

# TWENTY 21

Q3 FINANCIAL UPDATE | SEPTEMBER

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# Q3 Financial Update – September 2021

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# Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2021 Q3 financial update.

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

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

At September 30, 2021 Niagara Region is forecasting a surplus of \$11,143 thousand related to the levy programs (\$9,533 surplus attributed to non-COVID-19 operating results and a \$1,611 surplus attributed to COVID-19 operating results), a \$253 thousand surplus related to Water and Wastewater programs, and a \$5,040 thousand surplus related to the Waste Management Program.

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

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

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

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

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

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

# CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

## LEVY

(in thousands of dollars)

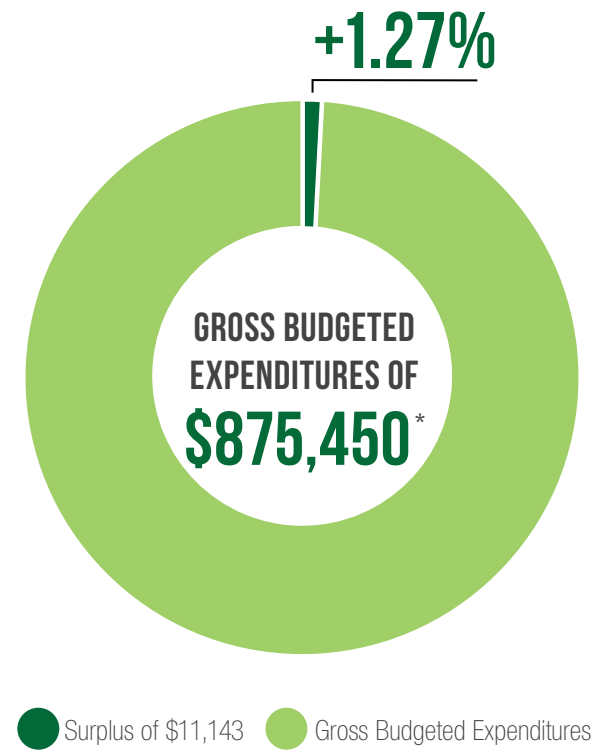
Niagara Region's levy programs are operating at a net forecasted surplus of \$11,143. The Region has continued to monitor and respond to the COVID-19 pandemic and make changes to service delivery to continue to meet the needs of Niagara residents.

The levy programs excluding agencies, boards and commissions (ABCs) are operating at a forecasted surplus of \$12,134. This forecasted surplus is largely driven by corporate staff gapping of \$850 due to delays in filling vacancies as a result of the COVID-19 pandemic, lower than anticipated uptake for Development Charge (DC) grants, forecasted to result in savings of \$5,181 by year end. The transit division has a favourable variance of \$5,064 mainly due to pandemic-related reduced service levels, lower ridership and deferred service enhancements. In addition, there are savings across all departments due to pandemic-related reductions in costs such as travel and staff training and development. These favourable variances are offset by an increased allocation of investment income of \$3,523 to the rate reserves and deferred development charges at the average portfolio rate.

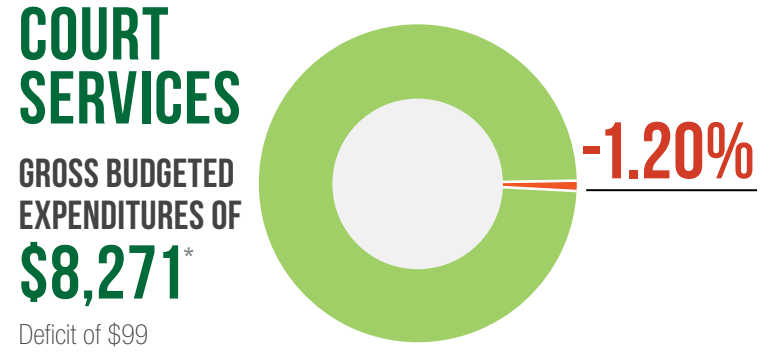
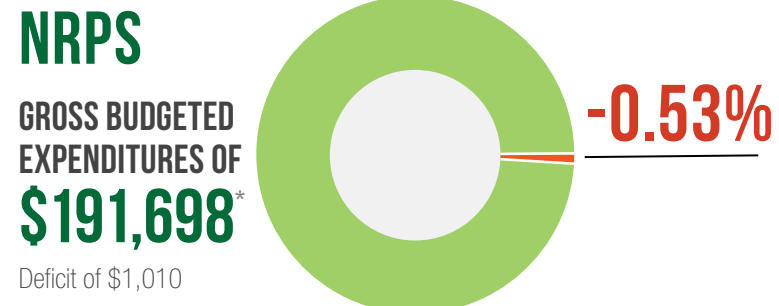
Niagara Region's ABCs are operating at a forecasted net deficit of \$991. The net deficit is primarily driven by higher than anticipated compensation costs within NRPS (\$1,250).

The 2021 approved budget included a transfer from the Taxpayer Relief reserve of \$19,059 to fund the incremental COVID-19 costs identified. With the announcements of additional COVID-related funding, staff are forecasting that all of the originally budgeted transfer will be returned to the Taxpayer Relief reserve. Including this transfer and the levy surplus of \$11,143, the balance of the Taxpayer Relief reserve is forecasted to be \$59,892, which is below the minimum funding target of 10% to 15% of the annual budgeted operating expenditures, which is \$65,482 to \$98,224.

### LEVY DEPARTMENT AND PROGRAMS (Including ABC's)



### FINANCIAL RESULTS OF ABC'S



### FINANCIAL STATEMENT HIGHLIGHTS

**+ \$5,181**

variance DC grant payments due to lower than anticipated uptake.

**+ \$5,064**

variance in transit costs mainly due to pandemic-related reduction in service, lower ridership and delays in service enhancements.

**+ \$850**

net variance due to issues with recruiting during the pandemic (\$5,899) offset by COVID-19 salary pressure of \$5,049

\*Includes transfer, intercompany charges and indirect allocations

## CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

# WATER & WASTEWATER

(in thousands of dollars)

Water and Wastewater Services are operating at a forecasted surplus of \$253 at year-end, which consists of a surpluses of \$8 and \$245 in the Water and Wastewater divisions respectively.

The forecasted surplus is primarily attributable to lower than expected repairs and maintenance throughout the department of \$349, net utility savings of \$1,251. These favourable variances are offset by an unfavourable variance in water sales of \$660 due to a wet spring and summer to date, combined with decreased water usage as a result of the COVID-19 pandemic, in addition to an unfavourable variance in sludge management of \$828 due to additional volumes.

It is recommended that, at year-end, the forecasted operating surpluses of \$8 and \$245 in the Water and Wastewater divisions be transferred to the Water Stabilization Reserve and the Wastewater Stabilization Reserve respectively.

Including forecasted surpluses, the Wastewater Stabilization Reserve and Water Stabilization reserves are forecasted to have balances of \$3,583 and \$3,526 respectively at the end of the year.

The funding target, of 10% to 15% of annual budgeted operating expenditures, is \$6,444 to \$9,667 for the Wastewater Stabilization reserve and \$2,354 to \$3,530 for the Water Stabilization reserve.

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

### WATER & WASTEWATER OPERATING SURPLUS



\* Includes transfer, intercompany charges and indirect allocations

### FINANCIAL STATEMENT HIGHLIGHTS



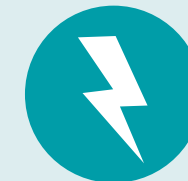
**-\$660**  
**VARIANCE IN WATER SALES**

due to reduced water usage as a result of the COVID-19 pandemic and wet spring weather.



**-\$828**  
**VARIANCE IN SLUDGE MANAGEMENT**

due to additional volumes.



**+\$1,251**  
**VARIANCE IN UTILITY SAVINGS**

due to lower than anticipated prices.

## CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

# WASTE MANAGEMENT

(in thousands of dollars)

Waste Management Services are operating at a forecasted surplus of \$5,040.

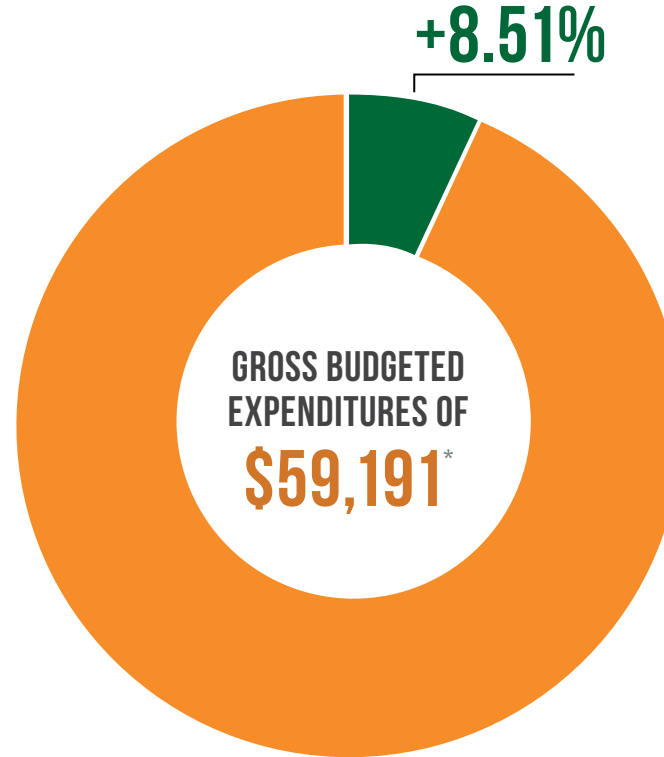
The forecasted surplus is primarily a result of a favourable variance of \$5,902 from higher than anticipated net market revenues from the sale of recyclable commodities arising from increased commodity prices. These favourable variances are offset by unfavourable variances of \$209 due to increased organic processing costs arising from increased volumes, \$426 in reduced garbage bag tag revenue, and reduced tipping fees in the amount of \$246 due to a lower than expected visits in the fall.

It is recommended that at year-end the forecasted operating surplus of \$5,040 in Waste Management be transferred to the Waste Management Stabilization Reserve.

Including the forecasted surplus, the Waste Management Stabilization Reserve is forecasted to have a balance of \$7,982 at the end of the year, which is within the funding targets for the Reserve.

The funding target, of 10% to 15% of annual budgeted operating expenditures, is \$5,937 to \$8,905.

### WASTE MANAGEMENT OPERATING SURPLUS



● Surplus of \$5,040 ● Gross Budgeted Expenditures

\* Includes transfer, intercompany charges and indirect allocations

### FINANCIAL STATEMENT HIGHLIGHTS



**+\$5,902**  
**NET VARIANCE IN RECYCLING REVENUE**  
resulting from price increases in the recyclable commodity markets.



**-\$426**  
**VARIANCE IN GARBAGE BAG TAG REVENUE**  
due to a decrease in sales volume.



**-\$209**  
**VARIANCE IN ORGANICS PROCESSING COSTS**  
due to increasing volumes.

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

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Annual Forecast	Q3 Forecasted Surplus/(Deficit)	Annual Budget	Annual Forecast	Q3 Forecasted Surplus/(Deficit)
<b>LEVY SUPPORTED DEPARTMENTS &amp; PROGRAMS</b>						
<b>Regional Departments</b>						
Governance	\$2,123	\$1,996	\$127	\$2,504	\$2,394	\$109
General Government	-\$327,339	-\$329,100	\$1,761	-\$411,255	-\$413,197	\$1,942
Corporate Administration	\$14,789	\$12,963	\$1,826	\$6,888	\$5,530	\$1,358
Corporate Services	\$37,628	\$37,632	-\$4	\$1,066	\$725	\$342
Community Services	\$44,469	\$43,717	\$752	\$64,709	\$63,376	\$1,333
Public Health & Emergency Services	\$28,499	\$28,725	-\$226	\$44,156	\$44,258	-\$102
Public Works - Transportation	\$38,910	\$32,503	\$6,407	\$80,658	\$74,144	\$6,514
Planning & Development	\$3,897	\$3,314	\$583	\$4,760	\$4,121	\$639
<b>Sub-Total - Regional Departments</b>	<b>-\$157,025</b>	<b>-\$168,251</b>	<b>\$11,226</b>	<b>-\$206,515</b>	<b>-\$218,649</b>	<b>\$12,134</b>
<b>Agencies, Boards &amp; Commissions</b>						
Court Services	-\$1,815	-\$1,708	-\$107	-\$680	-\$581	-\$99
Niagara Regional Housing	\$13,511	\$13,523	-\$12	\$23,317	\$23,199	\$118
Niagara Regional Police	\$161,060	\$161,526	-\$466	\$177,952	\$178,962	-\$1,010
Niagara Peninsula Conservation Authority	\$5,926	\$5,926	\$0	\$5,926	\$5,926	\$0
<b>Subtotal Agencies, Boards &amp; Commissions</b>	<b>\$178,682</b>	<b>\$179,267</b>	<b>-\$585</b>	<b>\$206,515</b>	<b>\$207,506</b>	<b>-\$991</b>
<b>Total Levy Supported Programs</b>	<b>\$21,657</b>	<b>\$11,016</b>	<b>\$10,642</b>	<b>\$0</b>	<b>-\$11,143</b>	<b>\$11,143</b>
<b>RATE SUPPORTED DEPARTMENTS</b>						
Public Works - Water & Wastewater	-\$20,072	-\$20,763	\$691	\$0	-\$253	\$253
Public Works - Waste Management	-\$1,586	-\$6,688	\$5,103	\$0	-\$5,040	\$5,040
<b>Total Rate Supported Departments</b>	<b>-\$21,657</b>	<b>-\$27,451</b>	<b>\$5,794</b>	<b>\$0</b>	<b>-\$5,293</b>	<b>\$5,293</b>
<b>TOTAL</b>	<b>\$0</b>	<b>-\$16,436</b>	<b>\$16,436</b>	<b>\$0</b>	<b>-\$16,436</b>	<b>\$16,436</b>

## Levy Statement of Operating Surplus/(Deficit) (COVID-19 and Non-COVID-19) (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$335,951	\$330,167	\$5,784	1.7%	\$449,464	\$448,128	\$1,336	0.3%
Administrative	\$26,872	\$19,623	\$7,249	27.0%	\$36,255	\$31,323	\$4,933	13.6%
Operational & Supply	\$36,964	\$29,748	\$7,215	19.5%	\$50,991	\$44,511	\$6,480	12.7%
Occupancy & Infrastructure	\$24,480	\$23,369	\$1,112	4.5%	\$32,842	\$32,367	\$475	1.4%
Equipment, Vehicles, Technology	\$12,710	\$12,427	\$283	2.2%	\$17,118	\$17,576	-\$458	-2.7%
Community Assistance	\$155,210	\$126,590	\$28,620	18.4%	\$204,848	\$180,249	\$24,599	12.0%
Partnership, Rebate, Exemption	\$22,346	\$11,575	\$10,772	48.2%	\$28,816	\$23,530	\$5,286	18.3%
Financial Expenditures	\$40,555	\$41,234	-\$679	-1.7%	\$73,047	\$73,119	-\$72	-0.1%
Total Expenses	\$655,087	\$594,733	\$60,354	9.2%	\$893,382	\$850,804	\$42,578	4.8%
Taxation	-\$300,793	-\$301,542	\$749	0.2%	-\$421,371	-\$423,166	\$1,796	0.4%
Federal & Provincial Grants	-\$276,134	-\$260,787	-\$15,348	-5.6%	-\$366,809	-\$360,893	-\$5,915	-1.6%
By-Law Charges & Sales	-\$9,436	-\$8,225	-\$1,211	-12.8%	-\$13,292	-\$11,482	-\$1,810	-13.6%
Other Revenue	-\$55,460	-\$48,778	-\$6,682	-12.0%	-\$73,949	-\$64,480	-\$9,469	-12.8%
Total Revenues	-\$641,823	-\$619,332	-\$22,491	-3.5%	-\$875,420	-\$860,022	-\$15,398	-1.8%
Intercompany Charges	-\$946	-\$359	-\$587	62.0%	-\$1,261	-\$706	-\$555	44.0%
Total Intercompany Charges	-\$946	-\$359	-\$587	62.0%	-\$1,261	-\$706	-\$555	44.0%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$12,318	-\$24,958	\$37,276	302.6%	\$16,701	-\$9,925	\$26,626	159.4%
Transfers From Funds	-\$21,889	-\$11,455	-\$10,434	-47.7%	-\$34,620	-\$18,647	-\$15,973	-46.1%
Transfers To Funds	\$33,934	\$34,339	-\$405	-1.2%	\$39,716	\$39,697	\$19	0.0%
Expense Allocations To Capital	-\$95	-\$67	-\$28	-29.6%	-\$140	-\$110	-\$30	-21.4%
Total Transfers	\$11,949	\$22,817	-\$10,868	-90.9%	\$4,956	\$20,940	-\$15,984	-322.5%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$24,268	-\$2,141	\$26,408	108.8%	\$21,657	\$11,016	\$10,642	49.1%
Indirect Allocations & Debt	-\$10,934	-\$10,517	-\$417	-3.8%	-\$21,657	-\$22,158	\$501	2.3%
Total Indirect Allocations & Debt	-\$10,934	-\$10,517	-\$417	-3.8%	-\$21,657	-\$22,158	\$501	2.3%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$13,334	-\$12,658	\$25,992	0.0%	\$0	-\$11,143	\$11,143	0.0%



## Levy Statement of Operating Surplus/(Deficit) (Non-COVID-19) (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$312,486	\$305,030	\$7,456	2.4%	\$419,162	\$412,538	\$6,624	1.6%
Administrative	\$26,258	\$19,058	\$7,201	27.4%	\$35,476	\$30,712	\$4,764	13.4%
Operational & Supply	\$36,207	\$30,629	\$5,578	15.4%	\$48,532	\$44,885	\$3,647	7.5%
Occupancy & Infrastructure	\$22,995	\$22,046	\$949	4.1%	\$30,852	\$30,236	\$616	2.0%
Equipment, Vehicles, Technology	\$12,530	\$12,041	\$489	3.9%	\$16,901	\$17,021	-\$120	-0.7%
Community Assistance	\$150,308	\$122,336	\$27,972	18.6%	\$198,582	\$174,087	\$24,495	12.3%
Partnership, Rebate, Exemption	\$20,267	\$9,979	\$10,287	50.8%	\$26,737	\$21,451	\$5,286	19.8%
Financial Expenditures	\$40,555	\$41,234	-\$679	-1.7%	\$73,049	\$73,117	-\$68	-0.1%
<b>Total Expenses</b>	<b>\$621,606</b>	<b>\$562,353</b>	<b>\$59,253</b>	<b>9.5%</b>	<b>\$849,291</b>	<b>\$804,047</b>	<b>\$45,244</b>	<b>5.3%</b>
Taxation	-\$300,793	-\$301,542	\$749	-0.2%	-\$422,379	-\$423,166	\$787	-0.2%
Federal & Provincial Grants	-\$243,687	-\$223,085	-\$20,602	8.5%	-\$325,124	-\$304,606	-\$20,518	6.3%
By-Law Charges & Sales	-\$15,324	-\$13,526	-\$1,799	11.7%	-\$21,68	-\$19,191	\$2,417	11.2%
Other Revenue	-\$55,671	-\$50,574	-\$5,096	9.2%	-\$75,034	-\$67,602	-\$7,432	9.9%
<b>Total Revenues</b>	<b>-\$615,475</b>	<b>-\$588,727</b>	<b>-\$26,748</b>	<b>4.3%</b>	<b>-\$844,145</b>	<b>-\$814,565</b>	<b>-\$29,580</b>	<b>3.5%</b>
Intercompany Charges	-\$1,454	-\$1,971	\$517	-35.6%	-\$1,937	\$1,574	-\$3,510	181.2%
<b>Total Intercompany Charges</b>	<b>-\$1,454</b>	<b>-\$1,971</b>	<b>\$517</b>	<b>-35.6%</b>	<b>-\$1,937</b>	<b>\$1,574</b>	<b>-\$3,510</b>	<b>181.2%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>4,677</b>	<b>-\$28,345</b>	<b>\$33,022</b>	<b>706.1%</b>	<b>\$3,209</b>	<b>-\$8,944</b>	<b>\$12,154</b>	<b>378.7%</b>
Transfers Between Funds	\$21,957	\$22,640	-\$684	-3.1%	\$17,673	\$20,795	-\$3,122	-17.7%
<b>Total Transfers</b>	<b>\$21,957</b>	<b>\$22,640</b>	<b>-\$684</b>	<b>-3.1%</b>	<b>\$17,673</b>	<b>\$20,795</b>	<b>-\$3,122</b>	<b>-17.7%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$26,634</b>	<b>-\$5,705</b>	<b>\$32,338</b>	<b>121.4%</b>	<b>\$20,882</b>	<b>\$11,851</b>	<b>\$9,032</b>	<b>43.3%</b>
Indirect Allocations & Debt	-\$10,934	-\$10,517	-\$417	3.8%	-\$21,657	-\$22,158	\$501	-2.3%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$10,934</b>	<b>-\$10,517</b>	<b>-\$417</b>	<b>3.8%</b>	<b>-\$21,657</b>	<b>-\$22,158</b>	<b>\$501</b>	<b>-2.3%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$15,700</b>	<b>-\$16,222</b>	<b>\$31,922</b>	<b>203.3%</b>	<b>-\$775</b>	<b>-\$10,307</b>	<b>\$9,532</b>	<b>-1,230.1%</b>

## Levy – Continued (Non-COVID-19)

### Variance Analysis (in thousands of dollars)

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

Non-COVID-19 Levy is operating a year-to-date surplus after indirect allocations of \$31,922 and a forecasted surplus after indirect allocations of \$9,532. This is due to a number of factors as noted below.

**Compensation** - The favourable year-to-date and forecasted variances of \$7,456 and \$6,624 respectively are mainly driven by corporate staff gapping due to delays in filling vacancies as a result of the COVID-19 pandemic. The favourable variance is driven by gapping within the Public Health Department, specifically in the Business Continuity Program (BCP) (\$3,301) and Pandemic Response Division (PRD) of \$1,039. The year-to-date and forecasted unfavourable variances in compensation have been partially offset by forecasted unfavourable variances in Community Services (\$1,334) due to pandemic pay of \$3 per hour for Personal Support Worker's (PSW's) additional staffing required to increase hours of direct care to residents as well as the unfavourable forecast in NRPS (\$1,096) as a result of higher than anticipated overtime and replacement pay. The Forecasted savings related to Vision Zero are \$938.

**Administration** – The favourable year-to-date variances of \$7,201 and \$4,764 are primarily due to provision for transfer costs for the Human Resources Information Systems (HRIS) transition project not required (\$800) and transit consulting services savings due to a delay in the transit governance triple majority vote (\$854). In addition, there have been savings realized across all departments in training and travel-related costs as a result of pandemic-related restrictions. These forecasted savings are offset by higher than budgeted first, third and non-insurable claim payouts and claim administration costs. Forecasted savings related to Vision Zero are \$1,978.

**Operational & Supply** – The favourable year-to-date and forecasted variances of \$5,578 and \$3,647 are primarily due to lower than expected year-to-date and forecasted Transit Service costs in NRT OnDemand services and Niagara Specilized Tranist (NST) services (\$3,344). Additional forecasted savings are anticipated in Transportaion due to lower than expected winter materials (\$300) due to mid winter, lowered hired equipment costs (\$730) and signal material costs (\$300) from deferred new LAM signal builds.

**Community Assistance** – The favourable year-to-date and forecasted variances of \$27,972 and \$24,495 respectively are largely due to year-to-date and forecasted variances within Community Services. Favourable year-to-date and forecasted variances in Social Assistance and Employment Opportunities (SAEO) (\$21,120 and \$22,137 respectively) as a result of the 2021 budget being prepared based on the Ministry's forecast for expected increase in caseloads and benefits. This projected increase did not materialize (caseloads and benefits issuances decreased by 20% in 2021 compared to 2020 due to the extension of Federal COVID-19 benefits). The favourable variance in SAEO is 100% offset by a reduction in provincial revenues below. Within Housing Services, forecasted lower than budgeted spend for ministry-funded programs (\$1,080) and forecasted lower than budgeted subsidy payments to non-profit and co-op housing providers (\$307). Additionally, Childrens has a favourable year-to-date variance due to uncertainty with provincial funding announcements, resulting in the division taking a more conservative approach of issuing expanding funding (\$5,863) in order to ensure sustainability of the child care system.

**Partnership, Rebate, Exemption** – The favourable year-to-date and forecasted variances of \$10,287 and \$5,286 are primarily due to lower than anticipated uptake for planning and economic development grants such as Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and

## Levy – Continued (Non-COVID-19)

Gateway tax increment grants (\$5,631 and \$907), as well as development charge grants (\$4,150 and \$4,275).

**Federal & Provincial Grants** - The unfavourable year-to-date and forecasted variances of \$20,602 and \$20,519 respectively are largely driven by variances within Community Services including lower than anticipated provincial revenues in SAEO due to the expected caseload and benefit increases not materializing due to the continued Federal funding during the pandemic (\$19,196 and \$22,064). The reduction in provincial revenues reflects the reduction in benefit payments as mentioned above. In addition, there was a base funding increase in Senior Services resulting in reduced funding (\$727), as well as increased funding received as a result of the announcement of the increase in direct care hours for residents (\$1,412).

**By-Law Charges & Sales** – The unfavourable year-to-date and forecasted variances of \$1,799 and \$2,417 relate to a number of factors, lower than anticipated adult day program fees (\$653 and \$687) due to the programs not operating, lower than budgeted fee subsidy in Childrens services (year-to-date and forecasted variance of \$257) due to reduced number of children in day care during the pandemic within Community Services. Lower than anticipated signal maintenance revenue (\$527 and \$1,070) due to deferred signal builds within the LAMs

**Other Revenue** – The unfavourable year-to-date and forecasted variances of \$5,096 and \$7,431 respectively, are primarily related to a forecasted increase in the allocation of investment income to the rate reserves and deferred revenue in accordance with the Reserve Policy (\$3,523). Forecasted deficit related to Vision Zero is \$4,270.

**Intercompany Charges** – The unfavourable forecasted variance of \$3,510 primarily is mainly driven by a reallocation of COVID-19 expenditures in Public Health that have been re-allocated to business continuity for the purposes of maximizing mandatory funding in accordance with the funding agreement reallocation of COVID-19 related expenditures (\$4,064) required to meet the mandatory funding thresholds. This unfavourable variance has been partially offset by the reallocation of wages for staff who have been redeployed to support Regional departments.

**Transfers** – The unfavourable forecasted variance of \$3,122 is primarily due to reserve funding not required and therefore returned to reserves including HRIS (\$500), Vision Zero Capital Program (\$750) and operating costs for a supportive housing facility originally expected to be occupied by December 31, 2021 (\$1,230), as well as forecasted encumbrances of economic development grants (\$1,197). Many of these unfavourable variances have been offset by favourable variances as reported above.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$23,465	\$25,137	-\$1,671	-7.1%	\$30,302	\$35,590	-\$5,288	-17.5%
Administrative	\$613	\$565	\$48	7.8%	\$779	\$610	\$169	21.8%
Operational & Supply	\$756	-\$881	\$1,637	216.5%	\$2,489	-\$374	\$2,863	115.0%
Occupancy & Infrastructure	\$1,486	\$1,323	\$163	11.0%	\$1,989	\$2,131	-\$142	-7.1%
Equipment, Vehicles, Technology	\$180	\$387	-\$207	-114.4%	\$217	\$555	-\$339	-156.0%
Community Assistance	\$4,901	\$4,254	\$647	13.2%	\$6,266	\$6,162	\$104	1.7%
Partnership, Rebate, Exemption	\$2,079	\$1,595	\$484	23.3%	\$2,079	\$2,079	\$0	0%
Financial Expenditures	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%
<b>Total Expenses</b>	<b>\$33,481</b>	<b>\$32,379</b>	<b>\$1,102</b>	<b>3.3%</b>	<b>\$44,122</b>	<b>\$46,755</b>	<b>-\$2,633</b>	<b>-6.0%</b>
Taxation	\$0	\$0	\$0	0%	\$1,008	\$0	\$1,008	100.0%
Federal & Provincial Grants	-\$32,447	-\$37,701	\$5,254	-16.2%	-\$41,715	-\$56,287	\$14,573	-34.9%
By-Law Charges & Sales	\$5,888	\$5,300	\$588	10.0%	\$8,316	\$7,708	\$608	7.3%
Other Revenue	\$211	\$1,796	-\$1,585	-753.2%	\$1,085	\$3,122	-\$2,037	-187.7%
<b>Total Revenues</b>	<b>-\$26,349</b>	<b>-\$30,605</b>	<b>-4,256</b>	<b>-16.2%</b>	<b>-\$31,305</b>	<b>-\$45,457</b>	<b>\$14,151</b>	<b>-45.2%</b>
Intercopmany Charges	\$508	\$1,612	-\$1,104	-217.2%	\$676	-\$2,280	\$2,955	437.1%
<b>Total Intercompany Charges</b>	<b>\$508</b>	<b>\$1,612</b>	<b>-\$1,104</b>	<b>-217.2%</b>	<b>\$676</b>	<b>-\$2,280</b>	<b>\$2,955</b>	<b>437.1%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$7,640</b>	<b>\$3,386</b>	<b>\$4,254</b>	<b>55.7%</b>	<b>\$13,493</b>	<b>-\$982</b>	<b>\$14,473</b>	<b>107.3%</b>
Transfers Between Funds	-\$10,007	\$177	-\$10,184	101.8%	-\$12,717	\$146	-\$12,863	101.1%
<b>Total Transfers</b>	<b>-\$10,007</b>	<b>\$177</b>	<b>-\$10,184</b>	<b>101.8%</b>	<b>-\$12,717</b>	<b>\$146</b>	<b>-\$12,863</b>	<b>101.1%</b>
<b>Net Expenditure (Revenue) Before Indirect Alloctions</b>	<b>-\$2,367</b>	<b>\$3,563</b>	<b>-\$5,930</b>	<b>250.5%</b>	<b>\$775</b>	<b>-\$836</b>	<b>\$1,611</b>	<b>207.9%</b>
Indirect Allocations & Debt	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$2,367</b>	<b>\$3,563</b>	<b>-\$5,930</b>	<b>250.5%</b>	<b>\$775</b>	<b>-\$836</b>	<b>\$1,611</b>	<b>207.9%</b>

## Levy – Continued (COVID-19)

### Variance Analysis (in thousands of dollars)

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

Levy related to COVID-19 is operating at a year-to-date deficit after indirect allocations of \$5,930 and a forecasted surplus after indirect allocations of \$1,611. This is due to a number of factors, as noted below.

**Compensation** - The unfavourable year-to-date and forecasted variances of \$1,672 and \$5,288 are primarily due to additional hours, overtime and pandemic pay in Seniors Services (\$2,465 and \$4,326), increased compensation costs within the Emergency Medical Services (EMS) division (\$380 and \$553) and Public Health (forecasted to be \$1,562) related to increased workload as a result of COVID-19.

