
Subject: 2023 Year-End Results and Transfer Report

Report To: Corporate Services Committee

Report date: Wednesday, March 6, 2024

Recommendations

1. That the unaudited summarized financial results of the Niagara Region, as detailed in Appendix 1 to Report CSD 10-2024, **BE RECEIVED** for information;
2. That the 2023 year-end operating surplus for the General Tax Levy-supported programs of \$4,988 thousand **BE TRANSFERRED** to reserves as follows:
 - a) \$21 thousand to the Ontario Police Video Training Alliance (OPVTA) Reserve Fund as per NRPS recommendation to their Board (Appendix 5 to Report CSD 10-2024);
 - b) \$47 thousand to the Police Vehicle and Equipment Replacement Reserve Fund as per NRPS recommendation to their Board (Appendix 5 to Report CSD 10-2024);
 - c) \$1,910 thousand to the Police Contingency Reserve Fund as per NRPS recommendation to their Board (Appendix 5 to Report CSD 10-2024);
 - d) \$3,053 thousand to the Taxpayer Relief Reserve;
3. That the 2023 year-end operating deficit for the water and wastewater rate-supported programs of \$3,462 thousand **BE TRANSFERRED** from reserves as follows:
 - a) \$46 thousand from the Water Stabilization Reserve;
 - b) \$3,416 thousand from the Wastewater Stabilization Reserve;
4. That the 2023 year-end operating surplus for the Waste Management Special Tax Levy of \$3,534 thousand **BE TRANSFERRED** to the Waste Management Stabilization Reserve;
5. That the 2023 year-end operating surplus for the Transit Special Tax Levy of \$2,087 thousand **BE TRANSFERRED** to the Niagara Transit Commission Stabilization Reserve as per NTC recommendation to their Board (Appendix 7 to Report CSD 10-2024);
6. That the encumbrances of \$14,358 thousand (Appendix 2 to Report CSD 10-2024) **BE RECEIVED** for information, and that the deferral of these expenditures be included in the 2024 operating budget;
7. That the transfers of \$10,551 thousand from the capital variance projects to Capital Reserves **BE RECEIVED** for information, and that the balances as per Table 6 **BE APPROVED** to be held in the Capital Variance Projects; and

8. That the \$5,590 thousand 2023 debt charge placeholder for the South Niagara Wastewater Treatment Solution Project **BE TRANSFERRED** to the South Niagara Wastewater Treatment Solution Project for substitution of approved but unissued long-term debt

Key Facts

- The purpose of this report is to provide an overview of the year-end operating variances, as well as to seek Council's approval of the 2023 year-end transfer recommendations for operating and capital.
- Regional departments including General Government have a surplus of \$810 thousand (0.10% of budgeted expenditures) at year-end. Levy-supported programs (Regional Departments consolidated with Agencies, Boards and Commissions ("ABCs")) have a surplus of \$4,988 thousand (0.47% of budgeted expenditures) at year-end. The rate supported programs of Water and Wastewater are operating a combined deficit of \$3,462 thousand (2.17% of budgeted expenditures) at year-end. The special levy services are both in a surplus position at year-end with \$3,534 thousand surplus in Waste Management (5.48% of budgeted expenditures) and \$2,087 thousand surplus in Niagara Transit Commission (2.70% of budgeted expenditures).
- The recommendations included in this report have been guided by the Operating Surplus/Deficit Policy approved by Council in July 2018, which states that "year-end surpluses will be allocated to those areas that have been identified as underfunded per the Reserve and Reserve Fund Policy and/or one-time funding needs as recommended by Council".
- Funding of \$14,358 has been set aside in the encumbrance reserve to fund in year commitments as of December 31, 2023 (see Appendix 2 to Report CSD 10-2024).
- In accordance with the Budget Control By-Law, capital variance projects (CVP) are allocated surplus from capital projects and used for funding capital project shortfalls in the year. The CVP are maintained at a target minimum balance of \$1,000 thousand at the beginning of each year, per the principles of the Budget Control By-Law. Transfers of \$5,000 thousand to General Capital Levy Reserve and \$5,551 thousand to the Waste Management Capital Reserve were completed at year-end to support the 2024 Capital Budget, and staff are recommending that the amounts remaining in each CVP as per Table 6 be retained in light of continued inflationary pressures in the capital program.

Financial Considerations

The recommendations in this report will fully allocate the 2023 General Tax Levy and Special Tax Levy year-end surpluses to reserves as well as fund the 2023 water/wastewater rate program deficit from reserves. Full explanations for the surpluses and deficits can be found in Appendix 4 to Report CSD 10-2024 and are summarized on the Consolidated Year-End Funding Surplus/(Deficit) Review in Appendix 1 to Report CSD 10-2024.

Analysis

Full analysis and explanation of the rate, General Tax Levy and Special Tax Levy supported programs can be found in the Q4 Financial Update in Appendix 4 to Report CSD 10-2024 and on the Region’s website. Quarterly financial updates are provided as of June, September and December each year and include actual and forecasted operating results; capital project reporting; reserves and deferred revenue; investments; debt; consolidated statement of financial position and accounts receivable.

The report is Accessibility for Ontarians with Disabilities Act compliant. Hard copies of the report can be made available upon request.

Q4 2023 Financial Update

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

A high-level analysis of the financial results below is provided in the analysis section of the report.

Table 1: Levy-Supported Surplus/(Deficit) Summary

(in thousands)	2023 Surplus/(Deficit) After Indirect Allocations	2023 Surplus/(Deficit) as Percentage of Budgeted Gross Expenditures	2022 Surplus/(Deficit) as Percentage of Budgeted Gross Expenditures
Regional Departments and General Government	\$810	0.10%	(0.22%)
Court Services	\$576	5.62%	(9.63%)
NRH	(\$285)	(0.75%)	(1.84%)

NRPS	\$3,848	1.79%	0.35%
NPCA	\$39	0.54%	0.00%
Total Levy-Supported Surplus	\$4,988	0.47%	(0.23%)

Table 2: Rate-Supported Surplus/(Deficit) Summary

(in thousands)	2023 Surplus/(Deficit) After Indirect Allocations	2023 Surplus/(Deficit) as Percentage of Budgeted Gross Expenditures	2022 Surplus/(Deficit) as Percentage of Budgeted Gross Expenditures
Water	(\$46)	(0.09%)	0.52%
Wastewater	(\$3,416)	(3.18%)	0.19%
Total Rate-Supported Deficit	(\$3,462)	(2.17%)	0.30%

Table 3: Special Levy Surplus/(Deficit) Summary

(in thousands)	2023 Surplus/(Deficit) After Indirect Allocations	2023 Surplus/(Deficit) as Percentage of Budgeted Gross Expenditures	2022 Surplus/(Deficit) as Percentage of Budgeted Gross Expenditures
Niagara Transit Commission	\$2,087	2.70%	N/A
Waste Management	\$3,534	5.48%	1.68%

The Q4 2023 financial results are being driven by many different factors, most of which have remained consistent throughout the year however the estimates have changed, which are summarized below:

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

Niagara Region's General Tax Levy programs realized a year-end surplus of \$4,988 (0.47% of budgeted expenditures). Full details on the factors driving the deficit can be found in Appendix 4 to Report CSD 10-2024. High-level summary of factors contributing to the surplus are:

- The departments and general government are operating at a year-end surplus of \$810. The surplus is driven by net corporate labour related gapping of \$3,839 due to delays in filling vacancies and recruitment challenges, a favourable variance in supplemental tax and payment-in-lieu revenue of \$1,187 and lower than budgeted legal claims against the Region of \$935. Also impacting the surplus is lower than anticipated usage of sand, salt, snow fence and organic de-icing materials due to a mild winter of \$643, as well as leveraging funding from other levels of government in Community Services which provided an opportunity to generate a surplus to the levy of \$798. The surplus is partially offset by higher than anticipated DC grants and exemptions of \$5,523, increased utilities pricing of \$624, high raw food and food supplements costs of \$630 due to inflationary pressures and market shortages.
- General levy ABCs are operating at a year-end surplus of \$4,178. The net surplus is primarily driven by the year-end surplus within Niagara Regional Police Service of \$3,848 mainly a result of labour related costs due to vacancies in key civilian positions and hiring lags of vacant positions of \$2,881 and fuel, maintenance, and vehicle lease savings of \$1,041. Court Services is operating at a year-end surplus of \$576 which is partially offset by the Niagara Regional Housing year-end deficit of \$285.

Water and Wastewater Services (all amounts in thousands of dollars):

Water and Wastewater Services realized a deficit of \$3,461 (2.17% of budgeted expenditures) at year-end, which consists of deficits of \$45 (0.09% of budgeted expenditures) and \$3,416 (3.18% of budgeted expenditures) in the Water and Wastewater divisions respectively.

The deficit is primarily attributable to higher than budgeted chemical and biosolids collection costs of \$1,951. Also driving the deficit is an unfavourable variance in repairs and maintenance spending due to aging infrastructure and equipment of \$1,610 as well as property taxes paid on facilities due to MPAC assessment changes of \$520. These unfavourable variances are offset by a favourable variance in labour related costs of \$882 due to temporary staffing vacancies.

It is recommended that the Water Stabilization Reserve and the Wastewater Stabilization Reserve be used to fund the respective deficits.

Niagara Transit Commission (all amounts in thousands of dollars):

Niagara Transit Commission realized a net surplus of \$2,087 (2.70% of budgeted expenditures) at year-end.

The year-end surplus is a result of higher than anticipated fare revenue including Niagara College service and Brock Summer Service contracts of \$5,596, lower than anticipated shared service costs including insurance premium and claims of \$1,542 and special levy supplemental tax revenues from assessment growth in the Region (\$875). These favourable variances are partially offset by unfavourable variances of \$2,242 in labour related costs due to health benefit costs, salary correction for operator hours of work, as well as lower than anticipated WEGO service revenue to the City of Niagara Falls (\$799), higher than anticipated costs of diesel of \$1,069 and the strategy to not utilize the budgeted (\$1,614) Provincial Gas Tax for operations as NTC is in a surplus position.

It is recommended that the year-end operating surplus of \$2,087 be transferred to the Niagara Transit Commission Stabilization Reserve and would form the initial balance of the reserve.

Waste Management (all amounts in thousands of dollars):

Waste Management Services realized a surplus of \$3,534 (5.48% of budgeted expenditures) at year-end.

The surplus is driven by higher than anticipated Waste Diversion funding of \$886, savings of \$1,510 driven by the reduction in Material Recycling Facility (MRF) related expenditures due to the sale of the MRF as well as a reduction of recyclable purchase costs as a result of lower commodity rates. Also driving the surplus is \$374 of savings in labour related costs due to salary gapping and position vacancy management as well as supplemental taxes from assessment growth of \$832.

It is recommended that the operating surplus of \$3,534 be transferred to the Waste Management Stabilization Reserve.

Reserve Impacts Based on Report Recommendations

The Reserve and Reserve Funds Policy indicates that stabilization reserve target balances should be 10% to 15% of gross operating expenditures (excluding reserve transfers and capital costs). The following table provides a summary of the stabilization reserve balances before and after the recommended transfers include in this report as well as the low (10%) and high (15%) target balances.

Table 4: Stabilization Reserve Balances and Targets (in millions)

Stabilization Reserve Description	Balance Before Recommended Transfer	Recommended Transfer / (Draw)	Balance After Recommended Transfers	Target Balance:	
				Low (10%)	High (15%)
Taxpayer Relief	\$33.5	\$3.1	\$36.6	\$76.1	\$114.2
Transit Stabilization	\$0	\$2.1	\$2.1	\$7.1	\$10.7
Water Stabilization	\$3.7	(\$0.1)	\$3.6	\$2.6	\$3.9
Wastewater Stabilization	\$5.6	(\$3.4)	\$2.2	\$6.8	\$10.3
Waste Management Stabilization	\$4.3	\$3.5	\$7.8	\$6.4	\$9.7
Police Contingency	\$1.2	\$1.9	\$3.1	Note 1	Note 1
Police Services Board Contingency	\$0.2	\$0	\$0.2	Note 1	Note 1

Note 1 - NRPS is responsible for determining the target balances for the Police Contingency and the Police Services Board Contingency Reserves.

Based on the table above, the Taxpayer Relief, Transit Stabilization, and Wastewater Stabilization Reserves are all under target as they are not at the minimum target balance thresholds established. Reserve balances below the minimum target may impact the ability to manage future operational risks. The recommended transfer of NTC surplus of \$2.1 million to the Transit Stabilization Reserve would form the initial balance of the reserve. Funding in this reserve will be considered annually through the budget process with the goal of developing and maintaining a long-term sustainable strategy

The table below shows a summary of the Taxpayer Relief Stabilization Reserve balances after the recommended year-end transfers in this report and the utilization of the Reserve for related budget pressures as presented in the 2024 Budget and forecast.

Table 5: Forecast of Taxpayer Relief Reserve (in millions of dollars)

	2023 Budget	2023 Actual	2024 Budget	2025 Forecast
Opening balance	\$47.3	\$47.3	\$36.6	\$26.2
2022 Budget Funding	(\$4.0)	(\$4.0)	(\$4.0)	(\$2.0)
One-time Transfers (net)	(\$1.4)	(\$0.9)	(\$0.7)	-
Bill 23 Impacts	(\$19.3)	(\$11.1)	(\$0.6)	-
Homelessness 2024 Budget Pressure (One-time)	-	-	(\$4.1)	-
Other			\$0.1	\$0.1
Extra Working Day	-	-	(\$1.1)	-
Total COVID-19 Funding Transfers	(\$18.4)	(\$0.7)	-	-
2022 COVID-19 Recovery Seniors (One-time)		\$2.9	-	-
Year-End Levy Surplus	-	3.1	-	-
Forecasted Closing Balance	\$4.2	\$36.6	\$26.2	\$24.3

Unspent 2023 Budgeted Reserve Transfers (in thousands of dollars):

Budgeted reserve transfers that are unspent during the year are returned to reserves in accordance with the Reserve and Reserve Fund Policy. In 2023, the following funds were returned to reserves:

- Unused funds of \$988 related to Niagara Falls and St. Catharines GO Stations not fully operational transferred back to the Capital Levy Reserve
- Unused funds of \$617 related to capital loan and grant program returned to Housing Services Reserve
- Unused funds of \$18 related to one-time consulting project funds returned to Water Stabilization Reserve
- Unused funds of \$32 related to one-time consulting project funds returned to Wastewater Stabilization Reserve
- Unused funds of \$108 related to one-time Waste Management Strategic Plan returned to Waste Management Stabilization Reserve
- Unused funds of \$17,694 returned to the Taxpayer Relief Reserve as a result of unbudgeted external funding received to fund 2023 budgeted COVID-19 related expenditures.
- Unused funds of \$8,180 returned to the Taxpayer Relief Reserve associated with Bill 23 impacts due to lower than expected payouts of phase-in and rental grants

The above transfers have been included in the Reserve Reconciliation of Appendix 4 to Report CSD 10-2024.

Encumbrances

Encumbrance accounting is a mechanism to facilitate the accounting of goods and services when an obligation to purchase has occurred in the year but the goods or services have not been received by year-end. An obligation to purchase can be in the form of a purchase order, contract or other legally binding commitments. Funds are requested to be set aside in the encumbrance reserve for use in the following year.

Incorporated in the year-end operating surpluses/(deficits) are encumbrances totalling \$14,358 thousand (see Appendix 2 to Report CSD 10-2024). The encumbrances identified will be transferred to the encumbrance reserve at December 31, 2023, and transferred back to the respective departments in 2024. Encumbrance balances that have been carried forward from a year prior to 2023 have also been identified in Appendix 2 to Report CSD 10- 2024.

In 2023, \$9,542 thousand (66.5%) (2022- \$13,799 (65.1%)) of the total encumbrance requests related to incentive and grant programs such as the Combined Sewer Overflow (CSO) Program, Smarter Niagara Incentive Program (SNIP), Public Realm Investment Program (PRIP), Gateway Tax Increment Grant (TIG), Waterfront Investment Program (WIP) and the grant portion of Niagara Regional Housing's approved loan and grant program and can span multiple years.

Capital Variance Project

In accordance with the Budget Control By-Law, capital variance projects (CVP) are allocated surplus from capital projects and used for funding capital project shortfalls in year. During 2023, a total of 79 projects were closed (compared to 71 projects in 2022 and 126 projects in 2021). As a result of project closures and budget reductions, a total of \$22,317 and \$17,619 thousand was returned to the CVP in 2023 and 2022 respectively.

Each CVP is typically maintained at a target balance of \$1 million at the beginning of each year, with balances greater than \$1 million transferred to capital reserves at year-end. At December 31, 2023, there is a cumulative total of \$32,865 thousand in four CVP. Staff have returned a cumulative total of \$10,551 thousand to Capital Reserves to make the funding available for future budget cycles, while still maintaining balances above the \$1 million minimum target to provide more flexibility to address inflationary cost pressures. This will result in CVP balances being greater than \$1 million as outlined in Table 6 below to support potential inflationary pressures. In accordance with policy Council approval is required for any transfer from CVP to capital projects in excess of \$250 thousand. Staff will continue to monitor and any surplus will be utilized in the 2025 capital budget.

The following table summarizes the activity in the CVPs during the year and the balances remaining in each CVP as of December 31, 2023.

Table 6: 2023 CVP Activity and Year-End Balances (in thousands)

	Levy	Waste Management	Wastewater	Water	Total
Balance at Dec 31, 2022	\$5,649	\$5,260	\$4,172	\$7,185	\$22,266
Transfer to Capital	(\$5,054)	(\$488)	(\$1,896)	(\$4,280)	(\$11,718)
Budget Reductions and Transfers from capital	\$10,104	\$1,779	\$1,985	\$8,449	\$22,317
Net	\$10,699	\$6,551	\$4,261	\$11,354	\$32,865
Transfer to Capital Reserves	(\$5,000) *	(\$5,551)	\$0	\$0	(\$10,551)
Uncommitted balance at December 31, 2023	\$5,699	\$1,000	\$4,261	\$11,354	\$22,314

* The \$5,000 transferred to reserve has been committed to the approved 2024 capital budget

Debt Substitution

Council approved debt of \$253,018 thousand for the South Niagara Wastewater Treatment Solution Project with \$75,571 thousand to be funded from the Wastewater rates and the balance from Development Charges (DC's). In accordance with Budget Policy, the 2023 budget included a debt charge placeholder of \$5.6 million which staff is recommending be used to substitute the rate supported debt for project number 20000724.

This recommendation was supported through the approval of the 2024 rate budget (CSD 50-2023), to reduce reliance on rate supported debt financing. Continuing this annual strategy until debentures are issued in approximately 2028 will reduce the rate supported debt from original \$75,571 thousand to approximately \$50,000 thousand by 2028. As well, this strategy will allow previously initiated funding for the project of \$38,722 thousand to be largely funded with reserves as a risk mitigation measure to the reliance on outstanding Federal and Provincial contributions required to move construction forward. The debt substitution will also help to manage overall Regional debt capacity and will reduce future debt charges providing greater operating budget flexibility.

Alternatives Reviewed

- Council may direct staff to consider alternative reserve allocations for the various year-end surplus and deficit amounts, however this is not recommended as the report recommendations have been made in accordance with Regional financial policies and 2024 budget commitments.
- Staff have made recommendations regarding the CVP to provide for inflationary budget pressures on Regional capital projects. However, Council may wish to direct staff to transfer more to capital reserves at this time rather than wait. Use of capital reserves would require a budget amendment and use of CVP provides greater flexibility to Council.

Relationship to Council Strategic Priorities

Providing financial information to Council and the public supports the Council Strategic Priority of Sustainable and Engaging Government.

Other Pertinent Reports

- CSD 20-2023 2022 Year-End Results and Transfer Report
- CSD 39-2023 Q2 2023 Financial Update
- CSD 50-2023 2024 Budget – Water and Wastewater Operating Budget, Rate Setting and Requisition
- CSD 53-2023 Q3 2023 Financial Update

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Appendices

Appendix 1	Consolidated Year-End Funding Surplus/(Deficit)
Appendix 2	Detailed Summary of Encumbrances by Department
Appendix 3	Five Year Funding Surplus/(Deficit) Analysis
Appendix 4	Q4 2023 Financial Update
Appendix 5	NRPS Financial Variance Overview for the Year End December 31, 2023
Appendix 6	NRH 2023 Year-End Transfer Report
Appendix 7	NTC 2023 Year-End Transfer Report

Appendix 1 - Consolidated Year-End Funding Surplus/(Deficit) (in thousands)

	Year-End Operating Surplus/(Deficit) Before Transfers	Unspent Budgeted Reserve Transfers (Note 1)	Encumbrance (Note 2)	Year End Operating Surplus/(Deficit)
LEVY-SUPPORTED DEPARTMENTS				
Regional Departments				
Governance	\$78	\$0	\$0	\$78
Office of Deputy CAO	\$475	\$0	\$0	\$475
Corporate Administration	\$343	\$0	-\$303	\$40
Corporate Services	\$836	\$0	-\$818	\$18
Community Services	\$2,624	-\$617	-\$449	\$1,558
Public Health & Emergency Services	\$5	\$0	\$0	\$5
Public Works - Transportation	\$2,761	-\$988	-\$1,030	\$742
Growth Strategy and Economic Development	\$1,652	\$0	-\$478	\$1,174
Subtotal - Regional Departments	\$8,774	-\$1,605	-\$3,078	\$4,092
General Government	-\$970	\$0	-\$2,311	-\$3,281
Regional Departments and General Government	\$7,804	-\$1,605	-\$5,389	\$810
Agencies, Boards and Commissions				
Court Services	\$576	\$0	\$0	\$576
Niagara Regional Housing	-\$285	\$0	\$0	-\$285
Niagara Regional Police	\$3,848	\$0	\$0	\$3,848
Niagara Peninsula Conservation Authority	\$39	\$0	\$0	\$39
Subtotal - Agencies, Boards and Commissions	\$4,178	\$0	\$0	\$4,178

	Year-End Operating Surplus/(Deficit) Before Transfers	Unspent Budgeted Reserve Transfers (Note 1)	Encumbrance (Note 2)	Year End Operating Surplus/(Deficit)
Total Levy-Supported Departments	\$11,982	-\$1,605	-\$5,389	\$4,988
RATE-SUPPORTED DEPARTMENTS				
Water and Wastewater	\$2,259	-\$50	-\$5,670	-\$3,461
SPECIAL LEVY DEPARTMENTS				
Niagara Transit Commission	\$4,034	\$0	-\$1,947	\$2,087
Waste Management	\$4,994	-\$108	-\$1,352	\$3,534
Consolidated	\$23,268	-\$1,762	-\$14,358	\$7,148

Notes:

(1) Unspent budgeted reserve transfers are returned to their originating reserves in accordance with the Reserve and Reserve Funds Policy (excludes COVID-19 costs and Bill 23 impacts)

(2) Encumbrances are transferred to 2024 operating budgets in accordance with the Budget Control By-Law

Appendix 2 - Encumbrance Report (in thousands)

Description	Amount
General Government	
City of St. Catharines Tax Appeal Cost Share*	24
Private Housing Grants	120
Tax Policy Study & Appeals	24
McNally House Annual Commitment 2023	220
	388
Public Realm Investment Program	
RR18 (Ontario St.), RR81 (King St.)*	10
Jordan Hollow Cultural Park*	83
Casablanca Road Streetscape Features*	125
120 Killaly St & Elm St, Port Colborne*	45
Lundy's Lane (between #7077 to 7225), Niagara Falls*	30
Jordan Village Streetscaping	134
Killaly Public Park Streetscape Features	50
	477
Waterfront Improvement Program	
Millennium Recreation Trail*	400
Smarter Niagara Incentive Program	
Building and Facade Improvement Grant/Loan Program	172
CIP/MasterPlans/Official Plans Grant Program	276
ESA Phase II (Risk Assessment Plan)	77
Heritage Restoration and Improvement Grant	29
Residential Grant/Loan Program	492
	1,046
Total Encumbrances for General Government	\$2,311
Corporate Administration	
Culture Survey*	71
ADP Payroll Configuration*	86
Compensation Review	92
Kronos EMS Workforce Implementation	54
Total Encumbrance for Corporate Administration	\$303
Corporate Services	
Property Valuations*	400
Development Charge by-law Appeal*	233
Facilities Building Condition Assessments*	53
Consulting for Asset Retirement Obligations	48
Facilities - Gas Detection System	84
Total Encumbrance for Corporate Services	\$818
Community Services (a)	
K3D Thermostat Technology*	103
Capital Loan & Grant Program - Grant Portion 2022*	221
Niagara Prosperity Initiative*	75
Housing Provider Building Condition Assessments	50
Total Encumbrance for Community Services (a)	\$449
Growth Strategy & Economic Development (b)	
Niagara Official Plan*	15
Glendale Secondary Plan*	18
Strategic Focus for Shared Services	80
Corporate Climate Change Action Plan	52
Environmental Impact Study Guidelines	30
Model Urban Design Guidelines Update	101
68 Church Street Redevelopment	54
Accessibility Plan	24
403 Ontario Street Redevelopment	44

Appendix 2 - Encumbrance Report (in thousands)

Description	Amount
Irrigation Contribution	60
Total Encumbrance for Growth Strategy & Economic Development (b)	\$478
Niagara Transit Commission	
Temporary Transitional Staffing*	102
Operator Uniforms	141
IT Strategy	102
Branding Strategy	102
Strategic Plan	342
Job Evaluation Review	152
Branding Decal Strategy	967
Benefits Review	39
Total Encumbrance for Niagara Transit Commission	\$1,947
Public Works - Transportation	
Cityworks Software Upgrade*	18
Greater Niagara Circle Route - Extension of the Welland Canal Parkway Trail*	200
Greater Niagara Circle Route - Wayfinding Initiatives*	50
Bicycle Facilities Grant 2022*	113
Transportation Planning Policy Development*	315
Bridge Condition Study*	17
Engineering Services for Curve Warning Signs review*	14
Catch Basin Cleaning	172
Incremental Uniform Clothing	50
Street Sweeping Services	42
Asphalt Patching Program	39
Total Encumbrance for Public Works - Transportation	\$1,030
Public Works - Waste Management	
Long-Term Waste Management Strategic Plan*	437
WMSP Stakeholder Engagement*	500
WMSP Lifecycle Assessment*	24
Asset Management Plan	76
Master Servicing Plan	288
Grey Recycling Carts	27
Total Encumbrance for Public Works - Waste Management	\$1,352
Public Works - Water/Wastewater (c)	
Master Service Plans*	19
ESRI Utility Network Implementation*	424
Asset Valuation and Loss Control for Insurance - 2022*	200
Asset Management Initiative Transition	15
Biogas Inspection	142
Manhole Inspection Program	80
Combined Sewer Overflow Funding - 2017 Program (at 75%)*	85
Combined Sewer Overflow Funding - 2018 Program (at 50%)*	133
Combined Sewer Overflow Funding - 2019 Program (at 50%)*	387
Combined Sewer Overflow Funding - 2020 Program (at 50%)*	588
Combined Sewer Overflow Funding - 2021 Program (at 50%)*	1,205
Combined Sewer Overflow Funding - 2022 Program (at 50%)*	1,034
Combined Sewer Overflow Funding - 2023 Program (at 50%)*	1,358
Total Encumbrance for Public Works - Water/Wastewater (c)	\$5,670
TOTAL 2023 ENCUMBRANCE	\$14,358

* Encumbrance balance carried over in part or fully from 2022

Appendix 2 - Encumbrance Report (in thousands)**Notes**

(a) The Community Services 2023 Encumbrance includes \$9,935 related to ministry funded contributions to NRH and non-profit housing provider capital projects (\$nil funded from reserves)

(b) The Growth Strategy & Economic Development 2023 Encumbrance includes \$227 related to development charge eligible studies (\$33 funded from reserves, \$194 funded from development charges)

(c) The Public Works - Water/Wastewater 2023 Encumbrance includes \$9,524 (\$4,790 funded from reserves as summarized above, \$4,734 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. \$1,503 remains in capital projects related to the CSO program from 2008 through 2014.

Appendix 3 - 5-Year Consolidated Year-End Funding Surplus/(Deficit) (in thousands)

LEVY SUPPORTED DEPARTMENTS	Year-End Operating Surplus/(Deficit)				
	2023	2022	2021	2020	2019
Regional Departments					
Governance	\$78	\$160	\$123	\$22	\$222
Office of Deputy CAO	\$475	\$0	\$0	\$0	\$0
Corporate Administration	\$40	\$934	\$1,322	\$1,986	\$976
Corporate Services	\$18	\$294	\$655	-\$34	\$243
Community Services	\$1,558	\$889	\$3,495	\$6,705	\$1,413
Public Health & Emergency Services	\$5	-\$1,239	\$514	-\$377	-\$2,243
Public Works - Transportation	\$742	\$1,028	\$7,646	\$10,116	\$5,395
Growth Strategy and Economic Development *	\$1,174	\$11	\$466	\$620	\$244
Subtotal - Regional Departments	\$4,092	\$2,078	\$14,222	\$19,038	\$6,250
General Government	-\$3,281	-\$5,002	-\$2,733	\$18,372	-\$5,373
Regional Departments and General Government	\$810	-\$2,924	\$11,488	\$37,410	\$878
Agencies, Boards and Commissions					
Court Services	\$576	-\$777	-\$174	-\$391	\$444
Niagara Regional Housing	-\$285	-\$621	-\$102	\$655	\$1,327
Niagara Regional Police	\$3,848	\$713	\$680	-\$368	\$798
Niagara Peninsula Conservation Authority	\$39	\$0	\$0	\$0	\$6
Subtotal - Agencies, Boards and Commissions	\$4,178	-\$685	\$404	-\$104	\$2,575
Total Levy Supported Departments	\$4,988	-\$3,609	\$11,893	\$37,306	\$3,453
RATE SUPPORTED DEPARTMENTS					
Water and Wastewater	-\$3,461	\$438	\$2,276	\$2,729	-\$1,684
SPECIAL LEVY DEPARTMENTS					
Niagara Transit Commission **	\$2,087	\$0	\$0	\$0	\$0
Waste Management	\$3,534	\$1,177	\$5,688	\$1,493	-\$1,156

Includes unspent budgeted reserve transfers returned to their originating reserves in accordance with the Reserve and Reserve Funds Policy and year-end encumbrances.

* Previously titled Planning & Development

** Niagara Transit Commission commenced operations on January 1, 2023



Q4 Financial Update

2023

Q4 Financial Update – December 2023

Table of Contents

Introduction	2
Consolidated Operating Funding Surplus/(Deficit Review):	
Levy	3
Water and Wastewater	4
Waste Management	5
Niagara Transit Commission	6
Summary of Consolidated Operating Surplus/(Deficit)	7
Levy Statement of Operating Surplus/(Deficit)	8
Departmental Statement of Operations:	
Governance	11
General Government	13
Office of Deputy CAO	16
Corporate Administration	19
Corporate Services	22
Community Services	28
Public Health & Emergency Services	33
Public Works Transportation	37
Growth Strategy and Economic Development	40
Courts Services	46
Niagara Regional Housing	49
Niagara Regional Police Service	51
Niagara Peninsula Conservation Authority	54
Water and Wastewater	56
Waste Management	60
Niagara Transit Commission	64
Operating Budget Amendments & Adjustment Summary	67
Reserves Summary	69
Deferred Revenue Summary	71
Operating Reserve Transfer Reconciliation	76
Capital Reserve Transfer Reconciliation	78
Encumbrance Summary and Detail	79
Capital Project Reports:	
Capital Highlights	83
Capital Summary	84
Capital Budget Adjustments	86
Capital Project Closures	89
Capital Project Summary	90
Capital Project Forecast	91
Capital Variance Project Summary	113
Investment Report and Detail	114
Debt Report	116
Accounts Receivable Aging Report	118
Consolidated Statement of Financial Position	119
Explanation of Statement of Operations	120

Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2023 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 2022 and the 32 members will serve a four year term to November 2026.

At December 31, 2023 Niagara Region has a surplus of \$4,988 thousand related to the General levy programs, a \$5,261 thousand surplus related to Special levy programs, and a \$3,461 thousand deficit related to the Water & Wastewater Program.

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

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

Helen Furtado, 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.

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

Consolidated Operating Funding Surplus/(Deficit) Review

Levy

(In thousands of dollars)

Niagara Region's levy programs operated at a surplus of \$4,988.

The levy programs excluding agencies, boards and commissions (ABCs) operated at a surplus of \$810. The surplus is driven by net corporate labour related gapping of \$3,839 due to delays in filling vacancies, a favourable variance in supplemental tax and payment-in-lieu revenue of \$1,187 and lower than budgeted legal claims against the Region of \$935. Also impacting the surplus is lower than anticipated usage of winter maintenance materials due to a mild winter of \$643, as well as funding from other levels of government in Community Services which generated a surplus to the levy of \$798. The surplus is partially offset by higher than anticipated DC grants and exemptions of \$5,523, increased utilities pricing of \$624, high raw food and food supplements costs of \$630 due to inflationary pressures.

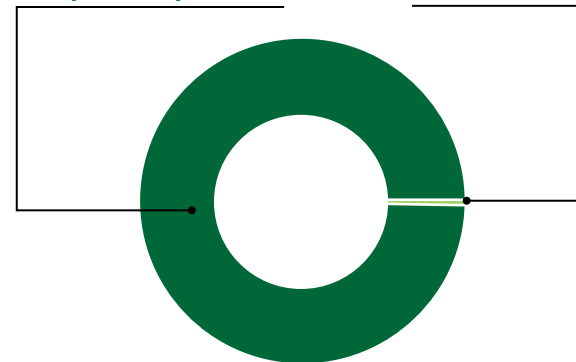
Niagara Region's ABCs operated at a surplus of \$4,178. The net surplus is primarily driven by the year-end surplus within NRPS of \$3,848. The NRPS surplus mainly a result of labour related costs due to vacancies in key civilian positions and hiring lags of vacant positions of \$2,881 and fuel, maintenance, and vehicle lease savings of \$1,041.

The 2023 budget included a transfer from the Taxpayer Relief reserve of \$18,407 to fund incremental COVID-19 costs. Due to external funding received during the year, \$17,694 of the budgeted

transfer will be returned to the Taxpayer Relief Reserve resulting in a net draw of \$713. Additionally Bill 23 DC grants to be funded from Tax Payer Relief reserve were estimated at \$19,300. Due to lower permit activity to date, \$8,180 will be returned to the Taxpayer Relief reserve, resulting in a net draw of \$11,120. The balance of the Taxpayer Relief reserve is estimated to be \$36,600 or 4.81 per cent, which is below the minimum funding target of 10 per cent to 15 per cent of the annual budgeted operating expenditures, which is \$76,128 to \$114,192.

Levy Department and Programs (Including ABC's)

Gross Budgeted Expenditures of **\$1,052,582*** Surplus of **\$4,988 or +0.47%**

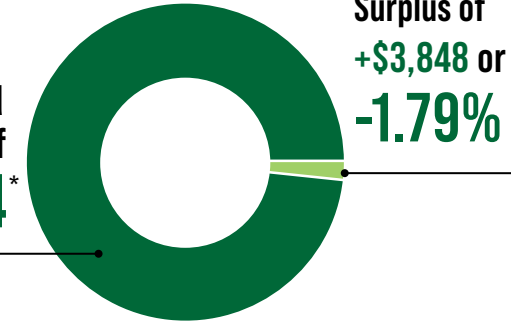


Financial Results of Agencies, Boards and Commissions

NRPS

Gross Budgeted Expenditures of **\$214,874***

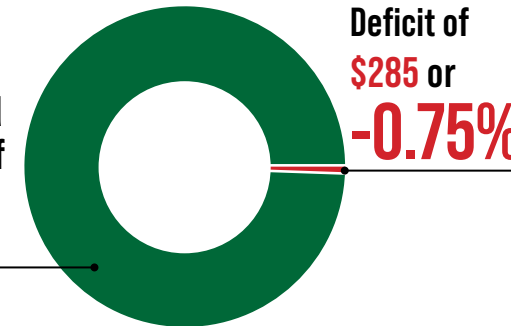
Surplus of **+\$3,848 or -1.79%**



NRH

Gross Budgeted Expenditures of **\$37,895***

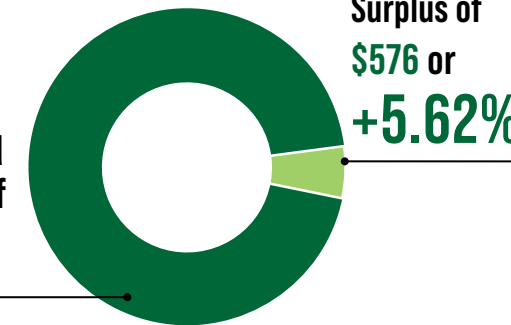
Deficit of **\$285 or -0.75%**



Court Services

Gross Budgeted Expenditures of **\$10,252***

Surplus of **\$576 or +5.62%**



*Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights

-\$5,523
Variance in DC grants and exemptions

+\$3,839
Variance in labour related costs due to delays in filling vacancies and recruitment challenges

+\$3,848
Surplus within Niagara Regional Police Service

+1,187
Variance in supplemental and payment-in-lieu of taxes

Consolidated Operating Funding Surplus/(Deficit) Review

Water and Wastewater

(In thousands of dollars)

Water and Wastewater Services are operating at a deficit of \$3,461 at year-end, which consists of deficits of \$45 and \$3,416 in the Water and Wastewater divisions respectively.

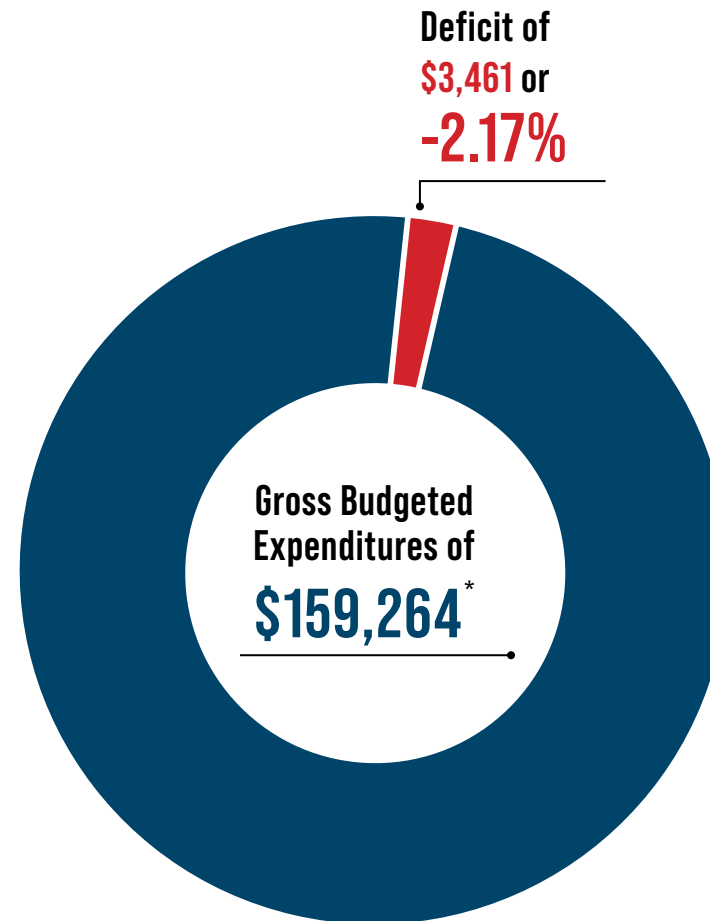
The deficit is primarily attributable to higher than budgeted chemical and sludge collection costs of \$1,951. Also driving the deficit is an unfavourable variance in repairs and maintenance spending due to aging infrastructure and equipment of \$1,610 as well as property taxes paid on facilities due to MPAC assessment changes of \$520. These unfavourable variances are offset by a favourable variance in labour related costs of \$882 due to temporary staffing vacancies.

It is recommended that the Water Stabilization Reserve and the Wastewater Stabilization Reserve be used to fund the respective deficits.

The funding target, of 10 to 15 per cent of annual budgeted operating expenditures, is \$2,583 to \$3,875 for the Water Stabilization reserve and \$6,839 to \$10,258 for the Wastewater Stabilization reserve.

Including the recommended year-end transfer, the Water Stabilization Reserve has a balance of \$3,619 and is considered adequately funded as the balance is within the funding target of 10 to 15 percent of the annual budgeted operating expenditures. Including the recommended year-end transfer, the Wastewater Stabilization Reserve has a balance of \$2,233, which is below the funding target. Given that the Wastewater Stabilization reserve is below the funding target, this may impact Niagara Region's ability to manage future operational costs and risks.

Water and Wastewater Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights



-\$1,951
Variance in sludge management and chemical costs due to increased pricing



-\$1,610
Variance in repairs and maintenance due to aging infrastructure and equipment



+\$882
Variance in labour related costs due to salary gapping and position vacancy management

Consolidated Operating Funding Surplus/(Deficit) Review

Waste Management

(In thousands of dollars)

Waste Management Services are operating at a surplus of \$3,534 at year-end.

