

TWENTY21

Q4 FINANCIAL UPDATE | DECEMBER

Q4 Financial Update – December 2021

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Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2021 Q4 financial update.

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

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

At December 31, 2021 Niagara Region is forecasting a surplus of \$11,892 thousand related to the levy programs (\$9,652 surplus attributed to non-COVID-19 operating results and a \$2,240 surplus attributed to COVID-19 operating results), a \$2,276 thousand surplus related to Water and Wastewater programs, and a \$5,688 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.

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 year-end surplus of \$11,892, inclusive of COVID-19 financial impacts.

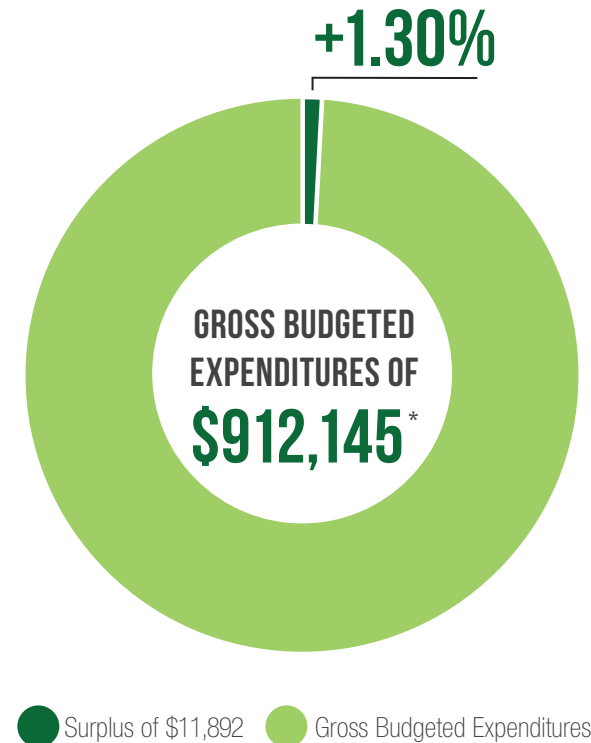
The levy programs, excluding agencies, boards and commissions (ABCs), have a year-end surplus of \$11,488. The year-end surplus is driven by corporate staff gapping of \$3,112 due to delays in filling vacancies as a result of the COVID-19 pandemic, lower than anticipated uptake for levy-funded Development Charge (DC) grants resulting in savings of \$4,442. The Transit division has a favourable variance of \$4,647, mainly due to pandemic-related reduced service levels, lower ridership and deferred service enhancements. Of the total Transit surplus, \$2,989 is specifically attributable to savings resulting from the COVID-19 pandemic. In addition, there are savings across all departments due to pandemic-related reductions in costs such as travel and staff development resulting in \$1,557 of savings. These favourable variances are offset by an increased interest allocation of \$3,460 to the rate and DC reserves.

Niagara Region's ABCs are operating at a forecasted net surplus of \$404. The net surplus is driven by the year-end surplus in NRPS and partially offset by lost revenues (\$248) in Court Services. NRPS had an unfavourable variance in compensation (\$2,244) which was offset by savings in administration (\$589) and equipment, vehicle and technology costs (\$388), allocation of Corporate COVID-19 funding (\$535) to fund COVID-19 related expenditures as well as lower than budgeted indirect allocations resulting in savings of \$975.

The 2021 approved budget included a transfer from the Taxpayer Relief Reserve of \$19,059 to fund the incremental COVID-19 costs identified. As a result of unbudgeted external funding received during the year, the originally budgeted transfer will be returned to the Taxpayer Relief Reserve.

As a result of the year-end surplus of \$11,892, the balance of the Taxpayer Relief reserve is estimated to be \$60,656, and is below the minimum funding target of 10% to 15% of the annual budgeted operating expenditures (excluding reserve transfers and debt allocations), which is \$65,663 to \$98,495.