**Operational & Supply** – The favourable year-to-date and forecasted variances of \$1,637 and \$2,863 are primarily due to lower than expected costs related to medical supplies in Public Health (\$1,244) and Senior Services (\$418) and lower than expected costs associated with Bridge housing and permanent supportive housing facilities related to time of expenditures within Homelessness (\$501) which have been deferred to 2022. The variance in Homelessness is 100% offset by a reduction in provincially and federally provided COVID matching revenues below.

**Taxation** – The favourable forecasted variance of \$1,008 is due to a higher than anticipated growth rate (growth rate of 1.3% compared to the budgeted growth rate of 1%). As a result of the increased growth rate, it reduced the loss in revenue that was projected in the budget.

**Federal & Provincial Grants** - The favourable year-to-date and forecasted variances of \$5,254 and \$14,572 is largely driven by the favourable variances within Community Services. Within Senior Services, the division is anticipating higher than budgeted funding relating to Long-Term Care Emergency Funding (\$7,547), PSW Wage Enhancement funding (\$2,207) of \$3/hour for eligible staff working in long-term care/assisted living facilities and funding dedicated to support LTC homes with Infection Control and Prevention (IPAC) measures (\$1,078). The forecasted favourable variance is further increased by confirmed provincial and federal funding specific to support incremental costs related to Homelessness during the pandemic (\$975) and emergency child care funding (\$503) received in Children's.

**By-Law Charges & Sales** – The unfavourable year-to-date and forecasted variances of \$588 and \$608 respectively, is primarily related to NRPS forecasting lower than anticipated lost revenues due to the casino reopening in July.

**Other Revenue** – The unfavourable year-to-date and forecasted variances of \$1,586 and \$2,037 are driven by lost revenue attributable to COVID-19 (\$727) from court closures, trial adjournments and delays in convictions within Court Services and lower accommodation fees within Senior Services (\$1,462) due to vacant beds with the long-term care homes which are required to be held temporarily vacant in order to isolate new admissions.

**Intercompany Charges** – The unfavourable year-to-date variances of \$1,104 and forecasted favourable variances of \$2,955 primarily relate to the reallocation of COVID-19 expenditures in Public Health that have been reallocated to business continuity for the purposes of maximizing mandatory funding (\$4,064) in accordance with the funding agreement.

**Transfers** - The unfavourable year-to-date and forecasted variances of \$10,184 and \$12,863 are primarily due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget as a result of unbudgeted funding received from the provincial and federal governments to fund pandemic-related expenses.



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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$1,471	\$1,427	\$44	3.0%	\$1,962	\$1,910	\$52	2.6%
Administrative	\$116	\$40	\$76	65.5%	\$155	\$79	\$76	49.1%
Operational & Supply	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Equipment, Vehicles, Technology	\$2	\$2	\$0	-3.1%	\$2	\$2	\$0	-2.3%
Partnership, Rebate, Exemption	\$2	\$0	\$2	100.0%	\$2	\$1	\$2	75.0%
<b>Total Expenses</b>	<b>\$1,591</b>	<b>\$1,469</b>	<b>\$122</b>	<b>7.7%</b>	<b>\$2,122</b>	<b>\$1,992</b>	<b>\$130</b>	<b>6.1%</b>
<b>Total Revenues</b>			<b>\$0</b>	<b>0.0%</b>		<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
Intercompany Charges	\$1	\$3	-\$2	-270.1%	\$1	\$4	-\$2	-202.6%
<b>Total Intercompany Charges</b>	<b>\$1</b>	<b>\$3</b>	<b>-\$2</b>	<b>-270.1%</b>	<b>\$1</b>	<b>\$4</b>	<b>-\$2</b>	<b>-202.6%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$1,592</b>	<b>\$1,472</b>	<b>\$120</b>	<b>7.5%</b>	<b>\$2,123</b>	<b>\$1,996</b>	<b>\$127</b>	<b>6.0%</b>
<b>Total Transfers</b>			<b>\$0</b>	<b>0.0%</b>		<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$1,592</b>	<b>\$1,472</b>	<b>\$120</b>	<b>7.5%</b>	<b>\$2,123</b>	<b>\$1,996</b>	<b>\$127</b>	<b>6.0%</b>
Indirect Allocations & Debt	\$287	\$291	-\$4	-1.4%	\$381	\$399	-\$18	-4.7%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$287</b>	<b>\$291</b>	<b>-\$4</b>	<b>-1.4%</b>	<b>\$381</b>	<b>\$399</b>	<b>-\$18</b>	<b>-4.7%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$1,879</b>	<b>\$1,763</b>	<b>\$116</b>	<b>0.0%</b>	<b>\$2,504</b>	<b>\$2,394</b>	<b>\$109</b>	<b>4.4%</b>

# Governance - Continued

## Variance Analysis (in thousands of dollars)

Governance is operating at a year-to-date surplus before indirect allocations of \$120 with a forecasted surplus of \$127 for year-end. The following factors have contributed to this surplus.

**Compensation** - The favourable year-to-date and forecasted variances of \$44 and \$52 are due to an intern vacancy within the Chair's Office and a declined salary increase for the Regional Chair.

**Administration** - The favourable year-to-date and forecasted variance of \$76 is due to lower than anticipated travel, meals, mileage and registration fees as a result of the COVID-19 pandemic and related restrictions on travel and conferences.

## Community Impacts & Achievements

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

### Project Updates/Accomplishments

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

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

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Administrative	\$4,748	\$6,078	-\$1,330	-28.0%	\$6,331	\$5,725	\$605	9.6%
Occupancy & Infrastructure	\$70	\$104	-\$34	-49.0%	\$86	\$119	-\$33	-38.3%
Partnership, Rebate, Exemption	\$13,536	\$3,755	\$9,781	72.3%	\$19,753	\$14,572	\$5,182	26.2%
Financial Expenditures	\$39,005	\$39,888	-\$883	-2.3%	\$70,991	\$71,243	-\$252	-0.4%
<b>Total Expenses</b>	<b>\$57,358</b>	<b>\$49,825</b>	<b>\$7,534</b>	<b>13.1%</b>	<b>\$97,161</b>	<b>\$91,659</b>	<b>\$5,502</b>	<b>5.7%</b>
Taxation	-\$300,793	-\$301,542	\$749	0.2%	-\$421,371	-\$423,166	\$1,796	0.4%
Federal & Provincial Grants	-\$2,772	-\$5,167	\$2,394	86.4%	-\$4,131	-\$8,062	\$3,932	95.2%
By-Law Charges & Sales	-\$25	-\$14	-\$11	-42.8%	-\$33	-\$19	-\$14	-42.8%
Other Revenue	-\$11,754	-\$10,977	-\$777	-6.6%	-\$16,386	-\$12,863	-\$3,523	-21.5%
<b>Total Revenues</b>	<b>-\$315,344</b>	<b>-\$317,699</b>	<b>\$2,355</b>	<b>0.7%</b>	<b>-\$441,920</b>	<b>-\$444,110</b>	<b>\$2,190</b>	<b>0.5%</b>
Intercompany Charges	\$2,711	\$5,083	-\$2,372	-87.5%	\$4,049	\$7,735	-\$3,686	-91.0%
<b>Total Intercompany Charges</b>	<b>\$2,711</b>	<b>\$5,083</b>	<b>-\$2,372</b>	<b>-87.5%</b>	<b>\$4,049</b>	<b>\$7,735</b>	<b>-\$3,686</b>	<b>-91.0%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$255,275</b>	<b>-\$262,792</b>	<b>\$7,518</b>	<b>2.9%</b>	<b>-\$340,711</b>	<b>-\$344,717</b>	<b>\$4,006</b>	<b>1.2%</b>
Transfers From Funds	-\$6,032	-\$6,002	-\$30	-0.5%	-\$13,370	-\$12,322	-\$1,048	-7.8%
Transfers To Funds	\$24,833	\$26,018	-\$1,184	-4.8%	\$26,742	\$27,939	-\$1,197	-4.5%
<b>Total Transfers</b>	<b>\$18,801</b>	<b>\$20,015</b>	<b>-\$1,214</b>	<b>-6.5%</b>	<b>\$13,372</b>	<b>\$15,616</b>	<b>-\$2,244</b>	<b>-16.8%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$236,473</b>	<b>-\$242,777</b>	<b>\$6,303</b>	<b>2.7%</b>	<b>-\$327,339</b>	<b>-\$329,100</b>	<b>\$1,761</b>	<b>0.5%</b>
Indirect Allocations & Debt	-\$59,284	-\$59,465	\$180	0.3%	-\$83,916	-\$84,096	\$180	0.2%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$59,284</b>	<b>-\$59,465</b>	<b>\$180</b>	<b>0.3%</b>	<b>-\$83,916</b>	<b>-\$84,096</b>	<b>\$180</b>	<b>0.2%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$295,758</b>	<b>-\$302,242</b>	<b>\$6,484</b>	<b>0.0%</b>	<b>-\$411,255</b>	<b>-\$413,197</b>	<b>\$1,942</b>	<b>0.5%</b>



# General Government - Continued

## Variance Analysis (in thousands of dollars)

General Government is operating at a year-to-date surplus before indirect allocations of \$6,303 and is forecasting an overall surplus before indirect allocations of \$1,761 at year-end due to the following factors:

**Administration** - The unfavourable year-to-date variance of \$1,330 is primarily due to an increase of the accrual for estimated legal claims against the Region, and the favourable forecasted variance of \$605 relates to the expected change in legal liability due to the timing of anticipated payouts.

**Partnership, Rebate, Exemption** - The favourable year-to-date variance of \$9,781 is primarily due to the following:

- The timing of billing of economic development grants of \$5,519. These grants include Planning Incentive Grants, Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway Tax Increment Grants.
- Lower than anticipated uptake for Development Charge (DC) grants of \$4,150 in Q1, Q2 and Q3.

The favourable forecasted variance of \$5,182 includes expected payment on in-process Brownfield applications, however there remains lower than anticipated uptake of planning and economic development grants of \$962 and DC grants of \$4,275.

**Financial Expenditures** – The unfavourable year-to-date variance of \$883 is due to the timing of tax write-offs, as the tax write-offs are generally received at year-end from Local Area Municipalities and are therefore expected to be fully realized by year-end, in addition to the foreign exchange loss on investment income. The forecasted unfavourable variance of \$252 is primarily a result of a forecasted loss on the foreign exchange for investment income and debt charges.

**Taxation** – The favourable year-to-date variance of \$749 is primarily the result of revenues from the Power Dam and supplemental tax revenue, which is budgeted in December. The forecasted favourable variance of \$1,796 is due to a greater than anticipated increase in supplemental tax revenues by the end of the year as a result of an anticipated growth rate of 1.5% at the time of writing this report.

**Federal & Provincial Grants** – The favourable year-to-date and forecasted variances of \$2,394 and \$3,932 relate to unbudgeted general corporate COVID-19 funding that has been recognized in General Government and allocated across the corporation to fund incremental COVID-19 related expenditures through intercompany charges as applicable (see Intercompany Charges below).

**Other Revenue** – The year-to-date unfavourable variance of \$777 is primarily related to the unfavourable investment income variance of \$1,454 due to the interest rate used to allocate portfolio income to reserves. This unfavourable variance is offset by a favourable variance of \$626 from Surplus Properties. The forecasted unfavourable variances of \$3,523 is mainly due to an increased allocation of investment income to the rate reserves and deferred revenue at the average portfolio rate.

**Intercompany Charges** – The unfavourable year-to-date and forecasted variances of \$2,372 and \$3,686 primarily relate to unbudgeted general corporate COVID-19 funding that has been recognized in General Government and allocated across the corporation to fund COVID-19 related expenditures.

**Transfers To/From Funds** – The year-to-date unfavourable variance of \$1,214 is primarily due to the unbudgeted year-to-date sale of surplus properties of \$1,184 and corresponding transfer to the Capital Levy reserve, per Procurement By-law 02-2016. The forecasted unfavourable variance of \$2,244 is primarily due to forecasted encumbrances of economic and development grants of \$913 and the return to reserves of funding of \$1,008 allocated for COVID-19 costs within General Government in the 2021 budget as a result of unbudgeted funding received from the provincial government to fund pandemic-related expenses.

# General Government - Continued

## Community Impacts & Achievements

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

- Council approved 123 Capital projects for 2021, which included a \$20,748 reserve contribution to the Capital Levy reserve. Some of the significant capital projects for 2021 included South Niagara Falls Wastewater Treatment Plant (\$320,000), Niagara Falls Wastewater Treatment Plant Upgrade (\$47,000) and 911 Call Centre (\$12,400).
- Funded 92 Capital projects and 26 Operating projects with \$4,463 and \$1,244 respectively of Development Charges reserves by utilizing a more streamlined and efficient funding process.
- Delivered economic incentive grant programs (Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants), partnering with the Local Area Municipalities and not-for-profit organizations to promote culture, public realm and economic growth.
- Investment income before transfers for 2021, including Q3 actual results plus forecast to year-end is favourable when compared to budget by \$3,097 as a result of achieving higher yield on new investments during 2021 compared with budgeted rates.
- Total of \$50 in Tile Drainage loans successfully issued in May for Lincoln with a term of 10 years and a rate of 6.00%
- NRH Peoples Trust mortgage of \$2,759 with a term of 4 years and a rate of 2.66% assumed by the Region in May through the acquisition of a housing provider
- Total of \$46,084 debentures were issued through the Capital Markets with a term of 10 years and a rate of 1.78% in July:
  - \$15,958 for Regional projects (Roads and Niagara Regional Housing)
  - \$30,126 for Local Area Municipalities (Niagara-on-the-Lake, Welland, and St. Catharines)
- Total of \$34,300 debentures are planned to be issued through Infrastructure Ontario:
  - \$15,000 for Regional projects (Wastewater)
  - \$19,300 for Local Area Municipalities (Niagara-on-the-Lake, Niagara Falls, and West Lincoln)

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$8,811	\$8,384	\$426	4.8%	\$11,769	\$10,850	\$919	7.8%
Administrative	\$3,572	\$1,665	\$1,907	53.4%	\$4,722	\$3,405	\$1,316	27.9%
Operational & Supply	\$135	\$77	\$58	42.9%	\$180	\$122	\$58	32.2%
Occupancy & Infrastructure	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Equipment, Vehicles, Technology	\$120	\$99	\$22	17.9%	\$153	\$131	\$22	14.1%
Partnership, Rebate, Exemption	\$2,193	\$1,675	\$518	23.6%	\$2,268	\$2,240	\$28	1.2%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
<b>Total Expenses</b>	<b>\$14,831</b>	<b>\$11,900</b>	<b>\$2,931</b>	<b>19.8%</b>	<b>\$19,092</b>	<b>\$16,750</b>	<b>\$2,342</b>	<b>12.3%</b>
Federal & Provincial Grants	-\$2,060	-\$1,608	-\$452	-21.9%	-\$2,080	-\$2,112	\$32	1.6%
By-Law Charges & Sales	-\$3	-\$6	\$3	106.8%	-\$4	-\$7	\$3	80.1%
Other Revenue	-\$89	-\$138	\$49	55.2%	-\$118	-\$167	\$49	41.4%
<b>Total Revenues</b>	<b>-\$2,152</b>	<b>-\$1,751</b>	<b>-\$400</b>	<b>-18.6%</b>	<b>-\$2,202</b>	<b>-\$2,286</b>	<b>\$84</b>	<b>3.8%</b>
Intercompany Charges	-\$280	-\$509	\$229	-81.6%	-\$410	-\$666	\$256	-62.4%
<b>Total Intercompany Charges</b>	<b>-\$280</b>	<b>-\$509</b>	<b>\$229</b>	<b>-81.6%</b>	<b>-\$410</b>	<b>-\$666</b>	<b>\$256</b>	<b>-62.4%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$12,400</b>	<b>\$9,640</b>	<b>\$2,760</b>	<b>22.3%</b>	<b>\$16,479</b>	<b>\$13,797</b>	<b>\$2,682</b>	<b>16.3%</b>
Transfers From Funds	-\$1,253	-\$1,210	-\$43	-3.4%	-\$1,691	-\$834	-\$857	-50.7%
<b>Total Transfers</b>	<b>-\$1,253</b>	<b>-\$1,210</b>	<b>-\$43</b>	<b>-3.4%</b>	<b>-\$1,691</b>	<b>-\$834</b>	<b>-\$857</b>	<b>-50.7%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$11,147</b>	<b>\$8,430</b>	<b>\$2,717</b>	<b>24.4%</b>	<b>\$14,789</b>	<b>\$12,963</b>	<b>\$1,826</b>	<b>12.3%</b>
Indirect Allocations & Debt	-\$5,898	-\$5,136	-\$762	-12.9%	-\$7,901	-\$7,433	-\$468	-5.9%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$5,898</b>	<b>-\$5,136</b>	<b>-\$762</b>	<b>-12.9%</b>	<b>-\$7,901</b>	<b>-\$7,433</b>	<b>-\$468</b>	<b>-5.9%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$5,249</b>	<b>\$3,294</b>	<b>\$1,955</b>	<b>0.0%</b>	<b>\$6,888</b>	<b>\$5,530</b>	<b>\$1,358</b>	<b>19.7%</b>

# Corporate Administration - Continued

## Variance Analysis (in thousands of dollars)

Corporate Administration is operating at a year-to-date surplus before indirect allocations of \$2,717 with a forecasted surplus of \$1,826 before indirect allocations for year-end. The following factors have contributed to this surplus.

**Compensation** – The favourable year-to-date and forecasted variances of \$426 and \$919 are due to staffing vacancies throughout the divisions of Corporate Administration and a forecasted corporate benefit surplus. The vacancy-related year-to-date (\$450) and forecasted surplus (\$519) is largely driven by vacancies and seconded staff within the Corporate Strategy and Innovation team, and is offset by labour relations pressures. The corporate health and dental benefit claims are also forecasted to be lower than budgeted (\$544).

**Administration** - The favourable year-to-date and forecasted variances of \$1,907 and \$1,316 are largely driven by the revised Human Resources Information Systems (HRIS) transition project budgeted with funding from Reserves (\$800). Surpluses from reduced travel, meals and conference attendance in all divisions, as well as reduced consulting to support foreign direct investment activities. These surpluses are offset by corporate external legal expenses related to labour relations.

**Operational & Supply** - The favourable year-to-date and forecasted variance of \$58 is due to lower than anticipated corporate training costs.

**Partnership, Rebate, Exemption** - The favourable year-to-date and forecasted variance of \$518 and \$28 is due to the timing of grant program awards, including the federally-funded Tourism Adaption & Recovery grants to be issued by Economic Development.

**Federal & Provincial Grants** - The unfavourable year-to-date variance of \$452 is due to timing of the federally-funded Tourism Adaption & Recovery grants and the forecasted favourable variance of \$32 is due to increased Invest Canada-Community Initiatives funding anticipated by Economic Development.

**Other Revenue** - The favourable year-to-date and forecasted variance of \$49 is primarily due to revenue received for an employee seconded to the Niagara District Airports (\$28) and a shared marketing campaign with Innovate Niagara (\$25).

**Intercompany Charges** - The favourable year-to-date and forecasted variances of \$229 and \$256 are reflective of the reallocation of wages for staff who have been redeployed to support other Niagara Region departments in need during the COVID-19 pandemic and the allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses within Corporate Administration (\$284 year-to-date and \$402 total forecast).

**Transfers** - The unfavourable year-to-date and forecasted variance of \$43 and \$857 is due to the return of reserve funding allocated for COVID-19 costs in the 2021 budget. The reserve funding is replaced with unbudgeted funding received from the provincial government for pandemic-related expenses. In addition, one-time funding is being returned to reserves for the HRIS transition project (\$800).

## Community Impacts & Achievements

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

### Corporate Strategy & Innovation

Strategic Communications and Public Affairs

- Ongoing support to Seniors Services and efforts to achieve staff accreditation in Regional long-term care facilities.
- Developed and executed Green Bin summer campaign to encourage residents to increase usage

## Corporate Administration - Continued

- Executed NRT OnDemand communications and marketing strategy in partnership with GO Implementation Office; consulted with local municipal partners on strategy and working with Economic Development to inform the business community
- Led the creation of an extensive Moving Transit Forward public education and engagement campaign in coordination with local area municipal staff to contribute to Niagara's move to a consolidated transit system
- Launched a stakeholder engagement campaign to gather business input and feedback into the creation of Niagara Economic Development's 10-year economic development strategy

### Government Relations

- Development and implementation of Indigenous Engagement Procedures related to Capital Infrastructure Projects
- Coordinated four meetings with Ministers during the ROMA 2021 Conference
- Hosted the semi-annual Municipal Government Relations Network meeting
- Project managed the successful election of Regional representation to the Federation of Canadian Municipalities Board of Directors
- Spearheaded an introductory meeting between Chair Bradley and Chief Stacey LaForme of the Mississaugas of the Credit First Nation, which formally initiates a relationship between Niagara Region and First Nations
- Coordinated two meetings with federal and provincial political representatives regarding GO Transit Projects
- Advocated Regional priorities to the Provincial Minister of Finance in a pre-budget submission
- Preparing for Regional representatives for eight AMO delegation meetings with provincial ministers and leaders of the opposition parties
- Collaborating with Planning staff and senior public servants with Transport Canada and Public Service & Procurement Canada regarding relinquishing surplus lands in the Glendale District for a new Eco Park.

### Diversity, Equity and Inclusion Program

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

### Corporate Strategy

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

## Clerks

- Continued success holding Regional Council, Standing Committee, and Advisory Committee meetings and Workshops using electronic participation in light of COVID-19.
- Provision of records management requirements and completion of a Proof of Concept project in preparation for the implementation of R365, which will replace CRMS as Niagara Region's records management application.
- Data collection for the Personal Information Bank project has begun, and will continue through 2022, in compliance with the requirements of the Municipal Freedom of Information and Protection of Privacy Act
- Access and Privacy staff are preparing for the implementation of mandatory corporate staff training in Privacy beginning in 2022.



# Corporate Administration - Continued

## Human Resources

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

## Economic Development

- Biweekly calls to ERRT stakeholder groups continue in collaboration with Public Health to get vaccination program and public health protocols to businesses.
- Administration of the \$2 million Fed Dev Tourism Adaption and Recovery Fund ongoing with funding paid out to businesses who have completed their projects and submitted final reports and invoices.
- Economic Base Analysis completed for the 10 Year Economic Development Strategy.
- Intelligent Futures contracted through RFP process to undertake the stakeholder engagement component of the 10 Year Economic Development Strategy.
- Strategy Advisory Council appoints Chair and Vice Chair and two meetings held in Q3 including an introductory workshop with Intelligent Futures.
- Continued support to the Town of Grimsby's Economic Development Strategy.
- Trade and FDI Update Report completed.
- Continue to promote Canada Summer Games RFPs to local businesses and organize Niagara Region 13:13 Cultural Event, to be held on August 14, 2022.
- New Manager, Trade and Investment started in August, contract awarded for lead generation in the fall.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$15,882	\$15,354	\$528	3.3%	\$21,184	\$20,141	\$1,042	4.9%
Administrative	\$5,033	\$3,570	\$1,463	29.1%	\$6,788	\$8,660	-\$1,872	-27.6%
Operational & Supply	\$289	\$183	\$107	36.8%	\$386	\$326	\$60	15.5%
Occupancy & Infrastructure	\$7,238	\$6,152	\$1,087	15.0%	\$9,588	\$8,604	\$984	10.3%
Equipment, Vehicles, Technology	\$2,234	\$2,315	-\$81	-3.6%	\$3,179	\$3,360	-\$181	-5.7%
Financial Expenditures	\$0	-\$1	\$1	0.0%	\$0	-\$1	\$1	0.0%
<b>Total Expenses</b>	<b>\$30,677</b>	<b>\$27,573</b>	<b>\$3,103</b>	<b>10.1%</b>	<b>\$41,124</b>	<b>\$41,090</b>	<b>\$34</b>	<b>0.1%</b>
Federal & Provincial Grants	-\$52	-\$54	\$2	3.9%	-\$70	-\$72	\$2	2.9%
By-Law Charges & Sales	-\$343	-\$250	-\$94	-27.3%	-\$458	-\$301	-\$157	-34.3%
Other Revenue	-\$688	-\$621	-\$67	-9.7%	-\$894	-\$1,254	\$360	40.2%
<b>Total Revenues</b>	<b>-\$1,084</b>	<b>-\$925</b>	<b>-\$159</b>	<b>-14.6%</b>	<b>-\$1,422</b>	<b>-\$1,626</b>	<b>\$204</b>	<b>14.4%</b>
Intercompany Charges	\$74	-\$1,153	\$1,226	N/A	\$41	-\$2,017	\$2,058	N/A
<b>Total Intercompany Charges</b>	<b>\$74</b>	<b>-\$1,153</b>	<b>\$1,226</b>	<b>N/A</b>	<b>\$41</b>	<b>-\$2,017</b>	<b>\$2,058</b>	<b>N/A</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$29,667</b>	<b>\$25,496</b>	<b>\$4,171</b>	<b>14.1%</b>	<b>\$39,744</b>	<b>\$37,447</b>	<b>\$2,297</b>	<b>5.8%</b>
Transfers From Funds	-\$1,626	-\$471	-\$1,155	-71.0%	-\$2,116	-\$542	-\$1,574	-74.4%
Transfers To Funds	\$0	\$0	\$0	0.0%	\$0	\$727	-\$727	0.0%
<b>Total Transfers</b>	<b>-\$1,626</b>	<b>-\$471</b>	<b>-\$1,155</b>	<b>-71.0%</b>	<b>-\$2,116</b>	<b>\$185</b>	<b>-\$2,301</b>	<b>-108.7%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$28,041</b>	<b>\$25,025</b>	<b>\$3,016</b>	<b>10.8%</b>	<b>\$37,628</b>	<b>\$37,632</b>	<b>-\$4</b>	<b>0.0%</b>
Indirect Allocations & Debt	-\$27,247	-\$24,504	-\$2,743	-10.1%	-\$36,562	-\$36,907	\$345	0.9%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$27,247</b>	<b>-\$24,504</b>	<b>-\$2,743</b>	<b>-10.1%</b>	<b>-\$36,562</b>	<b>-\$36,907</b>	<b>\$345</b>	<b>0.9%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$794</b>	<b>\$520</b>	<b>\$274</b>	<b>0.0%</b>	<b>\$1,066</b>	<b>\$725</b>	<b>\$342</b>	<b>32.0%</b>

# Corporate Services - Continued

## Variance Analysis (in thousands of dollars)

Corporate Services operated at a surplus before indirect allocations of \$3,016 and are forecasting a \$4 deficit due to the following factors:

**Compensation** – The favourable year-to-date and forecasted variances of \$528 and \$1,042 are due to vacant positions arising through the year in all Corporate Services divisions that were not filled due to prioritization of COVID-19 pandemic related work.

**Administration** - The favourable year-to-date variance of \$1,463 is mainly due to timing of spend in consulting (\$623), training (\$146), and first and third party claim payouts (\$502), which is partially offset by an increase in the Region's insurance premiums (\$100). The unfavourable forecasted variance of \$1,872 is mainly due to first, third and non-insurable claim payouts (\$1,850) and costs for claims administration (\$333), partially offset by savings on training (\$154) and internet charges (\$58).

**Occupancy & Infrastructure** - The favourable year-to-date and forecasted variances of \$1,087 and \$984 are mainly due to operating savings realized by the delayed purchase of the GO stations (\$692 and \$897) and electricity savings (\$168 and \$117).

**By-Law Charges & Sales** - The unfavourable year-to-date and forecasted variances of \$94 and \$157 are due primarily to rental income not realized by the delayed purchase of the GO stations.

**Other Revenue** - The unfavourable year-to-date variance of \$67 is mainly due to development charge (DC) Background Study funding not realized due to timing of the DC bylaw update. The favourable forecasted variance of \$360 is mainly due to costs recovered from participating local area municipalities for GIS software licensing.

**Intercompany Transfers** – The favourable year-to-date and forecasted variances of \$1,226 and \$2,058 are primarily due to the reallocation of wages for staff who have been redeployed to support other Niagara Region departments in need of resources to support the COVID-19 pandemic and the allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses.

**Transfers** – The unfavourable year-to-date and forecasted variances of \$1,155 and \$2,301 are mainly due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget because of unbudgeted funding received from the provincial government to fund pandemic-related expenses. It is partially offset by operating savings realized by the delayed purchase of the GO stations being returned to reserve at year end.



# Corporate Services - Continued

## Community Impacts & Achievements

### Asset Management Office

- Updating the plan for cross-corporate asset management development through a Focused Action Plan to reset the 5-year AM improvement roadmap.
- Initiated development of a corporate capital project delivery framework including monitoring and reporting KPI's and supporting the Enterprise Content Management system.
- Drafted a portfolio level risk assessment of all Region infrastructure assets to support service reliability and evidence-based capital renewal planning.

### Business Licensing

- Continue processing, and issuance of business licenses including fee payments and response to enforcement and inspection requirements.
- Developing office protocols for streamlined business licensing processes under COVID-19 restrictions including the issuance of licenses by appointment in the facility.
- Implement an “on-line” licensing application process beginning with various driver and business licenses.
- Investigating permanent eCommerce licensing sales and software database updates. Currently using Region website ecommerce credit card payment options for license fee payments.
- Establishing industry specific contacts with various law enforcement agencies including NRPS, OPP, MTO, MOE and AGCO as well as local by-law enforcement agencies.
- Preparing for the procurement of a modernized licensing/incident/inspection/enforcement database with a projected Q4 2021 delivery.
- Staff from Business Licensing have been re-assigned to enforce the Provincial Orders and are providing 7 day a week coverage. Staff remain assigned to this until further notice or when the orders and state of emergency are lifted. Hours of operation and days of service are assessed weekly and are adjusted to meet demands and pressures.
- Organizing of internal and temporary external staff for Mass Immunization clinic security and the eventuality of the decrease in clinics.
- Staff respond to Provincial Order and Regional Face Covering By-law complaints to assist the local response and also conduct random compliance inspections. Staff also continue to ensure Region licensed businesses are following order requirements and adherence to the Regional Licensing Bylaw.
- Provincial Order enforcement, including education, warnings, charges and summons for the Emergency Management and Civil Protection Act and the Reopening Ontario Act.
- Regional Face Covering By-law enforcement including education, warnings and summons.
- Provide Provincial O.Reg enforcement data to the Ministry of the Solicitor General and the local area municipalities as needed.
- Publically post general weekly inspection and enforcement statistics for O.Reg enforcement when available.
- Provide background justification for business closure orders that consistently fail to comply with Emergency Management and Civil Protection Act and the Reopening Ontario Act O.Reg.
- Provide support for changing O.Reg stages of Lock-Down and Stay at Home Orders.
- Work with Niagara Regional Police collecting evidence and issuing charges and summons for non-compliance.