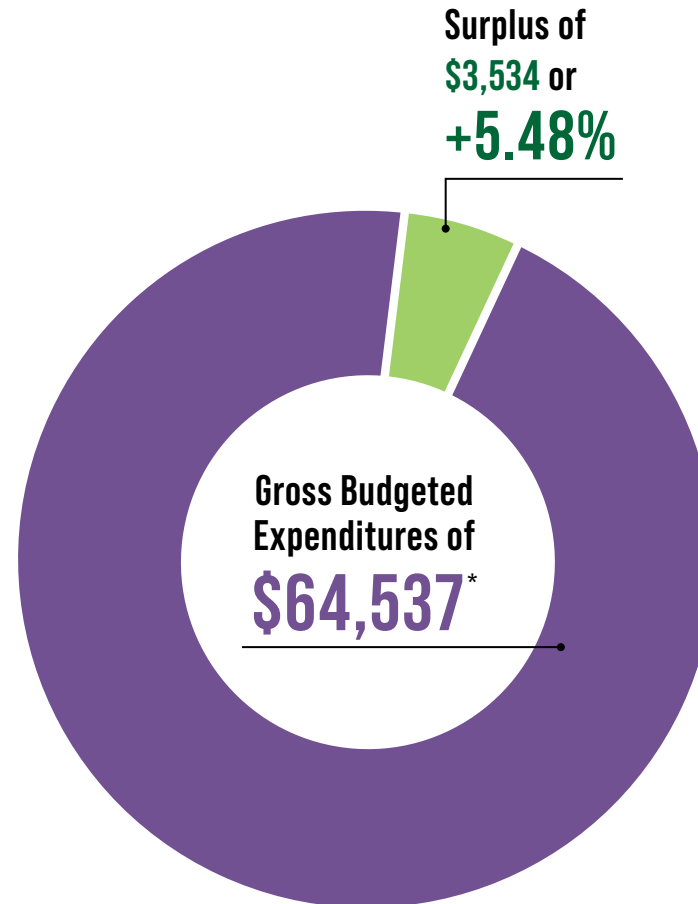
The surplus is driven by higher than anticipated Waste Diversion funding of \$886, savings of \$1,510 driven by the reduction in Material Recycling Facility related expenditures due to the sale of the Material Recycling Facility as well as a reduction of recyclable purchase costs as a result of lower commodity rates. Also driving the surplus is \$374 of savings in labour related costs due to salary gapping and position vacancy management as well as supplemental taxes from assessment growth of \$832.

In April 2023 the Material Recycling Facility was sold. The net proceeds of the sale of \$12,867 have been transferred to the Waste Management Capital Reserve.

It is recommended that the operating surplus of \$3,534 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 \$7,781, which is within the funding targets for the Reserve. The funding targets of 10 per cent to 15 per cent of annual budgeted operating expenditures are \$6,439 to \$9,658.

Waste Management Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights



+\$1,510

Reduction of recyclable purchase costs as a result of lower commodity rates and the sale of the Material Recycling Facility



+\$886

Variance in higher than anticipated Waste Diversion funding



+\$832

Variance in supplemental tax

Consolidated Operating Funding Surplus/(Deficit) Review

Niagara Transit Commission

(In thousands of dollars)

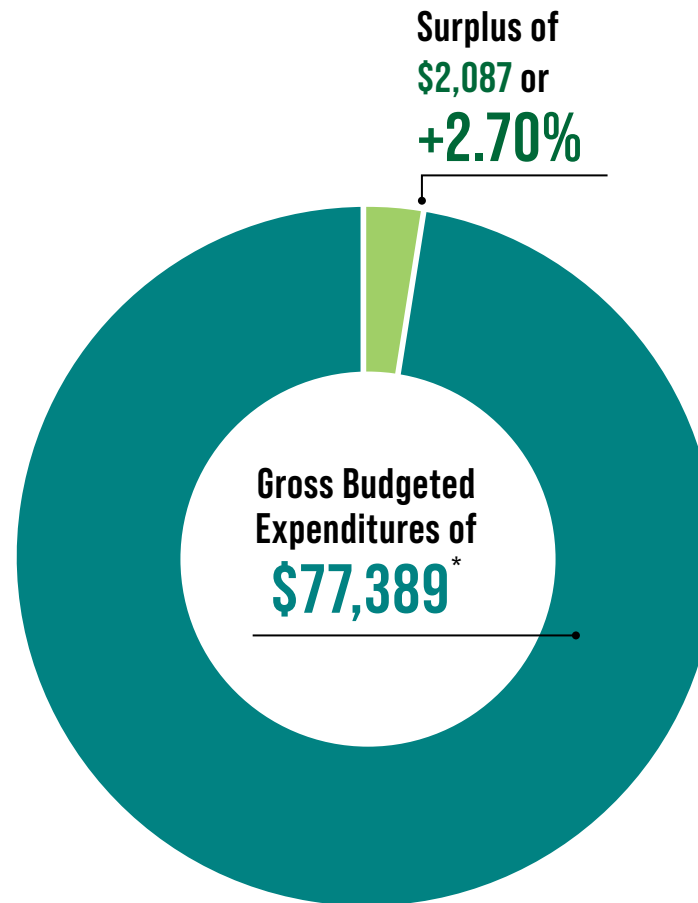
The Niagara Transit Commission (NTC) commenced operations on January 1, 2023. The 2023 budget was prepared using best estimates from the local area municipalities (LAM's). As this is the first year of operations within Niagara Region, it should be noted that the budget and reporting will continue to be refined.

Niagara Transit Commission is operating at a net surplus of \$2,087 at year-end.

The year-end surplus is a result of higher than anticipated fare revenue including Niagara College service and Brock Summer Service contracts of \$5,596, lower than anticipated shared service costs including insurance premium and claims of \$1,542 and special levy supplemental tax revenues from assessment growth in the Region (\$875). These favourable variances are partially offset by unfavourable variances of \$2,242 in labour related costs due to health benefit costs, salary correction for operator hours of work, as well as lower than anticipated WEGO service revenue to the City of Niagara Falls (\$799), higher than anticipated costs of diesel of \$1,069 and the strategy to not utilize the budgeted (\$1,614) Provincial Gas Tax revenue as NTC is in a surplus position.

It is recommended that the year-end operating surplus of \$2,087 be transferred to the Niagara Transit Commission Stabilization Reserve and would form the initial balance of the reserve. The funding target of 10 to 15 percent of annual budgeted operating expenditures similar to other stabilization reserves, is \$7,152 to \$10,727 for the Niagara Transit Commission Stabilization Reserve. Funding in this reserve will be considered annually through the budget process with the goal of developing and maintaining a long-term sustainable strategy.

Niagara Transit Commission Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights

+\$5,596
Variance in higher than anticipated fare revenue
 and Niagara College service contract

+\$1,542
Variance in shared services including insurance

-\$2,242
Variance in labour related costs

-\$1,069
Variance in pricing
 of diesel

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

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Annual Actual	Q4 Surplus/(Deficit)	Annual Budget	Annual Actual	Q4 Surplus/(Deficit)
GENERAL LEVY SUPPORTED DEPARTMENTS & PROGRAMS						
Regional Departments						
Governance	\$2,280	\$2,093	\$187	\$2,685	\$2,607	\$78
General Government	-\$345,753	-\$342,438	-\$3,315	-\$446,760	-\$443,478	-\$3,281
Office of Deputy CAO	\$3,318	\$2,946	\$372	\$2,708	\$2,233	\$475
Corporate Administration	\$9,469	\$11,336	-\$1,867	\$1,366	\$1,326	\$40
Corporate Services	\$47,294	\$44,952	\$2,342	\$515	\$497	\$18
Community Services	\$58,884	\$56,486	\$2,398	\$82,239	\$80,681	\$1,558
Public Health & Emergency Services	\$33,518	\$33,268	\$250	\$52,473	\$52,467	\$5
Public Works - Transportation	\$27,193	\$25,685	\$1,508	\$74,708	\$73,966	\$742
Growth Strategy & Economic Development	\$8,410	\$7,303	\$1,108	\$9,925	\$8,751	\$1,174
Sub-Total - Regional Departments	-\$155,387	-\$158,369	\$2,982	-\$220,140	-\$220,950	\$810
Agencies, Boards & Commissions						
Court Services	-\$1,403	-\$2,008	\$605	-\$87	-\$663	\$576
Niagara Regional Housing	\$3,558	\$4,022	-\$464	\$18,121	\$18,406	-\$285
Niagara Regional Police	\$177,858	\$174,151	\$3,707	\$195,006	\$191,158	\$3,848
Niagara Peninsula Conservation Authority	\$7,101	\$7,062	\$39	\$7,101	\$7,062	\$39
Subtotal Agencies, Boards & Commissions	\$187,113	\$183,226	\$3,887	\$220,140	\$215,962	\$4,178
Total General Levy Supported Programs	\$31,726	\$24,857	\$6,870	\$0	-\$4,988	\$4,988
Rate Supported Departments & Special Levy						
Rate Supported: Water & Wastewater	-\$21,688	-\$18,070	-\$3,618	\$0	\$3,461	-\$3,461
Special Levy: Waste Management	-\$1,747	-\$5,087	\$3,340	\$0	-\$3,534	\$3,534
Special Levy: Niagara Transit Commission	-\$8,292	-\$8,836	\$544	\$0	-\$2,087	\$2,087
TOTAL	\$0	-\$7,136	\$7,136	\$0	-\$7,148	\$7,148

Levy Statement of Operating Surplus/(Deficit) (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
Labour Related Costs	\$501,389	\$489,637	\$11,752	2.3%
Administrative	\$38,453	\$32,107	\$6,346	16.5%
Operational & Supply	\$35,647	\$34,070	\$1,577	4.4%
Occupancy & Infrastructure	\$37,875	\$39,097	-\$1,222	-3.2%
Equipment, Vehicles, Technology	\$23,439	\$21,927	\$1,512	6.5%
Community Assistance	\$250,995	\$257,461	-\$6,466	-2.6%
Partnership, Rebate, Exemption	\$58,451	\$51,453	\$6,998	12.0%
Financial Expenditures	\$74,014	\$55,130	\$18,884	25.5%
Total Expenses	\$1,020,263	\$980,881	\$39,382	3.9%
Taxation	-\$463,149	-\$464,336	\$1,187	0.3%
Federal & Provincial Grants	-\$432,806	-\$447,181	\$14,376	3.3%
By-Law Charges & Sales	-\$14,349	-\$13,013	-\$1,335	-9.3%
Other Revenue	-\$80,818	-\$79,741	-\$1,077	-1.3%
Total Revenues	-\$991,122	-\$1,004,272	\$13,150	1.3%
Intercompany Charges	-\$2,500	-\$2,433	-\$67	2.7%
Total Intercompany Charges	-\$2,500	-\$2,433	-\$67	2.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$26,642	-\$25,824	\$52,466	196.9%
Transfers From Funds	-\$61,320	-\$35,833	-\$25,487	-41.6%
Transfers To Funds	\$66,544	\$86,589	-\$20,045	-30.1%
Expense Allocations To Capital	-\$140	-\$76	-\$64	-45.9%
Total Transfers	\$5,084	\$50,680	-\$45,596	-896.8%
Net Expenditure (Revenue) Before Indirect Allocations	\$31,726	\$24,857	\$6,870	21.7%
Indirect Allocations & Debt	-\$31,726	-\$29,845	-\$1,881	-5.9%
Total Indirect Allocations & Debt	-\$31,726	-\$29,845	-\$1,881	-5.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$4,988	\$4,988	0.0%

Levy – Continued

Variance Analysis (in thousands of dollars)

The 2023 budget includes expenditures and revenues related to the implementation of Automated Enforcement (Automated Speed Enforcement and Red Light Cameras) as a component of the Region's Vision Zero Road Safety Program in 2023. The Automated Speed Enforcement program launched across Niagara Region in early September 2023. The Red Light Camera program will launch in Q1 2024. The 2023 budget was prepared on a cost-recovery basis over the course of a full budget year, assuming that the Automated Enforcement programs would initialize in Q1 2023. As a result, there are favourable variances in both expenditures and revenues resulting in a breakeven of \$0 in 2023 after indirect allocations were realized.

Labour Related Costs – The favourable year-end variance of \$11,752 is driven by corporate staff gapping due to delays in filling vacancies and challenges recruiting. These delays were experienced throughout the corporation with many departments showing a year-end surplus in labour related costs. Notably, the surplus is driven by Public Health and Emergency Services (\$3,769), Community Services (\$2,906) and Niagara Regional Police Service (\$2,881). The favourable variances within Public Health and Emergency Services as well as Community Services are partially offset by one-time funding for COVID-19 in Transfers below.

Administration – The favourable year-end variance of \$6,346 is attributed to Public Works (\$1,593) driven by Automated Enforcement savings due to delayed implementation, Corporate Services (\$1,713) driven by savings in consulting and insurance premiums and General Government (\$993) due to a reduction in the accrual for estimated legal claims against the Region.

Operational & Supply – The favourable variance of \$1,577 is primarily driven by savings within Public Works (\$1,103) due to lower than anticipated material and services related to mild winter conditions and reduced usage of pavement marking materials.

Occupancy & Infrastructure – The unfavourable variance of \$1,222 is driven by several inflationary cost pressures within Niagara Regional Housing (NRH) including higher than anticipated property taxes charged to NRH-owned properties, grounds maintenance contract costs, and property maintenance costs due to deferred capital projects (\$1,323).

Equipment, Vehicles, Technology – The favourable variance of \$1,512 is driven by savings within Niagara Regional Police Service (NRPS) (\$1,041) and Public Works (\$416). NRPS savings are a result of fuel savings, savings on maintenance agreements due to the timing of equipment purchases, and savings on vehicle leases due to supply shortages while Public Works savings are due to timing of Automated Enforcement implementation.

Community Assistance – The unfavourable variance of \$6,466 is due mainly to SAEO. as caseload has increased 19% above budget resulting in an unfavourable variance of \$17,022. Partially offsetting the unfavourable variance is \$4,567 related to timing of spend in Housing Services division for the payment of CMHC's Rapid Housing Initiative funding to the Port Cares housing development project that is currently under construction and expected to be completed 2024. These variances are offset within Federal & Provincial Grants.

Partnership, Rebate, Exemption – The favourable year-end variance of \$6,998 relates to Bill 23 development charge exemptions funded from reserves lower than anticipated but offset with general tax levy funded DC grants being \$5,523 greater than budget.

Financial Expenditures – The favourable year-end variance of \$18,884 is largely a result of the debt charge placeholder (due to timing of actual project spending, which determines the timing of debt issuance) which is transferred to the capital levy reserve through Transfers to Funds (\$17,610).

Federal & Provincial Grants – The favourable year-end variance of \$14,376 is largely attributable to the variance within SAEO of \$17,751 which is a result of the budget being prepared based on estimated caseload and the actuals being higher due to a 19%

Levy – Continued

increase over budgeted in caseload and benefits. The variance is offset by the unfavourable variance in community assistance discussed above.

Transfers – The unfavourable year-end variance of \$45,596 is mainly attributable to the unused debt charge placeholder being transferred to capital levy reserve fund (\$17,610), less than anticipated reserve funding required for DC exemptions (\$8,180), as a result of cost savings and external funding, less than anticipated reserve funding was required for incremental COVID-19 costs within Public Health and Emergency Services Divisions (\$13,609).

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
Labour Related Costs	\$2,119	\$2,006	\$113	5.3%
Administrative	\$155	\$82	\$73	47.2%
Operational & Supply	\$0	\$0	\$0	100.0%
Equipment, Vehicles, Technology	\$2	\$1	\$1	39.0%
Partnership, Rebate, Exemption	\$152	\$134	\$19	12.4%
Total Expenses	\$2,429	\$2,223	\$206	8.5%
Other Revenue	-\$150	-\$134	-\$16	-10.5%
Total Revenues	-\$150	-\$134	-\$16	-10.5%
Intercompany Charges	\$1	\$4	-\$3	-341.6%
Total Intercompany Charges	\$1	\$4	-\$3	-341.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,280	\$2,093	\$187	8.2%
Total Transfers			\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,280	\$2,093	\$187	8.2%
Indirect Allocations & Debt	\$406	\$515	-\$109	-26.8%
Total Indirect Allocations & Debt	\$406	\$515	-\$109	-26.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,685	\$2,607	\$78	2.9%

Governance - Continued

Variance Analysis (in thousands of dollars)

Governance is operating at a surplus before indirect allocations of \$187. The following factors have contributed to this surplus.

Labour Related Costs - The favourable variance of \$113 is due to vacant positions throughout the year within the division.

Administration - The favourable variance of \$73 is due to lower than anticipated travel, meals, mileage, and registration fees.

Partnership, Rebate, Exemption - The favourable variance of \$19 is related actual amount of expenditures associated with the annual charity golf tournament which is dependent on donation revenue. The variances are offset through Other Revenue below.

Other Revenue - The unfavourable variances of \$16 is related to timing and actual number of entrants of the annual charity golf tournament. It is offset by favourable variances in golf tournament expenses within Partnership, Rebate, and Exemption noted above.

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

- Worked with council, and the ABCs, to successfully pass the 2024 budget
- Advocated to federal officials in Ottawa for funding for the South Niagara Wastewater Treatment Plant, support for our housing master plan and challenges related to asylum seekers
- Continue to advocate for the Niagara Region's top priorities of attainable housing and shared services with the provincial government.
- Provided political support where required, on numerous files, including governance issue, housing and homelessness and ongoing issues related to asylum seekers in Niagara.
- Acted as the main liaison with provincial and federal ministries and MP/MPPs' offices, advocating on numerous issues and regional priorities.
- Represented Council at numerous public events and functions.

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	\$6,341	\$5,348	\$993	15.7%
Occupancy & Infrastructure	\$151	\$94	\$57	37.6%
Partnership, Rebate, Exemption	\$49,580	\$43,752	\$5,828	11.8%
Financial Expenditures	\$72,458	\$53,342	\$19,116	26.4%
Total Expenses	\$128,529	\$102,536	\$25,994	20.2%
Taxation	-\$463,149	-\$464,336	\$1,187	0.3%
Federal & Provincial Grants	\$0	\$0	\$0	0.0%
By-Law Charges & Sales	-\$13	-\$17	\$4	28.0%
Other Revenue	-\$18,775	-\$16,752	-\$2,023	-10.8%
Total Revenues	-\$481,937	-\$481,105	-\$833	-0.2%
Intercompany Charges	-\$95	-\$98	\$3	-3.1%
Total Intercompany Charges	-\$95	-\$98	\$3	-3.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$353,503	-\$378,667	\$25,164	7.1%
Transfers From Funds	-\$35,406	-\$27,209	-\$8,198	-23.2%
Transfers To Funds	\$43,157	\$63,438	-\$20,281	-47.0%
Total Transfers	\$7,750	\$36,229	-\$28,479	-367.5%
Net Expenditure (Revenue) Before Indirect Allocations	-\$345,753	-\$342,438	-\$3,315	-1.0%
Indirect Allocations & Debt	-\$101,007	-\$101,040	\$34	0.0%
Total Indirect Allocations & Debt	-\$101,007	-\$101,040	\$34	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$446,760	-\$443,478	-\$3,281	0.7%

General Government - Continued

Variance Analysis (in thousands of dollars)

General Government is operating at a deficit before indirect allocations of \$3,315 due to the following factors:

Administration - The favourable variance of \$993 is primarily due to a reduction in the accrual for estimated legal claims against the Region (\$935).

Partnership, Rebate, Exemption - The favourable variance of \$5,828 is primarily due to the following:

- Favourable variance in Bill 23 related DC exemptions of \$8,180 resulting from lower than anticipated permit activity in 2023. These exemptions are funded from reserve therefore the surplus is offset by a reduction in Transfers from Reserve, for a net zero impact (see To/From Funds)
- Lower than anticipated economic and development grants of \$2,266 made up of Planning Incentive Grants \$1,854 and Public Realm Incentive Program \$494. Unspent funding related to these grants has been encumbered through a transfer to reserve (see To/From Funds).
- Unspent budget related to the Canadian Radio-television and Telecommunications Commission (CRTC) Application for Rural Highspeed Internet not proceeding of \$400.
- These surpluses were partially offset by higher than anticipated DC grants and exemptions of \$5,523 funded from general tax levy.

Financial Expenditures – The favourable variance of \$19,116 is largely a result of the following:

- Favourable variance in debt charges of \$17,610 as a result of projects with approved debt that has not yet been issued due to the actual project spending which determines the timing of debt issuance. This placeholder for future debt charges is transferred to capital reserves (see To/From Funds)
- Favourable variance of \$413 in tax write offs related to settled and accrued assessment appeals and net of an allocation to Waste Management and Niagara Transit Commission Special Levies related to their portion of the write offs.
- Favourable variance related to the sale of investments (\$1,266)

Taxation – The favourable variance of \$1,187 is primarily the result of higher than budgeted supplemental taxes and payment-in-lieu of taxes. Total surplus for supplement taxes and payment-in-lieu of taxes of \$2,861 partially offset with an allocation to Waste Management Special Levy (\$832) and Niagara Transit Commission Levy (\$875) related to their portion of the favorable variance. Higher than budgeted supplemental taxes are a result of higher than anticipated growth.

Other Revenue – The unfavourable variance of \$2,023 is as a result of higher than anticipated investment income as a result of higher rates (\$9,184) and offset with resulting interest allocations to reserve funds due to higher reserve fund balances and higher rates (\$10,855).

To/From Funds – The unfavourable variance of \$28,479 is attributable to the following:

- Debt charge placeholder being transferred to capital reserve funds of \$17,610 as noted in Financial Expenditures.
- Less than anticipated reserve funding required for Bill 23 related DC exemptions of \$8,180 as noted in Partnership, Rebate, Exemption.
- Higher than expected transfers as a result of forecasted encumbrances to be spent in future years for economic and development of \$2,043, including the Smarter Niagara Incentive Program Simple Grants (\$1,046), Waterfront Improvement Program (\$400), Public Realm Incentive Program (\$477), and Rental Housing Grants (\$120) as noted in Partnership, Rebate, Exemption

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.

- Lead 2 Infrastructure Ontario (IO) debenture issues on behalf of Local Area Municipalities in October and February for a total issuance of \$43,105 for 23 different capital projects.
- Supported Municipalities through 2 Tile Drainage Loans issued through OMFRA.
- Delivered economic incentive grant programs (Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants), partnering with the Local Area Municipalities and not-for-profit organizations to promote culture, public realm and economic growth.
- Successfully funded 115 Capital Projects and 7 Operating projects with \$48.3M and \$3.3M respectively of Development Charges reserves.
- Administered Council approved funding strategy related to Bill 23 financial impacts on regional Development Charges, on 825 permits resulting in \$9,320 being transferred to Development charge reserves.

Office of Deputy CAO Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$3,285	\$3,180	\$104	3.2%
Administrative	\$621	\$396	\$225	36.3%
Operational & Supply	\$67	\$33	\$33	49.7%
Occupancy & Infrastructure	\$1	\$0	\$1	102.4%
Equipment, Vehicles, Technology	\$175	\$123	\$53	30.1%
Partnership, Rebate, Exemption	\$5	\$3	\$2	35.7%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$4,153	\$3,735	\$418	10.1%
By-Law Charges & Sales	-\$4	-\$4	\$1	19.3%
Other Revenue	-\$653	-\$609	-\$44	-6.7%
Total Revenues	-\$656	-\$613	-\$43	-6.6%
Intercompany Charges	-\$156	-\$154	-\$2	1.6%
Total Intercompany Charges	-\$156	-\$154	-\$2	1.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$3,340	\$2,968	\$372	11.1%
Transfers From Funds	-\$23	-\$23	\$0	0.0%
Total Transfers	-\$23	-\$23	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,318	\$2,946	\$372	11.2%
Indirect Allocations & Debt	-\$610	-\$713	\$103	16.8%
Total Indirect Allocations & Debt	-\$610	-\$713	\$103	16.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,708	\$2,233	\$475	17.5%

Variance Analysis (in thousands of dollars)

The Office of the Deputy CAO operated at a surplus before indirect allocations of \$372 due to the following factors:

Labour Related Costs – The favourable variance of \$104 is due to vacant positions through the year in all Office of the Deputy CAO divisions.

Administration - The favourable variance of \$225 is driven by savings in legal costs (\$85), training (\$50), administrative costs (\$33) and records related costs (\$27).

Operational & Supply - The favourable variance of \$33 is driven by savings in communications related media subscriptions and business licensing protective equipment and devices.

Equipment, Vehicles, Technology - The favourable variance of \$53 is mainly due to lower than anticipated business licensing equipment repair costs.

Other Revenue - The unfavourable variance of \$44 is mainly due to lower than anticipated business licensing fees revenue.

Community Impacts & Achievements

The Office of Deputy CAO includes The Office of the Regional Clerk, Strategic Communications and Public Affairs, Government Stakeholder Relations and the Office of the Deputy CAO.

Government Stakeholder Relations

- Launched Government Relations and Advocacy webpage on Regional website.
- Supported CLT GO advocacy efforts through briefing note creation.
- Led federal advocacy initiatives by:
 - Securing two meetings with federal MPs;
 - Preparing all briefing material, in partnership with impacted departments;
 - Organizing administrative logistics; and
 - Created follow up letters for the MP and Minister for the Chair's Office.
- Attended the 2023 Niagara Economic Summit.
- Met with Niagara College to discuss Student Housing Strategy.
- Prepared Council memos CWCD 2023-220 and CWCD 2023-229 re: fall economic statements.
- Attended in-person Municipal Government Relations Network meeting.
- In partnership with Public Works staff, met with Mississaugas of the Credit First Nation to begin discussions on 2024 FLR agreements.
- Supported FLR corporate discussions by drafting Terms of Reference and Roles and Responsibilities proposal.
- Hosted quarterly GR meeting with LAM counterparts.

Office of the Regional Clerk

Clerks Administration

- Continued work on proposed Procedural By-law amendments with Procedural By-law Review Committee.
- Ongoing support for Council and Finance staff with 2024 Budget meetings.
- Posting of advertisements for public members on the Region's Advisory Committees and onboarding of new Committee members.
- Work with Vaccine Preventable Disease for vaccination exemption affidavits.

Information Management Services

- The Information Management Services team (IMS) conducted an introduction to R365 training session for Record Custodians. The purpose of the training was to aid in the adoption and ongoing use of R365, an application which is used to manage Niagara Regional corporate records. The training was offered as both a refresher for current Record Custodians as well as an introduction for individuals new to the Record Custodian role. Record Custodians assist with the management of corporate records for their respective business units. The purpose of the training was to provide guidance regarding the use of the application and to provide an overview of the process of managing corporate records.

Office of Deputy CAO – Continued

- A comprehensive review and remediation was completed for records related data that was migrated from the previous records management system, CRMS, to the new system, R365. During the course of migrating the data to the new system, some instances of corrupted data were identified, necessitating a review and remediation exercise to ensure ongoing data integrity.

Access and Privacy

- The Access and Privacy team along with our partners in EMS, undertook a review of the process pertaining to routine disclosure and EMS/Paramedic Services disclosure of records for freedom of information related requests. In addition to defining the process, areas for improvement were identified, documentation was updated and pertinent information on Niagara Regional external website was refreshed to ensure optimal communication to our stakeholders and members of the public regarding such processes.
- As part of the continuing process improvement work undertaken by the Access and Privacy team to identify opportunities for improvement, a review and update of the Privacy Impact Assessment (PIA) processes and documentation was undertaken. A PIA is a process that helps to avoid or lessen possible negative effects on privacy that might result for the implementation of a program, service or application.

Business Licensing

- Annual review of licence fees for 2024.
- Review of the Adult Entertainment and Body Rub by-laws and proceed with industry and stakeholder consultation to upload this regulatory oversight to the Region for all municipalities.
- Continued processing and issuing of business licenses including fee payments and response to enforcement and inspection requirements.
- Ongoing support and review of the Draft Conduct of Persons by-law for Niagara Region.
- Ongoing review of Regional By-laws (i.e. Public Works) that require enforcement and examining areas for improvement and collaboration.

Strategic Communications and Public Affairs

- Ongoing support for Council and Finance staff with 2024 Budget meetings.
- Council Strategic Priorities: brand development, asset creation and roll-out.
- Budget communications survey: promotion and engagement.
- Diversity, Equity and Inclusion Action Plan Communications: annual promotions – internal communications and social media promotion.
- Vision Zero: Launch of Automated Speed Enforcement (Sept. through Q4). Cross-departmental communication with Courts around ticket payments.
- Blue Box Transition: Public Awareness campaign to inform about Circular Materials taking on responsibility for residential curbside recycling.
- St. Paul West CNR Bridge closure: Enhanced public engagement and media relations.
- Launched phase two of Early ON: awareness campaign to inform and encourage parents and caregivers with children under the age of six to Play, Learn, Connect, Explore and EarlyON Centre near them. Radio, digital (news outlets and local malls) and social media campaign.
- Orange Shirt Day / National Day for Truth and Reconciliation: annual staff education sessions and awareness.
- Gilmore Lodge and Linhaven Farewell Open Houses: upcoming long-term care home facility closures – event promotion, media relations, social media and photography.
- Media promotions: World Toilet Day – Wastewater Treatment Plant Tour and Paint a Plow – Inaugural Paint a Plow contest.

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
Labour Related Costs	\$8,504	\$10,241	-\$1,736	-20.4%
Administrative	\$2,352	\$2,435	-\$83	-3.5%
Operational & Supply	\$192	\$177	\$15	7.8%
Equipment, Vehicles, Technology	\$58	\$5	\$54	92.0%
Partnership, Rebate, Exemption	\$0	\$0	\$0	100.0%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$11,107	\$12,857	-\$1,750	-15.8%
Other Revenue	-\$118	-\$391	\$273	231.5%
Total Revenues	-\$118	-\$391	\$273	231.5%
Intercompany Charges	\$12	\$55	-\$43	-361.8%
Total Intercompany Charges	\$12	\$55	-\$43	-361.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$11,001	\$12,520	-\$1,520	-13.8%
Transfers From Funds	-\$1,531	-\$1,487	-\$44	-2.9%
Transfers To Funds	\$0	\$303	-\$303	0.0%
Total Transfers	-\$1,531	-\$1,184	-\$347	-22.7%
Net Expenditure (Revenue) Before Indirect Allocations	\$9,469	\$11,336	-\$1,867	-19.7%
Indirect Allocations & Debt	-\$8,103	-\$10,010	\$1,907	23.5%
Total Indirect Allocations & Debt	-\$8,103	-\$10,010	\$1,907	23.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,366	\$1,326	\$40	2.9%

Corporate Administration - Continued

Variance Analysis (in thousands of dollars)

Corporate Administration operated at a deficit before indirect allocations of \$1,867 due to the following factors:

Labour Related Costs – The unfavourable variance of \$1,736 is due to higher benefit costs and labour relations pressures.

Administration - The unfavourable variance of \$83 is driven by external legal costs related to labour relations (\$387) and higher than anticipated payroll processing costs (\$56), partially offset by consulting (\$329).

Equipment, Vehicles, Technology – The favourable variance of \$54 is driven by lower than anticipated incident tracking software costs.

Other Revenue - The favourable variance of \$273 is mainly due to revenue related to corporate training as well as higher than anticipated union bill-backs, offset with higher than anticipated union representative costs.

Transfers - The unfavourable variance of \$347 is mainly due to 2023 encumbrances for compensation review (\$92), transit compensation consulting (\$86), culture survey (\$71), workforce scheduler implementation (\$40) and payroll services consulting (\$14).

Community Impacts & Achievements

Corporate Administration includes the Chief Administrative Officer's Office, Internal Audit and Human Resources whose main focus is the general management and support of the other Regional departments.

Internal Audit

- Delivered all the internal audit projects as per the schedule for 2023.
- Supported the Procurement division by providing benchmarking data on procurement policy and authorization limits.

Human Resources

- Continued support for the implementation of Niagara Region Transit Commission transition project by providing HR consultation to project leads and preparation for shared service delivery requirements in the areas of payroll, benefits, pension, and EAP administration. This now includes the planning and implementation of the terms of the negotiated first collective agreement which has phased implementation commencing in Q4 2023 to Q2 2024.
- Continued launch of the corporate People Plan with a multi-modal communications strategy, efforts are now focused on delivery against plan and the reporting out of metrics tracking our progress.
- Preparations for conducting an Employee Engagement Survey and vendor selection, with planned launch in 2024. The survey is intended to support our People Plan and develop a roadmap which will drive employee engagement through the key themes of Top Talent, Strong Leaders, Flexible Workplaces, and Healthy and Well Employees and Workplaces.
- In October, we led the planning and facilitation of our Corporate Leadership Event. The event focused on leadership expectations as they relate to key deliverables of the People Plan.
- Continued work on a Total Rewards strategy that is aligned to our People Plan. This includes the development of our compensation philosophy, and a detailed Non-Union Compensation and Benefits review.
- Continued development of our HR Technology strategy that will drive our focus and resources related to all HR technologies for the next three years. Strategy includes identifying current state, key priorities, and required steps and resource planning. All of this to maintain a sustainable, secure environment that drives current and future business needs.

Corporate Administration - Continued

- Completed the HRIS technology project with Public Health to deliver employee and leader self-serve application to time and attendance management. This replaced existing tools, aligned and consolidated application and business processes across division in accordance with collective agreement language and all other related legislation. This project included multi-modal training of staff and communications roll out that occurred late in 2023.
- Continued our HRIS technology project support to NRPS to deliver an Oracle PeopleSoft recruiting application, including ability for job postings, and candidate onboarding. This project is anticipated to be completed in Q1 2024.
- Continued contract negotiations with CUPE Local 1263 representing non-RN staff across the Region's long term care homes.
- Completed contract negotiations with CUPE Local 911 representing paramedics, dispatchers, and occupational therapists in Niagara EMS. The parties received an interest arbitration award in November 2023.
- Continued contract negotiations with ONA Homes representing Registered Nurses providing care for our most vulnerable population of residents in Long-Term Care.
- Annual review and updating our Corporate Health and Safety Policy. This policy encompasses Niagara Region's commitment regarding the importance of fostering a safe, healthy and well organization, making every reasonable effort to provide physically and psychologically healthy and safe workplaces, and reminds workers of their responsibility for health and safety in the workplace.
- Roll out of Non-Union Performance Appraisal process, including the facilitation of calibration meetings within Divisions and Departments. All non-union permanent full-time and part-time employees participate in the annual performance management cycle.

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
Labour Related Costs	\$23,298	\$22,199	\$1,099	4.7%
Administrative	\$10,526	\$8,813	\$1,713	16.3%
Operational & Supply	\$283	\$254	\$29	10.3%
Occupancy & Infrastructure	\$11,945	\$11,165	\$780	6.5%
Equipment, Vehicles, Technology	\$4,602	\$4,228	\$374	8.1%
Partnership, Rebate, Exemption	\$0	\$1	-\$1	0.0%
Financial Expenditures	\$0	\$45	-\$45	0.0%
Total Expenses	\$50,653	\$46,704	\$3,949	7.8%
Federal & Provincial Grants	-\$252	-\$252	\$0	0.0%
By-Law Charges & Sales	-\$538	-\$458	-\$80	-14.9%
Other Revenue	-\$1,319	-\$1,343	\$24	1.8%
Total Revenues	-\$2,110	-\$2,053	-\$57	-2.7%
Intercompany Charges	-\$63	-\$378	\$315	-498.3%
Total Intercompany Charges	-\$63	-\$378	\$315	-498.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$48,481	\$44,274	\$4,207	8.7%
Transfers From Funds	-\$2,019	-\$1,968	-\$50	-2.5%
Transfers To Funds	\$832	\$2,647	-\$1,815	-218.0%
Total Transfers	-\$1,186	\$679	-\$1,865	-157.2%
Net Expenditure (Revenue) Before Indirect Allocations	\$47,294	\$44,952	\$2,342	5.0%
Indirect Allocations & Debt	-\$46,779	-\$44,456	-\$2,324	-5.0%
Total Indirect Allocations & Debt	-\$46,779	-\$44,456	-\$2,324	-5.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$515	\$497	\$18	3.6%

Corporate Services - Continued

Variance Analysis (in thousands of dollars)

Corporate Services operated at a surplus before indirect allocations of \$2,342 due to the following factors:

Labour Related Costs – The favourable variance of \$1,099 is due to vacant positions through the year in all Corporate Services divisions.

Administration - The favourable variance of \$1,713 is mainly due to savings in consulting (\$1,185), insurance premium (\$807), legal costs related to insurance claims (\$128) and training (\$77), which is partially offset by legal claim payouts (\$556).

Occupancy & Infrastructure - The favourable variance of \$780 is mainly due to operating savings realized by the delayed purchase of the GO stations (\$1,017) and electricity costs (\$203), partially offset by natural gas costs (\$170), HVAC maintenance (\$168) and grounds maintenance/snow removal (\$88).

Equipment, Vehicles, Technology - The favourable variance of \$374 is due primarily to delayed spend of operating costs related to approved IT capital projects as well as license costs for the City of St. Catharines financial system shared service implementation.

By-Law Charges & Sales - The unfavourable variance \$80 is due primarily to rental income not realized by the delayed purchase of the GO stations.

Intercompany Transfers – The favourable variance of \$315 is primarily due to the direct allocation of costs in Corporate Services directly related to NTC.

Transfers – The unfavourable variance of \$1,865 is mainly due to operating savings realized by the delayed purchase of the GO stations being returned to reserve at year end (\$988) as well as 2023 encumbrances for property valuations (\$400), DC by-law appeals (\$233), NTC facility transition costs for building repairs (\$84), building condition assessments (\$53) and asset retirement obligation consulting (\$48).

Community Impacts & Achievements

Asset Management Office

- Continued support for the 2024 Capital Budget with the prioritization of capital budget submissions through the risk and corporate priority assessment of candidate capital projects.
- Continued review of business requirements and needs assessment for a decision support system.
- Input to the identification of asset retirement obligations as required under PS 3280.
- Continued support for the Region's Climate Change Working Group.
- Continued revisions to the Region's corporate capital prioritization tool.
- Commenced development of an asset data template and model to support the 2023 Asset Management Plan.
- Completion of the Canadian Core Public Infrastructure survey from Statistics Canada.

Construction, Energy and Facilities Management

- In 2023, Customer Services fielded 91,158 calls for general information along with another 30,0036 calls on the Waste Info Line and provided 21,009 in-person service interactions at the region Headquarters, for a total of 142,203 service interactions for the year.
- Continued to provide logistics support to the Public Health mass immunization plan and vaccine clinics across the Region.
- Enhanced and redesigned HQ parking lot for visitor parking and building access along with Council reserved parking area at CW entrance.
- Continued to support the Transit amalgamation with shared services in facilities management, capital planning and project management.
- Installation of gas detection systems in Public Works and Niagara Transit garages. The systems will promote a healthy and safe work environment and decrease the likelihood of bus or road service delays.

Corporate Services - Continued

- Installation of combined audio/visual fire alarms across Region facilities to support emergency response for the hearing and visually impaired.
- Upgrade to the REOC (Emergency Operations Centre) including enhanced power feed, IT and audio visual for improved efficiency in operational response.
- Continued project management of both Lynnhaven and Gilmore Lodge LTC construction projects.

Financial Management and Planning

- Completion of the 2022 year-end and reporting of the financial results to Corporate Services Committee and Audit Committee and publication of the 2022 Annual Report.
- Developed the Budget Strategy and initiated new budget education and workshops to support Council deliberations that lead to approval of the 2023 and 2024 General Levy, Transit Special Levy, Waste Management Special Levy and Water/Wastewater Rate budgets.
- Developed the 2024 Budget Strategy and initiated new budget education and workshops to support Council deliberations that lead to approval of the 2024 General Levy, Transit Special Levy, Waste Management Special Levy and Water/Wastewater Rate budgets.
- Completed requirements gathering, testing, communications, and training for July 2023 go live of accounts payable automation project to improve the data quality and operational efficiency of invoice processing.
- Publication of the 2023 Budget Summary
- Awarded GFOA's Canadian Award for Financial Reporting for 2021 Annual Report
- Supporting implementation of Niagara Transit commission with reconciliation of Municipal Transfer Agreement, Budget and implementation of shared financial services and systems.
- Implementing, with a cross functional team of Regional staff, a new Public Sector Accounting Standard for Asset Retirement Obligations which requires enhanced financial reporting and disclosure of legal obligations related to retirement of Regional assets be included in the 2023 Audited Financial Statements.
- Executed agreement, established the team and proceeding well with deliverables for City of St. Catharines PeopleSoft Financials ERP implementation and projected go live date of March 2024.
- Approval of the 2024 Water/Wastewater financial plan for Safe Drinking Water Act licensing requirements.
- On-going financial analysis of impacts of Bill 23 with recommended strategies to fund shortfalls in revenue.
- On-going meetings with local area municipal staff to offer education and support for the new Development Charge By-law and other legislative changes affecting DCs.
- Reaffirmed Standard and Poors credit rating of AA+.
- Supported Vision Zero implementation, Incentive Review policy and procedures, Rapid Housing Initiative funding for Port Cares, Waste Management Extended Producer Responsibility financial forecasts.
- Implemented new Optical Character Recognition technology for scanning of accounts payable invoices into PeopleSoft and facilitating efficiency of input and processing.

