,670	\$716	\$0	\$0	2022

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Wastewater Treatment Plant Upgrade - Aeration - Seaway		\$1,236	\$1,228	\$8	99.4%	\$8	\$0	\$0	\$0	2021
Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller		\$3,230	\$2,892	\$338	89.5%	\$1,100	\$151	\$0	\$0	2022
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$32,974	\$6,526	83.5%	\$15,780	\$15,780	\$6,526	\$0	2023
Wastewater Treatment Plant Upgrade - Grit System - Grimsby ***		\$1,725	\$1,614	\$111	93.5%	\$0	\$0	\$0	\$212	2021
Wastewater Treatment Plant Upgrade - Primary Digester #2 - Niagara Falls		\$1,000	\$552	\$448	55.2%	\$513	\$250	\$115	\$0	2025
Wastewater Treatment Plant Upgrade - Secondary Clarifier - Seaway *		\$2,795	\$2,591	\$204	92.7%	\$213	\$0	\$0	\$185	2021
<b>Total Wastewater</b>		<b>\$258,981</b>	<b>\$189,634</b>	<b>\$69,347</b>	<b>73.2%</b>	<b>\$64,260</b>	<b>\$40,076</b>	<b>\$24,271</b>	<b>\$1,021</b>	
Elevated Tank - New - Pelham		\$2,820	\$225	\$2,595	8.0%	\$2,697	\$0	\$0	\$0	2021
Elevated Tank - New - Fort Erie		\$1,755	\$516	\$1,239	29.4%	\$350	\$1,238	\$0	\$0	2022
Elevated Tank - Corrosion Protection - Virgil *		\$3,524	\$2,845	\$679	80.7%	\$2,517	\$0	\$0	\$500	2021
Elevated Tank Rehabilitation - Thorold South		\$2,852	\$2,796	\$56	98.0%	\$2	\$59	\$0	\$0	2022
Meter Replacement Program		\$3,550	\$2,096	\$1,454	59.1%	\$1,200	\$500	\$38	\$0	2023
Miscellaneous Program - Evaluation & Replacement *		\$1,100	\$1,093	\$7	99.4%	\$0	\$0	\$0	\$37	2021



Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Miscellaneous Program - Granular Activated Carbon Replacement		\$4,260	\$3,287	\$973	77.2%	\$2,532	\$0	\$0	\$0	2021
Miscellaneous Program - System Storage - Grimsby		\$22,914	\$19,955	\$2,959	87.1%	\$13,000	\$555	\$0	\$0	2022
Miscellaneous Program - System Storage - Port Colborne		\$11,850	\$11,790	\$60	99.5%	\$196	\$0	\$0	\$0	2021
Pumping Station Upgrades - Shoalts Drive		\$1,400	\$6	\$1,394	0.4%	\$0	\$1,045	\$348	\$0	2023
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.1%	\$407	\$0	\$3,667	\$0	2024
Water Treatment Plant Raw Water Intake - Niagara Falls		\$2,700	\$2,213	\$487	82.0%	\$2,346	\$0	\$0	\$0	2021
Water Treatment Plant Roadway & Parking Lot - Grimsby		\$1,880	\$986	\$894	52.5%	\$1,614	\$20	\$0	\$0	2022
Water Treatment Plant Upgrade - Decew Falls - 2016		\$22,250	\$12,008	\$10,242	54.0%	\$10,219	\$5,121	\$5,121	\$0	2023
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$3,495	\$3,043	\$452	87.1%	\$2,320	\$808	\$94	\$0	2023
Water Treatment Plant Upgrade - Niagara Falls - 2017		\$12,952	\$12,622	\$330	97.4%	\$695	\$0	\$0	\$0	2021
Water Treatment Plant Upgrade - Port Colborne		\$13,600	\$1,920	\$11,680	14.1%	\$7,000	\$5,605	\$0	\$0	2022
Water Treatment Plant Upgrade - Rosehill		\$15,000	\$14,495	\$505	96.6%	\$1,134	\$0	\$0	\$0	2021
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$336	\$2,350	12.5%	\$254	\$2,100	\$130	\$0	2025

