
Subject: 2024 Year-End Results and Transfer Report

Report to: Corporate Services Committee

Report date: Wednesday, March 5, 2025

Recommendations

1. That the unaudited summarized financial results of the Niagara Region, as detailed in Appendix 1 to Report CSD 8-2025, **BE RECEIVED** for information;
2. That the 2024 year-end operating surplus for the General Tax Levy-supported programs of \$10,107 thousand **BE TRANSFERRED** to reserves as follows:
 - a) \$39 thousand from the Ontario Police Video Training Alliance (OPVTA) Reserve Fund as per NRPS recommendation to their Board (Appendix 5 to Report CSD 8-2025),
 - b) \$502 thousand from the Police Contingency Reserve Fund as per NRPS recommendation to their Board (Appendix 5 to Report CSD 8-2025),
 - c) \$10,648 thousand to the Taxpayer Relief Reserve;
3. That the 2024 year-end operating surplus for the water and wastewater rate-supported programs of \$2,287 thousand **BE TRANSFERRED** to reserves as follows:
 - a) \$2,237 thousand to the Water Capital Reserve,
 - b) \$50 thousand to the Wastewater Stabilization Reserve;
4. That the 2024 year-end operating surplus for the Waste Management Special Tax Levy of \$3,719 thousand **BE TRANSFERRED** to the Waste Management Capital Reserve;
5. That the 2024 year-end operating surplus for the Transit Special Tax Levy of \$1,541 thousand **BE TRANSFERRED** to the Niagara Transit Commission Stabilization Reserve as per NTC recommendation to their Board (Appendix 7 to Report CSD 8-2025);
6. That the Housing Services Development Charge balance of \$1,756 thousand created from a previous over contribution from the Housing Services Reserve **BE TRANSFERRED** back to the Housing Services Reserve;
7. That the balances held in the Capital Variance Projects as per Table 7 **BE APPROVED** and transfers completed from the capital variance project of \$7,946 thousand to the following reserves:
 - a) \$1,259 thousand to the Waste Management Capital Reserve
 - b) \$6,687 thousand to the Water Capital Reserve;
8. That the \$4,634 thousand of the 2024 debt charge placeholder in the Wastewater Capital Reserve **BE TRANSFERRED** to fund the South Niagara Wastewater Treatment Solution Project 200000724 in substitution of approved but unissued long-term debt; and

9. That the encumbrances of \$11,851 thousand (Appendix 2 to Report CSD 8-2025) **BE RECEIVED** for information, and that the deferral of these expenditures be included in the 2025 operating budget.

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 2024 year-end transfer recommendations for operating and capital as required by policy.
- Regional departments including General Government have a surplus of \$12,075 thousand (1.50% of budgeted expenditures) at year-end. Levy-supported programs (Regional Departments consolidated with Agencies, Boards and Commissions ("ABCs")) have a surplus of \$10,107 thousand (0.93% of budgeted expenditures) at year-end. The rate supported programs of Water and Wastewater are operating a combined surplus of \$2,287 thousand (1.33% of budgeted expenditures) at year-end. The special levy services are both in a surplus position at year-end with \$3,719 thousand surplus in Waste Management (7.03% of budgeted expenditures) and \$1,541 thousand surplus in Niagara Transit Commission (1.81% 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 \$11,851 thousand has been set aside in the encumbrance reserve to fund commitments as of December 31, 2024 (see Appendix 2 to Report CSD 8-2025).
- 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 \$1,259 thousand to the Waste Management Capital Reserve and \$6,687 thousand to the Water Capital Reserve are recommended at year-end to support the 2025 Capital Budget, and staff are recommending that the amounts remaining in each CVP as per Table 7 be retained in light of continued inflationary pressures and economic uncertainty that may impact the capital program.

Financial Considerations

The recommendations in this report will fully allocate the 2024 General Tax Levy, Special Tax Levy and Rate Program year-end surpluses to reserves. Full explanations for the surpluses and deficits can be found in Appendix 4 to Report CSD 8-2025 and are summarized on the Consolidated Year-End Funding Surplus/(Deficit) Review in Appendix 1 to Report CSD 8-2025.

The recommendations in this report are aligned with the following policies and by-laws:

- Budget Control By-Law 2022-80
- Reserve and Reserve Fund Policy C-F-013
- Operating Surplus/Deficit Policy C-F-022
- Financial Reporting and Forecasting Policy C-F-020

Analysis

A complimentary report on the organizations 2024 achievements which can be found in Appendix 8 to this report. This achievements report is also posted on our website at the link below.

Q4 Achievements Report

[\(https://niagararegion.ca/priorities/\)](https://niagararegion.ca/priorities/)

Full analysis and explanation of the General Tax Levy, Rate and Special Tax Levy supported programs can be found in the Q4 Financial Update in Appendix 4 to Report CSD 8-2025 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 2024 Financial Update

[\(https://niagararegion.ca/government/budget/past-budgets/default.aspx\)](https://niagararegion.ca/government/budget/past-budgets/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)	2024 Surplus/(Deficit) After Indirect Allocations	2024 Surplus/(Deficit) as Percentage of Budgeted Gross Expenditures	2023 Surplus/(Deficit) as Percentage of Budgeted Gross Expenditures
Regional Departments	\$5,199	0.75%	0.62%
General Government	\$6,875	6.04%	(2.55%)
Court Services	\$69	0.70%	5.62%
NRH	(\$195)	(0.53%)	(0.75%)
NRPS	(\$1,841)	(0.80%)	1.79%
NPCA	\$0	0.00%	0.54%
Total Levy-Supported Surplus	\$10,107	0.93%	0.47%

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

(in thousands)	2024 Surplus/(Deficit) After Indirect Allocations	2024 Surplus/(Deficit) as Percentage of Budgeted Gross Expenditures	2023 Surplus/(Deficit) as Percentage of Budgeted Gross Expenditures
Water	\$2,237	4.05%	(0.09%)
Wastewater	\$50	0.04%	(3.18%)
Total Rate-Supported Surplus/(Deficit)	\$2,287	1.33%	(2.17%)

Table 3: Special Levy Surplus Summary

(in thousands)	2024 Surplus After Indirect Allocations	2024 Surplus as Percentage of Budgeted Gross Expenditures	2023 Surplus as Percentage of Budgeted Gross Expenditures
Niagara Transit Commission	\$1,541	1.81%	2.70%
Waste Management	\$3,719	7.03%	5.48%

The Q4 2024 financial results are being driven by many different factors 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 \$10,107 (0.93% of budgeted expenditures).

The levy programs excluding agencies, boards and commissions (ABCs) are operating at a surplus of \$12,075. This surplus is driven by a reduction in tax write offs related to settled and accrued assessment appeals of \$8,158, reduction in the legal liability accrual of \$6,066, net salary gapping and position vacancy management of \$909, savings related to general planning grants of \$2,002, higher than anticipated growth resulting in increased supplemental taxes of \$1,909 and utilities savings of \$1,269. These favourable variances are offset by an unfavourable variance of \$13,156 related to higher than budgeted development charge grants associated with mandatory exemptions, industrial and brownfield developments.

Niagara Region's ABCs are operating at a net deficit of \$1,968 at year-end. The net deficit is primarily driven by the deficit within Niagara Regional Police Service of \$1,841. The NRPS deficit is driven by increased labour related costs required to respond to major investigations.

It is recommended that \$10,648 of the year-end surplus be transferred to the Taxpayer Relief Reserve with \$541 being transferred from NRPS reserves.

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

Water and Wastewater Services realized a surplus of \$2,287 (1.33% of budgeted expenditures) at year-end, which consists of surpluses of \$2,237 (4.05% of budgeted expenditures) and \$50 (0.04% of budgeted expenditures) in the Water and Wastewater divisions respectively.

The Water Services surplus is primarily the result of an increase in water sales due to dry conditions of \$1,000 and less than anticipated repairs and maintenance work while vacant positions are recruited in the amount of \$657. Savings due to salary gapping and delays in hiring vacant positions amount to \$143. Also contributing to the net surplus are savings in utility costs due to plant optimization efforts and mild weather in the amount of \$201, as well as less than anticipated external professional services in the amount of \$174.

Wastewater Services is operating at a net surplus of \$50 at year-end. The surplus is a result of labour related savings due to salary gapping and delays in hiring vacant positions of \$334, favourable utility costs due to plant optimization efforts and mild weather of \$658, less than anticipated consulting costs totaling \$225, and less odour control chemicals than required in the amount of \$184. These favourable variances are offset by unfavourable variances in external legal costs to support litigation associated with Wastewater infrastructure in the amount of \$707 and repairs and maintenance costs due to aging infrastructure and necessary compliance work of \$633.

It is recommended that, the Water surplus of \$2,237 be transferred to the Water Capital Reserve as the Water Stabilization Reserve is already within the funding targets. It is recommended that, the Wastewater surplus of \$50 be transferred to the Wastewater stabilization Reserve.

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

Niagara Transit Commission realized a net surplus of \$1,541 (1.81% of budgeted expenditures) at year-end.

The surplus is mainly the result of higher than anticipated UPASS and fare revenue of \$3,725, unbudgeted supplemental tax revenue specific to Transit of \$1,497, savings on the comingled service contract of \$836, net savings related to fuel prices \$474, lower than anticipated insurance premium and claims of \$441, consulting, legal and other professional costs not required at the end of 2024 of \$446, savings of \$319 in advertising & marketing due to the rebranding being released later in the year. This is offset by higher direct labour-related costs of \$4,166 due to higher than budgeted benefit related costs, overtime and increases in labour costs as a result of the collective

bargaining agreement, the strategy to not recognize the full budgeted Provincial Gas Tax (PGT) revenue of approximately \$1,615 and higher than budgeted vehicle repair and equipment costs of \$419 due to aging fleet.

It is recommended that the year-end operating surplus of \$1,541 be transferred to the Niagara Transit Commission Stabilization Reserve.

Waste Management (all amounts in thousands of dollars):

Waste Management Services realized a surplus of \$3,719 (7.03% of budgeted expenditures) at year-end.

The surplus is a result of lower than anticipated escalation costs in some contracts including \$469 in the base collection contract, \$135 in the compost facility contract and \$128 in the landfill operations contract. Also contributing to the surplus is savings related to salary gapping and position vacancy management of \$489, lower than anticipated purchases of blue/grey boxes, green bins and carts of \$281, supplemental taxes from assessment growth of \$500, additional tipping fees of \$250, additional funding received for the Region's drop-off depots associated with temporary blue box funding during the transition period of \$16 and additional hazardous special product funding of \$105.

It is recommended that the operating surplus of \$3,719 be transferred to the Waste Management Capital Fund as the Waste Management Stabilization Reserve is already slightly above the funding target.

Reserve Impacts Based on Report Recommendations

The Reserve and Reserve Fund 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 including the low (10%) and high (15%) target balances.

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

Stabilization Reserve Description	Balance Before Recommended Transfer	Recommended Transfer / (Draw)	Balance After Recommended Transfer	Target Balance: Low (10%)	Target Balance: High (15%)
Taxpayer Relief	\$27,887	\$10,648	\$38,535	\$77,709	\$116,564
Transit Stabilization	\$2,087	\$1,541	\$3,628	\$8,061	\$12,092
Water Stabilization	\$2,951	\$0	\$2,951	\$2,742	\$4,114
Wastewater Stabilization	\$972	\$50	\$1,022	\$6,972	\$10,458
Waste Management Stabilization	\$7,802	\$0	\$7,802	\$4,819	\$7,229
Police Contingency	\$2,479	(\$502)	\$1,977	Note 1	Note 1
Police Services Board Contingency	\$242	\$0	\$242	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 the minimum target balance thresholds established. Reserve balances below the minimum target may impact the ability to manage future operational risks.

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 2025 Budget and 2026 forecast.

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

	2024 Budget	2024 Actual	2025 Budget	2026 Forecast
Opening balance	\$36,600	\$36,600	\$38,535	\$28,176
Bill 23 Impacts	(\$600)	(\$600)	-	
Council Reserve Draw (Tax mitigation strategy)	(\$4,000)	(\$4,000)	(\$2,000)	
One-time Transfers (net)	(\$684)	(\$684)	(\$1,079)	
Other	\$90	\$90	-	\$119
Homelessness 2024 Budget Pressure (One-time)	(\$2,431)	(\$2,431)	-	
Extra Working Day	(\$1,088)	(\$1,088)	-	
Smart Growth* - Regional DC Reduction Funding Strategy	-	-	\$2,000	\$4,871
Project Eagle DC Grant	-	-	(\$5,418)	(\$5,000)
EMS Funding due to Time Lag	-	-	(\$1,862)	
2024 Recommended Year-End Transfer	-	\$10,648	-	
Closing Balance	\$27,887	\$38,535	\$30,176	\$28,166
Commitments – Smart Growth DC Refunds*	-	-	(\$2,000)	(\$6,871)
Available Balance	\$27.9	\$38,535	\$28,176	\$21,295

Unspent 2024 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 \$120 related to one-time consulting project funds returned to Wastewater Stabilization Reserve
- Unused funds of \$400 related to the capital loan and grant program have been return to the Housing Services Reserve
- Unused funds of \$20 related to In-Situ Rent Supplements have been returned to the Housing Services Reserve

The above transfers have been included in the Reserve Reconciliation of Appendix 4 to Report CSD 8-2025.

Other Reserve Transfers

Housing Services Reserve:

As per CSD 14-2023, we transferred funds from the Housing Services Reserve to Housing Services Development Charges which was committed to the Rapid Housing Initiative project for Port Cares. We are recommending that the balance of \$1,756 be returned to the Housing Services Reserve as the funds in the development charge fund were ultimately sufficient to support the project requirements.

Road Safety Program Reserve:

At year-end the Vision Zero Road Safety Program yielded net revenues of \$1,498. The net revenues are mandated to be reinvested into road safety programs and therefore have been transferred to the Road Safety Program Reserve. Usage of funds from this reserve will be approved through subsequent budget processes.

Transfers to Capital Reserves:

Included in this report are recommended year-end transfers with activity to capital reserves. Full balances and detail on all capital reserves is included in the Q4 Financial update, Appendix 4 to Report CSD 8-2025.

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 \$11,851 thousand (see Appendix 2 to Report CSD 8-2025). The encumbrances identified will be transferred to the encumbrance reserve on December 31, 2024, and transferred back to the respective departments in 2025. Encumbrance balances that have been carried forward from a year prior to 2024 have also been identified in Appendix 2 to Report CSD 8- 2025.

In 2024, \$4,880 thousand (41.2%) (2023 - \$9,542 (66.5%)) 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 Summary:

The active capital program managed by Niagara Region is \$2,458,206 thousand at the time of writing this report. Throughout 2024 the active capital program has decreased by \$103,501 thousand. The decrease is primarily caused by project closures of \$116,989 thousand and budget reductions of \$20,822 thousand. This decrease is offset by gross budget adjustments of \$24,570 thousand and transfers from capital variance projects of \$9,739 thousand.

Of the active capital projects budget of \$2,458,206 thousand, \$1,637,081 thousand is spent and committed, resulting a budget remaining of \$821,125 thousand).

Table 6: Capital Program Reconciliation

(in thousands)	Levy Program	Special Levy Programs	Rate Programs	Total
Budget for Active Capital Projects on January 1, 2024*	\$1,243,299	\$120,650	\$1,197,758	\$2,561,707
Gross Budget Adjustment (including transfers from operating)	\$16,815	\$869	\$6,886	\$24,570
Transfer from Capital Variance Project	\$5,492	\$160	\$4,087	\$9,739
Budget Reductions on Active Capital Projects	(\$2,902)	(\$1,125)	(\$16,795)	(\$20,822)
Projects Closed	(\$68,703)	(\$5,609)	(\$42,676)	(\$116,989)
Total Adjusted Budget for Active Capital Projects on December 31, 2024	\$1,194,001	\$114,945	\$1,149,260	\$2,458,206
Spent and Committed	(\$968,060)	(\$66,961)	(\$602,060)	(\$1,637,081)
Budget Remaining	\$225,941	\$47,984	\$547,200	\$821,125
% of Budget Spent and/or Committed	81.1%	58.3%	52.4%	66.6%

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

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 2024, a total of 87 projects were closed (compared to 79 projects in 2023 and 71 projects in 2022). As a result of project closures and budget reductions, a total of \$25,753 and \$22,317 thousand was returned to the CVP in 2024 and 2023 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. On December 31, 2024, there is a cumulative total of \$30,390 thousand in four CVP. Staff have returned a cumulative total of \$1,259 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 7 below to support potential inflationary pressures and uncertain economic conditions. Staff will continue to monitor, and any surplus will be utilized in the 2026 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, 2024.

Table 7: 2024 CVP Activity and Year-End Balances (in thousands):

	Levy	Waste Management	Wastewater	Water	Total
Balance on Dec 31, 2023	\$5,699	\$1,000	\$4,261	\$11,354	\$22,314
Transfer to Capital	(\$5,504)	(\$160)	(\$1,806)	(\$2,281)	(\$9,751)
Budget Reductions and Transfers from Capital	\$4,164	\$1,419	\$9,257	\$10,933	\$25,773
Net	\$4,359	\$2,259	\$11,712	\$20,006	\$38,336
Year-end Transfer to Capital Reserves	\$0	(\$1,259)	\$0	(\$6,687) *	(\$7,946)
Uncommitted Balance at December 31, 2024	\$4,359	\$1,000	\$11,712	\$13,319	\$30,390

*The \$6,687 thousand transferred to reserve has been committed to the approved 2025 capital budget

Debt Substitution

In an effort to reduce the Regional debt burden and maintain the Region's current AA+ stable credit rating, beginning in 2023 staff began proposing a debt substitution strategy. With this strategy and in alignment with the principles of the budget planning by-law 2024-25, the Region budgets debt charges in its operating budget for all approved debt even though we know we will not issue and begin paying for this debt until a later year when projects are complete, and the required debt is issued. This ensures we have a sustainable operating budget to pay for the approved debt when it is issued, but until such time results in funds being transferred to our capital reserves. The debt substitution strategy utilizes some of these funds transferred to reserves to replace some of the approved but unissued debt on projects, thereby reducing the Region's overall debt burden.

In 2024, debt charges for the South Niagara Wastewater Treatment Solution Project of \$4,634 thousand were budgeted and transferred to the Wastewater Capital Reserve. In alignment with this debt substitution strategy staff are recommending we now use these funds to substitute the rate supported debt for project number 20000724. In alignment with the Budget Control By-Law, this recommendation was approved with 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 on this project from the 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 2025 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

Council Strategic Priority: Effective Region

Objective 1.3 – Deliver fiscally responsible and sustainable core services.

Other Pertinent Reports

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

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

[CSD 62-2024 Q3 2024 Financial Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=eaafe636-7b8e-4ce4-a2dd-a44dd3535c32&Agenda=Agenda&lang=English&Item=16&Tab=attachments>)

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

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 2024 Financial Update
Appendix 5	NRPS Financial Variance Overview for the Year-End December 31, 2024
Appendix 6	NRH 2024 Year-End Transfer Report
Appendix 7	NTC 2024 Year-End Transfer Report
Appendix 8	2024 Q4 Achievements Report

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

CSD 8-2025
Appendix 1

	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	\$145	\$0	\$0	\$145
Office of Deputy CAO	\$618	\$0	\$0	\$618
Corporate Administration	\$8	\$0	-\$115	-\$107
Corporate Services	\$570	\$0	-\$597	-\$26
Community Services	\$1,218	\$0	-\$358	\$860
Public Health & Emergency Services	\$2,812	\$0	\$0	\$2,812
Public Works - Transportation	\$1,106	\$0	-\$1,006	\$100
Growth Strategy and Economic Development	\$1,429	\$0	-\$630	\$799
Subtotal - Regional Departments	\$7,905	\$0	-\$2,705	\$5,200
General Government	\$8,404	\$0	-\$1,529	\$6,875
Regional Departments and General Government	\$16,309	\$0	-\$4,234	\$12,075
Agencies, Boards and Commissions				
Court Services	\$69	\$0	\$0	\$69
Niagara Regional Housing	\$225	-\$420	\$0	-\$195
Niagara Regional Police Service	-\$1,841	\$0	\$0	-\$1,841
Niagara Peninsula Conservation Authority	\$0	\$0	\$0	\$0
Subtotal - Agencies, Boards and Commissions	-\$1,548	-\$420	\$0	-\$1,968
Total Levy-Supported Departments	\$14,762	-\$420	-\$4,234	\$10,107

RATE-SUPPORTED DEPARTMENTS				
Water and Wastewater	\$7,452	-\$120	-\$5,044	\$2,287
SPECIAL LEVY DEPARTMENTS				
Niagara Transit Commission	\$3,097	\$0	-\$1,556	\$1,541
Waste Management	\$4,735	\$0	-\$1,016	\$3,719
Consolidated Operating Surplus/(Deficit)	\$30,046	-\$540	-\$11,851	\$17,654

Notes:

- (1) Unspent budgeted reserve transfers are returned to their originating reserves in accordance with the Reserve and Reserve Funds Policy
- (2) Encumbrances are transferred to 2025 operating budgets in accordance with the Budget Control By-Law

Appendix 2 - Encumbrance Report (in thousands)

CSD 8-2025
Appendix 2

Description	Gross	External Funding	Net Amount
General Government			
Private Housing Grants*	80		80
McNally House Annual Commitment 2022-2024*	660		660
Public Realm Investment Program			
RR18 (Ontario St.), RR81 (King St.)*	10		10
Jordan Hollow Cultural Park*	83		83
Casablanca Road Streetscape Features*	125		125
Lundy's Lane (between #7077 to 7225), Niagara Falls*	30		30
Sugarbowl Park Improvements	20		20
Sho'arishon Park	98		98
OPG Canal Bridge and Trailheads	54		54
Tree Planting	25		25
Farmers Market Placemaking	49		49
Waterfront Improvement Program			
Millennium Recreation Trail*	201		201
Smarter Niagara Incentive Program			
Planning Prudhommes CIP*	35		35
Planning GM Landscaping*	59		59
Total Encumbrances for General Government	\$1,529	\$0	\$1,529
Corporate Administration			
Disability Management Program	32		32
Compensation Review *	54		54
Kronos EMS Workforce Implementation *	29		29
Total Encumbrance for Corporate Administration	\$115	\$0	\$115

Appendix 2 - Encumbrance Report (in thousands)

Description	Gross	External Funding	Net Amount
Corporate Services			
Property Valuations *	410		410
Facilities Building Condition Assessments	25		25
Building Energy Cost	62		62
Social Procurement Consulting	100		100
Total Encumbrance for Corporate Services	\$597	\$0	\$597
Community Services			
K3D Thermostat Technology *	103		103
Housing Provider Building Condition Assessments *	255		255
Port Cares	1,000	1,000	-
HPP Geneva	10,000	10,000	-
Total Encumbrance for Community Services	\$11,358	\$11,000	\$358
Growth Strategy & Economic Development			
Niagara Official Plan*	164	92	72
Glendale Secondary Plan*	41	37	4
Niagara District Airport Economic Impact Study	20		20
GO Expansion Advocacy	63		63
Shared Services Joint Procurement	80		80
Consulting, planning & architectural services - 403 Ontario Street	82		82
Consulting, planning & architectural services - 50 Gilmore Road	118		118
Best Use Analysis - 200 Garrison Road	26		26
Compatibility/Migration Study - 9304 McLeod Rd	8		8

Appendix 2 - Encumbrance Report (in thousands)

Description	Gross	External Funding	Net Amount
Irrigation Contribution*	120		120
Scoping Audit	4		4
Full Web Accessibility Audit	9		9
Landscape Architect	11		11
Building Services Review	14		14
Total Encumbrance for Growth Strategy & Economic Development	\$758	\$129	\$630
Niagara Transit Commission			
Facility and Service Network Master Plan*	126		126
Eligibility Processes and Multi-Year Accessibility Plan	101		101
Operator Uniforms*	62		62
Implementation/Route Information and Wayfinding	42		42
Intranet Site	163		163
Benefits Review*	15		15
Branding - Consulting Services*	80		80
Branding - Decal Strategy*	967		967
Zero Emission Strategy	340	340	-
Total Encumbrance for Niagara Transit Commission	\$1,896	\$340	\$1,556
Public Works - Transportation			
Greater Niagara Circle Route*	250		250
Bicycle Facilities Grant*	150	38	113
Transportation Planning Policy Development*	157		157
Bridge Condition Study*	24		24
Asphalt Patching Program	126		126
Storm Drain Maintenance	100		100
Tree Removal	14		14

Appendix 2 - Encumbrance Report (in thousands)

Description	Gross	External Funding	Net Amount
Concrete Manhole Adjustment	15		15
Steel Beam Repair	14		14
Culvert Cleaning	41		41
Sweeping	43		43
Brine Station	20		20
Road Safety Plan	19		19
Traffic Control	24		24
Cloud Migration	25		25
Intersection Control Study	19		19
Total Encumbrance for Public Works - Transportation	\$1,043	\$38	\$1,006
 Public Works - Waste Management			
2025 Collection Guide Printing	51		51
WMSP*	652		652
Asset Management Plan*	303		303
Public Space Waste Collection Research	10		10
Total Encumbrance for Public Works - Waste Management	\$1,016	\$0	\$1,016
 Public Works - Water/Wastewater**			
ESRI Utility Network Implementation*	364		364
Asset Valuation and Loss Control *	286		286
Pumping Station Condition Assessment Program	174		174
Maturity Assessment and Roadmap	246		246

Appendix 2 - Encumbrance Report (in thousands)

Description	Gross	External Funding	Net Amount
Mobile Configuration Project	14		14
Non Conventional Sanitary Sewer CCTV Inspection	511		511
Sustainability Review	161		161
CCTV Sanitary Manhole Inspection	300		300
2026 MSP Initiative	2,084	2,084	-
2021 Combined Sewer Overflow Funding *	1,102	551	551
2022 Combined Sewer Overflow Funding *	1,103	552	552
2023 Combined Sewer Overflow Funding *	2,024	1,012	1,012
2024 Combined Sewer Overflow Funding	1,747	874	874
Total Encumbrance for Public Works - Water/Wastewater	\$10,116	\$5,072	\$5,044
TOTAL 2024 ENCUMBRANCE	\$28,429	\$16,578	\$11,851

* Encumbrance balance carried over in part or fully from 2023

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

				Year-End Operating Surplus/ (Deficit)	
	2024	2023	2022	2021	2020
LEVY SUPPORTED DEPARTMENTS					
Regional Departments					
Governance	\$145	\$78	\$160	\$123	\$22
Office of Deputy CAO	\$618	\$475	\$0	\$0	\$0
Corporate Administration	-\$107	\$40	\$934	\$1,322	\$1,986
Corporate Services	-\$26	\$18	\$294	\$655	-\$34
Community Services	\$860	\$1,558	\$889	\$3,495	\$6,705
Public Health & Emergency Services	\$2,812	\$5	-\$1,239	\$514	-\$377
Public Works - Transportation	\$100	\$742	\$1,028	\$7,646	\$10,116
Growth Strategy and Economic Development	\$799	\$1,174	\$11	\$466	\$620
Subtotal - Regional Departments	\$5,200	\$4,092	\$2,078	\$14,222	\$19,038
General Government	\$6,875	-\$3,281	-\$5,002	-\$2,733	\$18,372
Regional Departments and General Government	\$12,075	\$810	-\$2,924	\$11,488	\$37,410
Agencies, Boards and Commissions					
Court Services	\$69	\$576	-\$777	-\$174	-\$391
Niagara Regional Housing	-\$195	-\$285	-\$621	-\$102	\$655
Niagara Regional Police	-\$1,841	\$3,848	\$713	\$680	-\$368
Niagara Peninsula Conservation Authority	\$0	\$39	\$0	\$0	\$0
Subtotal - Agencies, Boards and Commissions	-\$1,968	\$4,178	-\$685	\$404	-\$104
Total Levy Supported Departments	\$10,107	\$4,988	-\$3,609	\$11,893	\$37,306

RATE SUPPORTED DEPARTMENTS

Water and Wastewater	\$2,287	-\$3,461	\$438	\$2,276	\$2,729
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SPECIAL LEVY DEPARTMENTS

Niagara Transit Commission	\$1,541	\$2,087	N/A	N/A	N/A
Waste Management	\$3,719	\$3,534	\$1,177	\$5,688	\$1,493

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

Q4 Financial Update 2024

Q4 Financial Update – December 2024

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Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2024 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, 2024 Niagara Region has a surplus of \$10,107 thousand related to the General levy programs, a \$5,260 thousand surplus related to Special levy programs, and a \$2,287 thousand surplus related to the Water & Wastewater Program.

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

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

Melanie Steele, Associate Director of Financial Management & Planning

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

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

Consolidated Operating Funding Surplus/(Deficit) Review

Levy

(In thousands of dollars)

Niagara Region’s levy programs are operating at a surplus of \$10,107 at year-end.

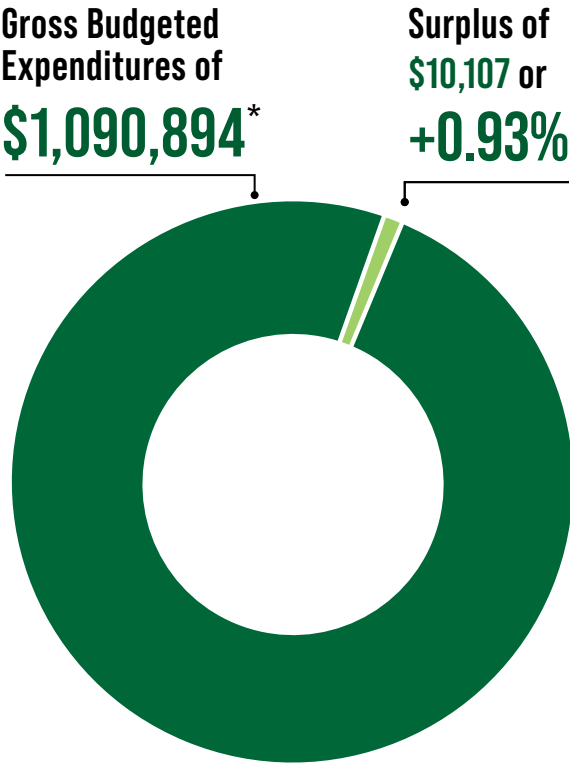
The levy programs excluding agencies, boards and commissions (ABCs) are operating at a surplus of \$12,075. This surplus is driven by a reduction in tax write offs related to settled and accrued assessment appeals of \$8,158, reduction in the legal liability accrual of \$6,066, net salary gapping and position vacancy management of \$909, savings related to general planning grants of \$2,002, higher than anticipated growth resulting in increased supplemental taxes of \$1,909 and utilities savings of \$1,269. These favourable variances are offset by an unfavourable variance of \$13,156 related to higher than budgeted development charge grants associated with mandatory exemptions, industrial and brownfield developments.

Niagara Region’s ABCs are operating at a net deficit of \$1,968 at year-end. The net deficit is primarily driven by the deficit within Niagara Regional Police Service of \$1,841. The NRPS deficit is driven by increased labour related costs required to respond to major investigations.

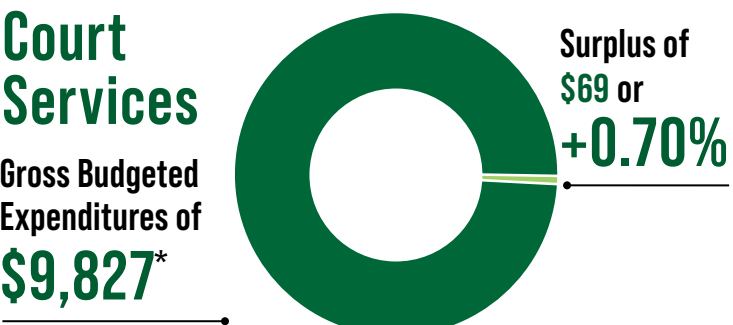
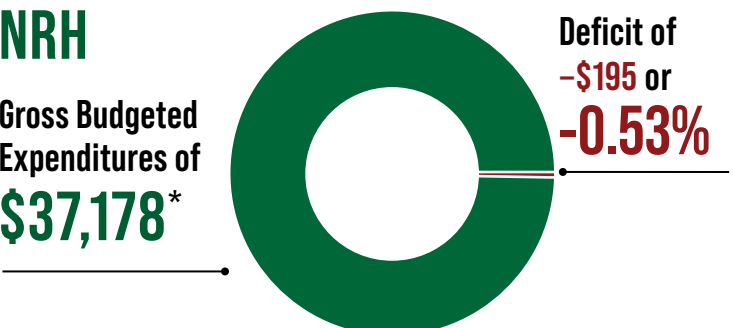
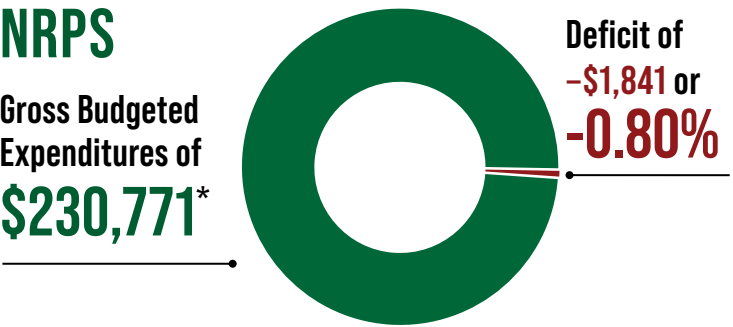
It is recommended that \$10,648 of the year-end surplus be transferred to the Taxpayer Relief Reserve with \$541 being transferred from NRPS reserves.

The balance of the Taxpayer Relief reserve is \$38,537 or 4.96%, which is below the minimum funding target of 10% to 15% of the annual budgeted operating expenditures, which is \$77,709 to \$116,564.

Levy Department and Programs (Including ABC’s)



Financial Results of Agencies, Boards and Commissions



Financial Statement Highlights

- +\$10,067**
variance in tax write offs and supplemental taxes revenue
- +\$6,066**
reduction in legal liability expense
- +\$2,002**
net savings related to general planning grants
- \$13,156**
variance in development charge grants

*Includes transfer, intercompany charges and indirect allocations

Consolidated Operating Funding Surplus/(Deficit) Review

Water and Wastewater

(In thousands of dollars)

Water and Wastewater Services are operating at a surplus of \$2,287 at year-end, which consists of a \$2,237 surplus within the Water division and a \$50 surplus within the Wastewater division.