IT Solutions

- Continued design and implementation of financial shared services project with the City of St. Catharines.
- Technical design and configuration for NRPS hosted employee recruiting solution.
- Collaboration with HR to implement self service time and attendance for Public Health.
- Assisted Waste Management to develop a new data model and mobile collection system to support curbside auditing and other future reporting needs.
- Developed and implemented the Emergency Management Situational Awareness Suite and CERT Mobile Damage collection applications, tools needed to help provide a common operating picture in the event of an emergency.

Corporate Services - Continued

- Developed and implemented the SAEO CUPE1287 automated vacation scheduler application, effectively eliminating ~3 weeks of manual staff time.
- Conducted a spatial analysis and review of the existing Niagara Region courier routes, providing suggestions for optimization and improved efficiency.
- Conducted a spatial analysis to suggest suitable locations to move the NOTL EMS base while still maintaining the necessary coverage and response time.
- Produced active school maps for Public Health's work with ~ 20 local schools.
- Began educating other groups (Transportation, Area Planners etc.) regarding Next Generation 9-1-1 and working to improve the required addressing data.
- Provide additional tech support for NRT.

Legal Services

- Legal and risk management advice to support the advancement of corporate priority projects including:
 - A number of significant community and bridge housing initiatives undertaken by Niagara Regional Housing, including:
 - Summer Street Properties, Niagara Falls - Initial License Agreement with City of Niagara Falls and successful completion of the subsequent acquisition of the Summer Street properties for use as a homelessness shelter;
 - 29 Riordon Street, St. Catharines – Successful acquisition of modular trailer units for future homelessness projects; License Agreement with the City of St. Catharines for transformation of the 29 Riordon Street Parking Lot for temporary shelter utilizing the modular trailer units, including agreements and additional legal support related to the funding required under the Homelessness Prevention Program with Niagara Region;
 - 320 Geneva Street, St. Catharines – Successful completion of the acquisition of lands for three (3) phase project consisting of bridge housing, affordable housing – townhouse and sale of remnant parcel to off-set phase 1 & 2 costs, including agreements and additional legal support related to the funding required under the Homelessness Prevention Program with Niagara Region and ongoing support during design and construction of the future phases; and
 - 745 Crescent Road, Fort Erie – Agreements and legal support related to funding of the Transitional Housing Units for Women and Children's Shelter by the Canadian-Ontario Community Housing Initiative (COCHI) with Niagara Region.
 - Providing ongoing legal support to Waste Management in connection with the legislative changes to Ontario's Blue Box program and the Region's transition to full producer responsibility effective January 1, 2024, including with respect to the successful completion of a number of agreements required to implement those changes.
 - Preparation of agreements for the award of grant funding pursuant to the Building Safer Communities Grant Program, supporting the advancement of the objectives of the Region's Community Safety and Well-Being Plan.
 - Ongoing shared services arrangement with the City of St. Catharines for PeopleSoft Financials ERP.
- Legal and risk advice for a number of competitive procurement processes and preparation of related agreements to advance a number of corporate initiatives including various Niagara Regional Housing construction projects (York Street, Crescent Road, Victoria Ave as well as Port Cares/NRH affordable housing project).
- Legal advice and agreement support to EMS in respect of its community paramedicine program and a Data Sharing Agreement with the Province.
- Support to Public Health in respect of a number of legal and risk considerations concerning its vaccine preventable disease program and the Immunization of School Pupils Act.
- Legal advice and support in respect of several funding agreements (grant and loan) with the Federation of Canadian Municipalities, as trustee, of the Green Municipal Fund to support a number of corporate initiatives.

Corporate Services - Continued

- Ongoing legal and risk advice and post-consolidation support to NTC in its first operating year, including with respect to incident reporting and injury claim management, procurement, policy development, supporting AODA annual compliance reporting, numerous agreements (both new and existing), reports to the NTC Board, and securing budget savings as part of the insurance renewal.
- Legal and risk advice and support on various real estate transactions required to support operations and capital projects corporate-wide, including: transactions required for the Niagara Falls Water Treatment Plan water intake relocation project and the George Street Sewage Pumping Station expansion; 5 new road widening/daylighting triangle and/or reserve block acquisitions; 6 new easement acquisition files; interpretation and support on a number of existing access and release of related easement matters; and real property planning for existing Niagara Region properties.
- Legal and risk management support for the successful completion of leasing for an auditorium for an overnight shelter providing food, clothing, shelter and servicing referrals to the community in St. Catharines.
- Legal advice and support with respect to the rollout of the Low-Income Energy Assistance Program (LEAP) and Ontario Electricity Support Program (OESP) initiatives for the intake and administration of the program, providing utility subsidies for low-income consumers.
- Successfully defended a negligence claim at trial, resulting in dismissal of the \$250,000+ claim against the Niagara Region, costs of \$15,000 awarded against the plaintiffs, and positive reinforcement of the Region's processes and practices.
- Ongoing legal support to all departments across the corporation regarding day-to-day business, corporate initiatives and capital projects including reports to Council, by-law reviews, numerous agreements and procurement matters, insurance and risk management advice (including partnering with IT for corporate wide cyber security awareness presentations as well as securing budget savings and favourable terms in the corporate insurance program renewal) and litigation support.

Procurement and Strategic Acquisitions

- Continuation of weekly meetings on Procurement Project Prioritization for review and assign essential capital and operational projects.
- Facilitation of over 160 Formal Procurements resulting in approximately \$145 million in Awarded Contract value.
- Staff have continued using the “virtual RFP Evaluation” process which allows evaluators to evaluate submissions through the Region's bidding portal (bids&tenders™) in real-time through a process that is fully automated, using individual dashboards which allow evaluators to disclose a conflict of interest, acknowledge evaluator instructions, complete evaluations and submit scoring electronically.
- 21 Portal Intake requests requiring property or property access.
- Continued support for Public Health in negotiating and securing locations for ongoing vaccines as identified.
- Ongoing support for Community Services in locating immediate shelter for our homelessness initiative. Both short term and long-term requirements.
- Supported Community Services in securing property for the homeless program.
- Completed the Telecom Policy draft for legal review.
- We are on the consolidated Housing Master Plan Sub-Working Group to discuss initiatives related to the implementation of the Consolidated Housing Master Plan (CHMP).
- Facilitated 15+ agreements involving License/Leasing, Property Acquisitions, and other indemnity agreements.
- We are on the 10 year master facility plan committee to support EMS station requirements.
- Continued support of Transportation Capital Road reconstruction projects involving significant acquisitions to deliver milestone development in Niagara (New Hospital in Niagara Falls).
- Property acquisitions to support Wastewater Treatment Plant improvements in Welland and a new facility in Niagara Falls along with continued support of Water

Corporate Services - Continued

Wastewater Capital projects involving multiple locations for Sewage Pump Stations, elevated water tanks, and force main sewers.

- Completed the property acquisitions for RR81 St. Paul Street bridge reconstruction project (all properties, land, and train station).

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
Labour Related Costs	\$145,682	\$142,776	\$2,906	2.0%
Administrative	\$2,502	\$2,422	\$80	3.2%
Operational & Supply	\$11,764	\$11,295	\$470	4.0%
Occupancy & Infrastructure	\$5,159	\$5,973	-\$814	-15.8%
Equipment, Vehicles, Technology	\$2,365	\$2,460	-\$95	-4.0%
Community Assistance	\$250,995	\$257,443	-\$6,448	-2.6%
Partnership, Rebate, Exemption	\$592	\$0	\$592	100.0%
Financial Expenditures	\$0	\$75	-\$75	0.0%
Total Expenses	\$419,059	\$422,444	-\$3,385	-0.8%
Federal & Provincial Grants	-\$342,279	-\$346,116	\$3,836	1.1%
By-Law Charges & Sales	-\$3,478	-\$3,176	-\$302	-8.7%
Other Revenue	-\$25,740	-\$26,641	\$901	3.5%
Total Revenues	-\$371,497	-\$375,933	\$4,436	1.2%
Intercompany Charges	\$759	\$641	\$118	15.5%
Total Intercompany Charges	\$759	\$641	\$118	15.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$48,321	\$47,152	\$1,169	2.4%
Transfers From Funds	-\$4,372	-\$1,298	-\$3,074	-70.3%
Transfers To Funds	\$14,935	\$10,632	\$4,303	28.8%
Total Transfers	\$10,563	\$9,334	\$1,229	11.6%
Net Expenditure (Revenue) Before Indirect Allocations	\$58,884	\$56,486	\$2,398	4.1%
Indirect Allocations & Debt	\$23,356	\$24,195	-\$839	-3.6%
Total Indirect Allocations & Debt	\$23,356	\$24,195	-\$839	-3.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$82,239	\$80,681	\$1,558	1.9%

Community Services - Continued

Variance Analysis (in thousands of dollars)

Community Services operated at a net surplus of \$2,398 (4.1 per cent of the net budget). The surplus is mainly attributed to unexpected in-year provincial and federal funding announcements, and staff made every effort to maximize these opportunities through the year. The following factors contributed to this overall variance:

Labour Related Costs - The favourable variance of \$2,906 is primarily due to Seniors Services and the timing of the Ministry of Long-Term Care (MLTC) budget for the four hours of care staffing program, where funding and the related hiring of staff started in April, while these new staff were budgeted for the full year in alignment with corporate budget practices. These timing-related savings are offset by reduced funding in Federal and Provincial Grants below. The favourable variance is also due to staff vacancies throughout the divisions within Community Services, including staffing adjustments in Seniors Community Programs in line with program attendance rates, which is offset by reduced funding, as well as staffing adjustments resulting from the suspension of MLTC COVID-19 funding.

Operational & Supply – The favourable variance of \$470 is due to the following:

- Homelessness: The favourable variance of \$1,199 is primarily due to reallocating eligible costs to offset favourable variances in other programs as the divisions worked together to maximize unexpected ministry funding announced late in the year.
- Seniors: The unfavourable variance of \$854 reflects the high raw food costs that long-term care (LTC) homes are experiencing due to inflationary pressures and market shortages (\$612). Also contributing to the unfavourable variance are unanticipated opportunities for purchases of medical supplies and diagnostic equipment and medical devices, which are offset by funding through the MLTC Medication Safety Technology program and Local Priorities Fund (\$316).

Occupancy & Infrastructure – The unfavourable variance of \$814 is due to the high number of LTC residents who require the services of one-to-one support (related to unsafe responsive behaviors), which is offset by funding below, a grounds maintenance contract that came in higher than budget through the RFP process, and an increase in natural gas rates.

Community Assistance - The net unfavourable variance of \$6,448 is due to the following:

- Childrens: The favourable variance of \$3,080 is primarily the result of a permitted deferral of \$2,717 in grants to community childcare agencies to 2024 based on the anticipated need to support system pressures. In addition to the deferral, given the flexibility within the 2023 program guidelines there was a one-time opportunity to reduce \$266 of the Region's levy contribution to childcare grants in the year while maximizing Ministry of Education funding.
- Homelessness: The favourable variance of \$996 is the result of budgeting for a third-party provider for the new full day, full year shelters. These shelters are currently being run as direct operations and therefore, the expenditures show in other areas, including labour related costs, operational and supply and occupancy and infrastructure.
- SAEO: The unfavourable variance of \$17,022 is due to a caseload increase that was 19% higher as of December 31, 2023 than the budgeted increase as per Ministry forecasts, resulting in increased benefits paid in the year, which is offset by the favourable variance in Federal and Provincial Grant revenues below.
- Housing Services: The favourable variance of \$6,495 is due to budget timing of spend for the payment of CMHC's Rapid Housing Initiative funding related to the Port Cares housing development project that is currently under construction (\$4,567) and expected to be completed and funded in 2024, as well as ministry-funded programs for the 2023-2024 fiscal year, K3D heat control system upgrades for providers, and capital grants issued to housing providers under the Capital Loan and Grant program. Surplus amounts associated with the K3D systems (\$103) and the Capital Loan and Grant program (\$221) that have been committed to housing providers are included in the 2023 encumbrances in the Transfers below. Also contributing to the surplus is a temporary decrease in the

Community Services - Continued

operating subsidy payments to the housing providers as they come to the end of their mortgage term and are no longer incurring those mortgage costs. A review of future funding requirements to ensure that the operations of this community housing stock in Niagara remain viable and is maintained, including their capital requirements, is underway.

Partnership, Rebate, Exemption – The favourable variance of \$592 is due to the timing of community partnership grants for the Building Safer Communities Fund (BSCF) Federal Government initiative.

Federal & Provincial Grants – The favourable variance of \$3,836 is due to the following:

- Commissioner: The unfavourable variance of \$732 is primarily due to the timing of Safer Communities grant payments along with a projected repayable due to the delay in the Federal Government approving the BSCF funding agreement.
- Childrens: The unfavourable variance of \$2,718 is due to the permitted deferral of Ministry of Education funding to 2024 as outlined above under Community Assistance.
- Homelessness: The unfavourable variance of \$5,501 relates to funding received in the HPP investment plan that was allocated to NRH capital projects that will not be recognized until it is spent.
- Seniors: The favourable variance of \$318 is primarily related to LTC Prevention and Containment funding (\$1,552), High Intensity Needs funding (\$777) and Local Priorities Fund and Medication Safety Technology funding (\$647) issued by the MLTC. This is offset by lower than anticipated funding for MLTC's four-hours of care program (\$1,591) due to the timing of funding related to the program, as well as suspension of capital development funding for long-term care homes that reached 20 years of age (\$818).
- SAEO: The favourable variance of \$17,751 is a result of a 19% increase in caseload and benefits compared to the budget prepared based on the Ministry's forecasts, as noted above in Community Assistance.
- Housing Services: The unfavourable variance of \$5,282 is due to lower than budgeted payments to date for CMHC's Rapid Housing Initiative for the Port Cares development and ministry-funded programs for the 2023-2024 fiscal year, as noted above in Community Assistance, as revenue is recognized based on actual expenses incurred.

By-Law Charges & Sales - The net unfavourable variance of \$302 is due to the following:

- Childrens: The favourable variance of \$294 is due to higher than anticipated full fee revenue from the Region's five directly operated childcare centres.
- Seniors: The unfavorable variance of \$580 reflects the loss of fee revenue in Seniors Community Programs due to the lower than anticipated attendance rates.

Other Revenue - The favourable variance of \$901 is primarily due to reimbursement of staff time who were enrolled in the Preceptor Resource and Education Program for Long-Term Care, a staff incentive program offered by the MLTC.

Transfers – The net favourable variance of \$1,229 is primarily due to the timing of \$5,369 in HPP capital funding allocated to NRH capital projects that will be recognized once spent, offset by \$3,074 in reserve funds approved to fund incremental COVID-19 costs not required and returned to the Taxpayer Relief Reserve. Also offsetting the favourable variance are 2023 encumbrances within Housing Services for K3D heat control system upgrades (\$103), capital grants to a housing provider (\$221), building condition assessment work for housing providers (\$50), and the transfer back to the Housing Services Reserve of unused funds related to the capital loan and grant program (\$600) and the in-situ rent supplement program (\$17).

Community Services - Continued

Community Impacts & Achievements

Children Services

- Children's Services has locally implemented the Canada-Wide Early Learning and Child Care (CWELCC) Strategy to reduce licensed child care fees for parents of children 0-6 years of age by 52.75 percent. Approximately 96% of eligible child care spaces in Niagara Region have opted into CWELCC. Children's Services will continue the reduction in fees for eligible service providers in accordance with provincial guidelines in 2024.
- Niagara Region has been allocated 4,067 new child care spaces to be realized by 2026 as part of the CWELCC Targeted Expansion Plan. In 2023, 591 net new CWELCC eligible spaces were added to the system and another 1,267 are expected in 2024.
- While affordability for families is increasing with CWELCC, the inflationary pressures and shortage of Registered Early Childhood Educators (RECE) continues to strain service providers' operations and ability to meet child care demand. Licensed child care centres across Niagara Region are operating at approximately 65% of their licensed capacity mostly due to staffing challenges. Inflationary costs related to food, utilities and rent are impacting the service providers' financial position as fees for 0 to 6 year-olds are frozen at the 2022 level with CWELCC.

Senior Services

- Seniors partnered with the Brock University Masters of Applied Gerontology Program to complete the Person-Centered Mealtime Project at Rapelje Lodge. This project focused on raising awareness about the importance of the mealtime experience for residents in long-term care homes.
- In 2023, Seniors has recruited five additional nurse practitioners at Gilmore Lodge, Meadows of Dorchester, Rapelje Lodge, Woodlands of Sunset and Linhaven through the Ministry of Long-Term Care's 'Hiring More Nurse Practitioners for Long-Term Care Homes Program'. Nurse Practitioners play a crucial and multifaceted role in long-term care, contributing significantly to the overall well-being of residents and play a valuable role in supporting efforts to minimize unnecessary emergency department transfers.
- In Q4, Seniors Services completed the annual accreditation review with Accreditation Canada. Seniors Services met 100% of accreditation standards and maintained the highest standard of accreditation with exemplary standing. Accreditation Canada identified three areas of excellence including: employee empowerment and wellness practices, utilize a co-design approach in all efforts to advance a culture of resident safety and advance the long-term care sector, and utilize technologies in a way that enables person-centered care and improves outcomes.

Homelessness and Community Engagement

- In 2023, the team, with support from an external consultant, completed a Shelter Capacity Review. The recommendations of this review continue to be acted upon with ongoing work to establish temporary shelter sites in St. Catharines and in Niagara Falls to support the operating of two new full day year-round shelters.
- Homelessness Services piloted a recuperative care program for homeless individuals leaving hospital in 2023, with positive results, and now this program is a permanent program in Niagara.
- The Homelessness System Requests for Proposal closed at the end of this quarter and negotiations are taking place for most homelessness services.

Social Assistance and Employment Opportunities

- The influx of asylum seekers, placed by the Ministry of Immigration Refugees and Citizenship Canada in local hotels, put a significant strain on Niagara Region's ability to administer the Ontario Works (OW) program.
- The significant influx of asylum seekers in Niagara Falls has led to a 19% increase in all of Niagara Region's Ontario Works caseload, 49% increase in the Niagara Falls

Community Services - Continued

caseload. The province has forecasted an increase of 10.7% in 2024 and an additional 8.9% in 2025.

- Over 1,200 Emergency Assistance applications were completed in 2023 representing a 59% increase over 2022 where 783 applications were completed.
- In 2023, over 2,800 social assistance clients and low-income individuals were issued Housing Stability Benefits (last month's rent, moving/storage costs and rental arrears) and intensive case management.
- Niagara Prosperity Initiative programs provided support to over 3,300 people living in poverty in six (6) areas of focus: Adverse Childhood Experience, Food Access, Housing, Domestic Violence, Indigenous Wellbeing, and Living Wage.

Housing Services

- Funding from the Ontario Priorities Housing Initiative (OPHI) enabled Community Programs Coordinators to assist housing providers to initiate community engagement to address increasing social issues and promote community cohesion and well-being.
- The Niagara Renovates program funded a total of 31 households and 1-multi unit in 2023.
- The second annual 'Expression of Interest (EOI) for Non-Profit Affordable Housing Development Project Readiness Information and Support for Funding Program Submissions was issued to establish a short-list of affordable housing rental development projects being undertaken by non-profit housing providers that are shovel-ready and in need of project funding and/or financing in order to begin construction. The 2023 EOI resulted in the receipt of six submissions for approximately 245 affordable rental units at CHMC's average market rent (AMR) rates. The EOI significantly improved the Region's ability to rapidly respond to Federal and Provincial affordable housing funding opportunities and helped strengthen relationships with non-profit and cooperative housing providers across Niagara.
- Staff prepared and launched the inaugural application intake for the Residential Rental Grant Program to promote the creation of up to two secondary suites within or on a property of an existing primary residence. A key eligibility requirement for the program is that the new secondary suite(s), subject to the application, must remain at an affordable rental level for a minimum of 10 years. Niagara Region received four (4) application submissions and allocated a total of \$120,000 to support the creation of three (3) net new affordable rental secondary suites in Niagara.

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
Labour Related Costs	\$109,735	\$105,966	\$3,769	3.4%
Administrative	\$2,121	\$1,927	\$194	9.1%
Operational & Supply	\$9,606	\$9,289	\$317	3.3%
Occupancy & Infrastructure	\$1,202	\$1,195	\$8	0.6%
Equipment, Vehicles, Technology	\$2,666	\$2,997	-\$331	-12.4%
Community Assistance	\$0	\$18	-\$18	0.0%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$1	-\$1	0.0%
Total Expenses	\$125,331	\$121,394	\$3,937	3.1%
Federal & Provincial Grants	-\$78,783	-\$88,582	\$9,799	12.4%
By-Law Charges & Sales	-\$141	-\$86	-\$55	-38.8%
Other Revenue	-\$972	-\$1,174	\$202	20.8%
Total Revenues	-\$79,896	-\$89,842	\$9,947	12.4%
Intercompany Charges	\$2,400	\$2,424	-\$25	-1.0%
Total Intercompany Charges	\$2,400	\$2,424	-\$25	-1.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$47,835	\$33,976	\$13,859	29.0%
Transfers From Funds	-\$14,475	-\$906	-\$13,569	-93.7%
Transfers To Funds	\$158	\$198	-\$40	-25.5%
Total Transfers	-\$14,317	-\$708	-\$13,609	-95.1%
Net Expenditure (Revenue) Before Indirect Allocations	\$33,518	\$33,268	\$250	0.7%
Indirect Allocations & Debt	\$18,955	\$19,199	-\$245	-1.3%
Total Indirect Allocations & Debt	\$18,955	\$19,199	-\$245	-1.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$52,473	\$52,467	\$5	0.0%

Public Health & Emergency Services - Continued

Variance Analysis (in thousands of dollars)

Public Health (PH) and Emergency Services (ES) is operating with an annual favourable variance of \$250 before indirect allocations due to the following factors:

Labour Related Costs – The favourable variance of \$3,769 is due to the following:

- PH: The favourable variance of \$3,967 is primarily due to underspending related to post-pandemic recovery and COVID work. As confirmation of Ministry of Health (MOH) Recovery funding was not received until August, full staffing complement was not in place to mitigate the possible draw on taxpayer relief funds. Medical compensation paid through the Ministry top-up program is under budget \$194 with the offsetting decrease in revenue.
- ES: The unfavourable variance of \$392 is mainly due to higher than budgeted overtime of \$775, WSIB of \$371, and pay in lieu of benefits costs of \$170 for part-time staff. This is partially offset by full-time salaries and benefits savings of \$924 as many shifts budgeted at regular time had to be filled by part-time staff or through working overtime.

Administrative – The favourable variance of \$194 is primarily due to lower spending on office supplies, promotional activities, mileage, and staff development.

Operational & Supply – The favourable variance of \$317 is due to the following:

- PH: The favourable variance of \$698 is primarily due to lower spending on medical and program activity supplies resulting from fewer vaccine clinics operating than budgeted. Costs for contraceptives supplies are down \$45 because OHIP+ now provides contraceptives free of charge to the under 25 age group, and this decrease is offset with a reduction in user fee revenue.
- ES: There was an unfavourable variance of \$408. This is made up of unfavourable variances due to unbudgeted Dedicated Offload Nurse (DONP) costs of \$613 (offset fully below in Ministry Revenue), and higher than budgeted medical oversight costs of \$80, and was offset partially by favourable variances in medical supplies and diagnostic services of \$254.

Equipment, Vehicles, Technology – The unfavourable variance of \$331 is driven by increased repair and maintenance costs in ES to equipment of \$280 and vehicles of \$142. This is due to the combination of price increases and aging equipment that requires more repair and maintenance.

Federal & Provincial Grants – The annual favourable variance of \$9,799 is due to the following:

- PH: The favourable variance of \$8,949 is driven by unbudgeted Ministry one-time COVID-19 and Pandemic Recovery grants covering eligible COVID-19 and pandemic recovery costs in the amounts of \$6,903 and \$1,828 respectively. These costs were initially budgeted to be covered by a transfer of funds from the Taxpayer Relief Reserve. PH also experienced \$53 higher HPV/MENC revenue, \$180 one-time IPAC Hub funding, and \$178 (1%) MOH base funding increase, offset with a reduction in medical top-up funding of \$194.
- Mental Health: The favourable variance of \$242 represents the pro-rated portion of the 5% fiscal year funding increase from Ontario Health West.
- ES: The favourable variance of \$609 is driven by one-time funding received for ES dispatch for WSIB and Emergency Communications Nurses of \$766, unbudgeted funding for the DONP of \$613, and unbudgeted COVID-19 funding from the Ministry of Health of \$326. This is partially offset by lower than budgeted Land Ambulance revenue of \$865 and a CPLTC returnable of \$238.

Other Revenue – The annual favourable variance of \$202 is due to the following:

- PH: The unfavourable variance of \$108 is primarily due to unbudgeted Q2-Q4 IPAC Hub revenue flowing directly from MOH (one-time funding reported under Provincial Grants) rather than from budgeted reimbursements from a community partner.
- ES has a favourable variance in Other Revenue of \$310, which is primarily comprised of; \$156 in higher than budgeted union billings, \$44 in donations and

Public Health & Emergency Services - Continued

grant revenue for the Emergency Management program, and \$41 in proceeds from sales of Ambulances (offset fully below in transfers to reserves).

Transfers – The unfavourable variance of \$13,609 is primarily due to budgeted Taxpayer Relief Reserve revenue being replaced with unbudgeted one-time COVID-19 and Pandemic Recovery funding from the Ministry of Health, as well as a transfer back to reserve in ES for the proceeds due to sale of vehicles.

Community Impacts & Achievements

Mandatory and Related Programs

Public Health

- Scaling up of PH operations in base program areas that have immense recovery and catch-up efforts, including School Health, Dental Health, Vaccinations, Sexual Health, parenting, child health, and family home visiting. Catch-up vaccinations for school children and sexually transmitted infection treatment and prevention have been particular priorities.
- Continuation of PH management of the COVID-19 pandemic response. Core activities include outbreak management, case follow-up and contact tracing for higher risk populations and settings, infection prevention and control inspections, collaboration with health care providers, and communicating and informing the public.
- Ongoing efforts to immunize Niagara's population to COVID-19, with particular focus on vaccinating children age 6 mnths-5 yrs, as well as fall booster doses to adults.
- PH 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, and consolidating resources to have a critical mass of effort on these.
- PH scaled-up case follow-up, contact tracing, and vaccination for MPox (previously called Monkeypox) in Q3 due to the emergency of the global outbreak, particularly elsewhere in the GTA. Q4 saw a reduction in efforts as the outbreak came under control in Canada, though efforts in Q4 they remained above baseline.

Mental Health

- Recruitment is underway for a Consulting Psychiatrist to support our Flexible Assertive Community Treatment Team (FACTT)
- Implementing an upgraded client information system and new provincial dataset for client information
- Quality improvement efforts centered around:
 - Implementing the Health Quality Ontario standard for Schizophrenia Care in the Community specifically supporting the use of long-acting injectable medication by community physicians
 - Improving fidelity to the standards of care for Assertive Community Treatment, Flexible Assertive Community Treatment, and Early Psychosis Intervention

Emergency Services

Emergency Medical Services

- Niagara Emergency Medical Services (NEMS) call volume has levelled off somewhat, but is currently up 3% over 2022 YTD, and 2022 was a record year. Numerous EMS agencies in Southern Ontario have reported call declines for 2023 YTD, with a few posting increases. While numerous EMS agencies in Southern Ontario reported call decline or stability for 2023, EMS call volume for the year ended just below 3% over 2022, the previous call volume high mark.
- The time spent by paramedics waiting in hospitals to transfer care of patients continues to track just below 2022 totals, 2022 being a significant record high.

Public Health & Emergency Services - Continued

While rates have improved, they continue to sit just between 2021 and 2022 levels. UCC closures and changes to NH programs (discontinuation of unscheduled OR at Welland Site) have contributed to offload delay as well as time on task. This continues to place stress on the EMS system to ensure community safety and response time reliability for critically ill people. Approval for temporarily adding 2.5 additional ambulances staffed in May 2022 did mitigate the potential for significantly deteriorating ES response times. For 2023, offload delay totalled almost 29000 hours. While still much higher than 2021 levels, by year end the total was X% lower than the previous 2022 high mark of 35,000 hours, reflecting a 17% improvement for the year. This, combined with the permanent addition of 2.5 additional ambulances in 2023, positively impacted response time performance despite changes to Niagara Health programs that added to EMS pressures (discontinuation of UCC transports, discontinuation of unscheduled OR at Welland Site).

- The call volume and offloads continue to place considerable stress on the first responders, specifically paramedics and emergency medical dispatchers. This has resulted in significant increases in sick time and WSIB. Staffing challenges for dispatch and land ambulance are increasing, and recruiting efforts are being ramped up. Investment in recruiting efforts contributed to ample hiring opportunities for Paramedics and SSCs.

Emergency Management

- Responses to incidents in the past year included significant storm at the end of December 2022, numerous emergency citizen relocations on the part of the Provincial EOC, and numerous other weather hazards. Trends in data show that the number of incidents and emergencies in Niagara continues to increase, likely due to factors including climate change and population growth. The Community Emergency Response Team (CERT), which has demonstrated utility for supporting community preparedness and emergency response support, was successfully increased to 150 members in 2023.
- EM completed a debriefing on the 2022 blizzard with key partners including the province in 2023. Outcomes of the debrief have led to improvements in the provincial procedures for issuing Alert Ready. In addition, following the debrief, EM was asked to provide input to Environment and Climate Change Canada regarding opportunities to improve collaboration between meteorologists and emergency managers in Canada.
- EM has provided a high level of program and emergency response support to the local area municipalities and key emergency management partners. This has included working groups, developing and distributing documents, providing training, and supporting public education as requested.
- Planning and preparedness activities for the 2024 total solar eclipse continue. This will be a significant event resulting in a very large influx of visitors to Niagara and will attract international media attention. Niagara Region Emergency Management is being viewed as a leader in these efforts which has attracted considerable attention from the province and other partners. A major full scale exercise was successfully conducted in 2023, which contributes to eclipse planning.

Fire Coordinator

- The Fire Coordinator program will be focusing on improved integration with Chemical, Biological, Radioactive, Nuclear, Explosive (CBRNE) teams. Significant improvements to process are planned for 2024.

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

- Work on updating standardized operating procedures ongoing.
- Continued training of team members to support pandemic response as well as CBRNE events.

911 PSAP

- Preparation for implementation of Next Generation 911 (NG911) in 2024 ongoing.

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
Labour Related Costs	\$18,005	\$16,752	\$1,253	7.0%
Administrative	\$3,068	\$1,475	\$1,593	51.9%
Operational & Supply	\$10,495	\$9,391	\$1,103	10.5%
Occupancy & Infrastructure	\$754	\$765	-\$11	-1.5%
Equipment, Vehicles, Technology	\$3,938	\$3,521	\$416	10.6%
Partnership, Rebate, Exemption	\$527	\$197	\$330	62.7%
Financial Expenditures	\$0	\$3	-\$3	0.0%
Total Expenses	\$36,786	\$32,104	\$4,682	12.7%
Federal & Provincial Grants	\$0	-\$1	\$1	0.0%
By-Law Charges & Sales	-\$2,514	-\$2,208	-\$306	-12.2%
Other Revenue	-\$723	-\$1,061	\$338	46.8%
Total Revenues	-\$3,237	-\$3,270	\$33	1.0%
Intercompany Charges	-\$5,001	-\$2,889	-\$2,112	42.2%
Total Intercompany Charges	-\$5,001	-\$2,889	-\$2,112	42.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$28,548	\$25,945	\$2,602	9.1%
Transfers From Funds	-\$1,733	-\$1,733	\$0	0.0%
Transfers To Funds	\$519	\$1,549	-\$1,030	-198.7%
Expense Allocations To Capital	-\$140	-\$76	-\$64	-45.9%
Total Transfers	-\$1,355	-\$260	-\$1,095	-80.8%
Net Expenditure (Revenue) Before Indirect Allocations	\$27,193	\$25,685	\$1,508	5.5%
Indirect Allocations & Debt	\$47,515	\$48,280	-\$766	-1.6%
Total Indirect Allocations & Debt	\$47,515	\$48,280	-\$766	-1.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$74,708	\$73,966	\$742	1.0%

Public Works Transportation - Continued

Variance Analysis (in thousands of dollars)

Public Works Levy operated at a surplus before indirect allocations of \$1,508, with the factors noted below contributing to this surplus.

The 2023 budget includes expenditures and revenues related to the implementation of Automated Enforcement (Automated Speed Enforcement and Red Light Cameras) as a component of the Region's Vision Zero Road Safety Program in 2023 in conjunction with the Courts Services division. The Automated Speed Enforcement program launched across Niagara Region in early September 2023. The Red Light Camera program will launch in Q1 2024. The 2023 budget was prepared on a cost-recovery basis over the course of a full budget year, assuming that the Automated Enforcement programs would initialize in Q1 2023. As a result, there are favourable variances in both expenditures and revenues resulting in a breakeven of \$0 in 2023 after indirect allocations were realized.

Labour Related Costs – The favourable variance of \$1,253 is primarily due to delays in filling vacant positions. Savings related to Automated Enforcement are \$232.

Administration – The favourable variance of \$1,593 is primarily due to Automated Enforcement savings of \$1,078 with remainder of \$515 due primarily to timing differences in anticipated consulting fees of \$290, lower research and data fees of \$112 and \$113 in reduced staff travel and other administrative costs from vacant positions. Of this unspent budget, \$350 has been committed to future consulting engagements and research and data fees, and is included in the 2023 encumbrances reported in Transfers to Funds.

Operational & Supply – The favourable variance of \$1,103 is due to: lower than anticipated usage of winter sand, winter salt, snow fence and organic de-icing material of \$452 and other program specific services of \$191 due to mild winter conditions; reduced usage of \$132 of pavement marking materials and other program specific supplies and materials of \$257; and savings related to Automated Enforcement of \$71. Of this unspent budget, \$317 has been committed to future public works hired equipment services and protective clothing costs, and is included in the 2023 encumbrances reported in Transfers to Funds.

Equipment, Vehicles, Technology – The favourable variance of \$416 is due to savings related to Automated Enforcement of \$547, lower fuel costs of \$374 on both lower fuel prices and usage due to mild winter conditions and lower transition repair costs for Transit of \$173 offset by higher vehicle parts costs of \$358 and higher repairs and maintenance costs of \$308 on an aging fleet, and higher minor equipment and technology costs of \$12.

Partnership, Rebate, Exemption – The favourable variance of \$330 is due to lower than anticipated Local Area Municipality (LAM) grants associated with bicycle network facilities funding for LAMs. Of this unspent budget, \$250 has been committed to Greater Niagara Circle Route initiatives and \$113 to future LAM grants for bicycle network facilities, and are included in the 2023 encumbrances reported in Transfers to Funds.

By-Law Charges & Sales Costs – The unfavourable variance of \$306 is primarily due to lower than anticipated signal maintenance revenue of \$239 from deferred new LAM signal builds, lane marking revenue of \$136 and signs revenue of \$32 offset by higher than expected vehicle accident damage other fee revenue of \$101.

Other Revenue – The favourable variance of \$338 is primarily due to other transitional revenue from Transit of \$198 and higher proceeds from sale of equipment of \$86 and other revenue increases of \$54.

Intercompany Charges – The unfavourable variance of \$2,112 is primarily due to lower allocations from Courts Services related to Automated Enforcement of \$1,918 and lower Fleet and other allocations of \$194.

Transfers to Funds – The unfavourable variance of \$1,095 relates primarily to 2023 encumbrances of \$1,030 and reduced expense allocations to capital of \$65.

Public Works Transportation - Continued

Community Impacts & Achievements

- Construction has progressed well with two phases successfully tendered and awarded for the 2023 Hot Mix program, and a third tender being issued in Q1 2024. Through the remainder of the year, improvements will be made to the ride quality of approximately 23.5 lane kilometers of Regional Roads across a number of municipalities. Several construction projects are also underway: the first phase of the reconstruction of Montrose Road in Niagara Falls, supporting the new South Niagara Hospital, has been ongoing; Niagara Stone Road reconstruction in Niagara-on-the-Lake; reconstruction of Pelham Road Phase 3 in Lincoln; the rehabilitation of East Main Street Bridge in Welland. The replacement of Hwy 20 Bridge in Thorold was completed by the end of 2023.
- The Region has taken important steps in the development of its Automated Enforcement initiative, with the aim of reducing and ultimately eliminating traffic fatalities and injuries on the Regional road network. Ongoing areas of focus include the implementation of the Automated Speed Enforcement and Red Light Camera programs (launched in Q3 2023 and anticipated for launch in Q1 2024, respectively) and ongoing development of the 5 Year Road Safety Strategic Plan which will be returned to Council in Spring 2024.
- Ongoing development of the Terms of Reference for the Individual Environmental Assessment that will consider a north-south transportation crossing of the Niagara Escarpment. Ongoing work on several other environmental assessments, including: Merritt Road/Rice Road; King Street from Brookside Drive to Twenty Mile Road; Louth Street & West St. Catharines Grade Separation; Young Street and Thirty Road; and Burleigh Hill.
- Transportation Master Plan (TMP) strategic projects such as: the St. Paul Street West CNR Bridge; York Road & Four Mile Creek Road intersection improvements; Bridge Street Reconstruction; Casablanca Boulevard Reconstruction; Thorold Stone Road Extension; Merritt Road & Rice Road Expansion; and West St. Catharines Grade Separation Study are all underway in varying stages of project life cycle. All of these initiatives serve to support multi-modal travel demands and capacity improvements, active transportation and GO Initiatives.
- Operations continued Summer maintenance activities during Q3, including: debris and litter pickup; street sweeping; catch basin cleaning; urban and rural grass cutting; and roadside ditching and culvert replacement. Additionally, Operations' annual capital and operating projects, such as the Selecting Patching and Guiderail Improvement projects, have been in progress. During Q3, Operations began to prepare for the upcoming winter maintenance season, including the review of snowplow readiness, installation of snow fence region-wide and a focus on de-icing materials preparation. In 2023, Operations explored an alternative magnesium-based brine solution that has the potential to be less corrosive to regional infrastructure and environmentally friendly by reducing salt impact on the natural environment. The assessment of this product will continue in 2024.
- As an illustration to Transportation Services' commitment to increased community engagement, the first annual Paint-a-Plow campaign was successfully administered and included four schools within the town of Niagara-on-Lake and Port Colborne. Operations staff provided materials, staff resources and snowplows for school children to express their creativity in illustrating school and community spirit. Additionally, Transportation Services staff members proactively participated in three Santa Claus parades, including Thorold, Port Colborne and Niagara-on-the-Lake.

Growth Strategy & Economic Development Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$8,503	\$7,764	\$739	8.7%
Administrative	\$3,006	\$2,318	\$688	22.9%
Operational & Supply	\$68	\$28	\$40	58.7%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$84	\$85	-\$1	-1.0%
Partnership, Rebate, Exemption	\$383	\$194	\$190	49.5%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$12,045	\$10,390	\$1,656	13.7%
Federal & Provincial Grants	-\$80	\$37	-\$117	-146.5%
By-Law Charges & Sales	-\$1,869	-\$2,127	\$259	13.9%
Other Revenue	-\$191	-\$526	\$335	175.2%
Total Revenues	-\$2,140	-\$2,616	\$476	22.3%
Intercompany Charges	-\$446	-\$452	\$6	-1.4%
Total Intercompany Charges	-\$446	-\$452	\$6	-1.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$9,460	\$7,322	\$2,138	22.6%
Transfers From Funds	-\$1,050	-\$498	-\$552	-52.6%
Transfers To Funds	\$0	\$478	-\$478	0.0%
Total Transfers	-\$1,050	-\$19	-\$1,031	-98.2%
Net Expenditure (Revenue) Before Indirect Allocations	\$8,410	\$7,303	\$1,108	13.2%
Indirect Allocations & Debt	\$1,515	\$1,449	\$66	4.4%
Total Indirect Allocations & Debt	\$1,515	\$1,449	\$66	4.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$9,925	\$8,751	\$1,174	11.8%

Growth Strategy & Economic Development - Continued

Variance Analysis (in thousands of dollars)

Growth Strategy and Economic Development operated a surplus before indirect allocations of \$1,108. The following factors have contributed to this surplus.

Labour Related Costs - The favourable variances of \$739 are due to staff vacancies resulting from staff movement, timing of staff transition due to the reorg and difficulty recruiting.

Administration – The favourable variance of \$688 is due to the timing of consulting expenditures. Of the favourable variance, \$417 has been encumbered into 2024 and is included in transfers below.

Partnership, Rebate, Exemption – The favourable variance of \$190 is due to the timing of grant program awards within Economic Development and Community and Long Range Planning. Of the favourable variance \$60 has been encumbered into 2024 and \$55 is the unspent balance remaining of the Tourism Adaptation Recovery Fund (COVID).