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$2,133	\$2,867	42.7%	\$1,521	\$2,867	\$0	\$0	2022
Water Treatment Plant Upgrade - Niagara Falls - 2018		\$4,565	\$143	\$4,422	3.1%	\$2,500	\$1,500	\$472	\$0	2023
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		\$2,000	\$0	\$2,000	0.0%	\$200	\$400	\$1,400	\$0	2024
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E		\$1,000	\$310	\$690	31.0%	\$305	\$690	\$0	\$0	2022
Watermain Replacement - Vineland 19th Street and Glen Road		\$2,500	\$0	\$2,500	0.0%	\$2,500	\$0	\$0	\$0	2021
Watermain Program - Along CNR Grimsby		\$16,825	\$12,038	\$4,787	71.6%	\$0	\$5,827	\$0	\$0	2022
Watermain Program - Barrick Road		\$1,965	\$1	\$1,964	0.0%	\$0	\$1,571	\$393	\$0	2023
Watermain Program - Fort Erie, Dominion Road *		\$10,615	\$10,053	\$562	94.7%	\$177	\$0	\$0	\$400	2021
Watermain Program - Hwy406 Cross Trans		\$1,911	\$1,905	\$6	99.7%	\$6	\$0	\$0	\$0	2021
Watermain Program - Welland Canal Extension		\$4,620	\$0	\$4,620	0.0%	\$4,620	\$0	\$0	\$0	2021
Watermain Program - Welland East and West		\$6,200	\$4,831	\$1,369	77.9%	\$1,653	\$0	\$0	\$0	2021
Watermain Program - St. Davids Rd Phase 2		\$2,140	\$1,819	\$321	85.0%	\$2,101	\$20	\$0	\$0	2022
<b>Total Water Works</b>		<b>\$194,009</b>	<b>\$125,471</b>	<b>\$68,538</b>	<b>64.7%</b>	<b>\$64,066</b>	<b>\$29,926</b>	<b>\$11,663</b>	<b>\$937</b>	

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Total Projects with remaining budgets greater than \$1 million		\$1,360,368	\$873,973	\$486,395	64.2%	\$287,269	\$181,647	\$155,778	\$10,117	

- (\*) At the time of report preparation, the surplus either has been returned or is anticipated to be returned to respective reserves or CVP in 2020 or early 2021.
- (\*\*) Gross expenditure surplus on this project will be used to offset external revenue shortfall.
- (\*\*\*) Project close form has been received subsequent to the date that report was prepared. Project to be closed and surplus transferred back to CVP in Q1 2021.
- (\*\*\*\*) This project includes the Region’s initial planned contribution to the project being managed by the Host Society. The Canada Summer Games project is currently under review and will be consolidated into the Region’s operations. The full value of the project to be managed by the Region will be reflected in our 2021 financial reports.
- (\*\*\*\*\*) Request for additional funding from CVP has been made.

## Capital Variance Project Summary (in thousands of dollars)

Capital projects sometimes require more or less than the approved budget. Throughout the year, project variances are managed through either requesting extra budget dollars from the Capital Variance Project (CVP), or by transferring excess capital project budget dollars to the CVP through a budget reduction.

Transfers to the CVP do not require approval. Requests less than \$250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requests in excess of \$250, one-time or cumulative on a project, require Council approval. Throughout the year, the balances of the CVPs are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve following Council approval.

The excess funds in the Levy and Wastewater CVPs have been identified as a funding source for the 2021 Capital Budget and will be transferred to the reserve at year-end. The excess funds in the Waste Management and Water CVP will be transferred to the respective capital reserves for use in the long-term capital strategy.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water Works	Total Programs
<b>Balance at December 31, 2019*</b>	<b>\$1,000</b>	<b>\$582</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$3,582</b>
Transfer to Active Capital Projects	- \$584	- \$6	- \$388	- \$436	- \$1,414
Budget Reductions on Active Capital Projects	\$1,261	\$975	\$4,561	\$150	\$6,947
Transfers (to)/from Closed Capital Projects	\$2,400	\$291	\$264	\$203	\$3,158
Adjustments to Previously Closed Projects	\$41				\$41
<b>Balance at July 27, 2020</b>	<b>\$4,118</b>	<b>\$1,842</b>	<b>\$5,437</b>	<b>\$917</b>	<b>\$12,314</b>
Transfer to Active Capital Projects	- \$351	- \$706	- \$1,292	- \$200	- \$2,549
Budget Reductions on Active Capital Projects	\$1,674	\$450			\$2,124
Transfers (to)/from Closed Capital Projects	\$968	\$133	\$146	\$8	\$1,255
<b>Balance at October 22, 2020</b>	<b>\$6,409</b>	<b>\$1,719</b>	<b>\$4,291</b>	<b>\$725</b>	<b>\$13,144</b>
Transfer to Active Capital Projects	- \$893		- \$422	- \$5	- \$1,320
Budget Reductions on Active Capital Projects	\$858		\$320	\$140	\$1,318
Transfers (to)/from Closed Capital Projects	\$227	\$63	\$259	\$487	\$1,036
Adjustments to Previously Closed Projects			\$216		\$216
<b>Balance at December 31, 2020</b>	<b>\$6,601</b>	<b>\$1,782</b>	<b>\$4,664</b>	<b>\$1,347</b>	<b>\$14,394</b>
Committed to approved 2021 capital budget	- \$4,000		- \$3,000		- \$7,000
Transfer to reserve per Capital Asset Management Policy	- \$1,601	- \$782	- \$664	- \$347	- \$3,394
<b>Uncommitted Balance at December 31, 2020</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$4,000</b>