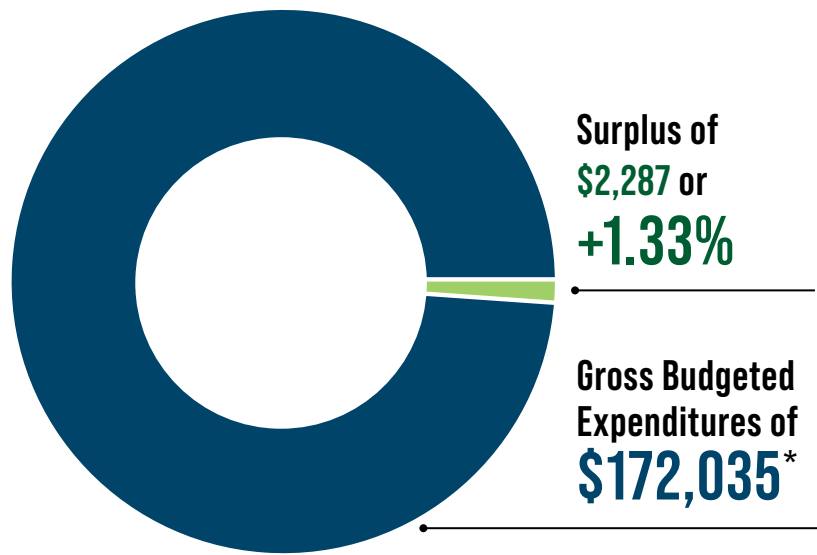
The Water Services surplus is primarily the result of an increase in water sales due to dry conditions of \$1,000 and less than anticipated repairs and maintenance work while vacant positions are recruited in the amount of \$657. Savings due to salary gapping and delays in hiring vacant positions amount to \$143. Also contributing to the net surplus are savings in utility costs due to plant optimization efforts and mild weather in the amount of \$201, as well as less than anticipated external professional services in the amount of \$174.

It is recommended that, at year-end, the surplus of \$2,237 be transferred to the Water Capital Reserve. Including the recommended transfer, the Water Capital Reserve would have a balance of \$38,808. The recommendation that the surplus to be transferred to the capital reserve is a result of the Water Stabilization Reserve already having a balance of \$2,951 which is within the funding target of 10 to 15 per cent of annual budgeted operating expenditures of \$2,742 to \$4,114.

Wastewater Services is operating at a net surplus of \$50 at year-end. The surplus is a result of labour related savings due to salary gapping and delays in hiring vacant positions of \$334, favourable utility costs due to plant optimization efforts and mild weather of \$658, less than anticipated consulting costs totalling \$225, and less odour control chemicals than required in the amount of \$184. These favourable variances are offset by unfavourable variances in external legal costs to support litigation associated with Wastewater infrastructure in the amount of \$707 and repairs and maintenance costs due to aging infrastructure and necessary compliance work of \$633.



It is recommended that, at year-end, the surplus of \$50 be transferred to the Wastewater Stabilization Reserve. Including the recommended transfer, the Wastewater Stabilization Reserve will have a balance of \$1,022, which is well below the funding targets. The funding target, of 10 to 15 per cent of annual budgeted operating expenditures, is \$6,972 to \$10,458. A minimal balance in the Wastewater Stabilization Reserve limits the ability to address risks in the future.

Water and Wastewater Operating Surplus





* Includes transfer, intercompany charges and indirect allocations

Water Financial Statement Highlights

-  **+\$657**
variance in emergency equipment repairs
-  **+\$1,000**
variance in water sales

Wastewater Financial Statement Highlights

-  **+\$658**
variance in utility costs due to plant optimization and mild weather
-  **-\$633**
variance in repairs and maintenance due to aging infrastructure and equipment

Consolidated Operating Funding Surplus/(Deficit) Review

Waste Management

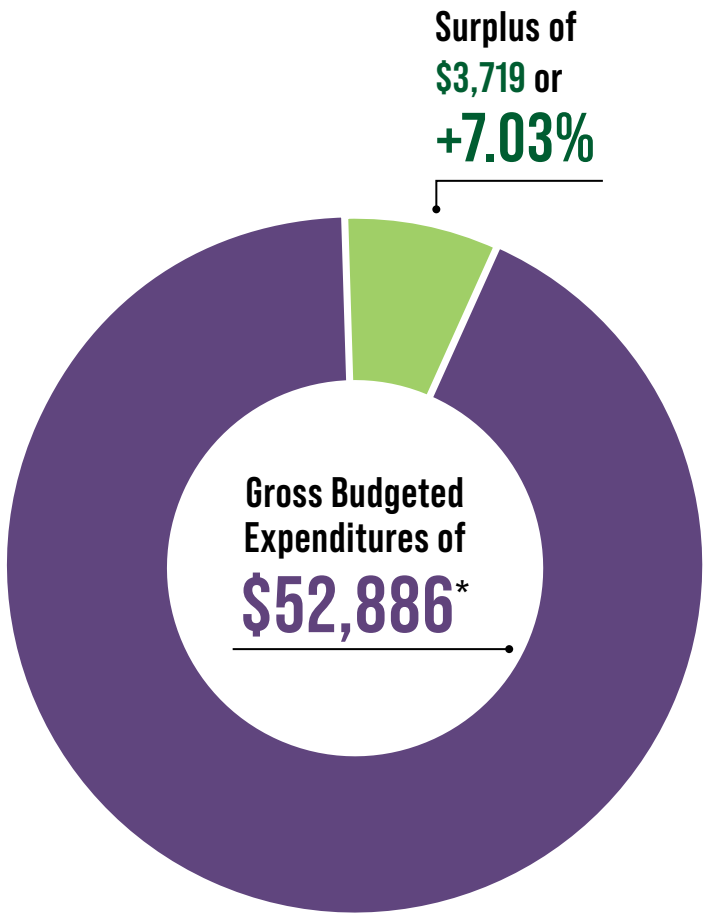
(In thousands of dollars)

Waste Management Services are operating at a net surplus of \$3,719 at year-end.

The surplus is a result of lower than anticipated escalation costs in some contracts including \$469 in the base collection contract, \$135 in the compost facility contract and \$128 in the landfill operations contract. Also contributing to the surplus is savings related to salary gapping and position vacancy management of \$489, lower than anticipated purchases of blue/grey boxes, green bins and carts of \$281, supplemental taxes from assessment growth of \$500, additional tipping fees of \$250, additional funding received for the Region’s drop-off depots associated with temporary blue box funding during the transition period of \$16 and additional hazardous special product funding of \$105.

It is recommended that, at year-end, the surplus of \$3,719 be transferred to the Waste Management Capital Reserve. Including the recommended transfer, the Waste Management Capital Reserve would have a balance of \$30,467. The recommendation of the surplus to be transferred to the capital reserve is a result of the Waste Management Stabilization Reserve already having a balance of \$7,802 which is slightly above the funding target. The funding target, of 10 to 15 per cent of annual budgeted operating expenditures, is \$4,819 to \$7,229.

Waste Management Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights



+\$732
lower than anticipated
escalation costs in contracts



+\$489
labour related savings due to
salary gapping and position
vacancy management



+\$500
variance in
supplemental taxes

Consolidated Operating Funding Surplus/(Deficit) Review

Niagara Transit Commission

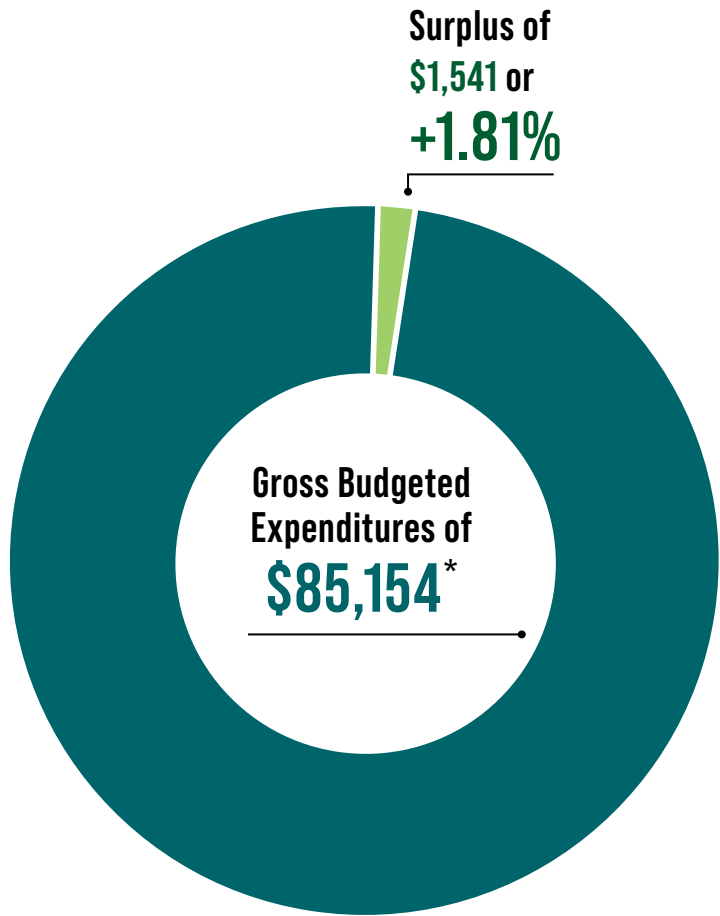
(In thousands of dollars)

Niagara Transit Commission is operating at a net surplus of \$1,541 at year-end.

The surplus is mainly the result of higher than anticipated UPASS and fare revenue of \$3,725, unbudgeted supplemental tax revenue specific to Transit of \$1,497, savings on the comingled service contract of \$836, net savings related to fuel prices \$474, lower than anticipated insurance premium and claims of \$441, consulting, legal and other professional costs not required at the end of 2024 of \$446, savings of \$319 in advertising and marketing due to the rebranding being released later in the year. This is offset by higher direct labour-related costs of \$4,166 due to higher than budgeted benefit related costs, overtime and increases in labour costs as a result of the collective bargaining agreement, the strategy to not recognize the full budgeted Provincial Gas Tax (PGT) revenue of approximately \$1,615 and higher than budgeted vehicle repair and equipment costs of \$419 due to aging fleet.


It is recommended that, at year-end, the surplus of \$1,541 be transferred to the Niagara Transit Commission Stabilization Reserve. Including the recommended transfer, the Niagara Transit Commission Stabilization reserve has a balance of \$3,628, which is below funding target. The funding target of 10 to 15 per cent of annual budgeted operating expenditures is \$8,061 to \$12,092 for the Niagara Transit Commission Stabilization Reserve. The reserve is below funding targets since it was newly established in 2023. Funding in this reserve will be considered annually through the budget process with the goal of developing and maintaining a long-term sustainable strategy.

Niagara Transit Commission Operating Surplus




* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights




+\$3,725

Variance in higher than anticipated fare revenue



-\$4,166

Variance in labour related costs



+\$1,497

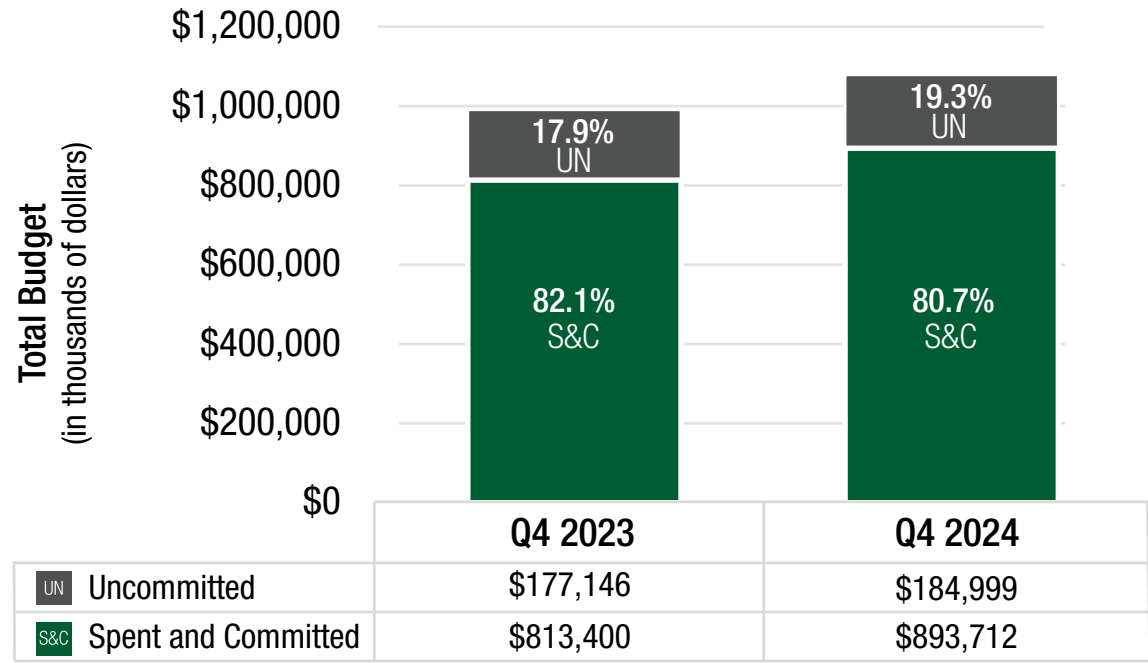
variance in supplemental tax revenue

Capital Highlights

Levy

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



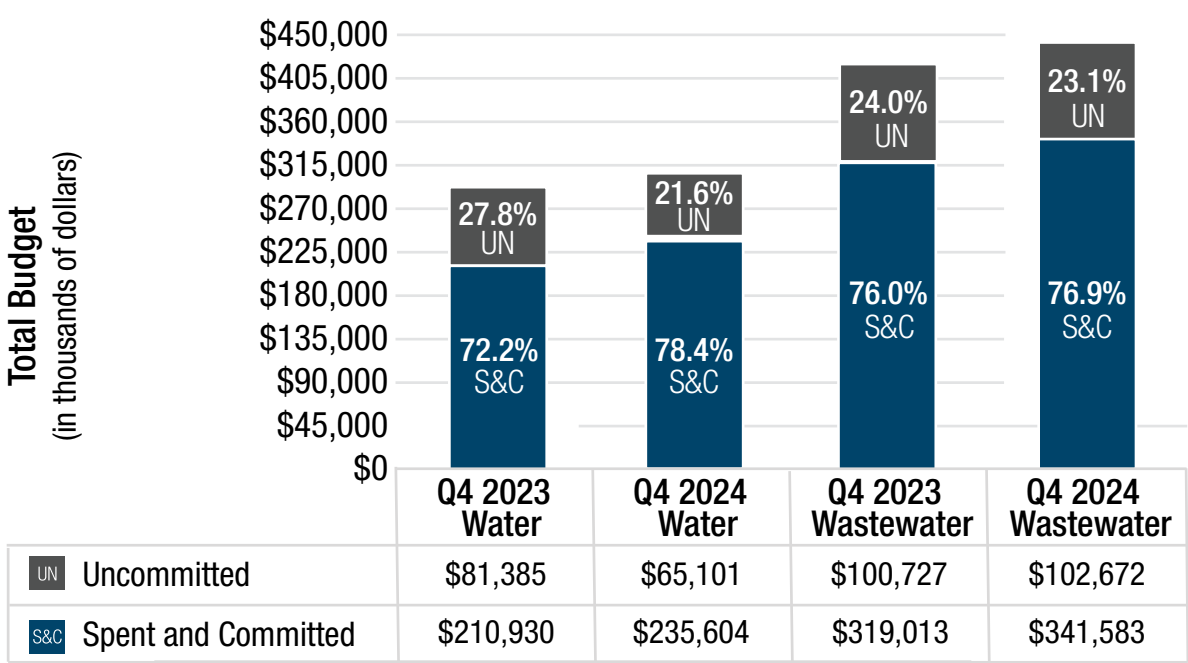
Year-to-Date Capital Variance Project Transfers



Water and Wastewater

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



Year-to-Date Capital Variance Project Transfers

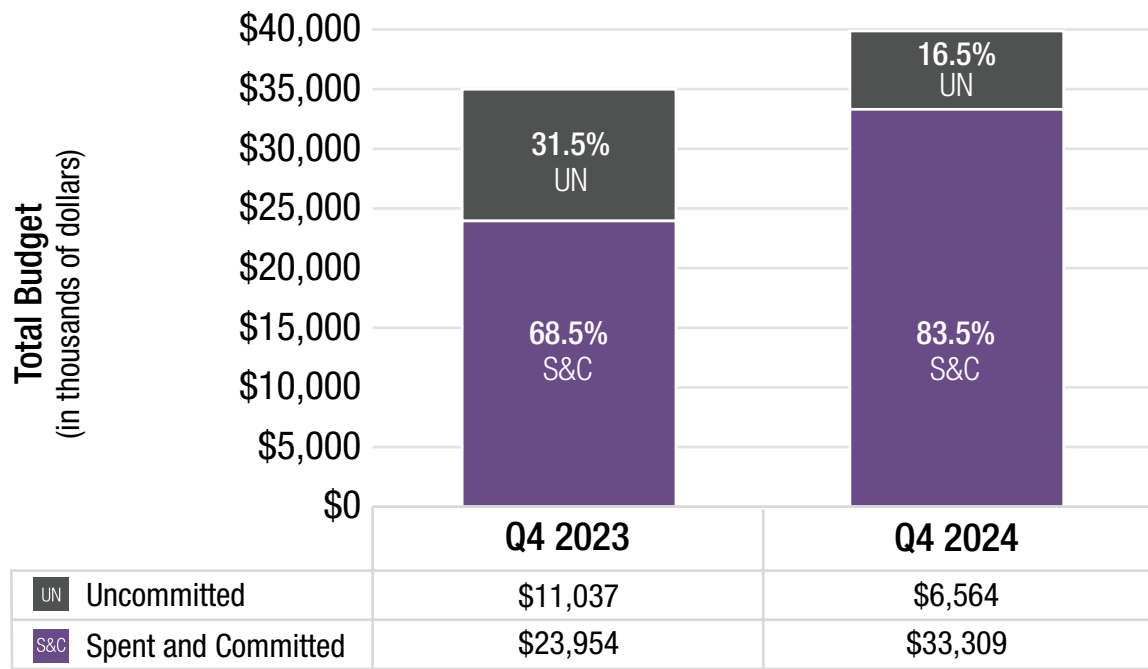


Capital Highlights

Waste Management

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



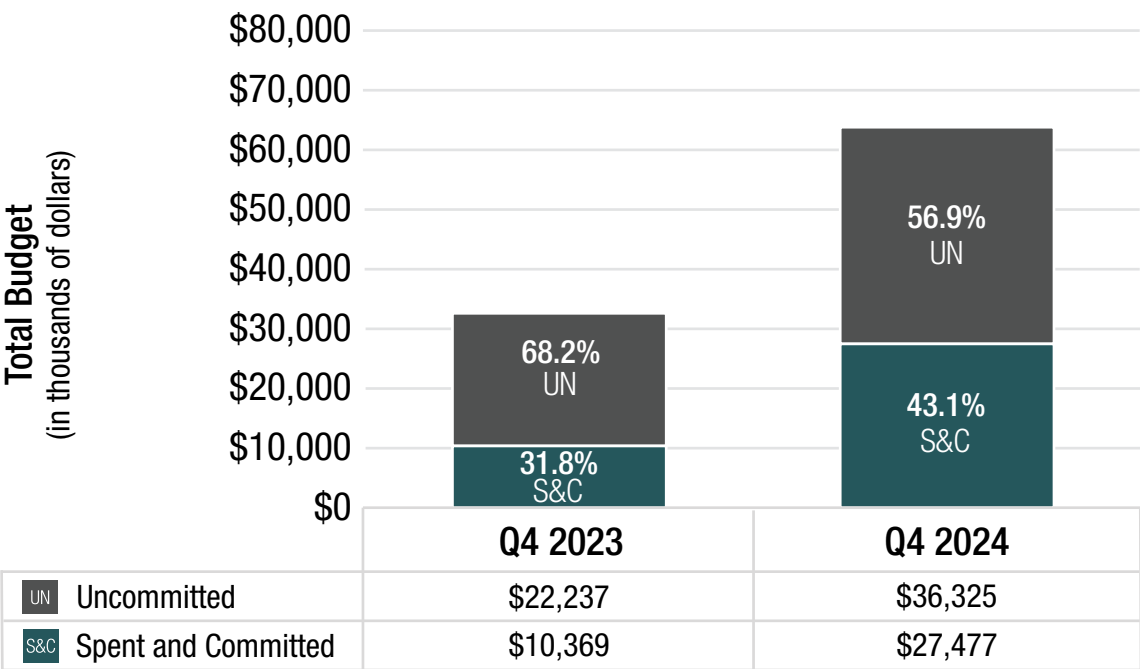
Year-to-Date Capital Variance Project Transfers



Niagara Transit Commission

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



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

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

Before Indirect Allocations

After Indirect Allocations

	Annual Budget	Annual Actual	Q4 Surplus/(Deficit)	Annual Budget	Annual Actual	Q4 Surplus/(Deficit)
General Levy Supported Departments & Programs						
Regional Departments						
Governance	\$2,345	\$2,221	\$124	\$2,756	\$2,611	\$145
General Government	-\$367,407	-\$374,282	\$6,874	-\$475,103	-\$481,978	\$6,875
Office of Deputy CAO	\$3,602	\$3,028	\$574	\$2,803	\$2,186	\$618
Corporate Administration	\$10,285	\$12,561	-\$2,276	\$1,348	\$1,455	-\$107
Corporate Services	\$49,754	\$47,318	\$2,436	\$524	\$550	-\$26
Children's Services	\$6,555	\$5,743	\$811	\$9,457	\$8,674	\$782
Homelessness & Community Engagement Services	\$4,500	\$4,295	\$205	\$5,112	\$5,121	-\$9
Seniors Services	\$9,245	\$9,174	\$70	\$28,923	\$29,599	-\$676
Social Assistance & Employment Opportunities	\$12,539	\$12,680	-\$141	\$16,692	\$17,117	-\$425
Housing Services	\$27,904	\$26,859	\$1,045	\$25,540	\$24,352	\$1,188
Public Health & Mental Health	\$8,419	\$6,102	\$2,318	\$17,488	\$15,246	\$2,241
Emergency Services	\$29,482	\$29,214	\$268	\$39,346	\$38,776	\$571
Public Works - Transportation	\$27,615	\$28,316	-\$701	\$81,726	\$81,627	\$100
Growth Strategy & Economic Development	\$8,674	\$7,821	\$853	\$10,034	\$9,234	\$799
Sub-Total - Regional Departments	-\$166,488	-\$178,949	\$12,461	-\$233,355	-\$245,430	\$12,075
Agencies, Boards & Commissions						
Court Services	-\$1,336	-\$1,425	\$89	-\$82	-\$151	\$69
Niagara Regional Housing	\$4,412	\$4,527	-\$114	\$17,609	\$17,804	-\$195
Niagara Regional Police	\$188,475	\$190,698	-\$2,223	\$208,558	\$210,399	-\$1,841
Niagara Peninsula Conservation Authority	\$7,270	\$7,270	\$0	\$7,270	\$7,270	\$0
Subtotal Agencies, Boards & Commissions	\$198,822	\$201,070	-\$2,248	\$233,355	\$235,322	-\$1,968
Total General Levy Supported Programs	\$32,334	\$22,121	\$10,212	\$0	-\$10,107	\$10,107
Rate Supported Departments & Special Levy						
Rate Supported: Water	-\$4,486	-\$7,016	\$2,529	\$0	-\$2,237	\$2,237
Rate Supported: Wastewater	-\$18,022	-\$18,245	\$223	\$0	-\$50	\$50
Special Levy: Waste Management	-\$1,720	-\$5,310	\$3,590	\$0	-\$3,719	\$3,719
Special Levy: Niagara Transit Commission	-\$8,105	-\$9,204	\$1,100	\$0	-\$1,541	\$1,541
TOTAL	\$0	-\$17,654	\$17,654	\$0	-\$17,654	\$17,654

Consolidated Operating Surplus/(Deficit) – Continued

Variance Analysis (in thousands of dollars)

Niagara Region is operating at a year-end overall surplus of \$17,654.

Levy Supported Programs

Niagara Region’s levy supported programs are operating at a net year-end surplus of \$10,107 before indirect allocations.

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

Governance - Governance is at a net surplus before indirect allocations of \$124 at year-end.

The favourable variance of \$82 are due to lower than budgeted salary costs, and a decline in contributions to CPP, Health and Dental within Council. The favourable variances of \$37 are due to timing of anticipated travel, meals, mileage, and registration fees.

General Government – General Government is at a net surplus before indirect allocations of \$6,874 at year-end.

The surplus is primarily due to lower tax write offs related to settled and accrued assessment appeals of \$8,158, a reduction in legal liability accrual of \$6,066, savings net of encumbrances related to general planning grants of \$2,002, additional supplemental and payment-in-lieu of taxes of \$1,909 and overall net investments activity due to favourable market conditions of \$1,551. These favourable variances are offset by an unfavourable variance of \$13,156 related to higher than budgeted development charge grants associated with mandatory exemptions, industrial and brownfield developments.

Office of Deputy CAO – The Office of the Deputy CAO is at a net surplus before indirect allocations of \$574 at year-end.

The surplus is a result of vacancies in various positions within the department of \$94 and savings on administrative costs including consulting of \$89, records management of \$44, legal costs of \$56, and training of \$29. In addition, Business Licensing fees were favourable by \$137 mainly due to unanticipated addition of a ride share business.

Corporate Administration – Corporate Administration is at a net deficit before indirect allocations of \$2,276 at year-end.

The deficit is a result of labour related costs of \$2,578 and the associated external legal costs of \$148. These unfavourable variances are partially offset by favourable variances in Corporate Training \$245 and higher than budgeted union bill-backs.

Corporate Services – Corporate Services is at a net surplus before indirect allocations of \$2,436 at year-end.

The surplus is a result of GO station maintenance costs of \$870, insurance premium savings of \$305, software/hardware support and maintenance cost savings of \$403 related to approved but not fully completed IT capital projects and timing of spend in first- and third-party claim payouts of \$1,048. These savings are partially offset by unfavourable variances on building maintenance costs of \$344, insurance settlement

Consolidated Operating Surplus/(Deficit) – Continued

related fees of \$118 and labour related cost pressures of \$162 due to additional resources to offset one-time projects, offset by savings in other operating lines. There is also a favourable variance of consulting and other professional services of \$705, of which \$597 has been encumbered at year-end for property valuations of \$410, facilities designated substances review of \$25, building energy costs of \$62 and social procurement consulting of \$100.

Community Services – Children’s Services – Children’s Services is operating at a year-end net surplus before indirect allocations of \$811.

The favourable variance is mainly due to higher than anticipated full fee child care revenue from the Region’s five directly operated child care centres of \$351 and lower than anticipated consulting fees of \$867, both of which provided a one-time opportunity in 2024 to reduce the Region’s levy contribution to childcare grants while maximizing Ministry of Education (MEDU) funding.

As communicated in COM 3-2024, an operating capacity holdback of \$4,445 was imposed by the MEDU on 2024 Canada Wide Early Learning and Child Care (CWELCC) funding which reduced the amount of funding flowed to Children’s Services. Also reducing the amount of funding received was the deferral of grants for community child care agencies to 2025. The reduced revenues were offset by lower than budgeted community assistance expenses.

Community Services – Homelessness Services – Homelessness Services and Community Engagement is a surplus before indirect allocations of \$205 at year-end.

The surplus is primarily due to in year funding announcements from federal and provincial grants from the Interim Housing Assistance Program (IHAP), Reaching Home and Unsheltered Homeless Encampment Initiative. These were offset by higher costs for third-party provider contracts along with higher-than-budgeted costs permanent supportive housing operations.

Community Services – Seniors Services – Seniors Services is operating at a net surplus before indirect allocations of \$70 at year-end.

The surplus is primarily due to Seniors Services participation in the Preceptor Resource and Education Program for Long-Term Care though Centers for Learning, Research and Innovation that provides funding to help increase the quality and capacity for clinical student placements in Ontario. This program is generating a surplus of \$1,399. The MLTC rolled out the final year of staffing increases as part of the provincial LTC staffing plan in 2024. Given that the funding was announced three days before the funding was issued there was a lag in spending as positions were posted and filled. Also, staffing at Upper Canada Lodge has been decreasing incrementally as the home decreased its occupancy as part of the closure process. Together these two items have generated \$2,173 in labour related savings. These savings are partially offset by unfavourable variances related to lower than anticipated funding/accommodation fees at Upper Canada Lodge due to the low occupancy rate (\$4,660) as well as preventative maintenance of older LTC homes in preparation for winter (\$319).

Community Services – Social Assistance Employment Opportunities (SAEO) –

Social Assistance and Employment Opportunities is operating at a net deficit before indirect allocations of \$141 at year-end.

Consolidated Operating Surplus/(Deficit) – Continued

The deficit is primarily due to higher-than-expected caseloads and benefit increases which exceed available provincial funding.

Community Services – Housing Services – Housing Services is operating at a net surplus before indirect allocations of \$1,045 at year-end.

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

Public Health and Mental Health – Public Health and Mental Health is operating at a net surplus before indirect allocations of \$2,318 at year-end.

The Public Health department undertook an extensive strategic review to find efficiencies and ultimately reduce the levy cost share. Throughout the strategic review and following its rollout, staffing levels were significantly impacted as a hiring freeze was placed on several vacant positions. The surplus is largely the result of gapping of \$1,910 and a prior period subsidy adjustment of \$233.

Emergency Services – Emergency Services is operating with a surplus before indirect allocations of \$268 for year-end.

There were savings in budgeted salaries and benefits of \$1,086, however there were unfavourable variances in overtime/lieu costs of \$1,753 and WSIB costs of \$666. There were also unfavourable variances in repairs and maintenance of equipment and vehicles tied to increase costs and longer replacement cycles of these assets. These pressures were offset by higher than budgeted federal and provincial grants received, mostly from increased funding for Ambulance Communications.

Public Works Transportation – Transportation Services operated at a deficit before indirect allocations of \$701 at year-end. Of the deficit, \$701 relates to base operations and \$0 relates to Vision Zero Road Safety Program (VZ).

As part of VZ, Automated Speed Enforcement (ASE) launched in Q4 2023, followed by the Red Light Camera (RLC) program in Q1 2024. The VZ year-end surplus of \$0 is a result of net revenues after all program expenses and cost sharing with the LAMs, being transferred to its dedicated reserve for future use. Staff expect to have a report to Council on the Vision Zero Road Safety Strategic Plan in Q2 2025 that will include how the Region’s share of net revenues will be reinvested in road safety programs.

The deficit of \$701 relating to base operations is a result of higher vehicle parts supply costs of \$566 and lower than anticipated signal maintenance, signs, and lane-marking revenue of \$343, offset by lower labour related costs of \$132 and other net expenses of \$76.

Consolidated Operating Surplus/(Deficit) – Continued

Growth Strategy and Economic Development – Growth Strategy and Economic Development is at a net surplus before indirect allocations of \$853 at year-end.

The surplus is a result of favourable labour related costs of \$433 are due to staff vacancies resulting from staff movement and difficulty recruiting, favourable By-Law charges of \$308 is primarily due to an increase in development activity and increases in Other Revenue of \$76.

Agencies, Boards and Commissions

Courts Services – Court Services operated at a surplus after indirect allocations of \$69. Of the surplus, \$69 is related to Base operations and \$0 relates to operations associated with the Vision Zero Road Safety Program (VZ).

Base operations year-end distribution is \$151, which is \$69 above the budgeted distribution of \$82. The increase in the distribution is tied to higher than anticipated infraction revenues which have been partially offset by higher than anticipated operating costs directly related to the increased revenues such as victim fine surcharges, dedicated fines, and credit card fees.

VZ operations year-end distribution is \$1,498 to the LAMs compared to the budgeted distribution of \$0. VZ charging volumes and ticket payments were substantially higher than anticipated due to an increased volume of tickets processed by the Joint Processing Centre (JPC), which is outside the control of Court Services. The increased revenues have been partially offset by higher than anticipated operating costs directly related to the increased revenues which have been reduced by savings for call-in prosecutors.

Niagara Regional Housing – Niagara Regional Housing (NRH) is operating at a net deficit before indirect allocations of \$114 before indirect allocations at year-end.

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

Niagara Regional Police Service – Niagara Regional Police Service is operating at a year-end net operating deficit before indirect allocations of \$2,223.

The deficit is a result of overages in labour related costs within uniform and civilian salaries due to overtime withing uniform salaries due to overtime requirements to respond to major investigations of \$2,111. Additional overages in operational & supply include arsenal and ammunition requirements to meet legislated training requirements as well as uniform expenses to outfit new hires of \$867. Partially offsetting savings are anticipated in equipment, vehicles and technology mainly due to savings in computer software support and maintenance agreements due to the timing of equipment purchases of \$384.

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

Consolidated Operating Surplus/(Deficit) – Continued

Rate Supported Programs

Niagara Region’s rate supported programs are operating at a net surplus after indirect allocations of \$2,287.

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

Water – Water Services is operating at a net surplus of \$2,237 at year-end. The surplus is primarily the result of an increase in water sales due to dry conditions of \$1,000 and less than anticipated repairs and maintenance work while vacant positions are recruited in the amount of \$657. Savings due to salary gapping and delays in hiring vacant positions amount to \$143. Also contributing to the net surplus are savings in utility costs due to plant optimization efforts and mild weather in the amount of \$201, as well as less than anticipated external professional services in the amount of \$174.

Wastewater – Wastewater Services is operating at a net surplus of \$50 at year-end. The surplus is a result of labour related savings due to salary gapping and delays in hiring vacant positions of \$334, favourable utility costs due to plant optimization efforts and mild weather of \$658, less than anticipated consulting costs totaling \$225, and less odour control chemicals than required in the amount of \$184. These favourable variances are offset by unfavourable variances in external legal costs to support litigation associated with Wastewater infrastructure in the amount of \$707 and repairs and maintenance costs due to aging infrastructure and necessary compliance work of \$633.

Special Levy Programs

Niagara Region’s special levy programs: Niagara Transit Commission and Waste Management are operating at a net year-end surplus after indirect allocations of \$1,541 and \$3,719 respectively.

Waste Management – Waste Management is operating at a year-end net operating surplus after indirect allocations of \$3,719.

The surplus is a result of lower than anticipated collection costs, various landfill contract/operating costs and compost facility services costs of \$1,403, lower than anticipated purchases of blue/grey boxes, green bins and carts of \$281 and lower than anticipated repairs and maintenance costs at the Region’s landfill sites of \$105. Also contributing to the surplus is labour related savings due to salary gapping and delays in hiring vacant positions of \$491, promotion and education savings of \$317 and \$862 in additional revenues, including net supplemental taxes from assessment growth of \$493, additional tipping fees of \$248, and additional hazardous special product funding of \$105.

Niagara Transit Commission – Niagara Transit Commission is operating at a net surplus after indirect allocations of \$1,541.