Federal & Provincial Grants - The unfavourable variance of \$117 is due to less funding received for the Can Export grant program within Economic Development.

By-Law Charges & Sales - The favourable variance of \$259 is primarily due to a submission of a large subdivision draft plan.

Other Revenue - The favourable variance of \$335 is driven by Full cost recovery associated with Quarry Peer Review work \$145, Regional Planning Council of Ontario \$59, Supply Chain, Onshoring, Resilience and Expansion (SCORE) \$47. The corresponding costs are within Administration expenses as this work is net neutral to the Region. The remaining favourable variance of \$83 is related to development charge (DC) revenue funding for the Glendale Secondary Plan and Niagara Official Plan

Transfers – The unfavourable variance of \$1,031 relates to \$552 levy budget encumbered from 2022 where DC revenue has been identified as a funding source and therefore the encumbrance funding is no longer required. The remaining unfavorable variance of \$478 is due to the 2023 encumbrances. The encumbered funds will be used in future years to complete the projects and are related to the following: Niagara Official Plan (NOP), Regional Property Redevelopment, Niagara Region Irrigation Engineering Study, Strategic Focus for Shared Services, Corporate Climate Change Action Plan and Accessibility Plan.

Community Impacts & Achievements

In March of 2023, the Growth Strategy and Economic Development Department was created through a recent corporate restructuring to better align resources with Council's Strategic Priorities. The department is comprised of growth-related services including infrastructure planning, development planning, community and long range planning, economic development and corporate strategic initiatives including Indigenous relations, diversity equity and inclusion, accessibility, corporate performance, corporate policy and climate action. The department also includes the new Strategic Transformation Office with an initial mandate to focus on three corporate and Council priorities: attainable housing, shared services, and delivering the GO Station Development Strategy.

Project Updates/Accomplishments

Corporate Strategy Initiatives

Corporate Performance

- Coordinated the development of Council's Strategic Priorities for the current Council term.
- Participated in the 2022 Municipal Benchmarking Network of Canada program data call with staff submitting data across 25 services areas.
- Continued training and input of strategic plans into our Performance Management software, Envisio
- Planned for the operational implementation of the Council Strategic Priorities

Growth Strategy & Economic Development - Continued

- Maintained and updated Niagara Region's Community Dashboard
- Corporate Policy
- Worked with a number of corporate divisions including Transportation, Real Estate, Accessibility and Information Technology to develop, revise and renew their corporate policies and procedures. Engagement with policy owners and people leaders resulted further laying the foundation for the refresh of the existing corporate policy framework.

Climate Change Program

- Completed the Corporate Emission Inventory and a Net Zero corporate emission target was approved in principle by Council.
- Initiated development and implementation of a Corporate Climate Change Action Plan (CCAP).
- Hosted the 2023 Niagara Climate Change Summit with our partners Brock University, NPCA, and Niagara College.
- Collaborated with CE&FM to submit a Feasibility Study application to the Federation of Canadian Municipalities' (FCM) Green Municipal Fund (GMF).
- Launched the new Climate Connect Newsletter.
- Facilitated and held multiple meetings with the Niagara Climate Change Municipal Community of Practice (NCCMCP).
- Initiated planning for the Niagara Climate Change Action Network's (NCCAN) bi-annual meeting as well as, updated and maintained the NCCAN website.
- Supported the City of Niagara Falls Adaptation Plan by joining the Action Plan Taskforce (workshops and planning meetings were attended etc.).

Diversity, Equity and Inclusion (DEI) Program

- Supported Human Resources with the development of the new People Plan, the development of a DEI related interview questions document and an Employee Equity Statement.
- Facilitated first Niagara DEI Community of Practice meeting with 62 community members participating and 96 indicating interest in the group.
- First year of new DEI-related category of Corporate Employee Recognition Program and Team that recognized 20 employees who demonstrated contributions to advancing diversity, equity and inclusion of all people.
- Pilot of the DEI Fundamentals e-modules with 1,272 non-People Leaders and 61 People Leaders, 46 new leaders completed Inclusive Leadership Develop course through the Leader's Edge program.
- Promoted awareness of significant dates through the development of monthly summaries; posts for 49 spotlight dates that highlight important cultural, religious, and diverse events; and organizing flag raising ceremonies.
- Completed the Niagara Seat at the Table project which worked with women and gender diverse potential municipal candidates and elected officials to address systemic barriers to running for and holding office.

Indigenous Relations Program

- Supported engagement with Indigenous community members regarding the Draft Indigenous Action Plan, Indigenous Housing Policy, and the Poverty Reduction Strategy and infrastructure initiatives.
- Facilitated Indigenous Cultural Safety Training for Joint Library Board of Directors orientation, including board members from all the Library Boards in Niagara
- Facilitated educational training for staff and presented to Regional Council in recognition of Orange Shirt Day/National Day for Truth and Reconciliation

Growth Strategy & Economic Development - Continued

- Worked with members from the Indigenous community acknowledged key calendar dates through corporate communications, flag ceremonies and guest speakers, including Missing and Murdered Indigenous Women, Girls, and Two Spirit; Pride/Two Spirit; Orange Shirt Day/National Day for Truth and Reconciliation; Indigenous Veterans Day; Louis Riel Day; and, 16 Days of Activism Against Gender-Based Violence
- Held Joint Roundtable meeting with Niagara Region Corporate Leadership Team and Executive Directors from local Indigenous organizations reviewing current Indigenous Engagement in Niagara and the Draft Indigenous Action Plan

Accessibility

- Supported the implementation and orientation of Council's Accessibility Advisory Committee
- Coordinated the development of new staff working group on accessibility.
- Completed and submitted to the Province the Region's 2023 Accessibility for Ontarians with Disabilities Act (AODA) Compliance Report.
- Engaged with internal and external partners to inform accessibility planning, compliance reporting, and development of accessibility data collection tools and processes.

Infrastructure Planning and Development

- Finalized the 2021 Water and Wastewater (W&WW) Master Servicing Plan Update (MSPU) – Council adopted the MSPU on May 9, 2023, with public review period ending on August 9, 2023. The final report is available on the Region's website.
- Ongoing review of development applications and growth areas including servicing reviews.
- Coordination of corporate projects to accommodate growth out to 2051, and continued support for development initiatives and alignment with growth infrastructure including the review of development application and secondary plans.
- Continued review of CSO Funding Projects with local municipalities to process invoices and close out older projects. Development and implementation of wet weather management programs and education in partnership with the Local Area Municipalities and the Combined Sewer Overflow Program.
- Actively working on an updated Memorandum of Understanding for Development Engineering with the Area Municipalities on transition related to Bill 23 to help streamline development approval process and provide clarity on roles and responsibilities related to Regional Development Engineering.

Community Planning

- Collaborating with the Area Municipalities on the implementation of the Niagara Official Plan (NOP), as modified and approved by the Province through update work to their Official Plans including the review and approval for West Lincoln OPA 62 and 63: Smithville Secondary Plan and Niagara Falls OPA 47, Employment Strategy.
- Working closely with Legal on the three Ontario Land Tribunal appeals to Regional decisions.
- Supported the development of procedures to assist with the implementation of the new and revised incentives programs while continuing to deliver existing programs.
- Completed the Tree and Forest Canopy Inventory. Final Report proceeding to PEDC in Q1 2024 as projected.
- Collaborating with the agricultural community, Town of Lincoln, City of St. Catharines and Town of Niagara on the Lake on the advancement of the Niagara Irrigation project

Growth Strategy & Economic Development - Continued

- Initiation of a Signature Employment Site Strategy in association with Economic Development.
- Coordinated and supported the first Agricultural Policy and Action Committee of the new Council.
- Advancement of redevelopment plans for Region owned properties including lands located in St. Catharines and Fort Erie.
- Completion of the 2023 the Niagara Employment Survey.
- Provide legislative review and comments to several provincial requests for comments to the Environmental Registry Office.
- Supported Area Municipalities and Council on understanding of provincial legislative changes related to Bill 150.

Development Approvals

- Development of a new customer focused development tracking system that will be used to intake development applications, track DC payments, and monitor growth and capacity.
- Continued support for development initiatives through the ongoing review of development application and secondary plans including ongoing work to advance the Glendale Secondary Plan program in association with the Town of Niagara-on-the-Lake.
- Update of the Environmental Impact Study Guidelines for the consistent application during the development review process which will contribute to a consistent and streamlined approach to development.
- Update of the Model Urban Design Guidelines to reflect current development trends, sustainability and climate change and assist area municipalities with the creation of planning policy, are specific guidelines and development review.
- Actively working with the Area Municipalities and the NPCA on transition related to Bill 23, exploring opportunities for Service Level Agreements and continued work to help streamline development approval process to address Bill 109 changes.
- Continued work with are Process Improvement Team subcommittee on the development of unified terms of reference for Wind, Noise, Sun Shadow, Urban Design Brief, and Planning Justification Report.
- Administration of Regional Incentives and starting the Incentive Review.

Economic Development

- Completed profiles for Niagara's six emerging sectors as identified in Niagara's 10 Year Economic Development Strategy.
- Successfully secured funding (\$300K) from FedDev Ontario for Electric Vehicle Sector Specialist to support EV sector development in Niagara.
- Foreign Direct Investment (FDI) activities continue with teams from Invest in Canada/MEDJCT/Invest Ontario.
- Hosted 14 Consul Generals on May 9 in Niagara region to celebrate EU Day
- On June 26 Hamilton Niagara Partnership was awarded the LatAM Startups Visionary Award.
- Launched "Your Niagara", a digital campaign in collaboration with the GNCC, local Chambers and the LAMs, highlighting over 75+ key businesses within each municipality.
- Website performance for NiagaraCanada.com is at an all-time high with 33,654 (+3,871 YOY) site visits, 51,466 page views (+5,359 YOY), and a noticeable update in unique visitors with 29,134 (+3,373 YOY) with visitors from over 100 counties.

Growth Strategy & Economic Development - Continued

- Completed Niagara Economic Update and presented results to PEDC and multiple community partners.
- Provided detailed follow up to 82 research inquiries involving education, business/investors, LAMs, and other community partners requiring business and economic information and analysis.
- Approved 11 Industrial DC Grant applications resulting in 559 new jobs, retaining 85 jobs, and supporting over \$142 million in new construction investment, and processed and approved one new Gateway CIP application supporting the creation of 200 new jobs and over \$60 million in new investment.
- The creation of an investment sites database identifying over 90 properties compiled from across all Niagara municipalities that will be promoted as investment opportunities.
- Completed and closed Tourism Adaptation and Recovery Fund (TARF) program from FedDev Ontario, which supported 160+ businesses and provided \$2 million in funds.
- Finalized the Niagara Agriculture Action Plan and Marketing Strategy.

Strategic Transformation Office

- GO Implementation:
 - Q2 achievements related to the GO Station Development Strategy include completion of design for improvements at both St. Catharines and Niagara Falls train stations, expansion of daily GO Train service to 21 round trips weekly,.
- Attainable Housing:
 - Regional Council endorsed the attainable housing workplan and the first phase of activities.
 - Endorsement of a Housing-as-a-Priority lens to corporate practices, decisions, and implementation tools to enact solutions that align with Regional Council's Strategic Priorities on affordable and attainable housing matters.
 - Regional Council support of Consolidated Housing Master Plan and affordable housing incentives.
- Shared Services:
 - Regional Council endorsed the initial key areas of focus for shared service opportunities determined by the Area CAOs.
 - Initiated the first shared service initiative, a Building Services Review, that was identified as a top priority by the Area CAO Working Group.

Other Initiatives

- Maintaining growth forecasts to support Regional Transportation, EMS, Area Municipalities and other corporate initiatives.
- Providing staff support to Advisory Committees of Council, including the Agricultural Policy and Action Committee, Women's Advisory Committee, Diversity Equity and Inclusion Advisory Committee and the Accessibility Advisory Committee

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
Labour Related Costs	\$2,768	\$2,137	\$631	22.8%
Administrative	\$2,667	\$1,927	\$739	27.7%
Operational & Supply	\$420	\$859	-\$439	-104.6%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$14	\$24	-\$10	-68.8%
Financial Expenditures	\$179	\$176	\$3	1.5%
Total Expenses	\$6,048	\$5,124	\$924	15.3%
Other Revenue	-\$10,340	-\$8,103	-\$2,237	-21.6%
Total Revenues	-\$10,340	-\$8,103	-\$2,237	-21.6%
Intercompany Charges	\$2,688	\$770	\$1,918	71.4%
Total Intercompany Charges	\$2,688	\$770	\$1,918	71.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$1,603	-\$2,208	\$605	37.8%
Transfers From Funds	\$0	\$0	\$0	0.0%
Transfers To Funds	\$200	\$200	\$0	0.0%
Total Transfers	\$200	\$200	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,403	-\$2,008	\$605	43.1%
Indirect Allocations & Debt	\$1,316	\$1,345	-\$29	-2.2%
Total Indirect Allocations & Debt	\$1,316	\$1,345	-\$29	-2.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$87	-\$663	\$576	-659.5%

Court Services - Continued

Variance Analysis (in thousands of dollars)

Court Services operated at a surplus after indirect allocations of \$576 due to the factors described below.

The 2023 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2023 in conjunction with the Transportation Services division. The Vision Zero Road Safety program launched Automated Speed Enforcement (ASE) across the Niagara Region in September 2023 and the Red Light Cameras (RLC) program is expected to launch in Q1 2024. The Court Services 2023 budget was prepared assuming that the VZ program would initialize in Q1 2023, therefore there are substantial savings in expenditures and deficits in revenues related to the program which are explained below.

Distribution to Local Area Municipalities - The total distribution to the local area municipalities and the Region for the year is \$663, an increase from the budgeted \$87 distribution. The increase in the distribution is tied to higher than budgeted infraction revenues received throughout the year as noted below in Other Revenue. The impact of the infraction revenues on the overall distribution have been partially offset by higher than anticipated Victim Fine Surcharges and ICON processing charges. The distribution to the local area municipalities has not been impacted by expenditures incurred year-to-date relating to the Vision Zero Road Safety Program as these costs have been excluded in determining the distribution amount.

Labour Related Costs – The favourable variance is \$631. Savings related to Vision Zero are \$657 with an unfavourable variance of \$26 relating to non-Vision Zero operations (base operations) position management as a result of operational impacts such as increased revenue, increased charging volumes, unanticipated labour shortages and job evaluations associated with recent restructuring.

Administrative – The favourable variance is \$739. Savings related to Vision Zero are \$1,238 with an unfavourable variance of \$499 relating to base operations largely due to increased Victim Fine Surcharges and ICON processing charges as a result of increased ticket volumes and fine payments. The unfavourable variance in base operations has been partially offset by lower than budgeted court costs in interpreter expenses, adjudication costs, and external legal expenses. While some of these cost savings are due to efficiencies created by Court Services in 2023 such as blitz courts and enhancements to the Early Resolution program, the reduction in costs is largely driven by limited courtroom scheduling due to judicial resourcing challenges and is beyond the scope of control of Court Services.

Operational & Supply - The unfavourable variance is \$439. Savings related to Vision Zero are \$195. The unfavourable variance in base operations is largely driven by higher than budgeted distribution to local area municipalities as noted above.

Other Revenue - The unfavourable variance is \$2,237 of which \$3,990 is the Vision Zero revenue deficit resulting from the delayed launch of the program. Partially offsetting this is a favourable variance of \$1,753 from base operations. The favourable base operations variance is due to higher than anticipated infraction revenues received during the year as well as anomalous large fine payments. In an effort to have better oversight of infraction and delinquent revenues, and in order to assist with better budgeting and financial reporting, Court Services staff have started to track significant fine payments which may not reflect revenues received in the normal course of business operations. Included in the 2023 actual operating results are \$1,115 of revenues which are deemed to be outside of the normal course of business operations. Since these significant ticket payments are outside of the normal course of business operations, they are not included when setting budgets or forecasting operating results.

Intercompany Charges – The favourable variance is \$1,918 and is solely related to the transfer of the net Vision Zero operating surplus to the Region's Transportation division in order to offset their operating expenditures. Overall, there is a nil surplus in the Vision Road Safety Program for 2023.

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 (LAMs) in the areas of Administration, Collections and Prosecutions.

- Following the resumption of in-person court matters as permitted by the Ministry of the Attorney General (MAG), Niagara Court Services launched hybrid court as of April 4, 2022, allowing individuals to participate in their court matters either virtually or in-person.
- All three courtrooms are equipped with the necessary processes and technology to conduct hybrid court matters, including Zoom licenses, document cameras, graphics processors, power/HDMI cables and refined camera views.
- To address reduced Judicial resources and scheduling backlogs, Niagara Court Services launched an enhanced Early Resolution scheduling model in February 2023 whereby the scheduling of meetings with the Prosecutor are streamlined to optimize courtroom time where the Justice of the Peace is present. This has allowed for a significant maximization of courtroom time and judicial resources. Since introducing this new approach in February and up to the end of December 2023, Niagara gained 15 additional Part 1 Trial Court days; maximizing court time and allowing a higher volume of Early Resolutions to be completed within the allotted court schedule, while also increasing the number of Trial days and substantially reducing trial scheduling backlogs.
- Court Services is presently scheduling June 2023 matters for trial dates in March 2024; a 9-month time to trial.
- Court Services continues to support the Vision Zero Road Safety Initiative, which saw Automated Speed Enforcement (ASE) charges introduced as of September 8, 2023. Red Light Camera (RLC) charges are anticipated to commence in Q1 2024. Onboarding, training and technology preparations have been ongoing to manage the ASE program and to ensure preparedness for RLC.
- As part of the modernization of Court Services, a significant update to Niagara's local case management solution, the Court Administration Management System (CAMS), was completed to ensure that changing business needs are accommodated through technology updates. This update also supports the administration of new ASE and pending RLC charges.
- In ongoing efforts to share information and collaborate with interested parties, Court Services hosted an information session with the LAMs and enforcement agencies in November 2023 regarding the prosecution of POA charges; promoting mutual understanding of the POA court processes. This information session was met with positive feedback. Additional sessions will be hosted in 2024 on the topics of Collections and processes for POA charges.
- Court Services team has focused their efforts on ongoing transparent communication with interested parties including enforcement agencies, judiciary, and legal professionals. This has 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
Labour Related Costs	\$365	\$374	-\$8	-2.3%
Administrative	\$836	\$471	\$365	43.7%
Operational & Supply	\$60	\$63	-\$3	-4.2%
Occupancy & Infrastructure	\$18,289	\$19,612	-\$1,323	-7.2%
Equipment, Vehicles, Technology	\$174	\$164	\$10	5.7%
Community Assistance	\$0	\$0	\$0	0.0%
Financial Expenditures	\$1,377	\$1,487	-\$110	-8.0%
Total Expenses	\$21,101	\$22,170	-\$1,068	-5.1%
Federal & Provincial Grants	-\$1,216	-\$1,216	\$0	0.0%
Other Revenue	-\$18,158	-\$19,272	\$1,114	6.1%
Total Revenues	-\$19,374	-\$20,488	\$1,114	5.8%
Intercompany Charges	-\$359	-\$249	-\$110	30.6%
Total Intercompany Charges	-\$359	-\$249	-\$110	30.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,369	\$1,433	-\$64	-4.7%
Transfers From Funds	-\$400	-\$400	\$0	0.0%
Transfers To Funds	\$2,589	\$2,989	-\$400	-15.4%
Total Transfers	\$2,189	\$2,589	-\$400	-18.3%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,558	\$4,022	-\$464	-13.1%
Indirect Allocations & Debt	\$14,564	\$14,384	\$180	1.2%
Total Indirect Allocations & Debt	\$14,564	\$14,384	\$180	1.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$18,121	\$18,406	-\$285	-1.6%

Niagara Regional Housing - Continued

Variance Analysis (in thousands)

Niagara Regional Housing (NRH) operated at a deficit before indirect allocations of \$464 due to the following factors:

Administrative – The favourable variance of \$365 is primarily due to a surplus related to the building condition assessment (BCA) work that is now included with other facility capital works to leverage external funding from the Canadian Mortgage and Housing Corporation (CMHC). The work was initially budgeted to be funded through the NRH Owned Units reserve, so the transfer of the funds back to the reserve is reported below in Transfers to Funds.

Occupancy and Infrastructure – The unfavourable variance of \$1,323 is due to a number of inflationary cost pressures, including higher than anticipated property taxes charged to NRH-owned properties, grounds maintenance contract costs, and property maintenance costs. In addition, property maintenance costs are impacted by additional work arising from deferred capital projects that is putting a pressure on the operating budget. These increases are offset by lower than anticipated utility costs for electricity and water.

Financial Expenditures – The unfavourable variance of \$110 is primarily the result of higher than anticipated write-offs on uncollectable tenant rents.

Other Revenue – The favourable variance of \$1,114 is primarily related to higher than anticipated rental revenues as a result of more tenants paying market rents due to few housing options available for tenants who are now in a position to pay affordable market rates. In addition, there is an increase in the maintenance charge revenues arising from unit inspections and increased investment income arising from a higher than anticipated bank balance due to the timing of bank transfers.

Intercompany Charges – The unfavourable variance of \$110 is due to the reduced allocation of funding from the Homelessness division as a result of the later than anticipated operational start of the Crescent Road housing units in Fort Erie.

Transfers – The unfavourable variance of \$400 is due to the transfer of funds related to the building condition assessment consulting work back to the NRH Owned Units reserve.

Community Impacts & Achievements

Niagara Regional Housing (NRH) is the housing provider for the portfolio of NRH owned-units. Accomplishments in the fourth quarter of 2023 include:

- Partnerships with Brock University continued with the second *Intergenerational Community Engagement Residency (ICER)* Master of Applied Gerontology Grad student placement in St. Catharines' Centre Street seniors community. In addition, Brock's *Through Their Eyes* project celebrated its 10th anniversary of intergenerational learning for undergraduate students, where students paired with seniors in Thorold's Ormond community to share stories and recommendations for the improvement of their lives, inside and outside of their NRH building.
- Construction for the 18-unit apartment building on Crescent Road in Fort Erie is 40% complete and has a target completion date of July 2024. This building will provide housing for women and children fleeing violence and will be operated by a local human service provider under contract with Niagara Region Community Services.
- Preliminary work has begun for Phase One bridge housing on Geneva Street in St. Catharines. This project is expected to have 48 new units of supportive housing and will be followed by Phase Two with new Community Housing.
- The renovations to the Summer Street Shelter in Niagara Falls are completed and the shelter has been providing services since November. Community Services' Homelessness division is operating this shelter.
- Work is continuing for the temporary emergency shelter on Riordon Street in St. Catharines, which will be operated by Community Services' Homelessness division. It is anticipated that it will be complete at the end of February 2024.

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
Labour Related Costs	\$179,124	\$176,242	\$2,881	1.6%
Administrative	\$4,259	\$4,493	-\$234	-5.5%
Operational & Supply	\$2,693	\$2,681	\$12	0.4%
Occupancy & Infrastructure	\$375	\$293	\$82	21.8%
Equipment, Vehicles, Technology	\$9,360	\$8,319	\$1,041	11.1%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$195,810	\$192,029	\$3,781	1.9%
Federal & Provincial Grants	-\$10,195	-\$11,051	\$856	8.4%
By-Law Charges & Sales	-\$5,793	-\$4,937	-\$856	-14.8%
Other Revenue	-\$3,680	-\$3,736	\$56	1.5%
Total Revenues	-\$19,668	-\$19,724	\$56	0.3%
Intercompany Charges	-\$2,239	-\$2,109	-\$130	5.8%
Total Intercompany Charges	-\$2,239	-\$2,109	-\$130	5.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$173,903	\$170,196	\$3,707	2.1%
Transfers From Funds	-\$200	-\$200	\$0	0.0%
Transfers To Funds	\$4,155	\$4,155	\$0	0.0%
Total Transfers	\$3,955	\$3,955	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$177,858	\$174,151	\$3,707	2.1%
Indirect Allocations & Debt	\$17,148	\$17,007	\$141	0.8%
Total Indirect Allocations & Debt	\$17,148	\$17,007	\$141	0.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$195,006	\$191,158	\$3,848	2.0%

Niagara Regional Police Services - Continued

Variance Analysis (in thousands of dollars)

For the year ending December 31, 2023, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations surplus of \$3,707. Three reserve transfers have been recommended including a transfer from the Ontario Police Video Training Alliance (OPVTA) reserve of \$21 to offset a program deficit, a transfer to the Police Vehicle and Equipment Replacement reserve of \$47 to transfer surplus proceeds from sale of assets, and a transfer to the Police Contingency reserve of \$1,910 to offset 2024 one-time expenditures related to the implementation of the Community Safety and Policing Act. The remaining surplus of \$1,772 will be used to mitigate any levy program deficits or will be allocated to underfunded reserves in accordance with the Operating Surplus/Deficit Policy. The following factors contributed to this surplus:

Labour Related Costs – Labour related costs were below the approved budget by \$2,881. This favorable variance is the result of savings realized within uniform and civilian salaries and benefits due to hiring lags of vacant positions. These included uniform vacancies where savings were mostly offset by an increased dependency on overtime to fill operationally essential shifts on the frontline. Additionally, there were multiple highly specialized senior civilian positions vacant during 2023, which have since been filled. Stat benefit and OMERS savings from the above noted vacancies, in addition to rate savings in LTD benefits, are being partially offset by overages in WSIB claims and year-end salary accruals.

Administration – Administrative expenses were above the approved budget by \$234. This unfavorable variance is mainly the result of overages in staff development and employee medical expenses. Staff development overages are a combined result of increased travel costs with a return to in-person conferences and seminars following COVID-19, increased hotel and meal expenses to attend Ontario Police College (OPC) due to the fourth intake of new recruits and increased class sizes utilizing all lodging at OPC, as well as an increase in Canadian Police College courses due to the correction of an administrative error where prior year invoices were not received. Employee medical expenses have increased in response to recruitment requirements for constables, special constables, auxiliary police, and communicators. These overages were partially offset by savings in third-party consulting services, monthly cell phone charges due to the timing of the rollout of the connected officer program, and savings in data lines.

Operational & Supply – Operational and supply costs were below the approved budget by \$12. This favorable variance is the result of savings experienced in investigation expense from fewer special investigative projects initiated in 2023, offset by overages in uniform expenses required to outfit new constable recruits.

Occupancy & Infrastructure – Occupancy and infrastructure costs were below the approved budget by \$82. This favorable variance is the result of savings in minor building renovations based on fewer projects completed during the year than planned.

Equipment, Vehicles, Technology – Equipment, vehicles, and technology costs were below the approved budget by \$1,041. This favorable variance is the result of savings in minor equipment and equipment maintenance agreements based on replacement requirements, gasoline savings between the budgeted fuel price of \$1.76 and the average fuel price of \$1.54, as well as savings in vehicle maintenance and leases due to supply chain issues causing delays and shortages.

Intercompany Charges – Intercompany charges were below the approved budget by \$130. Intercompany Charges represent expenses incurred for services provided by the Region, with the annual budget being determined by the Region. An example being vehicle and equipment repairs performed by Region Fleet on Service vehicles after collisions or damage. Intercompany Charges also include funds received to offset

Niagara Regional Police Services - Continued

operating expenses of the 911 program as the Service operates the Primary Public Service Answering Point on behalf of the Region.

Revenues – Revenues and recoveries were above the approved budget by \$56. In January 2023, the Ministry of the Solicitor General announced the Court Security and Prisoner Transportation (CSPT) 2023 funding, which resulted in an increase of \$895 over 2022 funding and the 2023 budget. This surplus is partially offset by a decrease in Casino funding from the City of Niagara Falls. The City transfers 18% of actual funding from OLG to the Board to a maximum of \$4,200. The Service realized a shortfall of \$634 from maximum funding levels in 2023. Additionally, special duty revenue was below budget by \$215 as a result of staffing availability on the frontline.

Conclusion – The detailed variance analysis has been prepared based on results of operations as of December 31, 2023. The Service experienced a budget surplus of \$3,707. This surplus will mitigate the 2024 budget pressures related to the implementation of the Community Safety and Policing Act, 2019 which will be brought into force on April 1, 2024, with the remainder being transferred to the Region in accordance with the Operating Surplus/Deficit Policy.

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	\$7,212	\$7,173	\$39	0.5%
Total Expenses	\$7,212	\$7,173	\$39	0.5%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%
Total Revenues	\$0	\$0	\$0	0.0%
Total Intercompany Charges			\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$7,212	\$7,173	\$39	0.5%
Transfers From Funds	-\$111	-\$111	\$0	0.0%
Total Transfers	-\$111	-\$111	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$7,101	\$7,062	\$39	0.5%
Total Indirect Allocations & Debt			\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$7,101	\$7,062	\$39	0.5%

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
Labour Related Costs	\$26,991	\$26,108	\$882	3.3%
Administrative	\$3,339	\$1,941	\$1,398	41.9%
Operational & Supply	\$17,352	\$19,259	-\$1,908	-11.0%
Occupancy & Infrastructure	\$18,027	\$19,455	-\$1,427	-7.9%
Equipment, Vehicles, Technology	\$7,047	\$8,204	-\$1,158	-16.4%
Community Assistance	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$14,982	\$3,922	\$11,060	73.8%
Financial Expenditures	\$0	\$196	-\$196	0.0%
Total Expenses	\$87,737	\$79,086	\$8,651	9.9%
Taxation	-\$143,192	-\$142,692	-\$500	-0.3%
By-Law Charges & Sales	-\$1,665	-\$1,551	-\$115	-6.9%
Other Revenue	-\$7,985	-\$2,616	-\$5,369	-67.2%
Total Revenues	-\$152,842	-\$146,858	-\$5,984	-3.9%
Intercompany Charges	\$2,163	\$1,923	\$240	11.1%
Total Intercompany Charges	\$2,163	\$1,923	\$240	11.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$62,941	-\$65,849	\$2,907	4.6%
Transfers From Funds	-\$6,422	-\$2,184	-\$4,239	-66.0%
Transfers To Funds	\$47,676	\$49,962	-\$2,287	-4.8%
Total Transfers	\$41,254	\$47,779	-\$6,525	-15.8%
Net Expenditure (Revenue) Before Indirect Allocations	-\$21,688	-\$18,070	-\$3,618	-16.7%
Indirect Allocations & Debt	\$21,688	\$21,531	\$156	0.7%
Total Indirect Allocations & Debt	\$21,688	\$21,531	\$156	0.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	\$3,461	-\$3,461	0.0%

Water & Wastewater Services - Continued

Variance Analysis (in thousands of dollars)

Water & Wastewater services concluded 2023 at a deficit of \$3,461 after indirect allocations. This consists of \$45 for Water and \$3,416 for Wastewater, due to the following factors:

Labour Related Costs – The favourable variance of \$882 are due to staffing vacancies primarily in the Integrated Services division.

Administration – The favourable variance of \$1,398 is primarily due to a delay in completing certain consulting engagements including utility network upgrades and property valuation work. Internal Wastewater staff were also utilized to complete plant optimization work as opposed to reliance on external consultants further contributing to the favourable consulting variance. The overall favourable year-end consulting variance at the end of the year is \$1,091. Unspent consulting dollars of \$738 have been encumbered into 2024 at year end and are included in Transfers below. Telephone, fax and control circuit charges also had a favourable variance of \$348 due to cancelling of legacy lines to a more cost-efficient alternative.

Operational & Supply – There is an unfavourable variance of \$1,908 primarily driven by increased chemical & sludge collection costs. Sludge collection and disposal costs have a year-end unfavourable variance of \$565 due to capacity issues caused by the Garner Road Forcemain as well as cost escalations from CPI and rising fuel costs. Chemical costs have a year-end unfavourable variance of \$1,385 as a result of escalating contracted chemical costs in both Water & Wastewater. Unspent biogas inspection costs in the amount of \$142 have been encumbered at year end are included in Transfers below.

Occupancy & Infrastructure – There is an unfavourable variance of \$1,427 which is partially attributable to a property tax reassessment of the Grimsby Wastewater Treatment Plant in the amount of \$350 (total property tax unfavourable variance is \$520). Also contributing to the unfavourable variance are Repairs and Maintenance (R&M) Watermain costs resulting from emergency repairs in the amount of \$310. Another driver of the unfavourable variance is R&M Buildings of \$255 which were a result of increased repair commodity pricing. Additional unfavourable variances in utility costs of \$218 are primarily driven by Water/Electricity consumption at Wastewater Plants/Remote Stations and pricing increases.

Equipment, Vehicles, Technology – The unfavourable variance of \$1,158 is primarily due to increased pricing and volume of repairs due to aging infrastructure in Wastewater.

Partnership, Rebate, Exemption - The favourable variance of \$11,060 is primarily due to combined sewer overflow (CSO) funds committed to local area municipalities but not yet paid. All CSO funding not spent in the year will be encumbered into future year budgets.

Taxation – There is an unfavourable variance of \$500 as a result of lowered summer water sales.

Other Revenue – There is an unfavourable year-end variance of \$5,369 which is mainly due to timing of development charge revenue recognition to fund the CSO program.

Transfers - The unfavourable year-end variance of \$6,525 is primarily due to previously encumbered CSO funds committed to local municipalities but not yet paid. The amount of CSO funding encumbered into 2024 is \$4,791 as noted in the Partnership, Rebate, Exemption section. Unspent consulting and inspection costs encumbered into 2024 as discussed in the Administration and Operational & Supply sections above totaled \$880. An amount of \$50 was transferred back to Water and Wastewater stabilization reserves for 2023 budgeted one-time funding which was not spent during the year in accordance with the Region's policy.

Water & Wastewater Services - Continued

Community Impacts & Achievements

- In 2023, the Water and Wastewater Division treated 56,131 ML of water at its 6 Water Treatment Plants and distributed this to the municipalities through 313 km of trunk water mains. This is a decrease of 0.19% from 2022.
- The Division treated 60,041 ML of wastewater at its 11 Wastewater Treatment Plants collected by 145 km of gravity trunk sewers, 112 Sewage Pumping Stations and 160 km of sewage forcemains.
- Updated the Division Strategic Plan to identify priorities for the next 10 years.
- Implemented the re-organization of the Asset Management Section following the approval of the Asset Management Section Strategic Plan.
- New Wastewater optimization team in place and working on efficiency, consistency and integration across the division.
- As of December 31, 2023 all Water Treatment Plants have maintained 100% compliance with the Ministry of Environment, Conservation and Parks.
- Biosolids Master Servicing Plan nearing completion, strategies forming to meet the needs of the current and growing program Region wide.
- Instrumentation & Control secured new hire to assist with both short term and long term department goals and objectives.
- Andy Koschok Golf Tournament raised \$54,500 this year, surpassing our previous highest charitable donation of \$32,500.

Capital Projects & Asset Management:

- W-WW has approximately 208 active capital projects with a \$1.06 Billion total budget including the following highlighted projects:
 - Port Dalhousie WWTP Upgrades commissioned Fall 2023 with expected completion by Spring 2024.
 - Completion of Grimsby Water Storage Tank and Watermain in December 2023.
 - Grimsby Watermain, Phase 2 (Baker to Park Road), completed in December 2023.
 - Dain City Sewage Pumping Station Forcemain completed construction of Phases 4a (Fall 2022) and 5 (March 2023). Phase 4b expected completion is Spring 2024.
 - Port Colborne Water Treatment Plant construction in progress at end of 2023 to be completed in June 2024.
 - Welland Water Treatment Plant is at 75% design completion. The anticipated tendering for construction for the new plant will commence in Q2 2025.
 - Crystal Beach Wastewater Plant Conceptual Design is anticipated to be completed in July 2024.
 - South Niagara Falls Wastewater Treatment Plant and Montrose Trunk Sewer detailed design commenced in Q4 2023.
 - Niagara Falls Wastewater Treatment Plant Upgrades – Phase 1 construction currently in progress at the end of 2023.
 - Niagara Falls Wastewater Treatment Plant Upgrades – Phase 2 detailed design is underway.
 - Secondary Treatment upgrades ongoing at the Niagara Falls Wastewater Treatment Plant in an effort to regain compliance at the site with internal and external partners.
 - Maintenance and upgrade project at the Stevensville/Douglastown lagoons underway in an effort to regain and maintain compliance at the site.
- Delivered a completely revised and significantly augmented Strategic Plan for the Asset Management Section.
- Developed a revised, needs-based approach of the Annual Capital Budget for 2024 including a revision of the Capital Planning procedure.
- The Division worked with Corporate Finance in preparing the Financial Plan Update 2024 that was required under the Safe Drinking Water Act, and has now

Water & Wastewater Services - Continued

initiated a sustainability review to determine and allocate funding towards long-term capital needs.

- Asset management Section has initiated a review of its methodology to determine long-term capital needs forecasting and financing.
- Asset Management section has undergone a restructuring in order to enhance understanding of Regional Water and Wastewater infrastructure with data and information, supporting credible and robust capital planning and maintenance decisions, and improving the state of infrastructure reporting.
- Completed several new Chemical Flowmeter installations in Water Treatment facilities to best quantify usage and improve upon disinfection within treated water.
- Upgrading/Replacing antiquated and obsolete Instruments with new technologies to prevent inopportune failure.

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
Labour Related Costs	\$4,053	\$3,679	\$374	9.2%
Administrative	\$2,216	\$676	\$1,540	69.5%
Operational & Supply	\$54,260	\$52,723	\$1,537	2.8%
Occupancy & Infrastructure	\$1,067	\$1,168	-\$101	-9.4%
Equipment, Vehicles, Technology	\$613	\$432	\$181	29.6%
Partnership, Rebate, Exemption	\$245	\$160	\$84	34.4%
Financial Expenditures	\$0	\$240	-\$240	0.0%
Total Expenses	\$62,454	\$59,078	\$3,376	5.4%
Taxation	-\$45,168	-\$45,999	\$832	1.8%
By-Law Charges & Sales	-\$8,165	-\$7,645	-\$520	-6.4%
Other Revenue	-\$6,753	-\$20,738	\$13,985	207.1%
Total Revenues	-\$60,086	-\$74,382	\$14,296	23.8%
Intercompany Charges	\$336	\$336	\$0	0.0%
Total Intercompany Charges	\$336	\$336	\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,704	-\$14,968	\$17,672	653.6%
Transfers From Funds	-\$4,450	-\$4,445	-\$6	-0.1%
Transfers To Funds	\$0	\$14,327	-\$14,327	0.0%
Total Transfers	-\$4,450	\$9,882	-\$14,332	-322.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,747	-\$5,087	\$3,340	191.2%
Indirect Allocations & Debt	\$1,747	\$1,552	\$194	11.1%
Total Indirect Allocations & Debt	\$1,747	\$1,552	\$194	11.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$3,534	\$3,534	0.0%

Waste Management Services - Continued

Variance Analysis (in thousands of dollars)

Waste Management Services operated at a surplus after indirect allocations of \$3,534 due to the following factors:

Labour Related Costs – The favourable variance of \$374 is mainly due to salary gapping from unfilled positions and position vacancy management.

Administrative – The favourable variance of \$1,540 is largely attributed to a surplus in consulting resulting from the timing of spending on projects including the Waste Management Strategic Plan (WMSP). Unspent consulting dollars of \$1,325 have been encumbered at year end and are included in Transfers below. Adding to the favourable variance is budgeted funds not spent on printing, posting and advertising for the WMSP, as well as promotional and education programs within Waste Management. Promotional costs for the WMSP were funded in the budget from the Waste Management Stabilization Reserve and in accordance with the Region's policy, these unspent funds of \$83 have been transferred back to the reserve and are included in Transfers below. Savings have also been realized from lower than anticipated employee expenses related to position management.

Operational & Supply – The favourable variance of \$1,537 is driven by the reduction in Material Recycling Facility (MRF) related expenditures due to the sale of the MRF in April 2023, the reduction of recyclable purchase costs as a result of lower than anticipated commodity market rates, and lower than budgeted costs to purchase recyclable and compost bins and carts during the year resulting from lower than anticipated price increases and a lower volume of purchases throughout the year. Of the savings related to recycling carts, \$27 has been encumbered at year end and are included in Transfers below. These favourable variances have been partially offset by higher than anticipated leachate processing fees resulting from higher flow rates, increased costs for the MHSW depots partially due to unanticipated changes in the materials accepted for the program thereby increasing the Region's costs, and higher than budgeted collection contract costs resulting from higher than anticipated CPI and fuel increases throughout the year.

Occupancy & Infrastructure – The unfavourable variance of \$101 is largely due to the final adjusted natural gas costs related to the MRF as well as unanticipated repairs at the landfill sites. These unfavourable variances have been partially offset by savings in one-time leasing costs of \$25, which were funded in the budget by the Waste Management Stabilization Reserve and savings have been included in Transfers below, and lower than anticipated security services at the landfill sites.

Equipment, Vehicles, Technology – The favourable variance of \$181 is due to lower than anticipated computer software support as well as lower than anticipated MRF related equipment repairs and maintenance costs prior to the disposition of the MRF in April 2023.