\* Due to limited funding availability in the Waste Management Capital reserve for the 2020 budget, funds were committed from the CVP, drawing it

# Investment Report (in thousands of dollars)

Investment income during Q4 on the primary portfolio amounted to \$4,596, which includes investment portfolio income and interest on cash balances.

## Investment Performance

### Investment Income Before Transfers to Reserves:

Unfavourable investment income in Q4 of \$893 is a result of the declining bond yield environment, investment calls from corporate bonds and the Region choosing to maintain higher cash balances in high-interest savings accounts as a mitigation strategy. Investment income before transfers for 2020 at year-end is unfavourable by \$1,577 when compared to budget, as the bond yield environment remained low throughout the year.

Budget vs Actual/Forecast before Reserve Transfers	Q1 YTD Actuals	Q2 YTD Actuals	Q3 YTD Actuals	Q4 YTD Actuals	Total
Budget	\$5,143	\$5,283	\$5,439	\$5,489	\$21,354
Actual	\$5,219	\$5,028	\$4,934	\$4,596	\$19,777
Variance	\$76	\$-255	\$-505	\$-893	\$-1,577

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

Q1*	Q2*	Q3*	Q4
3.05%	2.88%	2.76%	2.64%

\*Previous quarter’s forecasted annualized returns were re-stated for Q4

### Investment Income After Transfers to Reserves:

Investment income after transfers for 2020 is unfavourable by \$4,809 as a result of interest income transferred to development charges and rate reserves at a higher rate than budgeted in alignment with the reserve and reserve fund policy.

Budget vs Actual/Forecast after Reserve Transfers	Q1 YTD Actuals	Q2 YTD Actuals	Q3 YTD Actuals	Q4 YTD Actuals	Total
Budget	\$5,143	\$5,283	\$5,439	\$5,489	\$21,354
Net Budget Transfers	\$-1,325	\$-1,325	\$-1,325	\$-1,325	\$-5,300
Budget (Net)	\$3,818	\$3,958	\$4,114	\$4,164	\$16,054
Actual	\$5,219	\$5,028	\$4,934	\$4,596	\$19,777
Net Actual Transfers	\$-1,012	\$-128	\$-5,515	\$-1,877	\$-8,532
Actual (Net)	\$4,207	\$4,900	\$-581	\$2,719	\$11,245
Variance	\$389	\$942	\$-4,695	\$-1,445	\$-4,809

Note: Foreign exchange losses of \$69 are included in investment income. Staff monitor foreign exchange rates during the year to take advantage of favourable opportunities and minimize losses with changes in the rates. Amounts reflected in this report for investment performance above do not include the NRH investment portfolio since these are managed separately.

For completeness, the value of the NRH investments is shown in the total investment holdings.