LEVY DEPARTMENT AND PROGRAMS (Including ABC's)

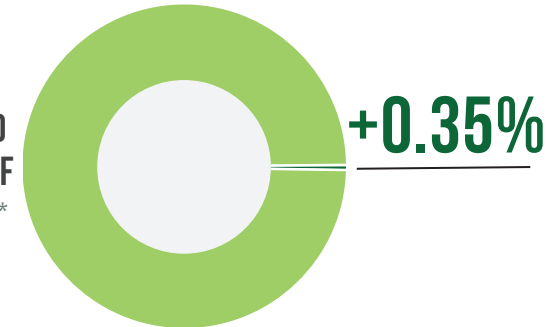


FINANCIAL RESULTS OF ABC'S

NRPS

GROSS BUDGETED EXPENDITURES OF \$193,113*

Suplus of \$680



NRH

GROSS BUDGETED EXPENDITURES OF \$47,235*

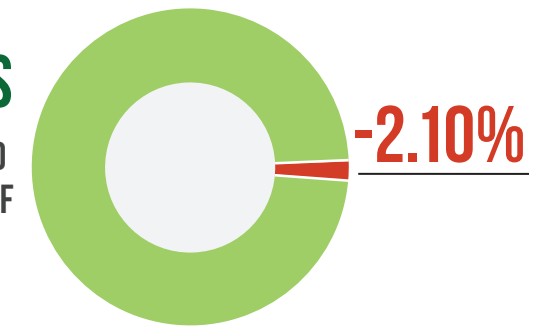
Deficit of \$102



COURT SERVICES

GROSS BUDGETED EXPENDITURES OF \$8,271*

Deficit of \$174



FINANCIAL STATEMENT HIGHLIGHTS

+\$4,442

variance in levy-funded DC grant payments due to lower than anticipated uptake.

+\$4,647

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

+\$3,112

net variance in gapping due to issues with recruiting during the pandemic (\$7,140) offset by COVID-19 salary pressure (\$4,028)

*Includes transfer, intercompany charges and indirect allocations

CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

WATER & WASTEWATER

(in thousands of dollars)

Water and Wastewater Services have a combined year-end variance of \$2,276, with a surplus of \$284 in Water and \$1,992 in Wastewater.

The surplus is mainly a result of lower than expected electricity costs of \$1,876 due to lower than anticipated pricing and reduced volumes, lower than budgeted repairs and maintenance of \$821 for water and sewer mains, and indirect allocations resulting in savings of \$541. These favourable variances have been partially offset by increased repair and maintenance cost for buildings of \$196 as work previously deferred during the pandemic was completed during the year as well as lower than anticipated water sales of \$1,450 due to a wet spring and summer combined with decreased water usage due to the COVID-19 pandemic.

It is recommended that operating surplus of \$1,992 in the Wastewater division be transferred to the Wastewater Stabilization Reserve and that \$16 of the \$284 surplus in the Water division be transferred to the Water Stabilization Reserve with the remaining \$268 be transferred to the Water Capital Reserve.

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

Including the recommended year-end transfer, the Wastewater Stabilization Reserve has a balance of \$5,326 and is considered to be underfunded. The \$5,326 balance equates to 8.26% of annual budgeted operating expenditures. Given that the Wastewater Stabilization Reserve is below the funding target, this may impact the Niagara Region's ability to manage future operational costs and risk. Including the recommended year-end transfer of \$16 to the Water Stabilization Reserve, the reserve has a balance of \$3,530 and is considered to be fully funded as the balance represents 15% of the annual budgeted operating expenditures.

WATER & WASTEWATER OPERATING SURPLUS



* Includes transfer, intercompany charges and indirect allocations

FINANCIAL STATEMENT HIGHLIGHTS



+\$625
NET VARIANCE IN REPAIR AND MAINTENANCE COSTS
 driven by less than anticipated water and sewer main repairs.



+\$1,876
VARIANCE IN ELECTRICITY COSTS
 due to lower than anticipated rates.



-\$1,450
VARIANCE IN WATER SALES
 due to wet weather and reduced water usage during the pandemic.

CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

WASTE MANAGEMENT

(in thousands of dollars)

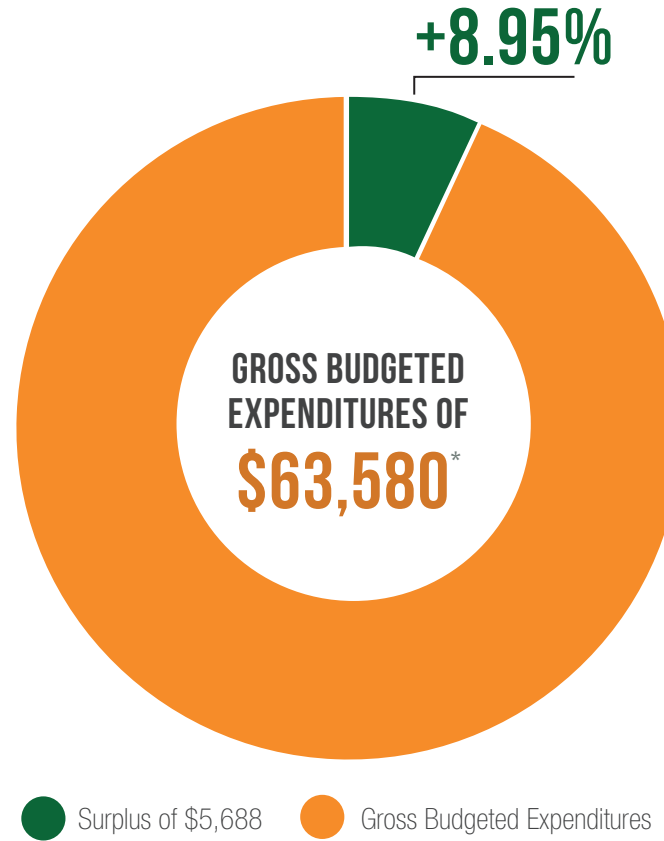
Waste Management Services are operating at a surplus of \$5,688.

The surplus is primarily a result of a favourable variance of \$6,037 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 \$365 in reduced garbage bag tag revenue, and reduced tipping fees in the amount of \$321 due to a lower than anticipated visits to the landfills in the fall.

It is recommended that the year-end operating surplus of \$5,688 in Waste Management be transferred to the Waste Management Stabilization Reserve.

As a result of the year-end transfer, the Waste Management Stabilization Reserve will be at a balance of \$8,607 at the end of the year, which is within the funding targets for the Reserve. The funding targets of 10% to 15% of annual budgeted operating expenditures (excluding reserve transfers and debt allocations) are \$5,937 to \$8,905. However, the Reserve balance will fall below the minimum funding targets with the transfer of funds of \$2,819 in 2022 to mitigate increased collection contract and other one-time related project costs, as approved in the 2022 operating budget, which may impact the Niagara Region's ability to manage future operational costs.

WASTE MANAGEMENT OPERATING SURPLUS



* Includes transfer, intercompany charges and indirect allocations

FINANCIAL STATEMENT HIGHLIGHTS



+\$6,037
NET VARIANCE IN RECYCLING REVENUE
 resulting from price increases in the recyclable commodity markets.



-\$365
VARIANCE IN GARBAGE BAG TAG REVENUE
 due to a decrease in sales volume.



-\$321
VARIANCE IN TIPPING FEES
 due to lower than anticipated visits to the landfills in the fall.