# Corporate Services - Continued

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

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

## Financial Management and Planning

- Completion of the 2020 year-end and reporting of the financial results to Corporate Services Committee and year-end audit.
- Monitoring, reporting and compliance with agreements for upper levels of government COVID-19 funding.
- Publication of the 2020 Budget Summary.
- Development of the mass immunization program budget approved at PHSSC on April 13th and submitted to the Province for approval in the Annual Service Plan.
- Support of Niagara Regional Transit Governance, Canada Summer Games, Incentive Review, Niagara Regional Housing ASD, Vision Zero, South Niagara Falls water treatment plant, Hospice Funding request, affordable housing project with City of Niagara Falls, dispatch consolidation.
- 2021 Capital Markets issuance (pricing July 12 and settlement July 26) of \$46 million for 10 years at 1.782% which included funds for the Niagara Region, Niagara-on-the-Lake, Welland and St. Catharines.

## Internal Audit

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

# Corporate Services - Continued

## Information Technology Services

- Significant enhanced reporting for COVID-19 mass immunization clinics related to scheduling and administration.
- Developed the COVID-19 Waitlist and modified the list accordingly based upon Provincial changes.
- Developed and implemented a fully data driven dashboard for COVID-19 mass immunization clinics that allows Public Health resources to manage clinics, waitlists, dose administration and inventory in near real-time. This has been a game changer for Public Health allowing them to have foresight on inventory status before the end of the clinic day. This in turn allows staff to call people on the wait list sooner in the day, manage and accept walk-ins and more efficient/earlier clinic wrap-ups. The reporting also allows for prediction of “no show” number based on cross-referencing with bookings at other clinics and already administered vaccines.
- Published new version of web mapping application Niagara Navigator, built in our new Enterprise GIS Portal environment.
- Made Enterprise GIS Portal environment available for self-serve use in the organization. This has empowered Planning and Economic Development resources to produce a mapping-centric Niagara Business Directory application for the public on [www.niagararegion.ca](http://www.niagararegion.ca).
- Devised a data solution for CoVax data collected during congregate living vaccination to Seniors and the impending mass immunization clinics and produced the corresponding PowerBI report changes for [www.niagararegion.ca](http://www.niagararegion.ca).
- PH Mass Immunization clinic planning and prep – Working with the PH Pandemic planning team to evaluate IT requirements of Mass Immunization sites and help coordinate Internet access at sites with the local area municipalities.
- Call Centre As A Service (CaaS) – collaborative effort with Customer Service team to pilot and procure a CaaS solution through Avaya to help with our Customer Service call centres.
- Implemented Spear Phishing and Ransomware eLearning modules for all staff, and non-staff – i.e. contractors, vendors, volunteers, students, etc.
- The conversion of 180+ SAEO staff over from Thin Client hardware to laptops to further enable Work from home on Niagara Region devices.
- Updated external COVID-19 reporting on website to simplify information and added vaccination data.
- Provide support for Community Services in the onboarding of an online financial assistance application (OLAF).
- Produced and/or iterated a variety of Power BI reports for Public Health as it relates to COVID-19, including:
  - PH and EOC dashboards
  - The public COVID-19 metrics on [niagararegion.ca](http://niagararegion.ca)
  - Local Area Municipality specific report for public health to deliver weekly to each Mayor and CAO and other requested senior staff
  - A repatriation report for HR and public health visualizing the COVID-19 redeployment effort
  - Outbreak COVID-19 reporting
  - Public COVID-19 Info-Line and Online Chat Wait Times
  - Public Health COVID-19 Response Tracking
- Additional Power BI reports were produced for:
  - SAEO Intake – to assist in assessing the impact of CERB etc. to their call volume and intake load
  - Customer Service Call Volume – to assess the impact on dispatch with forwarding all HQ call attendant calls to dispatch
  - CAMRA Reporting for capital project budget decision making
- Produced a data solution for school outbreak COVID-19 reporting in the EOC.
- Devised and are continuing to implement a long term data solution for public health COVID-19 information and contact tracing, including integrating with the Provincial CCM application.
- Automation of the public daily COVID-19 report publication which was manually completed 7 days a week for ~ 5 months.

## Corporate Services - Continued

- Provided the Homelessness Reporter suite of applications to Community Services for outreach workers to use with the homeless during COVID-19.
- Support for onboarding the two new Waste Management collection contractors - modifications and enhancements to various applications were required to support this initiative.
- Implemented a public facing website with automation of the application process for qualification of Specialized Transit services offered by Niagara Region.
- Assisted the City of Thorold by producing economic development maps to be used with prospective clients/developers for the City. Five different maps were produced in total.
- Worked collaboratively with Niagara Health (NH) on rebuilding the application 'Transfer of Care' which will improve efficiencies and tracking in the life cycle of a patient beginning care with EMS up to the hand off (transfer) of care to NH.
- Support for HR on the Talent Map Survey regarding work conditions in the COVID-19 Pandemic.

### Legal Services

- Advice and legal support related to the Region's mass immunization plan and mandatory vaccination policy.
- Legal support related to enforcement of and compliance with a broad range of regulatory requirements imposed in response to the pandemic and advice to Public Health to support the issuance and enforcement of Orders under the *Health Protection and Promotion Act*.
- Risk management advice on building screening and security issues and recovery planning/reopening of Regional facilities.
- Legal advice to support the advancement of corporate priority projects including support for procurement and award of Human Resource Information Application System; the issuance of a competitive procurement for an independent operator for the Canada Summer Games Park facility; and development of procurement documents related to Material Recycling Facility Opportunity Review.
- Legal review and drafting to support the preparation of five sector specific business licensing by-laws for taxi and transportation network companies; vehicles used for hire; salvage yards; second hand shops and tow trucks for Council approval.
- Legal support related to various capital projects including related real estate transactions, procurements, agreements, and advice to help minimize pandemic-related project costs and disruptions.

### Procurement and Strategic Acquisitions

- Implementation of weekly meetings on Procurement Project Prioritization for review of essential capital and operational projects.
- Year-to-date Procurement has facilitated over 161 Formal Procurements resulting in approximately \$141 million in Awarded Contract value.
- Sourcing critical PPE and supplies needed for the EOC response to the pandemic.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$86,424	\$88,812	-\$2,388	-2.8%	\$116,374	\$120,548	-\$4,175	-3.6%
Administrative	\$1,683	\$1,280	\$403	23.9%	\$2,246	\$1,935	\$311	13.8%
Operational & Supply	\$9,090	\$8,962	\$127	1.4%	\$13,690	\$12,699	\$990	7.2%
Occupancy & Infrastructure	\$3,388	\$3,435	-\$47	-1.4%	\$4,481	\$4,676	-\$195	-4.4%
Equipment, Vehicles, Technology	\$1,124	\$1,158	-\$34	-3.0%	\$1,471	\$1,822	-\$352	-23.9%
Community Assistance	\$142,872	\$114,090	\$28,782	20.1%	\$192,510	\$167,910	\$24,601	12.8%
Financial Expenditures	\$4	-\$6	\$9	246.8%	\$4	-\$6	\$9	246.8%
<b>Total Expenses</b>	<b>\$244,584</b>	<b>\$217,732</b>	<b>\$26,852</b>	<b>11.0%</b>	<b>\$330,775</b>	<b>\$309,585</b>	<b>\$21,189</b>	<b>6.4%</b>
Federal & Provincial Grants	-\$187,138	-\$174,501	-\$12,637	-6.8%	-\$251,715	-\$243,488	-\$8,227	-3.3%
By-Law Charges & Sales	-\$3,088	-\$2,179	-\$909	-29.4%	-\$4,117	-\$3,174	-\$943	-22.9%
Other Revenue	-\$18,405	-\$16,662	-\$1,742	-9.5%	-\$23,760	-\$22,458	-\$1,302	-5.5%
<b>Total Revenues</b>	<b>-\$208,631</b>	<b>-\$193,342</b>	<b>-\$15,288</b>	<b>-7.3%</b>	<b>-\$279,592</b>	<b>-\$269,120</b>	<b>-\$10,472</b>	<b>-3.7%</b>
Intercompany Charges	\$254	\$527	-\$273	-107.5%	\$347	\$258	\$89	25.7%
<b>Total Intercompany Charges</b>	<b>\$254</b>	<b>\$527</b>	<b>-\$273</b>	<b>-107.5%</b>	<b>\$347</b>	<b>\$258</b>	<b>\$89</b>	<b>25.7%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$36,208</b>	<b>\$24,917</b>	<b>\$11,290</b>	<b>31.2%</b>	<b>\$51,530</b>	<b>\$40,724</b>	<b>\$10,806</b>	<b>21.0%</b>
Transfers From Funds	-\$7,215	-\$465	-\$6,750	-93.6%	-\$10,660	-\$701	-\$9,959	-93.4%
Transfers To Funds	\$2,631	\$2,662	-\$31	-1.2%	\$3,598	\$3,694	-\$96	-2.7%
<b>Total Transfers</b>	<b>-\$4,584</b>	<b>\$2,197</b>	<b>-\$6,781</b>	<b>-147.9%</b>	<b>-\$7,061</b>	<b>\$2,994</b>	<b>-\$10,055</b>	<b>-142.4%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$31,624</b>	<b>\$27,114</b>	<b>\$4,510</b>	<b>14.3%</b>	<b>\$44,469</b>	<b>\$43,717</b>	<b>\$752</b>	<b>1.7%</b>
Indirect Allocations & Debt	\$11,802	\$11,022	\$779	6.6%	\$20,240	\$19,659	\$581	2.9%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$11,802</b>	<b>\$11,022</b>	<b>\$779</b>	<b>6.6%</b>	<b>\$20,240</b>	<b>\$19,659</b>	<b>\$581</b>	<b>2.9%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$43,425</b>	<b>\$38,136</b>	<b>\$5,289</b>	<b>0.0%</b>	<b>\$64,709</b>	<b>\$63,376</b>	<b>\$1,333</b>	<b>2.1%</b>



# Community Services - Continued

## Variance Analysis (in thousands of dollars)

Community Services has a year-to-date operating surplus of \$4,510 and a forecasted surplus of \$752 (1.7 per cent of the net budget). The following factors contribute to these variances:

**Compensation** – The unfavourable year-to-date and forecasted variances of \$2,388 and \$4,175 are primarily due to pandemic pay \$3/hr for PSW's and additional staffing to increase hours of direct care to residents per the recently announced staffing policy from the Ministry of Long-Term Care (MLTC).

**Administration** – The favourable year-to-date and forecasted variances of \$403 and \$311 respectively are primarily due to lower than anticipated expenditures associated with interpreters, registration, mileage and tuition-related costs.

**Operational & Supply** – The favourable forecasted variance of \$990 is due to the following:

- Homelessness: The favourable forecasted variance of \$501 is due to less than expected costs associated with Bridge housing and permanent supportive housing facilities related to timing of expenditures, which have been deferred to 2022. The variance is 100% offset in provincially/federally provided COVID matching revenues, which can also be deferred to offset costs.
- Seniors: The favourable forecasted variance of \$294 relate primarily to lower than anticipated usage of medical supplies and PPE, which were budgeted conservatively based on 2020 usage rates.
- SAEO: The favourable forecasted variance of \$162 is due to less than expected program mileage as there were fewer community visits. In addition, costs related to mental health and addiction were allocated to Homelessness, as they were eligible under COVID-19 funding.

**Occupancy & Infrastructure** – The unfavourable forecasted variance of \$195 is due to increased usage of contracted services to provide supervision of high-risk long-term care (LTC) residents in isolation, as well as support for screening staff at the LTC homes.

**Equipment, Vehicles, Technology** – The unfavourable forecasted variance of \$352 is primarily due to anticipated increased spending in the second half of the year based on incremental funding for infection control and prevention measures (IPAC) minor capital expenses and medical safety technology for the LTC homes.

**Community Assistance** – The favourable year-to-date and forecasted variances of \$28,782 and \$24,600 respectively are due to the following:

- Childrens: The favourable year-to-date variance of \$5,863 is due to uncertainty with provincial funding announcements and directives, resulting in a conservative approach of issuing expansion funding, mindful of the ongoing need to ensure sustainability of the child care system. The favourable forecasted variance of \$420 is primarily due to a reduction in community capital costs of \$660, offset by increased costs associated with operating emergency child care.
- Homelessness: The favourable forecasted variance of \$838 relates to a full year of operating costs budgeted for the new permanent supportive housing facility which will not be occupied and operational until December 31, 2021. This is 100% offset in Transfers from Reserves below.
- SAEO: The favourable year-to date and forecasted variances of \$21,120 and \$22,137 are due to the budget being prepared based on an expected increase in caseloads and benefits for 2021 as per Ministry forecasts. However, caseloads and benefits issuances have decreased by 20% in 2021 compared to 2020 due to the extension of Federal COVID-19 benefits (\$19,477 YTD). This variance is 100% offset by a reduction in provincial revenues below. The year-to-date variance is also partly due to the timing of issuance of life stabilization benefits (\$1,643), which will be issued by end of year.
- Housing Services: The favourable year-to-date and forecasted variances of \$1,942 and \$1,205 are due to lower than budgeted spend for ministry-funded programs (\$813 year-to-date and \$1,080 forecasted), as well as lower than budgeted subsidy payments to non-profit and co-op housing providers (\$307). Also contributing to the year-to-date variance is the timing of spend on K3D heat

## Community Services - Continued

control system upgrades for providers encumbered from the 2020 budget (\$185) and capital grants to housing providers under the Capital Loan & Grant program (\$685). The variance associated with ministry-funded programs is offset by a reduction in Federal & Provincial Grants below, as revenue is recognized to align with timing of the programs and their related administrative costs.

**Federal & Provincial Grants** – The unfavourable year-to-date and forecasted variances of \$12,637 and \$8,227 are due to the following:

- Childrens: The unfavourable year-to-date variance of \$1,849 is due to the timing of when revenues are recorded, with a forecasted favourable variance \$186.
- Homelessness: The favourable year-to-date and forecasted variances of \$1,654 and \$986 relate to confirmed provincial and federal funding specific to supporting incremental costs related to Homelessness during the COVID-19 pandemic.
- Seniors: The favourable year-to-date and forecasted variances of \$8,521 and \$13,869 are primarily related to Long-Term Care Emergency Funding (\$7,457), PSW Wage Enhancement funding (\$2,207 - \$3/hr for eligible staff working in long-term care/assisted living facilities), funding dedicated to support LTC homes with their IPAC measurers (staffing/minor capital - \$1,078), funding for a pilot step-down unit program at the Linhaven LTC home (\$338), base funding increase (\$727), increased funding based on resident acuity (\$397) and funding to increase hours of direct care to residents (\$1,412) issued by the MLTC. This is offset by an anticipated returnable of funding for Seniors Community Programs, which have not been operating at their full capacity during the pandemic (\$387).
- SAEO: The unfavourable year-to-date and forecasted variances of \$20,145 and \$22,139 are a result of expected caseloads and benefits not realized due to the pandemic. The variance is offset by the reduction in benefits issued above.
- Housing Services: The unfavourable year-to-date and forecasted variances of \$817 and \$1,129 are due to lower than budgeted spend for ministry-funded programs noted above in Community Assistance, as revenue is recognized based on actual expenses incurred.

**By-Law Charges & Sales** – The unfavourable year-to-date and forecasted variances of \$909 and \$943 are due to the following:

- Childrens: The unfavourable year-to-date and forecasted variance of \$256 are due to lower than anticipated operating capacity of the child care sector, resulting in less fee subsidy parental fee collection.
- Seniors: The unfavourable year-to-date and forecasted variances of \$653 and \$687 respectively are due to loss of fee revenue associated with Seniors Community Programs that have not been operating at full levels of service during the COVID-19 pandemic.

**Other Revenue** – The unfavourable year-to-date and forecasted variances of \$1,742 and \$1,302 are primarily due to lower than anticipated accommodation fees collected within the long-term care homes due to empty beds, which are required to be held temporarily vacant in order to isolate new admissions. The MLTC has recently directed homes to start to fill these beds and to return to normal occupancy levels.

**Intercompany Charges** – The unfavourable year-to-date variance of \$273 and favourable forecasted variance of \$90 is due to the following:

- Homelessness: The unfavourable year-to-date and forecasted variances of \$221 and \$237 is due to costs for transit passes and the EMS outreach program which are being allocated from Transportation and EMS as they are being funded through provincial COVID dollars.
- Seniors: The unfavourable year-to-date variance of \$157 and forecasted favourable variance of \$238 include the net costs of redeployed resources to other departments in support of the COVID-19 pandemic. In addition, the forecast includes an allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses.

**Transfers** – The unfavourable year-to-date and forecasted variances of \$6,781 and \$10,055 are mainly due to the return to reserves of funding allocated for COVID-19 costs within Community Services in the 2021 budget as a result of unbudgeted funding received

## Community Services - Continued

from the provincial government to fund pandemic-related expenses. In addition, the unfavourable forecasted variance also includes a budget of \$1,029 for the operations of the permanent supportive housing facilities that is expected to be occupied by December 31, 2021. This is offset by favourable variances in Community Assistance above.

### Community Impacts & Achievements

#### Children Services

- Children's Services continues to support contracted childcare service providers to maintain viable operations impacted by reduced operational capacity and parent fees.
- The lack of Registered Early Childhood Educators continues to strain service provider operations, as they do not have enough qualified staff to operate at their licensed capacity.

#### Senior Services

- The Long-Term Care (LTC) homes continue to implement all Ministry of Long-Term Care and Public Health directions and have taken further risk mitigation measures as appropriate based on assessment of risk to residents and staff.
- Successfully awarded construction contract of new Gilmore Lodge LTC home in Fort Erie within approved project budget, including additional funding under modernized provincial funding policy.
- Resumed numerous community programs in Q3 including respite companion, health and wellness and adult day services through hybrid models of service in some cases offering half-day in-person services supplemented with virtual programming.
- The Registered Nurses Association of Ontario confirmed that the eight regional long-term care homes have met the necessary requirements and that the best practice spotlight organization designation has been extended for 2021-2023.

#### Homelessness and Community Engagement

- As of March 30, 2020, a dedicated site was established where people experiencing homelessness can safely be isolated while waiting for COVID-19 test results and/or for those who have tested positive for the virus. As of September 30, 2021, the isolation shelter has had 795 intakes. The isolation site has successfully housed 46 clients, with a further 52 diverted from the shelter system to safe housing with family or friends.
- On June 1, 2020, a housing-focused shelter pilot was established, which supports individuals who are the most chronically homeless in Niagara. The work at the shelter pilot connects people to permanent housing solutions through Home for Good and Housing First programming. Since it was opened, the shelter has had 281 intakes, of which 52 individuals have secured permanent housing and a further 89 have been discharged to treatment, transitional or supportive housing options.
- Community Engagement sessions were held in partnership with Niagara Regional Housing for the two new facilities (Bridge Housing and Permanent Supportive Housing) opening December 2021/January 2022.

#### Social Assistance and Employment Opportunities

- From January 1, 2021 to September 2021, 8,500 Ontario Works clients received in-person service at an SAEO office.
- Niagara's Ontario Works caseload experienced an 18.3% decrease 2021 over 2020. However, the Province has forecasted a 25% increase in 2021-2022 as federal COVID-19 benefits end in the fall of 2021.
- Assisted 2,500 social assistance clients and 74 low-income individuals and families to stabilize their housing through Housing Stability Benefits (last month's rent, moving/storage costs and rental arrears) and intensive case management.



# Community Services - Continued

## Housing Services

- *Home Repairs* – Housing received \$652 through the Ontario Priorities Housing Initiative (OPHI) for all three streams of the program (Homeowner, Secondary Suite, and Multi-Unit). 17 homeowners are currently approved for funding.
- *Homeownership* – Housing received \$280 through OPHI Year 3. Down payment assistance has been provided to seven households to assist in purchasing their homes in 2021 so far.
- *Canada Ontario Housing Benefit (COHB)* – COHB is a portable rent benefit that helps applicants on the Centralized Waiting List pay their rent to their current landlord in the private market. In 2021, an additional 58 Niagara residents applied for the COHB program. Successful COHB applicants are removed from the waiting list, allowing other applicants to move up this list more quickly.
- The end of the rent freeze is quickly approaching and Housing Services is working with Housing Providers to identify tenants who are at risk of eviction due to arrears or infractions that may have been impacted by COVID. This process will highlight households who may be eligible for additional supports to preserve tenancies.
- Q3 allowed for additional virtual training and networking opportunities for Housing Providers, which were a cost and time saving measure. While a return to in person networking and educational events will be undertaken, the future will include a blend of virtual and in person events as soon as protocols allow.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$80,927	\$76,587	\$4,340	5.4%	\$106,817	\$105,218	\$1,599	1.5%
Administrative	\$1,823	\$1,414	\$409	22.5%	\$2,440	\$2,135	\$304	12.5%
Operational & Supply	\$7,049	\$5,791	\$1,258	17.8%	\$9,611	\$8,565	\$1,045	10.9%
Occupancy & Infrastructure	\$738	\$893	-\$154	-20.9%	\$1,082	\$1,449	-\$367	-33.9%
Equipment, Vehicles, Technology	\$1,815	\$1,905	-\$89	-4.9%	\$2,416	\$2,723	-\$307	-12.7%
Community Assistance	\$0	\$162	-\$162	0.0%	\$0	\$1	-\$1	0.0%
Financial Expenditures	\$0	-\$4	\$4	0.0%	\$0	-\$4	\$4	0.0%
<b>Total Expenses</b>	<b>\$92,353</b>	<b>\$86,747</b>	<b>\$5,606</b>	<b>6.1%</b>	<b>\$122,366</b>	<b>\$120,089</b>	<b>\$2,277</b>	<b>1.9%</b>
Federal & Provincial Grants	-\$71,097	-\$66,367	-\$4,730	-6.7%	-\$93,095	-\$91,342	-\$1,753	-1.9%
By-Law Charges & Sales	-\$97	-\$26	-\$71	-72.9%	-\$130	-\$71	-\$58	-45.2%
Other Revenue	-\$521	-\$860	\$339	65.1%	-\$741	-\$935	\$195	26.3%
<b>Total Revenues</b>	<b>-\$71,715</b>	<b>-\$67,253</b>	<b>-\$4,462</b>	<b>-6.2%</b>	<b>-\$93,965</b>	<b>-\$92,348</b>	<b>-\$1,617</b>	<b>-1.7%</b>
Intercompany Charges	\$1,236	\$1,753	-\$517	-41.9%	\$1,657	\$1,709	-\$52	-3.1%
<b>Total Intercompany Charges</b>	<b>\$1,236</b>	<b>\$1,753</b>	<b>-\$517</b>	<b>-41.9%</b>	<b>\$1,657</b>	<b>\$1,709</b>	<b>-\$52</b>	<b>-3.1%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$21,874</b>	<b>\$21,247</b>	<b>\$627</b>	<b>2.9%</b>	<b>\$30,058</b>	<b>\$29,450</b>	<b>\$608</b>	<b>2.0%</b>
Transfers From Funds	-\$1,338	-\$653	-\$685	-51.2%	-\$1,743	-\$849	-\$894	-51.3%
Transfers To Funds	\$157	\$97	\$60	38.3%	\$184	\$124	\$60	32.6%
<b>Total Transfers</b>	<b>-\$1,181</b>	<b>-\$556</b>	<b>-\$625</b>	<b>-52.9%</b>	<b>-\$1,559</b>	<b>-\$725</b>	<b>-\$834</b>	<b>-53.5%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$20,693</b>	<b>\$20,691</b>	<b>\$2</b>	<b>0.0%</b>	<b>\$28,499</b>	<b>\$28,725</b>	<b>-\$226</b>	<b>-0.8%</b>
Indirect Allocations & Debt	\$12,992	\$12,788	\$204	1.6%	\$15,657	\$15,533	\$124	0.8%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$12,992</b>	<b>\$12,788</b>	<b>\$204</b>	<b>1.6%</b>	<b>\$15,657</b>	<b>\$15,533</b>	<b>\$124</b>	<b>0.8%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$33,685</b>	<b>\$33,479</b>	<b>\$206</b>	<b>0.0%</b>	<b>\$44,156</b>	<b>\$44,258</b>	<b>-\$102</b>	<b>-0.2%</b>

# Public Health & Emergency Services - Continued

## Variance Analysis (in thousands of dollars)

Public Health (PH) & Emergency Medical Services (EMS) is operating with a year-to-date favourable variance before indirect allocations of \$2 with a forecasted year-end unfavourable variance of \$230, due to the following factors:

**Compensation** – The favourable year-to-date variance of \$4,430 is primarily due to vacancies in the business continuity program (BCP) amounting to \$3,301 with an additional favourable variance in the Pandemic division (PRD) of \$1,039 mainly related to gapping from vacancies. This is partially offset by an unfavourable variance in EMS of \$562 mostly due to overtime and lieu of \$439 (\$327 non-Covid and \$112 Covid related), as well as WSIB of \$70. The forecasted favourable variance is \$1,599 and is primarily due to vacancies in BCP and reduced COVID-19 budgeted staffing amounts. As we head into the last quarter of 2021, Mass Immunization clinics are maintaining a consistent staffing level to administer third doses and in preparation for 5-11 year old clinics. The budget was allocated to peak in Q2 and taper off the last part of the year, which we do not see in the actual expenditures. This is partially offset in EMS by overtime and lieu of \$720 (\$561 non-Covid and \$165 Covid related) and \$135 part-time pay in lieu of benefits.

**Administrative** – The favourable year-to-date and forecasted variances of \$409 and \$301 are primarily a result of staff development and general administrative expenses such as mileage and office supplies that have not been incurred due to COVID-19 restrictions.

**Operational & Supply** - The favourable year-to-date and forecasted variance of \$1,258 and \$1,076 is attributed to program supplies in BCP that are not being utilized, as programs are not delivering the same services as budgeted.

**Occupancy & Infrastructure** – The unfavourable year-to-date variance of \$154 and forecasted year-end unfavourable variance of \$367 is due to preliminary construction to the new EMS Community Paramedicine Long-Term Care (CPLTC) facility.

**Equipment, Vehicles, Technology** – The unfavourable year-to-date and forecasted variances of \$89 and \$307 driven by the purchase of a maintenance contract for Stryker stretchers in EMS (\$105) due to equipment being past its recommended useable life, and projected higher fuel costs. Both BCP and PRD are contributing to the variance with an unfavourable forecast of \$198 (\$118 and \$80 respectively) with increased expenditures in office furniture, other IT-related costs used to support the divisions with PRD seeing an additional expenditure in security for the vaccine fridges.

**Federal & Provincial Grants** – The unfavourable year-to-date and forecasted variances of \$4,730 and \$1,784 are due primarily to the forecasted vacancies in BCP. In alignment with the Ministry funding agreement, PH must utilize mandatory funding before any COVID-19 funding can be recognized. Based on the forecast, \$4,064 in COVID-19 related expenditures will be used to maximize mandatory funding. Also contributing to the unfavourable year-end variance is a significant forecasted return of ministry funding for the EMS CPLTC program (\$796) mainly due to the ramping up process of this new program. The forecasted year-end unfavourable variance is offset by one-time funding received for EMS dispatch for WSIB and Emergency Communications Nurses (\$770), increased dispatch base funding (\$141), funding for additional community Paramedicine one-time programs such as High Intensity Supports at Home (HISH) (\$116) and unbudgeted COVID-19 related revenues from the Ministry of Health (\$669).

**Other Revenue** – The favourable year-to-date and forecasted variances of \$339 and \$195 are the result of higher than budgeted revenues for paramedic services (\$83), as well as unbudgeted revenues for paramedics that worked at Niagara Health vaccination clinics and provided provincial load levelling (\$129).

**Intercompany Charges** - The unfavourable year-to-date variance of \$517 and forecasted unfavourable variance of \$56 include a transfer of costs from Facilities to EMS for increased cleaning due to Covid (\$274 year-end) as well as the net costs of redeployed resources from other departments in support of the COVID-19 pandemic (\$479). This is partially offset by funding being transferred to EMS from general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses within EMS (forecasted \$740).

# Public Health & Emergency Services - Continued

## Community Impacts & Achievements

### Mandatory and Related Programs

#### Public Health

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

#### Mental Health

- Continued in-person work with clients in the community and in the office with enhanced infection prevention measures in place
- Quality improvement efforts centered around
  - Implementing the Health Quality Ontario standards
  - Use of new technologies for medication monitoring
  - Standardization of early psychosis care
  - Training on evidence-based treatment
  - Improvements to our intake process to tailor patient care to the right service, at the right time, in the right place
- Participating in the Mental Health and Addictions Working Group of the Niagara Ontario Health Team, focusing on system planning and improvement in Niagara
- Working in partnership with Community Services to bring mental health services to the homelessness sector and to seniors

#### Emergency Services

##### Emergency Medical Services

- For the duration of the COVID-19 pandemic, Niagara Emergency Medical Services (NEMS) has continued uninterrupted provision of core 911 Mobile Integrated Health (MIH) services, including land ambulance services.
- In the past 4 months as lock down measures decreased, call volumes for EMS responses have increased significantly (12%) to record highs
- In the same the time spent by paramedics waiting in hospitals to transfer care of patients increased significantly (98%) to record highs
- This has placed considerable stress on the EMS system to ensure community safety and response time reliability for critically ill people
- The call volume and offloads have also placed considerable stress on the first responders, specifically paramedics and emergency medical dispatchers
- This has resulted in significant increases in sick time and WSIB in the last quarter
- Community Paramedic for Long Term Care (CPLTC) program soft launch in Q3 with full implementation expected Q1 2022 – this is a \$9M Provincially funded program for Niagara

##### Emergency Management

- The Emergency Management (EM) program continues to provided full pandemic response support to the region and local area municipalities focusing on the recovery phase of the emergency

# Public Health & Emergency Services - Continued

## **Fire Coordinator**

- The Fire Coordinator program continues to be involved in planning for recommendations respecting emergency dispatch consolidation

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

- Revised response plan in partnership with NRPS and municipal fire services.
- Continued training of team members to support pandemic response as well as CBRNE events.