Partnership, Rebate, Exemption – The favourable variance of \$84 is largely due to lower than anticipated tipping fee exemptions for registered charities visiting the Region's landfill sites and an unbudgeted transfer of \$5 associated with the Waste Management portion of tax rebates due to property value re-assessments.

Financial Expenditures – The unfavourable variance of \$240 is primarily due to an unbudgeted transfer of \$154 associated with the Waste Management portion of tax write offs due to property value re-assessments, as well as a bad debt write offs for \$82 due to recycling revenue accounts anticipated to be uncollectible.

Taxation – The favourable year end variance of \$832 is due to the recognition of the Waste Management portion of the incremental property tax remittances over and above the tax levy amounts. \$708 accounts for the supplemental tax billings portion, while the remaining \$124 consists of Payment-in-Lieu (PIL) billings.

By-Law Charges & Sales – The unfavourable variance of \$520 is largely due to lower than anticipated market revenues received from the sale of recyclable commodities in the start of the year until the sale of the MRF in April 2023, lower than budgeted sales of garbage bag tags, and lower than anticipated tipping fees at the Region's landfill sites.

Other Revenue – The favourable variance of \$13,985 is due to higher than anticipated funding received to support the blue box program, unbudgeted funding received in year

Waste Management Services - Continued

in order to support blue box transition costs, and an unbudgeted estimate for the future distribution of funds resulting from the winddown of the CIF program. Also included in the favourable variance is \$12,867 from the sale of the MRF. In accordance with the Region's Tangible Capital Asset Policy, the net proceeds from the sale of the assets are transferred back to respective departments capital reserve. The transfer of these funds back to the Waste Management Capital Reserve is reflected in the Transfers section below.

Transfers – The unfavourable variance of \$14,332 is due to \$12,867 transfer of net proceeds back to the Waste Management Capital Reserve from the sale of the MRF as noted above, \$1,352 encumbered into 2024 for unspent 2023 budget, and \$108 transferred back to the Waste Management Stabilization Reserve for 2023 budgeted one-time funding which was not spent during the year and has been transferred back in accordance with the Region's policy. The remainder of the variance is for funding related to budgeted COVID-19 expenditures which were not realized throughout the year and therefore funding was not transferred from the Taxpayer Relief Reserve.

Community Impacts & Achievements

Waste Management Services (WMS) is responsible for the operation of various facilities, including landfill sites, Household Special Products (HSP) Depots. WMS is also responsible for the delivery of curbside waste, recycling and organics collection and diversion programs, the management of long-term organics processing and disposal contracts, the operations and maintenance contracts at open and closed landfill sites, the recycling processing contract, policy development, capital program delivery and supporting outreach and communications programs.

- The development of Niagara Region's Waste Management Strategic Plan has begun with work on the financial and tonnage models, baseline and best practices research and development completed. The RFP for the final phase, including stakeholder consultation, was released in December 2023.
- Work was completed to ensure a smooth transition of the residential Blue Box program on January 1, 2024, to the producers.
 - Execution of a number of agreements with Circular Materials Ontario.
 - Draft amending agreements with current service providers; Miller Waste Systems and GFL, were completed to reflect the transition of residential Blue Box collection services to the producers and the co-collection of non-eligible sources such as Industrial, Commercial and Institutional (ICI), commercial component of mixed use properties and special events during the provincial transition period until December 31, 2025.
 - Implementation of a communication strategy to inform stakeholders of upcoming changes.
 - Updates to Waste Management Bylaw and the Corporate Policy and Procedure for the Acquisition, Distribution and Replacement of Diversion Containers to reflect upcoming changes regarding the residential Blue Box program.
 - Updating information for our service partners and member of the public on changes in distribution of recycling containers to maintain supply in an accessible and convenient manner.
 - Executed processing agreements for non-designated materials to ensure continuation of existing service delivery (e.g. special events recycling)
- Funding agreements are in place with two of the main HSP Producer Responsibility Organizations (PROs). Currently in the process of finalizing a new agreement with one of the PROs.
- Completion and submission of a 2024 capital budget that focused on affordability while ensuring key infrastructure is maintained and built to meet ECA requirements and protect the natural environment.
- Completion and submission of a 2024 operational budget that comes in below budget guidelines, however, ensures excellent service/program and customer service delivery and continued focus on waste reduction and diversion.
- Finalized new agreement for the operation of the Bridge Street Drop Off Depot.

Waste Management Services - Continued

- Finalized amending agreement with Walkers Environmental Group for processing of the Region's organics materials securing processing capacity until March 31, 2036.
- A new agreement for collection and processing of organics materials from community special events was awarded to Davidson Environmental
- Green Bin campaign in final development stages with the production of short education videos, and commencement of door-to-door audits.
- Updates to GIS landfill asset layers completed, allowing for GIS apps tracking inspections, issues, etc. to be developed in the future.
- The software and hardware for the Humberstone Landfill Wait Time pilot was installed in Q4. Pilot is scheduled to be online in January 2024.

Capital

- The Humberstone Landfill Gas Collection and Control System project was completed in Q3.

Niagara Transit Commission Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$37,526	\$39,768	-\$2,242	-6.0%
Administrative	\$2,858	\$888	\$1,970	68.9%
Operational & Supply	\$11,215	\$11,229	-\$14	-0.1%
Occupancy & Infrastructure	\$481	\$939	-\$458	-95.3%
Equipment, Vehicles, Technology	\$13,341	\$14,808	-\$1,466	-11.0%
Partnership, Rebate, Exemption	\$0	\$1	-\$1	0.0%
Financial Expenditures	\$0	\$870	-\$870	0.0%
Total Expenses	\$65,422	\$68,503	-\$3,081	-4.7%
Taxation	-\$56,561	-\$57,436	\$875	1.5%
Federal & Provincial Grants	\$0	\$0	\$0	0.0%
By-Law Charges & Sales	-\$14,319	-\$19,915	\$5,596	39.1%
Other Revenue	-\$6,330	-\$5,805	-\$525	-8.3%
Total Revenues	-\$77,210	-\$83,156	\$5,946	7.7%
Intercompany Charges	\$0	\$174	-\$174	0.0%
Total Intercompany Charges	\$0	\$174	-\$174	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$11,788	-\$14,479	\$2,691	22.8%
Transfers From Funds	-\$179	-\$179	\$0	0.0%
Transfers To Funds	\$3,675	\$5,822	-\$2,147	-58.4%
Total Transfers	\$3,496	\$5,643	-\$2,147	-61.4%
Net Expenditure (Revenue) Before Indirect Allocations	-\$8,292	-\$8,836	\$544	6.6%
Indirect Allocations & Debt	\$8,292	\$6,749	\$1,542	18.6%
Total Indirect Allocations & Debt	\$8,292	\$6,749	\$1,542	18.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$2,087	\$2,087	0.0%

Variance Analysis (in thousands of dollars)

The Niagara Transit Commission (NTC) commenced operations on January 1, 2023. The 2023 budget was prepared using best estimates from the local area municipalities (LAM's). As this is the first year of operations within Niagara Region, it should be noted that variances will exist at the object of expenditure lines and budgets will continue to be refined.

The NTC is operating surplus after indirect allocations of \$2,087 due to the following factors:

Labour Related Costs – The unfavourable year-end variance of \$2,242 is mainly due to greater than budgeted actual benefits for unionized staff and the budget including 5 hours less per week for some operators. The variance also includes wage increases for nonunion staff approved through report NTC 2-2023 and labour-related adjustments as a result of finalizing a new Collective Bargaining Agreement; offset by year-end surplus in benefits identified by the providers.

Administrative – The favourable year-end variance of \$1,970 is mainly attributable to the timing and spend related to consulting and branding projects which were expected to be incurred by the end of the year. These projects were pending final formal procurement awards and are included in the transfer to reserves variance below.

Occupancy & Infrastructure – The unfavourable year-end variance of \$458 is due to increased spend related to repairs and maintenance of facilities and higher than expected snow removal costs for end of year based on the Request for Proposal procurement process.

Equipment, Vehicles, Technology - The unfavourable year-end variance \$1,466 is mainly attributable to unbudgeted diesel costs used by the City of Niagara Falls and Metrolinx which are charged out and recognized in other revenue below (\$518) and higher than anticipated diesel costs (\$1,069).

Financial Expenditures – The unfavourable year-end variance of \$870 is mainly due to the uncollectible portion of chargeback to the City of Niagara Falls related to the local portion of the WEGO services (\$799) and unbudgeted tax write-offs (\$129) identified by the local area municipalities due to changes in assessments. This is slightly offset by a gain on disposal of equipment (\$58).

Taxation – The favourable year-end variance of \$875 is related to the unbudgeted transit special levy supplemental tax revenues collected by the local area municipalities as a result of changes in assessments from growth in the Region.

By-Law Charges & Sales – The favourable year-end variance of \$5,596 are due to higher than anticipated fare revenue (\$3,567) and unbudgeted fare revenue specific to Niagara College students of (\$1,868) as a result of a new agreement in 2023 and additional Brock Summer Service (\$161).

Other Revenue – The unfavourable year-end variance of \$525 is due to the strategy to not recognize the budgeted Provincial Gas Tax revenue as NTC is in a year-end surplus position (\$1,614). The unrecognized Provincial Gas Tax will be available for future Capital and/or Operating use. This is offset by higher than budgeted advertising and commission revenues (\$91), deferred revenue transferred from St Catharines Transit Commission (\$280) for contracted services and unbudgeted fuel reimbursement from the City of Niagara Falls and Metrolinx (\$518) resulting from increased fuel costs 'Equipment, Vehicles, Technology' above. In addition, other revenue included the actual EFB payment received by City of Niagara Falls (\$86) and reserves from City of St Catharines for capital specialized costs (\$114) which was transferred to reserves below.

Intercompany Charges – The unfavourable year-end variance of \$174 is due to a secondment of staff from the Region to support the integration and transformation of Transit through the transition.

Transfers – The unfavourable year-end variance of \$2,147 is due to branding and consulting RFP's to be encumbered into the 2024 budget (\$1,947), EFB portion funded by Niagara Falls (\$86) and a reserve balance transferred from St. Catharines Transit specific for Specialized Transit capital (\$114).

Indirect Allocations – The favourable year-end variance of \$1,542 is due positions that were not filled as of January 1, insurance premium and claims are lower than anticipated and less than expected facility related costs.

Community Impacts & Achievements

Collective Bargaining – The Niagara Transit Commission (NTC) and Amalgamated Transit Union (ATU) Local 846 successfully negotiated a Collective Bargaining Agreement (CBA) that will govern their relationship for five years, from Jan. 1, 2023 to December 31, 2027. The agreement marks a significant milestone as it consolidates three pre-existing CBAs of the former transit providers in Niagara into a single, unified contract that sets the stage for enhanced operational efficiency and improved service delivery.

Branding RFP – An RFP to establish a new, harmonized brand for the Niagara Transit Commission was issued in November. It closes on January 18, 2024.

NRT Cares Initiative – In Q2 of 2023, the NRT Cares program was introduced to provide free transit to individuals that are experiencing absolute homelessness. Throughout Q4, the success of this initiative continued with an additional 9200 passes being provided to Community Services for distribution. In 2023 the value of tickets provided to those most in need in Niagara was estimated to be \$100,000.

Public Advisory Appointments – Public Advisory Committee appointment recommendations by local municipalities were made by the end of 2023. The committee will be approved by Regional Council in late January 2024 and made up of 20 public representatives. Orientation and inaugural meetings should commence in early 2024.

Cameras installed on all fleet- Cameras were installed in the entirety of the Niagara Falls fleet in Q4. Staff will continue installations across the entire fleet which will provide enhanced safety and security to staff and the public. Installations will conclude early in 2024 to be followed by policies regarding video use and privacy in the public realm and in a unionized workplace.

Facility and Service Master Plan RFP award - The RFP was awarded in Q4 with announcements to come in the next few weeks on the successful proponent and their workplan. The Consultant is expected to start on this exciting 2-year project which includes Board, staff and public engagement as soon as possible in 2024.

Snow Removal RFP – A snow removal contract was awarded to one provider to provide consistent and reliable service to enhance safety at prioritized stops and shelters across the Region. Winter maintenance service levels were approved by the Board and have been advertised to the ridership and made public.

Chair A Van - Niagara Falls – In late Q4, Board approved plans to harmonize in-house specialized transit services across all NRT conventional sites got underway. Chair A Van in Niagara Falls, as the outlier contracted service with an NRT-owned fleet, was identified to be assumed and work commenced with St John's Ambulance to initiate a smooth transition. A brief contract extension was negotiated for 2024 until the service can be wholly delivered by NRT by March 1, 2024.

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
Original Budget Revenue & Expenditures	1,275,739	
Community Services	338	To record new funding and related expenditures for the Transitional Care Funding Program for January to March 2023.
Community Services	857	To record one-time funding from the Ministry of Children's, Community and Social Services to support the increase in caseloads due to asylum seekers in Niagara. (Memo COM C 27-2023)
Community Services	640	To record new funding and related expenditures for the Transitional Care Funding Program for April to December 2023. Total cumulative funding for this program under \$1M.
Community Services	2,588	To record operating portion of the final funding allocations for the Homeless Prevention Plan resulting in \$9.6M of additional funding. Of this amount, \$6.2M will be used for capital related costs and \$3.5M will be for operating, pro-rated April to December is \$2.6M. (COM 22-2023)
Community Services	7,683	To record additional funding from the Ministry of Long-Term Care for the 2023 year (COM 20-2023)
Community Services	9,134	Budget adjustment to record one-time Rapid Housing Initiative (RHI) round 3 funding received from CMHC, to be flowed to Port Cares for an approved new housing development project (COM 1-2023)
Community Services	12,212	To record additional funding from the Ministry of Education (COM 4-2023)
Community Services	6,904	To record capital portion of the final funding allocation for the Homeless Prevention Plan funding. These funds will be transferred from the operating budget to capital projects as a capital budget adjustment. (COM 26-2023)
Community Services	6,232	To record additional funding from the Ministry of Education that will support the Canada Wide Early Learning and Childcare Program both in operations (staffing) and grants to childcare providers. This adjustment also recognized a one time transitional grant and the workforce that was deferred in 2022. (COM 28-2023)
Community Services	1,860	To record external funding from the MMAH for Housing Services for OPHI and COCHI funding, which will be used to fund rent supplements, housing allowances, support services, repairs and new development. (COM 34-2023)
Corporate Services	20,132	To record 2023 Encumbrance Adjustment as detailed in the 2022 Year-End Results and Transfer Report (CSD 20-2023)
Corporate Services	5,810	To record Development Charges related to the 2023 Encumbrance Adjustment as detailed in the 2022 Year-End Results and Transfer Report (CSD 20-2023)

Operating Budget Amendments & Adjustment Summary - Continued

Department	Adjustment Amount	Adjustment Description
Corporate Services	(291)	To record a correction to the 2023 Encumbrance Adjustment to reduce Development Charges that were incorrectly encumbered.
Corporate Services	143	To record the movement of the ERP project team responsible for PeopleSoft implementation in St. Catharines from DeptID 20300 to 20301 (4 FTE).
Corporate Services	252	To record external funding from the Provincial Government for the NG911 program and transfer in kind to the corresponding NG911 capital project
Niagara Regional Police Services	96	To record additional provincial grant funding from the Ministry of the Solicitor General for NRPS for the Close Circuit Television grant (\$28K) and Automated License Plate Recognition Technology grant (\$73K)
Niagara Regional Police Services	345	To record victim support and mobile crisis response team grants. Adjustments for secondments also recorded as two detective constables started with the Combined Special Forces Unit in June 2023 per agreement with the RCMP, and one Police Constable started in July 2023 as part of the Anti-Racism Directorate per agreement with the Ministry of Labor.
Niagara Transit Commission	252	To record an increase in funding related to the to the new Niagara College UPASS agreement, which will be used to fund eight permanent full-time equivalents.
Niagara Transit Commission	487	To record estimated revenue related to chargebacks for fuel consumed by Niagara Falls and Metrolinx, which were originally not included in the budget.
Public Health and Emergency Services	370	To record increased base funding for EMS from the Ministry of Health for April to December 2023.
Public Health and Emergency Services	205	To record an annualized increase in funding from the Ministry of Health for Seniors Dental for April 2023 to March 2024.
Public Health and Emergency Services	254	To record approved one-time funding requests to the Ministry of Health which will be used for needles to support community based safe injection activities and Public Health Inspector Practicum Program.
Public Health and Emergency Services	1,390	To record funding from the dedicated offload nursing program for the period April 1st to Dec 31st, 2023.
Total Budget Adjustment	77,893	
December 31, 2023 Adjusted Budget	1,353,632	

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, 2023 the Region's forecasted consolidated and uncommitted reserve balance was \$249,279 (\$270,815 at December 31, 2022). The ratio of debt to reserves is an important marker of fiscal sustainability. The lower the ratio, the more financial flexibility that is available to respond to new requirements, and the more secure Niagara Region's overall financial position. The Region's debt to reserve ratio stands at 61% (69% at December 31, 2022)

Description	Balances at December 31, 2022	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at December 31, 2023	Year-end Transfers*	Balances at December 31, 2023	Capital Committed to to Uninitiated Projects	Balances Available at December 31, 2023
Wastewater Capital	\$13,805	\$32,456	\$0	-\$34,057	\$486	\$12,690	\$0	\$12,690	\$0	\$12,690
Water Capital	\$62,239	\$23,761	\$0	-\$55,013	\$1,804	\$32,791	\$0	\$32,791	\$0	\$32,791
Waste Management	\$7,914	\$12,867	\$0	-\$1,756	\$521	\$19,546	\$5,551	\$25,097	\$0	\$25,097
General Capital Levy	\$21,861	\$47,097	-\$1,909	-\$44,757	\$0	\$22,292	\$5,000	\$27,292	-\$150	\$27,142
Infrastructure Deficit	\$327	\$4,053	\$0	-\$2,825	\$0	\$1,555	\$0	\$1,555	\$0	\$1,555
Court Services Facility Renewal	\$3,901	\$200	\$0	\$0	\$0	\$4,101	\$0	\$4,101	\$0	\$4,101
NRH Owned Units	\$9,344	\$3,286	\$0	-\$3,820	\$0	\$8,810	\$0	\$8,810	\$0	\$8,810
NRPS Long-Term Accommodation (LTA)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ontario Police Video Training Alliance	\$101	\$0	\$0	\$0	\$0	\$101	-\$21	\$80	\$0	\$80
Police Capital Levy	\$419	\$1,705	\$0	-\$1,477	\$0	\$647	\$0	\$647	\$0	\$647
Police Vehicle and Equipment Replacement	\$31	\$2,000	\$0	-\$2,000	\$0	\$31	\$47	\$78	\$0	\$78
Transit Capital	\$0	\$2,281	\$0	-\$821	\$0	\$1,460	\$0	\$1,460	\$0	\$1,460
Total Capital Reserves	\$119,942	\$129,706	-\$1,909	-\$146,526	\$2,811	\$104,024	\$10,577	\$114,601	-\$150	\$114,451
Wastewater Stabilization	\$5,717	\$32	-\$316	\$0	\$216	\$5,649	-\$3,416	\$2,233	\$0	\$2,233
Water Stabilization	\$3,691	\$18	-\$184	\$0	\$140	\$3,665	-\$46	\$3,619	\$0	\$3,619
Waste Management Stabilization	\$7,280	\$108	-\$3,360	\$0	\$219	\$4,247	\$3,534	\$7,781	\$0	\$7,781
Transit Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$2,087	\$2,087	\$0	\$2,087
Encumbrance	\$21,202	\$10,925	-\$17,769	\$0	\$0	\$14,358	\$0	\$14,358	\$0	\$14,358

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2022	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at December 31, 2023	Year-end Transfers*	Balances at December 31, 2023	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2023
Investment Income Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxpayer Relief	\$47,345	\$12,707	-\$26,505	\$0	\$0	\$33,547	\$3,053	\$36,600	\$0	\$36,600
Police Contingency	\$954	\$250	\$0	\$0	\$0	\$1,204	\$1,910	\$3,114	\$0	\$3,114
Police Services Board Contingency	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$242	\$0	\$242
Total Corporate Stabilization Reserves	\$86,431	\$24,040	-\$48,134	\$0	\$575	\$62,912	\$7,122	\$70,034	\$0	\$70,034
Ambulance Communication	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Circle Route Initiatives	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$1,133	\$0	\$1,133
Hospital Contribution	\$10,535	\$2,665	-\$450	\$0	\$0	\$12,750	\$0	\$12,750	\$0	\$12,750
Housing Services	\$8,639	\$1,563	-\$2,175	\$0	\$0	\$8,027	\$0	\$8,027	\$0	\$8,027
Total Specified Contribution Reserves	\$20,307	\$4,228	-\$2,625	\$0	\$0	\$21,910	\$0	\$21,910	\$0	\$21,910
Future Benefit Costs	\$24,954	\$0	-\$250	\$0	\$0	\$24,704	\$0	\$24,704	\$0	\$24,704
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270	\$0	\$2,270
Smart Growth	\$225	-\$225	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill Liability	\$8,184	\$0	\$0	-\$2,785	\$263	\$5,662	\$0	\$5,662	\$0	\$5,662
Police Accumulated Sick Leave	\$630	\$0	-\$200	\$0	\$0	\$430	\$0	\$430	\$0	\$430
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$3,870	\$200	\$0	\$0	\$0	\$4,070	\$0	\$4,070	\$0	\$4,070
Transit Future Benefit	\$0	\$1,595	\$0	\$0	\$0	\$1,595	\$0	\$1,595	\$0	\$1,595
Total Future Liability Reserves	\$44,285	\$1,570	-\$450	-\$2,785	\$263	\$42,883	\$0	\$42,883	\$0	\$42,883
Total (Excluding Deferred Revenues)	\$270,965	\$159,544	-\$53,118	-\$149,311	\$3,649	\$231,729	\$17,699	\$249,428	-\$150	\$249,278

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2022	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers from Reserves (Bill 23 Impacts - Phase In/Rental Discounts)	Year to Date Transfers from/(to) Operating	Year to Date Transfers from/(to) Capital	Year to Date Transfers from/(to) External ***	Interest allocation	Balance at Dec 31, 2023	Capital Commitments *	Operating Commitments **	Balance Available at December 31, 2023
Development Charges-General	\$2,304	\$234	\$75	\$42	-\$263	\$0	\$0	\$107	\$2,498	\$0	\$0	\$2,498
Development Charges-Police Services	\$1,159	\$202	\$294	\$468	-\$883	\$0	\$0	\$57	\$1,297	-\$408	\$0	\$888
Development Charges-Roads	\$97,345	\$12,584	\$8,233	\$3,998	-\$33	-\$26,989	\$0	\$4,565	\$99,704	-\$66,898	\$0	\$32,805
Development Charges-Sewer	\$89,016	\$8,938	\$4,318	\$2,483	-\$2,032	-\$2,676	\$0	\$4,483	\$104,530	-\$45,639	\$0	\$58,891
Development Charges-Water	\$46,608	\$5,492	\$2,653	\$1,311	\$0	-\$6,291	\$0	\$2,286	\$52,060	-\$17,120	\$0	\$34,940
Development Charges-Emergency Medical	\$3,054	\$319	\$193	\$105	\$0	-\$694	\$0	\$143	\$3,121	-\$941	\$0	\$2,179
Development Charges-LT Care	\$6,513	\$1,842	\$893	\$476	\$0	-\$8,125	\$0	\$192	\$1,791	-\$5,968	\$0	-\$4,177
Development Charges-POA	\$364	\$41	\$1	\$0	\$0	\$0	\$0	\$18	\$424	\$0	\$0	\$424
Development Charges-Health	\$2,168	\$115	\$4	\$0	\$0	\$0	\$0	\$106	\$2,392	\$0	\$0	\$2,392
Development Charges-Social Housing	-\$264	\$844	\$298	\$0	\$3,375	-\$1,370	\$0	\$75	\$2,958	-\$1,094	\$0	\$1,864

Deferred Revenue Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2022	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers from Reserves (Bill 23 Impacts - Phase In/Rental Discounts)	Year to Date Transfers from/(to) Operating	Year to Date Transfers from/(to) Capital	Year to Date Transfers from/(to) External ***	Interest allocation	Balance at Dec 31, 2023	Capital Commitments *	Operating Commitments **	Balance Available at December 31, 2023
Development Charges-Waste Division	\$5,650	\$425	\$104	\$61	-\$30	-\$894	\$0	\$260	\$5,576	-\$1,953	\$0	\$3,624
Development Charges-Transit Services	\$0	\$367	\$501	\$247	\$0	-\$1,232	\$2,994	\$68	\$2,946	-\$162	\$0	\$2,785
Development Charges-Public Works (Facilities & Fleet)	\$219	\$217	\$272	\$129	\$0	\$0	\$0	\$25	\$862	-\$1,831	\$0	-\$969
Subtotal Development Charges	\$254,137	\$31,619	\$17,840	\$9,320	\$134	-\$48,272	\$2,994	\$12,385	\$280,159	-\$142,015	\$0	\$138,144
Federal Gas Tax	\$46,773	\$14,822	\$0	\$0	\$0	-\$12,881	\$0	\$2,266	\$50,980	-\$45,061	\$0	\$5,919
Provincial Gas Tax	\$3,780	\$11,836	\$0	\$0	\$0	-\$3,700	\$0	\$94	\$12,010	-\$8,750	\$0	\$3,260
Subtotal Gas Tax	\$50,553	\$26,658	\$0	\$0	\$0	-\$16,581	\$0	\$2,360	\$62,990	-\$53,811	\$0	\$9,179
Total	\$304,691	\$58,277	\$17,840	\$9,320	\$134	-\$64,853	\$2,994	\$14,745	\$343,149	-\$195,826	\$0	\$147,323

* The capital commitments included represent all approved capital project expenditures budgeted to be funded by development charges and/or federal/provincial gas tax. Each quarter and/or year end a review of the status of the respective capital projects is completed and revenue earned is allocated accordingly. Note that Development Charges - Police Services and Development Charges - Sewer both have committed to development charge debt repayment.

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

*** Development Charge Collections from the Local Area Municipalities for services now provided by the Region as a result of frozen DC rates at the local level.

Deferred Revenue Summary (in thousands of dollars) - Continued

Summary of All Mandatory and Discretionary Grants, per Regional Development Charge Bylaw (2023)

Grant Category	Actuals		Total	Annual Budget	Annual Variance
	Q1-Q3	Q4			
Mandatory Exemptions:					
Bill 23 Phase-In (M)	\$4,899	\$4,105	\$9,004	\$13,000	\$3,996
Bill 23 Purpose-Built Rental Discounts	\$303	\$13	\$316	\$4,500	\$4,184
Total - Bill 23 Impacts	\$5,203	\$4,117	\$9,320	\$17,500	\$8,180
Non-Profit Housing (Bill 23) - (M)	\$859	\$1,921	\$2,780	\$618	-\$2,163
Intensification RDC Reductions - (M)	\$2,329	\$1,537	\$3,866	\$870	-\$2,996
Board of Education - (M)	\$3	\$0	\$3	\$0	-\$3
Subtotal - Mandatory Exemptions	\$3,191	\$3,458	\$6,649	\$1,488	-\$5,162
Brownfield - (D)	\$2,146	\$1,622	\$3,768	\$4,820	\$1,052
Smart Growth Niagara - (D)	\$0	\$1,579	\$1,579	\$301	-\$1,278
Agriculture - (D)	\$2,759	\$1,064	\$3,823	\$5,000	\$1,177
Place of Worship - (D)	\$0	\$0	\$0	\$96	\$96
Afford. Rental Housing - (D)	\$0	\$0	\$0	\$700	\$700
Other - (D)	\$0	\$11	\$11	\$0	-\$11
Subtotal - Other Economic Incentives	\$4,905	\$4,276	\$9,181	\$10,917	\$1,736
Non-Profit - (D)	\$0	\$49	\$49	\$50	\$1
50% Industrial Expansion - (M)	\$43	\$0	\$43		
Industrial and Gateway - (D)	\$2,979	\$529	\$3,508		
Subtotal - Industrial and Gateway	\$3,022	\$529	\$3,551	\$1,452	-\$2,099
Total - Development Charge Grants	\$11,118	\$8,313	\$19,430	\$13,906	-\$5,524
Grand Total	\$16,321	\$12,430	\$28,750	\$31,406	\$2,656

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

Deferred Revenue Summary (in thousands of dollars) - Continued

Details for Application Based Regional Development Charge Grants (2023)

2023 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2023
Grants Application Prior to 2022 ^{1,2}				\$38,491	\$4,870	\$0
181 Queen St	May 2, 2018	Residential Subdivision	Thorold	\$27,869	\$2,960	\$2,178
401 Canal Street	Feb 25, 2021	Residential, park, school and open space	Welland	\$11,938	\$7,705	\$1,590
Total				\$78,299	\$15,535	\$3,768

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

²Conditional grant awarded pending submission of final information from applicant.

2023 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2023
Q1-Q3 Applications:					
43 Castlereagh Street	Aug 18, 2023	Extension to existing non-profit historical museum and cultural centre	Niagara-on-the-Lake	\$39	\$39
525 Ontario Street	Sep 29, 2023	Extension to existing non-profit geneological society and research centre	St. Catharines	\$48	\$10
Total				\$98	\$0

Deferred Revenue Summary (in thousands of dollars) - Continued

2023 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2023
Applications:					
1540 McCleary Dr	Feb 18, 2023	New manufacturing facility for aluminium and glass products for homes	Thorold	\$75	\$75
40 Benfield Dr	Oct 21, 2022	New manufacturing facility for outdoor cushions and furniture	St. Catharines	\$183	\$183
392 Enterprise Dr	Nov 17, 2022	Food manufacturing facility (vertical farm)	Welland	\$62	\$62
59 Canal Bank St	Apr 26, 2023	New high-pressure die cast production facility for electric vehicle parts	Welland	\$1,627	\$1,627
4669 Fretz Blvd	Oct 5, 2022	Addition to existing industrial building	Lincoln	\$41	\$41
4902 Union Rd	Mar 31, 2023	New manufacturing facility specializing in the production of packing machinery	Lincoln	\$37	\$37
4715 Bartlett Rd	Apr 10, 2023	New industrial facility	Lincoln	\$357	\$357
365 Four Mile Creek Rd	Sep 6, 2022	Food manufacturing facility with cold storage	Niagara-on-the-Lake	\$187	\$187
2080 Niagara Stone Rd	May 1, 2023	New winemaking facility	Niagara-on-the-Lake	\$410	\$410
2626 Winger Rd	Sep 25, 2023	New facility manufacturing and distributing power restoration equipment	Fort Erie	\$8	\$8
6255 Don Murie St	Oct 11, 2022	Facility that manufactures electrical, mechanical and refrigeration products	Niagara Falls	\$28	\$28
6162 Progress St	Sep 14, 2023	New facility manufacturing customized apparel and hard goods	Niagara Falls	\$493	\$493
Total				\$3,508	\$3,508

Operating Reserve Transfer Reconciliation (in thousands of dollars)

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A new requirement in the reserve and reserve funds policy requires a report outlining any year-to-date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds not approved in the initial annual budget.

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Council approved net operating transfers to reserves, including interest allocation to reserves	- \$52,556	
<u>Additional operating reserve transfers (to)/from reserves:</u>		
All Rate Reserves	- \$1,108	Interest income allocation to reserve forecasted at Bank of Canada rate which was higher then budgeted
2022 Encumbrances	\$20,189	2022 Encumbrances (CSD 20-2023), reduced by amounts included in the 2023 budget related to Niagara Transit Commission
2023 Encumbrances	- \$14,358	2023 Encumbrances (CSD 10-2024)
Capital Levy	- \$12,867	Transfer to reserve of net proceeds from the sale of the materials recycling facility
Capital Levy	- \$988	Transfer back to reserve for unused funds - Niagara Falls and St. Catharines GO Stations not fully operational (in alignment with budget planning By-law)
Capital Levy	\$388	Reversal of budgeted transfer of the proceeds from the sale of surplus properties. Properties are now expected to be sold in 2024 and 2025.
Capital Levy	- \$81	Transfer back to general capital fund of proceeds from disposition of assets for Public Health and Emergency Medical Services
Capital Levy	- \$10,002	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Levy)
Water Capital	- \$569	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Water)
Wastewater Capital	- \$1,519	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Wastewater)
Wastewater Capital	- \$5,590	Transfer debt charge placeholder surplus to reserves to fund South Niagara Falls Waste Water Treatment Plant

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Wastewater Capital	- \$862	Transfer to reserve of unspent funds from CSO projects closed during the year
Transit Capital	- \$114	Transfer to reserve of balance received from St.Catharines from Paratransit capital reserve
Hospital Contribution	\$600	Reversal of budgeted transfer to reserve in order to be able to fund commitment to Hospice Niagara for 2023
NRH Owned Units	- \$400	Transfer back to reserve due to receipt of one-time funding from Canada Mortgage and Housing Corporation to pay for Building Condition Assessments
Tax Payer Relief	- \$17,694	Transfer back to reserve for unused funds, COVID-19 external funding received to fund 2023 budgeted COVID-related expenditures
Tax Payer Relief	- \$2,944	Transfer to reserve of one-time funding received in 2023 to reimburse incremental COVID-19 costs incurred in 2022 for Senior's Services
Tax Payer Relief	- \$8,180	Transfer of unspent funds associated with Bill 23 impacts due to lower than expected payouts of phase-in and rental grants
Tax Payer Relief	- \$552	Transfer of anticipated consulting project surplus to reserve as a result of indentifying Development Charge funding in place of reserve funding
Tax Payer Relief	- \$8	Transfer to reserve of surplus in shared services ERP implementation project
Housing Services	- \$617	Transfer to reserve of unspent funds from the capital loan and grant program
Water Stabilization	- \$18	Transfer to reserve of unspent consulting project funds to stabilization reserve (Water)
Wastewater Stabilization	- \$32	Transfer to reserve of unspent consulting project funds to stabilization reserve (Wastewater)
Waste Management Stabilization	- \$108	Transfer to reserve of unspent funding on Waste Management Strategic Plan
Transit Future Benefit	- \$86	Transfer to reserve of balance received from legacy transit agencies to fund employee future benefits
Net operating transfers to reserves	- \$110,075	

Capital Reserve Transfer Reconciliation (in thousands of dollars)

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A new requirement in the reserve and reserve funds policy requires a report outlining any year to date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds.

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Council approved net capital transfers per 2023 Budget	\$147,934	Reserve Transfers to capital projects
<i>Q1 and Q2 additional capital reserve transfers:</i>		
Transit Capital	\$771	Transfer from reserve to fund capital project for Transit Stop Shelters
Transit Capital	- \$1,616	Project closeouts, funds returned to reserve for in-flight capital projects to be completed by the Niagara Transit Commission
Transit Capital	\$1,647	Transfer from Reserve to initiate capital projects to be completed by Niagara Transit Commission
Transit Capital	\$948	Transfer from reserve to fund the purchase of replacement buses
NRH Owned Units	- \$2,825	Net transfer back to reserve funds no longer required for capital projects due to one-time funding from Canada Mortgage and Housing Corporation
<i>Q3 additional capital reserve transfers:</i>		
Police Capital Levy	- \$238	Transfer back to reserve for funds no longer required due to project closures
Transit Capital	\$25	Transfer from reserve to fund final project transactions associated with replacement of diesel busses
<i>Q4 additional capital reserve transfers:</i>		
Transit Capital	- \$152	Transfer back to reserve for funds no longer required due to Provincial and Federal Grants
Waste Management Capital	- \$1,614	Transfer back to reserve for funds no longer required due to Development Charge funding
Wastewater Capital	\$5,590	Transfer from reserve for South Niagara Falls Waste Water Treatment Plant
Transit Capital	- \$802	Transfer back to NTC Capital reserve due to increase in funding from Local Municipalities
NRH Owned Units	- \$355	Transfer back to reserve for funding no longer required due to increased funding from Canada Mortgage and Housing Corporation
Net capital transfers	\$149,311	

Encumbrance Summary (in thousands of dollars)

	2023	2022	2021	2020	2019
Governance	\$0	\$0	\$0	\$0	\$0
General Government	\$2,311	\$7,585	\$6,209	\$5,369	\$4,463
Corporate Administration	\$303	\$367	\$373	\$309	\$84
Corporate Services	\$818	\$1,244	\$933	\$125	\$198
Community Services (a)	\$449	\$678	\$0	\$55	\$289
Growth Strategy & Economic Development (b)	\$478	\$760	\$535	\$607	\$664
Public Health	\$0	\$0	\$0	\$0	\$65
Niagara Regional Housing	\$0	\$400	\$698	\$1,149	\$735
Niagara Transit Commission	\$1,947	\$1,982	\$0	\$0	\$0
Public Works - Transportation	\$1,030	\$1,122	\$1,816	\$938	\$849
Public Works - Waste Management	\$1,352	\$1,085	\$832	\$706	\$810
Public Works - Water/ Wastewater (c)	\$5,670	\$5,979	\$5,700	\$7,017	\$8,220
TOTAL	\$14,358	\$21,202	\$17,096	\$16,275	\$16,377

Notes:

- \$6,935 of the total encumbrances in 2023 relate to incentive and grant programs (2022 - \$13,799)

- Encumbrance amounts summarized above reflect the transfer of levy budgeted funding to 2024 through the encumbrance reserve at year end. Not reflected in the above totals are commitments that are funded externally and will be carried forward to the 2024 budget through a deferral of the associated external revenue:

(a) The Community Services 2023 Encumbrance includes \$9,935 related to ministry funded contributions to NRH and non-profit housing provider capital projects (\$nil funded from reserves)

(b) The Growth Strategy & Economic Development 2023 Encumbrance includes \$227 related to development charge eligible studies (\$33 funded from reserves, \$194 funded from development charges)

(c) The Public Works - Water/Wastewater 2023 Encumbrance includes \$9,524 (\$4,790 funded from reserves as summarized above, \$4,734 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. \$1,503 remains in capital projects related to the CSO program from 2008 through 2014.