## Investment Term Holdings

Funds	Book Value	Weight
Cash Equivalent<1Yr	\$42,093	4.7%
2 Year	\$20,965	2.4%
3 Year	\$23,035	2.6%
4 Year	\$19,580	2.2%
5+ Year	\$545,865	61.2%
NRH Investments	\$6,477	1.0%
Subtotal (Investments)	\$658,015	74.1%
Cash	\$212,199	23.8%
Sinking Fund (Incl.Cash)	\$18,382	2.1%
Total Portfolio	\$888,596	100.0%

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings *	Policy Percentage Limits
Bank of Montreal	Corporate	\$70,400	10.54%	15.00%
Bank of Nova Scotia	Corporate	\$35,000	5.24%	15.00%
Canadian Imperial Bank of Commerce	Corporate	\$71,000	10.63%	15.00%
National Bank of Canada	Corporate	\$69,500	10.41%	15.00%
Royal Bank of Canada	Corporate	\$49,500	7.41%	15.00%
<b>Total</b>	<b>Corporate</b>	<b>\$295,400</b>	<b>44.24%</b>	<b>50.00%</b>
City of Hamilton	Municipal	\$9,167	1.37%	5.00%
City of Montreal	Municipal	\$3,025	0.45%	5.00%
City of Ottawa	Municipal	\$5,342	0.80%	5.00%
City of Quebec	Municipal	\$2,305	0.35%	5.00%
City of Saskatoon	Municipal	\$3,332	0.50%	5.00%
City of Toronto	Municipal	\$9,199	1.38%	5.00%
County of Wellington	Municipal	\$852	0.13%	5.00%
Municipal Finance Authority of BC	Municipal	\$5,018	0.75%	5.00%
New Brunswick Municipal Finance Authority	Municipal	\$5,508	0.82%	5.00%
Region of Halton	Municipal	\$1,519	0.23%	5.00%
Region of Peel	Municipal	\$3,515	0.53%	5.00%
Region of Waterloo	Municipal	\$13,088	1.96%	5.00%
Region of York	Municipal	\$9,695	1.45%	5.00%
Region of Durham	Municipal	\$2,233	0.33%	5.00%
York Region District School Board	Municipal	\$4,159	0.62%	5.00%
York Sinking Fund Debenture	Municipal	\$1,793	0.27%	5.00%
<b>Total</b>	<b>Municipal</b>	<b>\$79,750</b>	<b>11.94%</b>	<b>25.00%</b>
Newfoundland and Labrador Hydro	Provincial	\$758	0.11%	25.00%
Ontario Hydro	Provincial	\$22,504	3.37%	25.00%
Province of Alberta	Provincial	\$1,357	0.20%	25.00%
Province of British Columbia	Provincial	\$3,756	0.56%	25.00%
Province of Manitoba	Provincial	\$38,979	5.84%	25.00%
Province of New Brunswick	Provincial	\$2,379	0.36%	25.00%
Province of Newfoundland	Provincial	\$64,133	9.60%	25.00%
Province of Nova Scotia	Provincial	\$17,542	2.63%	25.00%
Province of Ontario	Provincial	\$42,355	6.34%	25.00%
Province of Prince Edward Island	Provincial	\$4,004	0.60%	25.00%
Province of Quebec	Provincial	\$71,222	10.67%	25.00%
Province of Saskatchewan	Provincial	\$5,209	0.78%	25.00%
Quebec Hydro	Provincial	\$14,457	2.17%	25.00%
<b>Total</b>	<b>Provincial</b>	<b>\$288,655</b>	<b>43.23%</b>	<b>75.00%</b>
<b>Region of Niagara Debentures</b>	<b>Municipal</b>	<b>\$3,934</b>	<b>0.59%</b>	<b>100.00%</b>
<b>Total Niagara Region Investments</b>		<b>\$667,739</b>	<b>100.00%</b>	<b>100.00%</b>
<b>NRH Investments</b>		<b>\$6,477</b>		
<b>TOTAL Region (excl Cash) &amp; NRH</b>	<b>All</b>	<b>\$674,216</b>		
General Chequing **	Cash	\$91,649		
Savings	Cash	\$120,550		
Sinking Fund	Cash	\$2,181		
<b>Total</b>		<b>\$214,380</b>		
<b>TOTAL including Cash</b>		<b>\$888,596</b>		

\* Note: Holdings by security percentages exclude cash balances and NRH investments.

\*\*Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits or the NRH general operating account and payroll trust accounts. Balances include USD funds converted at quarter end spot rate of 1.2732.



# Debt Report (in thousands of dollars)

S&P (Standard & Poor's) has had Niagara rated AA with stable outlook since April 5, 2001 when S&P and CBRS (Canadian Bond Rating Service) merged their ratings. S&P affirmed Niagara’s AA rating with stable outlook on October 13, 2020. The ratings reflect S&P's opinion of Niagara's exceptional liquidity and budgetary performance, strong financial management, and moderate debt burden. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

Standard and Poor uses an assessment scale of 1 to 5, with an assessment score of 1 being exceptional and 5 being the weakest score.