## **911 PSAP**

- Preparation for implementation of Next Generation 911 (NG911) in 2024.
- Planning for possible consolidation of emergency dispatch agencies

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$12,872	\$11,436	\$1,436	11.2%	\$17,189	\$15,324	\$1,864	10.8%
Administrative	\$2,865	\$817	\$2,048	71.5%	\$4,102	\$1,842	\$2,260	55.1%
Operational & Supply	\$17,580	\$12,194	\$5,385	30.6%	\$23,403	\$19,380	\$4,023	17.2%
Occupancy & Infrastructure	\$490	\$426	\$64	13.1%	\$654	\$584	\$70	10.7%
Equipment, Vehicles, Technology	\$1,807	\$1,782	\$25	1.4%	\$2,461	\$2,502	-\$41	-1.7%
Partnership, Rebate, Exemption	\$513	\$96	\$417	81.3%	\$667	\$646	\$21	3.1%
Financial Expenditures	\$0	-\$1	\$1	0.0%	\$0	\$0	\$0	0.0%
<b>Total Expenses</b>	<b>\$36,127</b>	<b>\$26,751</b>	<b>\$9,376</b>	<b>26.0%</b>	<b>\$48,475</b>	<b>\$40,278</b>	<b>\$8,197</b>	<b>16.9%</b>
Federal & Provincial Grants	\$59	-\$127	\$186	-317.4%	\$59	-\$178	\$236	-403.6%
By-Law Charges & Sales	-\$3,181	-\$2,456	-\$726	-22.8%	-\$4,986	-\$3,676	-\$1,310	-26.3%
Other Revenue	-\$2,433	-\$433	-\$2,000	-82.2%	-\$3,071	-\$497	-\$2,575	-83.8%
<b>Total Revenues</b>	<b>-\$5,556</b>	<b>-\$3,016</b>	<b>-\$2,540</b>	<b>-45.7%</b>	<b>-\$7,999</b>	<b>-\$4,350</b>	<b>-\$3,648</b>	<b>-45.6%</b>
Intercompany Charges	-\$1,516	-\$1,482	-\$34	2.2%	-\$2,020	-\$2,017	-\$2	0.1%
<b>Total Intercompany Charges</b>	<b>-\$1,516</b>	<b>-\$1,482</b>	<b>-\$34</b>	<b>2.2%</b>	<b>-\$2,020</b>	<b>-\$2,017</b>	<b>-\$2</b>	<b>0.1%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$29,055</b>	<b>\$22,253</b>	<b>\$6,802</b>	<b>23.4%</b>	<b>\$38,457</b>	<b>\$33,910</b>	<b>\$4,546</b>	<b>11.8%</b>
Transfers From Funds	-\$1,271	-\$956	-\$315	-24.8%	-\$1,545	-\$1,458	-\$87	-5.6%
Transfers To Funds	\$871	\$121	\$750	86.1%	\$2,139	\$161	\$1,978	92.5%
Expense Allocations To Capital	-\$95	-\$67	-\$28	-29.6%	-\$140	-\$110	-\$30	-21.4%
<b>Total Transfers</b>	<b>-\$495</b>	<b>-\$902</b>	<b>\$407</b>	<b>82.1%</b>	<b>\$454</b>	<b>-\$1,407</b>	<b>\$1,861</b>	<b>410.1%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$28,559</b>	<b>\$21,351</b>	<b>\$7,209</b>	<b>25.2%</b>	<b>\$38,910</b>	<b>\$32,503</b>	<b>\$6,407</b>	<b>16.5%</b>
Indirect Allocations & Debt	\$35,925	\$35,122	\$803	2.2%	\$41,747	\$41,641	\$107	0.3%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$35,925</b>	<b>\$35,122</b>	<b>\$803</b>	<b>2.2%</b>	<b>\$41,747</b>	<b>\$41,641</b>	<b>\$107</b>	<b>0.3%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$64,485</b>	<b>\$56,473</b>	<b>\$8,012</b>	<b>0.0%</b>	<b>\$80,658</b>	<b>\$74,144</b>	<b>\$6,514</b>	<b>8.1%</b>



# Public Works Transportation - Continued

## Variance Analysis (in thousands of dollars)

Public Works Levy operated at a year-to-date surplus before indirect allocations of \$7,209 and are forecasting a year-end surplus of \$6,407 due to the factors as described below.

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

**Compensation** – The favourable year-to-date and forecasted variances of \$1,436 and \$1,864 are primarily due to delays in filling vacant positions and decreased overtime costs. Forecasted savings related to Vision Zero are \$283.

**Administration** – The favourable year-to-date and forecasted variances are \$2,048 and \$2,260, respectively. The forecasted favourable variance includes savings related to Vision Zero of \$974, information and promotion savings of \$223 and transit consulting services savings of \$854 due to a delay in the transit governance triple majority vote to Q4 from Q2 2021, resulting in reduced commission start-up consulting costs. If triple majority is passed, these one-time consulting costs saved in 2021 will be incurred in 2022.

**Operational & Supply** – The favourable year-to-date and forecasted variances are \$5,385 and \$4,023, respectively. Forecasted savings related to Vision Zero are \$100. The balance of the forecasted savings are primarily due to: lower hired equipment costs of \$480 and signal materials costs of \$300 from deferred new LAM signal builds; lower than anticipated winter materials costs of \$300 and patrol yard hired equipment costs of \$250 due to mild winter conditions; and transit expenditure savings as a result of reduced service levels and ridership, mainly due to COVID-19 pandemic. Forecasted savings for Niagara Regional Transit Services (NRT) and NRT OnDemand are \$1,640 along with forecasted savings for Niagara Specialized Transit (NST) of \$962.

**Equipment, Vehicles, Technology** – The favourable year-to-date variance is \$25 and unfavourable forecasted variance is \$41. The forecasted deficit includes savings related to Vision Zero of \$388 offset by \$224 in higher fuel prices and additional increases in other equipment, vehicle and technology costs of \$205.

**Partnership, Rebate, Exemption** – The favourable year-to-date variance of \$417 is a result of timing differences related to distribution of external LAM grant funding which will occur in the last quarter of the year. The favourable forecasted variance of \$20 is due to a partial refund for 2020 Port Robinson Ferry LAM grant funding to the City of Thorold.

**Federal & Provincial Grants** – The favourable year-to-date and forecasted variances are \$186 and \$236, respectively. Both favourable variances are due to transit safe restart (SR) grant revenues.

**By-Law Charges & Sales Revenue** – The unfavourable year-to-date and forecasted variances are \$726 and \$1,310, respectively. The forecasted deficit is primarily due to lower than anticipated signal maintenance revenue of \$1,070 from deferred new LAM signal builds, reduced transit fare revenues of \$110 as a result of reduced ridership and lower signs, lane marking and other revenues of \$130.

**Other Revenue** – The unfavourable year-to-date and forecasted variances are \$2,000 and \$2,575, respectively. Forecasted deficit related to Vision Zero is \$2,475, with the balance of the forecasted deficit due to lower proceeds from other revenues of \$100.

**Transfers to Funds** – The favourable year-to-date and forecasted variances are \$407 and \$1,861, respectively. Forecasted surplus related to Vision Zero is \$750. The remainder of the favourable forecasted variance is due to a budgeted transfer to reserve for Transit's Q1 forecasted COVID-19 surplus of \$1,228, compared to a zero (nil) forecasted transfer to reserve. Any year-end transit surplus will be transferred to reserve(s) at year-end in accordance with the recommendations set forth in the year-end results and transfer report. Accordingly, no forecasted transfer to reserve is reflected in the forecast.

# Public Works Transportation - Continued

## Community Impacts & Achievements

- The Regional Road Network consists of 1,732 total lane kms of road. As part of the Region's Transportation Engineering capital program, two phases of the 2021 annual Hot Mix program have been successfully tendered and awarded to contractors to resurface 40 lane kms of roadways through the remainder of the year to improve the ride quality on Regional Roads. Several construction projects are nearing completion, including Effingham Road and St. David's Road reconstructions. These two projects have renewed vital links in regional communities and will now safely serve the residents of Niagara.
- The Region's Transportation Planning department has initiated the Vision Zero Road Safety Plan to enhance safety and community wellbeing for Niagara's residents and visitors. A comprehensive 5 year Action Plan is underway, focused on reducing traffic-related fatalities and serious injuries on Niagara's streets. The Plan addresses safety for the most vulnerable users of our transportation system (pedestrians, schoolchildren, older adults and cyclists) and encourages a multi-modal transportation system. There are thirteen (13) community safety zones defined throughout the Region since 2019/2020.
- Transportation Master Plan (TMP) ongoing and completed strategic projects, including St. Paul Street West Bridge Environmental Assessment (EA completed), Bridge Street (EA underway), Casablanca Boulevard Detailed Design (underway), Thorold Stone Road Extension Detailed Design (underway), Merritt Road (EA underway) and York Road (EA underway) that support multi-modal travel demands and capacity improvements, active transportation and GO Initiatives.
- Complete Street Design Manual and Guidelines project is underway with an extensive engagement with area municipalities and key stakeholders to set the policy, streets concepts and design features across the Niagara region, which will result in better livable streets by drilling down to specific engineering details and real world unique to Niagara conditions.
- Access Management Policies and Guidelines project is underway in consultation with the local area municipalities, local BIAs, transit authorities and Active Transportation committees. The project's purpose is to set goals related to development applications to support a connected and convenient public transit network, create and interconnect active transportation systems, support implementation of complete streets and promote road safety across Niagara. Update to Niagara Region Traffic Impact studies and saturation flow rates are included within this assignment.
- Input on the transit governance study and associated financial model was provided by local area municipalities through Q2 2021, leading to the development of a final recommended governance model. The Linking Niagara Transit Committee unanimously endorsed the final governance model on September 29, 2021. The Triple-majority approval process will commence in Q4 2021.
- Despite multiple waves of COVID-19 and changing Provincial restrictions, Niagara Region's three (3) transit services (Niagara Region Transit, Niagara Specialized Transit and NRT OnDemand) have continued to provide safe and reliable transportation throughout the Region. With the help and leadership of the Inter-municipal Transit Working Group, staff are in the process of implementing a new fare payment technology platform across the region with a launch date soon to be determined.
- The NRT OnDemand pilot continues to be a success with record ridership numbers as more people return to school and work. Service in Niagara-on-the-Lake has expanded to cover the entire municipality and a new zone is set to open in Port Colborne starting January 3, 2022.



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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$4,300	\$3,845	\$454	10.6%	\$5,729	\$5,192	\$537	9.4%
Administrative	\$1,590	\$784	\$806	50.7%	\$2,120	\$1,985	\$134	6.3%
Operational & Supply	\$18	\$13	\$5	28.7%	\$23	\$18	\$5	22.5%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$27	\$35	-\$8	-28.2%	\$36	\$37	-\$1	-1.9%
Partnership, Rebate, Exemption	\$68	\$14	\$54	79.3%	\$90	\$37	\$54	59.4%
<b>Total Expenses</b>	<b>\$6,002</b>	<b>\$4,691</b>	<b>\$1,311</b>	<b>21.8%</b>	<b>\$7,999</b>	<b>\$7,269</b>	<b>\$730</b>	<b>9.1%</b>
By-Law Charges & Sales	-\$1,375	-\$1,348	-\$27	-1.9%	-\$1,834	-\$1,807	-\$27	-1.5%
Other Revenue	-\$927	-\$404	-\$522	-56.4%	-\$1,236	-\$1,095	-\$140	-11.4%
<b>Total Revenues</b>	<b>-\$2,302</b>	<b>-\$1,753</b>	<b>-\$549</b>	<b>-23.9%</b>	<b>-\$3,069</b>	<b>-\$2,902</b>	<b>-\$167</b>	<b>-5.4%</b>
Intercompany Charges	-\$319	-\$340	\$20	-6.4%	-\$426	-\$446	\$20	-4.8%
<b>Total Intercompany Charges</b>	<b>-\$319</b>	<b>-\$340</b>	<b>\$20</b>	<b>-6.4%</b>	<b>-\$426</b>	<b>-\$446</b>	<b>\$20</b>	<b>-4.8%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$3,381</b>	<b>\$2,599</b>	<b>\$782</b>	<b>23.1%</b>	<b>\$4,504</b>	<b>\$3,921</b>	<b>\$583</b>	<b>12.9%</b>
Transfers From Funds	-\$455	-\$455	\$0	0.0%	-\$607	-\$607	\$0	0.0%
<b>Total Transfers</b>	<b>-\$455</b>	<b>-\$455</b>	<b>\$0</b>	<b>0.0%</b>	<b>-\$607</b>	<b>-\$607</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$2,926</b>	<b>\$2,144</b>	<b>\$782</b>	<b>26.7%</b>	<b>\$3,897</b>	<b>\$3,314</b>	<b>\$583</b>	<b>15.0%</b>
Indirect Allocations & Debt	\$664	\$592	\$72	10.9%	\$863	\$807	\$56	6.4%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$664</b>	<b>\$592</b>	<b>\$72</b>	<b>10.9%</b>	<b>\$863</b>	<b>\$807</b>	<b>\$56</b>	<b>6.4%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$3,590</b>	<b>\$2,736</b>	<b>\$854</b>	<b>0.0%</b>	<b>\$4,760</b>	<b>\$4,121</b>	<b>\$639</b>	<b>13.4%</b>

## Planning & Development - Continued

### Variance Analysis (in thousands of dollars)

Planning and Development is operating at a year-to-date surplus before indirect allocations of \$782, with a forecasted surplus of \$583 before indirect allocations for year-end. The following factors have contributed to this surplus.

**Compensation** - The favourable year-to-date and forecasted variances of \$454 and \$537 are due to staff vacancies resulting from staff movement, difficulty recruiting senior professional positions and the cancellation of the employment survey due to the pandemic changing the landscape of canvassing businesses (\$90).

**Administration** - The favourable year-to-date and forecasted variances of \$806 and \$134 are due to the timing of consulting expenditures involving the new Niagara Official Plan (NOP) and secondary plans. The delay in NOP expenditure is a direct result of the provincial decision to release revised provincial growth plans, guidance material and the related process.

**Partnership, Rebate, Exemption** - The favourable year-to-date and forecasted variance of \$54 is due to agricultural grants not accessed due to pandemic restrictions.

**By-Law Charges & Sales** - The unfavourable year-to-date and forecasted variances of \$27 are due to decreased development planning application fees. The volumes have rebounded significantly since the slowdown caused by the COVID-19 pandemic, and development activity is expected to remain strong until the end of the year.

**Other Revenue** - The unfavourable year-to-date and forecasted variances of \$522 and \$141 are due to a decreased transfer of development charge revenue. The development charge revenue is matched to expenditures to partially fund the Niagara Official Plan and secondary or district plans and offsets the favourable administration forecast for consulting expenditures.

**Intercompany Charges** - The favourable year-to-date and forecasted variance of \$21 is reflective of the reallocation of wages for staff members who have been redeployed to support essential services in Community Services during the COVID-19 pandemic.

### Community Impacts & Achievements

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

#### Project Updates/Accomplishments

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

#### Other Initiatives

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

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

# Planning & Development - Continued

## Growing Niagara:

- New Official Plan policy development, including policies (and reports or studies) on Employment, Housing, Climate Change, Aggregates, Agriculture, and Natural Environment.
- Leading the 2021 Water & Wastewater (W&WW) Master Servicing Plan Update (MSPU)
- Niagara 2051 – Coordination of Corporate Projects to accommodate growth out to 2051, including the Development Charges By-Law and Background Study, and the W&WW MSPU, and Transportation Project Updates
- District & Secondary Plans: Brock Plan implementation, Glendale Plan ongoing and Prudhommes Plan complete
- Providing assistance with development of the Master Community Plan for Smithville
- Supporting major development initiatives and alignment with growth infrastructure.
- Concluding a Provincial appeal that resulted in bringing new employment land into the urban area of Welland.
- Development of Niagara Region Stormwater Management Guidelines with Local Municipal and NPCA technical steering committee – Development Industry and Public Engagement sessions held

## Supporting Local Communities, Fostering Great Development:

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

## Building Great Communities - Urban Design and Landscape Architecture

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

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$1,883	\$1,310	\$573	30.4%	\$2,589	\$1,806	\$783	30.2%
Administrative	\$2,057	\$1,170	\$887	43.1%	\$2,891	\$1,611	\$1,280	44.3%
Operational & Supply	\$789	\$464	\$325	41.2%	\$1,114	\$686	\$428	38.4%
Occupancy & Infrastructure	\$1	\$1	\$0	0.7%	\$1	\$1	\$0	0.5%
Equipment, Vehicles, Technology	\$10	\$17	-\$7	-69.8%	\$14	\$22	-\$9	-64.5%
Financial Expenditures	\$167	\$96	\$71	42.6%	\$223	\$175	\$48	21.3%
<b>Total Expenses</b>	<b>\$4,908</b>	<b>\$3,059</b>	<b>\$1,849</b>	<b>37.7%</b>	<b>\$6,831</b>	<b>\$4,301</b>	<b>\$2,530</b>	<b>37.0%</b>
Federal & Provincial Grants	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	-\$6,570	-\$4,609	-\$1,961	-29.8%	-\$8,951	-\$6,319	-\$2,632	-29.4%
<b>Total Revenues</b>	<b>-\$6,570</b>	<b>-\$4,610</b>	<b>-\$1,960</b>	<b>-29.8%</b>	<b>-\$8,951</b>	<b>-\$6,319</b>	<b>-\$2,632</b>	<b>-29.4%</b>
Intercompany Charges	-\$2	\$3	-\$5	217.9%	-\$3	\$2	-\$5	152.0%
<b>Total Intercompany Charges</b>	<b>-\$2</b>	<b>\$3</b>	<b>-\$5</b>	<b>217.9%</b>	<b>-\$3</b>	<b>\$2</b>	<b>-\$5</b>	<b>152.0%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$1,664</b>	<b>-\$1,548</b>	<b>-\$116</b>	<b>-7.0%</b>	<b>-\$2,123</b>	<b>-\$2,016</b>	<b>-\$107</b>	<b>-5.0%</b>
Transfers To Funds	\$231	\$231	\$0	0.0%	\$308	\$308	\$0	0.0%
<b>Total Transfers</b>	<b>\$231</b>	<b>\$231</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$308</b>	<b>\$308</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$1,433</b>	<b>-\$1,317</b>	<b>-\$116</b>	<b>-8.1%</b>	<b>-\$1,815</b>	<b>-\$1,708</b>	<b>-\$107</b>	<b>-5.9%</b>
Indirect Allocations & Debt	\$930	\$917	\$13	1.4%	\$1,135	\$1,128	\$7	0.6%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$930</b>	<b>\$917</b>	<b>\$13</b>	<b>1.4%</b>	<b>\$1,135</b>	<b>\$1,128</b>	<b>\$7</b>	<b>0.6%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$504</b>	<b>-\$401</b>	<b>-\$103</b>	<b>0.0%</b>	<b>-\$680</b>	<b>-\$581</b>	<b>-\$99</b>	<b>-14.6%</b>

# Court Services - Continued

## Variance Analysis (in thousands of dollars)

Court Services is operating at a year-to-date deficit after indirect allocations of \$107 with a forecasted deficit of \$99 due to the factors as described below.

The 2021 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2021 in conjunction with the Transportation Services division. The work on the implementation of the program, including the proposed changes to the Niagara Region Courts Intermunicipal Agreement, is currently in progress. Accordingly, no expenditures are expected to be incurred or revenues realized in 2021. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution to the local area municipalities as a result of the delay.

**Distribution to Local Area Municipalities** - The total distribution to the local area municipalities and the Region for the year is forecasted to be \$601 each, a reduction from the budgeted \$680 distribution. This is due in large part to a decrease in fine payments received as a result of the impacts of the COVID-19 pandemic, such as the adjournment of in-person court proceedings, as well as a reduction in the volume of charges that have been laid since the start of the pandemic. The revenue reductions have been partially offset by savings realized as a result of the adjournment of in-person court matters and the adjournment of all trial matters during Q1 2021. First, second and third quarter payments have been distributed based on the budgeted allocations. If the forecasted decreases are realized at year-end, they will be adjusted through the final distribution to local area municipalities in Q1 2022.

**Compensation** - The favourable year-to-date and forecasted variances are \$573 and \$783 respectively. Forecasted savings related to Vision Zero are \$655, with the balance related to vacancy management.

**Administrative** - The favourable year-to-date and forecasted variances are \$887 and \$1,280 respectively. Forecasted savings related to Vision Zero are \$1,033. The balance of the surplus is mainly due to savings associated with the provincial orders related to the temporary adjournment of in-person court matters and trial matters during the COVID-19 pandemic, such as adjudication, Part III prosecution an interpreter costs, as well as reduced Victim Fine Surcharge costs as a result of reduced ticket volumes and fine payments received since the start of the pandemic.

**Operational & Supply** - The favourable year-to-date and forecasted variances are \$325 and \$428. Forecasted savings related to Vision Zero are \$106. The balance of the surplus is related to reduced payments to other POA courts for fines collected on their behalf, which is offset in reduced infraction revenues, and the estimated decrease in the net revenue distribution payment to the local area municipalities reflective of the overall net revenue for the year being less than budgeted.

**Financial Expenditures** – The favourable year-to-date and forecasted variances of \$71 and \$48 are due to lower than anticipated collection charges paid to third party collection agencies, which are partially offset in reduced delinquent fine revenues.

**Other Revenue** - The unfavourable year-to-date and forecasted variances are \$1,961 and \$2,632. The forecasted revenue deficit related to Vision Zero is \$1,794, with the balance of the deficit due to a significant decrease in ticket volumes processed since the start of the COVID-19 pandemic, and also closure of the courts and deferral of trials which has resulted in deferred convictions and delays in revenue collection.



# Court Services - Continued

## Community Impacts & Achievements

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

- Niagara Court Services became the first Provincial Offences Courthouse in Ontario to launch Zoom Trial proceedings in April 2021. Virtual trials for Part I and Part III matters are currently underway. Court Services provided support and resources to numerous municipalities across Ontario, including hosting court observation opportunities and Q&A sessions, as well as providing additional training opportunities for interested parties. Following this, Niagara Court Services also received inquiries from Provincial Offences Courthouses in Alberta and Nova Scotia to consult and support the launch of virtual trials in their provinces as well.
- Court Services saw over 3,100 individuals come through the Zoom courtrooms from June 1 to August 31, 2021. Conversely, 1,800 individuals came through the courthouse for in-person customer service and 6,000 incoming calls were received within the same period. This equates to nearly 11,000 customer interactions in a 3 month period
- Court Services has received greater than 1,200 charges related to the COVID-19 Pandemic (Reopening/Quarantine/Emergency Measures/bylaw) during the last 15 months.
- Currently scheduling Zoom trials into Q1 2022 for both Part I and Part III matters. As of October 1, 2021, the average time to trial for Part I matters was 421 days. In 2019, pre-pandemic, the average time to trial for Part I matters was 200 days.
- As of October 1, 2021, Court Services has an 85% Early Resolution (ER) rate, resulting in 15% of matters being set for trial. The trial request rate has continued to gradually decline over the last several months; however, overall it is the highest rate Court Services has experienced since ER started in 2012.
- For the first time since March 2020, Q2 of 2021 saw the return of enforcement activities for newly delinquent fines, including the resumption of drivers' license suspensions. From April 19 to September 1, 2,845 cases were suspended, with a total balance outstanding of \$3.3 million. During these same months, we received payment in full for 759 (26.6%) of the cases totaling over \$412,000 (12.5%).
- Direction from the Ministry of the Attorney General (MAG) has been received indicating that all in-person Provincial Offences matters remain adjourned at the present time. However, Court Services has continued to collaborate with Facilities and Corporate Health & Safety to prepare for the re-opening of the courthouse to the public, as well as resumption of in-person court matters.
- While the COVID-19 pandemic has certainly changed the landscape for 2021, the Court Services team has focused their efforts on transparent, ongoing communication with stakeholders, including enforcement agencies, judiciary, and legal professionals. This helped keep all parties informed, and allowed staff to remain responsive to their needs and maintain business continuity.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$2,307	\$2,377	-\$70	-3.1%	\$2,384	\$2,419	-\$35	-1.5%
Administrative	\$407	\$395	\$12	2.9%	\$493	\$471	\$22	4.5%
Operational & Supply	\$116	\$89	\$27	23.6%	\$138	\$172	-\$34	-24.4%
Occupancy & Infrastructure	\$12,281	\$12,227	\$55	0.4%	\$16,586	\$16,704	-\$118	-0.7%
Equipment, Vehicles, Technology	\$128	\$103	\$25	19.4%	\$162	\$162	\$0	0.0%
Community Assistance	\$12,338	\$12,338	\$0	0.0%	\$12,338	\$12,338	\$0	0.0%
Financial Expenditures	\$1,379	\$1,266	\$112	8.1%	\$1,830	\$1,710	\$119	6.5%
<b>Total Expenses</b>	<b>\$28,956</b>	<b>\$28,795</b>	<b>\$160</b>	<b>0.6%</b>	<b>\$33,930</b>	<b>\$33,975</b>	<b>-\$46</b>	<b>-0.1%</b>
Federal & Provincial Grants	-\$5,890	-\$5,890	\$0	0.0%	-\$6,230	-\$6,230	\$0	0.0%
Other Revenue	-\$12,222	-\$12,164	-\$59	-0.5%	-\$16,323	-\$16,366	\$43	0.3%
<b>Total Revenues</b>	<b>-\$18,113</b>	<b>-\$18,054</b>	<b>-\$59</b>	<b>-0.3%</b>	<b>-\$22,553</b>	<b>-\$22,596</b>	<b>\$43</b>	<b>0.2%</b>
Intercompany Charges	\$30	-\$230	\$260	875.6%	\$30	-\$357	\$387	N/A
<b>Total Intercompany Charges</b>	<b>\$30</b>	<b>-\$230</b>	<b>\$260</b>	<b>875.6%</b>	<b>\$30</b>	<b>-\$357</b>	<b>\$387</b>	<b>N/A</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$10,873</b>	<b>\$10,512</b>	<b>\$361</b>	<b>3.3%</b>	<b>\$11,406</b>	<b>\$11,022</b>	<b>\$384</b>	<b>3.4%</b>
Transfers From Funds	-\$1,266	-\$968	-\$298	-23.5%	-\$1,364	-\$968	-\$396	-29.0%
Transfers To Funds	\$2,755	\$2,755	\$0	0.0%	\$3,469	\$3,469	\$0	0.0%
<b>Total Transfers</b>	<b>\$1,489</b>	<b>\$1,786</b>	<b>-\$298</b>	<b>-20.0%</b>	<b>\$2,105</b>	<b>\$2,501</b>	<b>-\$396</b>	<b>-18.8%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$12,362</b>	<b>\$12,298</b>	<b>\$64</b>	<b>0.5%</b>	<b>\$13,511</b>	<b>\$13,523</b>	<b>-\$12</b>	<b>-0.1%</b>
Indirect Allocations & Debt	\$7,357	\$7,232	\$126	1.7%	\$9,806	\$9,676	\$130	1.3%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$7,357</b>	<b>\$7,232</b>	<b>\$126</b>	<b>1.7%</b>	<b>\$9,806</b>	<b>\$9,676</b>	<b>\$130</b>	<b>1.3%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$19,719</b>	<b>\$19,530</b>	<b>\$189</b>	<b>0.0%</b>	<b>\$23,317</b>	<b>\$23,199</b>	<b>\$118</b>	<b>0.5%</b>

# Niagara Regional Housing - Continued

## Variance Analysis (in thousands of dollars)

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

Niagara Regional Housing (NRH) is operating at a favourable year-to-date surplus before indirect allocations of \$63, with a forecasted deficit of \$12 due to the following factors:

**Compensation** – The unfavourable year-to-date and forecasted variances of \$70 and \$35 are primarily due to settling of accrued sick, lieu time and vacation banks owed to NRH employees on transition to the Niagara Region. A refund of health and dental premiums from the provider is anticipated in Q4 is expected as a result of lower than anticipated claims by NRH employees prior to transition.

**Administration** – The favourable forecasted variance of \$22 is primarily due to anticipated savings in staff development and function costs due to COVID-19 restrictions, and virtual conferences and training offered at reduced rates.

**Operational & Supply** – The unfavourable forecasted variance of \$34 is primarily due to unbudgeted purchases required for owned units.

**Financial Expenditures** – The favourable year-to-date and forecasted variances of \$112 and \$119 are primarily the result of lower than anticipated write-offs on uncollectable tenant rents on owned units.

**Intercompany Charges** – The favourable year-to-date and forecasted variances of \$260 and \$387 are primarily due to the allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses within NRH.

**Transfers** – The unfavourable year-to-date and forecasted variances of \$298 and \$396 are due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget as a result of unbudgeted funding received from the provincial government to fund pandemic-related expenses.

# Niagara Regional Housing - Continued

## Community Impacts & Achievements

Niagara Regional Housing (NRH) has acted as Service Manager for Community Housing on behalf of Niagara Region until May 30, 2021, when the responsibility was transitioned to the Region's Community Services department under a new division. NRH remains housing provider for the portfolio of NRH owned-units. Housing provider accomplishments to date in 2021 include:

- Improved Public Housing (NRH-owned) communities:
  - Summer camps were held in Manchester, Old Pine Trail, Rykert (St. Catharines) and Warden and Waters (Niagara Falls) through the RAFT and through Faith Welland in McLaughlin (Welland). More than 200 youth participated in the camps. All programs adhered to provincial guidelines and reported no incidences related to COVID. The children were delighted to have a range of activities that they have not had access to since last year's summer camp, because After School programs were cancelled due to COVID.
  - Vaccine pop-up clinics were held in NRH communities at Manchester, Old Pine Trail and Rykert (St. Catharines) and Warden/Waters (Niagara Falls), in collaboration with Public Health and community partners. Public Health Community Health Brokers (CHBs) leveraged their relationships with NRH tenants and worked with Public Health nurses to engage the community in discussions about vaccine safety and offer vaccines on-site. In total, approximately 100 tenants were vaccinated.
  - Housing Operations continued to clear the backlog of non-emergency work orders. Regular maintenance is now being completed in occupied units with COVID protocols in place.
- *Ongoing New Development*
  - Construction continues for 73 units in two apartment buildings on Hawkins Street in Niagara Falls. This project is expected to be complete in December of 2021 and tenants will begin moving in at the beginning of 2022
  - Two of the five units acquired in Thorold are complete and the remaining three units will be complete in 2022-Q1
  - Rapid Housing Initiative (RHI) funding has been approved to add 42 new units at Duncan and York Street in Welland. An application for funding to support an additional 18 units in Fort Erie has been submitted.
  - Work continues for 21 bridge housing units expected to be completed by January 2022 and 24 supportive housing units expected to be completed by December 31, 2021. These units will be operated by Community Services' Homelessness and Community Engagement division

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$121,074	\$120,634	\$440	0.4%	\$163,468	\$164,719	-\$1,250	-0.8%
Administrative	\$2,978	\$2,409	\$569	19.1%	\$3,970	\$3,474	\$496	12.5%
Operational & Supply	\$1,897	\$1,975	-\$78	-4.1%	\$2,447	\$2,543	-\$97	-4.0%
Occupancy & Infrastructure	\$273	\$131	\$142	52.0%	\$364	\$230	\$134	36.8%
Equipment, Vehicles, Technology	\$5,442	\$5,011	\$431	7.9%	\$7,225	\$6,814	\$410	5.7%
Financial Expenditures	\$0	-\$5	\$5	N/A	\$0	\$0	\$0	N/A
<b>Total Expenses</b>	<b>\$131,664</b>	<b>\$130,155</b>	<b>\$1,510</b>	<b>1.1%</b>	<b>\$177,474</b>	<b>\$177,780</b>	<b>-\$306</b>	<b>-0.2%</b>
Federal & Provincial Grants	-\$7,183	-\$7,072	-\$111	-1.5%	-\$9,546	-\$9,409	-\$137	-1.4%
By-Law Charges & Sales	-\$1,324	-\$1,947	\$623	47.0%	-\$1,732	-\$2,428	\$697	40.2%
Other Revenue	-\$1,851	-\$1,910	\$58	3.2%	-\$2,468	-\$2,526	\$58	2.3%
<b>Total Revenues</b>	<b>-\$10,358</b>	<b>-\$10,928</b>	<b>\$570</b>	<b>5.5%</b>	<b>-\$13,746</b>	<b>-\$14,363</b>	<b>\$617</b>	<b>4.5%</b>
Intercompany Charges	-\$3,133	-\$3,960	\$827	-26.4%	-\$4,528	-\$4,800	\$272	-6.0%
<b>Total Intercompany Charges</b>	<b>-\$3,133</b>	<b>-\$3,960</b>	<b>\$827</b>	<b>-26.4%</b>	<b>-\$4,528</b>	<b>-\$4,800</b>	<b>\$272</b>	<b>-6.0%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$118,173</b>	<b>\$115,267</b>	<b>\$2,907</b>	<b>2.5%</b>	<b>\$159,200</b>	<b>\$158,616</b>	<b>\$584</b>	<b>0.4%</b>
Transfers From Funds	-\$1,324	-\$274	-\$1,050	-79.3%	-\$1,415	-\$365	-\$1,050	-74.2%
Transfers To Funds	\$2,456	\$2,456	\$0	0.0%	\$3,275	\$3,275	\$0	0.0%
<b>Total Transfers</b>	<b>\$1,133</b>	<b>\$2,183</b>	<b>-\$1,050</b>	<b>-92.7%</b>	<b>\$1,860</b>	<b>\$2,910</b>	<b>-\$1,050</b>	<b>-56.5%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$119,306</b>	<b>\$117,449</b>	<b>\$1,857</b>	<b>1.6%</b>	<b>\$161,060</b>	<b>\$161,526</b>	<b>-\$466</b>	<b>-0.3%</b>
Indirect Allocations & Debt	\$11,538	\$10,623	\$915	7.9%	\$16,892	\$17,436	-\$544	-3.2%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$11,538</b>	<b>\$10,623</b>	<b>\$915</b>	<b>7.9%</b>	<b>\$16,892</b>	<b>\$17,436</b>	<b>-\$544</b>	<b>-3.2%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$130,844</b>	<b>\$128,073</b>	<b>\$2,771</b>	<b>0.0%</b>	<b>\$177,952</b>	<b>\$178,962</b>	<b>-\$1,010</b>	<b>-0.6%</b>



# Niagara Regional Police Services - Continued

## Variance Analysis (in thousands of dollars)

For the period ending September 30, 2021, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations surplus of \$1,857. The Service is forecasting a combined \$466 deficit position before indirect allocations by the end of this fiscal year. The Service is forecasting a surplus before indirect allocations of \$227 from normal operations and a deficit before indirect allocations of \$693 related to COVID costs.