Encumbrance Detail (in thousands of dollars)

Description	Amount
General Government	
City of St. Catharines Tax Appeal Cost Share*	24
Private Housing Grants	120
Tax Policy Study & Appeals	24
McNally House Annual Commitment 2023	220
	388
Public Realm Investment Program	
RR18 (Ontario St.), RR81 (King St.)*	10
Jordan Hollow Cultural Park*	83
Casablanca Road Streetscape Features*	125
120 Killaly St & Elm St, Port Colborne*	45
Lundy's Lane (between #7077 to 7225), Niagara Falls*	30
Jordan Village Streetscaping	134
Killaly Public Park Streetscape Features	50
	477
Waterfront Improvement Program	
Millennium Recreation Trail*	400
Smarter Niagara Incentive Program	
Building and Facade Improvement Grant/Loan Program	172
CIP/MasterPlans/Official Plans Grant Program	276
ESA Phase II (Risk Assessment Plan)	77
Heritage Restoration and Improvement Grant	29
Residential Grant/Loan Program	492
	1,046
Total Encumbrances for General Government	\$2,311
Corporate Administration	
Culture Survey*	71
ADP Payroll Configuration*	86
Compensation Review	92
Kronos EMS Workforce Implementation	54
Total Encumbrance for Corporate Administration	\$303
Corporate Services	
Property Valuations*	400
Development Charge by-law Appeal*	233
Facilities Building Condition Assessments*	53
Consulting for Asset Retirement Obligations	48
Facilities - Gas Detection System	84
Total Encumbrance for Corporate Services	\$818
Community Services (a)	
K3D Thermostat Technology*	103
Capital Loan & Grant Program - Grant Portion 2022*	221
Niagara Prosperity Initiative*	75
Housing Provider Building Condition Assessments	50
Total Encumbrance for Community Services (a)	\$449
Growth Strategy & Economic Development (b)	
Niagara Official Plan*	15
Glendale Secondary Plan*	18
Strategic Focus for Shared Services	80
Corporate Climate Change Action Plan	52
Environmental Impact Study Guidelines	30
Model Urban Design Guidelines Update	101
68 Church Street Redevelopment	54
Accessibility Plan	24
403 Ontario Street Redevelopment	44

Encumbrance Detail (in thousands of dollars) - Continued

Description	Amount
Irrigation Contribution	60
Total Encumbrance for Growth Strategy & Economic Development (b)	\$478
Niagara Transit Commission	
Temporary Transitional Staffing*	102
Operator Uniforms	141
IT Strategy	102
Branding Strategy	102
Strategic Plan	342
Job Evaluation Review	152
Branding Decal Strategy	967
Benefits Review	39
Total Encumbrance for Niagara Transit Commission	\$1,947
Public Works - Transportation	
Cityworks Software Upgrade*	18
Greater Niagara Circle Route - Extension of the Welland Canal Parkway Trail*	200
Greater Niagara Circle Route - Wayfinding Initiatives*	50
Bicycle Facilities Grant 2022*	113
Transportation Planning Policy Development*	315
Bridge Condition Study*	17
Engineering Services for Curve Warning Signs review*	14
Catch Basin Cleaning	172
Incremental Uniform Clothing	50
Street Sweeping Services	42
Asphalt Patching Program	39
Total Encumbrance for Public Works - Transportation	\$1,030
Public Works - Waste Management	
Long-Term Waste Management Strategic Plan*	437
WMSP Stakeholder Engagement*	500
WMSP Lifecycle Assessment*	24
Asset Management Plan	76
Master Servicing Plan	288
Grey Recycling Carts	27
Total Encumbrance for Public Works - Waste Management	\$1,352
Public Works - Water/Wastewater (c)	
Master Service Plans*	19
ESRI Utility Network Implementation*	424
Asset Valuation and Loss Control for Insurance - 2022*	200
Asset Management Initiative Transition	15
Biogas Inspection	142
Manhole Inspection Program	80
Combined Sewer Overflow Funding - 2017 Program (at 75%)*	85
Combined Sewer Overflow Funding - 2018 Program (at 50%)*	133
Combined Sewer Overflow Funding - 2019 Program (at 50%)*	387
Combined Sewer Overflow Funding - 2020 Program (at 50%)*	588
Combined Sewer Overflow Funding - 2021 Program (at 50%)*	1,205
Combined Sewer Overflow Funding - 2022 Program (at 50%)*	1,034
Combined Sewer Overflow Funding - 2023 Program (at 50%)*	1,358
Total Encumbrance for Public Works - Water/Wastewater (c)	\$5,670
TOTAL 2023 ENCUMBRANCE	\$14,358

* Encumbrance balance carried over in part or fully from 2022

Encumbrance Detail (in thousands of dollars) - Continued

Notes

(a) The Community Services 2023 Encumbrance includes \$9,935 related to ministry funded contributions to NRH and non-profit housing provider capital projects (\$nil funded from reserves)

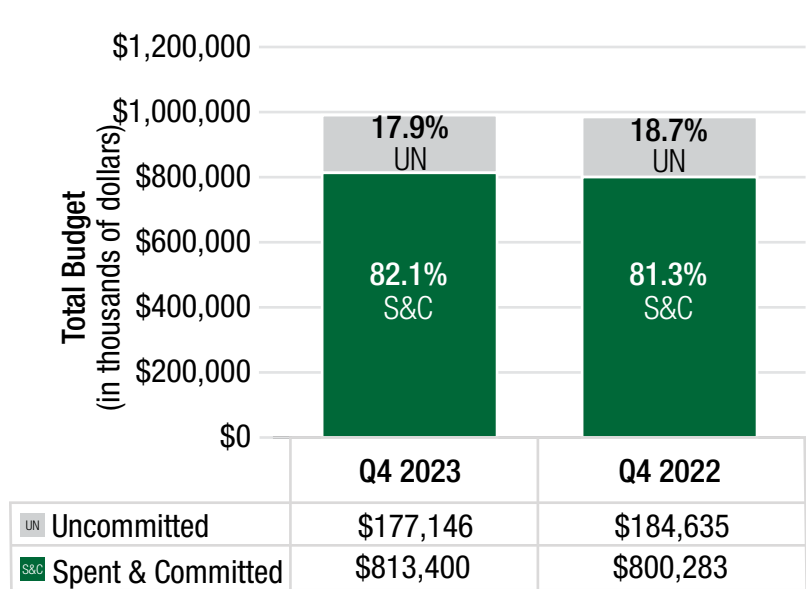
(b) The Growth Strategy & Economic Development 2023 Encumbrance includes \$227 related to development charge eligible studies (\$33 funded from reserves, \$194 funded from development charges)

(c) The Public Works - Water/Wastewater 2023 Encumbrance includes \$9,524 (\$4,790 funded from reserves as summarized above, \$4,734 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. \$1,503 remains in capital projects related to the CSO program from 2008 through 2014.

Capital Highlights

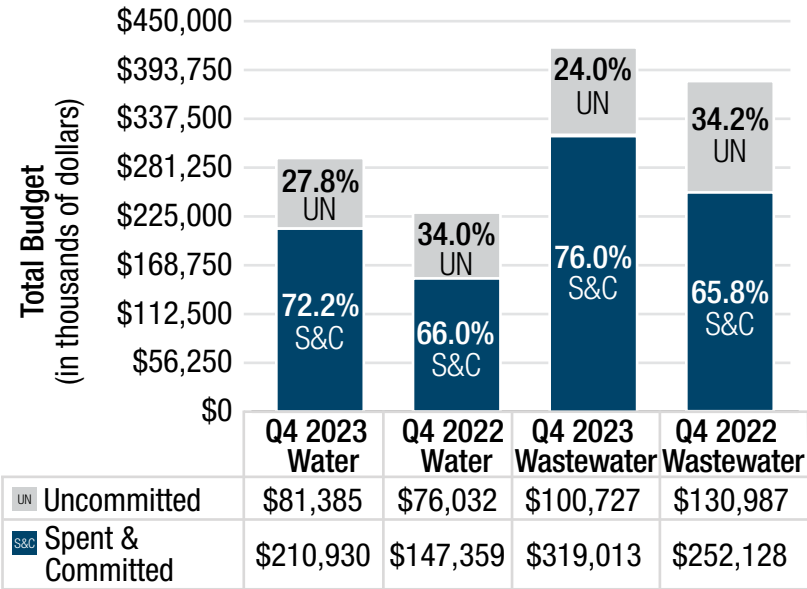
Levy

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



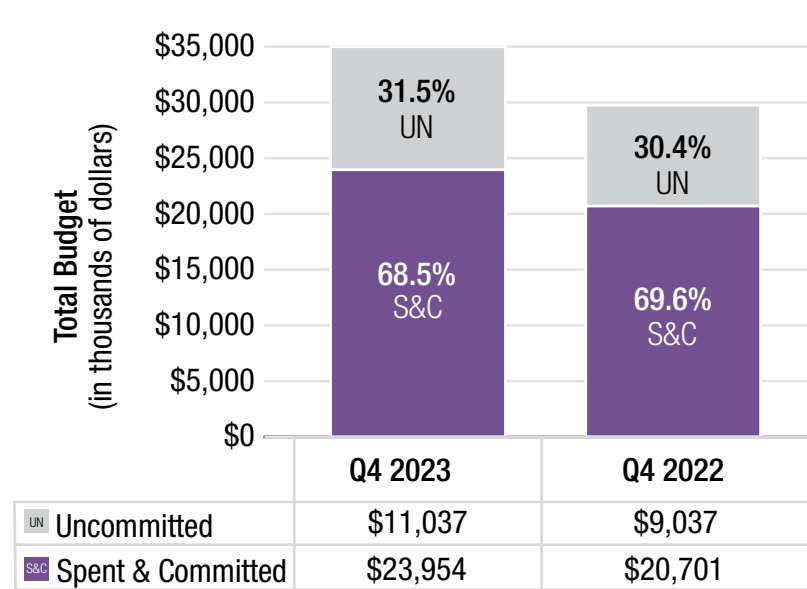
Water and Wastewater

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

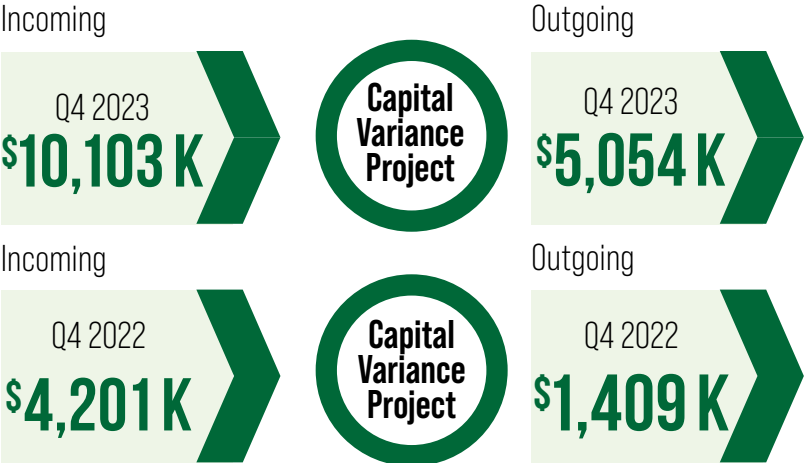


Waste Management

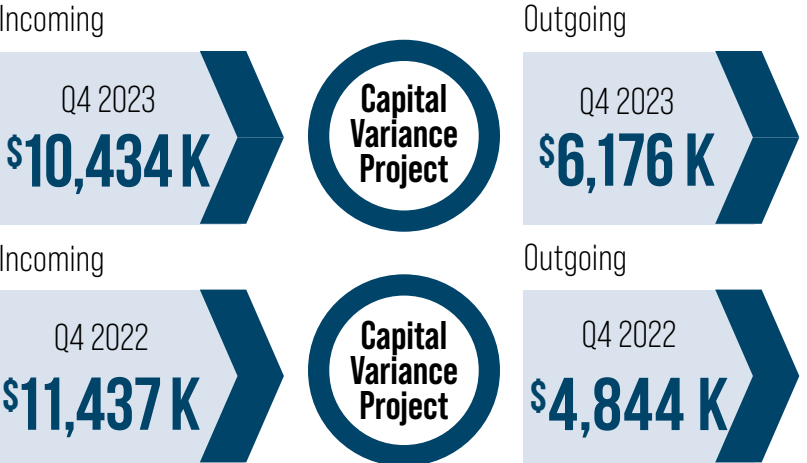
Project Budgets Spent and/or Committed at Quarter End
Active projects with budgets greater than \$1 million.



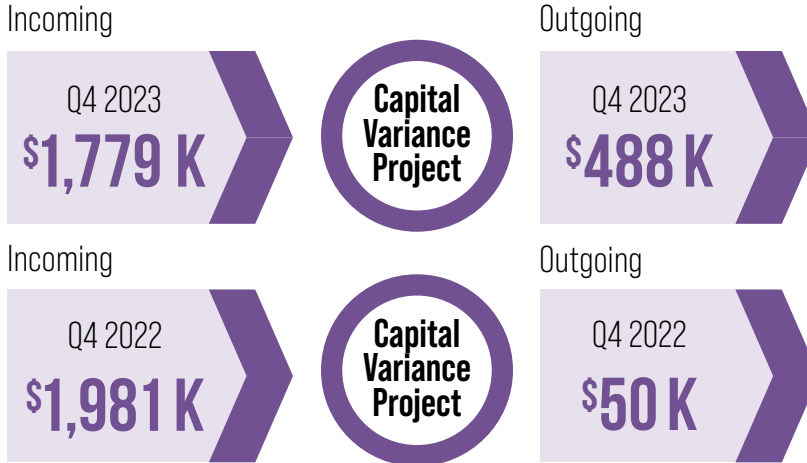
Year-to-Date Capital Variance Project Transfers



Year-to-Date Capital Variance Project Transfers



Year-to-Date Capital Variance Project Transfers



Capital Summary (in thousands of dollars)

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

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

Capital Budget Reconciliation

The capital program managed by Niagara Region has decreased by (\$86,195) since Q3 2023. The decrease is primarily caused by projects closed (\$90,858) and budget reductions (\$8,950). This decrease is offset by the transit amalgamation (\$155) gross budget adjustments (\$11,127) and transfers from capital variance projects (\$2,330).

14 capital projects of the 678 capital sub-projects, with budgets totalling approximately \$374,845 (levy \$14,547 / rate \$360,298) remain uninitiated at January 24th, 2024. A summary of the levy and rate impact of Niagara Regions total capital program during the year is presented below:

Capital Program Reconciliation	Levy Programs	Special Levy Programs	Rate Programs	Adjusted Program
2022 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2022*	\$1,077,943	\$35,651	\$1,018,332	\$2,131,926
Council Approved 2023 Budget	\$110,328	\$6,598	\$120,034	\$236,959
Gross Budget Adjustment (including transfers from operating)	\$9,410	\$613	\$5,817	\$15,839
Gross Budget Adjustment - Transit Amalgamation	\$0	\$25,675	\$0	\$25,675
Transfer from Capital Variance Project	\$1,207	\$488	\$4,404	\$6,098
Budget Reductions on Active Capital Projects **	-\$957	-\$500	-\$3,400	-\$4,857
Projects Closed	-\$12,138	-\$2,600	-\$12,738	-\$27,476
2023 Total Adjusted Program (excluding Capital Variance Projects) at July 27, 2023	\$1,185,793	\$65,925	\$1,132,448	\$2,384,166
Gross Budget Adjustment (including transfers from operating)	\$22,682	\$0	\$48	\$22,730
Gross Budget Adjustment - Transit Amalgamation	\$0	\$19,749	\$0	\$19,749
Transfer from Capital Variance	\$2,745	\$0	\$544	\$3,289
Budget Reductions on Active Capital Projects **	-\$2,230	\$0	-\$1,402	-\$3,632
Projects Closed	-\$33,282	-\$358	-\$15,042	-\$48,682
2023 Total Adjusted Budget (excluding Capital Variance Projects) at October 26, 2023	\$1,175,709	\$85,316	\$1,116,596	\$2,377,622
Gross Budget Adjustment (including	\$5,965	\$1,701	\$3,460	\$11,127

Capital Summary (in thousands of dollars) - Continued

Capital Program Reconciliation	Levy Programs	Special Levy Programs	Rate Programs	Adjusted Program
transfers from operating)				
Gross Budget Adjustment - Transit Amalgamation	\$0	\$155	\$0	\$155
Transfer from Capital Variance	\$1,380	\$0	\$950	\$2,330
Budget Reductions on Active Capital Projects *	- \$3,974	- \$1,614	- \$3,361	- \$8,950
Projects Closed	- \$67,338	- \$22,964	- \$556	- \$90,858
Closed projects excluded in project summary reporting				\$0
2023 Total Adjusted Budget (excluding Capital Variance Projects) at December 31, 2023	\$1,111,742	\$62,594	\$1,117,090	\$2,291,427

*Waste Management - Special Levy removed from Rate Programs opening balance

** Budget reductions do not necessarily reflect surplus funding as not all project budgets are funded in advance.

Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments, transfers from the capital variance project, budget reductions and transfer to operations during Q4 of 2023 per the budget control policy 2017-63.

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Corporate Services	Campbell West Reception Renos	\$229		\$30			\$259
Corporate Services	19-Annual-EnergyConserve Pro	\$200	\$237				\$437
Niagara Regional Housing	Summer St Property Acquisition	\$1,400	\$250				\$1,650
Niagara Regional Housing	NRH Prop Acq - Fort Erie	\$8,407	\$65				\$8,472
Niagara Regional Housing	24-NRH Geneva Street Developmnt	\$4,304	\$250				\$4,554
Niagara Regional Housing	23 - NRH St.Cath Emrg Shelter	\$2,600	\$250				\$2,850
Niagara Regional Police	19 - NRPS NG 911	\$1,100	\$564	\$15			\$1,679
Niagara Regional Police	24-NRPS Dive Truck	\$340		\$20	-\$20	CV - Levy	\$340
Public Health Emergency Services	21-Mobile Dental Unit	\$675		\$275			\$950
Public Works - Levy	23-Unit #11 Backhoe Loader	\$0		\$300			\$300
Public Works - Levy	1-Albert/Lakeshore-FE	\$8,798	\$2,634		-\$2,634	CV - Levy	\$8,798
Public Works - Levy	1-Albert/Lakeshore-FE	\$8,798	\$261		-\$1,000	CV- Levy \$629 DC- Levy \$371	\$8,059
Public Works - Levy	22-Rds Rehab - RR42 Carlton QE	\$595		\$76			\$671
Public Works - Levy	22-Rds Rehab-RR2 Caistorville	\$250		\$135			\$385
Public Works - Levy	22 Ann-Fleet & Vehicle Replace	\$1,913		\$250			\$2,163
Public Works - Levy	23-Three New Vehicles (W/WW)	\$250		\$28			\$278
Public Works - Levy	19-Rds Rehab - RR 43 Bridge St	\$3,375	\$1,433				\$4,808
Public Works - Levy	20 Ann-Fleet & Vehicle Replace	\$2,367		\$250			\$2,617
Public Works - Levy	27-PCD/Lincoln-WE	\$5,050	\$20		-\$320	CV- Levy	\$4,750
All Levy Departments		\$50,651	\$5,965	\$1,380	-\$3,974		\$54,022
Niagara Transit Commission	3A NF Farebox Smart Readers	\$0	\$62				\$62
Niagara Transit Commission	Intermunicipal Layby Construction -	\$0	\$1				\$1

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
	Morrison St. - ICIP						
Niagara Transit Commission	NF Video Surveillance	\$0	\$15				\$15
Niagara Transit Commission	NF 2 Shuttle Vans	\$0	\$77				\$77
Niagara Transit Commission	22 NF Refurb of 2 40 ft Buses	\$679	\$87				\$766
Waste Management	15-Bridge-Drop-Off Depot	\$3,097	\$1,148		-\$1,148	Waste Management - Capital Reserve	\$3,097
Waste Management	16-NR12-Drop-Off Depot	\$462	\$196		-\$196	Waste Management - Capital Reserve	\$462
Waste Management	20-Humberstone Drop-Off Depot	\$610	\$270		-\$270	Waste Management - Capital Reserve	\$610
All Special Levy Departments*		\$4,848	\$1,856	\$0	-\$1,614		\$5,090
Wastewater	21-Nickel St PS Upgrades	\$350		\$11			\$361
Wastewater	Sewer Relining Program	\$1,336		\$25			\$1,361
Wastewater	20-Portable Sew Bypass Pumps	\$240		\$2			\$242
Wastewater	21-Fares St PS Upgrades	\$330		\$70			\$400
Wastewater	22-Union PS Upgrades	\$330		\$55			\$385
Water	20-WM Replc Ontario St Lincoln	\$17,450	\$4,248		-\$3,361	CV - Water	\$18,336
Water	2017-CNR Transmission Main	\$25,825	-\$787	\$787			\$25,825
All Rate Departments		\$45,861	\$3,460	\$950	-\$3,361	\$0	\$46,910
Niagara Regional Police	20-NRPS NG 9-1-1	\$700	-\$700				\$0
Niagara Regional Police	19 - NRPS NG 911	\$400	\$700				\$1,100
Niagara Regional Police	21- NRPS - Vehicle Replacement	\$1,400	-\$72				\$1,328
Niagara Regional Police	22-Ann-NRPS - Vehicle Replace	\$1,948	-\$232				\$1,716
Niagara Regional Police	23-NRPS-Vehicles(Patrol)	\$2,000	\$305				\$2,305
Niagara Regional Police	23-NRPS-Range Target System	\$110	\$60				\$170

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
Niagara Regional Police	21-NRPS - Range Target System	\$60	- \$60				\$0
Corporate Services	23-St Cath GO Station Renos	\$150	\$500				\$650
Public Works - Levy	20-STC GO Precinct Cap Wrks	\$500	\$4,300				\$4,800
Public Works - Levy	GO Transit	\$37,794	- \$4,800				\$32,994
All inter-project		\$45,062	\$0	\$0	\$0		\$45,062
All Departments	Total	\$146,422	\$11,282	\$2,330	- \$8,950		\$151,084

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 15 projects were closed between October 24, 2023 to December 31, 2023. 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
Corporate Services	Long-term Accommodations - NRPS D1	\$19,295	\$19,281	\$14	\$14	CVP LEVY
Corporate Services	Ontario Street EMS Parking Lot - 2022	\$350	\$311	\$39	\$39	CVP LEVY
Corporate Services	Print Shop Colour Printer - 2022	\$54	\$54	\$0	\$0	CVP LEVY
Niagara Regional Housing	Muli-Residential Intensification - Niagara Falls - 2018	\$20,915	\$19,403	\$1,512	\$535	CVP LEVY
Niagara Regional Housing	Support Hosuing Renovations - Niagara Falls	\$4,550	\$4,506	\$44	\$34	CVP LEVY
Niagara Transit Committee	Convent Diesel Buses - St.Catharines	\$6,662	\$6,608	\$54	\$0	CVP LEVY
Niagara Transit Committee	Driver Protection System - Niagara Falls	\$493	\$461	\$32	\$0	CVP LEVY
Public Works - Levy	Roads Reconstruction - St Davids Road East	\$8,624	\$8,380	\$244	\$221	CVP LEVY
Public Works - Levy	Inter-Municipal Transit Capital Acquisition - 2017	\$22,964	\$16,954	\$6,010	\$1,969	CVP LEVY
Public Works - Levy	Structure Rehabilitation - Schisler Road Bridge	\$2,240	\$1,818	\$422	\$422	CVP LEVY
Public Works - Levy	Annual - Storm Sewer & Culvert Program - 2019	\$1,000	\$1,000	\$0	\$0	CVP LEVY
Public Works - Levy	Railway Crossing Improvements - 2020	\$120	\$120	\$0	\$0	CVP LEVY
Public Works - Levy	Roads Rehabilitation - RR63 Baldwin/Coffee Bridge	\$3,035	\$3,001	\$34	\$34	CVP LEVY
Total Levy Reporting Projects Closed and Removed from Project Listing		\$90,302	\$81,896	\$8,406	\$3,268	
Wastewater	Peel Street Sewage Pump Station Property Purchase	\$56	\$53	\$3	\$3	CVR SEW
Total Wastewater Projects Closed and Removed from Project Listing		\$56	\$53	\$3	\$3	
Water Works	Garrison Road Waste Management Replacement - 2022	\$500	\$2	\$498	\$498	CVR WAT
Total Wastewater Projects Closed and Removed from Project Listing		\$500	\$2	\$498	\$498	
Total Rate Projects Closed and Removed from Project Listing		\$556	\$55	\$501	\$501	
Total Projects Closed		\$90,858	\$81,951	\$8,907	\$3,769	

Capital Project Summary (in thousands of dollars)

Once a project is initiated, multiple projects may be set up to manage the overall project. Illustrated below is the \$2,291,427 capital budget managed by Niagara Region, representing 678 sub-projects, total capital spending including commitments to date of \$1,473,733 and budget remaining of \$817,693 after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 258 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
Corporate Services	\$417,651	\$377,067	\$40,585	90.3%
Niagara Regional Housing	\$86,012	\$74,421	\$11,590	86.5%
Niagara Regional Police Services Board	\$28,756	\$22,162	\$6,593	77.1%
Niagara Transit Commission	\$32,605	\$10,369	\$22,237	31.8%
Planning	\$3,294	\$3,269	\$25	99.3%
Public Health	\$18,604	\$16,667	\$1,937	89.6%
Public Works - Levy	\$436,230	\$319,814	\$116,417	73.3%
Waste Management	\$34,991	\$23,954	\$11,037	68.5%
Wastewater	\$419,740	\$319,013	\$100,727	76.0%
Water Works	\$292,315	\$210,930	\$81,385	72.2%
Active projects with budgets greater than \$1 million	\$1,770,198	\$1,377,666	\$392,531	77.8%
Uninitiated projects with budgets greater than \$1 million	\$374,845	\$0	\$374,845	0.0%
Total projects with budgets greater than \$1 million	\$2,145,043	\$1,377,666	\$767,376	64.2%
Active projects with budgets less than \$1 million	\$145,752	\$96,067	\$49,685	65.9%
Uninitiated projects with budgets less than \$1 million	\$632	\$0	\$632	0.0%
Total Capital Projects	\$2,291,427	\$1,473,733	\$817,693	64.3%

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 258 projects totaling \$2,145,043 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$1,377,666 representing 64.2 percent of the adjusted capital budget on these active and uninitiated sub-projects.

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Canada Summer Games - 2021		\$103,561	\$102,726	\$835	99.2%	\$726	\$111	\$150	\$0	2027
911 Backup Rationalization - 2020		\$8,760	\$2,139	\$6,621	24.4%	\$4,269	\$3,000	\$0	\$0	2025
Asset Replacement - 2018		\$2,947	\$2,953	-\$6	100.2%	\$8	\$0	\$0	\$0	2025
Asset Replacement - 2020		\$1,894	\$1,891	\$2	99.9%	\$32	\$0	\$0	\$0	2025
Customer Service Strategic Priority		\$1,685	\$1,457	\$228	86.5%	\$887	\$0	\$0	\$0	2026
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	0.0%	\$3,895	\$0	\$0	\$0	2024
Emergency Medical Services Facility Welland		\$1,100	\$627	\$473	57.0%	\$563	\$0	\$0	\$0	2025
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$1,750	\$0	100.0%	\$700	\$175	\$0	\$0	2025
HVAC Replacements		\$1,391	\$1,351	\$39	97.2%	\$45	\$0	\$0	\$0	2024
Lighting Retrofit at Meadows of Dorchester		\$1,000	\$1,150	-\$150	115.0%	\$130	\$0	\$0	\$0	2024
Long-term Accommodations - NRPS D1 (Note 3)		\$69,119	\$67,759	\$1,360	98.0%	\$0	\$0	\$0	\$1,360	2024

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Long-term Care Home Redevelopment - 2015		\$85,917	\$84,341	\$1,576	98.2%	\$13,086	\$0	\$0	\$0	2028
Online Planning Portal		\$1,250	\$1,021	\$229	81.7%	\$394	\$0	\$0	\$0	2025
Redevelopment of Linhaven Long Term Care Home - 2020		\$105,652	\$99,614	\$6,038	94.3%	\$31,691	\$0	\$0	\$0	2024
Extended and Managed Detection Response Threat Tool - 2023		\$1,100	\$1,016	\$84	92.4%	\$84	\$0	\$0	\$0	2026
Desktop and Laptop Replacement - 2023		\$2,750	\$1,877	\$873	68.2%	\$2,560	\$0	\$0	\$0	2026
Long-term Care Machinery and Equipment - 2023		\$1,743	\$178	\$1,565	10.2%	\$750	\$665	\$159	\$0	2026
Niagara Falls GO Station Renovations - 2023		\$2,866	\$2,571	\$295	89.7%	\$2,200	\$474	\$0	\$0	2025
Regional Headquarters Generator Replacement		\$2,197	\$2,135	\$62	97.2%	\$63	\$0	\$0	\$0	2024
Niagara Falls Parking and Storage Extension		\$3,850	\$0	\$3,850	0.0%	\$0	\$0	\$3,850	\$0	2026
Welland Transit Garage Phase 1 and 2		\$12,320	\$0	\$12,320	0.0%	\$0	\$0	\$12,320	\$0	2026
St.Catharines Go Precinct - 2020 (Note 6)		\$4,800	\$510	\$4,290	10.6%	\$2,145	\$2,145	\$0	\$78	2024
Total Corporate Services		\$421,546	\$377,067	\$44,480	89.4%	\$64,228	\$6,570	\$16,479	\$1,438	
Annual - Asphalt, Paving and Concrete Replacement Program - 2022		\$1,600	\$1,555	\$45	97.2%	\$823	\$0	\$0	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Structural and Foundation Wall Repairs - 2022		\$1,240	\$1,237	\$3	99.8%	\$210	\$0	\$0	\$0	2025
Building Capital - 2018		\$4,654	\$4,640	\$14	99.7%	\$73	\$0	\$0	\$0	2024
Building Capital - 2019		\$5,454	\$5,446	\$8	99.9%	\$96	\$0	\$0	\$0	2024
Building Capital - 2020		\$3,974	\$3,847	\$127	96.8%	\$861	\$0	\$0	\$0	2024
Building Capital - 2021		\$4,790	\$4,769	\$21	99.6%	\$223	\$0	\$0	\$0	2024
Grounds Capital - 2020		\$1,010	\$1,007	\$3	99.7%	\$9	\$0	\$0	\$0	2024
Grounds Capital - 2021		\$2,290	\$2,252	\$38	98.3%	\$131	\$0	\$0	\$0	2024
Social Housing Assistance Improvement Program - 2018 (Note 1)		\$2,683	\$2,614	\$69	97.4%	\$6	\$0	\$0	\$69	2024
Social Services Relief Fund Phase 2 Permanent Supportive Housing		\$4,418	\$4,412	\$6	99.9%	\$14	\$0	\$0	\$0	2025
Unit Capital - 2019		\$5,355	\$5,338	\$18	99.7%	\$90	\$0	\$0	\$0	2024
Unit Capital - 2020		\$3,471	\$2,650	\$821	76.4%	\$892	\$0	\$0	\$0	2024
Muli-Residential Intensification - Welland - 2020 (Note 2)		\$13,746	\$12,623	\$1,124	91.8%	\$794	\$0	\$0	\$917	2024
Property Acquisition - Fort Erie (Note 7)		\$8,472	\$8,301	\$171	98.0%	\$4,564	\$0	\$0	- \$350	2025
Annual - Unit Capital - 2023		\$4,700	\$2,439	\$2,261	51.9%	\$3,461	\$0	\$0	\$0	2026
Annual - Mech-Electrical - 2023		\$1,600	\$985	\$615	61.5%	\$991	\$0	\$0	\$0	2026
Annual - Building Capital - 2023		\$4,700	\$4,329	\$371	92.1%	\$3,534	\$0	\$0	\$0	2026
Annual - Grounds Capital - 2023		\$2,800	\$2,420	\$380	86.4%	\$1,852	\$0	\$0	\$0	2026
Property Acquisition - Summer Street		\$1,650	\$1,234	\$416	74.8%	\$452	\$0	\$0	\$0	2024
Geneva Street Development - 2024		\$4,554	\$35	\$4,519	0.8%	\$4,529	\$0	\$0	\$0	2027

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
St.Catharines Emergency Shelter - 2023		\$2,850	\$2,289	\$561	80.3%	\$1,340	\$0	\$0	\$0	2027
Total Niagara Regional Housing		\$86,012	\$74,421	\$11,590	86.5%	\$24,944	\$0	\$0	\$637	
Communications Back-up		\$4,600	\$0	\$4,600	0.0%	\$1,150	\$3,450	\$0	\$0	2024
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2025
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$0	\$1,250	\$0	\$0	2025
Information Technology Continuity Plan		\$1,500	\$1,012	\$488	67.4%	\$489	\$0	\$0	\$0	2024
Vehicles - 2021 (Note 2)		\$1,328	\$1,328	\$0	100.0%	\$26	\$0	\$0	\$22	2024
Vehicles - 2022		\$1,716	\$1,650	\$66	96.1%	\$72	\$0	\$0	\$0	2025
Vehicles - 2023		\$2,305	\$1,981	\$323	86.0%	\$1,609	\$0	\$0	\$0	2026
Automated Licence Plate Reader (Note 2)		\$1,332	\$1,226	\$106	92.0%	\$0	\$0	\$0	\$106	2024
Voice Radio System		\$13,296	\$13,286	\$9	99.9%	\$16	\$0	\$0	\$0	2024
Niagara Regional Police Services NG - 2019		\$1,679	\$1,679	\$0	100.0%	\$1,679	\$0	\$0	\$0	2025
Total Niagara Regional Police Services Board		\$30,006	\$22,162	\$7,843	73.9%	\$5,041	\$5,700	\$0	\$129	
St.Catharines Transit Facility Phase 1		\$1,722	\$0	\$1,722	0.0%	\$680	\$0	\$1,042	\$0	2026
St.Catharines Transit Facility Phase 2		\$4,000	\$0	\$4,000	0.0%	\$0	\$0	\$4,000	\$0	2026
St.Catharines Transit Facility Phase 3		\$2,182	\$0	\$2,182	0.0%	\$0	\$0	\$2,182	\$0	2027
Bus Stops and Shelters		\$2,100	\$0	\$2,100	0.0%	\$500	\$1,050	\$550	\$0	2026