Key Rating Factor	Institutional Framework	Economy	Financial Management	Budgetary Performance	Liquidity	Debt Burden
Standard & Poor’s Assessment	2	3	2	2	1	2

Department	Total Debt as at December 31, 2019 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at December 31, 2020 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2020	Annual Repayment Limits**
General Government	\$21,122	\$6,350	- \$1,988	- \$59	\$25,425	\$0	\$25,425	
Police	\$87,489	\$1,214	- \$4,113	- \$219	\$84,371	\$2,250	\$86,621	
Transportation	\$131,585	\$24,766	- \$13,042	- \$253	\$143,056	\$30,848	\$173,904	
Public Health	\$14,657	\$0	- \$1,990	\$0	\$12,667	\$3,037	\$15,704	
Community Services	\$19,538	\$15,335	- \$2,608	\$0	\$32,265	\$129,187	\$161,452	
NRH	\$36,357	\$3,300	- \$4,282	\$0	\$35,375	\$2,519	\$37,894	
Planning	\$32	\$0	- \$32	\$0	\$0	\$0	\$0	
<b>Total Levy</b>	<b>\$310,780</b>	<b>\$50,965</b>	<b>- \$28,055</b>	<b>- \$531</b>	<b>\$333,159</b>	<b>\$167,841</b>	<b>\$501,000</b>	
Wastewater	\$56,797	\$4,395	- \$2,347	- \$1,121	\$57,724	\$27,901	\$85,625	
Water	\$11,114	\$14,605	- \$376	- \$279	\$25,064	\$7,644	\$32,708	
Waste Management	\$795	\$0	- \$795	\$0	\$0	\$0	\$0	
<b>Total Rate</b>	<b>\$68,706</b>	<b>\$19,000</b>	<b>- \$3,518</b>	<b>- \$1,400</b>	<b>\$82,788</b>	<b>\$35,545</b>	<b>\$118,333</b>	

## Debt Report (in thousands of dollars) - Continued

Department	Total Debt as at December 31, 2019 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at December 31, 2020 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2020	Annual Repayment Limits**
<b>Total Niagara Region</b>	<b>\$379,486</b>	<b>\$69,965</b>	<b>- \$31,573</b>	<b>- \$1,931</b>	<b>\$415,947</b>	<b>\$203,386</b>	<b>\$619,333</b>	<b>8.59%</b>
Fort Erie	\$6,333	\$0	- \$809	\$0	\$5,524	\$0	\$5,524	2.39%
Grimsby	\$3,140	\$0	- \$355	\$0	\$2,785	\$0	\$2,785	2.75%
Lincoln	\$6,676	\$1,756	- \$615	\$0	\$7,817	\$0	\$7,817	3.09%
Niagara-on-the-Lake	\$3,609	\$1,402	- \$531	\$0	\$4,480	\$0	\$4,480	1.99%
Niagara Falls	\$48,560	\$8,400	- \$3,890	\$0	\$53,070	\$0	\$53,070	3.69%
Pelham	\$32,252	\$3,450	- \$2,237	\$0	\$33,465	\$0	\$33,465	13.77%
Port Colborne	\$27,246	\$5,000	- \$1,975	\$0	\$30,271	\$0	\$30,271	7.99%
St. Catharines	\$118,033	\$13,444	- \$12,706	- \$262	\$118,509	\$0	\$118,509	9.41%
Thorold	\$950	\$0	- \$120	\$0	\$830	\$0	\$830	0.51%
Wainfleet	\$1,708	\$0	- \$190	\$0	\$1,518	\$0	\$1,518	1.17%
Welland	\$49,199	\$5,217	- \$6,265	\$0	\$48,151	\$0	\$48,151	9.82%
West Lincoln	\$18,496	\$0	- \$662	\$0	\$17,834	\$0	\$17,834	7.11%
NPCA	\$216	\$0	- \$216	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Debt Assumed for Others (External)</b>	<b>\$316,418</b>	<b>\$38,669</b>	<b>- \$30,571</b>	<b>- \$262</b>	<b>\$324,254</b>	<b>\$0</b>	<b>\$324,254</b>	
<b>Total Niagara Region &amp; External</b>	<b>\$695,904</b>	<b>\$108,634</b>	<b>- \$62,144</b>	<b>- \$2,193</b>	<b>\$740,201</b>	<b>\$203,386</b>	<b>\$943,587</b>	

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

\*\*2019 FIR data used for ARL calculation for all municipalities with the exception of Niagara Falls, Grimsby, Lincoln, and Wainfleet that relied on 2018 data.