The surplus is mainly the result of higher than anticipated UPASS and fare revenue of \$3,725, unbudgeted supplemental tax revenue specific to Transit of \$1,497, savings on the comingled service contract of \$836, net savings related to fuel prices \$474, lower than

Consolidated Operating Surplus/(Deficit) – Continued

anticipated insurance premium and claims of \$441, consulting, legal and other professional costs not required at the end of 2024 of \$446, savings of \$319 in advertising & marketing due to the rebranding being released later in the year. This is offset by higher direct labour-related costs of \$4,166 due to higher than budgeted benefit related costs, overtime and increases in labour costs as a result of the collective bargaining agreement, the strategy to not recognize the full budgeted Provincial Gas Tax (PGT) revenue of approximately \$1,615 and higher than budgeted vehicle repair and equipment costs of \$419 due to aging fleet.

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	\$2,183	\$2,101	\$82	3.7%
Administrative	\$155	\$117	\$37	24.2%
Operational & Supply	\$0	\$0	\$0	13.6%
Equipment, Vehicles, Technology	\$2	\$3	-\$1	-37.4%
Partnership, Rebate, Exemption	\$152	\$114	\$38	25.2%
Total Expenses	\$2,492	\$2,335	\$157	6.3%
Other Revenue	-\$150	-\$116	-\$34	-22.7%
Total Revenues	-\$150	-\$116	-\$34	-22.7%
Intercompany Charges	\$5	\$4	\$1	17.1%
Total Intercompany Charges	\$5	\$4	\$1	17.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,347	\$2,223	\$124	5.3%
Transfers From Funds	-\$2	-\$2	\$0	0.0%
Total Transfers	-\$2	-\$2	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,345	\$2,221	\$124	5.3%
Indirect Allocations & Debt	\$411	\$390	\$21	5.1%
Total Indirect Allocations & Debt	\$411	\$390	\$21	5.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,756	\$2,611	\$145	5.2%

Governance - Continued

What does Governance do?

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

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

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

Variance Analysis (in thousands of dollars)

Governance is operating at a surplus before indirect allocations of \$124. The following factors have contributed to this surplus.

Labour Related Costs – The favourable variance of \$82 are due to lower than budgeted salary costs, and a decline in contributions to CPP, Health and Dental within Council.

Administration – The favourable variances of \$37 are due to timing of anticipated travel, meals, mileage, and registration fees.

General Government Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$0	-\$758	\$758	0.0%
Administrative	\$6,474	\$261	\$6,212	96.0%
Occupancy & Infrastructure	\$151	\$94	\$57	37.7%
Partnership, Rebate, Exemption	\$34,580	\$44,849	-\$10,270	-29.7%
Financial Expenditures	\$72,589	\$35,661	\$36,928	50.9%
Total Expenses	\$113,793	\$80,107	\$33,686	29.6%
Taxation	-\$502,225	-\$504,134	\$1,909	0.4%
By-Law Charges & Sales	-\$13	-\$7	-\$6	-43.5%
Other Revenue	-\$24,111	-\$10,632	-\$13,479	-55.9%
Total Revenues	-\$526,349	-\$514,773	-\$11,576	-2.2%
Intercompany Charges	-\$93	-\$94	\$1	-1.4%
Total Intercompany Charges	-\$93	-\$94	\$1	-1.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$412,649	-\$434,760	\$22,111	5.4%
Transfers From Funds	-\$7,774	-\$7,774	\$0	0.0%
Transfers To Funds	\$53,016	\$68,253	-\$15,237	-28.7%
Total Transfers	\$45,242	\$60,479	-\$15,237	-33.7%
Net Expenditure (Revenue) Before Indirect Allocations	-\$367,407	-\$374,282	\$6,874	1.9%
Indirect Allocations & Debt	-\$107,696	-\$107,697	\$1	0.0%
Total Indirect Allocations & Debt	-\$107,696	-\$107,697	\$1	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$475,103	-\$481,978	\$6,875	-1.4%

General Government - Continued

What does General Government do?

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

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

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

Variance Analysis (in thousands of dollars)

General Government is operating at a surplus before indirect allocations of \$6,874 due to the following factors:

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

Administration – The favorable variance of \$6,212 relates to a reduction in the legal liability accrual of \$6,066.

Partnership, Rebate, Exemption – The unfavourable variance of \$10,270 is primarily due to the following:

- Lower than anticipated economic and development grants of \$2,652 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).
- These surpluses were partially offset by higher than anticipated DC grants and exemptions of \$13,156, largely related to unfavourable variances in agriculture related DC grants of \$5,536, industrial DC grants of \$6,171 and brownfield DC grants of \$786.

Financial Expenditures – The favourable variance of \$36,928 is a result of the following:

- Unspent debt charges of \$19,186 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. Unspent debt charges are transferred to capital reserves (see To/From Funds)
- Favourable variance of \$8,158 in tax write offs related to settled and accrued assessment appeals. Assessment appeals and associated tax write-offs have decreased significantly as a result of the last assessment being completed by the Province in 2016. Once the Province determines reassessment date to staff expect write-offs to return to previous levels.
- Favourable variance of \$9,589 related to gain on principal protected notes due to favourable market conditions.

Taxation – The favourable variance of \$1,909 is primarily the result of higher than budgeted supplemental taxes and payment-in-lieu of taxes. Higher than budgeted supplemental taxes are a result of higher than anticipated growth.

General Government - Continued

Other Revenue – The unfavourable variance of \$13,479 is a result of an adjustment in methodology for recording interest income allocation for principal protected notes resulting in lower than anticipated investment income and overall lower than budgeted investment income of \$5,668, higher than anticipated interest transfers to Development Charge and Rate reserve funds of \$2,370 due to a higher than budgeted portfolio rate, and a delay in sale of surplus property until 2025 for \$5,478. The delay in sale of surplus property is offset by a corresponding favourable variance in to/from funds.

To/From Funds – The unfavourable variance of \$15,237 is attributable to the following:

- Debt charge placeholder being transferred to capital reserve funds of \$19,186 as noted in Financial Expenditures.
- Timing of an expected sale of surplus property which is now anticipated in 2025 for \$5,478. This is resulting in less proceeds being transferred to the reserve as budgeted in 2024.
- Higher than expected transfers as a result of forecasted encumbrances to be spent in future years of \$1,529, including the Smarter Niagara Incentive Program Simple Grants (\$94), Waterfront Improvement Program (\$201), Public Realm Incentive Program (\$494), NcNally House Hospice (\$660) and Rental Housing Grants (\$80) as noted in Partnership, Rebate, Exemption

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	\$3,584	\$3,490	\$94	2.6%
Administrative	\$591	\$339	\$252	42.6%
Operational & Supply	\$74	\$23	\$51	68.8%
Occupancy & Infrastructure	\$1	\$0	\$1	60.6%
Equipment, Vehicles,Technology	\$174	\$118	\$56	32.2%
Partnership, Rebate, Exemption	\$5	\$2	\$2	54.4%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$4,428	\$3,973	\$455	10.3%
By-Law Charges & Sales	-\$7	-\$11	\$4	50.1%
Other Revenue	-\$646	-\$784	\$138	21.3%
Total Revenues	-\$653	-\$794	\$141	21.6%
Intercompany Charges	-\$185	-\$163	-\$22	12.1%
Total Intercompany Charges	-\$185	-\$163	-\$22	12.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$3,589	\$3,016	\$574	16.0%
Transfers From Funds	-\$14	-\$14	\$0	0.0%
Transfers To Funds	\$27	\$27	\$0	0.0%
Total Transfers	\$13	\$13	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,602	\$3,028	\$574	15.9%
Indirect Allocations & Debt	-\$799	-\$843	\$44	5.5%
Total Indirect Allocations & Debt	-\$799	-\$843	\$44	5.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,803	\$2,186	\$618	22.0%

Office of Deputy CAO – Continued

What does the Office of the Deputy CAO do?

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

Variance Analysis (in thousands of dollars)

The Office of the Deputy CAO operated at a surplus before indirect allocations of \$574 due to the following factors:

Labour Related Costs – The favourable variance of \$94 is due to vacant positions through the year in all Office of the Deputy CAO divisions.

Administration – The favourable variance of \$252 is mainly driven by savings in consulting of \$89, legal costs of \$56, training of \$29 and records related costs of \$44.

Operational & Supply – The favourable variance of \$51 is mainly driven by savings in Strategic Communications program costs of \$25 and Business Licensing uniform costs of \$24.

Equipment, Vehicles, Technology – The favourable variance of \$56 is mainly due to lower than anticipated print shop equipment maintenance costs.

Other Revenue – The favourable variance of \$141 is mainly due to higher than anticipated business licensing fees revenue.

Corporate Administration Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$8,455	\$11,033	-\$2,578	-30.5%
Administrative	\$2,364	\$2,513	-\$149	-6.3%
Operational & Supply	\$337	\$91	\$245	72.8%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$73	\$33	\$41	55.5%
Partnership, Rebate, Exemption	\$0	\$0	\$0	100.0%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$11,229	\$13,671	-\$2,442	-21.7%
Other Revenue	-\$127	-\$410	\$283	223.0%
Total Revenues	-\$127	-\$410	\$283	223.0%
Intercompany Charges	\$13	\$15	-\$2	-17.1%
Total Intercompany Charges	\$13	\$15	-\$2	-17.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$11,115	\$13,276	-\$2,161	-19.4%
Transfers From Funds	-\$830	-\$830	\$0	0.0%
Transfers To Funds	\$0	\$115	-\$115	0.0%
Total Transfers	-\$830	-\$715	-\$115	-13.9%
Net Expenditure (Revenue) Before Indirect Allocations	\$10,285	\$12,561	-\$2,276	-22.1%
Indirect Allocations & Debt	-\$8,937	-\$11,106	\$2,169	24.3%
Total Indirect Allocations & Debt	-\$8,937	-\$11,106	\$2,169	24.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,348	\$1,455	-\$107	-7.9%

Corporate Administration - Continued

What does Corporate Administration do?

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

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

The Office of the CAO directly oversees the following divisions:

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

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

Variance Analysis (in thousands of dollars)

Corporate Administration operated at a deficit before indirect allocations of \$2,276 due to the following factors:

Labour Related Costs – The unfavourable variances of \$2,578 are due to labour relations pressures of \$3,134, offset by Region Benefits of \$556.

Administration – The unfavourable variance of \$149 is driven by external Legal Costs associated with labour relations of \$148 and consulting costs of \$121 offset by internal audit savings of \$122. Encumbrances of \$115 have been applied and are included in the transfers below.

Operational & Supply – The favourable variances of \$245 are due to savings in corporate training costs.

Equipment, Vehicles, Technology – The favourable variances of \$41 are due to lower than anticipated IT and software license expenses.

Other Revenue – The favourable variances of \$283 are mainly due to higher than anticipated union bill-backs offset in Labour Relations.

Transfers – The unfavourable variance of \$115 is due to 2024 encumbrances for compensation review of \$54, disability management program and policy of \$32, and workforce scheduler implementation of \$30.

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	\$24,502	\$24,663	-\$162	-0.7%
Administrative	\$10,086	\$8,106	\$1,980	19.6%
Operational & Supply	\$228	\$207	\$21	9.2%
Occupancy & Infrastructure	\$12,145	\$11,398	\$747	6.1%
Equipment, Vehicles, Technology	\$5,301	\$4,898	\$403	7.6%
Partnership, Rebate, Exemption	\$0	\$1	-\$1	0.0%
Financial Expenditures	\$0	\$1	-\$1	0.0%
Total Expenses	\$52,262	\$49,275	\$2,987	5.7%
By-Law Charges & Sales	-\$451	-\$347	-\$104	-23.0%
Other Revenue	-\$1,346	-\$1,494	\$148	11.0%
Total Revenues	-\$1,797	-\$1,841	\$44	2.5%
Intercompany Charges	-\$209	-\$211	\$1	-0.7%
Total Intercompany Charges	-\$209	-\$211	\$1	-0.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$50,256	\$47,224	\$3,032	6.0%
Transfers From Funds	-\$1,231	-\$1,231	\$0	0.0%
Transfers To Funds	\$729	\$1,325	-\$597	-81.9%
Total Transfers	-\$502	\$95	-\$597	-118.9%
Net Expenditure (Revenue) Before Indirect Allocations	\$49,754	\$47,318	\$2,436	4.9%
Indirect Allocations & Debt	-\$49,230	-\$46,768	-\$2,462	-5.0%
Total Indirect Allocations & Debt	-\$49,230	-\$46,768	-\$2,462	-5.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$524	\$550	-\$26	-5.0%

Corporate Services - Continued

What does Corporate Services do?

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

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

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

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

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

Strategic Acquisitions consists of Strategic Sourcing and Real Estate Services. Effective January 1, 2025, Real Estate Services was moved from Corporate Services into the Office of the Deputy CAO.

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

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

Variance Analysis (in thousands of dollars)

Corporate Services operated at a surplus before indirect allocations of \$2,436 due to the following factors:

Labour Related Costs – The unfavourable variance of \$162 is due to additional resources to offset one-time projects, offset by savings in other operating lines.

Administration – The favourable variance of \$1,980 is mainly due to timing of spend (year over year) in first- and third-party claim payouts of \$1,048, training of \$62 and insurance premium of \$305. There was also savings in consulting and other professional services of \$705, of which \$597 has been encumbered at the end of the 2024 year and included in the transfers to reserves variance below. This is partially offset by an unfavourable variance in insurance settlement related fees of \$118.

Occupancy & Infrastructure – The favourable variance of \$747 is mainly due to savings on the maintenance of the GO stations of \$870 and building utilities savings of \$277. This is partially offset by unfavourable variances in garage door repairs of \$99, net janitorial services and supplies of \$91, HVAC repairs of \$149, lease costs of \$97 and fire alarm maintenance of \$48.

Corporate Services - Continued

Equipment, Vehicles, Technology – The favourable variance of \$403 is due primarily to delayed spend of operating costs related to approved IT capital projects.

Transfers – The unfavourable variance of \$597 is due to 2024 encumbrances for property valuations of \$410, facilities designated substances review of \$25, building energy costs of \$62 and social procurement consulting of \$100.

Childrens Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$10,106	\$10,188	-\$82	-0.8%
Administrative	\$1,303	\$434	\$869	66.7%
Operational & Supply	\$209	\$219	-\$10	-4.8%
Occupancy & Infrastructure	\$38	\$104	-\$66	-174.8%
Equipment, Vehicles, Technology	\$90	\$165	-\$75	-83.0%
Community Assistance	\$112,073	\$103,555	\$8,518	7.6%
Financial Expenditures	\$0	\$3	-\$3	0.0%
Total Expenses	\$123,819	\$114,669	\$9,150	7.4%
Federal & Provincial Grants	-\$117,764	-\$109,266	-\$8,498	-7.2%
By-Law Charges & Sales	-\$547	-\$897	\$351	64.1%
Other Revenue	-\$89	-\$99	\$10	11.8%
Total Revenues	-\$118,399	-\$110,262	-\$8,137	-6.9%
Intercompany Charges	\$420	\$440	-\$20	-4.8%
Total Intercompany Charges	\$420	\$440	-\$20	-4.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$5,839	\$4,847	\$993	17.0%
Transfers From Funds	-\$35	-\$35	\$0	0.0%
Transfers To Funds	\$750	\$932	-\$182	-24.2%
Total Transfers	\$715	\$897	-\$182	-25.4%
Net Expenditure (Revenue) Before Indirect Allocations	\$6,555	\$5,743	\$811	12.4%
Indirect Allocations & Debt	\$2,902	\$2,931	-\$29	-1.0%
Total Indirect Allocations & Debt	\$2,902	\$2,931	-\$29	-1.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$9,457	\$8,674	\$782	8.3%

Childrens Services - Continued

What does Childrens Services do?

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

Variance Analysis (in thousands of dollars)

Children's Services operated at a net surplus before indirect allocations of \$811 (12.4 per cent of the net budget). The following factors contribute to this variance:

Administrative – The favourable variance of \$869 is due to lower than anticipated consulting fees required for the Ministry of Education (MEDU) compliance audit requirements.

Community Assistance – The favourable variance of \$8,518 is due to a repayable of an operating capacity holdback of CWELCC funds to the MEDU of \$4,444 and the deferral of \$4,966 in grants to community childcare agencies to 2025. This is offset by reduced Federal and Provincial Grants below.

Federal & Provincial Grants – As noted above, the unfavourable variance of \$8,498 relates to the repayable of an operating capacity holdback of CWELCC funds and the deferral of grants for childcare agencies to 2025.

By-Law Charges & Sales – The favourable variance of \$351 is due to higher than anticipated full fee revenue from the Region’s five directly operated child care centres. Budget estimates for child care fees were conservative due to the transition to the Canada-wide Early Learning and Child Care system.

Homelessness Services and Community Engagement Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$6,862	\$7,219	-\$358	-5.2%
Administrative	\$252	\$193	\$59	23.3%
Operational & Supply	\$1,955	\$1,256	\$699	35.8%
Occupancy & Infrastructure	\$114	\$232	-\$119	-104.5%
Equipment, Vehicles, Technology	\$6	\$4	\$1	24.6%
Community Assistance	\$15,306	\$16,570	-\$1,264	-8.3%
Total Expenses	\$24,494	\$25,475	-\$981	-4.0%
Federal & Provincial Grants	-\$30,119	-\$23,627	-\$6,492	-21.6%
Other Revenue	-\$169	-\$85	-\$84	-49.9%
Total Revenues	-\$30,288	-\$23,712	-\$6,576	-21.7%
Intercompany Charges	-\$225	\$191	-\$416	184.9%
Total Intercompany Charges	-\$225	\$191	-\$416	184.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$6,019	\$1,954	-\$7,973	-132.5%
Transfers From Funds	-\$2,446	-\$2,446	\$0	0.0%
Transfers To Funds	\$12,848	\$4,476	\$8,373	65.2%
Total Transfers	\$10,403	\$2,030	\$8,373	80.5%
Net Expenditure (Revenue) Before Indirect Allocations	\$4,384	\$3,984	\$399	9.1%
Indirect Allocations & Debt	\$592	\$795	-\$203	-34.3%
Total Indirect Allocations & Debt	\$592	\$795	-\$203	-34.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$4,976	\$4,780	\$196	3.9%

Homelessness Services and Community Engagement - Continued

What does Homelessness Services and Community Engagement do?

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

Variance Analysis (in thousands of dollars)

Homelessness Services and Community Engagement operated at a net surplus before indirect allocations of \$399. The following factors contribute to this variance:

Labour Related Costs – The unfavourable variance of \$358 is due to higher-than-anticipated overtime, due to recruitment challenges in directly operated shelters.

Operational & Supply – The favourable variance of \$699 is attributed to lower-than-expected expenses for raw food purchases, and the delayed opening of Fort Erie transitional housing.

Occupancy & Infrastructure – The unfavourable variance of \$119 is due to increased maintenance and security costs at both the Riordon and Summer Street shelters.

Community Assistance – The unfavourable variance of \$1,264 is primarily due to third-party provider contracts being higher than initially budgeted. Since the 2024 budget was prepared while RFP negotiations were still ongoing, Council approved flexibility to draw up to \$1.7 million from the taxpayer relief reserve to cover this overspend. However, this draw was not needed due to unbudgeted revenue, as discussed below under Federal & Provincial Grants.

Federal & Provincial Grants – The unfavourable variance of \$6,492 relates to funding received in the HPP investment plan that was allocated to Niagara Regional Housing (NRH) capital projects that will not be recognized until it is spent, of \$6,154. The remainder was offset by Interim Housing Assistance Program (IHAP) funding for reimbursement of interim housing costs for asylum claimants incurred in 2023, along with Ministry of Housing, Infrastructure and Communities encampment funding.

Intercompany Charges – The unfavourable variance of \$416 is primarily due to higher-than-anticipated costs for Buchanan permanent supportive housing operations. This includes allocations from NRH to respond to necessary repairs and maintenance.

Transfers – The net favourable variance of \$8,373 is primarily due to the timing of HPP capital funding allocated to NRH capital projects that will be recognized once spent.

Seniors Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$114,142	\$112,424	\$1,718	1.5%
Administrative	\$989	\$1,208	-\$219	-22.1%
Operational & Supply	\$10,310	\$10,023	\$287	2.8%
Occupancy & Infrastructure	\$5,370	\$4,937	\$433	8.1%
Equipment, Vehicles, Technology	\$2,617	\$2,786	-\$169	-6.5%
Community Assistance	\$9	\$8	\$1	12.1%
Financial Expenditures	\$0	\$44	-\$44	0.0%
Total Expenses	\$133,437	\$131,430	\$2,007	1.5%
Federal & Provincial Grants	-\$97,641	-\$95,812	-\$1,830	-1.9%
By-Law Charges & Sales	-\$1,097	-\$1,014	-\$83	-7.6%
Other Revenue	-\$26,203	-\$26,200	-\$3	0.0%
Total Revenues	-\$124,942	-\$123,026	-\$1,915	-1.5%
Intercompany Charges	\$650	\$672	-\$22	-3.3%
Total Intercompany Charges	\$650	\$672	-\$22	-3.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$9,145	\$9,075	\$70	0.8%
Transfers From Funds	-\$344	-\$344	\$0	0.0%
Transfers To Funds	\$443	\$443	\$0	0.0%
Total Transfers	\$99	\$99	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$9,245	\$9,174	\$70	0.8%
Indirect Allocations & Debt	\$19,678	\$20,425	-\$747	-3.8%
Total Indirect Allocations & Debt	\$19,678	\$20,425	-\$747	-3.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$28,923	\$29,599	-\$676	-2.3%

Senior Services - Continued

What does Seniors Services do?

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

Variance Analysis (in thousands of dollars)

Seniors Services has an operating surplus before indirect allocations of \$70 at year-end. The following factors contributed to this overall variance:

Labour Related Costs – The MLTC introduced a new funding policy in 2021 that included a commitment to incrementally increase funding for staffing in long-term care homes over a four-year period to achieve a staffing ratio of four hours of care per resident per day. This year marked the final year of the four-year program. The MLTC funding details were not shared until March 28, 2024 and went into effect April 1, 2024. Given the necessary lead time to post and fill the newly funded positions, Seniors Services has a favourable variance of \$1,718. On December 19, 2024, Seniors Services finalized a redevelopment project that included the consolidation of long-term care beds from Upper Canada Lodge and Gilmore Lodge into one larger long-term care home. As part of the consolidation process, Ontario Health at Home (formerly Home and Community Care) had ceased accepting admissions to Upper Canada Lodge and facilitated transfer of residents to other long-term care homes of their choice. On December 18th, there were ten residents who transferred to the new Gilmore Lodge. As the number of residents in the Home had decreased during the period when admissions had ceased, staffing levels were also decreased. The resultant lower than budgeted staffing levels at Upper Canada Lodge is also contributing to the favourable variance.

Administrative – The unfavourable variance of \$219 is primarily due to professional fees incurred to successfully address a MLTC decision as part of their compliance program that Niagara Region deemed unreasonable and unsafe for residents and staff.

Operational & Supply – The favourable variance of \$287 primarily relates to the timing of approved purchases using one-time funding from the MLTC for programming supplies and assistive medical devices that will be purchased in Q1 2025.

Occupancy & Infrastructure – The favourable variance of \$433 primarily relates to lower than budgeted gas and electricity rates for LTC homes.

Federal & Provincial Grants – The unfavourable variance of \$1,830 is primarily due to lower than anticipated funding for Upper Canada Lodge due to the low occupancy rate during the year in preparation for its closure.

Other Revenue – The unfavourable variance of \$3 is primarily due to lower than anticipated accommodation fees being collected at Upper Canada Lodge as residents transition to their preferred LTC homes of \$1,287. This is offset by funding received from Seniors Services participation in the Preceptor Resource and Education Program for Long-Term Care, a program offered by the Centres for Learning, Research and Innovation.

Social Assistance and Employment Opportunities Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$19,252	\$19,382	-\$130	-0.7%
Administrative	\$749	\$784	-\$35	-4.6%
Operational & Supply	\$343	\$208	\$135	39.3%
Occupancy & Infrastructure	\$0	\$2	-\$2	0.0%
Equipment, Vehicles, Technology	\$178	\$212	-\$34	-18.9%
Community Assistance	\$105,602	\$132,889	-\$27,286	-25.8%
Total Expenses	\$126,125	\$153,477	-\$27,352	-21.7%
Federal & Provincial Grants	-\$114,092	-\$141,249	\$27,157	23.8%
Other Revenue	-\$15	-\$79	\$64	423.6%
Total Revenues	-\$114,107	-\$141,327	\$27,221	23.9%
Intercompany Charges	\$465	\$474	-\$10	-2.1%
Total Intercompany Charges	\$465	\$474	-\$10	-2.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$12,482	\$12,624	-\$141	-1.1%
Transfers From Funds	-\$147	-\$147	\$0	0.0%
Transfers To Funds	\$203	\$203	\$0	0.0%
Total Transfers	\$56	\$56	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$12,539	\$12,680	-\$141	-1.1%
Indirect Allocations & Debt	\$4,153	\$4,437	-\$284	-6.8%
Total Indirect Allocations & Debt	\$4,153	\$4,437	-\$284	-6.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$16,692	\$17,117	-\$425	-2.5%

Social Assistance and Employment Opportunities - Continued

What does Social Assistance and Employment Opportunities do?

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

Variance Analysis (in thousands of dollars)

Social Assistance and Employment Opportunities operated at a deficit before indirect allocations of \$141 at year-end. The following factors contribute to this variance:

Labour Related Costs – The unfavourable variance of \$130 is due to salary gapping of \$203 being transferred to the capital budget for the co-location of Fort Erie SAEO with Public Health in Fort Erie, as part of the Corporate Building Utilization Initiative.

Administrative – There is an unfavourable variance of \$35 at year-end due to additional expenditures, including the digitization of files and enhancements to the discretionary benefits online portal to improve service access.

Community Assistance – The unfavourable variance of \$27,286 is due to actual caseload being greater than the budgeted caseload that was based off the Ministry forecast, which resulted in an overall increase in corresponding benefits. These increases were largely offset by the favourable variance in provincial revenues, as detailed below.

Federal & Provincial Grants – The favourable variance of \$27,157 is due to actual caseload being greater than the budgeted caseload that was based off the Ministry forecast, which resulted in an overall increase in benefits. These favourable variances are offset by the unfavourable variance in benefits issued in Community Assistance, as noted above.

Housing Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$6,118	\$6,420	-\$302	-4.9%
Administrative	\$257	\$180	\$78	30.1%
Operational & Supply	\$125	\$125	\$0	0.3%
Occupancy & Infrastructure	\$0	\$1	-\$1	0.0%
Equipment, Vehicles, Technology	\$154	\$63	\$90	58.9%
Community Assistance	\$39,947	\$36,735	\$3,212	8.0%
Financial Expenditures	\$0	-\$1	\$1	0.0%
Total Expenses	\$46,601	\$43,522	\$3,078	6.6%
Federal & Provincial Grants	-\$17,530	-\$16,057	-\$1,473	-8.4%
By-Law Charges & Sales	-\$130	-\$25	-\$105	-80.8%
Other Revenue	-\$333	-\$665	\$332	99.7%
Total Revenues	-\$17,993	-\$16,747	-\$1,245	-6.9%
Intercompany Charges	\$114	\$123	-\$9	-8.2%
Total Intercompany Charges	\$114	\$123	-\$9	-8.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$28,722	\$26,898	\$1,823	6.3%
Transfers From Funds	-\$817	-\$817	\$0	0.0%
Transfers To Funds	\$0	\$778	-\$778	0.0%
Total Transfers	-\$817	-\$39	-\$778	-95.2%
Net Expenditure (Revenue) Before Indirect Allocations	\$27,904	\$26,859	\$1,045	3.7%
Indirect Allocations & Debt	-\$2,365	-\$2,507	\$142	6.0%
Total Indirect Allocations & Debt	-\$2,365	-\$2,507	\$142	6.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$25,540	\$24,352	\$1,188	4.7%

Housing Services - Continued

What does Housing Services do?

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

Variance Analysis (in thousands of dollars)

Housing Services operated at a net operating surplus before indirect allocations of \$1,045. The following factors contributed to this variance:

Labour Related Costs – The unfavourable variance of \$302 is due to additional temporary staff positions required to support the growing needs of the division and programs, including a continuously increasing housing waitlist and the operation and maintenance of new community housing and supportive housing units, as well as emergency shelters.

Administrative – The favourable variance of \$78 is primarily due to consulting work related to new service agreements for housing providers reaching end of mortgage (EOM) that was budgeted but was not needed, as well as the timing of spending on the first round of business condition assessment work for housing providers at EOM. Unspent consulting dollars of \$15 have been encumbered at year-end and are included in Transfers below.

Equipment, Vehicles and Technology – The favourable variance of \$90 is the result of annual computer licensing support costs related to the new Integrated Housing System not yet incurred, as the implementation of the system is in progress.

Community Assistance - The favourable variance of \$3,212 is partially due to budget timing of the funding advances for CMHC’s Rapid Housing Initiative funding related to the Port Cares housing development project for \$913 that is currently under construction and expected to be completed and funded in 2025, as well as ministry-funded programs and K3D heat control system upgrades for providers. Surplus amounts associated with the K3D systems of \$103 that have been committed to housing providers are included in the 2024 encumbrances in the Transfers below. Also contributing to the surplus is a decrease in the 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, and capital grants not required for housing providers under the Capital Loan and Grant program. A review of future funding requirements to ensure that the operations of this community housing stock in Niagara remain viable and is maintained, including their capital requirements, has been completed and new service agreements are anticipated to be in place for these providers in 2025.

Federal & Provincial Grants – The unfavourable variance of \$1,473 is mainly due to 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 2024-2025 fiscal year, as noted above in Community Assistance, as revenue is recognized based on actual expenses incurred.

By-Law Charges & Sales – The unfavourable variance of \$105 is due to lower than budgeted billings to non-profit housing providers for new development project management services.

Housing Services - Continued

Other Revenue – The favourable variance of \$332 is primarily due to higher than anticipated revenue recognized through the Revolving Loan Fund due to increased spend in the Niagara Renovates and Welcome Home Niagara Homeownership programs for homeowners.

Transfers – The unfavourable variance of \$778 is due to 2024 encumbrances for K3D heat control system upgrades of \$103, building condition assessment work for non-profit and co-operative housing providers of \$255, and the transfer back to the Housing Services Reserve of unused funds related to the capital loan and grant program of \$400 and the in-situ rent supplement program of \$20.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$41,251	\$39,341	\$1,910	4.6%
Administrative	\$1,039	\$867	\$172	16.6%
Operational & Supply	\$4,629	\$4,801	-\$172	-3.7%
Occupancy & Infrastructure	\$348	\$349	-\$1	-0.2%
Equipment, Vehicles, Technology	\$458	\$321	\$137	29.9%
Community Assistance	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$47,725	\$45,679	\$2,046	4.3%
Federal & Provincial Grants	-\$38,881	-\$39,362	\$480	1.2%
By-Law Charges & Sales	-\$91	-\$69	-\$21	-23.4%
Other Revenue	-\$305	-\$51	-\$254	-83.4%
Total Revenues	-\$39,277	-\$39,482	\$205	0.5%
Intercompany Charges	\$75	\$8	\$67	88.7%
Total Intercompany Charges	\$75	\$8	\$67	88.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$8,524	\$6,206	\$2,318	27.2%
Transfers From Funds	-\$152	-\$152	\$0	0.0%
Transfers To Funds	\$47	\$47	\$0	0.0%
Total Transfers	-\$105	-\$105	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$8,419	\$6,102	\$2,318	27.5%
Indirect Allocations & Debt	\$9,068	\$9,145	-\$77	-0.8%
Total Indirect Allocations & Debt	\$9,068	\$9,145	-\$77	-0.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$17,488	\$15,246	\$2,241	12.8%

Public Health & Mental Health Services - Continued

What does Public Health & Mental Health do?

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

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

Variance Analysis (in thousands of dollars)

Public Health and Mental Health have a combined year-end operating underspend before indirect allocations of \$2,318. The following major factors contribute to this favourable variance:

Labour Related Costs – the favourable variance of \$1,910 is primarily due to a hiring freeze of several vacation positions during and after the PH Strategic Review.

Administration – the favourable variance of \$172 is primarily due to underspending on office supplies, staff development, consulting, and promotional activities.

Operational & Supply – the unfavourable variance of \$172 is primarily due to the write-off of a large volume of expired medical supplies (bulked up during the pandemic), increased urgent senior denture services, higher than budgeted NFP license fees, offset with underspending in FACT psychiatry fees.

Equipment, Vehicles, Technology – the favourable variance of \$137 is due to lower than anticipated spending on small tools, equipment, office furniture, and software.

Federal & Provincial Grants – the favourable variance of \$480 is due to one-time RSV/COVID funding received in Q1 of \$208, higher than budgeted Recovery funding spent in Q1 of \$52, carryover of 2023-24 Needle Syringe grant balance of \$63, one-time IPAC Hub funding of \$135, prior year subsidy adjustments of \$232, one-time retro psychiatrist pay grant of \$55, vaccine reimbursement of \$29, offset with a reduction in spending of MH sessional grant of \$33, MOH/AMOH top-up funding of \$213, and MCCSS funding of \$50.

Other Revenue – the unfavourable variance of \$254 is primarily due to IPAC Hub revenue flowing directly from MOH (reported under Provincial Grants) rather than from budgeted reimbursements from a community partner.

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	\$62,026	\$63,463	-\$1,437	-2.3%
Administrative	\$684	\$739	-\$55	-8.0%
Operational & Supply	\$3,590	\$4,298	-\$708	-19.7%
Occupancy & Infrastructure	\$622	\$607	\$15	2.3%
Equipment, Vehicles,Technology	\$2,589	\$2,936	-\$347	-13.4%
Financial Expenditures	\$0	\$16	-\$16	0.0%
Total Expenses	\$69,510	\$72,059	-\$2,548	-3.7%
Federal & Provincial Grants	-\$41,695	-\$44,407	\$2,712	6.5%
By-Law Charges & Sales	-\$5	-\$3	-\$2	-48.9%
Other Revenue	-\$679	-\$848	\$169	24.8%
Total Revenues	-\$42,379	-\$45,257	\$2,878	6.8%
Intercompany Charges	\$2,453	\$2,431	\$21	0.9%
Total Intercompany Charges	\$2,453	\$2,431	\$21	0.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$29,584	\$29,233	\$351	1.2%
Transfers From Funds	-\$170	-\$170	\$0	0.0%
Transfers To Funds	\$68	\$151	-\$83	-122.8%
Total Transfers	-\$102	-\$19	-\$83	-81.5%
Net Expenditure (Revenue) Before Indirect Allocations	\$29,482	\$29,214	\$268	0.9%
Indirect Allocations & Debt	\$9,864	\$9,562	\$302	3.1%
Total Indirect Allocations & Debt	\$9,864	\$9,562	\$302	3.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$39,346	\$38,776	\$571	1.5%

Emergency Services - Continued

What does Emergency Services do?

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

Variance Analysis (in thousands of dollars)

Emergency Services has a year-end operating surplus before indirect allocations of \$268. The following factors contribute to these variances:

Labour Related Costs – The unfavourable variance of \$1,437 is due to savings in salaries and benefits from shifts not filled at regular pay of \$1,086. This is offset by pressures in overtime / lieu payout of \$1,753 and WSIB of \$666.