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Camera Upgrades - St.Catharines Transit		\$2,127	\$1,351	\$777	63.5%	\$2,127	\$0	\$0	\$0	2024
Vehicle Hoist Replacement - St.Catharines Transit		\$1,956	\$1,956	\$0	100.0%	\$1,956	\$0	\$0	\$0	2024
Growth Buses - Niagara Falls - 2023 (Note 2)		\$2,029	\$2,018	\$11	99.4%	\$0	\$0	\$0	\$11	2023
2 Fare Payment Technology - Niagara Region		\$3,008	\$2,357	\$651	78.3%	\$150	\$300	\$210	\$0	2030
3 40 Ft Bus Replacements - Niagara Region		\$2,753	\$2,688	\$65	97.6%	\$2,753	\$0	\$0	\$0	2024
12 Hybrid Buses - St.Catharines Transit		\$7,000	\$0	\$7,000	0.0%	\$0	\$7,000	\$0	\$0	2025
8 Fare Payment Technology - St.Catharines Transit		\$3,728	\$0	\$3,728	0.0%	\$250	\$1,200	\$2,278	\$0	2030
Total Niagara Transit Commission		\$32,605	\$10,369	\$22,237	31.8%	\$8,416	\$9,550	\$10,262	\$11	
Regional Headquarters Landscape Master Plan (Note 2)		\$3,294	\$3,269	\$25	99.3%	\$0	\$0	\$0	\$25	2023
Welland Transit Garage Phase 1 and 2		\$12,320	\$0	\$12,320	0.0%	\$0	\$0	\$12,320	\$0	
Total Planning		\$3,294	\$3,269	\$25	99.3%	\$0	\$0	\$0	\$25	
Ambulance & Equipment - 2019		\$2,301	\$2,141	\$161	93.0%	\$161	\$0	\$0	\$0	2024
Ambulance & Equipment - 2020		\$3,302	\$2,827	\$475	85.6%	\$517	\$0	\$0	\$0	2024
Ambulance & Equipment - 2021		\$2,029	\$1,965	\$64	96.8%	\$64	\$0	\$0	\$0	2024
Ambulance & Equipment - 2022		\$1,452	\$1,231	\$221	84.8%	\$221	\$0	\$0	\$0	2024
Defibrillator Replacement		\$2,307	\$2,175	\$132	94.3%	\$235	\$0	\$0	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Emergency Medical Services Stretcher and Loader		\$2,818	\$2,342	\$476	83.1%	\$476	\$0	\$0	\$0	2024
Ambulance and Equipment Replacement - 2023		\$3,262	\$2,890	\$372	88.6%	\$2,383	\$0	\$0	\$0	2026
New Ambulances - 2023		\$1,133	\$1,097	\$37	96.8%	\$539	\$0	\$0	\$0	2026
Total Public Health		\$18,604	\$16,667	\$1,937	89.6%	\$4,595	\$0	\$0	\$0	
Annual - Storm Sewer & Culvert Program - 2020		\$1,154	\$1,137	\$17	98.5%	\$160	\$0	\$0	\$0	2024
Capacity Improvements - Charnwood/McLeod		\$1,750	\$878	\$872	50.2%	\$500	\$1,237	\$0	\$0	2030
Capacity Improvements - New Escarpment Crossing		\$3,700	\$1,275	\$2,425	34.5%	\$600	\$1,000	\$1,119	\$0	2027
Capacity Improvements - New Escarpment Crossing	Uninitiated	\$1,000	\$0	\$1,000	0.0%	\$0	\$0	\$1,000	\$0	2026
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		\$1,460	\$727	\$733	49.8%	\$0	\$0	\$733	\$0	2029
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$15,096	\$14,436	\$659	95.6%	\$2,289	\$0	\$0	\$0	2024
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$13,886	\$13,397	\$489	96.5%	\$1,750	\$472	\$0	\$0	2028
Capacity Improvements - RR10 Livingston/QEW-GR (Note 6)		\$35,830	\$23,798	\$12,032	66.4%	\$21,000	\$6,016	\$6,016	\$453	2024
Capacity Improvements - RR98 Montrose Road		\$38,458	\$35,030	\$3,428	91.1%	\$5,000	\$2,000	\$457	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Environmental Assessment - RR 42 Ontario Street		\$22,721	\$18,091	\$4,630	79.6%	\$15,000	\$6,216	\$0	\$0	2026
Fleet & Vehicle Replacement Program - 2020 (Note 7)		\$2,617	\$1,832	\$786	70.0%	\$1,004	\$112	\$0	- \$770	2025
Fleet & Vehicle Replacement Program - 2022		\$2,163	\$1,907	\$256	88.2%	\$1,170	\$292	\$0	\$0	2025
Fleet Snowplow Replacement Program - 2022		\$2,354	\$0	\$2,354	0.0%	\$0	\$1,766	\$589	\$0	2026
Illumination Program - 2020		\$1,000	\$441	\$559	44.1%	\$250	\$132	\$0	\$0	2024
81-Vinhaven/23rd - Lincoln		\$2,420	\$730	\$1,690	30.2%	\$1,000	\$732	\$0	\$0	2026
Intersection - RR20 Roundabout at S Grimsby Rd		\$5,262	\$4,952	\$309	94.1%	\$311	\$0	\$0	\$0	2024
Intersection - RR20 Industrial Park to Townline Phase 2		\$3,681	\$3,616	\$65	98.2%	\$170	\$0	\$0	\$0	2024
Intersection Improvement - RR24 Victoria Ave		\$3,700	\$1,718	\$1,982	46.4%	\$200	\$2,031	\$100	\$0	2024
Intersection Improvement - RR46 Geneva Street		\$1,000	\$967	\$33	96.7%	\$33	\$0	\$0	\$0	2024
Intersection Improvement -RR81 King St at Main & Nineteenth		\$1,400	\$3	\$1,397	0.2%	\$0	\$1,000	\$397	\$0	2024
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$825	\$175	82.5%	\$250	\$253	\$0	\$0	2024
Roads Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$736	\$264	73.6%	\$100	\$348	\$0	\$0	2024
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,478	\$315	91.7%	\$0	\$100	\$215	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Reconstruction - RR38 QEW/Fourth (Note 6)		\$20,942	\$20,610	\$332	98.4%	\$525	\$0	\$0	\$314	2024
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$4,750	\$4,591	\$159	96.7%	\$159	\$0	\$0	\$0	2023
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$8,000	\$5,371	\$2,629	67.1%	\$1,900	\$1,205	\$0	\$0	2025
Roads Rehabilitation - RR1 Albert/Lakeshore (Note 6)		\$8,059	\$7,500	\$559	93.1%	\$559	\$0	\$0	\$288	2024
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$655	\$1,120	36.9%	\$750	\$390	\$0	\$0	2030
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$18,092	\$7,208	71.5%	\$1,200	\$6,799	\$0	\$0	2027
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2		\$7,622	\$7,158	\$464	93.9%	\$850	\$449	\$0	\$0	2025
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$9,900	\$9,822	\$78	99.2%	\$197	\$0	\$0	\$0	2024
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,648	\$152	94.6%	\$190	\$0	\$0	\$0	2024
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$6,600	\$645	\$5,955	9.8%	\$2,000	\$3,000	\$1,103	\$0	2026
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$4,808	\$2,509	\$2,299	52.2%	\$4,334	\$0	\$0	\$0	2025
Roads Rehabilitation - RR81 Durham to Lincoln		\$7,745	\$7,228	\$517	93.3%	\$1,000	\$6,187	\$0	\$0	2025
Roads Rehabilitation - RR529 Webber to River		\$3,350	\$2,427	\$923	72.4%	\$450	\$500	\$243	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Rehabilitation - RR20 Lundy's Lane		\$1,200	\$396	\$804	33.0%	\$500	\$330	\$0	\$0	2026
Roads Rehabilitation - RR 27 Main St West from Prince Charles Dr to Niagara St		\$3,800	\$11	\$3,789	0.3%	\$3,000	\$789	\$0	\$0	2026
Roads Rehabilitation Miscellaneous Construction Program		\$1,000	\$303	\$697	30.3%	\$250	\$250	\$232	\$0	2025
Roads Resurfacing - 2019		\$8,939	\$8,939	\$0	100.0%	\$1	\$0	\$0	\$0	2023
Roads Resurfacing - 2020		\$8,417	\$8,412	\$5	99.9%	\$5	\$0	\$0	\$0	2023
Roads Resurfacing - 2021		\$10,000	\$9,936	\$64	99.4%	\$259	\$0	\$0	\$0	2024
Roads Resurfacing - 2022		\$12,500	\$12,489	\$11	99.9%	\$2,768	\$0	\$0	\$0	2025
Storm Pumping Station Improvements - McLeod Rd at Stanley Ave - 2017 (Note 2)		\$2,550	\$2,303	\$247	90.3%	\$120	\$0	\$0	\$247	2024
Structural Rehabilitation - 2016 Program		\$3,460	\$3,447	\$13	99.6%	\$103	\$0	\$0	\$0	2024
Structural Rehabilitation - 2019 Program		\$1,000	\$998	\$2	99.8%	\$63	\$0	\$0	\$0	2025
Structural Rehabilitation - 2020 Program		\$1,000	\$999	\$1	99.9%	\$126	\$0	\$0	\$0	2025
Structural Rehabilitation - Beaver Creek Bridge		\$1,750	\$421	\$1,329	24.1%	\$50	\$1,314	\$100	\$0	2024
Structural Rehabilitation - East Main St. Bridge West of RR84		\$4,800	\$2,905	\$1,895	60.5%	\$2,500	\$779	\$0	\$0	2024
Structural Rehabilitation - Glenridge Ave Bridge Rehab		\$8,500	\$1,068	\$7,432	12.6%	\$1,000	\$6,000	\$1,195	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
over CNR tracks										
Structural Rehabilitation - Hydro Canal North		\$3,130	\$2,825	\$305	90.3%	\$2,810	\$0	\$0	\$0	2026
Structural Rehabilitation - RR81 St Paul West CNR Bridge (Note 6)		\$13,250	\$5,220	\$8,030	39.4%	\$5,716	\$1,905	\$0	\$2,500	2024
Structural Rehabilitation - RR12 Mountain St Retaining Wall		\$1,700	\$230	\$1,470	13.5%	\$1,645	\$0	\$0	\$0	2025
Structural Rehabilitation - 2021 Program		\$1,500	\$157	\$1,343	10.5%	\$750	\$704	\$0	\$0	2025
Structural Rehabilitation - 2022 Program		\$2,000	\$21	\$1,979	1.1%	\$1,000	\$979	\$0	\$0	2026
Structural Rehabilitation Hwy20		\$6,000	\$5,166	\$834	86.1%	\$1,190	\$0	\$0	\$0	2024
Structural Replacement - RR81 20 Mile Arch Bridge		\$10,020	\$8,259	\$1,761	82.4%	\$6,000	\$3,572	\$0	\$0	2026
Roads Rehabilitation - RR 72 Louth St - 2019		\$1,100	\$428	\$672	38.9%	\$450	\$278	\$0	\$0	2024
Intersection Improvement - RR 100 Four Mile Creek - 2019		\$1,000	\$862	\$138	86.2%	\$50	\$714	\$50	\$0	2025
Intersection Improvement - RR 49 McLeod Road - 2020		\$1,700	\$2	\$1,698	0.1%	\$1,000	\$698	\$0	\$0	2025
Intersection Improvement - RR 55 Niagara St - 2020		\$4,450	\$266	\$4,185	6.0%	\$2,000	\$2,423	\$0	\$0	2026
Annual - Storm Sewers & Culverts - 2023		\$2,500	\$2,081	\$419	83.2%	\$890	\$0	\$0	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Structural Rehabilitation - RR 81 Retaining Wall - 22 (Note 6)		\$1,550	\$347	\$1,203	22.4%	\$300	\$500	\$534	\$9	2026
Structural Rehabilitation - 045205 Oswego Creek		\$8,425	\$5,800	\$2,625	68.8%	\$6,500	\$1,925	\$0	\$0	2026
Roads Rehabilitation - RR 67 Pine St		\$1,150	\$0	\$1,150	0.0%	\$0	\$1,150	\$0	\$0	2026
Annual - Roads Resurfacing - 2023		\$4,550	\$3,752	\$798	82.5%	\$2,912	\$0	\$0	\$0	2026
Structural Rehabilitation - Niagara St. Bridge		\$1,600	\$412	\$1,188	25.7%	\$1,000	\$188	\$0	\$0	2025
Public Works - Roads & Fleet		\$412,638	\$307,684	\$104,955	74.6%	\$109,857	\$66,734	\$14,085	\$3,041	
GO Transit		\$24,592	\$12,130	\$12,462	49.3%	\$6,000	\$15,730	\$0	\$0	2025
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$0	\$8,402	\$0	\$0	2024
Total GO Transit		\$32,994	\$12,130	\$20,864	36.8%	\$6,000	\$24,132	\$0	\$0	
Total Public Works - Levy		\$445,632	\$319,814	\$125,819	\$0	\$115,857	\$90,866	\$14,085	\$3,041	
Brock Lands Road Expansion (Note 4)		\$2,000	\$0	\$2,000	0.0%	\$0	\$0	\$0	\$2,000	2025
Glenridge - Leachate Collection System		\$2,175	\$2,068	\$107	95.1%	\$800	\$131	\$0	\$0	2024
Glenridge - Passive Gas System		\$2,334	\$526	\$1,808	22.5%	\$0	\$1,900	\$7	\$0	2025
Humberstone - Infrastructure Upgrades		\$11,476	\$9,911	\$1,565	86.4%	\$1,200	\$1,000	\$255	\$0	2024
Humberstone Landfill Gas Collection and Control System Phase 3 (Note 6)		\$4,392	\$3,519	\$873	80.1%	\$300	\$200	\$200	\$313	2024
Mountain - Leachate Collection System Upgrade		\$3,002	\$455	\$2,547	15.2%	\$30	\$2,550	\$88	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation		\$3,830	\$3,774	\$56	98.5%	\$56	\$0	\$0	\$0	2024
Quarry Site Improvements		\$2,685	\$631	\$2,054	23.5%	\$20	\$2,000	\$30	\$0	2025
15-Bridge-Drop-Off Depot (Note 7)		\$3,097	\$3,071	\$26	99.2%	\$2,500	\$200	\$0	- \$163	2025
Total Waste Management		\$34,991	\$23,954	\$11,037	68.5%	\$4,906	\$7,981	\$580	\$2,150	
Combined Sewer Overflow - Grimsby (Note 2)		\$1,725	\$222	\$1,503	12.9%	\$0	\$0	\$0	\$1,503	2024
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		\$2,700	\$638	\$2,062	23.6%	\$1,803	\$451	\$0	\$0	2026
Decommission Grassy Brook Sewage Pump Station	Uninitiated	\$1,139	\$0	\$1,139	0.0%	\$0	\$1,139	\$0	\$0	2024
Digester & Sludge Program - 2020		\$2,450	\$711	\$1,739	29.0%	\$40	\$1,904	\$0	\$0	2025
Digester & Sludge Program - 2021 (Note 2)		\$2,300	\$2,313	- \$13	100.6%	\$34	\$0	\$0	\$333	2024
Forcemain Replacement Beavertams Sewage Pump Station		\$9,015	\$6,084	\$2,931	67.5%	\$7,914	\$0	\$0	\$0	2024
Forcemain Replacement Carleton Pump Station		\$1,185	\$1,159	\$26	97.8%	\$0	\$21	\$0	\$0	2024
Forcemain Replacement Bridgeport Sewage Pump Station		\$3,645	\$3,593	\$52	98.6%	\$405	\$0	\$0	\$0	2024
Forcemain Replacement Jordan Valley Sewage Pump Station		\$3,175	\$630	\$2,545	19.8%	\$1,404	\$1,123	\$281	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Forcemain Replacement Campden Sewage Pump Station		\$1,400	\$1,094	\$306	78.1%	\$433	\$0	\$0	\$0	2024
Forcemain Replacement East Side Sewage Pump Station		\$1,975	\$1,373	\$602	69.5%	\$1,000	\$619	\$0	\$0	2025
Generator Replacement - Seaway Wastewater Treatment Plant (Note 6)		\$3,375	\$663	\$2,712	19.7%	\$1,200	\$1,800	\$30	\$20	2026
Lagoon Upgrade program - Stevensville/Douglastown		\$8,300	\$8,070	\$230	97.2%	\$2,000	\$2,000	\$316	\$0	2024
Miscellaneous Program - Chemical System Upgrades - 2017		\$2,100	\$1,974	\$126	94.0%	\$126	\$0	\$0	\$0	2024
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,450	\$1,503	\$947	61.4%	\$1,895	\$0	\$0	\$0	2025
Miscellaneous Program - Motor Control Centres (Note 2)		\$1,330	\$1,325	\$5	99.6%	\$5	\$0	\$0	\$37	2024
Niagara Falls Overflow Diversion - McLeod	Uninitiated	\$1,891	\$0	\$1,891	0.0%	\$0	\$0	\$1,891	\$0	2024
Pump Station Capacity Expansion Program - Odour Control - Smithville (Note 7)		\$1,500	\$995	\$505	66.3%	\$692	\$0	\$0	- \$200	2024
Pump Station Improvement Program - Design		\$5,711	\$5,696	\$15	99.7%	\$58	\$0	\$0	\$0	2024
Pump Station Improvement Program - Lakeside (Note 2)		\$2,170	\$2,007	\$163	92.5%	\$0	\$0	\$0	\$206	2023
Pump Station Improvement Program - NOTL, Garrison Rd,		\$3,285	\$3,138	\$147	95.5%	\$0	\$145	\$0	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
William St										
Pump Station Improvement Program - Park Lane (Note 2)		\$1,400	\$1,328	\$72	94.9%	\$5	\$0	\$0	\$73	2024
Baker Road Waste Water Treatment Plant Capacity Expansion - 2023		\$1,500	\$1	\$1,499	0.1%	\$1,199	\$300	\$0	\$0	2026
Pump Station Improvement Program - Woodsvew		\$5,420	\$503	\$4,917	9.3%	\$150	\$0	\$4,864	\$0	2027
Pump Station Improvement Program - Shirley Road (Note 7)		\$2,400	\$2,157	\$243	89.9%	\$1,650	\$1,000	\$30	- \$740	2026
Pump Station Improvement Program - East Side Port Colborne (Note 13)		\$5,500	\$557	\$4,943	10.1%	\$19	\$0	\$7,000	- \$2,057	2027
Pump Station Improvement Program - Laurie Ave		\$7,200	\$4,503	\$2,697	62.5%	\$6,767	\$0	\$0	\$0	2026
Pump Station Improvement Program - Lakeshore Road (Note 6)		\$5,900	\$850	\$5,050	14.4%	\$4,500	\$600	\$0	\$25	2025
Pump Station Improvement Program - George St		\$2,850	\$2,431	\$419	85.3%	\$479	\$0	\$0	\$0	2024
Pump Station Improvement Program - Catharine St (Note 8)		\$1,100	\$665	\$435	60.4%	\$1,077	\$73	\$20	- \$701	2025
Pump Station Improvement Program - Hunters Pointe		\$1,170	\$952	\$218	81.4%	\$256	\$0	\$0	\$0	2024
Pump Station Improvement Program - Cole Farm		\$5,450	\$5,404	\$46	99.1%	\$4,668	\$0	\$0	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Improvement Program - Mewburn (Note 6)		\$8,735	\$725	\$8,010	8.3%	\$5,000	\$3,000	\$0	\$14	2025
Sewer & Forcemain Program - Dain City		\$12,652	\$12,262	\$390	96.9%	\$2,500	\$495	\$0	\$0	2024
Sewer & Forcemain Program - Tupper Dr Trunk (Note 14)		\$6,410	\$4,541	\$1,869	70.8%	\$1,422	\$350	\$256	\$1,070	2024
Sewer Trunk Rehabilitation - Thundering Waters (Note 6)		\$11,300	\$9,683	\$1,617	85.7%	\$4,000	\$7,000	\$64	\$1	2026
Sewer Relining Program (Note 2)		\$1,361	\$1,346	\$14	99.0%	\$0	\$0	\$0	\$22	2028
Sludge Septic Haulage Program - 2021		\$2,000	\$473	\$1,527	23.7%	\$500	\$500	\$934	\$0	2024
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station		\$600	\$0	\$600	0.0%	\$0	\$0	\$600	\$0	2026
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station	Uninitiated	\$5,312	\$0	\$5,312	0.0%	\$0	\$0	\$5,312	\$0	2025
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station	Uninitiated	\$3,322	\$0	\$3,322	0.0%	\$0	\$0	\$3,322	\$0	2028
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St	Uninitiated	\$5,921	\$0	\$5,921	0.0%	\$0	\$0	\$5,921	\$0	2028
South Niagara Falls Wastewater Treatment Plant Outfall		\$780	\$0	\$780	0.0%	\$500	\$500	- \$220	\$0	2029
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	\$4,962	\$0	\$4,962	0.0%	\$0	\$0	\$4,962	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
South Niagara Falls Wastewater Treatment Plant Trunk		\$6,264	\$4,664	\$1,600	74.5%	\$500	\$2,000	\$3,718	\$0	2024
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	\$101,557	\$0	\$101,557	0.0%	\$0	\$0	\$101,557	\$0	2025
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	\$19,612	\$0	\$19,612	0.0%	\$0	\$0	\$19,612	\$0	2028
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,544	\$351	99.3%	\$0	\$492	\$0	\$0	2024
Storage Facility Upgrade - Garner Road		\$6,590	\$536	\$6,054	8.1%	\$1,000	\$5,175	\$0	\$0	2024
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$31,076	\$29,645	\$1,431	95.4%	\$5,000	\$5,000	\$5,490	\$0	2029
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls	Uninitiated	\$216,582	\$0	\$216,582	0.0%	\$0	\$0	\$216,582	\$0	2028
Wastewater Treatment Plant Upgrade - Crystal Beach (Note 6)		\$1,800	\$362	\$1,438	20.1%	\$750	\$500	\$340	\$1	2026
Streamside SPS Upgrade - 2023 (Note 13)		\$1,314	\$4	\$1,310	0.3%	\$200	\$3,076	\$60	-\$2,026	2026
Wastewater Treatment Plant Upgrade - Niagara Falls		\$62,031	\$58,034	\$3,997	93.6%	\$24,727	\$8,242	\$0	\$0	2026
Wastewater Treatment Plant Upgrade - Port Weller		\$5,900	\$3,547	\$2,353	60.1%	\$2,547	\$637	\$0	\$0	2026
Wastewater Treatment Plant Upgrade - Welland		\$24,373	\$23,597	\$776	96.8%	\$2,800	\$164	\$0	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$642	\$1,758	26.7%	\$700	\$1,058	\$0	\$0	2024
Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller (Note 2)		\$3,230	\$2,997	\$233	92.8%	\$71	\$0	\$0	\$233	2024
Waste Water Treatment Plant Digester Upgrade - Anger Ave - 2018		\$2,150	\$1,094	\$1,056	50.9%	\$450	\$800	\$721	\$0	2027
SPS & FM Upgrade at City Hall - Port Colborne - 2018 (Note 7)		\$3,439	\$575	\$2,864	16.7%	\$1,775	\$1,775	\$60	- \$595	2026
Dain City SPS Upgrade - 2019 (Note 7)		\$4,471	\$524	\$3,947	11.7%	\$2,300	\$2,300	\$80	- \$721	2026
Renown SPS Upgrade - 2019		\$1,750	\$557	\$1,193	31.8%	\$704	\$597	\$0	\$0	2025
Wastewater Treatment Plant Electrical Upgrade - Seaway - 2019 (Note 7)		\$1,295	\$147	\$1,148	11.4%	\$0	\$10	\$1,180	- \$5	2027
Wastewater Treatment Plant Infl Channel - Seaway - 2019 (Note 7)		\$4,895	\$402	\$4,493	8.2%	\$2,000	\$4,300	\$86	- \$1,889	2026
Trunk Sewer Quaker Road - 2020		\$12,198	\$11,583	\$615	95.0%	\$8,893	\$2,939	\$25	\$0	2025
Wastewater Treatment Plant WGB Upgrades - Port Dalhousie - 2021 (Note 6)		\$5,900	\$237	\$5,663	4.0%	\$3,946	\$1,691	\$0	\$9	2024
Ontario St PS Upgrades - 2021		\$2,100	\$1,068	\$1,032	50.8%	\$1,500	\$500	\$6	\$0	2024
Mill St Area Sanitary - 2021		\$1,650	\$1,267	\$383	76.8%	\$1,098	\$383	\$0	\$0	2024
Digester Management - CB, WE, PW - 2023		\$4,000	\$225	\$3,775	5.6%	\$2,907	\$944	\$25	\$0	2026

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$38,188	\$1,312	96.7%	\$3,926	\$403	\$0	\$0	2028
Total Wastewater		\$780,037	\$319,013	\$461,024	40.9%	\$121,492	\$66,006	\$385,125	- \$5,388	
Decew Water Treatment Plant Intake Building (Note 7)		\$5,449	\$5,306	\$142	97.4%	\$2,067	\$0	\$0	-\$28	2025
Elevated Tank - New - Pelham		\$2,820	\$439	\$2,381	15.6%	\$1,500	\$500	\$390	\$0	2025
Elevated Tank - New - Fort Erie (Note 6)		\$1,755	\$882	\$873	50.2%	\$454	\$35	\$0	\$624	2026
Elevated Tank - Corrosion Protection - Virgil (Note 3)		\$2,544	\$2,380	\$164	93.6%	\$18	\$0	\$0	\$154	2024
Reservoir and Storage Program - 2019 (Note 15)		\$2,450	\$2,123	\$327	86.6%	\$35	\$50	\$0	\$2,233	2028
Elevated Tank Replacement - Lundy's Lane		\$3,000	\$277	\$2,723	9.2%	\$800	\$800	\$1,248	\$0	2024
Granular Activated Carbon Replacement Program - 2021		\$2,500	\$2,447	\$53	97.9%	\$648	\$0	\$0	\$0	2024
Meter Replacement Program		\$4,400	\$3,840	\$560	87.3%	\$879	\$100	\$0	\$0	2025
Miscellaneous Program - System Storage - Grimsby (Note 6)		\$21,914	\$19,955	\$1,960	91.1%	\$600	\$600	\$600	\$362	2024
Niagara Falls Water Treatment Plant - Port Robinson Interconnect (Note 2)		\$4,040	\$3,503	\$537	86.7%	\$0	\$0	\$0	\$537	2024
Pumping Station Upgrades - Shoalts Drive (Note 6)		\$1,400	\$8	\$1,392	0.6%	\$750	\$642	\$0	\$0	2025
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.2%	\$0	\$4,074	\$0	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Valve Rehabilitation - Drummond Road		\$3,200	\$169	\$3,031	5.3%	\$3,076	\$0	\$0	\$0	2024
Water Treatment Plant Raw Water Intake - Niagara Falls		\$2,700	\$2,626	\$74	97.3%	\$200	\$533	\$0	\$0	2026
Water Treatment Plant Roadway & Parking Lot - Grimsby (Note 3)		\$2,330	\$2,095	\$235	89.9%	\$0	\$0	\$0	\$235	2024
Water Treatment Plant Upgrade - Decew Falls - 2016		\$45,350	\$42,642	\$2,708	94.0%	\$15,000	\$15,000	\$3,521	\$0	2027
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$4,867	\$4,720	\$146	97.0%	\$346	\$0	\$0	\$0	2024
Water Treatment Plant Upgrade - Niagara Falls - 2017 (Note 16)		\$12,907	\$12,889	\$18	99.9%	\$13	\$0	\$0	- \$23	2024
Water Treatment Plant Upgrade - Port Colborne		\$12,600	\$11,361	\$1,239	90.2%	\$3,000	\$496	\$0	\$0	2024
Water Treatment Plant Upgrade - Rosehill (Note 2)		\$15,000	\$14,463	\$537	96.4%	\$547	\$0	\$0	\$1	2024
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$1,046	\$1,640	38.9%	\$150	\$400	\$1,613	\$0	2024
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$3,213	\$1,787	64.3%	\$2,500	\$822	\$0	\$0	2024
Water Treatment Plant Upgrade - Niagara Falls - 2018 (Note 6)		\$7,065	\$4,960	\$2,105	70.2%	\$3,493	\$1,026	\$0	\$1,198	2024
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		\$2,000	\$248	\$1,752	12.4%	\$1,000	\$756	\$25	\$0	2028
Decew High Lift Pump Sizing		\$3,931	\$2,481	\$1,450	63.1%	\$2,310	\$0	\$0	\$0	2025
Water Treatment Plant Expansion - Grimsby		\$6,500	\$629	\$5,871	9.7%	\$1,603	\$4,685	\$0	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E		\$1,000	\$292	\$708	29.2%	\$724	\$181	\$0	\$0	2028
Watermain Replacement - Vineland 19th Street and Glen Road		\$2,500	\$0	\$2,500	0.0%	\$2,500	\$0	\$0	\$0	2024
Watermain Program - Along CNR Grimsby (Note 6)		\$25,825	\$23,166	\$2,659	89.7%	\$4,500	\$500	\$300	\$313	2024
Watermain Program - Barrick Road		\$1,965	\$1,020	\$945	51.9%	\$1,962	\$0	\$0	\$0	2025
Watermain Program - Downing Street (Note 6)		\$3,061	\$2,922	\$139	95.5%	\$276	\$0	\$0	\$139	2024
DeCew Low Lift Booster - 2019		\$16,707	\$13,015	\$3,692	77.9%	\$5,000	\$5,000	\$5,109	\$0	2027
DeCew UV Upgrade - 2019		\$1,050	\$930	\$120	88.6%	\$707	\$177	\$0	\$0	2024
Watermain Replacement Victoria Ave King - 2020		\$2,850	\$2,211	\$639	77.6%	\$2,400	\$200	\$93	\$0	2025
Watermain Replacement Ontario St Lincoln - 2020		\$18,336	\$15,790	\$2,546	86.1%	\$11,326	\$4,398	\$2,000	\$0	2026
Reservoir & Storage Program - 2021		\$3,000	\$465	\$2,535	15.5%	\$2,565	\$0	\$0	\$0	2024
Bemis ET Replacement - 2021 (Note 6)		\$2,000	\$309	\$1,691	15.5%	\$0	\$500	\$1,368	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2024 Forecasted Expenditures	2025 Forecasted Expenditures	2026 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
DeCew Plant 1 Mixing System - 2021 (Note 7)		\$1,850	\$72	\$1,778	3.9%	\$150	\$2,386	\$0	- \$750	2024
York Road Watermain Replace - 2021		\$11,800	\$374	\$11,426	3.2%	\$10,706	\$737	\$0	\$0	2024
New Transm Main in Smithville - 2021		\$7,463	\$7	\$7,456	0.1%	\$0	\$7,456	\$0	\$0	2027
Glendale Watermain Valves - 2023		\$1,000	\$0	\$1,000	0.0%	\$250	\$750	\$0	\$0	2026
Watermain Program - Welland Canal Extension		\$4,620	\$1,021	\$3,599	22.1%	\$3,000	\$1,578	\$0	\$0	2025
Watermain Program - Welland East and West		\$4,800	\$4,627	\$173	96.4%	\$173	\$0	\$0	\$0	2024
Total Water Works		\$292,315	\$210,930	\$81,385	72.2%	\$87,228	\$54,381	\$16,268	\$4,996	
Total Projects with remaining budgets greater than \$1 million		\$2,145,043	\$1,377,666	\$767,376	64.2%	\$436,707	\$241,053	\$442,798	\$7,037	

Note 1: Unused revenues will be returned to the Province and are currently in deferred revenue. Remaining work to be done is currently committed, with unused revenues being kept in the project in the event of an overage.

Note 2: At the time of report preparation, the surplus is anticipated to be returned to respective reserves or CVP in 2024.

Note 3: Project is anticipated to be closed and surplus returned to CVP at the end of warranty period.

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

Note 5: Final implications are pending, a report to Council will be provided outlining results.

Note 6: At the time of report preparation, the surplus is anticipated to be returned to respective reserves or CVP, however timing is undetermined

Capital Project Forecast (in thousands of dollars) – Continued

Note 7: Project is expected to have inflationary pressures and will require a CVP in future years

Note 8: Due to unforeseen archaeological works there are significant cost increases and will require a CVP in 2024.

Note 9: Funds likely to be used for contract administration during construction

Note 10: Project is currently on hold due to conceptual design review. No expenditures currently forecasted.

Note 11: Project is currently in environmental assessment phase and request for proposal will be posted in 2024.

Note 12: Request for proposal is being written for environmental assessment. Plan is to be posted by end of 2024

Note 13: Project is currently in design phase and will require a CVP, timing is undetermined

Note 14: Project shows surplus that will potentially go to a phase 2

Note 15: Project will not be tendered until work at Seaway is completed.

Note 16: Current Voucher in dispute. Amount to be paid will reflect available budget only

Capital Variance Project Summary (in thousands of dollars)

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

Transfers to the CVP do not require approval. Requests less than \$250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requests in excess of \$250, one-time or cumulative on a project, require Council approval. Throughout the year, the balances of the CVPs are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve following Council approval. During Q4 2023, 67% of projects closed with a surplus.

The excess funds in the Levy CVPs have been identified as a funding source for the 2024 Capital Budget and will be transferred to the reserve at year-end. Remaining excess funds will remain in the CVP to provide more flexibility to address inflationary costs pressures.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water	Total Programs
Balance at December 31, 2022	\$5,649	\$5,260	\$4,172	\$7,185	\$22,266
Transfer to Active Capital Projects	- \$1,207	- \$488	- \$1,080	- \$3,324	- \$6,098
Budget Reductions on Active Capital Projects	\$957	\$500		\$3,400	\$4,857
Transfers from Closed Capital Projects	\$563	\$921	\$174	\$19	\$1,677
Balance at July 27, 2023	\$5,961	\$6,193	\$3,267	\$7,280	\$22,702
Transfer to Active Capital Projects	- \$2,745	\$0	- \$454	- \$91	- \$3,289
Budget Reductions on Active Capital Projects	\$1,118	\$0	\$300	\$1,000	\$2,418
Transfers from Closed Capital Projects	\$596	\$358	\$1,508	\$171	\$2,632
Adjustments to Previously Closed Projects	\$0	\$0	\$0	\$0	\$0
Balance at October 26, 2023	\$4,930	\$6,551	\$4,621	\$8,360	\$24,462
Transfer to Active Capital Projects	- \$1,102	\$0	- \$363	- \$866	- \$2,330
Budget Reductions on Active Capital Projects	\$3,603	\$0	\$0	\$3,361	\$6,964
Transfers from Closed Capital Projects	\$3,268	\$0	\$3	\$498	\$3,769
Adjustments to Previously Closed Projects	\$0	\$0	\$0	\$0	\$0
Balance at December 31, 2023	\$10,699	\$6,551	\$4,261	\$11,354	\$32,865
Committed to 2024 capital budget	- \$5,000				- \$5,000
Returned to Capital Reserves as per CSD 10-2024		- \$5,551			- \$5,551
Uncommitted Balance at December 31, 2023	\$5,699	\$1,000	\$4,261	\$11,354	\$22,314

Investment Report (in thousands of dollars)

Investment income during Q4 on the primary portfolio amounted to \$10,016, which is comprised of investment portfolio income and interest on cash balances.

Investment Performance

Investment Income Before Transfers to Reserves:

Favourable investment income in Q4 of \$3,382 is a result of achieving higher yield on high interest savings account balances compared with budgeted rates. Rate assumptions for the 2023 budget were increased from 2022 based on rate trends at the time, however, changes to Bank of Canada interest rates in year have driven yields higher. Actual investment income before transfers for 2023 is also favourable by \$10,450 due to the higher interest rates on high interest savings accounts in addition to a gain on disposal of an investment (\$1,266).

Budget vs Actual before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total
Budget	\$5,970	\$5,987	\$6,303	\$6,634	\$24,894
Actual	\$7,396	\$9,484	\$8,448	\$10,016	\$35,344
Variance	\$1,426	\$3,497	\$2,145	\$3,382	\$10,450

Year-to-date cumulative annualized portfolio return:

Q1	Q2	Q3	Q4
3.31%	3.55%	3.64%	3.87%

Investment Income After Transfers to Reserves:

Investment income is unfavourable by \$643 in Q4 after allocations to deferred revenues and rate reserves. Investment income after transfers for 2023 compared to budget is unfavourable by \$405 as a result of increased transfers to deferred revenues and rate reserves due to increase in Bank of Canada rate.

Budget vs Actual after Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total
Budget	\$5,970	\$5,987	\$6,303	\$6,634	\$24,894
Net Budget Transfers	-\$1,815	-\$1,814	-\$1,815	-\$1,815	-\$7,259
Budget (Net)	\$4,155	\$4,173	\$4,488	\$4,819	\$17,635
Actual	\$7,396	\$9,484	\$8,448	\$10,016	\$35,344
Net Actual Transfers	-\$3,921	-\$3,928	-\$4,425	-\$5,840	-\$18,114
Actual (Net)	\$3,475	\$5,556	\$4,023	\$4,176	\$17,230
Variance	-\$680	\$1,383	-\$465	-\$643	-\$405

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

Investment Term Holdings

Funds	Book Value	Weight
Cash Equivalent<1Yr	\$52,313	5.3%
2 Year	\$81,507	8.2%
3 Year	\$71,760	7.2%
4 Year	\$89,359	9.0%
5+ Year	\$550,502	55.5%
Subtotal (Investments)	\$845,441	85.2%
Cash	\$121,693	12.3%
Sinking Fund (Incl.Cash)	\$24,981	2.5%
Total Portfolio	\$992,115	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	\$82,400	9.48%	15.00%
Bank of Nova Scotia	Corporate	\$75,000	8.62%	15.00%
Canadian Imperial Bank of Commerce	Corporate	\$95,980	11.04%	15.00%
National Bank of Canada	Corporate	\$73,154	8.41%	15.00%
Royal Bank of Canada	Corporate	\$95,900	11.03%	15.00%
Total	Corporate	\$422,434	48.58%	50.00%
City of Hamilton	Municipal	\$9,173	1.05%	5.00%
City of Montreal	Municipal	\$16,783	1.93%	5.00%
City of Ottawa	Municipal	\$5,345	0.61%	5.00%
City of Quebec	Municipal	\$2,324	0.27%	5.00%
City of Saskatoon	Municipal	\$0	0.00%	5.00%
City of Toronto	Municipal	\$8,239	0.95%	5.00%
County of Wellington	Municipal	\$852	0.10%	5.00%
Municipal Finance Authority of BC	Municipal	\$0	0.00%	5.00%
New Brunswick Municipal Finance Authority	Municipal	\$0	0.00%	5.00%
Quebec City	Municipal	\$7,911	0.91%	5.00%
Region of Halton	Municipal	\$1,520	0.17%	5.00%
Region of Peel	Municipal	\$3,509	0.40%	5.00%
Region of Waterloo	Municipal	\$15,675	1.80%	5.00%
Region of York	Municipal	\$7,744	0.89%	5.00%
Region of Durham	Municipal	\$2,234	0.26%	5.00%
Ville de Laval	Municipal	\$5,853	0.67%	5.00%
York Region District School Board	Municipal	\$0	0.00%	5.00%
York Sinking Fund Debenture	Municipal	\$1,784	0.21%	5.00%
Total	Municipal	\$88,946	10.23%	25.00%
Newfoundland and Labrador Hydro	Provincial	\$9,833	1.13%	25.00%
Ontario Hydro	Provincial	\$22,735	2.61%	25.00%
Province of Alberta	Provincial	\$7,604	0.87%	25.00%
Province of British Columbia	Provincial	\$5,827	0.67%	25.00%
Province of Manitoba	Provincial	\$39,420	4.53%	25.00%
Province of New Brunswick	Provincial	\$4,661	0.54%	25.00%
Province of Newfoundland	Provincial	\$79,325	9.12%	25.00%
Province of Nova Scotia	Provincial	\$15,867	1.82%	25.00%
Province of Ontario	Provincial	\$43,321	4.98%	25.00%
Province of Prince Edward Island	Provincial	\$2,941	0.34%	25.00%
Province of Quebec	Provincial	\$102,597	11.80%	25.00%
Province of Saskatchewan	Provincial	\$5,233	0.60%	25.00%
Quebec Hydro	Provincial	\$15,521	1.78%	25.00%
Total	Provincial	\$354,885	40.81%	75.00%
Region of Niagara Debentures	Municipal	\$3,343	0.38%	100.00%
Total Niagara Region Investments (excl Cash)		\$869,604	100.00%	100.00%
General Chequing **	Cash	\$35,635		
Savings	Cash	\$83,418		
NRH	Cash	\$2,641		
Sinking Fund	Cash	\$817		
Total		\$122,511		
TOTAL including Cash		\$992,115		

* Note: Holdings by security percentages exclude cash balances.

** Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits or the NRH general operating account and payroll trust accounts. Balances include USD funds converted at quarter end-spot rate of 1.352.

Debt Report (in thousands of dollars)

On October 19, 2023, S&P (Standard & Poor's) reaffirmed Niagara's rating of AA+. The rating reflects the views on Canadian municipal governments' improved institutional framework. The rating also incorporates S&P's opinion of Niagara's exceptional liquidity, strong budgetary performance and financial management, and moderate debt burden. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

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

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

Department	Total Debt as at December 31, 2022 including Sinking Fund Assets	Adjustments for NRT Amalgamation	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at December 31, 2023 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2023	Annual Repayment Limits**
General Government	\$20,811	\$0	\$0	-\$2,069	-\$55	\$18,687	\$0	\$18,689	
Police	\$80,993	\$0	\$0	-\$4,901	-\$206	\$75,886	\$9,010	\$84,896	
Transportation	\$122,400	\$0	\$0	-\$13,559	-\$238	\$108,603	\$30,509	\$139,112	
Public Health	\$10,029	\$0	\$0	-\$1,155	\$0	\$8,874	\$3,037	\$11,912	
Community Services	\$25,507	\$0	\$0	-\$2,644	\$0	\$22,863	\$135,183	\$158,045	
NRH	\$38,763	\$0	\$0	-\$5,509	\$0	\$33,254	\$0	\$33,254	
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Levy	\$298,503	\$0	\$0	-\$29,837	-\$499	\$268,167	\$177,739	\$445,908	
NRT	\$8,540	\$6,258	\$0	-\$1,867	\$0	\$12,931	\$0	\$12,931	
Waste Management									
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Waste Diversion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Waste Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

Debt Report (in thousands of dollars) - Continued

Department	Total Debt as at December 31, 2022 including Sinking Fund Assets	Adjustments for NRT Amalgamation	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at December 31, 2023 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2023	Annual Repayment Limits**
Total Special Levy	\$8,540	\$6,258	\$0	-\$1,867	\$0	\$12,931	\$0	\$12,931	
Wastewater	\$66,381	\$0	\$0	-\$2,343	-\$1,056	\$62,982	\$291,657	\$354,639	
Water	\$23,324	\$0	\$0	-\$581	-\$263	\$22,480	\$6,644	\$29,124	
Total Rate	\$89,705	\$0	\$0	-\$2,924	-\$1,319	\$85,462	\$298,301	\$383,763	
Total Niagara Region	\$396,748	\$6,258	\$0	-\$34,628	-\$1,818	\$366,560	\$476,040	\$842,602	6.55%
Fort Erie	\$3,861	\$0	\$3,181	-\$856	\$0	\$6,186	\$0	\$6,186	1.86%
Grimsby	\$2,044	\$0	\$0	-\$386	\$0	\$1,658	\$0	\$1,658	1.23%
Lincoln	\$6,853	\$0	\$19,494	-\$561	\$0	\$25,786	\$0	\$25,786	3.77%
Niagara-on-the-Lake	\$4,982	\$0	\$1,823	-\$481	\$0	\$6,324	\$0	\$6,324	2.40%
Niagara Falls	\$65,357	-\$3,138	\$13,778	-\$4,702	\$0	\$71,295	\$0	\$71,295	4.37%
Pelham	\$28,746	\$0	\$0	-\$2,248	\$0	\$26,498	\$0	\$26,498	11.85%
Port Colborne	\$27,412	\$0	\$0	-\$1,289	\$0	\$26,123	\$0	\$26,123	5.83%
St. Catharines	\$112,790	-\$2,238	\$2,210	-\$14,416	-\$247	\$98,099	\$0	\$98,099	9.13%
Thorold	\$575	\$0	\$0	-\$135	\$0	\$440	\$0	\$440	1.08%
Wainfleet	\$1,130	\$0	\$0	-\$197	\$0	\$933	\$0	\$933	2.70%
Welland	\$70,758	-\$882	\$0	-\$8,867	\$0	\$61,009	\$0	\$61,009	10.29%
West Lincoln	\$17,350	\$0	\$2,673	-\$722	\$0	\$19,301	\$0	\$19,301	8.93%
NPCA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Debt Assumed for Others (External)	\$341,858	-\$6,258	\$43,159	-\$34,860	-\$247	\$343,652	\$0	\$343,652	
Total Niagara Region & External	\$738,606	\$0	\$43,159	-\$69,488	-\$2,065	\$710,212	\$476,040	\$1,186,254	

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

**2022 FIR data used for ARL calculation where available and 2021 FIR data used where 2022 FIRs were not available

Accounts Receivable Aging Report (in thousands of dollars)

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

Customer Name	Amount Over 120	Explanation of Account	Status
City of St. Catharines	\$43	Balance of Jan. 2022 invoice for contribution to Canada Summer Games.	Pending Write-Off
City of Welland	\$151	In Feb. 2021 Welland deducted \$546 of Niagara Region accounts payable (AP) invoices against balance due on 2020 year-end tax reconciliation bill, and in Jun. 2021 deducted another \$605 in AP invoices against the balance due on the May 2021 water and waste-water bill. Of the \$1,151 deducted, \$1,000 is resolved and \$151 remains in dispute regarding Transportation project cost sharing as ongoing discussions with Welland staff continue.	Collection to continue
Cosby Septic Service	\$39	Hauled Sewage customer, financial hardship experienced in 2022 but is committed to paying the balance. Company still operating and generating revenue, partial payment received January 4, 2024 towards arrears.	Collection to continue
Town of Grimsby (RDC)	\$445	2018 RDC invoice \$401 in dispute with developer, Grimsby and Region proceeding with legal action. Short-paid invoices due to incorrect RDC rates used by the Town of Grimsby to the developer in the amount of \$44 are being pursued.	Collection to continue
Town of Niagara on the Lake (RDC)	\$206	Regional Development Charges have been collected by the Town, however remittance has not yet occurred to the Region. Payment to be forwarded in 2024	Collection to continue
Go Green Fibre	\$88	Recycling end market client disputing quality of product received. Niagara Region legal staff filed statement of claim in October 2023.	Collection to continue
Long Term Care Resident (32807336)	\$35	Resident is still active but not making payments; Public Guardian and Trustee took over guardianship in August 2023 and have made monthly payments since. The arrears accumulated prior to their involvement and Long-Term Care staff are working with Public Guardian to determine if payments towards arrears would be forthcoming.	Collection to continue
Long Term Care Resident (32707253)	\$58	Resident is still active but not making any regular payments. Attempts continue to be made to collect including transfer to Public Guardian and Trustee, but resident is not eligible. Region staff continue to work with Long Term Care staff on collection and ongoing efforts to mitigate risk, including consultation with internal Legal staff.	Collection to continue
TOTAL	\$1,065		

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 13, 2024.

	Dec. 31, 2023	Dec. 31, 2022
FINANCIAL ASSETS		
Cash	\$ 107,169	\$ 128,746
Investments (page 113)	845,441	832,296
Accounts receivable	135,707	105,156
Other current assets	630	1,005
Tangible capital assets held for sale	400	400
Debt Recoverable from others (page 110)	343,652	341,860
	1,432,999	1,409,463
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	213,155	180,988
Employee future benefits and post-employment liabilities	140,996	131,906
Deferred revenue	393,432	339,149
Landfill closure and post-closure liability	77,703	77,703
Unfunded contaminated sites	576	576
Long-term liabilities	710,212	738,571
Capital lease obligation	4,082	4,144
	1,540,156	1,473,037
Net debt	(107,157)	(63,574)
NON-FINANCIAL ASSETS		
Tangible capital assets	2,286,545	2,097,154
Inventory	13,701	10,567
Prepaid expenses	26,849	21,784
Other Investment	875	0
	2,327,970	2,129,505
Accumulated surplus	\$ 2,220,813	\$ 2,065,931

ACCUMULATED SURPLUS RECONCILIATION:

	Dec. 31, 2023	Dec. 31, 2022
Invested in tangible capital assets	\$ 1,915,902	\$ 1,696,299
Capital fund – unexpended capital financing	268,951	293,319
Operating fund	(3,376)	(11,375)
Canada Games Park	25,432	25,432
Unfunded landfill closure & post-closure liability	(77,703)	(77,703)
Unfunded contaminated sites liability	(576)	(576)
Unfunded employee future benefits & post-employment liabilities	(139,546)	(130,430)
Total surplus	1,989,084	1,794,966
Total reserves and reserves funds (page 65)	231,729	270,965
Total accumulated surplus	\$ 2,220,813	\$ 2,065,931

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, 2021. These statements have been compiled by Corporate Services and the departments have validated the information and provided commentary.

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

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

Definition of Column Headings

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

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

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

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

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

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

Definition of Report Rows – Expenditures

Labour related Costs – salaries, benefits and personnel related allowances (meals, clothing, training, etc).

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

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

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

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

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

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

Partnership, Rebate, Exemption – grants, rebates and exemptions provided to local area municipalities and/or other organizations to support projects within the region.

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.

Q4 Financial Update 2023

Niagara  Region

 Growing
Better
Together



NIAGARA REGIONAL POLICE SERVICE

Police Services Board Report

PUBLIC AGENDA

Subject: Financial Variance Overview for the Year Ending December 31, 2023

Report To: Chair and Members, Niagara Police Services Board Finance Committee

Report Date: 2024-02-02

Recommendation(s)

That subject to the approval by the Regional Municipality of Niagara (Region) Council of the Consolidated Regional Year End Transfer Report, the Niagara Police Services Board (Board):

- 1) Approves the transfer of \$21,212.00 from the Ontario Police Video Training Alliance (OPVTA) Reserve Fund mitigating a deficit in the current year operations in accordance with the Niagara Region Reserve and Reserve Funds Policy C-F-013.
- 2) Approves the transfer of \$47,120.06 to the Police Vehicle and Equipment Replacement Reserve Fund to return the surplus proceeds from sale of assets in accordance with the Niagara Region Procurement By-Law No. 02-2016 and Tangible Capital Asset Policy C-F-003.
- 3) Approves the transfer of \$1,909,651.54 to the Police Contingency Reserve Fund to fund one-time 2024 expenditures related to the implementation of the Community Safety and Policing Act, 2019 (CSPA).
- 4) Approves that the Niagara Regional Police Service and Board's remaining operating surplus before indirect allocations of \$1,771,646.43 be transferred to the Region and be used to mitigate any levy program deficits in accordance with the Niagara Region Operating Surplus/Deficit Policy C-F-022.