The following factors contributed to this surplus:

**Compensation** – Compensation expense was below the approved budget by \$440. This favorable variance is the result of savings realized within uniform salaries due to hiring lags from vacant positions. These savings are partially offset by increased spending in civilian salaries to backfill operationally essential positions, increased spending on employer-provided health benefits as well as current WSIB claims experience.

The Service is forecasting year end results for compensation to be over budget by \$1,250, inclusive of COVID-19 costs. Factors contributing to this projected deficit include a multi-incumbent civilian job reevaluation having a significant impact on year-end financial results, civilian replacement costs for operationally essential positions being over budget levels and increased WSIB and Health & Dental costs resulting from claims experience.

**Administrative** – Administrative expense was below the approved budget by \$569. This favorable variance is the result of timing of expenditures related to consulting services and legal expenses. In addition, COVID-19 related savings in staff development from reduced travel and cancelled events, conferences, and training sessions.

The Service is forecasting the COVID-19 related savings to continue to year-end resulting in a surplus of \$496.

**Operational & Supply** – Operational & Supply expense was above the approved budget by \$78. The unfavorable variance arises from expenses incurred in the course of ongoing special investigations but is offset by savings realized within program specific supplies and expenses due to timing.

The Service is expecting this deficit to continue and is forecasting an unfavourable variance of \$97 by year-end.

**Occupancy & Infrastructure** – Occupancy & Infrastructure expenses was below the approved budget by \$142. This favorable variance is the result of savings in leases and minor building renovations due to the timing of projects completed during the year.

The Service is expecting these savings to continue for the year resulting in a forecasted favourable variance of \$134.

**Equipment, Vehicles & Technology** – Equipment, Vehicles & Technology was below the approved budget by \$431. This favorable variance is mainly due to the timing of purchases in minor machinery & equipment, office furniture and maintenance contracts

This positive variance is expected to continue to year-end and is forecasted to be favourable by \$410 at year-end.

**Intercompany Charges and Reserve Transfers** – The Q1 loss of revenue from the Casino closures of \$1,050 was offset by a contribution from the Region's Taxpayer Relief reserve fund; this was included in the 2021 budget. The 2021 budget anticipated a reopening of the Casino's by April 2021, however this did not occur until late July. Therefore, the Service continued to experience loss of Casino revenue for an additional period of four months, April to July, which was offset by additional COVID-19 Safe Restart funds provided by the Provincial Government to the Region. The September 30, 2021,

## Niagara Regional Police Services - Continued

results include total contributions from the Safe Restart funding totalling \$2,450 which represents the Casino revenue shortfall from January to July. The Service billed the City of Niagara Falls for the period of August to September.

Preliminary discussions with City of Niagara staff have indicated the Service should expect to receive a reduced revenue allotment because actual revenues are anticipated to be below pre-COVID levels for 2021.

At this time, the forecasted contributions from reserve to offset the Casino revenue shortfall for 2021 is estimated at \$3,325.

**Recoveries & Revenues** – Recoveries & Revenues were above the approved budget by \$570. This variance is mainly the recognition of revenue for the period of August and September billed to the City of Niagara Falls for the Service's share of OLG transfer payments whereas the budget for this period is reported within the Intercompany Charges. Increased revenues are adversely impacted by a shortfall in court uploading funding as well as reductions in fees for service as a result of COVID-19 impacts.

The service is forecasting a favourable variance of \$617 by year-end as a result City of Niagara Falls revenue offset by COVID-19 impacts on Fees for Service the continued shortfall in court uploading funding.

**Conclusion** – The detailed variance analysis has been prepared based on the results of operations at September 30, 2021. At this time, the Service continues to closely monitor the potential impact of the COVID-19 pandemic on its financial position and is assessing mitigation opportunities.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Partnership, Rebate, Exemption	\$6,035	\$6,035	\$0	0.0%	\$6,035	\$6,035	\$0	0.0%
Total Expenses	\$6,035	\$6,035	\$0	0.0%	\$6,035	\$6,035	\$0	0.0%
Total Revenues			\$0	0.0%		\$0	\$0	0.0%
Intercompany Charges	\$0	-\$55	\$55	0.0%	\$0	-\$109	\$109	0.0%
Total Intercompany Charges	\$0	-\$55	\$55	0.0%	\$0	-\$109	\$109	0.0%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$6,035	\$5,980	\$55	0.9%	\$6,035	\$5,926	\$109	1.8%
Transfers From Funds	-\$109	\$0	-\$109	-100.0%	-\$109	\$0	-\$109	-100.0%
Total Transfers	-\$109	\$0	-\$109	-100.0%	-\$109	\$0	-\$109	-100.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$5,926	\$5,980	-\$55	-0.9%	\$5,926	\$5,926	\$0	0.0%
Total Indirect Allocations & Debt			\$0	0.0%		\$0	\$0	0.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$5,926	\$5,980	-\$55	0.0%	\$5,926	\$5,926	\$0	0.0%

# Niagara Peninsula Conservation Authority - Continued

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

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$18,492	\$18,396	\$96	0.5%	\$24,625	\$24,664	-\$39	-0.2%
Administrative	\$3,013	\$1,935	\$1,078	35.8%	\$4,129	\$4,134	-\$4	-0.1%
Operational & Supply	\$10,647	\$10,638	\$8	0.1%	\$14,196	\$14,647	-\$451	-3.2%
Occupancy & Infrastructure	\$13,908	\$12,033	\$1,875	13.5%	\$18,746	\$17,117	\$1,629	8.7%
Equipment, Vehicles, Technology	\$4,827	\$4,949	-\$122	-2.5%	\$6,436	\$6,537	-\$100	-1.6%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$11,462	\$586	\$10,876	94.9%	\$15,282	\$15,051	\$231	1.5%
Financial Expenditures	\$0	\$63	-\$63	0.0%	\$0	\$63	-\$63	0.0%
<b>Total Expenses</b>	<b>\$62,348</b>	<b>\$48,600</b>	<b>\$13,748</b>	<b>22.1%</b>	<b>\$83,414</b>	<b>\$82,212</b>	<b>\$1,202</b>	<b>1.4%</b>
Taxation	-\$94,130	-\$93,146	-\$984	-1.0%	-\$124,892	-\$124,035	-\$857	-0.7%
Federal & Provincial Grants	\$0	-\$3	\$3	0.0%	\$0	-\$3	\$3	0.0%
By-Law Charges & Sales	-\$1,198	-\$967	-\$231	-19.3%	-\$1,577	-\$1,541	-\$37	-2.3%
Other Revenue	-\$6,276	-\$654	-\$5,622	-89.6%	-\$8,489	-\$8,448	-\$40	-0.5%
<b>Total Revenues</b>	<b>-\$101,604</b>	<b>-\$94,770</b>	<b>-\$6,834</b>	<b>-6.7%</b>	<b>-\$134,959</b>	<b>-\$134,027</b>	<b>-\$931</b>	<b>-0.7%</b>
Intercompany Charges	\$988	\$409	\$579	58.6%	\$1,316	\$828	\$488	37.1%
<b>Total Intercompany Charges</b>	<b>\$988</b>	<b>\$409</b>	<b>\$579</b>	<b>58.6%</b>	<b>\$1,316</b>	<b>\$828</b>	<b>\$488</b>	<b>37.1%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$38,268</b>	<b>-\$45,761</b>	<b>\$7,494</b>	<b>19.6%</b>	<b>-\$50,228</b>	<b>-\$50,987</b>	<b>\$758</b>	<b>1.5%</b>
Transfers From Funds	-\$5,357	-\$802	-\$4,554	-85.0%	-\$7,142	-\$8,517	\$1,375	19.3%
Transfers To Funds	\$32,124	\$33,566	-\$1,442	-4.5%	\$37,299	\$38,741	-\$1,442	-3.9%
<b>Total Transfers</b>	<b>\$26,767</b>	<b>\$32,764</b>	<b>-\$5,996</b>	<b>-22.4%</b>	<b>\$30,157</b>	<b>\$30,224</b>	<b>-\$67</b>	<b>-0.2%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$11,500</b>	<b>-\$12,998</b>	<b>\$1,497</b>	<b>13.0%</b>	<b>-\$20,072</b>	<b>-\$20,763</b>	<b>\$691</b>	<b>3.4%</b>
Indirect Allocations & Debt	\$9,731	\$9,424	\$307	3.2%	\$20,072	\$20,510	-\$438	-2.2%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$9,731</b>	<b>\$9,424</b>	<b>\$307</b>	<b>3.2%</b>	<b>\$20,072</b>	<b>\$20,510</b>	<b>-\$438</b>	<b>-2.2%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$1,770</b>	<b>-\$3,574</b>	<b>\$1,804</b>	<b>0.0%</b>	<b>\$0</b>	<b>-\$253</b>	<b>\$253</b>	<b>0.0%</b>



# Water & Wastewater Services - Continued

## Variance Analysis (in thousands of dollars)

Water & Wastewater services is operating at a surplus after indirect allocations of \$1,804, with a forecasted surplus of \$253 for year end, due to the following factors:

**Administration** – There is a favourable year-to-date variance of \$1,078, with a forecasted unfavourable variance of \$4 at year-end. The year-to-date favourable variance is primarily due to lower than expected consulting of \$888 and external legal expenses of \$144 due to timing. Consulting expenses are expected to end the year with an unfavourable variance of \$106 due to ongoing plant optimization work at wastewater plants to address compliance requirements combined with consulting for an urgent Decew WTP berm repair. External legal expenses are expected to continue in the last quarter of the year, reducing the favourable variance to \$99. Partially offsetting the year-to-date favourable variances are increased external professional services of \$314 mainly driven by the wastewater bio-solids investigation which will remain an unfavourable variance at year end.

**Operational & Supply** – There is a favourable year-to-date variance of \$8, with a forecasted unfavourable variance of \$451. The year-to-date variance is primarily due to the lower than expected bio-solids disposal costs of \$638 being offset by both higher than expected chemical costs of \$188 and plant sludge collection costs of \$519. The forecasted year end chemical costs are expected to be unfavourable in the amount of \$254 due to higher than anticipated usage and prices. Sludge collection costs are forecasted at an unfavourable variance of \$828 due to additional volumes as a result of digester maintenance and continued compliance issues at the NF WWTP. Partially offsetting the unfavourable variances anticipated at year end are lower than expected biosolids disposal costs of \$572 as a result of delays due to centrifuge equipment breakdowns and wet weather.

**Occupancy & Infrastructure** – There is a favourable year-to-date variance of \$1,875, with a forecasted favourable variance of \$1,629. The year-to-date variance is largely due to lower than expected electricity costs of \$1,190 due to lower than anticipated pricing and reduced volumes. The favourable variance in electricity is expected to remain at year end. There are also year-to-date favourable variances in repairs and maintenance (R&M) for water and sewer mains of \$675. It is expected that the favourable variance in R&M water and sewer mains will decrease to \$586 for the year. Partially offsetting these favourable variances are year-to-date unfavourable R&M buildings costs of \$242 as work previously deferred during the pandemic was completed in 2021. R&M buildings costs are expected to end the year unfavourable by \$204.

**Equipment, Vehicles, Technology** – There is an unfavourable year-to-date variance of \$122, with a forecasted unfavourable variance of \$100. The year-to-date unfavourable variance is due to timing of spend on equipment and equipment R&M in the first part of the year. There are additional one time software support costs anticipated at year end of \$55 in order to convert pagers that are no longer supported to web based call forwarding.

**Partnership, Rebate, Exemption** - The favourable year-to-date variance of \$10,876 is due to CSO funds committed to local area municipalities but not yet paid. CSO funding not spent will be encumbered into future year budgets.

**Taxation** - The unfavourable year-to-date and forecasted variances of \$984 and \$857 are a result of decreased water sales due to reduced water usage as a result of the pandemic combined with wet summer weather.

**By-Law Charges & Sales Costs** - The unfavourable year-to-date variance of \$231 is mainly due to timing of user fee revenue. It is expected that the unfavourable variance will decrease to \$37 by year end due to lower than expected sewer surcharge fees being partially offset by increased hauled sewage fees.

**Other Revenue** – There is an unfavourable year-to-date variance of \$5,622, with a forecasted unfavourable variance of \$40. The year-to-date variance is mainly due to timing of development charge revenue recognition to fund the CSO program and Master Servicing Plan (MSP).

**Transfers** - The unfavourable year-to-date variance of \$5,996 is mainly due to previously encumbered CSO funds committed to local municipalities but not yet paid and MSP funding for costs that have not yet been incurred. Any remaining balance related to these

## Water & Wastewater Services - Continued

two programs will be encumbered into the 2022 wastewater budget. There is a forecasted unfavourable variance of \$67 due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget as a result of unbudgeted funding received from the provincial government for pandemic-related expenses.

### Community Impacts & Achievements

- The water and wastewater division treated 41,707 ML of water throughout Q1 to Q3 of 2021 through six water treatment plants and 313 km of watermains, as well as 47,723ML of wastewater through eleven plants and one biosolids storage facility, with collection through 112 pumping stations and 306 km of forcemains and gravity trunk sewers
- Completion of the 2021 Niagara Children's Water Festival which was modified from an in-person event to a virtual event for a 2nd year in a row due to the pandemic. Three hundred and five classes, totaling over 6,000 students visited the virtual event held May 10-14, 2021. During the weeklong event the festival achieved 14,000 YouTube views and 2,100 hours of watch time of the videos and workshops. Feedback received from participants was overwhelmingly positive.
- Successful completion of Water Quality Management System (QMS) Internal Audit. Successful internal audit is required to maintain the accreditation of Water QMS, in turn allowing the Region to continue to hold our Municipal Drinking Water Licenses.
- Completion of several chemical system retrofit upgrades and SCADA control panel replacements using internal resources. All systems are designed and installed by Niagara Region Staff; realizing significant savings
- Built a fully customized Fall/Winter W-WW Training Calendar; includes focus on mandatory in-person Health & Safety training until backlog is clear, skill development opportunities continue to be made available via virtual delivery methods
- Administration of over 50 W-WW essential supplies and services contracts implementing new business processes with vendors as required as part of divisional pandemic response plan
- Launch of the WW on call Managers log review report. This is used by the Managers to communicate with other managers in the division on things happening in their area
- Launch of electronic log books for water operations in order to improve accuracy of reporting and eliminate transcription errors for ministry inspections
- The Water Environment Association of Ontario has awarded the Niagara Region, jointly with Thomas Nutrient Solutions, the Residuals and Bio-solids Award for Exemplary Residuals and Bio-solids Management
- W-WW has over 160 active capital projects with \$587M total budget
- 28 active construction projects including the following highlighted projects:
  - Port Dalhousie WWTP Upgrades expected completion May 2023
  - DeCew WTP Plant 3 Upgrades expected completion March 2022
  - Grimsby Water Storage Tank and Watermain expected completion February 2022
  - St. David's Road Watermain expected completion November 2021
  - Dain City Sewage Pumping Station Forcemain Phases 4a and 5 Tenders are now in construction
  - Construction of Port Colborne WTP Upgrades is currently being awarded
- South Niagara Falls Wastewater Treatment Plant Environmental Assessment expected completion Fall 2021
- Phase 2 of the Welland WTP Upgrades has progressed to 60% design
- Phase 1 design for upgrades for the Niagara Falls Wastewater Treatment Plant has been completed, tendering for construction in August
- 36 virtual tours of Water-Wastewater facilities replacing on-site tours in response to COVID-19
- 5,618 locates with 73 of these being after hours emergencies
- 9 drone flights supporting various projects
- Completed wireless surveys and network assessments at NOTL WWTP and Port Weller WWTP to support WiFi expansion at these facilities
- Updated Regional and Local Area Municipal water, sanitary sewer and storm sewer GIS data

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$2,688	\$2,575	\$113	4.2%	\$3,574	\$3,470	\$105	2.9%
Administrative	\$800	\$299	\$501	62.6%	\$1,449	\$1,345	\$103	7.1%
Operational & Supply	\$36,711	\$37,535	-\$823	-2.2%	\$49,919	\$51,856	-\$1,937	-3.9%
Occupancy & Infrastructure	\$1,231	\$991	\$239	19.4%	\$1,620	\$1,388	\$232	14.3%
Equipment, Vehicles, Technology	\$864	\$876	-\$12	-1.3%	\$1,150	\$1,226	-\$76	-6.6%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$147	\$252	-\$104	-71.0%	\$196	\$301	-\$104	-53.2%
Financial Expenditures	\$0	\$24	-\$24	0.0%	\$0	\$29	-\$29	0.0%
<b>Total Expenses</b>	<b>\$42,441</b>	<b>\$42,551</b>	<b>-\$110</b>	<b>-0.3%</b>	<b>\$57,909</b>	<b>\$59,614</b>	<b>-\$1,705</b>	<b>-2.9%</b>
Taxation	-\$29,989	-\$29,989	\$0	0.0%	-\$40,567	-\$40,567	\$0	0.0%
By-Law Charges & Sales	-\$9,101	-\$13,531	\$4,430	48.7%	-\$12,158	-\$19,099	\$6,941	57.1%
Other Revenue	-\$4,850	-\$4,871	\$21	0.4%	-\$6,466	-\$6,432	-\$34	-0.5%
<b>Total Revenues</b>	<b>-\$43,940</b>	<b>-\$48,391</b>	<b>\$4,451</b>	<b>10.1%</b>	<b>-\$59,191</b>	<b>-\$66,098</b>	<b>\$6,907</b>	<b>11.7%</b>
Intercompany Charges	-\$38	-\$50	\$12	-32.7%	-\$50	-\$129	\$78	-156.2%
<b>Total Intercompany Charges</b>	<b>-\$38</b>	<b>-\$50</b>	<b>\$12</b>	<b>-32.7%</b>	<b>-\$50</b>	<b>-\$129</b>	<b>\$78</b>	<b>-156.2%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$1,537</b>	<b>-\$5,890</b>	<b>\$4,353</b>	<b>283.2%</b>	<b>-\$1,332</b>	<b>-\$6,612</b>	<b>\$5,280</b>	<b>396.4%</b>
Transfers From Funds	-\$3,027	-\$2,933	-\$94	-3.1%	-\$4,389	-\$4,264	-\$126	-2.9%
Transfers To Funds	\$3,102	\$3,102	\$0	0.0%	\$4,136	\$4,187	-\$52	-1.3%
<b>Total Transfers</b>	<b>\$75</b>	<b>\$169</b>	<b>-\$94</b>	<b>-125.6%</b>	<b>-\$254</b>	<b>-\$76</b>	<b>-\$177</b>	<b>-69.9%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$1,462</b>	<b>-\$5,720</b>	<b>\$4,258</b>	<b>291.3%</b>	<b>-\$1,586</b>	<b>-\$6,688</b>	<b>\$5,103</b>	<b>321.8%</b>
Indirect Allocations & Debt	\$1,203	\$1,093	\$110	9.1%	\$1,586	\$1,648	-\$63	-4.0%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$1,203</b>	<b>\$1,093</b>	<b>\$110</b>	<b>9.1%</b>	<b>\$1,586</b>	<b>\$1,648</b>	<b>-\$63</b>	<b>-4.0%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$259</b>	<b>-\$4,627</b>	<b>\$4,368</b>	<b>0.0%</b>	<b>\$0</b>	<b>-\$5,040</b>	<b>\$5,040</b>	<b>0.0%</b>

# Waste Management Services - Continued

## Variance Analysis (in thousands of dollars)

Waste Management Services is operating at a year-to-date surplus after indirect allocations of \$4,368, with a forecasted surplus of \$5,040, due to the following factors:

**Compensation** – The favourable year-to-date and forecasted variances of \$113 and \$105 are due primarily to salary gapping and position vacancy management.

**Administrative** – The favourable year-to-date and forecasted variances of \$501 and \$103 are primarily due to the budget timing of consulting engagements related to the Long-Term Strategic Plan (LTSP) Study and the Material Recovery Facility (MRF) Opportunity Review – Phase 4. The majority of the expenditures for this work are expected to be incurred in the fourth quarter of the year and in 2022. Also contributing to the surplus are savings related to staff development costs due to the COVID-19 pandemic.

**Operational & Supply** – The unfavourable year-to-date and forecasted variances of \$823 and \$1,937 are primarily due to higher than anticipated recyclable purchase costs from Waterloo and Haldimand due to strong commodity market rates, as well as increased freight costs from Waterloo due to an increase in freight rates. The increased costs related to recyclable purchases from Waterloo and Haldimand are offset by revenue received through the sale of the material from these contracts. Additionally, increased contract costs resulted in higher than anticipated expenses related to landfill operational services. Due to stay-at-home orders as a result of the COVID-19 pandemic and a shift to every-other-week garbage collection, significantly higher volumes of organics were collected than projected, leading to a forecasted unfavourable variance of \$165.

**Occupancy & Infrastructure** – The favourable year-to-date and forecasted variances of \$239 and \$232 are due to lower than anticipated repairs and maintenance and utility costs, as well as savings realized due to a change in the contractor performing grounds repair and maintenance services during the year.

**Equipment, Vehicles and Technology** – The unfavourable year-to-date and forecasted variances of \$12 and \$76 are due to higher than anticipated repair and maintenance costs for equipment.

**By-Law Charges & Sales** – The favourable year-to-date and forecasted variances of \$4,430 and \$6,941 are primarily due to higher than anticipated market revenues received from the sale of recyclable commodities across all materials resulting from higher than anticipated market rates. In addition to high market rates, this favourable variance has been amplified by higher than anticipated tonnages of boxboard, mixed plastic and plastic film being processed at the site. These increases are partially offset by a forecasted unfavourable variance in garbage bag sales of \$426 as a result of the higher use of organics and recycling services due to service level changes, as well as lower tipping fee revenues of \$246 due to a decrease in traffic in Q3 compared to what was anticipated.

**Intercompany Charges** – The favourable year-to-date and forecasted variances of \$12 and \$78 are primarily due to the allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses within Waste Management.

**Transfers** – The unfavourable year-to-date and forecasted variances of \$94 and \$177 are due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget as a result of unbudgeted funding received from the provincial government to fund pandemic-related expenses. This has been partially offset by a transfer to the Waste Management Capital Reserve related to the sale of capital equipment in 2021.



# Waste Management Services - Continued

## Community Impacts & Achievements

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

- Implementation of an illegal dumping campaign to address the issue of illegal dumping in the Niagara Region. Due to COVID-19, the 'See it. Report it. Stop it.' campaign was set up to be entirely virtual.
- A Green Bin campaign was implemented in the summer to promote use of the Green Bin through newspaper ads and social media messages.
- As a result of increasing organics tonnages, staff engaged in negotiations with Walkers Environmental Group to secure additional processing capacity to support Niagara's increasing organics capacity needs.
- The terms of reference for the Niagara Region's Waste Management Long-Term Strategic Plan was finalized and the request for proposals was issued August 6, 2021.
- Continue to market recyclable materials at higher than anticipated revenues due to unforeseen circumstances.
- MRF Opportunity Review Phase 4 is in progress:
  - Purpose is to identify options for the MRF considering the transition of the residential Blue Box program to extended producer responsibility.
  - A negotiated request for proposal is expected to be issued in Q3 2021.
- In the year following the start of every-other-week (EOW) garbage collection, garbage tonnages have decreased 17.6 per cent (actual, not a projection) compared to the previous year. Monthly decreases ranging from 8 per cent to 22 per cent have been observed.
- Green bin tonnages have increased 22.7 per cent (actual, not a projection) compared to the previous year. Monthly increases over the previous year range from 15 per cent to 50 per cent. This data is representative of the Green Bin tonnages, and does not include dedicated leaf and yard waste or brush.
- The amount of recycling collected at the curb has increased 9.7 per cent (actual, not a projection) since the start of EOW garbage collection. Monthly increases range from 3 per cent to 18 per cent. Recycling tonnages include curbside collected recycling, recycling carts and cardboard.
- The Green Scene newsletter was delivered to all single-family residences, row/townhouses and residential properties with six units or less in October. It provided residents with information and updates on waste programs and services.
- Continue to investigate, assess and mitigate any environmental impacts related to the two open and twelve closed landfill sites.
- Staff have undertaken a review and provided preliminary recommendations regarding the final producer-responsibility regulation for the residential Blue Box program. Under the regulation, Niagara Region would transition from the current Blue Box program to the full producer-responsibility model no later than January 1, 2024. More detailed analysis and final recommendations regarding Niagara Region's role in continuing the provision of a subset of Blue Box services will be forthcoming in Q4 2021 to Q2 2022.
- Niagara Region won the Municipal Waste Association's 2021 Promotion & Education Awards Gold Award for its Box it, Bin it, Sort it, curbside collection schedule changes in the Campaign - Large Municipality category. This campaign supported changes in collection contractors with garbage being collected bi-weekly, garbage limit changes, discontinuation of scrap metal collection, and new bulky waste limit, this campaign used print calendars, postcards, letters, community business and student outreach, vehicle graphics, videos, social media, billboards, contests, media relations and a new mobile app.
- On September 1, the operation contract for the Humberstone Landfill successfully transitioned to Future Waste Systems.
- "Full" implementation of the Humberstone Landfill "real" time wait time pilot commenced at the beginning of September. The pilot is being promoted through social



## Waste Management Services - Continued

media posts and polls, through the ReCollect mobile app and with hand-outs at the Humberstone Landfill scalehouse. Staff will analyze the data in order to determine the systems effectiveness in messaging wait times and if that translates into shorter wait times at Humberstone. The pilot is scheduled to conclude at the end of March 2022.

- Optimization of the closed and open landfill monitoring program is continuing. This project includes applying to the MECP to reduce the scope of the monitoring program resulting in reducing costs to the Region.

### *Capital*

- Work has commenced for the RFPQ for Phase 3 at Humberstone Landfill (ditch lining, storm water management pond enlargement and secondary leachate collection system (LCS) on the southwest corner) of the Site to allow for landfill expansion at the Humberstone Landfill Site.
- Design for the paving of the Elm Street and Glenridge parking lot commenced, with paving expected to be completed by the end of 2021.

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

The following identifies all budget amendments & adjustments as per Budget Control Policy 2017-63.

Department	Adjustment Amount	Adjustment Description
<b>Original Budget Revenue &amp; Expenditures</b>	<b>1,058,987</b>	
Corporate	16,275	To record the 2020 Encumbrance budget adjustment as detailed in the 2020 Year-End Results & Transfer report (CSD 17-2021).
Corporate	6,855	To record unused development charge funding and related expenditures for encumbrances from 2020, including the Combined Sewer Overflow program, in relation to the 2020 Year-End Results and Transfer report (CSD 17-2021).
Corporate	9,474	To record incremental external funding to support additional COVID-19 expenditures in 2021 (CSD 39-2021).
Corporate Administration	2,000	To record Tourism Adaptation and Recovery Fund federal grant funding and related expenditures (ED 4-2021).
Corporate Administration	230	To utilize 2020 unused grant funding related to the Niagara Foreign Trade Zone (NFTZ) and Foreign Direct Investment activities to fund the 2021 NFTZ and investment attraction activities as per the 2020 Year-End Results and Transfer Report (CSD 17-2021).
Public Health and Emergency Services	104	To record various incremental funding and related expenditures confirmed after budget was approved.
Public Health and Emergency Services	66	To transfer funds from the capital budget related to the purchase of EMS batteries in operations to align more closely to the type of expenditure.
Public Health and Emergency Services	323	To record funding received for the Ontario Seniors Dental Care Plan (OSDCP) to be used toward capital projects to upgrade the dental clinics in Welland, Fort Erie and Niagara Falls.
Public Health and Emergency Services	16,677	To record COVID-19 extraordinary cost Ministry of Health funding and related expenditures (PHD 6-2021).
Public Health and Emergency Services	1,738	To record one-time funding from the Local Health Integrated Network (LHIN) to support expenditures for the Community Paramedicine program (PHD 4-2021).
Public Health and Emergency Services	825	To record additional funding from the Ministry of Health to support COVID-19 School-Focused Nurses Initiative.