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

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Actuals	Q4 Surplus/(Deficit)	Annual Budget	Actuals	Q4 Surplus/(Deficit)
LEVY SUPPORTED DEPARTMENTS & PROGRAMS						
Regional Departments						
Governance	\$2,123	\$1,967	\$155	\$2,504	\$2,380	\$123
General Government	-\$327,339	-\$324,606	-\$2,733	-\$411,255	-\$408,522	-\$2,733
Corporate Administration	\$14,789	\$12,865	\$1,923	\$6,888	\$5,566	\$1,322
Corporate Services	\$37,628	\$33,894	\$3,734	\$1,066	\$411	\$655
Community Services	\$44,469	\$42,258	\$2,210	\$64,709	\$61,214	\$3,495
Public Health & Emergency Services	\$28,499	\$28,208	\$291	\$44,156	\$43,643	\$514
Public Works - Transportation	\$38,910	\$31,604	\$7,307	\$80,658	\$73,011	\$7,646
Planning & Development	\$3,897	\$3,518	\$380	\$4,760	\$4,293	\$466
Sub-Total - Regional Departments	-\$157,024	-\$170,292	\$13,267	-\$206,515	-\$218,003	\$11,488
Agencies, Boards & Commissions						
Court Services	-\$1,815	-\$1,629	-\$186	-\$680	-\$506	-\$174
Niagara Regional Housing	\$13,511	\$13,741	-\$230	\$23,317	\$23,419	-\$102
Niagara Regional Police	\$161,060	\$161,355	-\$295	\$177,952	\$177,282	\$680
Niagara Peninsula Conservation Authority	\$5,926	\$5,926	\$0	\$5,926	\$5,926	\$0
Subtotal Agencies, Boards & Commissions	\$178,682	\$179,393	-\$711	\$206,515	\$206,111	\$404
Total Levy Supported Programs	\$21,658	\$9,101	\$12,556	\$0	-\$11,892	\$11,892
RATE SUPPORTED DEPARTMENTS						
Public Works - Water & Wastewater	-\$20,072	-\$21,807	\$1,735	\$0	-\$2,276	\$2,276
Public Works - Waste Management	-\$1,586	-\$7,150	\$5,565	\$0	-\$5,688	\$5,688
Total Rate Supported Departments	-\$21,658	-\$28,957	\$7,300	\$0	-\$7,964	\$7,964
TOTAL	\$0	-\$19,856	\$19,856	\$0	-\$19,856	\$19,856

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
Compensation	\$450,842	\$448,495	\$2,347	0.5%
Administrative	\$36,265	\$26,925	\$9,340	25.8%
Operational & Supply	\$51,151	\$43,066	\$8,086	15.8%
Occupancy & Infrastructure	\$32,842	\$31,790	\$1,051	3.2%
Equipment, Vehicles, Technology	\$17,118	\$16,845	\$273	1.6%
Community Assistance	\$205,131	\$174,880	\$30,250	14.7%
Partnership, Rebate, Exemption	\$28,816	\$16,348	\$12,468	43.3%
Financial Expenditures	\$73,047	\$57,022	\$16,025	21.9%
Total Expenses	\$895,212	\$815,372	\$79,841	8.9%
Taxation	-\$421,371	-\$423,319	\$1,948	0.5%
Federal & Provincial Grants	-\$368,756	-\$357,979	-\$10,777	-2.9%
By-Law Charges & Sales	-\$13,292	-\$11,539	-\$1,753	-13.2%
Other Revenue	-\$73,966	-\$64,379	-\$9,587	-13.0%
Total Revenues	-\$877,385	-\$857,216	-\$20,169	-2.3%
Intercompany Charges	-\$1,261	-\$546	-\$715	56.7%
Total Intercompany Charges	-\$1,261	-\$546	-\$715	56.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$16,566	-\$42,391	\$58,957	355.9%
Transfers From Funds	-\$34,620	-\$19,428	-\$15,192	-43.9%
Transfers To Funds	\$39,851	\$71,008	-\$31,158	-78.2%
Expense Allocations To Capital	-\$140	-\$89	-\$51	-36.5%
Total Transfers	\$5,091	\$51,491	-\$46,401	-911.5%
Net Expenditure (Revenue) Before Indirect Allocations	\$21,657	\$9,101	\$12,556	58.0%
Indirect Allocations & Debt	-\$21,657	-\$20,993	-\$664	-3.1%
Total Indirect Allocations & Debt	-\$21,657	-\$20,993	-\$664	-3.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$11,892	\$11,892	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
Compensation	\$420,540	\$413,878	\$6,662	1.6%
Administrative	\$35,486	\$26,397	\$9,089	25.6%
Operational & Supply	\$48,662	\$43,277	\$5,385	11.1%
Occupancy & Infrastructure	\$30,787	\$30,005	\$782	2.5%
Equipment, Vehicles, Technology	\$16,901	\$16,413	\$488	2.9%
Community Assistance	\$198,864	\$168,959	\$29,905	15.0%
Partnership, Rebate, Exemption	\$26,737	\$14,269	\$12,468	46.6%
Financial Expenditures	\$73,047	\$56,994	\$16,053	22.0%
Total Expenses	\$851,024	\$770,192	\$80,832	9.5%
Taxation	-\$422,379	-\$423,319	\$940	-0.2%
Federal & Provincial Grants	-\$326,977	-\$300,186	-\$26,791	8.2%
By-Law Charges & Sales	-\$21,608	-\$18,916	-\$2,692	12.5%
Other Revenue	-\$75,051	-\$67,530	-\$7,521	10.0%
Total Revenues	-\$846,015	-\$809,951	-\$36,064	4.3%
Intercompany Charges	-\$1,937	-\$917	-\$1,020	52.7%
Total Intercompany Charges	-\$1,937	-\$917	-\$1,020	52.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$3,072	-\$40,676	\$43,784	1424.1%
Transfers Between Funds	\$17,808	\$51,240	-\$33,432	-187.7%
Total Transfers	\$17,808	\$51,240	-\$33,432	-187.7%
Net Expenditure (Revenue) Before Indirect Allocations	\$20,880	\$10,564	\$10,316	49.4%
Indirect Allocations & Debt	-\$21,657	-\$20,993	-\$664	3.1%
Total Indirect Allocations & Debt	-\$21,657	-\$20,993	-\$664	3.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$777	-\$10,429	\$9,652	-1242.2%