Key Facts

- The purpose of this report is to provide an analysis of the 2023 year end financial results of the Service and Board as per the Financial Reporting, Control and Procurement of Goods and Services By-Law 384-2019.

- The Region requires that all operating departments and Agencies, Boards, and Commissions (ABCs) report on variances between actual operating results and approved budgets as part of the year end results and transfer report to Council.
- For the year ending December 31, 2023, the Service and Board have a combined net expenditure, before indirect allocations surplus, of \$3,707,206.03 from normal operations.

Financial Considerations

In accordance with Reserve and Reserve Funds Policy C-F-013, “ABCs making recommendations for reserve transactions outside approved budgets to their respective Boards, must first consult with the Niagara Region’s Treasurer to gain agreement on the recommendations. Reference to the Treasurer’s review should be made in all ABC reports referencing reserve transactions.”

Approval of recommendation 1 provides for the transfer of \$21,212.00 of reserve funds from the OPVTA reserve, mitigating the deficit in OPVTA operations for 2023. The recommended transfer has been approved by the Region Treasurer.

Approval of recommendation 2 provides for the transfer of \$47,120.06 of surplus proceeds of sale of capital vehicles to the Police Vehicle and Equipment Replacement capital reserve. In accordance with Procurement By-Law No. 02-2016, “the respective capital reserve shall be credited with the net proceeds, if any, from the disposal of surplus assets unless otherwise agreed upon.” This recommended transfer has been approved by the Region Treasurer.

Approval of recommendation 3 provides for the transfer of \$1,909,651.54 to the Police Contingency reserve to fund one-time 2024 expenditures related to the implementation of the CSPA, that will be enacted on April 1, 2024. The announcement regarding the implementation of the new Act was made on December 18, 2023, and as such, expenditures were not known during the 2024 budget process. This recommended transfer has been approved by the Region Treasurer. To utilize these funds in 2024, a budget amendment will be completed, which will require the approval of the Board and Regional Council, as well as public notice.

It is recommended that the remaining consolidated Service and Board surplus of \$1,771,646.43 be transferred to the Region to allow Council to consider the full impact of all consolidated levy results and direct any remaining surplus/deficit in accordance with the Region’s Operating Surplus/Deficit Policy C-F-022. At the time of Q3 reporting of the consolidated levy budget, Region staff reported the levy programs were operating at a net forecasted deficit. The Region’s Operating Surplus/Deficit Policy C-F-022 outlines that any surpluses from levy programs will be used first to offset any consolidated levy deficits prior to considering recommendations for unbudgeted reserve transactions.

Analysis

The year end variance overview provides a synopsis of the combined financial operations for the Service and the Board for the period ending December 31, 2023. As detailed in Appendix 1, the Service and Board have a combined Net Expenditure Before Indirect Allocations surplus of \$3,707,206.03, which represents 2.1% of the total budget.

The table below summarized the year end surplus:

	Surplus/(Deficit)
Niagara Regional Police Service	\$ 3,780,842.17
Police Service Board	(73,636.14)
Service and Board Net Expenditure Before Indirect Allocations	\$ 3,707,206.03

There are several events that occurred since the approval of the 2023 budget, which culminated into the year end surplus. The main contributors were an overall savings to salary and benefits resulting from a lag in recruitment to fill both uniform and civilian vacancies, which was partially offset by an increased usage of overtime to cover vacancies in key operational areas. Further, savings experienced in budgeted fuel rate and consumption, maintenance agreements, and vehicle maintenance and leases, due to supply shortages, have also contributed to the surplus.

The Board's surplus from normal operations of \$75,394.84 was mainly attributable to a favourable variance in legal and consulting expenses. However, a year end accrual for a contingent liability regarding a retroactive pay for Board Member remuneration, currently under review, was recorded and resulted in a Net Expenditure Before Indirect Allocations deficit of \$73,636.14.

The following variance analysis provides a synopsis of the financial activity within each object of expenditure as reported in Appendix 2:

Compensation:

For the year ending December 31, 2023, compensation costs were below the approved budget by \$2,881,487.27, which represents 1.6% of the total compensation budget. The following items were the main drivers that contributed to the surplus position in this category.

Uniform salaries and wages were below the approved budget by \$690,351.35. This favourable variance is the result of vacancies and the lengthy lag time required to fill permanent uniform positions. The Service started 2023 with approximately 11 vacancies, which increased further due to retirements during the year. Recruitments of new hires and currently serving officers allowed the Service to end the year with no vacancies remaining. Savings in salaries from these vacancies are partially offset by an increased dependency on overtime, to fill operationally essential shifts on the frontline.

Civilian salaries and wages were below the approved budget by \$1,208,629.78. This favourable variance is the result of a lag in recruitment for several highly specialized senior civilian positions. While these positions were vacant for most of the year, the Service has filled all positions in the third quarter of 2023 and the first quarter of 2024.

Benefits and WSIB were below the approved budget by \$1,486,449.44. This favourable variance is mainly the result of rate savings in Long Term Disability (LTD) Benefits and OMERS savings due to the vacancies noted above. These savings were partially offset by overages in WSIB expenditures based on claims experienced during the year.

The overall favourable variance in compensation is partially offset by additional compensation being above the approved budget by \$682,468.98. This is the result of salary related contingent liabilities recorded at year end, which includes a retroactive pay that is under review and a provision for an on-going WSIB appeal, which will be retroactively applied to past years if successful.

Administrative:

For the year ending December 31, 2023, administrative costs were above the approved budget by \$234,265.69, which represents 5.5% of the total administrative budget.

This unfavourable variance is mainly the result of overages in staff development and employee medical expenses. Staff development overages are a combined result of increased travel and meals costs experienced with a return to in-person conferences and seminars following COVID-19. Increased hotel and meal expenses to attend the Ontario Police College for courses, other than the recruit program, often occurred due to limited availability for lodging at the college. Lodging at the college has been reserved for the recruit program, which expanded in 2023 to include a fourth intake, along with increased class sizes. Also, there was an increase in Canadian Police College course fees due to the correction of an administrative error where prior year invoices were not received.

Employee medical expenses have increased based on current recruitment requirements for constables, special constables, auxiliary police, and communicators. Medical testing involves both psychological and physical testing for new recruits, as well as psychological safeguarding programs for existing service members.

These overages were partially offset by savings in third party consulting services, monthly cell phone charges due to the timing of the rollout of the connected officer program, and contract savings in Niagara Regional Broadband Network (NRBN) data lines.

Operational and Supply:

For the year ending December 31, 2023, operational and supply costs were below the approved budget by \$11,504.06, which represents 0.4% of the total operational and supply budget.

This favourable variance is the result of savings experienced in investigation expenses, due to fewer special investigative projects initiated in 2023, offset by overages in uniform expenses required to outfit new constable recruits.

Occupancy and Infrastructure:

For the year ending December 31, 2023, occupancy and infrastructure costs were below the approved budget by \$81,589.18, which represents 21.8% of the total occupancy and infrastructure budget.

This favourable variance is the result of savings in minor building renovations based on fewer projects completed during the year than planned.

Equipment, Vehicles, and Technology:

For the year ending December 31, 2023, equipment, vehicles, and technology costs were below the approved budget by \$1,040,837.36, which represents 11.1% of the total equipment, vehicles, and technology budget.

The favourable variance in minor equipment and equipment maintenance of \$424,150.81 is the result of savings in purchases for minor equipment across the Service, as well as savings in equipment maintenance agreements within the Technology Services Unit. Minor equipment replacement requirements are assessed by each department within the Service, and equipment is replaced on an as needed basis. The savings in equipment maintenance resulted from a detailed review of Technology Services' storage solutions. At the time of preparation of the 2023 budget, it was expected that the Service would be required to switch to a consumption model storage solution, however it was determined that an enterprise storage server, purchased through the 2024 capital budget, provided a greater financial and operational benefit to the Service.

The favourable variance in gasoline is mainly the result of rate savings experienced between the budgeted fuel rate of \$1.76 and the average actual fuel price for January to December 2023 of \$1.54.

The favourable variance in vehicle maintenance is mainly the result of savings in vehicle leases due to supply chain issues causing delays and shortages, as well as some savings in vehicle parts supply, in Fleet, based on current year maintenance requirements.

Intercompany Charges:

For the year ending December 31, 2023, intercompany charges were below the approved budget by \$130,460.52, which represents 5.8% of the total intercompany charges budget.

Intercompany charges represent expenses incurred for services provided by the Region, with the annual budget being determined by the Region. The unfavourable variance was the result in an overage of vehicle and equipment repairs, completed by the Region on Service vehicles. Expenditures were in line with prior years and the 2024 budget has been updated accordingly.

Revenues and Recoveries:

For the year ending December 31, 2023, revenues and recoveries were above the approved budget by \$56,241.74, which represents 0.3% of the total revenue budget to date.

In January 2023, the Ministry of Solicitor General announced Court Security and Prisoner Transportation (CSPT) 2023 annual grant funding of \$7,338,474.39, an increase of \$894,870.74 from the previous year and the 2023 budget.

Fees for service were under budget by \$855,959.85, mainly determined by a \$634,319.00 revenue shortfall from the City of Niagara Falls (City) for casino funding. The City transfers 18% of casino funding to a maximum of \$4,200,000.00 per annum to the Service. The City received a total of \$19,809,337.00 in funding from the Ontario Lottery and Gaming Corporation in 2023 and as such, the Service receives \$3,565,681.00 for this period. Additionally, special duty fees for service were \$214,976.50 below budget. Special duties are only completed when frontline staffing levels allow.

Conclusion:

The detailed variance analysis has been prepared based on results of operations as of December 31, 2023. The Service experienced a budget surplus of \$3,780,842.17 from normal operations, combined with a Board deficit of \$73,636.14, for an overall net surplus of \$3,707,206.03. This surplus will mitigate 2024 budget pressures related to the implementation of the CSPA with the remainder being transferred to the Region in accordance with the Operating Surplus/Deficit Policy C-F-022.

Alternatives Reviewed

The included recommendations include three reserve transfers, as well as a transfer to the Region.

Alternatives to these recommendations are for the Board to:

1. Approve a combination of the reserve transfers but not all; or
2. Recommend additional reserve transfers outside of those proposed by Service Staff.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of By-Law 384-2019 - Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service.

Relevant Policy Considerations

- Section 289 of the Municipal Act requires municipalities to prepare a balanced budget that includes all expenditures and revenues for the taxation year.
- By-Law 384-2019 - Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service.
- By-Law No. 02-2016 – A By-Law to define the procurement policies and procedures for the Regional Municipality of Niagara.
- C-F-002 - Niagara Region Operating Surplus/Deficit Policy.
- C-F-013 – Reserve and Reserve Funds Policy.

Other Pertinent Reports

8.16.2023.06.22 Financial Variance Overview for the Period Ending March 31, 2023
8.10.2023.09.28 Financial Variance Overview for the Period Ending June 30, 2023
8.5 2023.11.23 Financial Variance Overview for the Period Ending September 30, 2023

This report was prepared by Courtney Woods, Financial Planning Coordinator, Finance Unit, and reviewed by Laura Rullo, Manager, Finance Unit and Mario Lagrotteria, Superintendent, Corporate Services. Recommended by Luigi Greco, Acting Deputy Chief, Support Services.



Submitted by:

Luigi Greco, #9366
Acting Deputy Chief of Police

Appendices

Appendix 1 2023 Operating Statement of Revenue and Expenses

Appendix 2 2023 Operating Statement by Object of Expenditure Sub-Category

Niagara Regional Police Service and Board

Appendix 1: 2023 Operating Statement of Revenue and Expenses

Object of Expenditure	2022 Jan. - Dec. Actual	2023 Jan. - Dec. Actual	2023 Jan. - Dec. Budget	Variance Surplus / (Deficit)	%
Gross Expenditures					
Compensation	170,453,194	176,242,127	179,123,614	2,881,487	1.6%
Administrative	3,781,305	4,493,476	4,259,210	(234,266)	(5.5%)
Operational & Supply	2,564,826	2,681,118	2,692,622	11,504	0.4%
Occupancy & Infrastructure	168,998	293,411	375,000	81,589	21.8%
Equipment, Vehicles & Technology	7,259,269	8,318,751	9,359,588	1,040,837	11.1%
Financial Expenditures	2,567	(273)	-	273	0.0%
Intercompany Charges	(1,975,900)	(2,108,964)	(2,239,424)	(130,461)	5.8%
Transfers To/From Reserve Funds	3,470,000	3,955,000	3,955,000	0.01	0.0%
	185,724,259	193,874,646	197,525,610	3,650,964	1.9%
Revenues					
Provincial Grants	(10,021,691)	(11,051,240)	(10,195,162)	856,078	(8.4%)
Fees for Service	(4,964,458)	(4,936,930)	(5,792,890)	(855,960)	14.8%
Other Revenues	(3,353,513)	(3,735,927)	(3,679,803)	56,124	(1.5%)
	(18,339,661)	(19,724,097)	(19,667,855)	56,242	(0.3%)
Net Expenditures Before Indirect Allocations	\$ 167,384,597	\$ 174,150,550	\$ 177,857,756	\$ 3,707,206	2.1%

Niagara Regional Police Service and Board

Appendix 2: 2023 Operating Statement By Object of Expenditure Sub-Category

	2022 Jan. - Dec. Actual	2023 Jan. - Dec. Actual	2023 Jan. - Dec. Budget	Variance Surplus / (Deficit)	%
Gross Expenditures					
Compensation					
Uniform Salaries & Wages	94,509,831	97,597,682	98,288,034	690,351	0.7%
Civilian Salaries & Wages	33,869,199	35,273,755	36,482,385	1,208,630	3.3%
Benefits & WSIB	36,409,376	38,190,387	39,676,837	1,486,449	3.8%
Additional Compensation	4,455,897	4,197,457	3,514,988	(682,469)	(19.4%)
Special Duty	396,498	224,936	392,412	167,476	42.7%
Sick Leave Payout	812,393	757,909	768,959	11,050	1.4%
	170,453,194	176,242,127	179,123,614	2,881,487	1.6%
Administrative					
External Professional Services	873,683	1,081,865	1,188,150	106,285	9.0%
Staff Development	1,094,703	1,398,689	1,086,665	(312,024)	(28.7%)
Office, Advertising, Travel	511,671	651,985	553,325	(98,660)	(17.8%)
Telephone & Communications	1,019,326	988,227	1,108,226	119,999	10.8%
Licensing & Permits	80,851	82,220	102,846	20,626	20.1%
Employee Medicals	121,787	173,955	89,900	(84,055)	(93.5%)
General Administrative Costs	79,283	116,534	130,098	13,564	10.4%
	3,781,305	4,493,476	4,259,210	(234,266)	(5.5%)
Operational & Supply					
Program Specific Supplies & Materials	1,339,928	1,239,858	1,243,302	3,444	0.3%
Uniforms	770,900	1,044,033	757,770	(286,263)	(37.8%)
Investigation Expense	340,421	269,794	567,950	298,156	52.5%
Other Expenses	113,577	127,432	123,600	(3,832)	(3.1%)
	2,564,826	2,681,118	2,692,622	11,504	0.4%
Occupancy & Infrastructure					
Property Leases	105,449	99,885	106,900	7,015	6.6%
Property & Infrastructure Maintenance	63,549	193,525	268,100	74,575	27.8%
	168,998	293,411	375,000	81,589	21.8%
Equipment, Vehicles & Technology					
Minor Equipment & Equipment Maintenance	1,860,305	1,957,244	2,381,395	424,151	17.8%
Gasoline	1,882,898	1,650,371	2,188,300	537,929	24.6%
Vehicle Maintenance	1,017,896	1,192,825	1,314,300	121,475	9.2%
Computer Licences & Support	2,498,170	3,518,311	3,475,593	(42,718)	(1.2%)
	7,259,269	8,318,751	9,359,588	1,040,837	11.1%
Financial Expenditures	2,567	(273)	-	273	0.0%
Intercompany Charges	(1,975,900)	(2,108,964)	(2,239,424)	(130,461)	5.8%
Transfers To/From Reserve Funds	3,470,000	3,955,000	3,955,000	0	0.0%
Total - Gross Expenditures	185,724,259	193,874,646	197,525,610	3,650,964	1.9%
Revenues					
Provincial Grant Funding	(10,021,691)	(11,051,240)	(10,195,162)	856,078	(8.4%)
Fees For Service	(4,964,458)	(4,936,930)	(5,792,890)	(855,960)	14.8%
Other Revenue	(3,353,513)	(3,735,927)	(3,679,803)	56,124	(1.5%)
Total - Revenues	(18,339,661)	(19,724,097)	(19,667,855)	56,242	(0.3%)
Net Expenditures Before Indirect Allocations	\$ 167,384,597	\$ 174,150,550	\$ 177,857,756	\$ 3,707,206	2.1%

Subject: 2023 Year-End Transfer Report

Report to: Board of Directors of Niagara Regional Housing

Report date: Friday, February 16, 2024

Recommendations

1. That the unaudited summarized results of Niagara Regional Housing (NRH), as detailed in Appendix 1 to report 24-223-5.4, **BE RECEIVED** for information;
2. That NRH request a transfer of \$464,372 from the Niagara Region's year-end surplus to fund the NRH year-end operating deficit, to be addressed through the Niagara Region's consolidated levy year-end transfer report, **BE APPROVED**; and
3. That this report **BE FORWARDED** to the March 6, 2024 Corporate Services Committee (CSC) meeting.

Key Facts

- The purpose of this report is to provide an overview of the year-end operating variances and to obtain approval from the NRH Board to fund the year-end operating deficit with a transfer from the Niagara Region's year-end corporate surplus, in accordance with the Niagara Region's Operating Surplus/Deficit Policy C-F-022.
- For the year ended December 31, 2023, NRH operated at a deficit before indirect allocations of \$464,372, or 2.0% of NRH's budgeted expenditures, for the oversight and operation of NRH owned units.
- The year-end deficit is consistent with Q2 and Q3 forecasts and is primarily due to pressures in property taxes and building maintenance costs. These pressures have been addressed through the 2024 operating budget to ensure sufficient funds are available to maintain the operation of the owned units.
- \$400,000 in funding related to building condition assessment (BCA) work has been returned to the NRH Owned Units Reserve in accordance with the Reserve and Reserve Funds Policy C-F-013. This work was originally budgeted from reserve in the operating budget; however, it was moved to the capital budget in

order to leverage funding from the Canadian Mortgage and Housing Corporation (CMHC).

Financial Considerations

An overview of the 2023 year-end operating statement reflecting a deficit of \$464,372 can be found in Appendix 1 in the December 31, 2023 Statement of Operations. See Appendix 2 for explanation of any significant variances from budget.

The summaries in Appendices 1 and 2 can also be found in the Niagara Region's 2023 Q4 Financial Update, which will be published on the Region's website at the link below in March.

[Annual and Quarterly Financial Reports - Niagara Region, Ontario](https://niagararegion.ca/government/budget/finance/default.aspx)
(<https://niagararegion.ca/government/budget/finance/default.aspx>)

The 2023 operating budget included a transfer of \$400,000 originating from the NRH Owned Units reserve to fund BCA work. These funds have been transferred back to the NRH Owned Units reserve, in accordance with the Reserve and Reserve Funds Policy C-F-013, as the work was moved to the capital budget to leverage funding from CMHC.

Analysis

At the time of writing this report, the Niagara Region is consolidating its overall levy results and expects a consolidated levy surplus. In accordance with the Niagara Region's Operating Surplus/Deficit Policy C-F-022, the Niagara Region would recommend any year-end operating deficits be offset by other surpluses across the Corporation. Consistent with the policy, it is recommended that the NRH deficit be funded with Niagara Region's corporate surplus.

The corporate 2023 Year-End Results and Transfer Report will be considered at CSC on March 6, 2024 and ratified at the Regional Council meeting on March 21, 2024.

Alternatives Reviewed

Staff's recommendation is in alignment with the Niagara Region's Operating Surplus/Deficit policy; however, the Board may direct staff to consider alternatives for funding the \$464,372 year-end operating deficit position.

Relationship to NRH and/or Council Strategic Priorities

Providing formal financial reporting to the NRH Board and Council and the public supports the Council strategic priority of Effective Region.

Other Pertinent Reports

NRH 10-2022 – Proposed Niagara Regional Housing 2023 Operating Budget Submission



Submitted by:
Cameron Banach
Chief Executive Officer



Approved by:
Gary Zalepa
Chair

This report was prepared by Sara Mota, Program Financial Specialist in consultation with Donovan D'Amboise, Acting Associate Director, Reporting and Analysis.

Appendices

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|------------|--|
| Appendix 1 | Niagara Regional Housing – Q4 2023 Statement of Operations |
| Appendix 2 | Niagara Regional Housing – Q4 2023 Variance Analysis |

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
Labour Related Costs	\$ 365	\$ 373	\$ (8)	-2.2%
Administrative	836	471	365	43.7%
Operational & Supply	60	62	(2)	-3.3%
Occupancy & Infrastructure	18,289	19,612	(1,323)	-7.2%
Equipment, Vehicles, Technology	174	164	10	5.7%
Financial Expenditures	1,377	1,487	(110)	-8.0%
Total Expenses	21,101	22,169	(1,068)	-5.1%
Federal & Provincial Grants	(1,216)	(1,216)	-	0.0%
Other Revenue	(18,158)	(19,272)	1,114	6.1%
Total Revenues	(19,374)	(20,488)	1,114	5.7%
Intercompany Charges	(359)	(249)	(110)	30.6%
Total Intercompany Charges	(359)	(249)	(110)	30.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	1,368	1,432	(64)	-4.7%
Transfers From Funds	(400)	(400)	-	0.0%
Transfers To Funds	2,589	2,989	(400)	-15.4%
Total Transfers	2,189	2,589	(400)	-18.3%
Net Expenditure (Revenue) Before Indirect Allocations	3,557	4,021	(464)	-13.0%
Indirect Allocations & Debt	14,564	14,384	180	1.2%
Total Indirect Allocations & Debt	14,564	14,384	180	1.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	18,121	18,405	(284)	-1.6%

Variance Analysis (in thousands)

Niagara Regional Housing (NRH) operated at a deficit before indirect allocations of \$464 due to the following factors:

Administrative – The favourable variance of \$365 is primarily due to a surplus related to the building condition assessment (BCA) work that is now included with other facility capital works to leverage external funding from the Canadian Mortgage and Housing Corporation (CMHC). The work was initially budgeted to be funded through the NRH Owned Units reserve, so the transfer of the funds back to the reserve is reported below in Transfers to Funds.

Occupancy and Infrastructure – The unfavourable variance of \$1,323 is due to a number of inflationary cost pressures, including higher than anticipated property taxes charged to NRH-owned properties, grounds maintenance contract costs, and property maintenance costs. In addition, property maintenance costs are impacted by additional work arising from deferred capital projects that is putting a pressure on the operating budget. These increases are offset by lower than anticipated utility costs for electricity and water.

Financial Expenditures – The unfavourable variance of \$110 is primarily the result of higher than anticipated write-offs on uncollectable tenant rents.

Other Revenue – The favourable variance of \$1,114 is primarily related to higher than anticipated rental revenues as a result of more tenants paying market rents due to few housing options available for tenants who are now in a position to pay affordable market rates. In addition, there is an increase in the maintenance charge revenues arising from unit inspections, and increased investment income arising from a higher than anticipated bank balance due to the timing of bank transfers.

Intercompany Charges – The unfavourable variance of \$110 is due to the reduced allocation of funding from the Homelessness division as a result of the later than anticipated operational start of the Crescent Road housing units in Fort Erie.

Transfers – The unfavourable variance of \$400 is due to the transfer of funds related to the BCA consulting work back to the NRH Owned Units reserve.

Community Impacts & Achievements

Niagara Regional Housing (NRH) is the housing provider for the portfolio of NRH owned-units. Accomplishments in the fourth quarter of 2023 include:

- Partnerships with Brock University continued with the second *Intergenerational Community Engagement Residency (ICER)* Master of Applied Gerontology Grad student placement in St. Catharines' Centre Street seniors community. In addition, Brock's *Through Their Eyes* project celebrated its 10th anniversary of intergenerational learning for undergraduate students, where students paired with seniors in Thorold's Ormond community to share stories and recommendations for the improvement of their lives, inside and outside of their NRH building.
- Construction for the 18-unit apartment building on Crescent Road in Fort Erie is 40% complete and has a target completion date of July 2024. This building will provide housing for women and children fleeing violence and will be operated by a local human service provider under contract with Niagara Region Community Services.
- Preliminary work has begun for Phase One bridge housing on Geneva Street in St. Catharines. This project is expected to have 48 new units of supportive housing and will be followed by Phase Two with new Community Housing.

- The renovations to the Summer Street Shelter in Niagara Falls are completed and the shelter has been providing services since November. Community Services' Homelessness division is operating this shelter.
- Work is continuing for the temporary emergency shelter on Riordon Street in St. Catharines, which will be operated by Community Services' Homelessness division. It is anticipated that it will be complete at the end of February 2024.

Subject: 2023 Year End Results and Transfer Report

Report to: Niagara Transit Commission Board

Report date: **Tuesday, February 20, 2024**

Recommendations

1. That the unaudited summarized financial results of the Niagara Transit Commission (NTC), as detailed in Appendix 1, **BE RECEIVED** for information;
2. That the NTC Board request that the 2023 year-end operating surplus for NTC of \$2,086,731 **BE TRANSFERRED** to the Transit Stabilization Reserve;
3. That the encumbrances of \$1,946,629 (Appendix 3) **BE RECEIVED** for information, and that the deferral of these expenditures be included in the 2024 operating budget; and
4. That this report **BE FORWARDED** for approval to the March 6, 2024 Corporate Services Committee.

Key Facts

- The purpose of this report is to provide an overview of the year-end operating variances as of December 31, 2023, including encumbrances, and to obtain approval from the Board for the 2023 year-end transfer recommendations.
- For the year ended December 31, 2023, NTC operated at a surplus of \$2.1 million.
- The recommendations included in this report have been guided by the Regional Operating Surplus/Deficit Policy in accordance with the Municipal Service Board By-law.
- An amount of \$1.9 million is being set aside in the encumbrance reserve to fund commitments made against the 2023 budget for which the good or service was not received in the budget year, in order for the funding to be transferred to the 2024 budget when the good or service is received.

Financial Considerations

As reflected in Appendix 1, the 2023 year-end operating statement for NTC reflects a surplus of \$2.1 million. See appendix 2 for explanation of any significant variances from budget.

Quarterly updates reflect a fulsome review and analysis of the unaudited results and estimates prepared by staff to account for the timing of expenses and any changes in operations.

This quarterly report will be included as part of the Niagara Region Q4 2023 Financial update. (<https://www.niagararegion.ca/business/finance/quarterly-reports/default.aspx>)

Incorporated in the year-end operating surplus of \$2.1 million is a transfer of \$1.9 million to the Encumbrance Reserve that will be transferred to the NTC operating budget for the 2024 year. This encumbrance relates mainly to consulting and branding work that was approved in the 2023 budget pending award through the request for proposal formal procurement process at the end of the year, with the work expected to be completed in 2024.

As per Regional policy C-F-001, Accounts Receivable Policy, write-offs of uncollectible accounts receivable balances in excess of \$25,000 require Regional Council approval. In absence of a separate NTC policy Regional Council in in January approved report CSD 1-2024, Request to Write-off Outstanding Amount Over \$25,000 which included write-offs of \$799 thousand for the NTC. The arrears stems from missing information related to the WEGO Visitor Transportation System (VTS) during the Niagara Transit Commission (NTC) transit amalgamation and 2023 budget process. Contract revenue and service hour-based allocations have been right-sized by NTC in the 2024 budget. This write-off was identified through the quarterly financial update and forecasting reports submitted to the Board.

The recommendations in this report will fully allocate the 2023 year-end operating surplus to the Transit Stabilization Reserve.

Analysis

The year-end operating surplus of \$2.1 million is primarily the result of higher than anticipated UPASS and fare revenue of \$5.6 million, favourable variance in allocations

of administrative costs (referred to as indirect allocations) of \$1.5 million due to the timing of hiring of support staff and lower than anticipated insurance premium and claims and unbudgeted supplemental tax revenue specific to Transit of \$0.7 million. These favourable variances are offset by unfavourable variances in direct labour-related costs due to higher benefit costs, increases in labour costs as a result of finalizing the collective bargaining agreement, the uncollectible portion of the chargeback to the City of Niagara Falls related to the local portion of the WEGO services and higher fuel-related costs due to fluctuations in fuel prices. In addition, the year-end results included the strategy to not recognize the full budgeted Provincial Gas Tax (PGT) revenue of approximately \$1.6 million as NTC is in a surplus position. The unrecognized Provincial Gas Tax is available for future use for Capital and/or Operating uses.

The primary changes from the Q3 forecast relate to higher than forecasted fare revenue, unbudgeted supplemental special levy tax revenue for the year generated from in year growth in development, less than expected consulting expenses due to the strategic plan award coming in lower than forecasted and less than forecasted education & training costs by year-end.

Full analysis and explanation of the year-to-date actual variances can be found in Appendix 2 of this report.

Reserve Impacts Based on Report Recommendations

As the NTC is funded by a Special Levy the NTC has separate reserves than those funded from the General Levy however similar funding principles apply.

Stabilization reserves are used during the budget to cover future one-time items, or extraordinary expenses or potential deficits at year end. There is currently no balance in the Transit Stabilization Reserve as 2023 was the first year of operations. The Regional Reserve and Reserve Funds Policy indicates that stabilization reserve target balances should be 10% to 15% of gross operating expenditures (excluding reserve transfers and capital costs). The minimum target balance of 10% of the gross operating costs is \$8 million. A few items which could potentially impact the 2024 year-end results include volatility in diesel and gas prices, incremental costs as a result of the finalization of the Collective Bargaining Agreement and potential results of pending request for proposals. Thus, it has been recommended that the full 2023 year-end surplus of \$2.1 million to be transferred to the stabilization reserve.

The Capital reserve is used to provide a funding source for life cycle replacement of capital assets. The capital strategy for transit relies both on capital reserves as well as PGT. The strategy for capital reserve transfers was scaled back as a mitigation measure in the 2024 budget however the PGT of \$1.6 million was not required in the 2023 operating budget due to the surplus and therefore remains in the PGT reserve. Collectively the year end reserve balance for capital from capital levy (\$1.46 million) and uncommitted PGT (\$3.26 million) total \$4.72 million. The capital funding available will be evaluated in relation to the asset management plan and capital forecasts on an annual basis. Therefore, it has not been recommended to transfer any of the year-end surplus to the Capital reserve at this time.

The Transit Employee Future Benefit (EFB) reserve is required to fund post-employment benefit costs when they are eventually paid out. As part of the amalgamation process and creation of the NTC, the Municipal Transfer Agreement (MTA) required the local area municipalities to fund 50% of employee obligations estimated at December 31, 2022. At the end of 2023, the employee future benefit obligation has increased to \$1 million. As the EFB reserve is 47% funded in line with Regional EFB reserves a further transfer is not recommended at this time.

The following table provides a summary of the Transit specific reserves before and after the recommended transfers, including target balances.

Table 1: Reserve Summary (in thousands)

Reserve Description	Balance Before Recommended Transfer	Recommended Transfer	Balance After Recommended Transfer	Target Balance
Transit Stabilization	\$0	\$2,087	\$2,087	\$8,037 - \$11,975
Transit Capital	\$1,460*	\$0	\$1,460	TBD***
Transit Future Benefit	\$479**	\$0	\$479	\$1,015

* Includes \$114 thousand specific for Specialized Transit.

** Includes 2024 Employee Future Benefit adjustment (NTC 3-2024)

*** To be determined once the asset management plan has been updated

Encumbrances

Encumbrance accounting is a mechanism to facilitate the accounting of goods and services when an obligation to purchase has occurred in the year, but the goods or services have not been received by year-end. An obligation to purchase can be in the form of a purchase order, contract, or other legally binding commitments. Funds are requested to be set aside in the encumbrance reserve for use in the following year.

Incorporated in the year-end operating surplus are encumbrances totaling \$1.9 million (see Appendix 3). The encumbrances identified will be transferred to the encumbrance reserve at December 31, 2023, and transferred back to the respective department budgets in 2024.

Alternatives Reviewed

The Board may direct staff to consider alternative reserve allocations for NTC's year-end surplus of \$2.1 million, however, this is not recommended as there is currently no balance in the stabilization reserve to support any future budget risk or volatility.

Other Pertinent Reports

- NTC 18-2023 Q3 Financial Update
- NTC 11-2023 - 2023 Q2 Financial Update

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Appendices

Appendix 1	Niagara Transit Commission - Statement of Operations
Appendix 2	Variance Analysis
Appendix 3	Encumbrance Summary

Niagara Transit Commission - Statement of Operations (in thousands of dollars)

Expenditure	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$37,526	\$39,768	-\$2,242	-6.0%
Administrative	\$2,858	\$888	\$1,970	68.9%
Operational & Supply	\$11,215	\$11,229	-\$14	-0.1%
Occupancy & Infrastructure	\$481	\$939	-\$458	-95.3%
Equipment, Vehicles, Technology	\$13,341	\$14,808	-\$1,466	-11.0%
Partnership, Rebate, Exemption	\$0	\$1	-\$1	0.0%
Financial Expenditures	\$0	\$870	-\$870	0.0%
Total Expenses	\$65,422	\$68,503	-\$3,081	-4.7%
Taxation	-\$56,561	-\$57,436	\$875	1.5%
By-Law Charges & Sales	-\$14,319	-\$19,915	\$5,596	39.1%
Other Revenue	-\$6,330	-\$5,805	-\$525	-8.3%
Total Revenues	-\$77,210	-\$83,156	\$5,946	7.7%
Intercompany Charges	\$0	\$174	-\$174	0.0%
Total Intercompany Charges	\$0	\$174	-\$174	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$11,788	-\$14,479	\$2,691	22.8%
Transfers From Funds	-\$179	-\$179	\$0	0.0%
Transfers To Funds	\$3,675	\$5,822	-\$2,147	-58.4%
Total Transfers	\$3,496	\$5,643	-\$2,147	-61.4%
Net Expenditure (Revenue) Before Indirect Allocations	-\$8,292	-\$8,836	\$544	6.6%
Indirect Allocations & Debt	\$8,292	\$6,749	\$1,542	18.6%
Total Indirect Allocations & Debt	\$8,292	\$6,749	\$1,542	18.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$2,087	\$2,087	0.0%

Niagara Transit Commission

Variance Analysis (in thousands of dollars)

The Niagara Transit Commission (NTC) commenced operations on January 1, 2023. The 2023 budget was prepared using best estimates from the local area municipalities (LAM's). As this is the first year of operations within Niagara Region, it should be noted that variances will exist at the object of expenditure lines and budgets will continue to be refined.

The NTC is operating at year-to-date surplus after indirect allocations of \$2,087 due to the following factors:

Labour Related Costs – The unfavourable year-end variance of \$2,242 is mainly due to greater than budgeted actual benefits for unionized staff and the budget including 5 hours less per week for some operators. The variance also includes wage increases for nonunion staff approved through report NTC 2-2023 and labour-related adjustments as a result of finalizing a new Collective Bargaining Agreement; offset by year-end surplus in benefits identified by the providers.

Administrative – The favourable year-end variance of \$1,970 is mainly attributable to the timing and spend related to consulting and branding projects which were expected to be incurred by the end of the year. These projects were pending final formal procurement awards and are included in the transfer to reserves variance below.

Occupancy & Infrastructure – The unfavourable year-end variance of \$458 is due to increased spend related to repairs and maintenance of facilities and higher than expected snow removal costs for end of year based on the Request for Proposal procurement process.

Equipment, Vehicles, Technology - The unfavourable year-end variance \$1,466 is mainly attributable to unbudgeted diesel costs used by the City of Niagara Falls and Metrolinx which are charged out and recognized in other revenue below (\$518) and higher than anticipated diesel costs (\$1,069).

Financial Expenditures – The unfavourable year-end variance of \$870 is mainly due to the uncollectible portion of chargeback to the City of Niagara Falls related to the local portion of the WEGO services (\$799) and unbudgeted tax write-offs (\$129) identified by the local area municipalities due to changes in assessments. This is slightly offset by a gain on disposal of equipment (\$58).

Taxation – The favourable year-end variance of \$875 is related to the unbudgeted transit special levy supplemental tax revenues collected by the local area municipalities as a result of changes in assessments from growth in the Region.

By-Law Charges & Sales – The favourable year-end variance of \$5,596 are due to

higher than anticipated fare revenue (\$3,567) and unbudgeted fare revenue specific to Niagara College students of (\$1,868) as a result of a new agreement in 2023 and additional Brock Summer Service (\$161).

Other Revenue – The unfavourable year-end variance of \$525 is due to the strategy to not recognize the budgeted Provincial Gas Tax revenue as NTC is in a year-end surplus position (\$1,614). The unrecognized Provincial Gas Tax will be available for future Capital and/or Operating use. This is offset by higher than budgeted advertising and commission revenues (\$91), deferred revenue transferred from St Catharines Transit Commission (\$280) for contracted services and unbudgeted fuel reimbursement from the City of Niagara Falls and Metrolinx (\$518) resulting from increased fuel costs 'Equipment, Vehicles, Technology' above. In addition, other revenue included the actual EFB payment received by City of Niagara Falls (\$86) and reserves from City of St Catharines for capital specialized costs (\$114) which was transferred to reserves below.

Intercompany Charges – The unfavourable year-end variance of \$174 is due to a secondment of staff from the Region to support the integration and transformation of Transit through the transition.

Transfers – The unfavourable year-end variance of \$2,147 is due to branding and consulting RFP's to be encumbered into the 2024 budget (\$1,947), EFB portion funded by Niagara Falls (\$86) and a reserve balance transferred from St. Catharines Transit specific for Specialized Transit capital (\$114).

Indirect Allocations – The favourable year-end variance of \$1,542 is due positions that were not filled as of January 1, insurance premium and claims are lower than anticipated and less than expected facility related costs.

Niagara Transit Commission

Community Impacts & Achievements

Collective Bargaining – The Niagara Transit Commission (NTC) and Amalgamated Transit Union (ATU) Local 846 successfully negotiated a Collective Bargaining Agreement (CBA) that will govern their relationship for five years, from Jan. 1, 2023 to December 31, 2027. The agreement marks a significant milestone as it consolidates three pre-existing CBAs of the former transit providers in Niagara into a single, unified contract that sets the stage for enhanced operational efficiency and improved service delivery.

Branding RFP – An RFP to establish a new, harmonized brand for the Niagara Transit Commission was issued in November. It closes on January 18, 2024.

NRT Cares Initiative – In Q2 of 2023, the NRT Cares program was introduced to provide free transit to individuals that are experiencing absolute homelessness. Throughout Q4, the success of this initiative continued with an additional 9200 passes being provided to Community Services for distribution. In 2023 the value of tickets provided to those most in need in Niagara was estimated to be \$100,000.

Public Advisory Appointments – Public Advisory Committee appointment recommendations by local municipalities were made by the end of 2023. The committee will be approved by Regional Council in late January 2024 and made up of 20 public representatives. Orientation and inaugural meetings should commence in early 2024.

Cameras installed on all fleet- Cameras were installed in the entirety of the Niagara Falls fleet in Q4. Staff will continue installations across the entire fleet which will provide enhanced safety and security to staff and the public. Installations will conclude early in 2024 to be followed by policies regarding video use and privacy in the public realm and in a unionized workplace.

Facility and Service Master Plan RFP award - The RFP was awarded in Q4 with announcements to come in the next few weeks on the successful proponent and their workplan. The Consultant is expected to start on this exciting 2-year project which includes Board, staff and public engagement as soon as possible in 2024.

Snow Removal RFP – A snow removal contract was awarded to one provider to provide consistent and reliable service to enhance safety at prioritized stops and shelters across the Region. Winter maintenance service levels were approved by the Board and have been advertised to the ridership and made public.

Chair A Van - Niagara Falls – In late Q4, Board approved plans to harmonize in-house specialized transit services across all NRT conventional sites got underway. Chair A Van in Niagara Falls, as the outlier contracted service with an NRT-owned fleet, was identified

to be assumed and work commenced with St John's Ambulance to initiate a smooth transition. A brief contract extension was negotiated for 2024 until the service can be wholly delivered by NRT by March 1, 2024.

Appendix 3 – Encumbrance Summary

Description	Amount
Uniforms	\$ 141,000
IT Strategy	101,760
Branding Strategy	101,760
Strategic Plan	341,650
Analysts	101,720
JIQ Consulting	152,640
Branding Decal Strategy	966,722
Benefits Review Consulting	39,377
Total Encumbrance Transit	\$1,946,629