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

Department	Adjustment Amount	Adjustment Description
Niagara Regional Housing	(96)	To record a transfer of 3 months of operating costs from the housing operations division back to the program division due to the delay in acquisition of housing provider.
Niagara Regional Police Services	227	To record funding received from the Ontario Provincial Police (OPP) for participation in a Joint Forces Strategy and one-time grant funding from the Ministry of the Solicitor General (SOLGEN) to support investigation expenditures.
Transportation	750	To record a transfer of Vision Zero infraction revenues to fund Capital Project.
Transportation	250	To record a Budget Amendment to fund a grant to the City of St. Catharines for an extension of the Welland Canal Parkway Trail and Greater Niagara Circle Route wayfinding initiatives and/or implementation costs from the Greater Niagara Circle Route reserve (CSD 42-2021).
Water and Wastewater	60	To transfer funds to the capital budget for a vehicle replacement to be funded through a self-insurance claim.
Water and Wastewater	270	To record revenues and expenditures for shared services related to the Water and Wastewater Master Servicing Plan, as outlines in cost-sharing agreements processed after the approval of the 2021 budget.
<b>Total Budget Adjustment</b>	<b>56,028</b>	
<b>December 31, 2021 Adjusted Budget</b>	<b>1,115,015</b>	

## Reserve Summary (in thousands of dollars)

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

At September 30, 2021 the Region's consolidated and uncommitted reserve balance was \$238,341 (\$260,727 at December 31, 2020). The ratio of debt to reserves is an important marker of fiscal sustainability. A ratio of less than 1 shows that if reserves were to decline, the Region would have other resources to meet its obligations. Conversely, if the ratio was greater than 1, it can indicate vulnerability to economic downturns. The Region's debt to reserve ratio including unissued debt is 3.51 (2.37 at December 31, 2020).

Description	Balances at December 31, 2020	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at September 30, 2021	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2021
Wastewater Capital	\$25,154	\$16,539	\$0	-\$34,516	\$230	\$7,407	\$0	\$0	\$184	\$0	\$7,591
Water Capital	\$71,954	\$15,523	\$0	-\$24,495	\$958	\$63,940	\$5,175	\$0	\$740	\$0	\$69,855
Waste Management	\$11,169	\$1,977	\$0	-\$2,557	\$154	\$10,743	\$711	\$0	\$120	-\$1,145	\$10,429
General Capital Levy	\$19,941	\$19,572	-\$1,993	-\$31,500	\$0	\$6,020	\$1,683	-\$915	\$0	-\$150	\$6,638
Infrastructure Deficit	\$0	\$3,926	\$0	-\$3,352	\$0	\$574	\$0	\$0	\$0	\$0	\$574
Court Services Facility Renewal	\$3,210	\$119	\$0	\$333	\$0	\$3,662	\$40	\$0	\$0	\$0	\$3,702
Niagara Regional Housing	\$6,705	\$1,156	-\$281	\$0	\$0	\$7,580	\$385	-\$94	\$0	\$0	\$7,871
NRH Owned Units	\$5,272	\$2,113	\$0	\$186	\$0	\$7,571	\$715	\$0	\$0	\$0	\$8,286
NRPS Long-Term Accommodation (LTA)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ontario Police Video Training Alliance	\$107	\$0	\$0	\$0	\$0	\$107	\$0	\$0	\$0	\$0	\$107
Police Capital Levy	\$284	\$1,069	\$0	-\$1,379	\$0	-\$26	\$356	\$0	\$0	\$0	\$330
Police Vehicle and Equipment Replacement	\$24	\$1,050	\$0	-\$1,400	\$0	-\$326	\$350	\$0	\$0	\$0	\$24
<b>Total Capital Reserves</b>	<b>\$143,820</b>	<b>\$63,044</b>	<b>-\$2,274</b>	<b>-\$98,680</b>	<b>\$1,342</b>	<b>\$107,252</b>	<b>\$9,415</b>	<b>-\$1,009</b>	<b>\$1,044</b>	<b>-\$1,295</b>	<b>\$115,407</b>

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

Description	Balances at December 31, 2020	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at September 30, 2021	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2021
Wastewater Stabilization	\$3,254	\$0	\$0	\$0	\$46	\$3,300	\$0	\$0	\$37	\$0	\$3,337
Water Stabilization	\$3,430	\$0	\$0	\$0	\$49	\$3,479	\$0	\$0	\$39	\$0	\$3,518
Waste Management Stabilization	\$6,364	\$0	-\$2,668	\$0	\$71	\$3,767	\$0	-\$889	\$63	\$0	\$2,941
Encumbrance	\$16,275	\$1,500	-\$7,804	\$0	\$0	\$9,971	\$6,873	-\$9,971	\$0	\$0	\$6,873
Investment Income Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxpayer Relief	\$53,509	\$971	-\$1,646	\$0	\$0	\$52,834	\$40	-\$4,125	\$0	\$0	\$48,749
NRH Rent Supplements	\$249	\$0	-\$14	\$0	\$0	\$235	\$0	-\$5	\$0	\$0	\$230
Police Contingency	\$704	\$187	\$0	\$0	\$0	\$891	\$62	\$0	\$0	\$0	\$953
Police Services Board Contingency	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$0	\$0	\$0	\$242
<b>Total Corporate Stabilization Reserves</b>	<b>\$84,027</b>	<b>\$2,658</b>	<b>-\$12,132</b>	<b>\$0</b>	<b>\$166</b>	<b>\$74,719</b>	<b>\$6,975</b>	<b>-\$14,990</b>	<b>\$139</b>	<b>\$0</b>	<b>\$66,843</b>
Ambulance Communication	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Circle Route Initiatives	\$1,383	\$0	\$0	\$0	\$0	\$1,383	\$0	\$0	\$0	\$0	\$1,383
Hospital Contribution	\$6,600	\$1,125	\$0	\$0	\$0	\$7,725	\$375	\$0	\$0	\$0	\$8,100
<b>Total Specified Contribution Reserves</b>	<b>\$7,983</b>	<b>\$1,125</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,108</b>	<b>\$375</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,483</b>
Future Benefit Costs	\$24,551	\$0	-\$146	\$0	\$0	\$24,405	\$0	-\$49	\$0	\$0	\$24,356
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$0	\$0	\$0	\$2,270
Smart Growth	\$201	\$0	\$0	\$0	\$0	\$201	\$0	\$0	\$0	\$0	\$201
Landfill Liability	\$10,821	\$1,125	\$0	-\$2,410	\$145	\$9,681	\$375	\$0	\$114	\$0	\$10,170
NRH Employee future benefits	\$793	\$0	\$0	\$0	\$0	\$793	\$0	\$0	\$0	\$0	\$793

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

Description	Balances at December 31, 2020	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at September 30, 2021	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2021
Police Accumulated Sick Leave	\$1,361	\$0	-\$274	\$0	\$0	\$1,087	\$0	-\$91	\$0	\$0	\$996
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$0	\$0	\$0	\$4,152
Police WSIB	\$3,470	\$150	\$0	\$0	\$0	\$3,620	\$50	\$0	\$0	\$0	\$3,670
<b>Total Future Liability Reserves</b>	<b>\$47,619</b>	<b>\$1,275</b>	<b>-\$420</b>	<b>-\$2,410</b>	<b>\$145</b>	<b>\$46,209</b>	<b>\$425</b>	<b>-\$140</b>	<b>\$114</b>	<b>\$0</b>	<b>\$46,608</b>
<b>Total (Excluding Deferred Revenues)</b>	<b>\$283,449</b>	<b>\$68,102</b>	<b>-\$14,826</b>	<b>-\$101,090</b>	<b>\$1,653</b>	<b>\$237,288</b>	<b>\$17,190</b>	<b>-\$16,139</b>	<b>\$1,297</b>	<b>-\$1,295</b>	<b>\$238,341</b>



## Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2020	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at September 30, 2021	Forecasted Transfers from Revenues	Forecasted interest	Capital Commitments *	Balance Available at December 31, 2021**
Development Charges-General Government	\$1,617	\$464	\$27	-\$319	\$0	\$24	\$1,813	\$164	\$19	\$0	\$1,996
Development Charges-Police Services	\$3,964	\$801	\$47	\$0	-\$16	\$62	\$4,858	\$283	\$50	-\$1	\$5,190
Development Charges-Roads	\$62,892	\$13,341	\$751	-\$50	-\$2,692	\$974	\$75,216	\$4,697	\$782	-\$57,283	\$23,412
Development Charges-Sewer	\$59,725	\$8,973	\$534	-\$272	-\$535	\$910	\$69,335	\$3,169	\$730	-\$20,572	\$52,662
Development Charges-Water	\$32,172	\$6,369	\$380	\$0	-\$5,368	\$467	\$34,020	\$2,250	\$375	-\$17,973	\$18,672
Development Charges-Emergency Medical	\$1,813	\$321	\$6	\$0	-\$44	\$28	\$2,124	\$109	\$22	-\$910	\$1,345
Development Charges-LT Care	\$7,796	\$2,318	\$29	\$0	-\$682	\$123	\$9,584	\$782	\$98	-\$23,518	-\$13,054
Development Charges-POA	-\$10	\$102	\$4	\$0	\$0	\$1	\$97	\$35	\$1	\$0	\$133
Development Charges-Health	\$1,147	\$289	\$5	\$0	\$0	\$18	\$1,459	\$98	\$15	\$0	\$1,572
Development Charges-Social Housing	\$2,377	\$2,164	\$5	\$0	-\$6,154	\$28	-\$1,580	\$723	\$23	-\$5,134	-\$5,968
Development Charges-Waste Division	\$2,804	\$743	\$15	-\$23	-\$17	\$45	\$3,567	\$253	\$36	-\$245	\$3,611
<b>Subtotal Development Charges</b>	<b>\$176,297</b>	<b>\$35,885</b>	<b>\$1,803</b>	<b>-\$664</b>	<b>-\$15,508</b>	<b>\$2,680</b>	<b>\$200,493</b>	<b>\$12,563</b>	<b>\$2,151</b>	<b>-\$125,636</b>	<b>\$89,571</b>
Federal Gas Tax	\$27,605	\$27,860	\$0	\$0	-\$6,463	\$544	\$49,546	\$0	\$437	-\$33,052	\$16,931
Provincial Gas Tax	\$1,437	\$1,089	\$0	\$0	\$0	\$28	\$2,554	\$0	\$23	\$0	\$2,577
<b>Subtotal Gas Tax</b>	<b>\$29,042</b>	<b>\$28,949</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$6,463</b>	<b>\$572</b>	<b>\$52,100</b>	<b>\$0</b>	<b>\$460</b>	<b>-\$33,052</b>	<b>\$19,508</b>
<b>Total</b>	<b>\$205,339</b>	<b>\$64,834</b>	<b>\$1,803</b>	<b>-\$664</b>	<b>-\$21,971</b>	<b>\$3,252</b>	<b>\$252,593</b>	<b>\$12,563</b>	<b>\$2,611</b>	<b>-\$158,688</b>	<b>\$109,079</b>

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

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

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

### Summary of All Mandatory and Discretionary Grants, per Regional Development Charge Bylaw (2021)

Grant Category	Actuals Q1-Q2	Actuals Q3	Total	Forecast	Annual Actuals/Forecast	Budget - Annual 2021	Actual Variance 2021
Other Economic Incentives:							
50% Industrial - (M)	\$15	\$22	\$38				
Brownfield - (D) <sup>2</sup>	\$133	\$0	\$133				
Smart Growth Niagara - (D)	\$0	\$118	\$118				
Long-Term Care Facility - (D)	\$0	\$0	\$0				
Board of Education - (M)	\$0	\$0	\$0				
NRH - (D)	\$0	\$0	\$0				
Parking garage - (D)	\$0	\$0	\$0				
Agriculture - (D)	\$0	\$0	\$0				
Place of Worship - (D)	\$0	\$0	\$0				
Intensification RDC Reductions - (M)	\$0	\$0	\$0				
Hotels/Motels - (D)	\$3	\$4	\$7				
Other (D)	\$27	\$21	\$48				
<b>Subtotal - Other Economic Incentives</b>	<b>\$179</b>	<b>\$165</b>	<b>\$344</b>	<b>\$1,353</b>	<b>\$1,697</b>	<b>\$6,668</b>	<b>\$4,971</b>
<b>Non-Profit - (D)<sup>1</sup></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>	<b>\$0</b>
<b>Industrial and Gateway - (D)<sup>3</sup></b>	<b>\$1,343</b>	<b>\$116</b>	<b>\$1,459</b>	<b>\$303</b>	<b>\$1,762</b>	<b>\$1,050</b>	<b>-\$712</b>
<b>Total</b>	<b>\$1,522</b>	<b>\$281</b>	<b>\$1,803</b>	<b>\$1,806</b>	<b>\$3,609</b>	<b>\$7,868</b>	<b>\$4,259</b>

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

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

### Details for Application Based Regional Development Charge Grants (2021)

#### 2021 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2021
Grants Application Prior to 2021 <sup>1,2</sup>				\$29,924	\$2,090	\$0
2021 Applications:						
405 Merritt St	Dec 9, 2018	Residential Subdivision	St. Catharines	\$63	\$63	\$63
7070 Montrose Road	Feb 1, 2021	Retirement complex	Niagara Falls	\$70	\$70	\$70
4261 Fourth Ave	Feb 18, 2021	Residential Townhouses	Niagara Falls	Pending	Pending	Pending
401 Canal Street	Feb 25, 2021	Residential, park, school and open space	Welland	Pending	Pending	Pending
3 Abbott St	Sep 28, 2021	Residential	St. Catharines	Pending	Pending	Pending
<b>Total</b>				<b>\$30,058</b>	<b>\$2,223</b>	<b>\$133</b>

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

<sup>2</sup>Conditional grant awarded pending submission of final information from applicant.

#### 2021 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2021
Q1-Q3 Applications:					
Women's Place of South Niagara	Jan 4, 2021	Nova house expansion - top up of DC grant from prior year	Niagara Falls	\$5	\$0
<b>Total</b>				<b>\$5</b>	<b>\$0</b>

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

### 2021 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2021
Q1-Q2 Applications:				\$1,343	\$1,343
Q3 Applications:					
340A Lakeshore Road	Jul 7, 2021	Concrete Manufacturing	St. Catharines	\$21	\$21
6241 Spring Creek Rd	Sep 21, 2021	Meat processing facility	West Lincoln	\$95	\$95
<b>Total</b>				<b>\$1,459</b>	<b>\$1,459</b>

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

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
<b>Council approved net operating transfers to reserves, including interest allocation to reserves</b>	<b>- \$45,105</b>	<b>\$2,295</b>	<b>- \$42,810</b>	
<u>Additional operating reserve transfers (to)/from reserves:</u>				
All Rate Reserves	- \$1,239	- \$1,159	- <b>\$2,398</b>	Interest income allocation to reserve forecasted at investment income portfolio rate in alignment with Reserve Policy
2020 Encumbrances	\$7,522	\$2,430	<b>\$9,952</b>	2020 Encumbrances (CSD 17-2021 - Total \$16,275 less CSO encumbrances \$6,323 = \$9,952)
2020 Encumbrances	- \$1,218	\$7,541	<b>\$6,323</b>	2020 CSO Encumbrances (CSD 17-2021)
2021 Encumbrances	\$0	- \$6,873	- <b>\$6,873</b>	Transfer to reserve - 2020 underspent encumbrances expected to be re-encumbered at the end of 2021 and 2021 commitments expected to be encumbered
Capital Levy	- \$1,184	\$901	- <b>\$284</b>	Transfer to reserve for proceeds on sale of surplus properties (as per Procurement By-Law)

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Capital Levy	\$0	- \$727	- <b>\$727</b>	Transfer back to reserve for unused funds - Niagara Falls and St. Catharines GO Stations not fully operational
Niagara Regional Housing	\$31	\$0	\$31	Reduced budgeted transfer to reserve due to delay in Niagara Regional Housing property transfer
Waste Management Stabilization	\$84	\$28	\$111	Transfer from reserve - to fund the reinstatement of the Waste Management free container exchange program budget for 2021 (CSD 31-2021)
Waste Management Capital	\$0	- \$52	- <b>\$52</b>	Transfer to reserve for proceeds on sale of Waste Management capital assets (as per Procurement By-Law)
Taxpayer Relief	\$144	\$86	\$230	Transfer from reserve - to fund the Niagara Foreign Trade Zone (NFTZ) and Foreign Direct Investment activities (CSD 17-2021)
Taxpayer Relief	- \$13,963	- \$6,770	- <b>\$20,733</b>	Transfer back to reserve for unused funds - COVID-19 external funding received to fund 2021 budgeted COVID-related expenditures
Taxpayer Relief	\$0	- \$48	- <b>\$48</b>	Transfer back to reserve for unused funds - Business Licensing software
<b>Net operating transfers to reserves</b>	<b>- \$54,929</b>	<b>- \$2,348</b>	<b>- \$57,277</b>	



## Capital Reserve Transfer Reconciliation (in thousands of dollars)

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

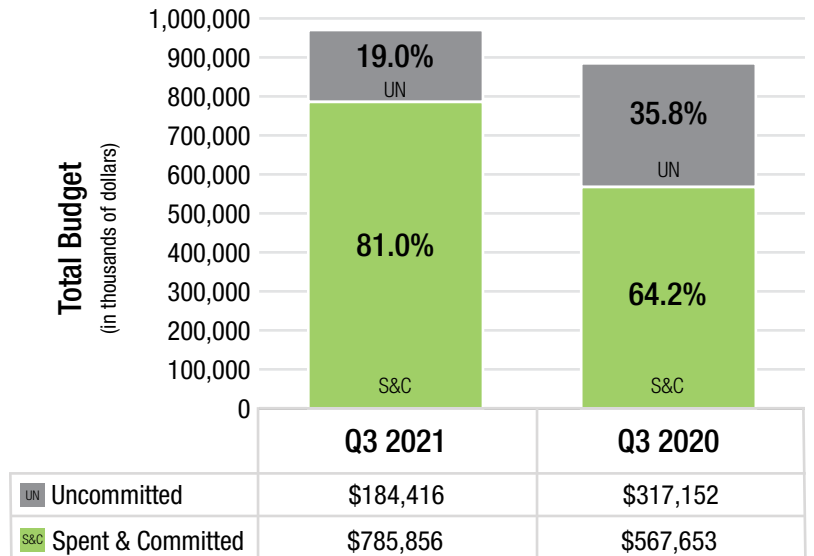
Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
<b>Council approved net capital transfers per 2021 Budget</b>	<b>\$103,580</b>	<b>\$0</b>	<b>\$103,580</b>	Reserve Transfers to capital projects
Capital reserve transfer commitments from 2020 or prior Budget	\$0	\$1,295	<b>\$1,295</b>	2020 or prior uninitiated capital projects
<u>Q1 and Q2 additional capital reserve transfers:</u>				
General Capital Levy	- \$750	\$0	<b>- \$750</b>	Transfer back to reserve - Vision Zero capital requirements to be funded through operating infraction revenues
Court Services Facility Renewal	- \$333	\$0	<b>- \$333</b>	Project close out, funds returned to reserve - Court Facilities Renewal
NRH Owned Units	- \$200	\$0	<b>- \$200</b>	Project close outs, funds returned to reserve - Annual - Emergency Capital Program - 2020 (-\$200), Expansion, Thorold (\$0)
NRH Owned Units	- \$316	\$0	<b>- \$316</b>	Budget reductions - Annual Units Capital - 2018 (-\$199), Annual Building Capital - 2018 (-\$19), Annual Grounds Capital - 2019 (-\$16), Annual Building Capital - 2019 (-\$82)
NRH Owned Units	- \$832	\$0	<b>- \$832</b>	Transfer to reserve - net proceeds on transfer of property at 725 Welland Avenue
<u>Q3 additional capital reserve transfers:</u>				
Police Capital Levy	- \$60	\$0	<b>- \$60</b>	Project close outs, funds returned to reserve - Radio System Infrastructure (-\$5), D5 & D8 Evidence Management (-\$10), Property & Evidence Safe (-\$45)
<b>Net capital transfers</b>	<b>\$101,090</b>	<b>\$1,295</b>	<b>\$102,385</b>	

# CAPITAL HIGHLIGHTS

## LEVY

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

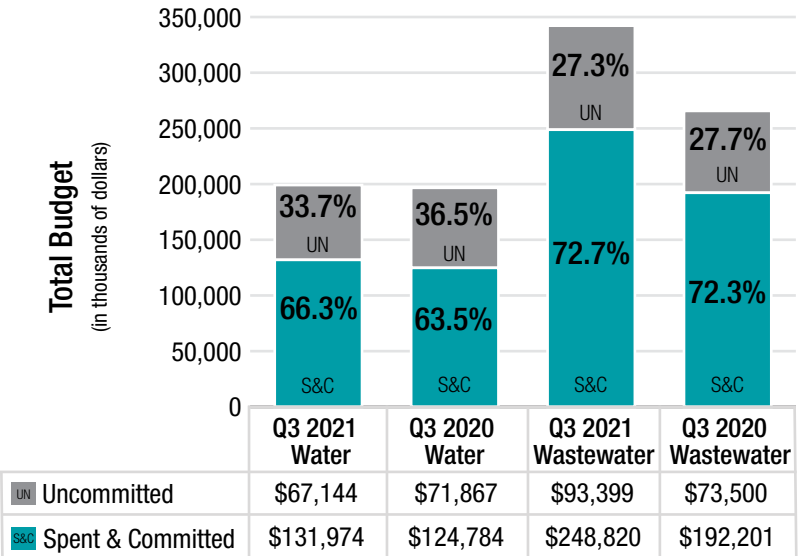
Active projects with budgets greater than \$1 million.



## WATER & WASTEWATER

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

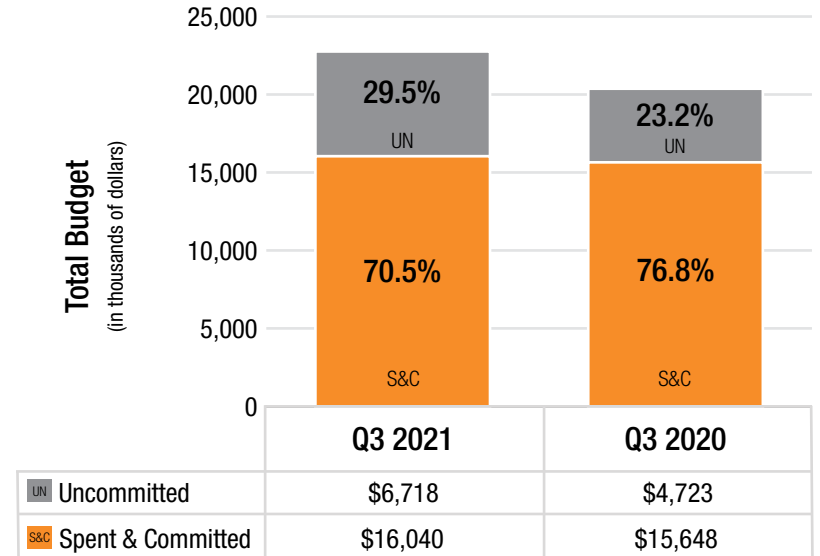
Active projects with budgets greater than \$1 million.



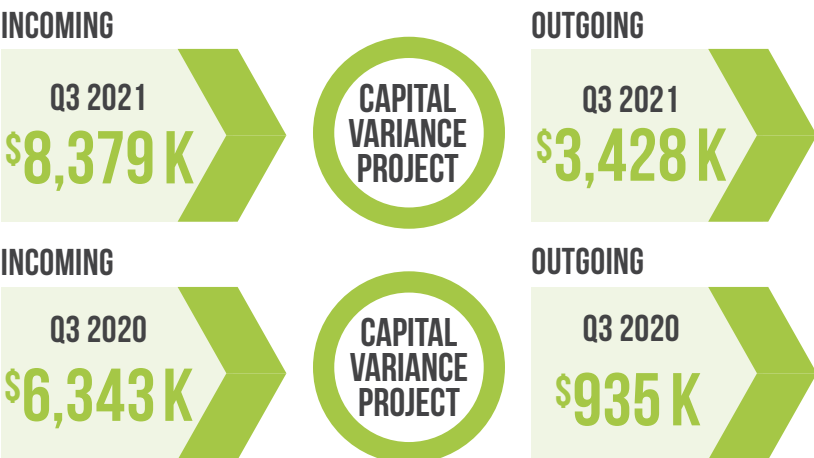
## WASTE MANAGEMENT

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

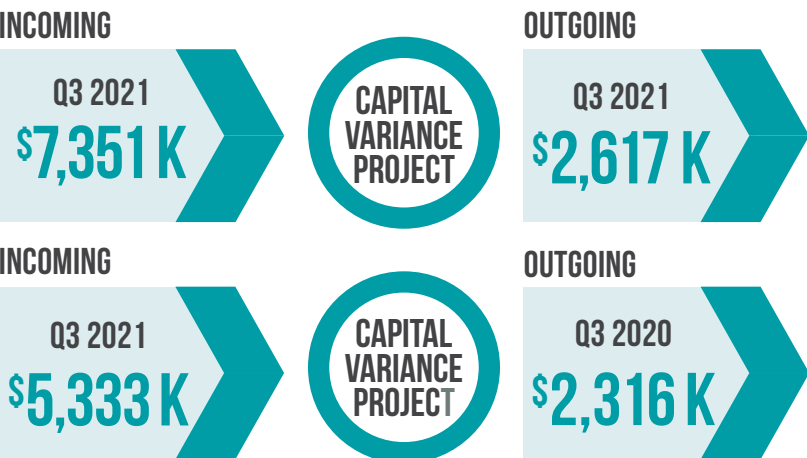
Active projects with budgets greater than \$1 million.



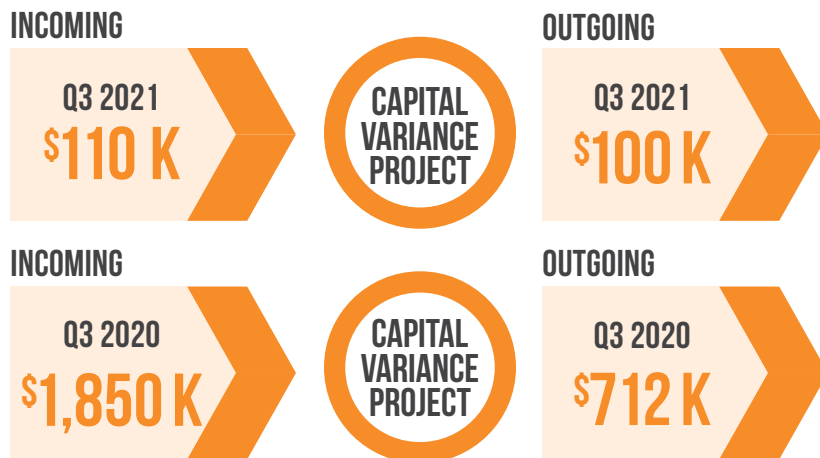
### YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS



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



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



## Capital Summary (in thousands of dollars)

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

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

### Capital Budget Reconciliation

The capital program managed by Niagara Region has decreased by \$41,388 since Q2 2021. This increase is primarily caused by projects closed (\$44,507) and budget reductions (\$16,672). The decrease is mitigated by gross budget adjustments (\$17,075) and transfers from capital variance projects (\$2,716).

Sixteen capital projects of the 596 capital sub-projects, with budgets totalling approximately \$288,018 (levy \$14,797 / rate \$273,221) remain uninitiated at October 20, 2021. A summary of the levy and rate impact of Niagara Regions total capital program during the year is presented below:

Capital Program Reconciliation	Levy Programs	Rate Programs	Adjusted Program
<b>2020 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2020</b>	<b>\$957,397</b>	<b>\$531,022</b>	<b>\$1,488,420</b>
Council Approved 2021 Budget	\$85,757	\$414,548	<b>\$500,306</b>
Gross Budget Adjustment (including transfers from operating)	\$96,216	\$2,497	<b>\$98,713</b>
Transfer from Capital Variance Project	\$2,609	\$820	<b>\$3,429</b>
Budget Reductions on Active Capital Projects *	(\$6,133)	(\$3,201)	<b>(\$9,335)</b>
Projects Closed	(\$78,717)	(\$8,414)	<b>(\$87,131)</b>
Transfer between Levy/Rate Programs	\$775	(\$775)	<b>\$0</b>
<b>2021 Total Adjusted Program (excluding Capital Variance Projects) at July 22, 2021</b>	<b>\$1,057,904</b>	<b>\$936,498</b>	<b>\$1,994,402</b>
Gross Budget Adjustment (including transfers from operating)	\$16,704	\$371	<b>\$17,075</b>
Transfer from Capital Variance	\$819	\$1,897	<b>\$2,716</b>
Budget Reductions on Active Capital Projects *	(\$1,667)	(\$15,005)	<b>(\$16,672)</b>
Projects Closed	(\$20,452)	(\$24,055)	<b>(\$44,507)</b>
<b>2020 Total Adjusted Budget (excluding Capital Variance Projects) at October 20, 2021</b>	<b>\$1,053,309</b>	<b>\$899,705</b>	<b>\$1,953,014</b>

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

## Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments, transfers from the capital variance project, budget reductions and transfer to operations during Q3 2021 per the budget control policy 2017-63.