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 has a year-end operating surplus after indirect allocations of \$9,652. This is due to a number of factors as noted below.

Compensation – The favourable year-end variance of \$6,662 is driven by corporate staff gapping due to delays in filling vacancies as a result of the COVID-19 pandemic. These delays were experienced throughout the corporation with almost all departments experiencing a year-end surplus in compensation. Notably, the surplus is driven by Public Health (\$4,320), Transportation (\$1,851) and Corporate Administration and Corporate Services (\$899 and \$706 respectively). These favourable year-end variances have been partially offset by higher than budgeted overtime payments within Emergency Medical Services (EMS) (\$1,022) and higher than anticipated costs in relation to backfilling operationally essential civilian positions and retroactive pay for civilian job reevaluation (\$1,948) within NRPS. The savings related to Vision Zero are \$938.

Administration – The favourable year-end variance of \$9,089 is attributed to savings realized across all departments for training and travel-related costs as a result of pandemic-related restrictions (\$1,918), lower than budgeted consulting costs (\$3,756) and professional services (\$1,656) throughout most departments; some of the main drivers of these savings are due to a delay in the transit governance triple majority vote (\$881) and the Human Resources Information Systems transition project not required (\$800). These positive year-end variances have been partially offset by higher than budgeted first, third and non-insurable claim payments and claim administration costs. Savings related to Vision Zero are \$1,978. Of the favourable variance, \$2,171 has been encumbered into 2022 and is included Transfers below.

Operational & Supply – The favourable variance of \$5,385 is primarily due to lower than expected transit service costs in NRT OnDemand services and Niagara Specialized Transit (NST) services (\$2,314), lower than anticipated winter materials (\$689) due to mild winter and lower than budgeted hired equipment costs (\$1,484) in the Transportation department. Savings related to Vision Zero are \$205. At year-end, \$698 of the favourable variance has been encumbered into 2022 and is included in Transfers below.