# Debt Report (in thousands of dollars) - Continued

## 2020 Debt Issuances

- By-law 2020-45: Capital Markets \$34,186, 10 years, 1.43% for Niagara Region and municipalities of Welland and St. Catharines
- By-law 2020-58: Infrastructure Ontario \$3,450, 20 years, 1.98% for Pelham
- By-law 2020-75: Infrastructure Ontario \$5,000, 30 years, 2.29% for Port Colborne
- By-law 2020-76: Infrastructure Ontario \$1,402, 20 years, 1.99% for Niagara-on-the-Lake
- By-law 2020-77: Infrastructure Ontario \$8,400, 20 years, 1.99% for Niagara Falls
- By-law 2020-78: Infrastructure Ontario \$1,756, 20 years, 1.96% for Lincoln
- By-law 2020-87: Infrastructure Ontario \$35,755, 30 years, 2.39% for Niagara Region
- By-law 2020-88: Infrastructure Ontario \$15,335, 25 years, 2.29% for Niagara Region
- By-law 2020-89: Infrastructure Ontario \$3,350, 10 years, 1.53% for Niagara Region

## Accounts Receivable Aging Report (in thousands of dollars)

The accounts receivable aging report reflects all unpaid accounts greater than 120 days and greater than \$25. Listing does not include outstanding invoices at quarter-end where payments have been received prior to finalization of the Q4 Financial Update.

Customer Name	Over 120	Explanation of Account	Status
Bell Canada	\$72	Cost sharing invoice for work completed during the Church Street transportation project. Invoice and payment approved in late December 2020; payment expected in February 2021.	Collection to continue
City of Niagara Falls	\$73	2018 RDC invoice in dispute with developer (\$60), applied for NFP grant, which was denied. Collection efforts to continue, which may include collecting through property tax. 2019 RDC's (\$13) for one multiple permit for which staff have followed up with the City building department on status.	Collection to continue
GFL Environmental Inc	\$39	Recycling end market sales from July 2020. Communication issue around the submission and receipt of their invoices which has been resolved; payment expected in February 2021.	Collection to continue
Merritton Mills Redevelopment Corp	\$262	Receivable of 2007 tipping fees for the last of four redeveloped brownfield sites. Niagara Region will offset the tipping fees against the Tax Increment Grant (TIG) being paid on the development, which was initiated in 2019 and is expected to be fully recovered by 2024. In the interim, the Niagara Region is holding a Letter of Credit (LOC) as security for the full amount of the receivable.	2019 TIG agreements Collection to continue
Town of Grimsby	\$401	2018 RDC invoice in dispute with developer (\$401), Grimsby to collect additional amounts outstanding through property tax (Grimsby currently proceeding with legal action). Staff will continue to work with Grimsby building staff to determine expected remittance dates.	Collection to continue
Town of Lincoln	\$1,104	RDC balance owing (\$296) from developer that made payment at prior year rates. Lincoln building staff have followed up with the developer and Region will take necessary corrective action if not received. Timing difference (\$808) between when Region receives permit information and when permit is issued and payment made by developer. Region staff will continue to work with Lincoln staff to create a better process flow for permit and remittance information.	Collection to continue
Town of NOTL	\$43	RDC balance outstanding due to timing difference between when Region receives permit information and when permit is issued and payment made by developer. Region staff will continue to work with NOTL staff to create a better process flow for permit and remittance information.	Collection to continue
TOTAL	\$1,994		

# 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 February 19, 2021. Small changes will occur between this version and the final audited financial statements published in May 2021 as final adjustments relating to capital accounting are processed in March.