Administration – There is an unfavourable variance of \$55 mainly due to increase cell phone and communications costs.

Operational & Supply – The unfavourable variance is \$708. This is due to unbudgeted Dedicated Offload Nurse (DONP) costs of \$1,003 that are fully offset below in Federal & Provincial Grants. This is partially offset by lower than budgeted use of program and medical supplies of \$488.

Equipment, Vehicles, Technology – The unfavourable variance of \$347 is due to higher spending in repairs and maintenance for equipment and vehicles of \$395, \$82 for the replacement of an emergency response vehicle (ERV) that was a total loss through an accident, and higher than budgeted computer software licensing and support costs of \$191. This is partially offset by savings in fuel of \$321.due to lower than budgeted pricing and changes to the vehicle deployment plan.

Federal & Provincial Grants – The favourable variances of \$2,712 is mainly due to higher than budgeted funding from the Ministry of Health (MOH) of \$1,950 for increased base funding and 1-time costs such as WSIB. There is also a favourable variance due to unbudgeted DONP funding of \$1,003 that offsets costs above in Operational & Supply. These are partially offset by funding returnables for unspent funding of \$108 for the Community Paramedicine Long-term Care (CPLTC) program, \$25 for Legacy Gas Well Capping funding from the Ministry of Natural Resources & Forestry (MNRF), and Community Paramedicine of \$20.

Other Revenue – The favourable variance is \$169. This is mainly due to \$113 from union billings, \$83 from proceeds from the sale of assets (offset below in transfers), and \$46 for higher than budgeted revenue from special events. These are partially offset by lower revenue from the Consumption Treatment Site of \$72 due to fewer shifts being staffed.

Transfers – The unfavourable variance is \$83 is due to revenue from the sale of assets being transferred back to capital reserves.

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	\$18,232	\$18,030	\$202	1.1%
Administrative	\$2,649	\$1,816	\$833	31.5%
Operational & Supply	\$10,675	\$10,363	\$313	2.9%
Occupancy & Infrastructure	\$776	\$725	\$51	6.5%
Equipment, Vehicles, Technology	\$3,836	\$4,277	-\$441	-11.5%
Partnership, Rebate, Exemption	\$430	\$67	\$363	84.5%
Financial Expenditures	\$0	\$39	-\$39	0.0%
Total Expenses	\$36,598	\$35,316	\$1,282	3.5%
By-Law Charges & Sales	-\$2,394	-\$2,304	-\$90	-3.8%
Other Revenue	-\$724	-\$785	\$61	8.4%
Total Revenues	-\$3,118	-\$3,089	-\$29	-0.9%
Intercompany Charges	-\$4,702	-\$5,334	\$632	-13.4%
Total Intercompany Charges	-\$4,702	-\$5,334	\$632	-13.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$28,778	\$26,893	\$1,885	6.6%
Transfers From Funds	-\$1,098	-\$1,098	\$0	0.0%
Transfers To Funds	\$75	\$2,579	-\$2,504	-3338.7%
Expense Allocations To Capital	-\$140	-\$58	-\$82	-58.6%
Total Transfers	-\$1,163	\$1,423	-\$2,586	-222.4%
Net Expenditure (Revenue) Before Indirect Allocations	\$27,615	\$28,316	-\$701	-2.5%
Indirect Allocations & Debt	\$54,111	\$53,311	\$801	1.5%
Total Indirect Allocations & Debt	\$54,111	\$53,311	\$801	1.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$81,726	\$81,627	\$100	0.1%

Public Works Transportation - Continued

What does Transportation Services do?

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

Variance Analysis (in thousands of dollars)

Public Works – Levy (Transportation) operated at a deficit before indirect allocations of \$701, with the factors noted below contributing to this deficit.

Of the deficit noted above, \$701 relates to base operations and \$0 relates to Vision Zero Road Safety Program.

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

Labour Related Costs – The favourable variance of \$202 is primarily due to delays in filling vacant positions. Savings related to Automated Enforcement are \$70.

Administration – The favourable variance of \$833 is primarily due to Automated Enforcement savings of \$702 with remainder of \$131 due primarily to timing differences in anticipated consulting fees of \$61, lower legal fees of \$50 and reduced staff travel and other administrative costs from vacant positions of \$20. Of this unspent budget, \$200 has been committed to future consulting engagements and research and data fees and is included in the 2024 encumbrances reported in Transfers to Funds.

Operational & Supply – The favourable variance of \$313 is due to: lower than anticipated usage of winter sand, winter salt, snow fence and organic de-icing material of \$86; lower annual winter maintenance contracts of \$449 due to mild winter conditions; and savings related to Automated Enforcement of \$78; offset by increased usage of \$115 of pavement marking materials and contracts; forestry contracts of \$117; and other program specific supplies and materials of \$68. 2024 encumbrances reported in Transfers to Funds include \$418 committed to future storm sewer drain maintenance and public works hired equipment services.

Occupancy & Infrastructure – The favourable variance of \$51 related primarily to lower than anticipated electricity costs of \$73 offset by higher other occupancy and infrastructure services of \$22.

Equipment, Vehicles, Technology – The unfavourable variance of \$441 is due to: higher vehicle parts supply costs of \$566; higher repairs, maintenance and leasing costs of \$152 on an aging fleet; higher computer software licenses of \$91 and minor equipment and technology costs of \$81; offset by lower fuel costs of \$385 on both lower fuel prices and usage due to mild winter conditions and savings related to Automated Enforcement of \$64. 2024 encumbrances reported in Transfers to Funds include \$25 committed for future system migration fees to cloud services.

Partnership, Rebate, Exemption – The favourable variance of \$363 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 2024 encumbrances reported in Transfers to Funds.

Public Works Transportation - Continued

By-Law Charges & Sales Costs – The unfavourable variance of \$90 is primarily due to lower than anticipated signal maintenance revenue of \$319 from deferred new LAM signal builds and other revenue of \$49 offset by higher than expected vehicle accident damage recoveries of \$278.

Other Revenue – The favourable variance of \$61 is primarily to higher other revenue and expense reimbursement of \$127 offset by lower proceeds from sale of equipment of \$66.

Intercompany Charges – The favourable variance of \$703 is primarily due to higher allocations from Courts Services related to Automated Enforcement of \$655 offset by lower Fleet and other allocations of \$23.

Transfers to Funds – The unfavourable variance of \$2,586 relates primarily to 2024 encumbrances of \$1,006, transfer of Automated Enforcement, through the Vision Zero Road Safety Program, net revenues of \$1,498 to its dedicated reserve for future use, and reduced expense allocations to capital of \$82.

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	\$9,137	\$8,704	\$433	4.7%
Administrative	\$2,674	\$2,200	\$474	17.7%
Operational & Supply	\$53	\$43	\$11	19.7%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$86	\$62	\$24	28.2%
Partnership, Rebate, Exemption	\$387	\$175	\$212	54.8%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$12,337	\$11,183	\$1,154	9.4%
Federal & Provincial Grants	-\$201	-\$178	-\$23	-11.5%
By-Law Charges & Sales	-\$1,869	-\$2,138	\$269	14.4%
Other Revenue	-\$435	-\$511	\$76	17.5%
Total Revenues	-\$2,505	-\$2,827	\$322	12.8%
Intercompany Charges	-\$491	-\$499	\$7	-1.5%
Total Intercompany Charges	-\$491	-\$499	\$7	-1.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$9,341	\$7,858	\$1,483	15.9%
Transfers From Funds	-\$667	-\$667	\$0	0.0%
Transfers To Funds	\$0	\$630	-\$630	0.0%
Total Transfers	-\$667	-\$37	-\$630	-94.5%
Net Expenditure (Revenue) Before Indirect Allocations	\$8,674	\$7,821	\$853	9.8%
Indirect Allocations & Debt	\$1,359	\$1,413	-\$54	-4.0%
Total Indirect Allocations & Debt	\$1,359	\$1,413	-\$54	-4.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$10,034	\$9,234	\$799	8.0%

Growth Strategy & Economic Development - Continued

What does Growth Strategy and Economic Development do?

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

Variance Analysis (in thousands of dollars)

Growth Strategy and Economic Development operated at a surplus before indirect allocations of \$892. The following factors have contributed to this surplus.

Labour Related Costs – The favourable variance of \$433 are due to staff vacancies resulting from staff movement, and difficulty recruiting.

Administration – The favourable variance of \$474 is driven by timing of consulting expenditures, which has been fully encumbered into 2025 and is included in the transfers below.

Partnership, Rebate, Exemption – The favourable variance of \$212 is due to the timing of grant program awards within Economic Development and Corporate Strategy and Community Sustainability. Of the favourable variance \$140 has been encumbered into 2025.

By-Law Charges & Sales – The favourable variance of \$308 is primarily due to an increase in development activity.

Other Revenue – The favourable variance of \$76 is driven by full cost recovery associated with quarry peer review work of \$33, Regional Planning Council of Ontario of \$42. The corresponding costs are within administration expenses as this work is net neutral to the Region.

Transfers – The unfavourable variance of \$630 is due to the 2024 encumbrances. The encumbered funds will be used in future years to complete the projects and are related to the following: Niagara Official Plan (NOP) of \$97, Regional Property Redevelopment of \$225, Niagara Region Irrigation Engineering Study of \$120, Strategic Focus for Shared Services of \$93, Web Accessibility Audit of \$12, GO Expansion Advocacy of \$63, Niagara District Airport Economic Impact Study of \$20.

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	\$2,992	\$2,540	\$452	15.1%
Administrative	\$2,665	\$2,754	-\$88	-3.3%
Operational & Supply	\$419	\$1,928	-\$1,510	-360.8%
Occupancy & Infrastructure	\$0	\$7	-\$7	0.0%
Equipment, Vehicles, Technology	\$24	\$41	-\$17	-70.1%
Financial Expenditures	\$179	\$146	\$33	18.3%
Total Expenses	\$6,279	\$7,417	-\$1,138	-18.1%
Other Revenue	-\$9,909	-\$11,797	\$1,888	19.1%
Total Revenues	-\$9,909	-\$11,797	\$1,888	19.1%
Intercompany Charges	\$2,094	\$2,756	-\$661	-31.6%
Total Intercompany Charges	\$2,094	\$2,756	-\$661	-31.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$1,536	-\$1,625	\$89	5.8%
Transfers To Funds	\$200	\$200	\$0	0.0%
Total Transfers	\$200	\$200	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,336	-\$1,425	\$89	6.6%
Indirect Allocations & Debt	\$1,254	\$1,274	-\$20	-1.6%
Total Indirect Allocations & Debt	\$1,254	\$1,274	-\$20	-1.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$82	-\$151	\$69	-84.3%

Court Services - Continued

What does Court Services do?

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

Variance Analysis (in thousands of dollars)

Court Services operated at a surplus after indirect allocations of \$69 related to base operations (meaning operations excluding revenues and expenditures related to the Vision Zero Road Safety Program (VZ)) due to the factors as described below.

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

Distribution to Local Area Municipalities – the total distribution to the LAMs and the Region is \$1,649 for both Base and VZ operations combined and is a result of factors described below.

In Base operations, the total distribution to the LAMs and the Region for the year is \$151 each, an increase of \$69 from the budgeted \$82 distribution. The increase in the distribution is a consequence of higher than anticipated infraction revenues received in which have been slightly offset by higher than anticipated operating costs. Further details are discussed below.

In VZ operations, the total distribution to the LAMs and the Region is forecasted to be \$1,498 each and is mainly due to higher than anticipated net revenues. Further details are discussed below.

Labour Related Costs – the total favourable variance is \$452. In Base operations, the favourable variance of \$38 is due to position gapping. In VZ operations, the favourable variance of \$414 is due to budgeted positions in VZ which have not yet been filled. As part of the ongoing launch of the VZ program, Court Services is assessing staffing needs on an ongoing basis and hiring positions only as necessary.

Administrative – the total unfavourable variance is \$88. In Base operations, the unfavourable variance \$270 is due to higher than budgeted Victim Fine Surcharge costs, dedicated fines payable to other levels of courts, and credit card fees. These unfavourable variances have been partially offset by savings in trial related expenditures such as interpreter expense, adjudication, Part III Prosecution costs, and external legal expenses. In VZ operations, the favourable variance of \$182 is due to lower than budgeted trial related costs including interpreter expenses and adjudication costs for the remainder of the year. These favourable variances are partially offset by higher than anticipated Victim Fine Surcharge, credit card fee payments, and Payticket online payment services, which are a direct result of higher than anticipated charging volumes and revenues.

Court Services - Continued

Operational & Supply – the total unfavourable variance is \$1,510. In Base operations, the unfavourable variance of \$185 is largely due to the distribution to LAMs as noted above as well as higher than budgeted revenues collected for other POAs. In VZ operations, the unfavourable variance \$1,325 is due to higher than budgeted distribution to LAMs as referenced above and partially offset by savings in budgeted call-in prosecutor costs.

Other Revenue – the total favourable variance is \$1,888. In Base operations, the favourable variance of \$445 is due to higher than anticipated revenues; this includes \$125 representing anomalous high-fine payments, outside of the normal course of operating results. These high-fine payments are tracked separately from regular infraction and delinquent revenues to ensure better oversight of revenues during the reforecasting and budgeting processes. In VZ operations, the favourable variance is \$1,443. VZ charging volumes and ticket payments were substantially higher between March and May due to the higher-than-average volume of tickets processed by the Joint Processing Centre (JPC) during these months. Charging volumes of ASE and RLC tickets are outside the control of Court Services and since those three months, the volumes decreased including in Q4 where ticket volumes were impacted by the Canada Post strike.

Intercompany Charges – the total unfavourable variance of \$661 is almost entirely due to higher than anticipated transfer of VZ revenues to the Transportation division to cover the operating expenditures directly related to VZ within that area, as well as the transfer of the Region’s share of VZ net revenues per the Inter-Municipal Agreement.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$367	\$382	-\$15	-4.0%
Administrative	\$545	\$529	\$16	2.9%
Operational & Supply	\$60	\$79	-\$19	-32.0%
Occupancy & Infrastructure	\$20,162	\$21,221	-\$1,059	-5.3%
Equipment, Vehicles, Technology	\$171	\$216	-\$44	-25.9%
Community Assistance	\$0	\$0	\$0	0.0%
Financial Expenditures	\$554	\$631	-\$76	-13.8%
Total Expenses	\$21,860	\$23,058	-\$1,198	-5.5%
Federal & Provincial Grants	-\$397	-\$397	\$0	0.0%
Other Revenue	-\$19,173	-\$19,835	\$662	3.5%
Total Revenues	-\$19,570	-\$20,232	\$662	3.4%
Intercompany Charges	-\$467	-\$889	\$421	-90.2%
Total Intercompany Charges	-\$467	-\$889	\$421	-90.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,823	\$1,938	-\$114	-6.3%
Transfers To Funds	\$2,589	\$2,589	\$0	0.0%
Total Transfers	\$2,589	\$2,589	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$4,412	\$4,527	-\$114	-2.6%
Indirect Allocations & Debt	\$13,196	\$13,277	-\$81	-0.6%
Total Indirect Allocations & Debt	\$13,196	\$13,277	-\$81	-0.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$17,609	\$17,804	-\$195	-1.1%

Niagara Regional Housing - Continued

What does Niagara Regional Housing do?

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

NRH owns and operates 3,051 Public Housing units in a portfolio of apartment buildings, townhouses and semi-detached or detached homes for families, adults, and seniors. Approximately 94% of tenants pay Rent-Geared-to-Income (RGI), which is 30% of their household income. Recognizing that stable housing is one of the social determinants of health, NRH is dedicated to providing and advocating for quality community housing in Niagara through a combination of programs and services.

Variance Analysis (in thousands)

Niagara Regional Housing (NRH) operated at a deficit before indirect allocations of \$114 due to the following factors:

Occupancy and Infrastructure – The unfavourable variance of \$1,059 is due to a number of factors including inflationary cost pressures, such as higher than anticipated building maintenance costs as well as increased costs for the Buchanan permanent supportive housing operations in Niagara Falls as a result of a change in service providers and turnover of units, which is offset through the Intercompany Charges from the Homelessness division below. 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 grounds maintenance and utility costs for NRH-owned properties.

Equipment, Vehicles, Technology – The unfavourable variance of \$44 is primarily due to higher than anticipated equipment and appliance repair costs.

Financial Expenditures – The unfavourable variance of \$76 is the result of higher than anticipated write-offs on uncollectable tenant rents.

Other Revenue – The favourable variance of \$662 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 and increased interest rates.

Intercompany Charges – The favourable variance of \$421 is due to the increased allocation of funding from the Homelessness division for the higher than anticipated costs for the Buchanan permanent supportive housing operations in Niagara Falls as a result of a change in service providers and turnover of units.

Niagara Regional Police Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$190,490	\$192,600	-\$2,111	-1.1%
Administrative	\$4,687	\$4,563	\$124	2.6%
Operational & Supply	\$2,752	\$3,619	-\$867	-31.5%
Occupancy & Infrastructure	\$395	\$386	\$10	2.4%
Equipment, Vehicles, Technology	\$9,858	\$9,077	\$781	7.9%
Financial Expenditures	\$0	\$13	-\$13	0.0%
Total Expenses	\$208,182	\$210,259	-\$2,076	-1.0%
Federal & Provincial Grants	-\$10,945	-\$11,379	\$434	4.0%
By-Law Charges & Sales	-\$5,740	-\$4,974	-\$766	-13.3%
Other Revenue	-\$4,443	-\$4,706	\$263	5.9%
Total Revenues	-\$21,128	-\$21,059	-\$69	-0.3%
Intercompany Charges	-\$2,129	-\$2,052	-\$77	3.6%
Total Intercompany Charges	-\$2,129	-\$2,052	-\$77	3.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$184,925	\$187,148	-\$2,223	-1.2%
Transfers From Funds	-\$1,085	-\$1,085	\$0	0.0%
Transfers To Funds	\$4,635	\$4,635	\$0	0.0%
Total Transfers	\$3,550	\$3,550	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$188,475	\$190,698	-\$2,223	-1.2%
Indirect Allocations & Debt	\$20,082	\$19,701	\$381	1.9%
Total Indirect Allocations & Debt	\$20,082	\$19,701	\$381	1.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$208,558	\$210,399	-\$1,841	-0.9%

Niagara Regional Police Services - Continued

What does Niagara Regional Police Service do?

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

Variance Analysis (in thousands of dollars)

For the year ending December 31, 2024, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations deficit of \$2,223. Two reserve transfers have been recommended including a transfer from the Ontario Police Video Training Alliance (OPVTA) reserve of \$39 to offset a program deficit and a transfer from the Police Contingency reserve of \$502 to offset 2024 one-time expenditures related to the implementation of the Community Safety and Policing Act. The remaining deficit of \$1,682 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 deficit:

Labour Related Costs – Labour related costs were above the approved budget by \$2,111. This unfavorable variance is the result of overages within uniform salaries due to overtime requirements to respond to major investigations. Civilian salaries have experienced an overage due to overtime requirements in operationally essential units. The Service has also experienced overages in WSIB claims resulting from several pending claims settled in the year. Further, actual claims submissions for Health and Dental services exceeded monthly premium fees thereby resulting in a deficit to the Administrative Services Only (ASO) plan. Lastly, statutory deduction expense for CPP, EI and Employer Health Tax surpassed the budget estimate. The total overage for Compensation is estimated to be \$4,439. Savings of \$2,328 within this category were realized that offset the deficit impact reported above, savings related to uniform regular wages and benefits resulting from lags in the recruiting process, specialty allowances paid to officers and actual termination sick leave pay-outs fell below the budgeted expense.

Administration – Administrative expenses were below the approved budget by \$124. This favorable variance is from lower-than-expected spending for external consulting and external legal services, savings in monthly cell phone charges due to the timing of the roll out of the connected officer program, and savings in Niagara Regional Broadband Network data line fees. These savings were offset by the Service experienced an increase in the number of mandatory training courses taken through Ontario and Canadian Police Colleges including costs associated with accommodations. As a result of the fourth recruiting classes, the Ontario Police College (OPC) is no longer able to accommodate members attending OPC for training courses thereby the Service is incurring costs associated with overnight stays at local hotels.

Operational & Supply – Operational and supply costs were above the approved budget by \$867. This unfavorable variance is the result of one-time purchases of C8 Carbine rifles, replacements of body armour plates for all frontline vehicles, uniform and equipment expenses for new recruit constables and auxiliary officers. Further, the Service experienced increased costs associated with ammunition and arsenal equipment related to in service training programs.

Occupancy & Infrastructure – Occupancy and infrastructure costs were below the approved budget by \$10. This favourable variance is the result of savings in minor building renovations due to the timing of projects scheduled to be completed during the year.

Niagara Regional Police Services - Continued

Equipment, Vehicles, Technology – Equipment, vehicles, and technology costs were below the approved budget by \$781. This favourable variance is the result of savings in computer software licenses and support due to the timing of purchases and project roll outs. Additional savings have been realized in vehicle supply and maintenance expense, which are offset by an overage in intercompany charges due to the usage of Niagara Region fleet for body work on damaged vehicles, and fuel expense resulting from usage rates and the average fuel price being lower than budget.

Intercompany Charges – Intercompany charges were above the approved budget by \$77. Intercompany Charges represent expenses incurred for services provided by Niagara Region, with the annual budget being determined by the Region. Examples include vehicle and equipment repair as well as funds received to offset operating expenses of the 911 program. This unfavourable variance is mainly due to ABD vehicle & equipment repairs & maintenance.

Revenues – Revenues and recoveries were below the approved budget by \$69. This loss is mainly due to the reductions in monies received from the City of Niagara Falls for casino funding of \$885. This was partially offset by favourable balances for grants and secondments.

Indirect Allocations – Indirect allocations were favourable to budget by \$381. The main savings are from lower than budgeted self-insured pay-outs.

Conclusion – The detailed variance analysis has been prepared based on results of operations as at December 31, 2024. The Service experienced a budget deficit of \$2,223 from normal operations offset by transfers from the CSPA reserve of \$502, OPVTA reserve of \$39, and Indirect Allocations & Debt of \$381 for an overall net deficit of \$1,301.

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	\$7,270	\$7,270	\$0	0.0%
Total Expenses	\$7,270	\$7,270	\$0	0.0%
Total Revenues			\$0	0.0%
Total Intercompany Charges			\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$7,270	\$7,270	\$0	0.0%
Total Transfers			\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$7,270	\$7,270	\$0	0.0%
Total Indirect Allocations & Debt			\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$7,270	\$7,270	\$0	0.0%

Niagara Peninsula Conservation Authority - Continued

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

Water & Wastewater Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$28,416	\$27,000	\$1,416	5.0%
Administrative	\$6,936	\$2,833	\$4,103	59.2%
Operational & Supply	\$20,602	\$20,416	\$187	0.9%
Occupancy & Infrastructure	\$18,911	\$18,344	\$566	3.0%
Equipment, Vehicles, Technology	\$7,205	\$7,814	-\$609	-8.4%
Community Assistance	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$11,616	\$2,303	\$9,313	80.2%
Financial Expenditures	\$0	-\$4	\$4	0.0%
Total Expenses	\$93,686	\$78,707	\$14,979	16.0%
Taxation	-\$154,583	-\$155,583	\$1,000	0.6%
By-Law Charges & Sales	-\$1,580	-\$1,652	\$72	4.5%
Other Revenue	-\$8,248	-\$1,786	-\$6,462	-78.3%
Total Revenues	-\$164,411	-\$159,021	-\$5,390	-3.3%
Intercompany Charges	\$2,300	\$2,265	\$35	1.5%
Total Intercompany Charges	\$2,300	\$2,265	\$35	1.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$68,425	-\$78,049	\$9,624	14.1%
Transfers From Funds	-\$7,624	-\$3,681	-\$3,942	-51.7%
Transfers To Funds	\$53,540	\$56,470	-\$2,930	-5.5%
Total Transfers	\$45,917	\$52,789	-\$6,872	-15.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$22,509	-\$25,261	\$2,752	12.2%
Indirect Allocations & Debt	\$22,509	\$22,974	-\$465	-2.1%
Total Indirect Allocations & Debt	\$22,509	\$22,974	-\$465	-2.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$2,287	\$2,287	0.0%

Water & Wastewater Services - Continued

What does Water and Wastewater Services do?

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

Variance Analysis (in thousands of dollars)

Water & Wastewater services concluded 2024 at a surplus after indirect allocations of \$2,287. This consists of \$2,237 for Water and \$50 for Wastewater, due to the following factors:

Labour Related Costs – The favourable variance of \$1,416 are due to staffing vacancies across all divisions.

Administration – The favourable variance of \$4,103 is largely due to multi-year consulting projects such as the 2026 Master Servicing Plan (MSP) as well as asset management initiatives. The overall favourable consulting variance is \$4,710. Unspent consulting dollars of \$2,056 have been encumbered into 2025 and are included in Transfers below. The gross 2026 MSP budget of \$2,084 is funded by development charges and will be encumbered into 2025 with no impact to Transfers. Telephone, fax and control circuit charges resulted in a favourable variance of \$132 due to cancelling of legacy infrastructure to a more cost-efficient alternative. The overall favourable variance is partially offset by an unfavourable variance related to external legal costs to support litigation associated with Wastewater infrastructure in the amount of \$713.

Operational & Supply – The favourable variance of \$187 is due to less than anticipated external laboratory fees and inspection services in the amount of \$133 as well as Global Positioning System (GPS) services now funded as an allocation from the transportation division instead of from the Operational & Supply budget, resulting in a favourable variance of \$47.

Occupancy & Infrastructure – The favourable variance of \$566 is largely attributable to less than anticipated utilities and property tax costs of \$398 due to reduced utility consumption and operational efficiencies. Further contributing to the favourable variance is less than anticipated repairs and maintenance associated with emergency watermain and trunk sewer breaks in the amount of \$553. Partially offsetting the overall favourable variance is an unfavourable variance in the amount of \$410 related to building repairs and maintenance due to emergency intake work in the Water division as well as necessary work required to maintain aging infrastructure in all divisions.

Equipment, Vehicles, Technology – The unfavourable variance of \$609 is primarily due to urgent repairs and maintenance compliance work required in Wastewater as a result of aging infrastructure.

Partnership, Rebate, Exemption – The favourable variance of \$9,313 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.

Water & Wastewater Services - Continued

Taxation – The favourable variance of \$1,000 is due to an increase in water sales as a result of warmer, dryer conditions through the year as well as a continued increase in the serviced population in Niagara.

Other Revenue – The unfavourable variance of \$6,462 is largely due to the timing of development charge revenue recognition to fund the CSO program and the 2026 MSP.

Transfers – The unfavourable year-end variance of \$6,872 is primarily due to previously encumbered CSO funds committed to local municipalities but not yet paid. The amount of CSO funding encumbered into 2025 is \$2,988 as noted in the Partnership, Rebate, Exemption section. Unspent consulting encumbered into 2025 as discussed in the Administration section above totaled \$2,056. An amount of \$121 was transferred back to the Wastewater stabilization reserves for 2024 budgeted one-time funding which was not spent during the year in accordance with the Region’s policy. In addition, an amount of \$1,707 was transferred back to the Wastewater stabilization reserve as a result of surplus CSO funds on closed legacy projects.

Indirect Allocations – The unfavourable variance of \$465 is primarily due to labour relations pressures.

Waste Management Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$4,315	\$3,824	\$491	11.4%
Administrative	\$2,369	\$992	\$1,377	58.1%
Operational & Supply	\$37,837	\$36,136	\$1,701	4.5%
Occupancy & Infrastructure	\$1,038	\$956	\$82	7.9%
Equipment, Vehicles, Technology	\$350	\$184	\$166	47.4%
Partnership, Rebate, Exemption	\$239	\$132	\$106	44.5%
Financial Expenditures	\$0	\$226	-\$226	0.0%
Total Expenses	\$46,148	\$42,451	\$3,696	8.0%
Taxation	-\$45,168	-\$45,903	\$736	1.6%
By-Law Charges & Sales	-\$5,366	-\$5,423	\$57	1.1%
Other Revenue	-\$1,001	-\$1,117	\$116	11.6%
Total Revenues	-\$51,534	-\$52,444	\$909	1.8%
Intercompany Charges	\$438	\$437	\$1	0.2%
Total Intercompany Charges	\$438	\$437	\$1	0.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$4,949	-\$9,556	\$4,607	93.1%
Transfers From Funds	-\$1,352	-\$1,352	\$0	0.0%
Transfers To Funds	\$4,581	\$5,597	-\$1,016	-22.2%
Total Transfers	\$3,229	\$4,245	-\$1,016	-31.5%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,720	-\$5,310	\$3,590	208.7%
Indirect Allocations & Debt	\$1,720	\$1,591	\$129	7.5%
Total Indirect Allocations & Debt	\$1,720	\$1,591	\$129	7.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$3,719	\$3,719	0.0%

Waste Management Services - Continued

What does Waste Management Services do?

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

Variance Analysis (in thousands of dollars)

Waste Management Services operated at a surplus after indirect allocations of \$3,719 due to the following factors:

Labour Related Costs – the favourable variance of \$491 is due to salary gapping associated with delays in hiring vacant positions within the division.

Administrative – the favourable variance of \$1,377 is attributed to a surplus in consulting resulting from the timing of spend on the Waste Management Strategic Plan (WMSP), and Asset Management Plan (AMP). Unspent consulting dollars of \$965 have been encumbered at year end and are included in Transfers below. Adding to the favourable variance is a surplus in printing, postage, and newspaper advertising of promotional and educational programs within Waste Management. This is due to savings realized from the digitization of Waste Management’s Green Scene newsletter, lower than anticipated printing services required for other programs, and savings realized in newspaper advertising resulting from a shift to other advertising avenues such as social media and through the NR Waste app. Due to timing of spend, unspent printing dollars for the 2025 Waste Collection Guide of \$51 have been encumbered at year end and are included in Transfers below.

Operational & Supply – the favourable variances of \$1,701 is largely driven by lower than anticipated operational contract costs. This is due to lower than anticipated escalation costs because of uncontrollable economic impacts and variances in estimated variable items within the operational contracts. Operating contracts with favourable variances because of factors noted above include the base collection contract by \$469, landfill operations contract, drop off depot services, and compost facility services. Adding to the favourable variance is savings resulting from lower than anticipated purchases of blue/grey boxes, green bins and carts of \$380, savings in environmental monitoring services resulting from efficiencies in the program and savings in leachate processing fees resulting from significantly lower flow rates than anticipated of \$280.

Occupancy & Infrastructure – the favourable variance of \$82 is due to savings for grounds maintenance at the Region’s landfill sites, savings in security contracts at the Region’s open landfill sites due to the tender being awarded later than expected at lower than budgeted costs and savings in electricity due to lower than anticipated costs. The favourable variance is partially offset by large, unforeseen repairs and maintenance costs for the replacement of high voltage lines at Humberstone landfill.

Equipment, Vehicles, Technology – the favourable variance of \$166 is due to lower than anticipated machinery and equipment repairs and maintenance costs across the Region’s open and closed landfill sites due to unforeseen delays in timing of work, which has been partially offset by higher than anticipated repair and maintenance cost on the scales at the landfill sits. Adding to the favourable variance are savings realized because of computer software support being transitioned to Corporate Services in the year.

Partnership, Rebate and Exemption – the favourable variances of \$106 is due to lower than anticipated tipping fee exemptions for registered charities at the Region’s landfill sites and the unanticipated HST recovery related to eligible expenses in the commercial operations of the division from 2022. This is partially offset by an unbudgeted transfer of \$13 for Waste Management’s share of tax rebates from in-year property value re-assessments.

Waste Management Services - Continued

Financial Expenditures – the unfavourable variance of \$226 is due to an unbudgeted transfer associated with the Waste Management portion of tax write offs due to in-year property value re-assessments.

Taxation – the favourable variance of \$736 is due to the recognition of the Waste Management portion of the incremental property tax remittances over and above the tax levy amounts. \$603 accounts for the supplemental tax billings portion, while the remaining \$133 consists of Payment-in-Lieu (PIL) billings.

By-Law Charges & Sales – the favourable variance of \$57 is due higher than budgeted tipping fees at the Region’s landfill sites. This is partially offset by lower than anticipated sale of garbage tags, lower than expected revenues for blue/grey boxes, green bins, and carts and lower than anticipated tipping fees for registered charities at the Region’s landfill sites.

Other Revenue – the favourable variance of \$116 is due to higher than anticipated hazardous special product and blue box funding received.

Transfers – the unfavourable variance of \$1,016 is the unspent 2024 budget being encumbered into 2025.

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	\$42,699	\$46,865	-\$4,166	-9.8%
Administrative	\$4,993	\$2,291	\$2,702	54.1%
Operational & Supply	\$10,339	\$9,473	\$865	8.4%
Occupancy & Infrastructure	\$1,239	\$1,188	\$51	4.1%
Equipment, Vehicles, Technology	\$15,420	\$14,653	\$766	5.0%
Community Assistance	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$0	\$25	-\$25	0.0%
Financial Expenditures	\$0	\$175	-\$175	0.0%
Total Expenses	\$74,690	\$74,672	\$18	0.0%
Taxation	-\$57,236	-\$58,922	\$1,686	2.9%
Federal & Provincial Grants	-\$772	-\$504	-\$268	-34.7%
By-Law Charges & Sales	-\$18,181	-\$21,906	\$3,725	20.5%
Other Revenue	-\$5,903	-\$3,399	-\$2,504	-42.4%
Total Revenues	-\$82,092	-\$84,731	\$2,639	3.2%
Intercompany Charges	\$10	\$12	-\$2	-17.5%
Total Intercompany Charges	\$10	\$12	-\$2	-17.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$7,392	-\$10,048	\$2,655	35.9%
Transfers From Funds	-\$3,062	-\$3,062	\$0	0.0%
Transfers To Funds	\$2,350	\$3,906	-\$1,556	-66.2%
Total Transfers	-\$713	\$843	-\$1,556	-218.3%
Net Expenditure (Revenue) Before Indirect Allocations	-\$8,105	-\$9,204	\$1,100	13.6%
Indirect Allocations & Debt	\$8,105	\$7,664	\$441	5.4%
Total Indirect Allocations & Debt	\$8,105	\$7,664	\$441	5.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$1,541	\$1,541	0.0%

Niagara Transit Commission - Continued

What does Niagara Transit Commission do?

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

Variance Analysis (in thousands of dollars)

The NTC operated with a year-end surplus after indirect allocations of \$1,541 due to the following factors:

Labour Related Costs – The unfavourable year-to-date variance of \$4,166 due to greater than budgeted actual benefits for unionized staff, higher than budgeted overtime, a settlement related to collective bargaining and an adjustment to record the prior year actual benefit deficit identified by the provider.