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Community Services	Annual Machinery/ Equipment - 2019	\$434			-\$130	CV - Levy	\$304
Community Services	Annual Roof Replacement - 2020	\$358		\$130			\$488
Corporate Services	HQ Campbell West Elevator	\$207			-\$35	CV - Levy	\$172
Corporate Services	HQ Health & Safety Upgrades	\$700			-\$75	CV - Levy	\$625
Corporate Services	Thorold Patrol Yard Roof	\$230			-\$21	CV - Levy	\$209
Corporate Services	Annual IT Asset Replacement - 2020	\$1,576	\$21				\$1,597
Corporate Services	Redevelopment of Linhaven Long Term Care Home - 2020	\$102,000	\$3,652				\$105,652
Corporate Services	HQ Campbell East Roof	\$795			-\$50	CV - Levy	\$745
Corporate Services	Pelham Public Works Dome Repair	\$300			-\$50	CV - Levy	\$250
Corporate Services	Thorold Public Works Dome Repair	\$281			-\$10	CV - Levy	\$271
Corporate Services	Niagara On The Lake EMS Facility - Utilities Separation	\$350			-\$335	CV - Levy	\$15
Corporate Services	Police Gun Range HVAC	\$200		\$109			\$309
Corporate Services	Niagara Falls EMS Parking Lot	\$241			-\$100	CV - Levy	\$141
Corporate Services	Redevelopment of Gilmore Long Term Care Home - 2020	\$73,000	\$12,917				\$85,917

## Capital Budget Adjustments (in thousands of dollars) – Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Niagara Regional Housing	Muli-Residential Intensification - Niagara Falls - 2018	\$20,900	\$15				\$20,915
Niagara Regional Housing	Permanent Support Housing - Phase 2	\$4,318	\$100				\$4,418
Public Works - Levy	Roads Rehabilitation - RR 48 Carlton to Scott St	\$300		\$90			\$390
Public Works - Levy	Schisler Bridge - St Catharines	\$2,000		\$240			\$2,240
Public Works - Levy	Annual Roads Engineering for Future - 2020	\$500		\$250			\$750
Public Works - Levy	Intersection Improvement - RR46 Geneva/St. Paul	\$5,550			-\$161	CV-Levy 89K, DC-Roads 72K	\$5,389
Public Works - Levy	Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St	\$5,750			-\$700	CV-Levy 630K, DC-Roads 70K	\$5,050
<b>All Levy Departments</b>		<b>\$219,990</b>	<b>\$16,704</b>	<b>\$819</b>	<b>-\$1,667</b>		<b>\$235,846</b>
Waste Management	Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation	\$3,455		\$100			\$3,555
Wastewater	Decommissioning Old Central Sewage Pump Station	\$1,150			-\$300	CV- Wastewater 288K, DC-Wastewater 11K	\$850
Wastewater	South Niagara Falls Wastewater Treatment Plant Outfall	\$10,632			-\$4,890	DC Debt 3.2M, Debt 1.8M	\$5,742
Wastewater	Peel St Forcement	\$5,921	\$296		-\$296	DC Debt	\$5,921
Wastewater	New Black Horse Pumping Station Forcemain	\$12,731			-\$9,409	DC Debt 8.1M, Debt 1.2M	\$3,322
Wastewater	Pump Station Improvement Program - Lakeside	\$2,350			-\$110	CV- Wastewater 99K, DC-Wastewater 11K	\$2,240
Water	Downing St Transmission Main	\$2,811		\$250			\$3,061
Water	Decommissioning of Ridgeway Standpipe	\$425	\$75	\$175			\$675

## 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
Water	Water Treatment Plant Upgrade Program - Niagara Falls	\$3,495		\$1,372			\$4,867
<b>All Rate Departments</b>		<b>\$42,970</b>	<b>\$371</b>	<b>\$1,897</b>	<b>- \$15,005</b>		<b>\$30,233</b>
Corporate Services	Annual Staff Accommodations - 2020	\$100	- \$12				\$88
Corporate Services	HR Staff Accommodations	\$0	\$12				\$12
Niagara Regional Police Services Board	Niagara Regional Police IT & Equipment - 2018	\$1,095	- \$5				\$1,090
Niagara Regional Police Services Board	Niagara Regional Police IT & Equipment - 2021	\$800	\$5				\$805
<b>All inter-project</b>		<b>\$1,995</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$1,995</b>
<b>All Departments</b>	<b>Total</b>	<b>\$264,955</b>	<b>\$17,075</b>	<b>\$2,716</b>	<b>- \$16,672</b>		<b>\$268,074</b>



## Capital Project Closures *(in thousands of dollars)*

Projects are closed throughout the year. When projects are closed, surplus funds are transferred to Capital Variance Projects that have been set up in various functional areas (levy-supported and water / wastewater / waste management capital projects). For projects that are not funded from the general capital levy or rate reserves, any surpluses identified through the closeout report would be returned to the specific source reserve for future use, and reported as part of the year-end transfer report. The following 34 projects were closed between July 23 to October 21, 2021. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Public Works - Levy	Mobile Solutions	\$150	\$148	\$2	\$2	CVP Levy	8
Public Works - Levy	Roads Resurfacing - 2013	\$3,439	\$3,303	\$136	\$136	CVP Levy	9
Public Works - Levy	Roads Resurfacing - 2013 Phase 2	\$1,494	\$1,374	\$120	\$0	CVP Levy	8
Public Works - Levy	Roads Rehabilitation - RR1 Dominion Road, Burleigh/Buffalo	\$12,070	\$11,292	\$778	\$772	CVP Levy	7
Public Works - Levy	Annual - Guide Rail Improvements - 2019	\$200	\$182	\$18	\$18	CVP Levy	3
Public Works - Levy	Intersection Improvement - RR27 Schisler @ RR98 Montrose	\$10	\$0	\$10	\$9	CVP Levy	3
Public Works - Levy	Intersection Improvement - RR24 Victoria @RR81 Old Hwy 8	\$10	\$4	\$6	\$6	CVP Levy	3
Public Works - Levy	Four Mile Creek Road Improvement Project	\$26	\$6	\$20	\$0	CVP Levy	2
Corporate Services	Regional Headquarters Roof Replacement	\$40	\$26	\$14	\$14	CVP Levy	4
Corporate Services	Region Wide Building Condition Assessments	\$125	\$122	\$3	\$3	CVP Levy	3
Corporate Services	Annual - Staff Accomodations - 2020	\$88	\$0	\$88	\$88	CVP Levy	2
Corporate Services	Annual - Fleet Vehicles - 2019	\$140	\$125	\$15	\$15	CVP Levy	2
Corporate Services	St. Catharines Police Station Roof - 68 Church Street	\$220	\$2	\$218	\$218	CVP Levy	2
Corporate Services	Regional Headquarters Compressor	\$40	\$36	\$4	\$4	CVP Levy	1
Corporate Services	Replace Shoulder Box on Unit #796	\$23	\$20	\$3	\$3	CVP Levy	1
Community Services	Annual - Capital Improvement - 2018	\$728	\$567	\$161	\$160	CVP Levy	4
Public Health	Fire Coordinator Radio Acquisition	\$22	\$22	\$0	\$0	CVP Levy	1
Public Health	Tobacco Enforcement Vehicles	\$128	\$84	\$44	\$44	Public Health Operating Fund	1

## Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Niagara Regional Police Services	Radio System Infrastructure & Equipment	\$190	\$190	\$0	\$4	Police Capital Levy Reserve	10
Niagara Regional Police Services	Network Infrastructure - 2016	\$97	\$97	\$0	\$0	Police Capital Levy Reserve	6
Niagara Regional Police Services	Network Infrastructure - 2017	\$77	\$77	\$0	\$0	Police Capital Levy Reserve	5
Niagara Regional Police Services	D5 & D8 Evidence Management	\$80	\$70	\$10	\$10	Police Capital Levy Reserve	4
Niagara Regional Police Services	Mobile Data Terminal Replacements	\$870	\$870	\$0	\$0	Police Capital Levy Reserve	4
Niagara Regional Police Services	Bomb Suit Replacement	\$30	\$30	\$0	\$0	Police Capital Levy Reserve	3
Niagara Regional Police Services	Judgment Simulator	\$82	\$82	\$0	\$0	Police Capital Levy Reserve	2
Niagara Regional Police Services	Tactical Search Camera	\$28	\$28	\$0	\$0	Police Capital Levy Reserve	2
Niagara Regional Police Services	Property & Evidence Safe	\$45	\$0	\$45	\$45	Police Capital Levy Reserve	1
<b>Total Levy Reporting Projects Closed and Removed from Project Listing</b>		<b>\$20,452</b>	<b>\$18,757</b>	<b>\$1,695</b>	<b>\$1,551</b>		
Water Works	Miscellaneous Program - System Storage - Port Colborne	\$11,850	\$11,654	\$196	\$77	CVP WAT	8
Water Works	Watermain Program - Fort Erie, Dominion Road	\$10,215	\$10,038	\$177	\$202	CVP WAT	6
<b>Total Water Projects Closed and Removed from Project Listing</b>		<b>\$22,065</b>	<b>\$21,692</b>	<b>\$373</b>	<b>\$279</b>		
Wastewater	Niagara Parkway Sanitary Trunk Sewer Rehabilitation	\$800	\$150	\$650	\$650	CVP SEW	4
Wastewater	Odor Control System Program	\$240	\$119	\$121	\$121	CVP SEW	3

## Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Wastewater	Elm Street Forcemain Replacement	\$830	\$522	\$308	\$308	CVP SEW \$250K, Wastewater Operating Fund \$58K	3
Wastewater	2018 GMC Canyon Extended Cab	\$35	\$27	\$8	\$8	CVP SEW	3
Wastewater	Peel Street Sewage Pump Station Property Purchase	\$85	\$20	\$65	\$65	CVP SEW	1
<b>Total Wastewater Projects Closed and Removed from Project Listing</b>		<b>\$1,990</b>	<b>\$838</b>	<b>\$1,152</b>	<b>\$1,152</b>		
<b>Total Rate Projects Closed and Removed from Project Listing</b>		<b>\$24,055</b>	<b>\$22,530</b>	<b>\$1,525</b>	<b>\$1,431</b>		
<b>Total Projects Closed</b>		<b>\$44,507</b>	<b>\$41,287</b>	<b>\$3,220</b>	<b>\$2,982</b>		

## Capital Project Summary (in thousands of dollars)

Once a project is initiated, multiple projects may be set up to manage the overall project. Illustrated below is the \$1,953,014 capital budget managed by Niagara Region, representing 596 sub-projects, total capital spending including commitments to date of \$1,250,504 and budget remaining of \$702,510, after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 200 projects with budgets greater than \$1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than \$1 million	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Community Services	\$1,675	\$1,667	\$8	99.5%
Corporate Services	\$400,463	\$357,169	\$43,294	89.2%
Niagara Regional Housing	\$64,765	\$58,660	\$6,105	90.6%
Niagara Regional Police Services Board	\$38,258	\$31,288	\$6,970	81.8%
Planning	\$3,294	\$3,282	\$12	99.6%
Public Health	\$9,939	\$8,671	\$1,268	87.2%
Public Works - Levy	\$451,879	\$325,119	\$126,760	71.9%
Waste Management	\$22,758	\$16,040	\$6,718	70.5%
Wastewater	\$342,219	\$248,820	\$93,399	72.7%
Water Works	\$199,117	\$131,974	\$67,143	66.3%
Active projects with budgets greater than \$1 million	\$1,534,367	\$1,182,690	\$351,677	77.1%
Uninitiated projects with budgets greater than \$1 million	\$287,136	\$0	\$287,136	0.0%
Total projects with budgets greater than \$1 million	\$1,821,503	\$1,182,690	\$638,813	64.9%
Active projects with budgets less than \$1 million	\$130,628	\$67,814	\$62,814	51.9%
Uninitiated projects with budgets less than \$1 million	\$883	\$0	\$883	0.0%
<b>Total Capital Projects</b>	<b>\$1,953,014</b>	<b>\$1,250,504</b>	<b>\$702,510</b>	<b>64.0%</b>

## Capital Project Forecast (in thousands of dollars)

A detailed analysis of capital sub-projects with budgets greater than \$1 million is presented below. There are a total of 200 projects totaling \$1,821,503 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$1,182,690, representing 64.9 per cent of the adjusted capital budget on these active and uninitiated sub-projects.

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
St. Catharines Child Care Addition		\$1,675	\$1,667	\$8	99.5%	\$8	\$0	\$0	\$0	2021
<b>Total Community Services</b>		<b>\$1,675</b>	<b>\$1,667</b>	<b>\$8</b>	<b>99.5%</b>	<b>\$8</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
2021 Canada Summer Games (Note 1)		\$97,330	\$90,254	\$7,076	92.7%	\$17,114	\$2,100	\$0	(\$4,131)	2022
911 Backup Rationalization - 2020		\$8,760	\$1,794	\$6,966	20.5%	\$24	\$1,000	\$6,783	\$0	2023
Asset Replacement - 2018		\$2,947	\$2,877	\$70	97.6%	\$153	\$70	\$0	\$0	2022
Asset Replacement - 2019		\$2,288	\$2,190	\$98	95.7%	\$37	\$98	\$0	\$0	2022
Asset Replacement - 2020		\$1,597	\$1,566	\$31	98.1%	\$68	\$0	\$0	\$0	2021
Customer Service Strategic Priority		\$1,685	\$700	\$985	41.6%	\$504	\$985	\$0	\$0	2022
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	0.0%	\$0	\$3,895	\$0	\$0	2022
Emergency Medical Services Facility Welland		\$1,100	\$435	\$665	39.5%	\$45	\$620	\$0	\$0	2022
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$0	\$1,750	0.0%	\$0	\$1,750	\$0	\$0	2022
Long-term Accommodations - NRPS D1		\$20,654	\$20,629	\$25	99.9%	\$365	\$25	\$0	\$0	2022
Long-term Accommodations - NRPS Headquarters D2		\$67,760	\$67,751	\$9	100.0%	\$27	\$0	\$0	\$0	2021

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Long-term Care Home Redevelopment - 2015		\$85,917	\$70,699	\$15,218	82.3%	\$3,121	\$36,313	\$38,681	\$0	2024
Niagara Regional Police Emergency Services Roof Replacement		\$1,033	\$955	\$78	92.5%	\$500	\$270	\$0	\$0	2022
Redevelopment of Linhaven Long Term Care Home - 2020		\$105,652	\$95,608	\$10,044	90.5%	\$10,637	\$33,285	\$55,882	\$0	2024
Regional Headquarters Generator Replacement		\$1,990	\$1,711	\$279	86.0%	\$118	\$279	\$0	\$0	2022
<b>Total Corporate Services</b>		<b>\$404,358</b>	<b>\$357,169</b>	<b>\$47,189</b>	<b>88.3%</b>	<b>\$32,713</b>	<b>\$80,690</b>	<b>\$101,346</b>	<b>(\$4,131)</b>	
Building Capital - 2018		\$4,654	\$4,629	\$25	99.5%	\$213	\$0	\$0	\$0	2021
Building Capital - 2019		\$5,454	\$5,487	- \$33	100.6%	\$421	\$0	\$0	\$0	2021
Building Capital - 2020		\$3,974	\$3,986	- \$12	100.3%	\$399	\$1,600	\$0	\$0	2022
Building Capital - 2021		\$4,790	\$2,690	\$2,100	56.2%	\$1,184	\$2,790	\$0	\$0	2022
Grounds Capital - 2020		\$1,010	\$1,009	\$1	99.9%	\$50	\$0	\$0	\$0	2021
Grounds Capital - 2021		\$2,290	\$745	\$1,545	32.5%	\$217	\$2,000	\$0	\$0	2022
Muli-Residential Intensification - Niagara Falls - 2018 (Note 2)		\$20,915	\$19,120	\$1,795	91.4%	\$672	\$1,570	\$0	\$1,795	2022
Social Housing Assistance Improvement Program - 2018 (Note 3)		\$2,683	\$2,618	\$65	97.6%	\$15	\$0	\$0	\$65	2021
Social Services Relief Fund Phase 2 Permanent Supportive Housing		\$4,418	\$4,327	\$91	97.9%	\$619	\$0	\$0	\$0	2021
Unit Capital - 2018		\$1,401	\$1,401	\$0	100.0%	\$6	\$0	\$0	\$0	2021
Unit Capital - 2019		\$5,355	\$5,347	\$8	99.8%	\$339	\$1,600	\$0	\$0	2022
Unit Capital - 2020		\$3,471	\$3,081	\$390	88.8%	\$0	\$3,200	\$0	\$0	2022
Niagara Falls Supportive Housing Renovation		\$4,350	\$4,220	\$130	97.0%	\$2,212	\$948	\$0	\$0	2022
<b>Total Niagara Regional Housing</b>		<b>\$64,765</b>	<b>\$58,660</b>	<b>\$6,105</b>	<b>90.6%</b>	<b>\$6,347</b>	<b>\$13,708</b>	<b>\$0</b>	<b>\$1,860</b>	
Communications Back-up		\$4,600	\$0	\$4,600	0.0%	\$0	\$4,600	\$0	\$0	2022
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2022



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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$0	\$1,250	\$0	\$0	2022
Information Technology & Equipment Replacement		\$1,090	\$1,090	\$0	100.0%	\$0	\$0	\$0	\$0	2021
Information Technology Continuity Plan		\$1,500	\$1,003	\$497	66.9%	\$248	\$248	\$0	\$0	2022
P25 Radio System Expansion		\$2,403	\$2,403	\$0	100.0%	\$360	\$0	\$0	\$0	2021
S.P.I.R.I.T. (Supporting Police in Records Information Technology)		\$8,630	\$8,487	\$143	98.3%	\$72	\$72	\$0	\$0	2022
Vehicles - 2018		\$1,386	\$1,386	\$0	100.0%	\$0	\$0	\$0	\$0	2021
Vehicles - 2019		\$1,430	\$1,430	\$0	100.0%	\$0	\$0	\$0	\$0	2021
Vehicles - 2020		\$1,523	\$1,408	\$115	92.4%	\$248	\$0	\$0	\$0	2021
Vehicles - 2021		\$1,400	\$837	\$563	59.8%	\$728	\$250	\$0	\$0	2022
Voice Radio System		\$13,296	\$13,244	\$52	99.6%	\$61	\$10	\$0	\$0	2022
<b>Total Niagara Regional Police Services Board</b>		<b>\$39,508</b>	<b>\$31,288</b>	<b>\$8,220</b>	<b>79.2%</b>	<b>\$1,717</b>	<b>\$7,430</b>	<b>\$0</b>	<b>\$0</b>	
Regional Headquarters Landscape Master Plan		\$3,294	\$3,282	\$12	99.6%	\$49	\$0	\$0	\$0	2021
<b>Total Planning</b>		<b>\$3,294</b>	<b>\$3,282</b>	<b>\$12</b>	<b>99.6%</b>	<b>\$49</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Ambulance & Equipment - 2019		\$2,301	\$2,273	\$28	98.8%	\$91	\$89	\$0	\$0	2022
Ambulance & Equipment - 2020		\$3,302	\$2,714	\$588	82.2%	\$785	\$62	\$0	\$0	2022
Ambulance & Equipment - 2021		\$2,029	\$1,607	\$422	79.2%	\$0	\$422	\$0	\$0	2022
Defibrillator Replacement		\$2,307	\$2,077	\$230	90.1%	\$2,077	\$229	\$0	\$0	2022
<b>Total Public Health</b>		<b>\$9,939</b>	<b>\$8,671</b>	<b>\$1,268</b>	<b>87.2%</b>	<b>\$2,953</b>	<b>\$802</b>	<b>\$0</b>	<b>\$0</b>	
Annual - Storm Sewer & Culvert Program - 2019		\$1,000	\$986	\$14	98.6%	\$0	\$14	\$0	\$0	2022
Annual - Storm Sewer & Culvert Program - 2020		\$1,100	\$840	\$260	76.4%	\$268	\$285	\$0	\$0	2022

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Capacity Improvements - Charnwood/McLeod (Note 2)		\$6,810	\$6,791	\$19	99.7%	\$19	\$25	\$0	\$75	2022
Capacity Improvements - New Escarpment Crossing		\$2,200	\$1,200	\$1,000	54.6%	\$0	\$500	\$1,009	\$0	2025
Capacity Improvements - New Escarpment Crossing	Uninitiated	\$1,000	\$0	\$1,000	0.0%	\$0	\$0	\$1,000	\$0	2025
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		\$1,460	\$727	\$733	49.8%	\$0	\$200	\$533	\$0	2023
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$15,096	\$295	\$14,801	2.0%	\$3,000	\$5,500	\$6,329	\$0	2023
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$4,575	\$2,947	\$1,628	64.4%	\$500	\$1,337	\$0	\$0	2022
Capacity Improvements - RR10 Livingston/QEW-GR		\$27,750	\$2,156	\$25,594	7.8%	\$1,000	\$12,000	\$12,675	\$0	2024
Capacity Improvements - RR54 Hwy 20/Merritt		\$6,850	\$6,587	\$263	96.2%	\$350	\$58	\$0	\$0	2022
Capacity Improvements - RR98 Montrose Road		\$1,250	\$1,213	\$37	97.0%	\$0	\$466	\$0	\$0	2022
Environmental Assessment - RR 42 Ontario Street		\$2,610	\$616	\$1,994	23.6%	\$175	\$1,994	\$0	\$0	2022
Fleet & Vehicle Replacement Program - 2020		\$2,330	\$943	\$1,387	40.5%	\$200	\$1,800	\$267	\$0	2023
Illumination Program - 2020		\$1,000	\$530	\$470	53.0%	\$495	\$470	\$0	\$0	2022
Intersection - RR20 Industrial Park/South Grimsby Road 6		\$2,898	\$2,845	\$53	98.2%	\$20	\$33	\$0	\$0	2022
Intersection - RR20 Roundabout at S Grimsby Rd		\$5,462	\$4,965	\$497	90.9%	\$135	\$496	\$0	\$0	2022

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Intersection - RR20 Industrial Park to Townline Phase 2		\$3,681	\$3,666	\$15	99.6%	\$100	\$143	\$0	\$0	2022
Intersection Improvement - RR24 Victoria Ave		\$2,200	\$1,569	\$631	71.3%	\$200	\$674	\$100	\$0	2023
Intersection Improvement - RR46 Geneva Street		\$1,000	\$853	\$147	85.3%	\$929	\$25	\$0	\$0	2022
Intersection Improvement - RR46 Geneva/St. Paul		\$5,389	\$5,325	\$64	98.8%	\$250	\$8	\$0	\$0	2022
Intersection - RR89 Jacobsen/Burleigh		\$5,586	\$5,495	\$91	98.4%	\$100	\$203	\$0	\$0	2022
Replacement of Burgoyne Bridge (Note 4)		\$99,534	\$98,596	\$938	99.1%	\$0	\$0	\$0	\$974	2021
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$77	\$923	7.7%	\$53	\$250	\$673	\$0	2023
Roads Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$662	\$338	66.2%	\$614	\$250	\$88	\$0	2023
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,478	\$315	91.7%	\$20	\$80	\$215	\$0	2023
Roads Reconstruction - RR38 QEW/Fourth		\$22,492	\$20,534	\$1,958	91.3%	\$1,000	\$1,794	\$0	\$0	2022
Roads Reconstruction - St Davids Road East		\$10,224	\$8,798	\$1,426	86.0%	\$3,066	\$48	\$0	\$0	2022
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$5,050	\$4,721	\$329	93.5%	\$50	\$441	\$0	\$0	2022
Roads Rehabilitation - RR63 Baldwin/Coffee Bridge		\$3,035	\$3,033	\$2	99.9%	\$30	\$5	\$0	\$0	2022
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$8,000	\$7,545	\$455	94.3%	\$788	\$6,000	\$1,000	\$0	2023

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Rehabilitation - RR1 Albert/Lakeshore		\$8,025	\$7,733	\$292	96.4%	\$500	\$6,826	\$100	\$0	2023
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$1,322	\$453	74.5%	\$120	\$1,000	\$325	\$0	2023
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$17,158	\$8,142	67.8%	\$1,000	\$4,710	\$8,090	\$0	2023
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2		\$8,122	\$7,578	\$544	93.3%	\$250	\$1,500	\$176	\$0	2023
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$10,500	\$10,389	\$111	98.9%	\$1,000	\$4,264	\$0	\$0	2022
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,665	\$135	95.2%	\$750	\$100	\$382	\$0	2023
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$1,700	\$444	\$1,256	26.1%	\$197	\$1,288	\$0	\$0	2022
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$1,250	\$401	\$849	32.1%	\$150	\$859	\$0	\$0	2022
Roads Rehabilitation - RR81 Durham to Lincoln		\$1,975	\$246	\$1,729	12.5%	\$250	\$1,495	\$0	\$0	2022
Roads Rehabilitation - RR529 Webber to River (Note 2)		\$5,850	\$2,349	\$3,501	40.2%	\$1,500	\$1,000	\$240	\$2,206	2023
Roads Rehabilitation - RR20 Lundy's Lane		\$1,200	\$330	\$870	27.5%	\$243	\$946	\$0	\$0	2022
Roads Resurfacing - 2019		\$8,939	\$8,932	\$7	99.9%	\$182	\$0	\$0	\$0	2021
Roads Resurfacing - 2020		\$8,417	\$8,401	\$16	99.8%	\$1,200	\$372	\$0	\$0	2022
Roads Resurfacing - 2021		\$10,000	\$9,295	\$705	93.0%	\$4,720	\$250	\$0	\$0	2022
Storm Pumping Station Improvements - McLeod Rd at Stanley Ave - 2017		\$2,550	\$2,086	\$464	81.8%	\$600	\$1,744	\$0	\$0	2022
Structural Rehabilitation - 2016		\$3,700	\$3,642	\$58	98.4%	\$500	\$611	\$0	\$0	2022

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Structural Rehabilitation - 2019		\$1,000	\$984	\$16	98.4%	\$70	\$0	\$0	\$0	2021
Structural Rehabilitation - 2020		\$1,000	\$135	\$865	13.5%	\$100	\$867	\$0	\$0	2022
Structural Rehabilitation - Reece		\$9,333	\$9,267	\$66	99.3%	\$50	\$95	\$0	\$0	2022
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$13,250	\$751	\$12,499	5.7%	\$990	\$8,964	\$2,784	\$0	2024
Structural Rehabilitation - Hydro Canal North		\$3,130	\$227	\$2,903	7.3%	\$500	\$2,524	\$0	\$0	2022
Structural Rehabilitation - 2021		\$1,500	\$0	\$1,500	0.0%	\$100	\$1,400	\$0	\$0	2022
Structural Rehabilitation Hwy20		\$3,500	\$0	\$3,500	0.0%	\$500	\$3,000	\$0	\$0	2022
Structural Replacement - RR81 20 Mile Arch Bridge		\$5,020	\$452	\$4,568	9.0%	\$311	\$3,000	\$1,560	\$0	2024
Structure Rehabilitation - Schisler Road Bridge		\$2,240	\$2,153	\$87	96.1%	\$1,700	\$29	\$0	\$0	2022
Transportation Infrastructure Means Protection		\$3,116	\$3,086	\$30	99.0%	\$0	\$20	\$0	\$30	2022
<b>Public Works - Roads &amp; Fleet</b>		<b>\$400,567</b>	<b>\$298,019</b>	<b>\$102,548</b>	<b>74.4%</b>	<b>\$30,845</b>	<b>\$81,963</b>	<b>\$37,546</b>	<b>\$3,285</b>	
GO Transit		\$31,598	\$9,993	\$21,605	31.6%	\$400	\$8,263	\$12,963	\$0	2024
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$0	\$0	\$8,402	\$0	2024
<b>Total GO Transit</b>		<b>\$40,000</b>	<b>\$9,993</b>	<b>\$30,007</b>	<b>25.0%</b>	<b>\$400</b>	<b>\$8,263</b>	<b>\$21,365</b>	<b>\$0</b>	
Inter-Municipal Transit Capital Acquisition - 2017		\$20,714	\$17,107	\$3,607	82.6%	\$2,864	\$5,346	\$0	\$0	2022
<b>Total IMT Transit</b>		<b>\$20,714</b>	<b>\$17,107</b>	<b>\$3,607</b>	<b>82.6%</b>	<b>\$2,864</b>	<b>\$5,346</b>	<b>\$0</b>	<b>\$0</b>	
<b>Total Public Works - Levy</b>		<b>\$461,281</b>	<b>\$325,119</b>	<b>\$136,162</b>	<b>70.5%</b>	<b>\$34,109</b>	<b>\$95,572</b>	<b>\$58,911</b>	<b>\$3,285</b>	
Bridge St - Public Drop Off Depot Improvement	Uninitiated	\$1,145	\$0	\$1,145	0.0%	\$0	\$1,050	\$95	\$0	2023
Glenridge - Leachate Collection		\$2,035	\$531	\$1,504	26.1%	\$214	\$200	\$1,399	\$0	2023
Humberstone - Infrastructure		\$10,706	\$8,814	\$1,892	82.3%	\$678	\$1,330	\$187	\$0	2023

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Mountain - Leachate Collection System Upgrade		\$1,462	\$411	\$1,051	28.1%	\$196	\$50	\$1,139	\$0	2023
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation		\$3,555	\$3,401	\$154	95.7%	\$100	\$50	\$0	\$30	2022
Niagara Road 12 & Park Road - Pump Station Upgrades (Note 5)		\$1,677	\$1,602	\$75	95.5%	\$0	\$0	\$0	\$75	2021
Recycling Centre - Facility Improvements Groundwater		\$1,123	\$1,098	\$25	97.7%	\$72	\$20	\$0	\$0	2022
Recycling Centre - Fibre Line Enhancements (Note 6)		\$2,200	\$183	\$2,017	8.3%	\$0	\$0	\$0	\$2,020	2021
<b>Total Waste Management</b>		<b>\$23,903</b>	<b>\$16,040</b>	<b>\$7,863</b>	<b>67.1%</b>	<b>\$1,260</b>	<b>\$2,700</b>	<b>\$2,820</b>	<b>\$2,125</b>	
Combined Sewer Overflow - Grimsby		\$1,725	\$222	\$1,503	12.9%	\$0	\$752	\$752	\$0	2023
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		\$12,700	\$635	\$12,065	5.0%	\$20	\$1,000	\$11,253	\$0	2025
Decommission Grassy Brook Sewage Pump Station	Uninitiated	\$1,139	\$0	\$1,139	0.0%	\$0	\$0	\$1,139	\$0	2026
Digester & Sludge Program - 2018		\$2,800	\$2,727	\$73	97.4%	\$506	\$0	\$0	\$0	2021
Digester & Sludge Program - 2020		\$1,250	\$684	\$566	54.7%	\$100	\$762	\$0	\$0	2022
Digester & Sludge Program - 2021		\$1,250	\$216	\$1,034	17.3%	\$0	\$500	\$706	\$0	2023
Forcemain Replacement Bridgeport Sewage Pump Station		\$3,250	\$2,400	\$850	73.8%	\$1,400	\$500	\$596	\$0	2023
Forcemain Replacement Jordan Valley Sewage Pump Station		\$3,175	\$360	\$2,815	11.4%	\$200	\$1,000	\$1,765	\$0	2024
Forcemain Replacement Campden Sewage Pump Station		\$1,400	\$897	\$503	64.1%	\$200	\$900	\$177	\$0	2023
Forcemain Replacement East Side Sewage Pump Station		\$1,975	\$291	\$1,684	14.7%	\$53	\$1,684	\$0	\$0	2022



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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Lagoon Upgrade program - Stevensville/Douglastown		\$4,100	\$3,056	\$1,044	74.5%	\$80	\$2,500	\$909	\$0	2023
Miscellaneous Program - Chemical System Upgrades - 2017		\$2,100	\$1,977	\$123	94.2%	\$900	\$780	\$0	\$0	2022
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,200	\$469	\$1,731	21.3%	\$109	\$1,700	\$200	\$0	2023
Miscellaneous Program - Garner Road		\$5,242	\$5,114	\$128	97.6%	\$60	\$68	\$0	\$0	2022
Miscellaneous Program - Motor Control Centres		\$2,250	\$1,263	\$987	56.1%	\$827	\$1,202	\$0	\$0	2022
Niagara Falls Overflow Diversion - McLeod	Uninitiated	\$1,891	\$0	\$1,891	0.0%	\$0	\$0	\$1,891	\$0	2026
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,500	\$1,045	\$455	69.6%	\$0	\$200	\$455	\$0	2024
Pump Station Improvement Program - Design		\$5,711	\$5,655	\$56	99.0%	\$0	\$77	\$0	\$0	2022
Pump Station Improvement Program - Haulage Road		\$2,150	\$2,095	\$55	97.4%	\$321	\$105	\$0	\$0	2022
Pump Station Improvement Program - Lakeside (Note 2)		\$2,240	\$2,107	\$133	94.1%	\$70	\$110	\$0	\$120	2022
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,138	\$147	95.5%	\$0	\$50	\$95	\$0	2023
Pump Station Improvement Program - Park Lane		\$1,400	\$1,219	\$181	87.0%	\$165	\$291	\$0	\$0	2022
Pump Station Improvement Program - Riverview SPS (Note 2)		\$1,305	\$916	\$389	70.2%	\$0	\$29	\$0	\$385	2022
Pump Station Improvement Program - Wellandvale		\$3,446	\$3,060	\$386	88.8%	\$400	\$600	\$75	\$0	2023