	Dec. 31, 2020	Dec. 31, 2019
<b>FINANCIAL ASSETS</b>		
Cash	\$ 226,144	\$ 135,681
Investments (page 96)	658,015	635,596
Accounts receivable	78,204	80,140
Other current assets	948	417
Tangible capital assets held for sale	2,178	1,760
Debt Recoverable from others (page 99)	324,254	316,419
	<b>1,289,743</b>	<b>1,170,013</b>
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities	160,551	129,782
Employee future benefits and post-employment liabilities	116,148	109,462
Deferred revenue	235,356	219,750
Landfill closure and post-closure liability	67,872	61,277
Unfunded contaminated sites	576	0
Long-term liabilities (page 99)	740,201	695,904
Capital lease obligation	4,262	4,352
	<b>1,324,926</b>	<b>1,220,527</b>
Net debt	<b>(35,183)</b>	<b>(50,514)</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	1,904,611	1,823,929
Inventory	8,485	7,498
Prepaid expenses	21,220	18,609
	<b>1,934,316</b>	<b>1,850,036</b>
Accumulated surplus	<b>\$ 1,899,133</b>	<b>\$ 1,799,522</b>

## ACCUMULATED SURPLUS RECONCILIATION:

	Dec. 31, 2020	Dec. 31, 2019
Invested in tangible capital assets	\$ 1,484,172	\$ 1,440,091
Capital fund – unexpended capital financing	323,960	271,407
Operating fund	(9,660)	(10,886)
Unfunded landfill closure & post-closure liability	(67,872)	(61,277)
Unfunded contaminated sites liability	(576)	0
Unfunded employee future benefits & post-employment liabilities	(114,340)	(108,148)

	Dec. 31, 2020	Dec. 31, 2019
Total surplus	1,615,684	1,531,187
Total reserves and reserves funds (page 59)	283,449	268,335
Total accumulated surplus	\$ 1,899,133	\$ 1,799,522



# Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region’s financial activity as of December 31, 2020. These statements have been compiled by Corporate Services and the departments have validated the information and provided commentary.

These statements present the net funding position of Niagara Region’s operating budget and do not include Public Sector Accounting (PSA) adjustments for amortization, employee future benefits and landfill liability.

Approved and/or expected unbudgeted transfers to/from reserves can offset other variances and impact net surplus/deficit reported by departments. These statements do not include capital activity. Capital activity is summarized by project in the capital reports section.

## Definition of Column Headings

**Year to date Budget** - the portion of the annual budget expected to be realized from January through September.

**Year to date Actual** - actual costs incurred and revenues earned from January to June. Departments have accrued for goods or services received but not yet paid for and revenues earned but not yet received.

**Year to date Budget vs Actual Variance Favourable/(Unfavourable)** - the difference between the year to date budget and the year to date actual. An unfavourable variance (i.e. actual expenditures are greater than budgeted or actual revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. actual expenditures are less than budgeted or actual revenues are greater than budgeted) is shown as a positive.

**Annual Budget** - the annual budget approved by council with budget adjustments as explained on the Operating Budget Amendments & Adjustment Summary.

**Annual Forecast** - the year to date actual plus the year to go forecast. It is intended to project expected organization results at the end of the current year based on information available. As noted, actual operating results may vary from the forecasted information presented (not applicable for quarter 4).

**Annual Budget vs Forecast Variance Favourable/(Unfavourable)** - the difference between the annual budget and the annual forecast. An unfavourable variance (i.e. forecasted expenditures are greater than budgeted or forecasted revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. forecasted expenditures are less than budgeted or forecasted revenues are greater than budgeted) is shown as a positive.

## Definition of Report Rows – Expenditures

**Compensation** – salaries, benefits and personnel related allowances (meals, clothing, training, etc).

**Administration** – costs for audit, advertising, consulting, insurance, contracted services, Court Services expenses, allowances (car, mileage, etc.), telephone, training and related expenses, office supplies, memberships and other miscellaneous expenses.

**Operational & Supply** – program specific costs including: chemical, medical, waste management supplies and purchased services.

**Occupancy & Infrastructure** – costs to repair or maintain property and infrastructure, property tax, leases and all utilities.

**Equipment, Vehicles, Technology** – costs to repair or maintain equipment and vehicles, minor equipment purchases, computer licenses and support.

**Community Assistance** – Ontario Works allowances and benefits program costs, rent supplements and the use of all housing related subsidies.

**Financial Expenditures** – interest charges, principal debt payments, tax write-offs, and bad debt expense. The debt related charges included in this section are allocated to departments though 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.

# Explanation of Statement of Operations - Continued

## 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.