Administrative – The favourable year-to-date variance of \$2,702 is attributable to the timing of spend related to consulting and branding projects totaling \$1,494 which have been encumbered at the end of the 2024 year and included in the transfers to reserves variance below. There was savings related to the timing of the zero emissions consulting costs which are offset in federal variances below of \$340. There was additional advertising and marketing budget unspent at the end of the year due to the timing of the rebranding of \$319; charter costs budgeted in administration but actuals in labour of \$100 and other legal and professional costs of \$446 not required at the end of 2024.

Operational & Supply – The favourable year-end variance of \$865 is largely driven to the timing of the comingled specialized service contract of \$836 which began July 1, 2024 which is slightly offset by higher than budgeted program supplies required in fleet and maintenance for storage & supplies.

Equipment, Vehicles, Technology - The favourable year-end variance of \$766 are mainly attributable to less than budgeted fuel costs due to the budgeted actual average cost per litre based on our contract being less than the budget cost per litre of \$474. In addition, NTC upgraded their fuel system in Niagara Falls and during the upgrade halted refilling by the City of Niagara Falls to minimize transactions and impact on upgrade of \$831. The favourable variance in fuel relating to Niagara Falls is offset in less than budgeted revenues below in “other Revenue”. The favourable variance in Equipment, vehicles and technology is offset by incremental costs related to vehicle parts and repairs of \$292 and tires of \$127 due to the aging fleet.

Financial Expenditures – The unfavourable year-end variance of \$175 is mainly related to unbudgeted tax write-offs identified by the local area municipalities due to changes in assessments.

Taxation – The favourable year-end variance of \$1,686 is related to 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.

Federal & Provincial Grants – The unfavourable year-end variance of \$268 relates to the timing of spend and corresponding matching of revenues related to the administrative costs for the zero emissions consulting for ICIP-NIR-07.

By-Law Charges & Sales – The favourable year-end variance of \$3,725 is due to higher than anticipated fare revenue of \$3,366 and summer service with Brock University and additional pass sales at Brock and Niagara College of \$298.

Niagara Transit Commission - Continued

Other Revenue – The unfavourable year-end variance of \$2,504 is mainly due to the strategy to not recognize the budgeted Provincial Gas Tax revenue of \$1,614 as NTC is in a year-end surplus position. The unrecognized Provincial Gas Tax will be available for future Capital and/or Operating use. In addition, there was less than budgeted fuel reimbursement revenue from the City of Niagara Falls of \$831 resulting in decreased fuel costs within ‘Equipment, Vehicles, Technology’ as noted above and less than budgeted WEGO revenue due to adjustment of service with the contract ending September 2024 of \$319. This is partially offset by greater than budgeted advertising revenues of \$356.

Indirect Allocations – The favourable year-end variance of \$441 is mainly due to less than expected costs related to insurance premiums, self-insurance claims and facility maintenance related costs due to vacant positions.

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 \$9,133 since Q3 2024. The decrease is primarily caused by budget reductions (\$2,882) and project closures (\$8,591). This decrease is offset by gross budget adjustments (\$1,446) and transfers from capital variance projects (\$893).

13 capital projects of the 736 capital sub-projects, with budgets totalling approximately \$374,477 (levy \$13,547/ rate \$360,930) remain uninitiated at December 31st, 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
2023 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2023	\$1,082,865	\$91,471	\$1,117,090	\$2,291,426
Council Approved 2024 Budget	\$160,435	\$29,179	\$80,668	\$270,282
Gross Budget Adjustment (including transfers from operating)	\$14,552	\$502	\$1,263	\$16,317
Transfer from Capital Variance Project	\$1,220	\$160	\$2,906	\$4,287
Budget Reductions on Active Capital Projects *	- \$190	- \$950	- \$15,815	- \$16,955
Projects Closed	- \$15,541	- \$5,609	- \$33,061	- \$54,211
2024 Total Adjusted Program (excluding Capital Variance Projects) at July 26, 2024	\$1,243,341	\$114,753	\$1,153,052	\$2,511,146
Gross Budget Adjustment (including transfers from operating)	\$1,245	\$184	\$5,373	\$6,801
Transfer from Capital Variance Project	\$3,714	\$0	\$845	\$4,559
Budget Reductions on Active Capital Projects *	\$0	\$0	- \$980	- \$980
Previously Closed Projects Reopened	\$6,810	\$0	\$0	\$6,810
Projects Closed	- \$56,977	\$0	- \$4,020	- \$60,997
2024 Total Adjusted Budget (excluding Capital Variance Projects) at October 25, 2024	\$1,198,133	\$114,937	\$1,154,269	\$2,467,340
Gross Budget Adjustment (including transfers from operating)	\$1,019	\$183	\$250	\$1,452
Transfer from Capital Variance	\$557	\$0	\$336	\$893

Budget Reductions on Active Capital Projects *	- \$2,712	- \$175	\$0	- \$2,887
Projects Closed	- \$2,995	\$0	- \$5,595	- \$8,591
2024 Total Adjusted Budget (excluding Capital Variance Projects) at December 31, 2024	\$1,194,001	\$114,945	\$1,149,260	\$2,458,207

*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 2024 per the budget control policy 2017-63.

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Community Services	Childcare Centre - Interior Painting	\$100		\$20			\$120
Corporate Services	Time and Attendance Application Upgrade	\$970		\$520			\$1,490
Corporate Services	Canada Summer Games				- \$1,207	CV Levy	\$102,355
		\$103,561					
Corporate Services	Annual - Traffic Radio System Upgrade	\$800	\$63				\$863
Corporate Services	Region Staff Facility Accommodation	\$500	\$250				\$750
Emergency Services	Mobile Dental Unit	\$950	\$200				\$1,150
Emergency Services	Annual - Emergency Response Vehicles - 2023	\$387		\$8			\$394
Emergency Services	Annual - Emergency Response Vehicles - 2024	\$515		\$10			\$526
Niagara Regional Police Services Board	Niagara Regional Police Services NG - 2019	\$2,079	\$58				\$2,137
Public Works - Levy	New Escarpment Crossing	\$5,700			- \$1,000	\$850 - DC Roads \$150 - Levy Capital	\$4,700
Public Works - Levy	Road Improvements - Albert / Lakeshore - FE	\$7,399			- \$500	\$200 - DC Roads \$300 - CV Levy	\$6,899
Public Works - Levy	Structural Replacement - 20 Mile Creek	\$9,577	\$443				\$10,020
All Levy Departments		\$132,539	\$1,013	\$557	- \$2,707		\$131,402
Waste Management	Niagara Road 12 - Cell 4 & Man Hole Rehab	\$3,830			- \$25	CV Waste Mgmt	\$3,805
Waste Management	Humberstone - Landfill Gas Collection and Control System	\$3,642			- \$150	CV Waste Mgmt	\$3,492
Niagara Transit Commission	Transit Leasehold Improvement	\$0	\$183				\$183
All Special Levy Departments		\$7,472	\$183	\$0	- \$175		\$7,480
Wastewater	Sugarloaf Force Main Replacement	\$300		\$86			\$386

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
Wastewater	Steele St Sewage Pumping Station Upgrades	\$250	\$250	\$250			\$750
All Rate Departments		\$550	\$250	\$336	\$0		\$1,136
Niagara Regional Police Services Board	Niagrara Regional Police Services Command Post	\$600	\$6				\$606
Niagara Regional Police Services Board	Niagrara Regional Police Services Multi Use Robot	\$475			- \$2	Levy Capital	\$473
Niagara Regional Police Services Board	Niagrara Regional Police Services Diving Helmet	\$20			- \$1	Police Capital	\$20
Niagara Regional Police Services Board	Niagrara Regional Police Services Intoxilyzer	\$25			- \$3	Police Capital	\$22
All inter-project		\$1,120	\$6	\$0	- \$6	\$0	\$1,120
All Departments	Total	\$141,681	\$1,452	\$893	- \$2,887		\$141,139

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 8 projects were closed between October 26th, 2024 to December 31st, 2024. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Community Services	Annual - Capital Improvement - 2020	\$274	\$274	\$0	\$0	CVP LEVY	5
Community Services	Annual - Machinery & Equipment - 2020	\$271	\$270	\$1	\$1	CVP LEVY	5
Public Health	Ambulance & Equipment - 2021	\$291	\$270	\$21	\$21	CVP LEVY	4
Public Works - Levy	Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange	\$1,460	\$727	\$733	\$181	CVP LEVY	15
Public Works - Levy	Structural Rehabilitation - Bowen @ QEW - 2021	\$700	\$270	\$430	\$430	CVP LEVY	11
Total Levy Reporting Projects Closed and Removed from Project Listing		\$2,995	\$1,811	\$1,185	\$633		
Wastewater	COVID Safety - 2021	\$250	\$250	\$0	\$0	CVP SEW	3
Total Wastewater Projects Closed and Removed from Project Listing		\$250	\$250	\$0	\$0		
Water Works	Elevated Tank - Corrosion Protection - Virgil	\$2,414	\$2,383	\$32	\$67	CVP WAT	8
Water Works	Watermain Program - Downing Street	\$2,931	\$2,653	\$278	\$356	CVP WAT	7
Total Water Projects Closed and Removed from Project Listing		\$5,345	\$5,036	\$310	\$423		
Total Rate Projects Closed and Removed from Project Listing		\$5,595	\$5,286	\$310	\$423		
Total Projects Closed		\$8,591	\$7,096	\$1,494	\$1,056		

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 \$2,458,207 capital budget managed by Niagara Region, representing 736 sub-projects, total capital spending including commitments to date of \$1,637,081 and budget remaining of \$821,126 after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 273 projects with budgets greater than \$1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than \$1 million	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Community Services	\$1,743	\$344	\$1,399	19.7%
Corporate Administration	\$1,490	\$796	\$693	53.5%
Corporate Services	\$405,341	\$382,996	\$22,344	94.5%
Niagara Regional Housing	\$115,630	\$91,284	\$24,346	78.9%
Niagara Regional Police Services Board	\$30,287	\$24,224	\$6,062	80.0%
Niagara Transit Commission	\$63,802	\$27,477	\$36,325	43.1%
Public Health	\$16,837	\$15,141	\$1,696	89.9%
Public Works - Levy	\$507,384	\$378,926	\$128,458	74.7%
Waste Management	\$39,873	\$33,309	\$6,564	83.5%
Wastewater	\$444,255	\$341,583	\$102,672	76.9%
Water Works	\$300,706	\$235,604	\$65,101	78.4%
Active projects with budgets greater than \$1 million	\$1,927,346	\$1,531,685	\$395,661	79.5%
Uninitiated projects with budgets greater than \$1 million	\$373,845	\$0	\$373,845	0.0%
Total projects with budgets greater than \$1 million	\$2,301,191	\$1,531,685	\$769,506	66.6%
Active projects with budgets less than \$1 million	\$156,384	\$105,396	\$50,988	67.4%
Uninitiated projects with budgets less than \$1 million	\$632	\$0	\$632	0.0%
Total Capital Projects	\$2,458,207	\$1,637,081	\$821,126	66.6%

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 273 projects totaling \$2,301,191 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$1,531,685 representing 66.6 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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Long-term Care Machinery and Equipment - 2023		\$1,743	\$344	\$1,399	19.7%	\$775	\$670	\$0	\$0	2026
Total Community Services		\$1,743	\$344	\$1,399	19.7%	\$775	\$670	\$0	\$0	
Time and Attendance App Upgrade - 2024		\$1,490	\$796	\$693	53.5%	\$1,366	\$100	\$0	\$0	2026
Total Corporate Administration		\$1,490	\$796	\$693	53.5%	\$1,366	\$100	\$0	\$0	

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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
68 Church Street Demolition - Niagara Regional Police - 2021		\$3,000	\$1,038	\$1,962	34.6%	\$2,436	\$500	\$0	\$0	2025
911 Backup Rationalization - 2020		\$11,784	\$2,353	\$9,431	20.0%	\$7,929	\$2,000	\$0	\$0	2025
Asset Replacement - 2018 (Note 10)		\$2,947	\$2,953	- \$6	100.2%	\$8	\$0	\$0	\$0	2025
Asset Replacement - 2020		\$1,894	\$1,890	\$4	99.8%	\$4	\$0	\$0	\$0	2025
Canada Summer Games - 2021 (Note 10)		\$102,355	\$102,447	- \$93	100.1%	\$57	\$81	\$69	\$0	2026
Customer Service Strategic Priority		\$2,165	\$799	\$1,366	36.9%	\$1,366	\$0	\$0	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Desktop and Laptop Replacement - 2023		\$2,750	\$2,369	\$381	86.1%	\$594	\$0	\$0	\$0	2026
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	0.0%	\$3,895	\$0	\$0	\$0	2025
Emergency Medical Services Facility Welland		\$1,100	\$640	\$460	58.2%	\$460	\$0	\$0	\$0	2025
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$1,575	\$175	90.0%	\$175	\$0	\$0	\$0	2025
Extended and Managed Detection Response Threat Tool - 2023		\$1,100	\$1,092	\$8	99.3%	\$8	\$0	\$0	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
HVAC Replacements		\$1,391	\$1,385	\$5	99.6%	\$11	\$0	\$0	\$0	2025
Lighting Retrofit at Meadows of Dorchester (Note 1)		\$1,000	\$947	\$53	94.7%	\$0	\$0	\$0	\$53	2024
Long-term Accommodations - NRPS D1		\$69,119	\$67,760	\$1,360	98.0%	\$1,360	\$0	\$0	\$0	2025
Long-term Care Home Redevelopment - 2015		\$85,917	\$85,355	\$562	99.3%	\$620	\$0	\$0	\$0	2028
Main Firewall Replacements - 2024		\$1,100	\$968	\$132	88.0%	\$132	\$0	\$0	\$0	2027
Niagara Falls GO Station Renovations - 2023		\$2,866	\$2,267	\$599	79.1%	\$1,890	\$0	\$0	\$0	2025
Online Planning Portal		\$1,250	\$1,021	\$229	81.7%	\$350	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Redevelopment of Linhaven Long Term Care Home - 2020		\$105,652	\$100,123	\$5,529	94.8%	\$20,730	\$0	\$0	\$0	2026
Region Wide - Code & Legislation Compliance - 2024		\$1,000	\$966	\$34	96.6%	\$668	\$0	\$0	\$0	2027
Region Wide Uninterrupted Power Supply Replacement - 2023		\$1,049	\$1,049	\$0	100.0%	\$921	\$0	\$0	\$0	2026
Regional Headquarters Generator Replacement		\$2,197	\$2,162	\$35	98.4%	\$35	\$0	\$0	\$0	2025
Vehicle Hoist Replacement - St.Catharines Transit		\$1,956	\$1,838	\$118	94.0%	\$1,955	\$0	\$0	\$0	2026
Total Corporate Services		\$409,236	\$382,996	\$26,240	93.6%	\$45,604	\$2,581	\$69	\$53	
Annual - Asphalt, Paving and Concrete Replacement Program - 2022		\$1,600	\$1,587	\$13	99.2%	\$710	\$0	\$0	\$0	2025
Annual - Building Capital - 2018		\$4,654	\$4,652	\$1	100.0%	\$47	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Building Capital - 2019		\$5,454	\$5,454	\$0	100.0%	\$88	\$0	\$0	\$0	2025
Annual - Building Capital - 2020		\$3,974	\$3,974	\$0	100.0%	\$349	\$0	\$0	\$0	2025
Annual - Building Capital - 2021		\$4,790	\$4,776	\$14	99.7%	\$58	\$0	\$0	\$0	2025
Annual - Building Capital - 2023		\$4,700	\$4,698	\$2	100.0%	\$1,634	\$0	\$0	\$0	2026
Annual - Building Capital - 2024		\$5,646	\$5,627	\$19	99.7%	\$3,000	\$436	\$0	\$0	2027
Annual - Grounds Capital - 2020		\$1,010	\$1,009	\$0	100.0%	\$1	\$0	\$0	\$0	2025
Annual - Grounds Capital - 2021		\$2,290	\$2,241	\$49	97.8%	\$92	\$0	\$0	\$0	2025
Annual - Grounds Capital - 2023		\$2,800	\$2,796	\$4	99.9%	\$241	\$0	\$0	\$0	2026
Annual - Grounds Capital - 2024		\$2,942	\$984	\$1,958	33.4%	\$2,270	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Mechanical & Electrical - 2024		\$2,573	\$987	\$1,586	38.4%	\$1,500	\$615	\$0	\$0	2027
Annual - Mech-Electrical - 2023		\$1,600	\$1,594	\$6	99.6%	\$227	\$0	\$0	\$0	2026
Annual - Structural and Foundation Wall Repairs - 2022		\$1,240	\$1,239	\$1	99.9%	\$22	\$0	\$0	\$0	2025
Annual - Unit Capital - 2019		\$5,355	\$5,355	\$1	100.0%	\$2	\$0	\$0	\$0	2025
Annual - Unit Capital - 2020		\$3,471	\$3,463	\$8	99.8%	\$55	\$0	\$0	\$0	2025
Annual - Unit Capital - 2023		\$4,700	\$4,687	\$13	99.7%	\$566	\$0	\$0	\$0	2026
Annual - Unit Capital - 2024		\$5,639	\$4,035	\$1,604	71.6%	\$3,000	\$1,367	\$0	\$0	2027
Geneva Street Development - 2024		\$18,450	\$510	\$17,940	2.8%	\$9,078	\$9,078	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Muli-Residential Intensification - Welland - 2020 (Note 2)		\$13,746	\$13,312	\$434	96.8%	\$50	\$0	\$0	\$947	2025
Property Acquisition - Fort Erie (Note 10)		\$8,972	\$8,979	- \$7	100.1%	\$400	\$0	\$0	\$0	2025
Property Acquisition - Summer Street (Note 2)		\$1,650	\$1,552	\$98	94.1%	\$30	\$0	\$0	\$68	2025
Social Housing Assistance Improvement Program - 2018		\$2,683	\$2,608	\$75	97.2%	\$75	\$0	\$0	\$0	2025
St.Catharines Emergency Shelter - 2023		\$2,850	\$2,843	\$7	99.8%	\$7	\$0	\$0	\$0	2027
Welland Homeless Shelter - 2024		\$2,840	\$2,321	\$519	81.7%	\$1,059	\$0	\$0	\$0	2028

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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Total Niagara Regional Housing		\$115,630	\$91,284	\$24,346	78.9%	\$24,561	\$11,496	\$0	\$1,015	
Automated Licence Plate Reader		\$1,332	\$1,226	\$106	92.0%	\$106	\$0	\$0	\$0	2025
Communications Back-up		\$1,576	\$0	\$1,576	0.0%	\$1,576	\$0	\$0	\$0	2026
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$1,000	\$0	\$0	\$0	2026
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$1,250	\$0	\$0	\$0	2026
Enterprise Storage Service - 2024		\$2,500	\$0	\$2,500	0.0%	\$2,500	\$0	\$0	\$0	2027
Fleet Patrol Vehicle Replacement - 2024		\$1,597	\$1,483	\$114	92.8%	\$348	\$0	\$0	\$0	2027
Niagara Regional Police Services NG - 2019		\$2,137	\$2,015	\$122	94.3%	\$961	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Information Technology Continuity Plan		\$1,500	\$1,114	\$386	74.3%	\$386	\$0	\$0	\$0	2025
Vehicles - 2021		\$1,328	\$1,323	\$4	99.7%	\$4	\$0	\$0	\$0	2024
Vehicles - 2022		\$1,716	\$1,705	\$11	99.4%	\$11	\$0	\$0	\$0	2025
Vehicles - 2023		\$2,305	\$2,064	\$240	89.6%	\$393	\$0	\$0	\$0	2026
Voice Radio System		\$13,296	\$13,293	\$3	100.0%	\$9	\$0	\$0	\$0	2025
Total Niagara Regional Police Services Board		\$31,537	\$24,224	\$7,312	76.8%	\$8,545	\$0	\$0	\$0	
12 Hybrid Buses - St.Catharines Transit		\$7,000	\$6,512	\$488	93.0%	\$7,000	\$0	\$0	\$0	2025
19 40' Convential Diesel Bus Replacement - 2024		\$16,027	\$14,035	\$1,992	87.6%	\$15,803	\$0	\$0	\$0	2025
2 40' Convential Diesel Bus Replacement - 2024		\$1,668	\$1,625	\$43	97.4%	\$1,668	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
2 Fare Payment Technology - Niagara Region		\$3,008	\$2,409	\$599	80.1%	\$200	\$0	\$416	\$0	2028
8 Fare Payment Technology - St.Catharines Transit		\$3,728	\$0	\$3,728	0.0%	\$500	\$0	\$3,228	\$0	2030
Accessible Bus Replacement - 2024		\$1,999	\$0	\$1,999	0.0%	\$1,999	\$0	\$0	\$0	2025
Bus Stops and Shelters		\$2,100	\$0	\$2,100	0.0%	\$1,500	\$600	\$0	\$0	2026
Camera Upgrades - St.Catharines Transit		\$2,127	\$1,351	\$777	63.5%	\$500	\$363	\$0	\$0	2026
Conventional Diesel Bus Refurbishment - 2024		\$1,071	\$0	\$1,071	0.0%	\$1,071	\$0	\$0	\$0	2025
Niagara Falls Parking and Storage Extension		\$3,850	\$0	\$3,850	0.0%	\$0	\$3,850	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Scheduling Software - 2024		\$1,000	\$843	\$157	84.3%	\$245	\$245	\$382	\$0	2027
St.Catharines Transit Facility Phase 1		\$1,722	\$703	\$1,020	40.8%	\$143	\$877	\$0	\$0	2026
St.Catharines Transit Facility Phase 2		\$4,000	\$0	\$4,000	0.0%	\$0	\$4,000	\$0	\$0	2026
St.Catharines Transit Facility Phase 3		\$2,182	\$0	\$2,182	0.0%	\$0	\$0	\$2,182	\$0	2027
Welland Transit Garage Phase 1 and 2		\$12,320	\$0	\$12,320	0.0%	\$0	\$5,000	\$7,320	\$0	2028
Total Niagara Transit Commission		\$63,802	\$27,477	\$36,325	43.1%	\$30,630	\$14,935	\$13,528	\$0	
Ambulance & Equipment - 2019 (Note 5)		\$2,301	\$2,141	\$161	93.0%	\$261	\$0	\$0	- \$100	2025
Ambulance & Equipment - 2022		\$1,452	\$1,414	\$38	97.4%	\$38	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Ambulance & Equipment Replacement - 2023		\$3,262	\$2,936	\$326	90.0%	\$534	\$0	\$0	\$0	2026
Ambulance & Equipment Replacement - 2024		\$2,991	\$2,851	\$139	95.3%	\$0	\$2,156	\$0	\$0	2027
Ambulances - 2023		\$1,133	\$944	\$190	83.2%	\$244	\$0	\$0	\$0	2026
Emergency Medical Services Stretcher and Loader (Note 1)		\$2,818	\$2,400	\$418	85.2%	\$0	\$0	\$0	\$418	2025
Laptop & iMedic Replacement - 2024		\$1,730	\$1,717	\$13	99.2%	\$1,400	\$250	\$0	\$0	2027
Mobile Dental Unit - 2021 (Note 1)		\$1,150	\$739	\$411	64.2%	\$20	\$0	\$0	\$532	2025
Total Public Health		\$16,837	\$15,141	\$1,696	89.9%	\$2,496	\$2,406	\$0	\$850	
16 Mile Creek Structure Rehabilitation - 2021		\$3,175	\$2,903	\$272	91.4%	\$2,800	\$184	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
7th Street Bridge Structure Rehabilitation - 2019		\$3,775	\$3,538	\$237	93.7%	\$3,614	\$0	\$0	\$0	2026
81-Vinhaven/23rd - Lincoln		\$2,420	\$1,006	\$1,414	41.6%	\$1,669	\$0	\$0	\$0	2045
Annual - Fleet & Vehicle Replacement Program - 2020		\$2,617	\$2,537	\$80	96.9%	\$82	\$0	\$0	\$0	2025
Annual - Fleet & Vehicle Replacement Program - 2022		\$2,163	\$1,675	\$488	77.4%	\$680	\$0	\$0	\$0	2025
Annual - Fleet Snowplow Replacement - 2024		\$2,697	\$2,406	\$291	89.2%	\$0	\$2,697	\$0	\$0	2026
Annual - Fleet Snowplow Replacement Program - 2022		\$3,690	\$3,663	\$27	99.3%	\$0	\$3,690	\$0	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Roads Resurfacing - 2021		\$10,000	\$9,899	\$101	99.0%	\$231	\$0	\$0	\$0	2025
Annual - Roads Resurfacing - 2022		\$12,500	\$12,395	\$105	99.2%	\$581	\$0	\$0	\$0	2027
Annual - Roads Resurfacing - 2023		\$4,550	\$4,419	\$131	97.1%	\$1,048	\$0	\$0	\$0	2026
Annual - Roads Resurfacing Program - 2024		\$12,000	\$11,860	\$140	98.8%	\$7,177	\$0	\$0	\$0	2027
Annual - Storm Sewer & Culvert Program - 2020		\$1,154	\$1,152	\$2	99.8%	\$2	\$0	\$0	\$0	2025
Annual - Storm Sewers & Culverts - 2023		\$2,500	\$2,488	\$12	99.5%	\$227	\$0	\$0	\$0	2026
Annual - Storm Sewers & Culverts - 2024		\$1,690	\$1,564	\$126	92.5%	\$1,629	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Structural Rehabilitation - 2016 Program		\$3,460	\$3,447	\$13	99.6%	\$82	\$0	\$0	\$0	2026
Annual - Structural Rehabilitation - 2019 Program (Note 10)		\$1,000	\$1,047	- \$47	104.7%	- \$9	\$0	\$0	\$0	2025
Annual - Structural Rehabilitation - 2020 Program		\$1,000	\$999	\$1	99.9%	\$126	\$0	\$0	\$0	2025
Annual - Structural Rehabilitation - 2021 Program		\$1,500	\$1,103	\$397	73.6%	\$1,060	\$0	\$0	\$0	2028
Annual - Structural Rehabilitation - 2022 Program		\$2,000	\$29	\$1,971	1.5%	\$971	\$1,000	\$0	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Structural Rehabilitation - Beaver Creek Bridge		\$1,750	\$480	\$1,270	27.4%	\$50	\$50	\$1,406	\$0	2026
Annual - Traffic Signal Program		\$2,945	\$261	\$2,684	8.9%	\$0	\$0	\$2,812	\$0	2027
Capacity Improvements - Charnwood/McLeod		\$11,750	\$1,460	\$10,290	12.4%	\$1,400	\$2,000	\$8,074	\$0	2030
Capacity Improvements - New Escarpment Crossing		\$4,700	\$1,328	\$3,372	28.3%	\$1,100	\$1,000	\$1,336	\$0	2028
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$15,096	\$14,477	\$619	95.9%	\$756	\$0	\$0	\$0	2026
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$13,886	\$13,458	\$428	96.9%	\$500	\$681	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Capacity Improvements - RR10 Livingston/QEW-GR		\$35,830	\$24,506	\$11,324	68.4%	\$22,003	\$5,000	\$6,353	\$0	2028
Capacity Improvements - RR98 Montrose Road		\$46,122	\$39,426	\$6,696	85.5%	\$8,400	\$0	\$0	\$0	2025
Environmental Assessment - RR 42 Ontario Street		\$22,721	\$18,335	\$4,387	80.7%	\$6,956	\$0	\$0	\$0	2026
Four Mile Pond Culvert - 2024		\$1,000	\$444	\$556	44.4%	\$50	\$50	\$886	\$0	2027
Griffin Street RR 20 Rehabilitation - 2019		\$9,700	\$8,518	\$1,182	87.8%	\$8,166	\$1,182	\$0	\$0	2027
Highway 20 Structure Rehabilitation - 2020		\$2,500	\$458	\$2,042	18.3%	\$0	\$2,500	\$0	\$0	2028

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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Illumination Program - 2020		\$1,000	\$714	\$286	71.4%	\$295	\$0	\$0	\$0	2025
Intersection - RR20 Industrial Park to Townline Phase 2		\$3,681	\$3,618	\$63	98.3%	\$63	\$0	\$0	\$0	2025
Intersection Improvement - RR 100 Four Mile Creek - 2019		\$1,000	\$980	\$20	98.0%	\$484	\$20	\$0	\$0	2025
Intersection Improvement - RR 49 McLeod Road - 2020		\$1,700	\$2	\$1,698	0.1%	\$1,650	\$48	\$0	\$0	2026
Intersection Improvement - RR 55 Niagara St - 2020		\$4,450	\$288	\$4,162	6.5%	\$4,250	\$140	\$0	\$0	2026
Intersection Improvement - RR24 Victoria Ave		\$3,700	\$1,747	\$1,953	47.2%	\$50	\$1,971	\$50	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Intersection Improvement - RR46 Geneva Street		\$1,000	\$967	\$33	96.7%	\$33	\$0	\$0	\$0	2025
Intersection Improvement -RR81 King St at Main & Nineteenth		\$1,400	\$68	\$1,332	4.8%	\$1,332	\$0	\$0	\$0	2025
JR Stork Structure - 2018 (Note 7)		\$1,500	\$624	\$876	41.6%	\$11,376	\$0	\$0	- \$10,282	2025
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$983	\$17	98.3%	\$152	\$0	\$0	\$0	2025
Roads Facility Program - Patrol Yard Improvement - 2020 (Note 10)		\$1,000	\$1,170	- \$170	117.0%	\$448	\$0	\$0	\$0	2025
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,478	\$315	91.7%	\$0	\$315	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Rehabilitation - RR 27 Main St West from Prince Charles Dr to Niagara St		\$5,800	\$23	\$5,777	0.4%	\$5,250	\$527	\$0	\$0	2026
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$4,808	\$3,172	\$1,636	66.0%	\$2,323	\$1,636	\$0	\$0	2025
Roads Rehabilitation - RR 67 Pine St		\$1,150	\$2	\$1,148	0.1%	\$1,148	\$0	\$0	\$0	2026
Roads Rehabilitation - RR 72 Louth St - 2019		\$1,100	\$460	\$640	41.8%	\$505	\$180	\$0	\$0	2026
Roads Rehabilitation - RR1 Albert/Lakeshore (Note 3)		\$7,559	\$7,522	\$38	99.5%	\$0	\$0	\$0	\$333	2025
Roads Rehabilitation - RR20 Lundy's Lane		\$4,200	\$2,076	\$2,124	49.4%	\$2,150	\$1,000	\$617	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$4,750	\$4,600	\$150	96.8%	\$159	\$0	\$0	\$0	2025
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$700	\$1,075	39.5%	\$500	\$575	\$0	\$0	2030
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$6,600	\$685	\$5,915	10.4%	\$5,250	\$801	\$0	\$0	2026
Roads Rehabilitation - RR529 Webber to River (Note 1)		\$3,350	\$2,436	\$914	72.7%	\$793	\$0	\$0	\$400	2026
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$20,145	\$5,155	79.6%	\$2,650	\$5,155	\$0	\$0	\$0
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2		\$7,622	\$7,214	\$408	94.6%	\$1,000	\$262	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Rehabilitation - RR69 Wessel/Centre Phase 3 (Note 1)		\$8,000	\$5,465	\$2,535	68.3%	\$456	\$2,000	\$0	\$500	2026
Roads Rehabilitation - RR81 Durham to Lincoln (Note 9)		\$9,745	\$9,042	\$703	92.8%	\$9,300	\$0	\$0	- \$444	2028
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,613	\$187	93.3%	\$189	\$0	\$0	\$0	2024
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$9,900	\$9,725	\$175	98.2%	\$195	\$0	\$0	\$0	2024
Roads Rehabilitation Miscellaneous Construction Program		\$1,000	\$286	\$714	28.6%	\$400	\$314	\$0	\$0	2026
RR102 Bridge Structure - 2024		\$4,000	\$6	\$3,994	0.1%	\$651	\$2,000	\$1,343	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
RR19 Gilmore Intersection Improvement - 2023		\$1,000	\$340	\$660	34.0%	\$200	\$300	\$350	\$0	2028
RR512 Livingston Capacity Improvement - 2020 (Note 3)		\$1,237	\$1,070	\$167	86.5%	\$400	\$400	\$350	\$9	2035
RR69 - Victoria to Rosedene		\$6,800	\$4,878	\$1,922	71.7%	\$5,505	\$1,000	\$13	\$0	2027
Storm Pumping Station Improvements - McLeod Rd at Stanley Ave - 2017 (Note 1)		\$2,360	\$2,302	\$58	97.5%	\$116	\$0	\$0	\$58	2024
Structural Rehabilitation - 045205 Oswego Creek		\$8,425	\$5,947	\$2,478	70.6%	\$4,000	\$3,682	\$0	\$0	2030