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Improvement Program - Woodsvew		\$5,420	\$480	\$4,940	8.8%	\$25	\$382	\$4,700	\$0	2023
Pump Station Improvement Program - Shirley Road		\$2,400	\$2,101	\$299	87.5%	\$0	\$1,537	\$512	\$0	2023
Pump Station Improvement Program - East Side Port Colborne		\$4,500	\$307	\$4,193	6.8%	\$20	\$3,679	\$500	\$0	2023
Pump Station Improvement Program - Laurie Ave		\$4,700	\$278	\$4,422	5.9%	\$51	\$4,000	\$400	\$0	2023
Pump Station Improvement Program - George St		\$2,850	\$2,317	\$533	81.3%	\$15	\$2,634	\$0	\$0	2022
Sewer & Forcemain Program - Dain City		\$11,525	\$10,889	\$636	94.5%	\$400	\$6,200	\$1,257	\$0	2024
Sewer & Forcemain Program - Highway 406 Trunk		\$1,480	\$1,479	\$1	100.0%	\$0	\$0	\$0	\$1	2021
Sewer & Forcemain Program - Stamford Centre (Note 5)		\$9,965	\$9,676	\$289	97.1%	\$60	\$0	\$0	\$422	2021
Sewer & Forcemain Program - Tupper Dr Trunk		\$2,910	\$1,840	\$1,070	63.2%	\$20	\$1,520	\$1,149	\$0	2023
Sewer Trunk Rehabilitation - Stamford - Phase 2		\$7,950	\$7,688	\$262	96.7%	\$6,250	\$361	\$0	\$0	2022
Sewer Relining Program		\$1,336	\$1,336	\$0	100.0%	\$3	\$0	\$0	\$0	2021
Sludge Septic Haulage Program -		\$1,000	\$0	\$1,000	0.0%	\$50	\$500	\$450	\$0	2024
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station		\$600	\$0	\$600	0.0%	\$0	\$600	\$0	\$0	2026
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station	Uninitiated	\$3,790	\$0	\$3,790	0.0%	\$0	\$0	\$3,790	\$0	2026

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station	Uninitiated	\$3,322	\$0	\$3,322	0.0%	\$0	\$520	\$2,802	\$0	2026
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St	Uninitiated	\$5,921	\$0	\$5,921	0.0%	\$0	\$0	\$5,921	\$0	2026
South Niagara Falls Wastewater Treatment Plant Outfall		\$780	\$0	\$780	0.0%	\$500	\$280	\$0	\$0	2027
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	\$4,962	\$0	\$4,962	0.0%	\$0	\$240	\$4,722	\$0	2027
South Niagara Falls Wastewater Treatment Plant Trunk		\$6,264	\$0	\$6,264	0.0%	\$0	\$2,007	\$4,257	\$0	2027
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	\$79,078	\$0	\$79,078	0.0%	\$0	\$0	\$79,078	\$0	2027
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	\$9,770	\$0	\$9,770	0.0%	\$0	\$0	\$9,770	\$0	2026
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,539	\$356	99.3%	\$0	\$282	\$220	\$0	2023
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$31,076	\$2,883	\$28,193	9.3%	\$150	\$22,895	\$5,570	\$0	2028
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls	Uninitiated	\$161,572	\$0	\$161,572	0.0%	\$0	\$0	\$161,572	\$0	2028
Wastewater Treatment Plant Upgrade - Garner Road		\$6,940	\$6,904	\$36	99.5%	\$250	\$0	\$0	\$0	2021
Wastewater Treatment Plant Upgrade - Niagara Falls		\$49,350	\$45,059	\$4,291	91.3%	\$200	\$20,000	\$26,842	\$0	2024
Wastewater Treatment Plant Upgrade - Port Weller		\$5,900	\$3,660	\$2,240	62.0%	\$100	\$400	\$2,982	\$0	2025

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wastewater Treatment Plant Upgrade - Welland		\$22,373	\$22,133	\$240	98.9%	\$300	\$3,936	\$0	\$0	2022
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$441	\$1,959	18.4%	\$0	\$1,400	\$597	\$0	2023
Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller		\$3,230	\$2,996	\$234	92.7%	\$100	\$200	\$93	\$0	2023
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$36,185	\$3,315	91.6%	\$3,000	\$16,000	\$13,546	\$0	2024
Wastewater Treatment Plant Upgrade - Primary Digester #2 - Niagara Falls		\$1,000	\$675	\$325	67.5%	\$100	\$200	\$57	\$0	2023
Wastewater Treatment Plant Upgrade - Secondary Clarifier - Seaway		\$2,420	\$2,408	\$12	99.5%	\$21	\$0	\$0	\$0	2021
<b>Total Wastewater</b>		<b>\$613,663</b>	<b>\$248,820</b>	<b>\$364,843</b>	<b>40.5%</b>	<b>\$17,026</b>	<b>\$104,583</b>	<b>\$350,800</b>	<b>\$928</b>	
Boiler Replacement Program - 2021		\$1,000	\$17	\$983	1.7%	\$0	\$992	\$0	\$0	2022
Decew Water Treatment Plant Intake Building		\$5,224	\$3,985	\$1,239	76.3%	\$25	\$3,000	\$1,998	\$0	2023
Elevated Tank - New - Pelham		\$2,820	\$228	\$2,592	8.1%	\$78	\$2,592	\$0	\$0	2022
Elevated Tank - New - Fort Erie		\$1,755	\$755	\$1,000	43.0%	\$75	\$0	\$1,505	\$0	2023
Elevated Tank - Corrosion Protection - Virgil		\$3,024	\$2,466	\$558	81.5%	\$1,383	\$0	\$0	\$0	2021
Elevated Tank Rehabilitation - Thorold South		\$2,852	\$2,796	\$56	98.0%	\$0	\$61	\$0	\$0	2022
Elevated Tank Replacement - Lundy's Lane		\$1,500	\$0	\$1,500	0.0%	\$0	\$1,500	\$0	\$0	2022
Granular Activated Carbon Replacement Program - 2021		\$2,500	\$0	\$2,500	0.0%	\$100	\$2,000	\$400	\$0	2023
Grimsby Water Treatment Plant - HVAC Upgrades		\$1,000	\$22	\$978	2.2%	\$0	\$992	\$0	\$0	2022

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Meter Replacement Program		\$3,550	\$2,103	\$1,447	59.2%	\$50	\$1,324	\$300	\$0	2023
Miscellaneous Program - Evaluation & Replacement		\$1,100	\$1,063	\$37	96.7%	\$0	\$0	\$0	\$37	2021
Miscellaneous Program - Granular Activated Carbon Replacement		\$4,260	\$3,096	\$1,164	72.7%	\$1,250	\$1,123	\$0	\$0	2022
Miscellaneous Program - System Storage - Grimsby		\$22,914	\$19,775	\$3,139	86.3%	\$5,734	\$500	\$0	\$0	2022
Niagara Falls Water Treatment Plant - Port Robinson Interconnect		\$4,040	\$2,988	\$1,052	74.0%	\$100	\$3,228	\$500	\$0	2023
Pumping Station Upgrades - Shoalts Drive		\$1,400	\$262	\$1,138	18.7%	\$0	\$10	\$1,382	\$0	2023
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.2%	\$0	\$1,500	\$2,574	\$0	2023
Valve Rehabilitation - Drummond		\$1,000	\$121	\$879	12.1%	\$0	\$996	\$0	\$0	2022
Water Treatment Plant Raw Water Intake - Niagara Falls		\$2,700	\$2,235	\$465	82.8%	\$150	\$1,676	\$0	\$0	2022
Water Treatment Plant Roadway & Parking Lot - Grimsby		\$2,980	\$2,599	\$381	87.2%	\$0	\$2,643	\$0	\$0	2022
Water Treatment Plant Upgrade - Decew Falls - 2016		\$22,250	\$12,049	\$10,201	54.2%	\$4,000	\$1,753	\$10,201	\$0	2023
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$4,867	\$4,279	\$588	87.9%	\$100	\$3,970	\$500	\$0	2023
Water Treatment Plant Upgrade - Niagara Falls - 2017		\$12,952	\$12,886	\$66	99.5%	\$20	\$0	\$0	\$49	2021
Water Treatment Plant Upgrade - Port Colborne		\$13,600	\$13,240	\$360	97.4%	\$0	\$8,000	\$4,595	\$0	2024
Water Treatment Plant Upgrade - Rosehill (Note 7)		\$15,000	\$14,804	\$196	98.7%	\$685	\$0	\$0	\$196	2021

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$507	\$2,179	18.9%	\$100	\$600	\$1,610	\$0	2023
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$2,149	\$2,851	43.0%	\$200	\$1,000	\$2,844	\$0	2024
Water Treatment Plant Upgrade - Niagara Falls - 2018		\$4,565	\$3,310	\$1,255	72.5%	\$100	\$3,817	\$500	\$0	2023
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		\$2,000	\$205	\$1,795	10.3%	\$200	\$1,400	\$398	\$0	2023
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E		\$1,000	\$311	\$689	31.1%	\$60	\$45	\$889	\$0	2023
Watermain Replacement - Vineland 19th Street and Glen Road		\$2,500	\$0	\$2,500	0.0%	\$0	\$2,500	\$0	\$0	2022
Watermain Program - Along CNR Grimsby		\$22,825	\$12,219	\$10,606	53.5%	\$40	\$10,000	\$1,600	\$0	2024
Watermain Program - Barrick Road		\$1,965	\$1	\$1,964	0.0%	\$20	\$1,944	\$0	\$0	2022
Watermain Program - Downing Street		\$3,061	\$2,753	\$308	89.9%	\$0	\$2,590	\$308	\$0	2023
Watermain Program - Hwy406 Cross Trans		\$2,187	\$2,181	\$6	99.7%	\$0	\$0	\$0	\$6	2021
Watermain Program - Welland Canal Extension		\$4,620	\$0	\$4,620	0.0%	\$0	\$4,320	\$300	\$0	2023
Watermain Program - Welland East and West		\$6,200	\$4,719	\$1,481	76.1%	\$0	\$1,645	\$0	\$0	2022
Watermain Program - St. Davids Rd Phase 2		\$2,140	\$1,844	\$296	86.2%	\$168	\$296	\$0	\$0	2022
<b>Total Water Works</b>		<b>\$199,117</b>	<b>\$131,974</b>	<b>\$67,143</b>	<b>66.3%</b>	<b>\$14,638</b>	<b>\$68,017</b>	<b>\$32,404</b>	<b>\$288</b>	
<b>Total Projects with remaining budgets greater than \$1 million</b>		<b>\$1,821,503</b>	<b>\$1,182,690</b>	<b>\$638,813</b>	<b>64.9%</b>	<b>\$110,820</b>	<b>\$373,502</b>	<b>\$546,281</b>	<b>\$4,355</b>	



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

Note 1: Increase approved on October 21, 2021 by Council, CSD 55-2021, and subsequently processed on October 22, 2021.

Note 2: At the time of report preparation, the surplus either has been returned or is anticipated to be returned to respective reserves or CVP in 2021.

Note 3: Unused revenues will be returned to the Province and are currently in deferred revenue. Remaining work to be done is currently encumbered, with unused revenues being kept in the project in the event of an overage.

Note 4: Gross expenditure surplus on this project will be used to offset external revenue shortfall.

Note 5: Project is anticipated to be closed and surplus transferred back to CVP in Q4 2021.

Note 6: Project close form has been received subsequent to the date that the report was prepared. Project to be closed and surplus transferred back to the CVP in Q4 2021.

Note 7: Project is anticipated to be closed and surplus transferred back to CVP in Q1 2022.

## 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. In Q3 2021, 82% of projects closed with a surplus.

The excess funds in the Levy and Wastewater CVPs have been identified as a funding source for the 2022 Capital Budget and will be transferred to the reserve at year-end. The excess funds in the Waste Management and Water Works CVPs will be transferred to the respective capital reserves for use in the long-term capital affordability strategy.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water Works	Total Programs
<b>Balance at December 31, 2020</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$4,000</b>
Transfer to Active Capital Projects	(\$2,609)		(\$820)		(\$3,429)
Budget Reductions on Active Capital Projects	\$2,947		\$934	\$2,055	\$5,936
Transfers (to)/from Closed Capital Projects*	\$2,460	\$110	\$1,459	\$1,143	\$5,173
<b>Balance at July 27, 2021</b>	<b>\$3,799</b>	<b>\$1,110</b>	<b>\$2,573</b>	<b>\$4,198</b>	<b>\$11,680</b>
Transfer to Active Capital Projects	(\$819)	(\$100)		(\$1,797)	(\$2,716)
Budget Reductions on Active Capital Projects	\$1,525		\$388		\$1,913
Transfers (to)/from Closed Capital Projects	\$1,447		\$1,093	\$279	\$2,819
<b>Balance at October 21, 2021</b>	<b>\$5,952</b>	<b>\$1,010</b>	<b>\$4,054</b>	<b>\$2,681</b>	<b>\$13,697</b>
Committed to 2022 capital budget and future adjustments	(\$4,707)		(\$1,000)		(\$5,707)
<b>Uncommitted Balance at October 20, 2021</b>	<b>\$1,245</b>	<b>\$1,010</b>	<b>\$3,054</b>	<b>\$2,681</b>	<b>\$7,990</b>

\*includes adjustments to previously closed projects

## Investment Report (in thousands of dollars)

Investment income during Q3 on the primary portfolio amount to \$5,424, which comprises investment portfolio income and interest on cash balances.

### Investment Performance

#### Investment Income Before Transfers to Reserves:

Favourable investment income in Q3 of \$1,098 is a result of achieving higher yield on new investments compared with budgeted rates. Rate assumptions for 2021 were reduced from 2020 levels due to economic uncertainty at the time the budget was prepared. Forecasted investment income before transfers for 2021 is also favourable by \$3,097 due to the higher rates on new investments.

Budget vs Actual/Forecast before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Forecast	Total
Budget	\$4,210	\$4,255	\$4,326	\$4,468	\$17,259
Actual	\$4,599	\$4,963	\$5,424	\$5,372	\$20,356
Variance	\$389	\$708	\$1,098	\$904	\$3,097

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

Q1	Q2	Q3	Q4
2.63%	2.56%	2.42%	n/a

#### Investment Income After Transfers to Reserves:

Investment income after transfers is unfavourable by \$2,242 in Q3 as a result of allocation to development charges and rate reserves at a higher rate than budgeted. Forecasted investment income after transfers for 2021 compared to budget is also unfavourable by \$3,951 as a result.

Budget vs Actual/Forecast after Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Forecast	Total
Budget	\$4,210	\$4,255	\$4,326	\$4,468	\$17,259
Net Budget Transfers	-\$349	-\$200	-\$499	-\$350	-\$1,398
Budget (Net)	\$3,861	\$4,055	\$3,827	\$4,118	\$15,861
Actual	\$4,599	\$4,963	\$5,424	\$5,372	\$20,356
Net Actual Transfers	-\$365	-\$364	-\$3,839	-\$3,838	-\$8,446
Actual (Net)	\$4,234	\$4,599	\$1,545	\$1,534	\$11,910
Variance	\$373	\$544	-\$2,242	-\$2,584	-\$3,951

Note: Staff monitor foreign exchange rates during the year to take advantage of favourable opportunities, and losses of \$66 are included in the year-to-date investment income. Amounts reflected in this report for investment performance do not include the NRH investment portfolio since these are managed separately.

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

#### Investment Term Holdings

Funds	Book Value	Weight
Cash Equivalent < 1Yr	\$19,158	2.0%
2 Year	\$28,490	3.0%
3 Year	\$23,835	2.5%
4 Year	\$74,517	7.9%
5+ Year	\$612,894	65.0%
NRH Investments	\$9,412	1.0%
Subtotal (Investments)	\$768,306	81.5%
Cash	\$154,161	16.4%
Sinking Fund (Incl. Cash)	\$20,338	2.2%
<b>Total Portfolio</b>	<b>\$942,805</b>	<b>100.0%</b>

## Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings *	Policy Percentage Limits
Bank of Montreal	Corporate	\$90,400	11.60%	15.00%
Bank of Nova Scotia	Corporate	\$75,000	9.63%	15.00%
Canadian Imperial Bank of Commerce	Corporate	\$76,000	9.75%	15.00%
National Bank of Canada	Corporate	\$57,800	7.42%	15.00%
Royal Bank of Canada	Corporate	\$52,500	6.74%	15.00%
<b>Total</b>	<b>Corporate</b>	<b>\$351,700</b>	<b>45.35%</b>	<b>50.00%</b>
City of Hamilton	Municipal	\$9,168	1.18%	5.00%
City of Montreal	Municipal	\$12,926	1.66%	5.00%
City of Ottawa	Municipal	\$5,343	0.69%	5.00%
City of Quebec	Municipal	\$2,309	0.30%	5.00%
City of Saskatoon	Municipal	\$3,333	0.43%	5.00%
City of Toronto	Municipal	\$8,160	1.05%	5.00%
County of Wellington	Municipal	\$852	0.11%	5.00%
Municipal Finance Authority of BC	Municipal	\$5,013	0.64%	5.00%
New Brunswick Municipal Finance Authority	Municipal	\$5,509	0.71%	5.00%
Region of Halton	Municipal	\$1,519	0.19%	5.00%
Region of Peel	Municipal	\$3,514	0.45%	5.00%
Region of Waterloo	Municipal	\$19,717	2.53%	5.00%
Region of York	Municipal	\$7,707	0.99%	5.00%
Region of Durham	Municipal	\$2,233	0.29%	5.00%
York Region District School Board	Municipal	\$4,084	0.52%	5.00%
York Sinking Fund Debenture	Municipal	\$1,790	0.23%	5.00%
<b>Total</b>	<b>Municipal</b>	<b>\$93,177</b>	<b>11.96%</b>	<b>25.00%</b>
Newfoundland and Labrador Hydro	Provincial	\$1,959	0.25%	25.00%
Ontario Hydro	Provincial	\$25,605	3.29%	25.00%
Province of Alberta	Provincial	\$7,466	0.96%	25.00%
Province of British Columbia	Provincial	\$3,844	0.49%	25.00%
Province of Manitoba	Provincial	\$37,028	4.75%	25.00%
Province of New Brunswick	Provincial	\$4,401	0.56%	25.00%
Province of Newfoundland	Provincial	\$71,079	9.12%	25.00%
Province of Nova Scotia	Provincial	\$17,935	2.30%	25.00%
Province of Ontario	Provincial	\$51,075	6.56%	25.00%
Province of Prince Edward Island	Provincial	\$4,075	0.52%	25.00%
Province of Quebec	Provincial	\$89,562	11.49%	25.00%
Province of Saskatchewan	Provincial	\$5,215	0.67%	25.00%
Quebec Hydro	Provincial	\$9,650	1.24%	25.00%
<b>Total</b>	<b>Provincial</b>	<b>\$328,894</b>	<b>42.21%</b>	<b>75.00%</b>
<b>Region of Niagara Debentures</b>	<b>Municipal</b>	<b>\$5,388</b>	<b>0.69%</b>	<b>100.00%</b>
<b>Total Niagara Region Investments</b>		<b>\$779,159</b>	<b>100.00%</b>	<b>100.00%</b>
<b>NRH Investments</b>		<b>\$9,412</b>		
<b>TOTAL Region (excl Cash) &amp; NRH</b>	<b>All</b>	<b>\$788,571</b>		
General Chequing **	Cash	\$32,728		
Savings	Cash	\$121,433		
Sinking Fund	Cash	\$73		
<b>Total</b>		<b>\$154,234</b>		
<b>TOTAL including Cash</b>		<b>\$942,805</b>		

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

\*\*Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits or the NRH general operating account and payroll trust accounts. Balances include USD funds converted at quarter end-spot rate of 1.2741.

## Debt Report (in thousands of dollars)

S&P (Standard & Poor's) has had Niagara rated AA with stable outlook since April 5, 2001 when S&P and CBRS (Canadian Bond Rating Service) merged their ratings. S&P affirmed Niagara's AA rating with stable outlook on October 18, 2021. The ratings reflect S&P's opinion of Niagara's exceptional liquidity and budgetary performance, strong financial management, and moderate debt burden. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

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

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

Department	Total Debt as at December 31, 2020 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at September 30, 2021 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2021	Annual Repayment Limits**
General Government	\$25,425	\$0	-\$2,315	-\$56	\$23,054	-\$168	\$0	\$22,886	
Police	\$84,371	\$0	-\$3,333	-\$209	\$80,829	-\$876	\$14,610	\$94,563	
Transportation	\$143,056	\$7,762	-\$12,350	-\$242	\$138,226	-\$443	\$30,049	\$167,832	
Public Health	\$12,667	\$0	-\$1,465	\$0	\$11,202	-\$44	\$3,037	\$14,195	
Community Services	\$32,265	\$0	-\$3,018	\$0	\$29,247	-\$307	\$135,183	\$164,123	
NRH	\$35,375	\$10,956	-\$4,270	\$0	\$42,061	-\$186	\$0	\$41,875	
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Levy</b>	<b>\$333,159</b>	<b>\$18,718</b>	<b>-\$26,751</b>	<b>-\$507</b>	<b>\$324,619</b>	<b>-\$2,024</b>	<b>\$182,879</b>	<b>\$505,474</b>	
Wastewater	\$57,724	\$0	-\$1,574	-\$1,072	\$55,078	-\$141	\$244,798	\$299,735	
Water	\$25,064	\$0	-\$325	-\$267	\$24,472	-\$251	\$6,746	\$30,967	
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Rate</b>	<b>\$82,788</b>	<b>\$0</b>	<b>-\$1,899</b>	<b>-\$1,339</b>	<b>\$79,550</b>	<b>-\$392</b>	<b>\$251,544</b>	<b>\$330,702</b>	
<b>Total Niagara Region</b>	<b>\$415,947</b>	<b>\$18,718</b>	<b>-\$28,650</b>	<b>-\$1,846</b>	<b>\$404,169</b>	<b>-\$2,416</b>	<b>\$434,423</b>	<b>\$836,176</b>	<b>6.89%</b>

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

Department	Total Debt as at December 31, 2020 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at September 30, 2021 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2021	Annual Repayment Limits**
Fort Erie	\$5,524	\$0	-\$718	\$0	\$4,806	-\$106	\$0	\$4,700	1.86%
Grimsby	\$2,785	\$0	-\$181	\$0	\$2,604	-\$184	\$0	\$2,420	1.43%
Lincoln	\$7,817	\$50	-\$432	\$0	\$7,435	-\$113	\$0	\$7,322	2.50%
Niagara-on-the-Lake	\$4,480	\$543	-\$289	\$0	\$4,734	-\$80	\$0	\$4,654	1.74%
Niagara Falls	\$53,070	\$0	-\$3,125	\$0	\$49,945	-\$741	\$0	\$49,204	3.39%
Pelham	\$33,465	\$0	-\$2,259	\$0	\$31,206	-\$175	\$0	\$31,031	13.47%
Port Colborne	\$30,271	\$0	-\$1,131	\$0	\$29,140	-\$309	\$0	\$28,831	7.30%
St. Catharines	\$118,509	\$8,500	-\$13,442	-\$251	\$113,316	-\$322	\$0	\$112,994	10.29%
Thorold	\$830	\$0	-\$80	\$0	\$750	-\$45	\$0	\$705	1.33%
Wainfleet	\$1,518	\$0	-\$195	\$0	\$1,323	\$0	\$0	\$1,323	1.17%
Welland	\$48,151	\$21,083	-\$5,684	\$0	\$63,550	-\$625	\$0	\$62,925	9.36%
West Lincoln	\$17,834	\$0	-\$596	\$0	\$17,238	-\$67	\$0	\$17,171	8.70%
NPCA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Debt Assumed for Others (External)</b>	<b>\$324,254</b>	<b>\$30,176</b>	<b>-\$28,132</b>	<b>-\$251</b>	<b>\$326,047</b>	<b>-\$2,767</b>	<b>\$0</b>	<b>\$323,280</b>	
<b>Total Niagara Region &amp; External</b>	<b>\$740,201</b>	<b>\$48,894</b>	<b>-\$56,782</b>	<b>-\$2,097</b>	<b>\$730,216</b>	<b>-\$5,183</b>	<b>\$434,423</b>	<b>\$1,159,456</b>	

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

\*\*2020 FIR data used for ARL calculation where available and 2018-2019 FIR data used where 2020 FIRs were not available

### 2021 Debt Issuances

By-law 2020-81: Peoples Trust Mortgage \$2,759, 4 years, 2.66% for NRH was assumed by the Region

By-law 2021-27: Tile Drainage \$50, 10 years, 6.00% for Lincoln

By-law 2021-47: Capital Markets \$46,084, 10 years, 1.78%% for Niagara Region and municipalities of St. Catharines, Welland, and Niagara-on-the-Lake



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

The accounts receivable aging report reflects all unpaid accounts greater than 120 days and greater than \$25. Listing does not include outstanding invoices at quarter-end where payments have been received prior to finalization of the Q3 Financial Update.

Customer Name	Amount Over 120	Explanation of Account	Status
City of Niagara Falls (RDC)	\$60	2018 RDC invoice in dispute with developer; applied for NFP grant which was denied. Collection efforts to continue, which may include collecting through property tax.	Collection to continue
City of Welland	\$361	Welland deducted \$546 of Niagara Region accounts payable invoices against balance due on 2020 year-end tax reconciliation bill. \$185 is resolved and \$361 remains in dispute as ongoing discussions with Welland staff continue.	Collection to continue
Merritton Mills Redevelopment Corp	\$152	Receivable of 2007 tipping fees for the last of four redeveloped brownfield sites. Niagara Region will offset the tipping fees against the Tax Increment Grant (TIG) being paid on the development, which was initiated in 2019 and is expected to be fully recovered by 2024. In the interim, the Niagara Region is holding a Letter of Credit (LOC) as security for the full amount of the receivable.	2019 TIG agreements Collection to continue
Ministry of Transportation	\$137	Oct. 2020 cost sharing invoice for signal work completed at the Sir Isaac Brock Way and Hwy 406 ramp and the St. David's Road and Hwy 406 ramp. Invoice in dispute over who is responsible for which costs and Public Works staff is working with MTO to determine responsibility and what/if any adjustments need to be made.	Collection to continue
Town of Grimsby (RDC)	\$401	2018 RDC invoice in dispute with developer, Grimsby and Region proceeding with legal action.	Collection to continue
Town of NOTL (RDC)	\$34	Apr. 2021 RDC invoices where permits are still pending pickup by the property owner. Collection will occur once the permits have been picked up.	
<b>TOTAL</b>	<b>\$1,145</b>		

## Consolidated Statement of Financial Position (in thousands of dollars)

The consolidated statement of financial position is prepared in accordance with Canadian public sector accounting standards ("PSAS") and includes all unfunded liabilities, impacts of amortization and capital fund activity. This report is unaudited and prepared with information as at November 15, 2021.

	Sept. 30, 2021	Dec. 31, 2020
<b>FINANCIAL ASSETS</b>		
Cash	\$ 163,167	\$ 226,114
Investments (page 108)	765,484	658,015
Accounts receivable	82,005	78,204
Other current assets	1,071	948
Tangible capital assets held for sale	754	850
Debt Recoverable from others (page 110)	326,047	324,254
	<b>1,338,528</b>	<b>1,286,385</b>
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities	126,421	157,970
Employee future benefits and post-employment liabilities	116,124	116,148
Deferred revenue	281,573	235,356
Landfill closure and post-closure liability	67,872	67,872
Unfunded contaminated sites	576	576
Long-term liabilities (page 110)	730,245	740,201
Capital lease obligation	4,219	4,262
	<b>1,327,030</b>	<b>1,322,385</b>
Net debt	11,498	(36,000)
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	2,001,864	1,903,743
Inventory	9,294	8,485
Prepaid expenses	14,278	19,522
	<b>2,025,436</b>	<b>1,931,750</b>
Accumulated surplus	<b>\$ 2,036,934</b>	<b>\$ 1,895,750</b>
<b>ACCUMULATED SURPLUS RECONCILIATION:</b>		
	Sept. 30, 2021	Dec. 31, 2020
Invested in tangible capital assets	\$ 1,593,448	\$ 1,483,534
Capital fund – unexpended capital financing	378,530	322,541
Operating fund	10,455	(10,987)
Unfunded landfill closure & post-closure liability	(67,872)	(67,872)
Unfunded contaminated sites liability	(576)	(576)
Unfunded employee future benefits & post-employment liabilities	(114,339)	(114,339)
Total surplus	1,799,644	1,612,301
Total reserves and reserves funds (page 63)	237,290	283,449
Total accumulated surplus	<b>\$ 2,036,934</b>	<b>\$ 1,895,750</b>

## Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region's financial activity as of September 30, 2021. These statements have been compiled by Corporate Services and the departments have validated the information and provided commentary.

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

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

### Definition of Column Headings

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

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

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

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

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

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

### Definition of Report Rows – Expenditures

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

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

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

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

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

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

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

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

# Explanation of Statement of Operations - Continued

## Definition of Report Rows – Revenues

**Taxation** – revenues received from local area municipalities including payment-in-lieu, supplemental and power dams revenue; as well as funds received to support waste management, water and wastewater operations.

**Federal & Provincial Grants** – funds received from the provincial and federal governments.

**By-law Charges & Sales** – shared services revenue (without shared services agreement), licenses, permits and approvals, and fees and service charges on the User Fee By-Law such as child care fees, health fees, police fees (i.e. accident reports, etc), seniors homes fees (i.e. long term care accommodations fees), road fees and other miscellaneous fees (i.e. zoning).

**Other Revenue** – shared services revenue (with shared services agreement), investment income, Court Services revenue, recycling revenue, housing revenue and other miscellaneous revenue.

## Definition of Report Rows – Intercompany Charges

**Intercompany Charges** – direct rate-based costs that are allocated to the beneficial recipient by the department providing the service or goods and calculated based on a pre-established rate (i.e. fleet, fuel, photocopiers, and print shop). This includes the allocation of the costs of staffing resources that have been strategically redeployed due to the COVID-19 pandemic from one department to another. The pre-established rate is intended to recover the costs incurred by the service providing department (time and material).

## Definition of Report Rows – Transfers

**Transfer to Reserves** – includes all transfers of funds in the current year from the operating program to a reserve. At a corporate level the net of the transfers to reserves and the transfers from reserves represents our total contribution to reserves or draw on reserves in the year.

**Transfer from Reserves** – transfers of funds in the current year to the operating program from a reserve. At a corporate level the net of the transfers from reserves and the transfers to reserves represents our total contribution to reserves or draw on reserves in the year.

**Expense Allocation to Capital** – eligible costs recorded and managed in the operating program allocated to the capital program.

## Definition of Report Rows – Indirect Allocation & Debt

**Indirect Allocation** – costs that are not directly traceable to a specific program or department (i.e. HR, finance, procurement, legal, IT, properties, and communications). Indirect costs are common resources shared by several programs and services that require an allocation to determine full cost of the program or service.

**Capital Financial Allocation** – allocations of all debt charges incurred to programs and services based on projects the debt is issued to fund.



# TWENTY21

Q3 FINANCIAL UPDATE | SEPTEMBER

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Niagara  Region