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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Structural Rehabilitation - East Main St. Bridge West of RR84 (Note 1)		\$4,800	\$3,154	\$1,646	65.7%	\$1,500	\$0	\$0	\$494	2025
Structural Rehabilitation - Glenridge Ave Bridge Rehab over CNR tracks		\$8,500	\$3,619	\$4,881	42.6%	\$2,018	\$3,000	\$3,171	\$0	2027
Structural Rehabilitation - Hydro Canal North		\$6,877	\$5,404	\$1,473	78.6%	\$6,000	\$568	\$0	\$0	2025
Structural Rehabilitation - Niagara St. Bridge		\$1,600	\$1,563	\$37	97.7%	\$1,000	\$182	\$0	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Structural Rehabilitation - RR 81 Retaining Wall - 22		\$1,550	\$372	\$1,178	24.0%	\$350	\$500	\$350	\$0	2025
Structural Rehabilitation - RR12 Mountain St Retaining Wall		\$4,500	\$3,808	\$692	84.6%	\$4,316	\$0	\$0	\$0	2027
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$34,655	\$34,100	\$556	98.4%	\$25,000	\$3,000	\$315	\$0	2027
Structural Rehabilitation Hwy20 (Note 1)		\$6,000	\$5,021	\$979	83.7%	\$1,000	\$0	\$0	\$149	2025
Structural Replacement - RR81 20 Mile Arch Bridge		\$10,463	\$8,268	\$2,194	79.0%	\$8,500	\$1,454	\$0	\$0	2028
Thorold Yard Interior - 2024		\$1,800	\$134	\$1,666	7.4%	\$1,725	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Transporation Master Plan - 2024		\$1,000	\$0	\$1,000	0.0%	\$750	\$250	\$0	\$0	2027
Public Works - Roads & Fleet		\$478,142	\$362,071	\$116,072	75.7%	\$186,783	\$51,313	\$27,427	- \$8,783	
GO Transit		\$24,442	\$12,230	\$12,212	50.0%	\$12,745	\$0	\$0	\$0	2025
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$8,402	\$0	\$0	\$0	2025
St.Catharines Go Precinct - 2020		\$4,800	\$4,626	\$174	96.4%	\$150	\$50	\$1	\$0	2027
Total GO Transit		\$37,644	\$16,856	\$20,788	44.8%	\$21,297	\$50	\$1	\$0	
Total Public Works - Levy		\$515,786	\$378,926	\$136,860	73.5%	\$208,080	\$51,363	\$27,429	- \$8,783	
15-Bridge-Drop-Off Depot (Note 6)		\$3,594	\$3,594	\$0	100.0%	\$850	\$0	\$0	- \$740	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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Miscellaneous Enhancements and Replacements - 2024		\$1,360	\$227	\$1,133	16.7%	\$900	\$298	\$0	\$0	2027
Brock Lands Road Expansion (Note 4)		\$2,000	\$0	\$2,000	0.0%	\$0	\$0	\$0	\$2,000	2025
Glenridge - Leachate Collection System (Note 2)		\$2,175	\$2,104	\$71	96.8%	\$72	\$0	\$0	\$71	2026
Glenridge - Passive Gas System (Note 1)		\$4,484	\$4,081	\$403	91.0%	\$1,500	\$0	\$0	\$209	2025
Humberstone - Infrastructure Upgrades (Note 1)		\$11,476	\$9,878	\$1,598	86.1%	\$200	\$550	\$200	\$779	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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Humberstone Landfill Gas Collection and Control System Phase 3 (Note 2)		\$3,492	\$3,445	\$47	98.7%	\$0	\$0	\$0	\$74	2024
Mountain - Leachate Collection System Upgrade (Note 1)		\$4,102	\$3,265	\$838	79.6%	\$2,950	\$200	\$0	\$588	2026
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation (Note 1)		\$3,805	\$3,402	\$403	89.4%	\$0	\$0	\$0	\$403	2024
Quarry Site Improvements		\$3,385	\$3,313	\$72	97.9%	\$2,545	\$186	\$0	\$0	2026
Total Waste Management		\$39,873	\$33,309	\$6,564	83.5%	\$9,017	\$1,234	\$200	\$3,383	
Baker Road Waste Water Treatment Plant Capacity Expansion - 2023		\$1,500	\$837	\$663	55.8%	\$1,280	\$163	\$0	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Bal Harbor Sewer Pump Station Electrical - 2020		\$2,200	\$1,803	\$397	82.0%	\$1,666	\$381	\$0	\$0	2025
Bender Hill Sewage Pump Station Upgrade - 2017		\$8,911	\$550	\$8,361	6.2%	\$500	\$3,000	\$4,863	\$0	2028
Dain City SPS Upgrade - 2019 (Note 7)		\$4,471	\$531	\$3,940	11.9%	\$3,000	\$3,500	\$1,000	- \$3,552	2027
Decommission Grassy Brook Sewage Pump Station	Uninitiated	\$1,139	\$0	\$1,139	0.0%	\$250	\$250	\$639	\$0	2028
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake (Note 1)		\$2,700	\$765	\$1,935	28.3%	\$1,056	\$0	\$0	\$1,029	2026
Digester & Sludge Management Program - 2024		\$2,500	\$0	\$2,500	0.0%	\$100	\$1,000	\$1,400	\$0	2027
Digester & Sludge Program - 2020		\$2,450	\$715	\$1,735	29.2%	\$1,939	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Digester & Sludge Program - 2021		\$2,300	\$2,128	\$172	92.5%	\$314	\$0	\$0	\$0	2024
Digester Management - CB, WE, PW - 2023		\$4,000	\$644	\$3,356	16.1%	\$3,725	\$0	\$0	\$0	2026
Forcemain Replacement Beaverdams Sewage Pump Station		\$9,015	\$6,693	\$2,322	74.2%	\$4,238	\$1,047	\$0	\$0	2026
Forcemain Replacement Campden Sewage Pump Station (Note 1)		\$1,120	\$1,107	\$13	98.9%	\$0	\$0	\$0	\$135	2024
Forcemain Replacement Carleton Pump Station		\$1,185	\$1,184	\$1	99.9%	\$6	\$0	\$0	\$0	2024
Forcemain Replacement East Side Sewage Pump Station (Note 10)		\$1,975	\$2,516	- \$541	127.4%	\$165	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Forcemain Replacement Jordan Valley Sewage Pump Station		\$3,175	\$634	\$2,541	20.0%	\$1,074	\$1,074	\$606	\$0	2027
Generator Replacement - Seaway Wastewater Treatment Plant (Note 3)		\$3,375	\$2,809	\$566	83.2%	\$500	\$2,500	\$0	\$14	2026
Lagoon Upgrade program - Stevensville/Douglastown		\$9,300	\$8,712	\$588	93.7%	\$350	\$600	\$429	\$0	2027
Lakewood Garden Sewage Pump Station Upgrade - 2020 (Note 3)		\$3,100	\$2,030	\$1,070	65.5%	\$900	\$1,300	\$659	\$1	2027
Mill St Area Sanitary - 2021		\$1,650	\$1,296	\$354	78.5%	\$434	\$0	\$0	\$0	2025
Miscellaneous Program - Chemical System Upgrades - 2017		\$2,100	\$1,975	\$125	94.0%	\$125	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,450	\$1,590	\$860	64.9%	\$1,081	\$554	\$0	\$0	2026
Niagara Falls Overflow Diversion - McLeod	Uninitiated	\$1,891	\$0	\$1,891	0.0%	\$300	\$300	\$1,291	\$0	2028
Ontario St PS Upgrades - 2021		\$2,100	\$1,441	\$659	68.6%	\$1,255	\$405	\$0	\$0	2028
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,700	\$1,646	\$54	96.8%	\$195	\$83	\$0	\$0	2026
Pump Station Improvement Program - Catharine St (Note 9)		\$2,088	\$1,829	\$259	87.6%	\$1,500	\$0	\$0	- \$968	#N/A
Pump Station Improvement Program - Cole Farm		\$5,450	\$5,428	\$22	99.6%	\$1,287	\$175	\$0	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Improvement Program - Design		\$5,711	\$4,896	\$815	85.7%	\$854	\$0	\$0	\$0	2025
Pump Station Improvement Program - East Side Port Colborne		\$5,500	\$560	\$4,940	10.2%	\$0	\$0	\$4,940	\$0	2025
Pump Station Improvement Program - George St (Note 2)		\$2,850	\$2,436	\$414	85.5%	\$296	\$0	\$0	\$144	2024
Pump Station Improvement Program - Hunters Pointe (Note 1)		\$1,170	\$1,083	\$87	92.6%	\$16	\$0	\$0	\$75	2025
Pump Station Improvement Program - Lakeshore Road (Note 3)		\$7,400	\$952	\$6,448	12.9%	\$35	\$1,000	\$5,500	\$2	2027
Pump Station Improvement Program - Laurie Ave		\$7,200	\$4,042	\$3,158	56.1%	\$5,901	\$805	\$0	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Improvement Program - Mewburn (Note 3)		\$8,735	\$964	\$7,771	11.0%	\$75	\$75	\$7,660	\$3	2028
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,185	\$99	97.0%	\$99	\$0	\$0	\$0	2025
Pump Station Improvement Program - Shirley Road (Note 3)		\$3,900	\$2,162	\$1,738	55.4%	\$2,500	\$900	\$0	\$35	2026
Pump Station Improvement Program - Woodsvew		\$2,920	\$502	\$2,418	17.2%	\$505	\$1,694	\$300	\$0	2027
Renown SPS Upgrade - 2019		\$1,750	\$1,186	\$564	67.8%	\$750	\$326	\$150	\$0	2027
Seaway Wastewater Treatment Plant Ferric Upgrade - 2020 (Note 3)		\$2,950	\$2,598	\$352	88.1%	\$2,550	\$0	\$0	\$5	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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Sewer & Forcemain Program - Dain City (Note 2)		\$12,252	\$11,949	\$302	97.5%	\$250	\$0	\$0	\$969	2025
Sewer & Forcemain Program - Tupper Dr Trunk (Note 3)		\$6,410	\$4,612	\$1,798	72.0%	\$1,500	\$800	\$500	\$24	2025
Sewer Relining Program (Note 1)		\$1,361	\$1,354	\$7	99.5%	\$0	\$0	\$0	\$7	2028
Sewer Trunk Rehabilitation - Thundering Waters (Note 3)		\$11,300	\$9,711	\$1,589	85.9%	\$10,800	\$210	\$0	\$2	2026
Sludge Septic Haulage Program - 2021		\$2,000	\$330	\$1,670	16.5%	\$420	\$1,200	\$313	\$0	2026
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station		\$600	\$0	\$600	0.0%	\$0	\$0	\$600	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station	Uninitiated	\$5,312	\$0	\$5,312	0.0%	\$0	\$0	\$5,312	\$0	2027
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station	Uninitiated	\$3,322	\$0	\$3,322	0.0%	\$0	\$0	\$3,322	\$0	2024
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St	Uninitiated	\$5,921	\$0	\$5,921	0.0%	\$0	\$0	\$5,921	\$0	2024
South Niagara Falls Wastewater Treatment Plant Outfall		\$780	\$5	\$775	0.7%	\$500	\$275	\$0	\$0	2030
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	\$4,962	\$0	\$4,962	0.0%	\$500	\$909	\$3,553	\$0	2030

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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
South Niagara Falls Wastewater Treatment Plant Trunk		\$6,264	\$5,874	\$390	93.8%	\$650	\$300	\$4,843	\$0	2028
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	\$101,557	\$0	\$101,557	0.0%	\$0	\$0	\$101,557	\$0	2028
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	\$19,612	\$0	\$19,612	0.0%	\$0	\$0	\$19,612	\$0	2024
Spring Gardens Sewer Pump Station Upgrade - 2021		\$13,026	\$470	\$12,556	3.6%	\$12,647	\$50	\$0	\$0	2026
SPS & FM Upgrade at City Hall - Port Colborne - 2018 (Note 7)		\$3,439	\$585	\$2,854	17.0%	\$2,500	\$2,500	\$450	- \$2,551	2027
Storage Facility Upgrade - Garner Road (Note 3)		\$6,590	\$937	\$5,653	14.2%	\$2,500	\$3,000	\$500	\$54	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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Streamside SPS Upgrade - 2023 (Note 8)		\$1,314	\$16	\$1,298	1.2%	\$500	\$2,836	\$0	- \$2,038	2026
Trunk Sewer Quaker Road - 2020 (Note 9)		\$12,198	\$11,890	\$308	97.5%	\$7,000	\$0	\$0	- \$2,726	2025
Waste Water Treatment Plant Digester Upgrade - Anger Ave - 2018		\$2,150	\$1,509	\$641	70.2%	\$1,200	\$763	\$0	\$0	2026
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,766	\$129	99.7%	\$270	\$0	\$0	\$0	2025
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$31,076	\$30,120	\$956	96.9%	\$9,877	\$4,938	\$0	\$0	2028
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls	Uninitiated	\$216,582	\$0	\$216,582	0.0%	\$0	0	\$216,495	\$0	2028

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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wastewater Treatment Plant Electrical Upgrade - Seaway - 2019 (Note 3)		\$1,295	\$147	\$1,148	11.4%	\$0	\$1,000	\$150	\$35	2027
Wastewater Treatment Plant Infl Channel - Seaway - 2019 (Note 3)		\$10,745	\$7,783	\$2,962	72.4%	\$4,000	\$6,000	\$300	\$7	2027
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$38,370	\$1,130	97.1%	\$491	\$1,130	\$0	\$0	2028
Wastewater Treatment Plant Upgrade - Niagara Falls		\$62,031	\$60,791	\$1,240	98.0%	\$12,465	\$0	\$0	\$0	2026
Wastewater Treatment Plant Upgrade - Port Weller		\$5,170	\$4,155	\$1,015	80.4%	\$1,765	\$507	\$0	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wastewater Treatment Plant Upgrade - Welland		\$24,373	\$24,137	\$236	99.0%	\$1,450	\$0	\$0	\$0	2025
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$642	\$1,758	26.8%	\$1,300	\$458	\$0	\$0	2026
Wastewater Treatment Plant WGB Upgrades - Port Dalhousie - 2021 (Note 3)		\$5,900	\$5,000	\$900	84.7%	\$3,710	\$1,542	\$0	\$367	2026
Total Wastewater		\$804,552	\$341,583	\$462,970	42.5%	\$117,116	\$49,552	\$392,864	- \$8,926	
Bemis ET Replacement - 2021		\$2,500	\$329	\$2,171	13.2%	\$0	\$2,259	\$0	\$0	2028
Decew High Lift Pump Sizing		\$2,731	\$2,500	\$231	91.6%	\$440	\$0	\$0	\$0	2025
DeCew Low Lift Booster - 2019		\$14,707	\$12,238	\$2,469	83.2%	\$6,743	\$3,171	\$200	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
DeCew Plant 1 Mixing System - 2021		\$1,850	\$181	\$1,669	9.8%	\$28	\$0	\$1,667	\$0	2028
DeCew UV Upgrade - 2019		\$1,550	\$1,458	\$92	94.1%	\$1,190	\$0	\$0	\$0	2026
DeCew Water Treatment Plant Intake Building		\$5,449	\$5,342	\$106	98.0%	\$417	\$0	\$0	\$0	2025
Elevated Tank - New - Fort Erie (Note 3)		\$23,755	\$20,267	\$3,488	85.3%	\$12,000	\$10,000	\$900	\$29	2026
Elevated Tank - New - Pelham		\$2,820	\$1,671	\$1,149	59.3%	\$1,000	\$668	\$624	\$0	2028
Elevated Tank Replacement - Lundy's Lane (Note 3)		\$3,000	\$324	\$2,676	10.8%	\$1,000	\$1,000	\$700	\$70	2025
Glendale Watermain Valves - 2023 (Note 3)		\$1,000	\$0	\$1,000	0.0%	\$600	\$399	\$0	\$1	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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Granular Activated Carbon Replacement Program - 2021		\$2,500	\$2,461	\$39	98.5%	\$454	\$0	\$0	\$0	2025
Meter Replacement Program		\$3,900	\$3,864	\$36	99.1%	\$240	\$0	\$0	\$0	2025
Miscellaneous Program - System Storage - Grimsby		\$20,914	\$19,956	\$958	95.4%	\$679	\$438	\$0	\$0	2026
New Transm Main in Smithville - 2021		\$7,463	\$19	\$7,444	0.2%	\$20	\$20	\$7,404	\$0	2026
Pumping Station Upgrades - Shoalts Drive		\$1,400	\$1,233	\$167	88.1%	\$1,328	\$0	\$0	\$0	2028
Reservoir & Storage Program - 2021		\$3,000	\$2,351	\$649	78.4%	\$1,303	\$0	\$0	\$0	2025
Reservoir and Storage Program - 2019 (Note 7)		\$2,450	\$2,129	\$321	86.9%	\$1,500	\$2,000	\$250	- \$1,447	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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
St.Davids Chlorination Facility Upgrade - 2020		\$2,750	\$249	\$2,501	9.1%	\$1,830	\$700	\$0	\$0	2026
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.2%	\$3,100	\$974	\$0	\$0	2026
TruckMain Upgrade - Grimsby Water Treatment Plant - 2022		\$5,800	\$533	\$5,267	9.2%	\$2,847	\$1,694	\$1,000	\$0	2030
Valve Rehabilitation - Drummond Road		\$3,200	\$177	\$3,023	5.5%	\$3,067	\$0	\$0	\$0	2025
Water Treatment Plant Expansion - Grimsby		\$6,500	\$988	\$5,512	15.2%	\$2,875	\$1,300	\$1,843	\$0	2030
Water Treatment Plant Raw Water Intake - Niagara Falls		\$4,771	\$2,661	\$2,110	55.8%	\$2,391	\$0	\$0	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Water Treatment Plant Roadway & Parking Lot - Grimsby (Note 1)		\$2,130	\$2,110	\$20	99.0%	\$0	\$0	\$0	\$25	2025
Water Treatment Plant Upgrade - Decew Falls - 2016		\$45,350	\$42,699	\$2,651	94.2%	\$15,984	\$6,992	\$1,000	\$0	2027
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		\$2,000	\$283	\$1,717	14.2%	\$1,728	\$0	\$0	\$0	2028
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$4,867	\$4,724	\$142	97.1%	\$332	\$0	\$0	\$0	2025
Water Treatment Plant Upgrade - Niagara Falls - 2018		\$6,815	\$4,968	\$1,847	72.9%	\$1,200	\$2,300	\$985	\$0	2027
Water Treatment Plant Upgrade - Port Colborne		\$11,700	\$11,366	\$334	97.1%	\$800	\$274	\$0	\$0	2026
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$1,059	\$1,627	39.4%	\$250	\$1,000	\$908	\$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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Water Treatment Plant Upgrade - Rosehill		\$15,000	\$14,463	\$537	96.4%	\$548	\$0	\$0	\$0	2025
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$4,018	\$982	80.4%	\$2,668	\$0	\$0	\$0	2028
Watermain Program - Along CNR Grimsby		\$23,425	\$23,059	\$366	98.4%	\$2,402	\$0	\$0	\$0	2025
Watermain Program - Barrick Road		\$1,965	- \$204	\$2,169	-10.4%	\$2,646	\$0	\$0	\$0	2027
Watermain Program - Welland Canal Extension		\$9,420	\$9,352	\$68	99.3%	\$8,000	\$870	\$0	\$0	2025
Watermain Program - Welland East and West		\$4,800	\$4,638	\$162	96.6%	\$173	\$0	\$0	\$0	2027
Watermain Replacement - Vineland 19th Street and Glen Road (Note 10)		\$1,472	\$1,490	- \$18	101.2%	\$0	\$0	\$0	- \$18	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	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Watermain Replacement Ontario St Lincoln - 2020		\$18,336	\$15,862	\$2,475	86.5%	\$4,865	\$2,000	\$0	\$0	2026
Watermain Replacement Victoria Ave King - 2020		\$2,350	\$2,097	\$253	89.3%	\$494	\$0	\$0	\$0	2025
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E		\$3,500	\$1,964	\$1,536	56.1%	\$2,683	\$536	\$0	\$0	2028
York Road Watermain Replace - 2021		\$11,800	\$10,717	\$1,083	90.8%	\$9,507	\$1,500	\$355	\$0	2025
Total Water Works		\$300,706	\$235,604	\$65,101	78.4%	\$99,335	\$40,095	\$17,837	- \$1,341	
Total Projects with remaining budgets greater than \$1 million		\$2,301,191	\$1,531,685	\$769,506	66.6%	\$547,524	\$174,431	\$451,926	- \$13,749	

Note 1: At the time of report preparation, the surplus is anticipated to be returned to respective reserves or CVP in 2025.

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

Capital Project Forecast (in thousands of dollars) - Continued

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

Note 4: Project is being completed in conjunction with partner, as of the Q4 report, timing of when the funds will be spent is not able to be determined. If it is determined that the funds will not be required, the project will be closed and returned to the Capital Variance Project

Note 5: Project is expected to have inflationary pressures requiring additional funds. A CVP request will be submitted in 2025.

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

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

Note 8: Project is under review with the developer to potentially reduce the scope of the project. Any additional funding requirements will be sourced through 80% DC and 20% CVP.

Note 9: Project is expected to have inflationary pressures requiring additional funds. Council report is in the process of being prepared and will be presented to council in 2025.

Note 10: Projects showing a negative budget remaining balance at Q4 are under investigation and the commitments will be corrected in Q1 2025.

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 2024, 63% of projects closed with a surplus.

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

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water	Total Programs
Balance at December 31, 2023	\$5,699	\$1,000	\$4,261	\$11,354	\$22,314
Transfer to Active Capital Projects	- \$1,220	- \$160	- \$835	- \$2,071	- \$4,287
Budget Reductions on Active Capital Projects	\$190	\$950	\$4,699	\$8,989	\$14,828
Transfers from Closed Capital Projects	\$854	\$294	\$3,373	\$1,520	\$6,041
Balance at July 26, 2024	\$5,523	\$2,084	\$11,497	\$19,793	\$38,897
Transfer to Active Capital Projects*	- \$3,726	\$0	- \$635	- \$210	- \$4,571
Budget Reductions on Active Capital Projects	\$0	\$0	\$980	\$0	\$980
Transfers from Closed Capital Projects*	\$961	\$0	\$205	\$0	\$1,166
Balance at October 25, 2024	\$2,757	\$2,084	\$12,048	\$19,583	\$36,472
Transfer to Active Capital Projects	- \$557	\$0	- \$336	\$0	- \$893
Budget Reductions on Active Capital Projects	\$1,507	\$175	\$0	\$0	\$1,682
Transfers from Closed Capital Projects	\$633	\$0	\$0	\$423	\$1,056
Adjustments to Previously Closed Projects	\$20	\$0	\$0	\$0	\$20
Balance at December 31, 2024	\$4,359	\$2,259	\$11,712	\$20,006	\$38,336
Committed to 2025 capital budget				- \$6,687	- \$6,687
Returned to Capital Reserves as per CSD 8-2025		- \$1,259			- \$1,259
Uncommitted Balance at December 31, 2024	\$4,359	\$1,000	\$11,712	\$13,319	\$30,390

*Transfers include project closures from Q3 posted in Q4

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	1,345,007	
Community Services	1,398	To record one time funding from MCCSS (Ministry of Children, Community and Social Assistance) to Ontario Works delivery partners to support extraordinary costs related to Asylum Seeker and Project Management staffing and discretionary program spending per COM 7-2024.
Community Services	1,256	To record one-time funding for the Reaching Home program to support homelessness initiatives per COM 6-2024 detailing the allocation of the funds to Emergency Shelter Solutions, Outreach Support, and Minor Capital for shelters to enhance capacity.
Community Services	100	To record one-time funding from Ontario Works in 2024 to support technology refreshes in the Social Assistance and Employment Opportunities division of community services. The refresh will support an enhanced workflow and life stabilization supports for clients as well as a Data Analyst temporary position.
Community Services	467	To record funding received from the Preceptor Resource and Education Program in Long-Term Care (PREP) for the period April - June 2024 and to re-align the budgets of the long-term Care Homes of Gilmore Lodge and Upper Canada Lodge due to a delay in the opening of the Gilmore Lodge. PREP funding will be used to offset the costs of the operational delay.
Community Services	577	To recognize deferred revenue from the Niagara Childrens Planning Committee (NCPC) and the Laidlaw Foundation to be used for workforce initiatives. Adjustment also recognizes deferred revenue from the Canada-wide Early Learning and Child Care grant carried forward from 2023 commitments.
Community Services	13,181	To record in year funding from the Ministry of Education (MEDU) per COM 3-2024 to support the Canada-wide Early Learning Child Care (CWELCC) program including a CWELCC compliance position and a licensed Home Child Care Advisor. Additional funding is also recorded from MEDU to support Niagara's Early Years and Child Care System.
Community Services	3,884	To record in year funding from the Ministry of Long-Term Care per COM 25-2024. The funding relates to both one time and base funding increases which will be utilized to support programming for long-tem care residents and enchanace staffing initiatives.

Operating Budget Amendments & Adjustment Summary (in thousands of dollars) - Continued

Community Services	3,044	To recognize additional in-year funding from the Ministry of Education per COM 32-2024 to support Niagara Region's Canada Wide Early Learning Child Care (CWELCC) Emerging Issues and Administration. This funding will assist in offsetting any non-discretionary costs not currently supported by CWELCC funding, and administrative costs associated with the implementation of a new cost based funding model for child care operators enrolled in the CWELCC program per the Ministry of Education.
Corporate Services	29,167	To record 2024 encumbrance adjustment as detailed in the 2023 Year-End Results and Transfer Report as per CSD 10-2024
Niagara Regional Police Services	693	To record in year funding from the Victim Support Grant, Mobile Crisis Response Team Enhancement Grant, Preventing Auto Theft Grant, and fully funded secondment for one Detective Constable to the Organized Crime Towing and Auto Theft Team.
Niagara Regional Police Services	385	Per Police Service Board report CL-C 60-2024, Regional Council approved a 2024 budget amendment to fund expenditures related to the implementation of the Community Safety and Policing Act, 2019. The amendment approved the use of the Police Contingency Reserve to fund the expenditures.
Niagara Regional Police Services	379	To record secondment revenue, provincial grant revenue, and re-alignment of salary budgets to reflect updated organizational structure as approved by the police services board and Chief of Police. Secondment revenue relates to the new Repeat Offender Parole Enforcement (ROPE), Ontario Police College (OPC), and Anti-Racism Directorate. Provincial grant revenue recognized relate to the Proceeds of Crime (POC) program and will be utilized on offsetting equipment purchases.
Niagara Transit Commission	772	To record one-time funding from the Investing in Canada Infrastructure Program (ICIP) for Project NIR-07 relating to zero emissions operating costs. Funding to be spent on consulting and salary costs related to the project for 2024.
Public Health	280	To recognize deferred revenue from the Ministry of Natural Resources in Emergency Management to support legacy gas well capping. Funds will be used for additional temporary staff and operating program supplies.
Public Health	101	To recognize funding received from St. Joseph's Healthcare for psychiatric services paid and rendered by Niagara Region Public Health.
Public Health	139	To record base funding increase from the Ministry of Children, Community and Social Services (MCCSS) to support Niagara Region Public Health's Healthy Babies Healthy Children Program by funding an exisiting empty full time equivalent position within the program and increased program delivery costs within Infant & Child Development Services (ICDS).
Total Budget Adjustment	55,822	
December 31, 2024 Adjusted Budget	1,400,829	

Reserve Summary (in thousands of dollars)

Reserves are an important tool to assist in financial management and planning of a municipality. Prudent use of reserves help mitigate fluctuations in taxation and rate requirements and assist in funding capital projects. Reserves are governed by the Region's Reserve and Reserve Fund Policy C-F-013.

At December 31, 2024 the Region's consolidated and uncommitted reserve balance is \$264,540 (\$245,630 at December 31, 2023). The ratio of debt to reserves is an important marker of fiscal sustainability. The lower the ratio, the more financial flexibility that is available to respond to new requirements, and the more secure Niagara Region's overall financial position. The Region's debt to reserve ratio (which includes reserves and development charges and gax tax deferred revenues) stands at 58% (62% at December 31, 2023)

Description	Balances at December 31, 2023	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at December 31, 2024	Year-end Transfers*	Balances at December 31, 2024	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2024
Wastewater Capital	\$12,204	\$38,780	\$0	-\$20,560	\$847	\$31,271	-\$4,634	\$26,637	\$0	\$26,637
Water Capital	\$30,987	\$24,512	\$0	-\$20,298	\$1,370	\$36,571	\$8,924	\$45,495	\$0	\$45,495
Waste Management	\$24,577	\$1,779	\$0	-\$1,883	\$1,015	\$25,488	\$4,979	\$30,467	\$0	\$30,467
General Capital Levy ¹	\$27,292	\$53,808	-\$511	-\$63,184	\$0	\$17,405	\$0	\$17,405	\$0	\$17,405
Infrastructure Deficit	\$1,555	\$4,053	\$0	-\$5,500	\$0	\$108	\$0	\$108	\$0	\$108
Court Services	\$4,101	\$200	\$0	\$0	\$0	\$4,301	\$0	\$4,301	\$0	\$4,301
Facility Renewal										
NRH Owned Units	\$8,810	\$2,915	\$0	-\$9,802	\$0	\$1,923	\$0	\$1,923	\$0	\$1,923
Ontario Police Video Training Alliance	\$80	\$0	\$0	\$0	\$0	\$80	-\$39	\$41	\$0	\$41
Police Capital Levy	\$647	\$1,930	\$0	-\$1,504	\$0	\$1,073	\$0	\$1,073	\$0	\$1,073
Police Vehicle and Equipment	\$78	\$2,255	\$0	-\$2,243	\$0	\$90	\$0	\$90	\$0	\$90
Replacement										
Transit Capital	\$1,460	\$2,167	\$0	-\$2,059	\$63	\$1,631	\$0	\$1,631	\$0	\$1,631
Total Capital Reserves	\$111,791	\$132,399	-\$511	-\$127,033	\$3,295	\$119,941	\$9,230	\$129,171	\$0	\$129,171
Wastewater Stabilization	\$2,017	\$120	-\$1,295	\$0	\$130	\$972	\$50	\$1,022	\$0	\$1,022
Water Stabilization	\$3,479	\$0	-\$659	\$0	\$131	\$2,951	\$0	\$2,951	\$0	\$2,951

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2023	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at December 31, 2024	Year-end Transfers*	Balances at December 31, 2024	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2024
Waste Management Stabilization	\$7,562	\$0	\$0	\$0	\$240	\$7,802	\$0	\$7,802	\$0	\$7,802
Transit Stabilization	\$2,087	\$0	\$0	\$0	\$0	\$2,087	\$1,541	\$3,628	\$0	\$3,628
Encumbrance	\$14,358	\$9,736	-\$12,243	\$0	\$0	\$11,851	\$0	\$11,851	\$0	\$11,851
Taxpayer Relief	\$36,600	\$93	-\$8,806	\$0	\$0	\$27,887	\$10,648	\$38,535	\$0	\$38,535
Police Contingency	\$3,114	\$250	-\$885	\$0	\$0	\$2,479	-\$502	\$1,977	\$0	\$1,977
Police Services	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$242	\$0	\$242
Board Contingency										
Total Corporate Stabilization Reserves	\$69,459	\$10,199	-\$23,888	\$0	\$501	\$56,271	\$11,737	\$68,008	\$0	\$68,008
Circle Route Initiatives	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$1,133	\$0	\$1,133
Hospital Contribution	\$12,750	\$2,215	\$0	\$0	\$0	\$14,965	\$0	\$14,965	\$0	\$14,965
Road Safety Program	\$0	\$1,498	\$0	\$0	\$0	\$1,498	\$0	\$1,498	\$0	\$1,498
Housing Services	\$8,027	\$420	-\$420	\$0	\$0	\$8,027	\$1,756	\$9,783	\$0	\$9,783
Total Specified Contribution Reserves	\$21,910	\$4,133	-\$420	\$0	\$0	\$25,623	\$1,756	\$27,379	\$0	\$27,379
Future Benefit Costs	\$24,704	\$0	-\$250	\$0	\$0	\$24,454	\$0	\$24,454	\$0	\$24,454
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270	\$0	\$2,270
Landfill Liability	\$5,399	\$2,802	\$0	-\$4,277	\$193	\$4,117	\$0	\$4,117	\$0	\$4,117
Police Accumulated Sick Leave	\$430	\$0	-\$200	\$0	\$0	\$230	\$0	\$230	\$0	\$230
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$4,070	\$200	\$0	\$0	\$0	\$4,270	\$0	\$4,270	\$0	\$4,270

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2023	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at December 31, 2024	Year-end Transfers*	Balances at December 31, 2024	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2024
Transit Future Benefit	\$1,595	\$0	-\$1,116	\$0	\$10	\$489	\$0	\$489	\$0	\$489
Total Future Liability Reserves	\$42,620	\$3,002	-\$1,566	-\$4,277	\$203	\$39,982	\$0	\$39,982	\$0	\$39,982
Total (Excluding Deferred Revenues)	\$245,780	\$149,733	-\$26,385	-\$131,310	\$3,999	\$241,817	\$22,723	\$264,540	\$0	\$264,540

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

The strategy allows Council the opportunity to utilize net land sales directly for housing opportunities as these arise. Below is a summary of net proceeds collected and projects where investments have been made under this strategy as of December 31, 2024.

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

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2023	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Bill 23 Impacts - Phase In/Rental Discounts	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Year to Date Interest allocation*	Balances at December 31, 2024	Capital and Operating Commitment s **	Year-End Adjustments ***	Balance Available at December 31, 2024****
Development Charges-General	\$2,436	\$318	\$105	\$25	-\$375	\$0	\$102	\$2,612	-\$132	\$0	\$2,479
Government Development Charges-Police	\$1,264	\$908	\$458	\$110	-\$883	-\$632	\$52	\$1,276	-\$277	\$0	\$999
Services Development Charges-Roads	\$97,058	\$23,509	\$12,673	\$3,011	\$0	-\$12,692	\$4,567	\$128,126	-\$68,762	\$0	\$59,364
Development Charges-Sewer	\$101,932	\$17,332	\$9,639	\$2,186	-\$1,168	-\$12,010	\$4,551	\$122,463	-\$53,740	\$0	\$68,723
Development Charges-Water	\$50,735	\$9,983	\$5,368	\$1,215	\$0	-\$471	\$2,434	\$69,265	-\$27,538	\$0	\$41,727
Development Charges-Emergency	\$3,038	\$518	\$308	\$61	\$0	-\$416	\$136	\$3,645	-\$496	\$0	\$3,149
Medical Development Charges-LT	\$1,680	\$2,662	\$1,318	\$289	\$0	-\$3,468	\$86	\$2,568	-\$2,501	\$0	\$67
Care Development Charges-POA	\$413	\$34	\$0	\$0	\$0	\$0	\$18	\$466	\$0	\$0	\$466
Development Charges-Health	\$2,331	\$65	\$0	\$0	\$0	\$0	\$98	\$2,494	\$0	\$0	\$2,494

Deferred Revenue Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2023	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Bill 23 Impacts - Phase In/Rental Discounts	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Year to Date Interest allocation*	Balances at December 31, 2024	Capital and Operating Commitment s **	Year-End Adjustments ***	Balance Available at December 31, 2024****
Development Charges-Social Housing	\$2,915	\$411	\$0	\$0	\$0	-\$1,297	\$102	\$2,132	-\$376	-\$1,756	\$0
Development Charges-Waste Division	\$5,426	\$488	\$131	\$29	-\$30	-\$2,123	\$193	\$4,114	-\$205	\$0	\$3,910
Development Charges-Transit Services	\$2,907	\$1,109	\$790	\$192	\$0	-\$40	\$163	\$5,121	-\$497	\$0	\$4,625
Development Charges-Public Works (Facilities & Fleet)	\$847	\$682	\$441	\$108	\$0	\$0	\$61	\$2,139	\$0	\$0	\$2,139
Subtotal Development Charges	\$272,981	\$58,020	\$31,232	\$7,227	-\$2,455	-\$33,147	\$12,562	\$346,420	-\$154,521	-\$1,756	\$190,143
Federal Gas Tax	\$50,980	\$15,248	\$0	\$0	\$0	-\$15,807	\$2,078	\$52,499	-\$47,381	\$0	\$5,118
Provincial Gas Tax	\$12,010	\$5,134	\$0	\$0	\$0	-\$2,681	\$926	\$15,390	-\$12,140	\$0	\$3,250
Subtotal Gas Tax	\$62,990	\$20,382	\$0	\$0	\$0	-\$18,488	\$3,004	\$67,889	-\$59,521	\$0	\$8,368
Total	\$335,971	\$78,402	\$31,232	\$7,227	-\$2,455	-\$51,634	\$15,566	\$414,309	-\$214,042	-\$1,756	\$198,511

Deferred Revenue Summary (in thousands of dollars) - Continued

* Interest allocated to Deferred Revenue accounts based on the Region's year-to-date annualized portfolio return of 4.14%.

** 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.

*** Per CSD 14-2023, we transferred funds from the Housing Services Reserve to the Social Housing Development Charge account to address an expected shortfall for commitments made to the Rapid Housing Initiative Port Cares project. We are recommending to return \$1,756 to the Housing Services Reserve as the funding in the development charge account was ultimately sufficient.

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

***** Rounding will occasionally result in a “rounding error,” which is the difference between the result produced using exact arithmetic and the result produced using rounded arithmetic (if you were to use your calculator and add up the rounded figures in the schedules).

Deferred Revenue Summary (in thousands of dollars) - Continued

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

Grant Category	Actuals			Annual Budget	Annual Variance
	Q1-Q3	Q4	Total		
Mandatory Exemptions:					
Bill 23 Phase-In (M)	\$7,159	\$0	\$7,159		
Bill 23 Purpose-Built Rental Discounts (M)	\$19	\$50	\$69		
Intensification RDC Reductions - (M)	\$3,814	\$2,407	\$6,220		
Board of Education - (M)	\$49	\$12	\$61		
Subtotal - Mandatory Exemptions	\$11,039	\$2,469	\$13,508	\$11,685	-\$1,824
Brownfield - (D) ²	\$559	\$5,048	\$5,606	\$4,820	-\$786
Smart Growth Niagara - (D)	\$284	\$547	\$831	\$76	-\$755
Agriculture - (D)	\$2,778	\$7,984	\$10,761	\$5,225	-\$5,536
Place of Worship - (D)	\$125	\$0	\$125	\$96	-\$29
Non-Profit Housing (Bill 23) - (M)	\$0	\$0	\$0	\$618	\$618
Afford. Rental Housing - (D)	\$0	\$0	\$0	\$948	\$948
Other - (D)	\$0	\$0	\$0	\$0	\$0
Subtotal - Other Economic Incentives	\$14,785	\$16,047	\$30,832	\$23,467	-\$7,365
Non-Profit - (D) ¹	\$0	\$4	\$4	\$50	\$46
50% Industrial Expansion - (M)	\$12	\$0	\$12		
Industrial and Gateway - (D) ³	\$1,753	\$5,858	\$7,611		
Subtotal - Industrial and Gateway	\$1,765	\$5,858	\$7,623	\$1,452	-\$5,783
Total	\$16,550	\$21,909	\$38,459	\$23,517	-\$7,319

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

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

Deferred Revenue Summary (in thousands of dollars) - Continued

¹⁻³**Table 2 - Details for Application Based Regional Development Charge Grants (2024)**

¹**2024 Non-Profit RDC Grant Applicants and Approved Amounts**

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2024
Niagara Folk Arts Multicultural Centre	Jul 11, 2024	Building expansion for accessibility upgrades to create a barrier-free environment	St. Catharines	\$5	\$4
Total				\$5	\$4

²**2024 Brownfield RDC Reduction Program Applicants and Approved Amounts**

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid/Accrued 2024
574 King St	Apr 25, 2018	Apartment Complex	Welland	\$63	\$63	\$0
181 Queen St	May 2, 2018	Residential Subdivision	Thorold	\$27,869	\$782	\$0
105 Highway 20	Sep 4, 2018	Mixed Use Multi-Res/Commercial	Pelham	\$308	\$268	\$0
Hibbard St	Oct 5, 2018	Condominium Complex	Fort Erie	\$153	\$149	\$0
27 John St	Oct 22, 2018	Condominium Complex	Grimsby	Pending	Pending	Pending
439 King St	Mar 8, 2019	Retirement Complex	Welland	\$827	\$827	\$0
405 Merritt St	Dec 9, 2018	Residential Subdivision	St. Catharines	\$63	\$63	\$0
7070 Montrose Road	Feb 1, 2021	Retirement Complex	Niagara Falls	\$70	\$70	\$0
3 Abbott St	Sep 28, 2021	Residential Townhouses	St. Catharines	\$1,809	\$1,809	\$1,809

Deferred Revenue Summary (in thousands of dollars) - Continued

5820 Robinson Street	Nov 14, 2018	Residential Townhouses			Niagara Falls	\$704	\$0	\$0
4263 Fourth Ave	Feb 18, 2021	Residential Townhouses			Niagara Falls	\$569	\$569	\$0
3659 Stanley Ave	Oct 4, 2021	Commercial Office Space, Storage Facility			Niagara Falls	\$445	\$94	\$0
401 Canal Street	Feb 25, 2021	Residential, Park, School and Open space			Welland	\$11,938	\$6,155	\$0
57 Carlisle Street	Jun 23, 2022	Apartment Complex			St. Catharines	\$3,238	\$0	\$3,238
Grants Application Prior to 2022 ^{1,2}						\$48,057	\$10,850	\$5,047
181 Queen St	May 2, 2018	Residential Subdivision			Thorold	\$27,869	\$2,377	\$559
Total						\$75,926	\$13,226	\$5,606

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.

Deferred Revenue Summary (in thousands of dollars) - Continued

2024 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2024
Applications:					
18 Seapark Dr	Aug 28, 2023	Manufacturer of pool liners and safety covers	St. Catharines	\$66	\$66
6159 Spring Creek Rd	Mar 7, 2024	Custom metal fabrication and structural steel framework facity	West Lincoln	\$191	\$191
1555 Elm St	Dec 18, 2023	Manufacturer of xantham gum for food and industrial applications	Port Colborne	\$1,347	\$1,347
2626 Winger Rd	Sep 25, 2023	Manufacturing facility for power restoration equipment	Fort Erie	\$75	\$75
4417 Kent Avenue	Dec 8, 2023	Storage of wood and other materials to construct kitchens	Niagara Falls	\$73	\$73
1515 McCleary Drive	May 28, 2024	Assembly of parts into water valve and air release chambers	Thorold	\$64	\$64
1850 Allanport Road	Jun 20, 2024	Custom metal fabrication and structural steel framework	Thorold	\$58	\$58
200 Downs Drive	Jun 4, 2024	Customizable light industrial manufacturing spaces	Welland	\$194	\$194
4465 Kent Avenue	Aug 8, 2024	Repairing and manufacturing of cast components and machine repairs	Niagara Falls	\$15	\$15
5088 Highway 140	Jul 17th 2024	Manufacturing of Lithium Ion Battery Seperators	Port Colborne	\$5,025	\$5,025
3562 Nugent Road	Oct 31, 2024	Curing chambers to cure concrete blocks.	Port Colborne	\$18	\$18
1520 McCleary Drive	Jan 17, 2025	Transportation, sorting, and delivery of packages and goods.	Thorold	\$383	\$383
12 Iroquois Trail	Jan 17, 2025	Service bays to support the large construction and urban environmental equipment	Grimsby	\$101	\$101
Total				\$7,611	\$7,611

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	- \$119,826	
<u>Additional operating reserve transfers (to)/from reserves:</u>		
2023 Encumbrances	\$14,256	2023 Encumbrances (CSD 10-2024)
2023 Encumbrances	- \$1,707	2023 CSO encumbrances no longer needed, closed out to Waste Water Capital Reserve
2024 Encumbrances	- \$11,851	2024 Encumbrances (CSD 8-2025)
Capital Levy	\$6,154	Reversal of budgeted transfer to capital levy reserve so Homelessness Prevention Program (HPP) funds can be redirected to Geneva Street Project in accordance with the HPP Investment Plan 2023-24 (CAO 6-2023).
Capital Levy	\$5,478	Reversal of budgeted transfer of the proceeds from the sale of surplus properties in alignment with the Disposal of Land By-law . Properties are now expected to be sold in 2025 and 2026.
Road Safety Program	- \$1,498	Transfer of net surplus for Vision Zero Road Safety Program to reserves for future use
Capital Levy	- \$11,142	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Levy)

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

Capital Levy	- \$83	Transfer of proceeds from asset disposals for Emergency Medical Services to the capital levy reserve
Housing Services	- \$400	Transfer back to reserve of unused funds related to the capital loan and grant program
Housing Services	- \$20	Transfer back to reserve of unused/surplus funds related to In-Situ Rent Supplements
Water Capital	- \$422	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Water)
Wastewater Capital	- \$7,623	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Wastewater)
Wastewater Capital	- \$120	Transfer back to reserve of unused one time consulting engagement funding to the Wastewater Capital reserve based on review of workplan with the client group
Police Contingency	\$385	Transfer from reserves to fund training costs related to the implementation of the Community Safety & Policing Act. (CL-C 60-2024)
Transit Future Benefit	\$1,116	Transfer from reserve of balance received from legacy transit agencies to fund employee future benefits in accordance to report NTC 3-2024 approved by the board and Council in February 2024
Net operating transfers to reserves	- \$127,348	

Capital Reserve Transfer Reconciliation (in thousands of dollars)

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Council approved net capital transfers per 2023 Budget	\$133,053	Reserve Transfers to capital projects
Capital reserve transfer commitments from 2023 or prior Budget		2023 or prior initiated capital projects
<u>Q1 to Q3 additional capital reserve transfers:</u>		
Transit Capital	- \$36	Returning unused funds to reserve for Project 20001871 bus replacements.
NRH Owned Units	- \$9	To close project 20001533 returning unused funds to reserve
NRH Owned Units	- \$474	Returning funds to reserve for various NRH capital projects where alternative funding from Canada Mortgage and Housing Corporation was utilized
NRH Owned Units	- \$683	Returning funds to reserve for various NRH capital projects where alternative funding from Canada Mortgage and Housing Corporation was utilized. Original transfers being reversed were from 2023
Police Capital Levy	- \$20	To close various projects returning unused funds to reserve per NRPS report #75024.
Police Budget Adjustment	- \$359	To record budget adjustment on project 20000999 (Next Generation 911) due to a successful grant application to have the province fund certain equipment replacement costs.
<u>Q4 additional capital reserve transfers:</u>		
NRH Owned Units	- \$162	Returning funds to reserve for various NRH capital projects where alternative funding from Canada Mortgage and Housing Corporation was utilized
Net capital transfers	\$131,310	

Investment Report (in thousands of dollars)

Investment income during Q4 on the primary portfolio amounted to \$19,157, which is comprised of investment portfolio income including interest and gains on sale of investments as well as interest on cash balances.

Investment Performance

Investment Income Before Transfers to Reserves:

Favourable investment income in Q4 of \$9,874 is a result of a gain on disposal of twelve principal protected notes (PPNs), offset by an income reduction due to a change in reporting related to those PPN's at the start of the year.

Budget vs Actual before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total
Budget	\$8,389	\$8,412	\$8,837	\$9,283	\$34,921
Actual	\$5,998	\$3,318	\$10,368	\$19,157	\$38,841
Variance	-\$2,391	-\$5,094	\$1,531	\$9,874	\$3,920

Year-to-date cumulative portfolio return:

Q1	Q2	Q3	Q4
2.70%	2.47%	2.98%	4.14%

Investment Income After Transfers to Reserves:

Investment income is favourable by \$9,397 in Q4 after allocations to deferred revenues and rate reserves due to the disposal of twelve PPNs. As at December 31, 2024, all PPNs have been disposed of in an effort to better align with our investment strategy.

Budget vs Actual after Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total
Budget	\$8,389	\$8,412	\$8,837	\$9,283	\$34,921
Net Budget Transfers	-\$4,266	-\$4,267	-\$4,265	-\$4,267	-\$17,065
Budget (Net)	\$4,123	\$4,145	\$4,572	\$5,016	\$17,856
Actual	\$5,998	\$3,318	\$10,368	\$19,157	\$38,841
Net Actual Transfers	-\$5,204	-\$4,744	-\$4,743	-\$4,744	-\$19,435
Actual (Net)	\$794	-\$1,426	\$5,625	\$14,413	\$19,406
Variance	-\$3,329	-\$5,571	\$1,053	\$9,397	\$1,550

Note: Staff monitor foreign exchange rates and investment trade in offerings during the year to take advantage of favourable opportunities.

As at December 31, 2024 the Regional investment portfolio had an adjusted book value of \$1.098 billion. The portfolio is currently composed of the following:

- 42.2% Regional reserves and reserve funds (including development charge reserves);
- 40.8% Working capital including capital works-in-progress (capital funding approved in current/previous year's budgets); and,
- 17.0% current funds, deposits and other

Investment Term Holdings

Funds	Book Value	Weight
< 5 Yr	\$312,538	28.5%
5 Yr - 10 Yr	\$376,837	34.3%
10+ Yr	\$221,534	20.2%
Subtotal (Investments)	\$910,908	83.0%
Cash	\$159,632	14.5%
Sinking Fund (Incl.Cash)	\$27,320	2.5%
Total Portfolio	\$1,097,861	100.0%

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings by Institution	Policy Percentage Limits
Bank of Montreal	Corporate	\$126,000	13.45%	25.00%
Bank of Nova Scotia	Corporate	\$45,000	4.80%	25.00%
Canadian Imperial Bank of Commerce	Corporate	\$77,986	8.32%	25.00%
National Bank of Canada	Corporate	\$68,105	7.27%	25.00%
Royal Bank of Canada	Corporate	\$149,357	15.94%	25.00%
Total	Corporate**	\$466,448	49.78%	60.00%
City of Hamilton	Municipal	\$9,175	0.98%	10.00%
City of Montreal	Municipal	\$14,911	1.59%	10.00%
City of Ottawa	Municipal	\$5,347	0.57%	10.00%
City of Toronto	Municipal	\$8,274	0.88%	10.00%
City of Vancouver	Municipal	\$9,278	0.99%	10.00%
County of Wellington	Municipal	\$852	0.09%	10.00%
Quebec City	Municipal	\$5,318	0.57%	10.00%
Region of Halton	Municipal	\$1,520	0.16%	10.00%
Region of Peel	Municipal	\$507	0.05%	10.00%
Region of Waterloo	Municipal	\$24,103	2.57%	10.00%
Region of York	Municipal	\$5,000	0.53%	10.00%
Region of Durham	Municipal	\$14,296	1.53%	10.00%
Ville de Laval	Municipal	\$999	0.11%	10.00%
Ville de Longueuil	Municipal	\$3,091	0.33%	10.00%
York Sinking Fund Debenture	Municipal	\$1,780	0.19%	10.00%
Total	Municipal	\$104,450	11.15%	40.00%
Newfoundland and Labrador Hydro	Provincial	\$8,803	0.94%	25.00%
Ontario Hydro	Provincial	\$23,298	2.49%	25.00%
Province of Alberta	Provincial	\$6,161	0.66%	25.00%
Province of British Columbia	Provincial	\$3,413	0.36%	25.00%
Province of Manitoba	Provincial	\$48,549	5.18%	25.00%
Province of New Brunswick	Provincial	\$2,587	0.28%	25.00%
Province of Newfoundland	Provincial	\$65,108	6.95%	25.00%
Province of Nova Scotia	Provincial	\$9,580	1.02%	25.00%
Province of Ontario	Provincial	\$81,644	8.71%	25.00%
Province of Prince Edward Island	Provincial	\$1,726	0.18%	25.00%
Province of Quebec	Provincial	\$89,739	9.58%	25.00%
Province of Saskatchewan	Provincial	\$4,996	0.53%	25.00%
Quebec Hydro	Provincial	\$12,174	1.30%	25.00%
Total	Provincial	\$357,778	38.19%	75.00%
Region of Niagara Debentures	Municipal	\$3,336	0.36%	100.00%
Canada Housing Trust	Federal	\$4,937	0.53%	100.00%
Total	Federal	\$4,937	0.53%	100.00%
Total Niagara Region Investments (excl Cash)		\$936,948	100.00%	100.00%
General Chequing *	Cash	\$43,135		
High Interest Savings Accounts	Cash	\$112,789		
NRH	Cash	\$3,708		
Sinking Fund	Cash	\$1,280		
Total		\$160,912		
TOTAL including Cash		\$1,097,861		

Note: Holdings by institution exclude cash balances

* Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits or the NRH general operating account and payroll trust accounts. Balances include USD funds converted at quarter end-spot rate of 1.4389.

Debt Report (in thousands of dollars)

On October 8, 2024, S&P (Standard & Poor's) reaffirmed Niagara's rating of AA+. The rating reflects the views on Canadian municipal governments' improved institutional framework. The rating also incorporates S&P's opinion of Niagara's exceptional liquidity, strong budgetary performance and financial management, and moderate debt burden. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

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

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

Department	Total Debt as at December 31, 2023 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at December 31, 2024 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2024	Annual Repayment Limits**
General Government	\$18,687	\$0	-\$2,077	-\$78	\$16,532	\$0	\$16,532	
Police	\$75,886	\$0	-\$4,670	-\$293	\$70,923	\$9,010	\$79,933	
Transportation	\$108,602	\$0	-\$12,886	-\$338	\$95,378	\$45,691	\$141,069	
Public Health	\$8,874	\$0	-\$475	\$0	\$8,399	\$3,037	\$11,436	
Community Services	\$22,863	\$55,299	-\$1,613	\$0	\$76,549	\$79,884	\$156,431	
NRH	\$33,254	\$0	-\$5,362	\$0	\$27,892	\$6,742	\$34,634	
Total Levy	\$268,166	\$55,299	-\$27,083	-\$709	\$295,673	\$144,364	\$440,035	
Niagara Transit Commissson	\$12,931	\$0	-\$1,904	\$0	\$11,027	\$0	\$11,027	
Total Special Levy	\$12,931	\$0	-\$1,904	\$0	\$11,027	\$0	\$11,027	
Wastewater	\$62,982	\$5,000	-\$2,410	-\$1,498	\$64,074	\$282,023	\$346,097	
Water	\$22,480	\$0	-\$583	-\$373	\$21,524	\$6,644	\$28,168	
Total Rate	\$85,462	\$5,000	-\$2,993	-\$1,871	\$85,598	\$288,667	\$374,265	
Total Niagara Region	\$366,559	\$60,299	-\$31,980	-\$2,580	\$392,298	\$433,031	\$825,327	6.40%
Fort Erie	\$6,186	\$3,900	-\$820	\$0	\$9,266	\$0	\$9,266	2.31%
Grimsby	\$1,658	\$7,370	-\$397	\$0	\$8,631	\$0	\$8,631	2.52%

Debt Report (in thousands of dollars) - Continued

Department	Total Debt as at December 31, 2023 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at December 31, 2024 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2024	Annual Repayment Limits**
Lincoln	\$25,786	\$5,255	-\$747	\$0	\$30,294	\$0	\$30,294	3.81%
Niagara-on-the-Lake	\$6,324	\$2,259	-\$532	\$0	\$8,051	\$0	\$8,051	4.33%
Niagara Falls	\$71,295	\$9,100	-\$4,964	\$0	\$75,431	\$0	\$75,431	4.42%
Pelham	\$26,498	\$0	-\$2,223	\$0	\$24,275	\$0	\$24,275	10.17%
Port Colborne	\$26,123	\$0	-\$1,155	\$0	\$24,968	\$0	\$24,968	4.61%
St. Catharines	\$98,099	\$9,800	-\$13,552	-\$350	\$93,997	\$0	\$93,997	9.29%
Thorold	\$440	\$0	-\$141	\$0	\$299	\$0	\$299	0.04%
Wainfleet	\$933	\$4,645	-\$147	\$0	\$5,431	\$0	\$5,431	6.31%
Welland	\$61,009	\$12,000	-\$8,922	\$0	\$64,087	\$0	\$64,087	13.99%
West Lincoln	\$19,301	\$2,671	-\$856	\$0	\$21,116	\$0	\$21,116	16.90%
NPCA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Debt Assumed for Others (External)	\$343,652	\$57,000	-\$34,456	-\$350	\$365,846	\$0	\$365,846	
Total Niagara Region & External	\$710,211	\$117,299	-\$66,436	-\$2,930	\$758,144	\$433,031	\$1,191,173	

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

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

Accounts Receivable Aging Report (in thousands of dollars)

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

Customer Name	Amount Over 120	Explanation of Account	Status
City of St. Catharines	\$32	2023 Transit invoice for finance support to be paid when ICIP funding is received by the City. Collection to continue.	Collection to continue
City of Welland	\$151	In Feb. 2021 Welland deducted \$546 of Niagara Region accounts payable (AP) invoices against balance due on 2020 year-end tax reconciliation bill, and in Jun. 2021 deducted another \$605 in AP invoices against the balance due on the May 2021 water and waste-water bill. Of the \$1,151 deducted, \$1,000 is resolved and \$151 remains in dispute regarding Transportation project cost sharing; discussions with Welland staff continue.	Collection to continue
Cosby Septic Service	\$43	Hauled Sewage customer; financial hardship experienced in 2022 but is committed to paying the balance. Company still operating and generating revenue. Payments have been received monthly towards arrears with most recent being Jan 2025.	Collection to continue
Town of Grimsby (RDC)	\$401	2018 Regional Development Charges invoice; litigation has been commenced to pursue recovery.	Collection to continue
Go Green Fibre	\$89	2022 recycling end market customer invoices; litigation has been commenced to pursue recovery.	Collection to continue
Walsh Canada	\$33	Water billings to Contractor for work performed at the new Gilmore Lodge building. Contractor disputing responsibility and Project Manager continues to try and resolve. Total amount owing may be deducted from final payment now that construction is complete.	Collection to continue
Zurich Insurance Company Note: incorrect customer name (Third Party Vehicle Owner) and comment included in Q3 2024 report	\$230	Surety payments for Welland Wastewater Treatment Plant upgrades- discussion over taxes is holding up payment. Public Works staff working with Zurich to get a resolution.	Collection to continue

Accounts Receivable Aging Report (in thousands of dollars) - Continued

Customer Name	Amount Over 120	Explanation of Account	Status
Long Term Care Resident (32707253)	\$82	Resident is still active but not making any regular payments. As of Jan. 2025, the client's old age security monies will be redirected to the Long Term Care home directly and applied towards monthly accommodation fees. Finance continues to work with Long Term Care staff on collection efforts to mitigate risk, including consultation with legal services.	Collection to continue
TOTAL	\$1,061		

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 18, 2025.

	Dec. 31, 2024	Dec. 31, 2023
FINANCIAL ASSETS		
Cash	\$ 157,706	\$ 107,166
Investments (page 138)	910,908	845,442
Accounts receivable	146,570	125,519
Other current assets	327	630
Tangible capital assets held for sale Debt	400	400
Recoverable from others (page 142)	365,846	343,472
	1,581,757	1,422,629
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	200,708	217,859
Employee future benefits	151,355	140,995
Deferred revenue	471,392	386,326
Unfunded contaminated sites	576	576
Asset Retirement Obligation	151,110	151,110
Long-term liabilities	758,144	709,742
Capital lease obligation	4,018	4,082
	1,737,303	1,610,690
Net debt	(155,546)	(188,061)
NON-FINANCIAL ASSETS		
Tangible capital assets	2,496,831	2,396,341
Inventory	12,926	13,702
Prepaid expenses	30,485	26,848
Other investment	875	875
	2,541,117	2,437,766
Accumulated surplus	\$ 2,385,571	\$ 2,249,705

ACCUMULATED SURPLUS RECONCILIATION:

	Dec. 31, 2024	Dec. 31, 2023
Invested in tangible capital assets	\$ 2,100,153	\$ 2,025,989
Capital fund – unexpended capital financing	242,636	185,558
Operating fund	(14,364)	(10,523)
Canada Games Park	24,416	24,416
Unfunded asset retirement obligation	(81,392)	(81,392)
Unfunded contaminated sites liability	(576)	(576)
Unfunded employee future benefits & post-employment liabilities	(149,843)	(139,546)
Total surplus	2,121,030	2,003,925
Total reserves and reserves funds (page 127)	264,541	245,780
Total accumulated surplus	\$ 2,385,571	\$ 2,249,705

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, 2024. These statements have been compiled by Corporate Services and the departments have validated the information and provided commentary.

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

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

Definition of Column Headings

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

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

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

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

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

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

Definition of Report Rows – Expenditures

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

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

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

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

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

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

Explanation of Statement of Operations - Continued

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

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

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 2024

Niagara  Region

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NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Financial Variance Overview for the Year Ending
December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-02-05

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 Service Board (Board):

- 1) Approve the transfer of \$38,801.00 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) Approve the transfer of \$501,663.58 from the Police Contingency Reserve Fund to fund one-time 2024 expenditures related to the implementation of the Community Safety and Policing Act, 2019 (CSPA).**

Key Facts

- The purpose of this report is to provide an analysis of the 2024 year-end financial results of the Niagara Regional Police Service (Service) and Board as per the Financial Reporting, Control and Procurement of Goods and Services By-Law 412-2024.
- 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, 2024, the Service and Board have a combined Net Expenditure Before Indirect Allocations deficit of \$2,222,553.88.
- Recommended reserve transfers to offset costs associated from the implementation of one-time costs associated with the CSPA and OPVTA operating expenses in the

amount of \$540,464.58 reduce the 2024 deficit to \$1,682,089.31; this deficit represents the costs associated with normal operations.

- The Region Treasurer has approved the recommended reserve transfers as outlined in this report.

Financial Considerations

In accordance with Reserve and Reserve Funds Policy C-F-013, “(Agencies, Boards, and Commissions) 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 \$38,801.00 of reserve funds from the OPVTA reserve, mitigating the deficit in OPVTA operations for 2024.

Approval of recommendation 2 provides for the transfer of \$501,663.58 from the Police Contingency reserve to fund one-time 2024 expenditures related to the implementation of the CSPA, 2019, that was enacted on April 1, 2024. This transfer is consistent with the purposes of this fund and will mitigate one-time expenses not contemplated when the budget was approved.

The Board approved an in-year budget adjustment transfer of \$385,000.00 to fund 6 Training Unit officers for the months of August to December 2024. The table below provides a reconciliation of the balance of CSPA funds currently held in the contingency reserve fund.

	\$
CSPA Funds transferred to Contingency Reserve – Dec 31, 2023	1,909,652.00
2024 In-Year Budget Amendment	(385,000.00)
2024 Year End transfer	(501,663.58)
CSPA Fund balance in Contingency Reserve – Dec 31, 2024	1,022,988.42

The remaining CSPA fund balance will be used to offset one-time expenses for the purchase of C8 Carbine rifles, and costs related to staffing salaries while attending training that was not completed in 2024.

The combined net expenditure before indirect allocations deficit of \$2,222,553.88 is reduced by the recommended net transfers from reserves as follows:

Net Expenditure before Indirect Allocation:	\$
Service Net Expenditure (Deficit)	\$(2,390,318.85)
Police Service Board Net Expenditure Surplus	167,764.97
Total – Net Expenditure (Deficit) before Indirect Allocations	(2,222,553.88)
Net Transfer from Reserve Funds:	
Transfer from Contingency Reserve – CSPA Expenses	501,663.58
Transfer from OPVTA Reserve – OPVTA Deficit	38,801.00
Net Expenditure before Indirect Allocations (Deficit)	\$(1,682,089.31)

The combined net expenditure before indirect allocations is reduced to a \$1,682,089.31 deficit after applying the recommended net reserve transfers. This net deficit from normal operations will be offset by the consolidated levy surplus per the Region's Operating Surplus/Deficit Policy C-F-022. As per Policy C-F-022, "in year deficits will be addressed by reducing programs and/or services within the department with the deficit, where possible, and where not possible offset by other surpluses across the Corporation. Where departmental surpluses may be identified as mitigation to corporate deficits, they would be actioned in accordance with the budget control by-law."

The recommended transfers have been reviewed and approved by the Region Treasurer.

An explanation of the net deficit from normal operations is detailed in the body of the report.

Analysis

The financial variance overview provides a synopsis of the combined net deficit from normal operations for the Service and Board for the year ending December 31, 2024. As detailed in Appendix 1, the Service and Board had a combined Net Expenditure Before Indirect Allocations deficit of \$1,682,089.31, that represents 0.9% of the total budget for the year.

The main contributors to the net deficit were as follows:

- Increased usage of uniform overtime to respond to a record number of major investigations; over budget by \$2,365,875.62
- Civilian overtime to staff units that require minimum staffing level; over budget by \$562,446.46
- Costs associated with pending WSIB claims settled in year; over budget by \$976,372.00
- Loss of Casino funding due to lower Casino revenue received by the City of Niagara Falls; shortfall was \$884,839.92
- Health and Dental and Statutory Deductions such as CPP and EI resulted in a budget shortfall of \$534,628.01

These overages were offset by savings as follows:

- Savings to Uniform regular salaries and benefits resulting from hiring lags in the recruitment process, specialty allowance pays and termination sick payouts; budget savings \$2,288,991.32
- Savings from supply costs specifically related to telecommunications, legal and consulting services, IT software from delays in implementation of key initiatives and vehicle maintenance costs were offset by overages to training accommodation expenses, uniforms to outfit new hires and auxiliary, arsenal equipment, and ammunition for training; net savings \$764,618.41
- Revenue surpluses from grant funding \$433,506.89 and user fee revenue \$154,956.08

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

Compensation:

For the year ending December 31, compensation costs were above the approved budget by \$2,110,776.70, representing 1.1% of the total compensation budget.

This unfavourable variance is the result of overages within uniform salaries due to overtime requirements to respond to major investigations. Civilian salaries have experienced an overage due to overtime requirements in operationally essential units. The Service has also experienced overages in WSIB claims resulting from a number of pending claims settled in the year. Further, actual claims submissions for Health and Dental services exceeded monthly premium fees thereby resulting in a deficit to the Administrative Services Only (ASO) plan. Lastly, statutory deduction expense for CPP, EI and Employer Health Tax surpassed the budget estimate. The total overage for Compensation is estimated to be \$4,439,322.09

Savings of \$2,328,545.39 within this category were realized that offset the deficit impact reported above, savings related to uniform regular wages and benefits resulting from lags in the recruiting process, specialty allowances paid to officers and actual termination sick leave pay-outs fell below the budgeted expense.

Administrative:

For the year ending December 31, administrative costs were below the approved budget by \$123,844.11, representing 2.6% of the total administrative budget.

This favourable variance is from lower than expected spending for external consulting and external legal services, savings in monthly cell phone charges due to the timing of the roll out of the connected officer program, and savings in Niagara Regional Broadband Network data line fees.

These savings were offset by the Service experienced an increase in the number of mandatory training courses taken through Ontario and Canadian Police Colleges including costs associated with accommodations. As a result of the fourth recruiting classes, the Ontario Police College (OPC) is no longer able to accommodate members attending OPC for training courses thereby the Service is incurring costs associated with overnight stays at local hotels.

Included in the actual expenditure for this category are unbudgeted training costs associated with the implementation of the CSPA totaling \$46,045.68. These costs are offset by the transfer request of \$501,663.58 from the contingency reserve.

Operational and Supply:

For the year ending December 31, operational and supply costs were above the approved budget by \$866,770.50, representing 31.5% of the total operational and supply budget.

This unfavourable variance is the result of one-time purchases of C8 Carbine rifles, replacements of body armour plates for all front-line vehicles, uniform and equipment expenses for new recruit and auxiliary officers. Further, the Service experienced increased costs associated with ammunition and arsenal equipment related to in service training programs.

Unbudgeted arsenal supplies and equipment purchases required under the new CSPA totalling \$272,747.51 are offset by the transfer request of \$501,663.58 from the contingency reserve.

Occupancy and Infrastructure:

For the year ending December 31, occupancy and infrastructure costs were below the approved budget by \$9,664.74, which represents 2.4% of the total occupancy and infrastructure budget. This favourable variance is the result of savings in minor building renovations due to the timing of projects scheduled to be completed during the year.

Equipment, Vehicles and Technology:

For the year ending December 31, equipment, vehicles, and technology costs were below the approved budget by \$781,058.42, representing 7.9% of the total equipment, vehicles, and technology budget.

This favourable variance is the result of savings in computer software licenses and support due to the timing of purchases and project roll outs. Additional savings have been realized in vehicle supply and maintenance expense, which are offset by an overage in intercompany charges due to the usage of Niagara Region fleet for body

work on damaged vehicles, and fuel expense resulting from usage rates and the average fuel price being lower than budget.

These savings are partially offset by an overage in minor equipment, mainly required to fully equip new members in the Public Order Unit (POU) required by the CSPA, which came into effect on April 1, 2024.

Unbudgeted arsenal supplies and equipment purchases required under the new CSPA totalling \$182,870.39 are offset by the transfer request of \$501,663.58 from the contingency reserve.

Revenues & Recoveries:

For the year ending December 31, 2024, revenues were below the approved budget by \$69,365.23, representing 0.3% of the total revenue budget.

Revenues are reported within three main categories as follows:

Grant Funding – For the period ending December 31, 2024, the Service reported an additional \$433,507.00 from 3 grant programs.

The Court Security and Prisoner Transport grant 2024 program funding was announced in January at \$7,014,090.00; funding for 2024 was increased by \$245,830.98 over 2023. Unbudgeted funding from the NG911 Grant Program of \$267,857.00 to cover salaries and benefits of project team members was received in 2024. Offset by a downward adjustment of \$105,477.14 to grant funding revenue to match expenses incurred for the Preventing Auto Theft 2023/24 Grant Program.

User Fee Revenue – For the period ending December 31, 2024, the Service lost \$765,817.00 in user fee revenue.

This loss is mainly due to the reductions in monies received from the City of Niagara Falls for casino funding. The Service receives 18% of casino funding to a maximum of \$4,200,000.00 per annum. The City of Niagara Falls received a total of \$18,417,556.00 in funding from OLG in January to December 2024. As such, the Service received \$3,315,160.08 for the year, creating a shortfall of \$884,839.92 from the maximum funding levels. This loss of revenue is slightly offset by an increase to user fee revenue totalling \$154,956.08.

Other Revenue – For the period ending December 31, 2024, the Service reported additional revenue of \$262,945.00.

Other revenues records funds received to recover costs paid by the Service on behalf of third-party agencies; many of these revenues have offsetting costs that result in a net zero gain for the Service. In 2024, the Service recognized \$353,930.37 in additional

cost recovery revenues for services such as POU, \$159,950.88 that recovers costs associated with uniform overtime. Shared IT infrastructure costs with the City of St Catharines Fire resulted in a recovery of \$92,178.28; these costs are recorded in the equipment, vehicle, and technology category. Vehicle insurance recovery funds are reported in this category, the Service received \$61,252.28 for damaging vehicles and costs associated with the repair are reported under intercompany chargebacks. Offsetting these additional cost recovery funds is a lower-than-expected receipt of revenue from the sale of Service assets totalling \$88,478.00.

Indirect Allocations and Debt:

For the year ending December 31, 2024, indirect allocations and debt were below the approved budget by \$381,197.56, representing 1.9% of the total budget. The main savings are from lower than budgeted self-insured pay-outs.

Indirect allocations and debt are not approved by the Board as they are costs incurred by the Region and allocated to all regional departments and ABCs in accordance with Region Policy C-F-004 Cost Allocation. Indirect allocations include expenses for shared services such as finance, payroll, procurement, asset management, insurance, legal, IT, building maintenance, and property management. Also included are debt charges including principal and interest, as well as capital funding for Service projects funded through the Region's capital levy and capital funding for support projects that directly benefit the Service. The current favourable variance is resulting from allocations for legal expenses for self insurance claims.

The net expenditure budget after indirect allocations results in a net deficit of \$1,841,356.33; this deficit is reduced to \$1,300,891.75 when the recommended transfers from reserves are included.

Conclusion:

The detailed variance analysis has been prepared based on results of operations as at December 31, 2024. The Service and Board had a combined Net Expenditure Before Indirect Allocations deficit of \$1,682,089.31 from normal operations that represents 0.9% of the total budget for the year. The Service incurred significant costs associated with the significant number of major investigations that occurred in the year, costs associated with resolution of pending WSIB claims, loss of Casino funding due to a reduction in Casino revenue. The Service was able to offset the impact with savings by \$3,642,072.70 from lags in hiring of uniform officers, savings to consulting, legal and telecommunications costs as well as IT software and vehicle maintenance expenses.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of By-Law 412-2024 - 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 412-2024 - Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service.
- The Regional Municipality of Niagara Surplus/Deficit Policy C-F-022

Other Pertinent Reports

8.2 - 2024.06.27 Financial Variance Overview for the Period Ending March 31, 2024
8.4 - 2024.09.26 Financial Variance Overview for the Period Ending June 30, 2024
8.5 - 2024.11.28 Financial Variance Overview for the Period Ending September 30, 2024

This report was prepared by Andrew Ware, Acting Finance Coordinator, Finance Unit, in consultation with and reviewed by Laura Rullo, Director, Finance and Asset Management.

Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

- Appendix 1 Operating Statement of Revenue and Expenses for the Year Ending December 31, 2024
- Appendix 2 Operating Statement by Object of Expenditure Sub-Category for the Year Ending December 31, 2024

Niagara Regional Police Service and Board

Appendix 1: 2024 Operating Statement of Revenue and Expenses

Object of Expenditure	2023 Jan. - Dec Actual	2024 Jan. - Dec Actual	2024 Jan. - Dec Budget	Variance Surplus / (Deficit)	%
Gross Expenditures					
Compensation	176,242,127	192,600,441	190,489,665	(2,110,777)	(1.1%)
Administrative	4,493,476	4,563,340	4,687,185	123,844	2.6%
Operational & Supply	2,681,118	3,618,611	2,751,841	(866,771)	(31.5%)
Occupancy & Infrastructure	293,411	385,735	395,400	9,665	2.4%
Equipment, Vehicles & Technology	8,318,751	9,077,281	9,858,339	781,058	7.9%
Financial Expenditures	(273)	13,285	-	(13,285)	(100.0%)
Intercompany Charges	(2,108,964)	(2,051,960)	(2,128,883)	(76,924)	3.6%
Transfers To/From Reserve Funds	3,955,000	3,009,535	3,550,000	540,465	15.2%
	193,874,646	211,216,270	209,603,546	(1,612,724)	(0.8%)
Revenues					
Provincial Grants	(11,051,240)	(11,378,740)	(10,945,234)	433,507	(4.0%)
Fees for Service	(4,936,930)	(4,974,283)	(5,740,100)	(765,817)	13.3%
Other Revenues	(3,735,927)	(4,705,829)	(4,442,884)	262,945	(5.9%)
	(19,724,097)	(21,058,852)	(21,128,218)	(69,365)	0.3%
Net Expenditures Before Indirect Allocations	\$ 174,150,550	\$ 190,157,418	\$ 188,475,328	\$ (1,682,089)	(0.9%)
Indirect Allocations & Debt	17,007,225	19,701,048	20,082,245	381,198	1.9%
Indirect Allocations	\$ 191,157,774	\$ 209,858,466	\$ 208,557,574	\$ (1,300,892)	(0.6%)

Niagara Regional Police Service and Board

Appendix 2: 2024 Operating Statement By Object of Expenditure Sub-Category

	2023 Jan. - Dec Actual	2024 Jan. - Dec Actual	2024 Jan. - Dec Budget	Variance Surplus / (Deficit)	%
Gross Expenditures					
Compensation					
Uniform Salaries & Wages	97,597,682	106,207,753	104,712,161	(1,495,592)	(1.4%)
Civilian Salaries & Wages	35,273,755	38,993,134	38,435,174	(557,961)	(1.5%)
Benefits & WSIB	38,190,387	43,193,941	42,498,926	(695,016)	(1.6%)
Additional Compensation	4,197,457	3,476,866	3,800,654	323,788	8.5%
Special Duty	224,936	328,783	366,750	37,967	10.4%
Sick Leave Payout	757,909	399,962	676,000	276,038	40.8%
	176,242,127	192,600,441	190,489,665	(2,110,777)	(1.1%)
Administrative					
External Professional Services	1,081,865	844,766	1,197,866	353,100	29.5%
Staff Development	1,398,689	1,497,638	1,196,148	(301,490)	(25.2%)
Office, Advertising, Travel	651,985	706,944	639,516	(67,428)	(10.5%)
Telephone & Communications	988,227	1,111,550	1,282,278	170,728	13.3%
Licensing & Permits	82,220	93,652	102,846	9,194	8.9%
Employee Medicals	173,955	190,224	126,000	(64,224)	(51.0%)
General Administrative Costs	116,534	118,566	142,530	23,964	16.8%
	4,493,476	4,563,340	4,687,185	123,844	2.6%
Operational & Supply					
Program Specific Supplies & Materials	1,239,858	1,691,109	1,303,217	(387,892)	(29.8%)
Uniforms	1,044,033	1,221,048	772,650	(448,398)	(58.0%)
Investigation Expense	269,794	569,197	546,000	(23,198)	(4.3%)
Other Expenses	127,432	137,258	129,975	(7,283)	(5.6%)
	2,681,118	3,618,611	2,751,841	(866,771)	(31.5%)

Niagara Regional Police Service and Board

Appendix 2: 2024 Operating Statement By Object of Expenditure Sub-Category

	2023 Jan. - Dec Actual	2024 Jan. - Dec Actual	2024 Jan. - Dec Budget	Variance Surplus / (Deficit)	%
Occupancy & Infrastructure					
Property Leases	99,885	107,885	98,950	(8,935)	(9.0%)
Property & Infrastructure Maintenance	193,525	277,851	296,450	18,599	6.3%
	293,411	385,735	395,400	9,665	2.4%
Equipment, Vehicles & Technology					
Minor Equipment & Equipment Maintenace	1,957,244	2,430,479	2,441,833	11,354	0.5%
Gasoline	1,650,371	1,685,727	1,883,326	197,599	10.5%
Vehicle Maintenance	1,192,825	1,245,385	1,433,000	187,615	13.1%
Computer Licences & Support	3,518,311	3,715,689	4,100,180	384,491	9.4%
	8,318,751	9,077,281	9,858,339	781,058	7.9%
Financial Expenditures	(273)	13,285	-	(13,285)	(100.0%)
Intercompany Charges	(2,108,964)	(2,051,960)	(2,128,883)	(76,924)	3.6%
Transfers To/From Reserve Funds	3,955,000	3,009,535	3,550,000	540,465	15.2%
Total - Gross Expenditures	193,874,646	211,216,270	209,603,546	(1,612,724)	(0.8%)
Revenues					
Provincial Grant Funding	(11,051,240)	(11,378,740)	(10,945,234)	433,507	(4.0%)
Fees For Service	(4,936,930)	(4,974,283)	(5,740,100)	(765,817)	13.3%
Other Revenue	(3,735,927)	(4,705,829)	(4,442,884)	262,945	(5.9%)
Total - Revenues	(19,724,097)	(21,058,852)	(21,128,218)	(69,365)	0.3%
Net Expenditures Before Indirect Allocations	\$ 174,150,550	\$ 190,157,418	\$ 188,475,328	(1,682,089)	(0.9%)
Indirect Allocations & Debt	17,007,225	19,701,048	20,082,245	381,198	1.9%
Net Expenditures After Indirect Allocations	\$ 191,157,775	\$ 209,858,466	\$ 208,557,573	(1,300,891)	(0.6%)

Subject: 2024 Year-End Transfer Report

Report to: Board of Directors of Niagara Regional Housing

Report date: Friday, February 21, 2025

Recommendations

1. That the unaudited summarized results of Niagara Regional Housing (NRH), as detailed in Appendix 1 to report 25-230-4.3, **BE RECEIVED** for information;
2. That NRH request a transfer of \$114,256 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 5, 2025 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, 2024, NRH operated at a deficit before indirect allocations of \$114,256, or 0.5% 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 building maintenance costs, offset by increased rental revenues. These pressures have been addressed through the 2025 operating budget to ensure sufficient funds are available to maintain the operation of the owned units.

Financial Considerations

An overview of the 2024 year-end operating statement reflecting a deficit of \$114,256 can be found in Appendix 1 in the December 31, 2024 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 2024 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/past-budgets/default.aspx)
(<https://niagararegion.ca/government/budget/past-budgets/default.aspx>)

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 2024 Year-End Results and Transfer Report will be considered at CSC on March 5, 2025 and ratified at the Regional Council meeting on March 20, 2025.

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 \$114,256 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 7-2023 – Proposed Niagara Regional Housing 2024 Operating Budget Submission

Submitted by:
Cameron Banach
Chief Executive Officer

Approved by:
Mat Siscoe
Chair

This report was prepared by Sara Mota, Program Financial Specialist in consultation with Donovan D'Amboise, Manager Program Financial Support.

Appendices

Appendix 1 Niagara Regional Housing – Q4 2024 Statement of Operations

Appendix 2 Niagara Regional Housing – Q4 2024 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	\$ 367	\$ 382	\$ (15)	-4.1%
Administrative	545	529	16	2.9%
Operational & Supply	60	79	(19)	-31.7%
Occupancy & Infrastructure	20,162	21,221	(1,059)	-5.3%
Equipment, Vehicles,Technology	171	215	(44)	-25.7%
Community Assistance	-	-	-	0.0%
Financial Expenditures	554	630	(76)	-13.7%
Total Expenses	21,859	23,056	(1,197)	-5.5%
Federal & Provincial Grants	(397)	(397)	-	0.0%
Other Revenue	(19,173)	(19,835)	662	3.5%
Total Revenues	(19,570)	(20,232)	662	3.4%
Intercompany Charges	(467)	(888)	421	-90.1%
Total Intercompany Charges	(467)	(888)	421	-90.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	1,822	1,936	(114)	-6.3%
Transfers To Funds	2,589	2,589	-	0.0%
Total Transfers	2,589	2,589	-	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	4,411	4,525	(114)	-2.6%
Indirect Allocations & Debt	13,196	13,277	(81)	-0.6%
Total Indirect Allocations & Debt	13,196	13,277	(81)	-0.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	17,607	17,802	(195)	-1.1%

What does Niagara Regional Housing do?

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

NRH owns and operates 3,051 Public Housing units in a portfolio of apartment buildings, townhouses and semi-detached or detached homes for families, adults, and seniors. Approximately 94% of tenants pay Rent-Geared-to-Income (RGI), which is 30% of their household income. Recognizing that stable housing is one of the social determinants of health, NRH is dedicated to providing and advocating for quality community housing in Niagara through a combination of programs and services.

Variance Analysis (in thousands)

Niagara Regional Housing (NRH) operated at a deficit before indirect allocations of \$114 due to the following factors:

Occupancy and Infrastructure – The unfavourable variance of \$1,059 is due to a number of factors including inflationary cost pressures, such as higher than anticipated building maintenance costs as well as increased costs for the Buchanan permanent supportive housing operations in Niagara Falls as a result of a change in service providers and turnover of units, which is offset through the Intercompany Charges from the Homelessness division below. 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 grounds maintenance and utility costs for NRH-owned properties.

Equipment, Vehicles, Technology – The unfavourable variance of \$44 is primarily due to higher than anticipated equipment and appliance repair costs.

Financial Expenditures – The unfavourable variance of \$76 is the result of higher than anticipated write-offs on uncollectable tenant rents.

Other Revenue – The favourable variance of \$662 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 and increased interest rates.

Intercompany Charges – The favourable variance of \$421 is due to the increased allocation of funding from the Homelessness division for the higher than anticipated costs for the Buchanan permanent supportive housing operations in Niagara Falls as a result of a change in service providers and turnover of units.

niagara transit commission

Subject: 2024 Year End Results and Transfer Report

Report to: Niagara Transit Commission Board

Report date: **Tuesday, February 18, 2025**

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 2024 year-end operating surplus for NTC of \$1,540,824 **BE TRANSFERRED** to the Transit Stabilization Reserve;
3. That the encumbrances of \$1,555,793 (Appendix 3) **BE RECEIVED** for information, and that the deferral of these expenditures be included in the 2025 operating budget; and
4. That this report **BE FORWARDED** for approval to the March 4, 2025, 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, 2024, including encumbrances, and to obtain approval from the Board for the 2024 year-end transfer recommendations.
- For the year ended December 31, 2024, NTC operated at a surplus of \$1.5 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 \$1.6 million is being set aside in the encumbrance reserve to fund commitments made against the 2024 budget for which the good or service was not received in the budget year, in order for the funding to be transferred to the 2025 budget when the good or service is received.

Financial Considerations

As reflected in Appendix 1, the 2024 year-end operating statement for NTC reflects a surplus of \$1.5 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 2024 Financial Update. [Budget and Financial Reports - Niagara Region, Ontario](https://niagararegion.ca/government/budget/past-budgets/default.aspx) (<https://niagararegion.ca/government/budget/past-budgets/default.aspx>)

Incorporated in the year-end operating surplus of \$1.5 million is a transfer of \$1.6 million to the Encumbrance Reserve that will be transferred to the NTC operating budget for the 2025 year. This encumbrance relates mainly to consulting work that was issued and started at the end of 2024 and will be completed in the first half of 2025. There is also a decal strategy that was included in the 2023 budget which will be going to formal procurement, pending the rebranding which is expected to be complete in the first quarter of 2025. All work related to encumbrances identified is expected to be completed within 2025.

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, a report was brought forward approval by Regional Council in December (report CSD 60-2024), Request to Write-off Outstanding Amount Over \$25,000. No write-offs were included for NTC in 2024.

The recommendations in this report will fully allocate the 2024 year-end operating surplus to the Transit Stabilization Reserve.

Analysis

The year-end operating surplus of \$1.5 million is primarily the result of the following favourable variances:

- higher than anticipated UPASS and fare revenue of \$3.7 million
- unbudgeted supplemental tax revenue specific to Transit of \$1.5 million

-
- savings on the co-mingled service contract of \$0.8 million
 - net savings related to fuel prices \$0.5 million
 - favourable variance in allocations of administrative costs (referred to as indirect allocations) of \$0.4 million due to lower than anticipated insurance premium and claims
 - consulting, legal and other professional costs not required at the end of 2024 of \$0.4 million
 - savings of \$0.3 million in advertising & marketing due to the rebranding being released later in the year

These favourable variances are offset by the following unfavourable variances:

- direct labour-related costs of \$4.1 million due to higher than budgeted benefit related costs, overtime and increases in labour costs as a result of the collective bargaining agreement
- 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
- higher than budgeted vehicle repair and equipment costs of \$0.4 million due to aging fleet

The primary changes from the Q3 forecast relate to unbudgeted supplemental special levy tax revenue for the year generated from in year growth in development, higher than forecasted fare revenue, less than expected advertising and marketing costs, and increase in fuel savings offset by increase in labour-related costs.

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, extraordinary expenses or potential deficits at year end. The Regional Reserve and Reserve Funds Policy indicates that stabilization reserve target balances should be 10% to 15% of gross operating expenditures (excluding debt, reserve transfers and

capital costs). The minimum target balance of 10% of the gross operating costs is \$7.8 million. There is currently \$2.1 million in the Transit Stabilization Reserve and if we

were to transfer the \$1.5 million surplus to the stabilization reserve we would still be below the minimum target balance for this reserve. There are a few items which could potentially impact the 2025 year-end results which include volatility in diesel and gas prices, incremental maintenance costs as a result of delay in the receipt of the new diesel buses and potential results of pending request for proposals. Due to the above and to be consistent with Region policy and practice, it has been recommended that the full 2024 year-end surplus of \$1.5 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 to increase the transfer by \$2.1 million each year over three years to obtain an annual transfer of \$6.5 million. The 2025 approved budget included the additional \$2.1 million to capital reserves. Collectively the year end reserve balance for capital from capital levy (\$1.6 million) and uncommitted PGT (\$3.3 million) total \$4.9 million. The capital funding available will be evaluated in relation to the asset management plan and capital forecasts on an annual basis and transfers to capital reserves through the budget process. Therefore, it has not been recommended to transfer any of the year-end surplus to the Capital reserve at this time in alignment with Regional policy and practice.

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. In 2024 an adjustment to the local area municipality obligation was calculated based on the actuarial valuation for December 31, 2023 which did not include an evaluation for WSIB due to no historical information and a credit was given. At the end of 2024, the transit EFB obligation is now \$3.0 million. The EFB reserve is at \$0.5 million which means future obligation is approximately 20% funded through the reserve which is similar to the Regional and Police EFB reserves. A further transfer to the EFB reserve is not recommended at this time as the transit stabilization reserve remains underfunded.

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	\$2,087	\$1,540	\$3,628	\$8,061 - \$12,092
Transit Capital	\$1,615*	\$0	\$1,615	TBD**
Transit Future Benefit	\$479	\$0	\$479	\$2,372

* Includes \$114 thousand specific for Specialized Transit (Included in 2025 approved capital budget).

** 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 \$1.6 million (see Appendix 3). The encumbrances identified have been transferred to the encumbrance reserve at December 31, 2024, and will be transferred back to the respective department budgets in 2025.

Alternatives Reviewed

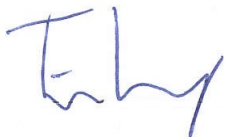
The Board may direct staff to consider alternative reserve allocations for NTC's year-end surplus of \$1.5 million, however, this is not recommended as the stabilization reserve is currently under the 10% minimum target threshold which is not in alignment with our reserve policy or enough to support any future budget risk or volatility.

Relationship to Niagara Transit Commission Strategic Priorities

Service Excellence: The year-end update provides the Board with updated budget to actual variance analysis which is in alignment with the Service Excellence strategic priority.

Other Pertinent Reports

- [NTC 38-2024 Q3 2024 Financial Results and Variance Analysis](https://pub-ntc.escribemeetings.com/filestream.ashx?DocumentId=447)
(<https://pub-ntc.escribemeetings.com/filestream.ashx?DocumentId=447>)
- [NTC 19-2024 Q2 2024 Financial Results and Variance Analysis](https://pub-ntc.escribemeetings.com/filestream.ashx?DocumentId=322)
(<https://pub-ntc.escribemeetings.com/filestream.ashx?DocumentId=322>)
- [NTC 17-2023 2024 Proposed Operating & Capital Budget Submission and Requisition – Niagara Transit Commission dated October 24, 2023](https://pub-ntc.escribemeetings.com/filestream.ashx?DocumentId=95)
(<https://pub-ntc.escribemeetings.com/filestream.ashx?DocumentId=95>)



Prepared by:
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Planning and Performance



Submitted by:
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General Manager

This report was prepared in consultation with Stephanie Muhic, Senior Program Financial Specialist, and reviewed by Renee Muzzell, Manager, Program Financial Support and Melanie Steele, Associate Director, Reporting and Analysis.

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)

Expenditures	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	\$42,699	\$46,865	-\$4,166	-9.8%
Administrative	\$4,993	\$2,291	\$2,702	54.1%
Operational & Supply	\$10,339	\$9,473	\$865	8.4%
Occupancy & Infrastructure	\$1,239	\$1,188	\$51	4.1%
Equipment, Vehicles, Technology	\$15,420	\$14,653	\$766	5.0%
Community Assistance	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$0	\$25	-\$25	0.0%
Financial Expenditures	\$0	\$175	-\$175	0.0%
Total Expenses	\$74,690	\$74,672	\$18	0.0%
Taxation	-\$57,236	-\$58,922	\$1,686	2.9%
Federal & Provincial Grants	-\$772	-\$504	-\$268	-34.7%
By-Law Charges & Sales	-\$18,181	-\$21,906	\$3,725	20.5%
Other Revenue	-\$5,903	-\$3,399	-\$2,504	-42.4%
Total Revenues	-\$82,092	-\$84,731	\$2,639	3.2%
Intercompany Charges	\$10	\$12	-\$2	-17.5%
Total Intercompany Charges	\$10	\$12	-\$2	-17.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$7,392	-\$10,048	\$2,655	35.9%
Transfers From Funds	-\$3,062	-\$3,062	\$0	0.0%
Transfers To Funds	\$2,350	\$3,906	-\$1,556	-66.2%
Total Transfers	-\$713	\$843	-\$1,556	-218.3%
Net Expenditure (Revenue) Before Indirect Allocations	-\$8,105	-\$9,204	\$1,100	13.6%
Indirect Allocation	\$5,913	\$5,471	\$442	7.5%
Capital Financing Allocation	\$2,192	\$2,193	\$0	0.0%
Indirect Allocations & Debt	\$8,105	\$7,664	\$441	5.4%
Total Indirect Allocations & Debt	\$8,105	\$7,664	\$441	5.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$1,541	\$1,541	0.0%

Appendix 2 - Variance Analysis

What does Niagara Transit Commission do?

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

Variance Analysis (in thousands of dollars)

The NTC operated with a year-end surplus after indirect allocations of \$1,541 due to the following factors:

Labour Related Costs – The unfavourable year-to-date variance of \$4,166 due to greater than budgeted actual benefits for unionized staff, higher than budgeted overtime, a settlement related to [collective](#) bargaining and an adjustment to record the prior year actual benefit deficit identified by the provider.

Administrative – The favourable year-to-date variance of \$2,702 is attributable to the timing of spend related to consulting and branding projects totaling \$1,494 which have been encumbered at the end of the 2024 year and included in the transfers to reserves variance below. There was savings related to the timing of the zero emissions consulting costs which are offset in federal variances below of \$340. There was additional advertising and marketing budget unspent at the end of the year due to the timing of the rebranding of \$319; charter costs budgeted in administration but actuals in labour of \$100 and other legal and professional costs of \$446 not required at the end of 2024.

Operational & Supply – The favourable year-end variance of \$865 is largely driven to the timing of the comingled specialized service contract of \$836 which began July 1, 2024 which is slightly offset by higher than budgeted program supplies required in fleet and maintenance for storage & supplies.

Equipment, Vehicles, Technology - The favourable year-end variance of \$766 are mainly attributable to less than budgeted fuel costs due to the budgeted actual average cost per litre based on our contract being less than the budget cost per litre of \$474. In addition, NTC upgraded their fuel system in Niagara Falls and during the upgrade halted refilling by the City of Niagara Falls to minimize transactions and impact on upgrade of \$831. The favourable variance in fuel relating to Niagara Falls is offset in less than budgeted revenues below in “other Revenue”. The favourable variance in Equipment, vehicles and technology is offset by incremental costs related to vehicle parts and repairs of \$292 and tires of \$127 due to the aging fleet.

Financial Expenditures – The unfavourable year-end variance of \$175 is mainly related to unbudgeted tax write-offs identified by the local area municipalities due to changes in assessments.

Taxation – The favourable year-end variance of \$1,686 is related to 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.

Federal & Provincial Grants – The unfavourable year-end variance of \$268 relates to the timing of spend and corresponding matching of revenues related to the administrative costs for the zero emissions consulting for ICIP-NIR-07.

By-Law Charges & Sales – The favourable year-end variance of \$3,725 is due to higher than anticipated fare revenue of \$3,366 and summer service with Brock University and additional pass sales at Brock and Niagara College of \$298.

Other Revenue – The unfavourable year-end variance of \$2,504 is mainly due to the strategy to not recognize the budgeted Provincial Gas Tax revenue of \$1,614 as NTC is in a year-end surplus position. The unrecognized Provincial Gas Tax will be available for future Capital and/or Operating use. In addition, there was less than budgeted fuel

reimbursement revenue from the City of Niagara Falls of \$831 resulting in decreased fuel costs within 'Equipment, Vehicles, Technology' as noted above and less than budgeted WEGO revenue due to adjustment of service with the contract ending September 2024 of \$319. This is partially offset by greater than budgeted advertising revenues of \$356.

Indirect Allocations – The favourable year-end variance of \$441 is mainly due to less than expected costs related to insurance premiums, self-insurance claims and facility maintenance related costs due to vacant positions.

Encumbrance Listing

Description	Gross	External Funding	Net Amount
Facility and Service Network Master Plan*	\$ 126,317		\$ 126,317
Eligibility Processes and Multi-Year Accessibility Plan	101,073		\$ 101,073
Benefits Review*	14,548		\$ 14,548
Operator Uniforms*	61,562		\$ 61,562
Implementation/Route Information and Wayfinding	42,289		\$ 42,289
Intranet Site	162,816		\$ 162,816
Branding - Consulting Services*	80,466		\$ 80,466
Branding - Decal Strategy*	966,722		\$ 966,722
Zero Emission Strategy	340,170	340,170	\$ -
Total Encumbrance for Niagara Transit Commission	\$1,895,963	\$340,170	\$1,555,793

* Encumbrance balance carried over in part or fully from 2023

Q4 Achievements Report

March 5, 2025





Effective Region

Hauled Biosolid Rate Review

✉ Council Priority Project

Annual Budget and Long-Term Forecast Planning

Status: Completed

Staff completed an updated user fee through extensive public consultation. It was approved and will be effective in Q1 of 2025. The Region will incorporate cyclical reviews into future work plans to ensure the fee stays current.

Health Impact Assessments

Business Plan Project

Status: Completed

Staff provided consult on health impacts for Regional Plans, such as, the Transportation Master Plan, Active Transportation Master Plan, and the Road Safety Strategic Plan.

Incentive Review and Implementation

Business Plan Project

Status: On Track

A request for proposal was issued and two submissions were received. A contract is to be awarded Q1 2025.

Inspection Software

Business Plan Project

Status: On Track

Niagara Region staff procured, tested, and implemented a new software for public health inspectors. Staff provided feedback on the product and became the first Ontario Public Health Unit to pilot this inspection software. The implementation is scheduled for Q1 of 2025.

Memorandum of Understanding for Development Engineering

Business Plan Project

Status: On Track

Staff drafted a memorandum of understanding for Development Engineering services, it was reviewed and approved by the Local Area Municipalities and Regional Council.



Modernizing Procurement By-Law

☒ Council Priority Project

Service, Effectiveness and Accountability Reviews

Status: On Track

Staff have finalized the recommended by-law updates and circulated several procedural documents internally for review and comment. Staff will present to the Committee of the Whole in Q1 of 2025.

Non-Union Compensation Review

☒ Council Priority Project

Human Resource Plan

Status: On Track

In line with Niagara Region's Total Rewards Strategy, staff reviewed the compensation policy design, external comparators, and labour market conditions. As well, a market pricing exercise was conducted and reviewed to enhance the Region's ability to attract and retain top talent.



People Plan

☒ Council Priority Project

Human Resource Plan

Status: On Track

There have been many milestones achieved in the implementation of the People Plan. The non-union benefits review and the Human Resource data warehouse have been completed. Along with defining critical roles, and action plan reporting from the 2024 employee engagement survey.

Safe and Secure Workplace

Business Plan Project

Status: On Track

The Corporate Security Policy was approved along with supporting procedures. Staff training will be completed in 2025. A Corporate Security Office was established to support implementation and maintenance of the security program and strategy.

Shared Services Strategy

☒ Council Priority Project

Shared Services

Status: On Track

Niagara Region staff continue to collaborate on shared service initiatives. Staff have worked to advance the Climate Change, Diversity, Equity, and Inclusion and the Accessibility Compliance Policy Alignments. Additionally, staff supported the Niagara Public Purchasing Committee with creating an Operations Equipment Rental with Operator List, led by Port Colborne.





Green and Resilient Region

Biosolids Master Plan

☒ Council Priority Project

Water and Wastewater Biosolids Management Plan

Status: Completed

The Biosolids Master Plan was initiated in 2021 and has now been completed. The plan aims to identify the future management of biosolids and explore various options for managing them in the region. Staff are currently working on implementing the recommendations outlined in the report.

Waste Management Capital Delivery

Business Plan Project

Status: On Track

Several capital waste projects reached key milestones. These projects focused on improving leachate management systems to enhance functionality, reduce environmental impacts, and improve operational efficiency at the Glenridge Quarry Naturalization site, the Quarry Road Landfill site, and the Mountain Road Landfill.



Climate Change Vulnerability Assessment

☒ Council Priority Project

Climate Adaptation Plan

Status: Completed

The Climate Change Vulnerability Assessment internal report is complete. Next steps are to generate the executive report for public consumption and determine an implementation strategy.

Combined Sewer Overflow Control Program

☒ Council Priority Project

Water and Wastewater Master Servicing Implementation

Status: On Track

The Combined Sewer Overflow Control Program is near completion. Staff facilitated meetings with local area municipalities to present evaluation results and Regional funding for approved municipal projects. Applications for the new 2025 program cycle were sent out in Q4 of 2024 to be filled out and submitted to the Region in Q1 of 2025.



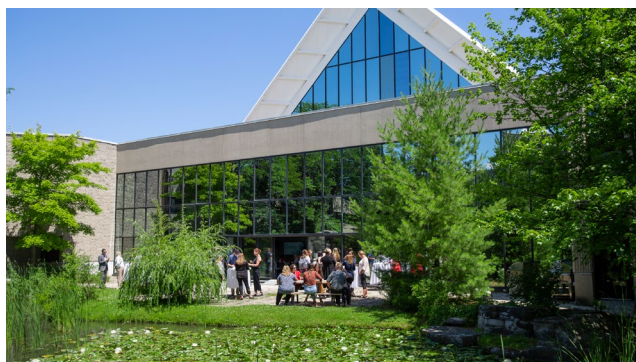
Corporate Climate Change Action Plan

✕ Council Priority Project

Corporate Climate Change Action Plan

Status: On Track

The Senior Leadership Team has reviewed the Corporate Climate Change Action Plan and is preparing to present it to the Commissioner Leadership Team. Staff will collaborate with Corporate Communications to design a high-level summary of the plan and prepare for a Council Workshop.



Environmental Sustainability of Long-Term Care Homes

Business Plan Project

Status: On Track

Staff are enhancing the environmental sustainability of long-term care homes through strategies like implementing an ozone laundry system, upgrading heating systems, and installing high-efficiency toilets. The ozone laundry system has saved up to \$4,000 annually on natural gas per home, reduced electricity consumption, cut water usage by 35%, and decreased chemical usage.

Federation of Canadian Municipalities Funded Headquarters Feasibility Study

✕ Council Priority Project

Energy Conservation and Demand Management Plan

Status: On Track

Staff have made great progress and are near completion on the Federation of Canadian Municipalities funded HQ feasibility study. A draft report has been completed, and next steps are stakeholder engagement.





Equitable Region

Accessibility Multi-Year Plan

Business Plan Project

Status: Completed

The Multi-Year Accessibility Plan has been completed. The plan was endorsed by the Accessibility Advisory Committee and Regional Council. Implementation of the plan will start Q1 of 2025.

Gilmore Lodge

Business Plan Project

Status: Completed

Gilmore Lodge a new resident-centered, state-of-the-art long-term care home serving 160 individuals was opened in 2024. Residents, families, and community members had the opportunity to drive the design of this home, including developing smaller neighbourhoods to support the well-being of residents, and offer a community of new friends and customized experiences.



Gun and Gang Prevention Strategy

☒ Council Priority Project

Community Safety and Well-being

Status: On Track

The Building Safer Communities grant program funded 9 programs serving over 550 children, youth, and young adults, in 2024. Additionally, 64 partnerships were leveraged to enhance programming and support participants and their families.

International Trauma Life Support Conference

Business Plan Project

Status: Completed

Niagara hosted the International Trauma Life Support conference featuring paramedic teams from around the world. Two teams comprised of Niagara Region's EMS staff competed, achieving first and third place.

Situation Table

☒ Council Priority Project

Community Safety and Well-being

Status: On Track

The Niagara Situation Tables ran weekly throughout 2024, with meetings spanning all twelve local area municipalities. Over 50 community agencies and 400 table representatives have been trained.



Student Housing Strategy

☒ Council Priority Project

Attainable Housing Strategy

Status: On Track

The Student Housing Strategy was approved. Staff are planning to engage with community partners to implement the strategy.

New Supportive Housing Development

Business Plan Project

Status: Completed

An eighteen-unit transitional supportive housing new development has been completed for women and children fleeing violence.

Niagara Well-Being Tool

☒ Council Priority Project

Community Safety and Well-Being

Status: Completed

Staff launched an interactive tool that allows users to explore well-being data for Niagara's 12 municipalities and 44 neighbourhoods. Information about Niagara's communities such as demographics, education and employment, housing, and income can be explored at the regional, municipal, and neighbourhood level through interactive maps, tables, and graphs. [Niagara Well-Being Tool](#)

Niagara Prosperity Initiative

☒ Council Priority Project

Poverty Reduction Strategy

Status: On Track

Staff hosted community information sessions for the Niagara Prosperity Initiative granting process. The review committee read through all applications and awarded funding to successful applicants. Staff are on track for funding to begin in Q1 of 2025.





Prosperous Region

EarlyON Service Enhancement

Business Plan Project

Status: Completed

Fourteen EarlyON enhancement projects, from 6 agencies, were funded at approximately \$292,000. Providing additional child care spaces for the Region, increasing access to EarlyON centres.

Electric Mobility Specialist

☒ Council Priority Project

Core and Emerging Sector Focus

Status: On Track

Niagara Region secured an extension of federal funding for the Electric Mobility Sector Specialist, ensuring this critical role will be funded through Q1 2027. This extension helps to strengthen Niagara's position as a hub for electric mobility.

Transportation Capital Projects

Business Plan Project

Status: On Track

The St. Paul St.W. CNR Bridge Replacement, St. Catharines Train Station Redevelopment, and Ridley Rd Reconstruction, are progressing well. As well, staff completed the Regional Road 98 reconstruction project, which is key to supporting the development of the new South Niagara Hospital.

Physician Recruitment Program

☒ Council Priority Project

Economic Development Strategy

Status: On Track

Niagara Region welcomed 26 family physicians. Staff hosted a Physician Recruitment Roundtable, bringing together municipal leaders, economic development representatives, and health sector partners to identify strategies for attracting and retaining physicians.

Project Eagle

☒ Council Priority Project

Economic Development Strategy

Status: On Track

Niagara Region staff are working with community partners on regional infrastructure for Asahi Kasei. The detailed design is being finalized, aiming to tender Q2 of 2025. This project received the 2024 Deal of the Year Impact Award, recognizing this project's lasting impact on Niagara.

Provincial and Federal Advocacy

Business Plan Project

Status: On Track

Staff undertook several advocacy-related projects, including the South Niagara Wastewater Solution Plant, two-way GO Train service and the Consolidated Housing Master Plan.





Q4 Achievements Report

March 5, 2025