Community Assistance – The favourable variance of \$29,905 is due to variances within the Community Services department as follows; \$25,833 in Social Assistance and Employment Opportunities largely due to budget being prepared based on an expected increase in caseloads and benefits as per Ministry forecasts. However, caseloads and benefit issuances have decreased by 16% in 2021 compared to 2020 due to the extension of Federal COVID-19 benefits (\$24,404), which is 100% offset by a reduction in provincial revenues below. Additional drivers are lower than budgeted spend for ministry-funded program (\$1,327) within Housing Services, lower than budgeted fee subsidy benefit payments to child care providers (\$1,151) due to lower registrations within Childrens and a favourable variance in Homelessness relating to a full year of operating costs budgeted for the new permanent housing facility which was not occupied and operational until December 31, 2021 (\$1,224), which is 100% offset in Transfers below. Of the favourable variance, \$698 has been encumbered into 2022 and is included Transfers below.

Partnership, Rebate, Exemption – The favourable year-end variance of \$12,468 is due to lower than anticipated uptake for levy funded Development Charge (DC) grants (\$4,432) and planning and economic development grants (\$6,502) and lower than expected grant payments to the Local Area Municipalities (LAMs) associated with bicycle network facilities and drainage assessments (\$583) within the Transportation

Levy – Continued (Non-COVID-19)

department. At year-end, \$7,009 of the favourable variance has been encumbered into 2022 and is included in Transfers below.

Financial Expenditures – The favourable variance of \$16,053 is driven due to debt charge placeholder (\$19,236). The debt charge placeholder is a timing difference between the budgeted debt repayments versus when the project is completed and the Region incurs the debt. The favourable variance associated with the debt charge placeholder has been transferred to the capital levy reserve in accordance with policy through Transfers below. The favourable variance is partially offset by higher than budgeted tax write-offs (\$3,342) for assessment appeals settled in year as well as accruals for assessment at risk on active appeals.

Taxation – The favourable year-end variance of \$940 is driven by higher than estimated supplemental taxation revenue.

Federal & Provincial Grants – The unfavourable year-end variance of \$26,791 is largely attributable to the variances within Community Services (\$26,280). The year-end variance is driven by:

- SAEO - Expected caseloads and benefits not realized as a result of the extension of Federal COVID-19 funding (\$24,404). This is 100% offset by the favourable variance noted in community assistance above;
- Housing Services – lower than anticipated revenue from ministry-funded programs (\$1,327) as a result of revenues being recognized based on actual expenditures. This is 100% offset by favourable variance noted in community assistance above;
- Childrens – deferral of a one-time transitional grant (\$708) to 2022

These unfavourable variances have been partially offset by favourable variances within Senior Services relating to a base funding increase (\$966), increased funding received from the Ministry for a pilot step-down unit at one of the Region's long-term care (LTC) homes (\$338) and increased funding based on resident acuity.

By-Law Charges & Sales – The unfavourable year-end variance of \$2,692 is attributed to lower Local Area Municipality signal builds (\$950) within Transportation, lower operating capacity at child care centres, resulting in less fee subsidy collected (\$340), and loss of fee revenue associated with Seniors Community Programs (\$849) that have not been operating at full levels of service during the COVID-19 pandemic.

Other Revenue – The unfavourable year-end variance of \$7,521 is a result of an increased allocation of investment income to rate reserve and deferred revenue (\$3,460) and decreased development charge revenue (\$871). The unfavourable variance is partially offset by higher than budgeted proceeds from sale of assets (\$404). Year-end deficit related to Vision Zero is \$4,270.

Intercompany Charges – The unfavourable year-end variance of \$1,020 is due to the reallocation of COVID-19 expenditures in Public Health to business continuity for the purposes of maximizing mandatory funding (\$7,527) in accordance with the funding agreement and is offset by a surplus in interdepartmental charges for redeployed staff (\$5,579).

Transfers – The unfavourable year-end variance of \$33,432 is attributable to the following; transfer of the debt charge surplus from debt placeholder to the capital reserve committed to the 2022 capital budget (\$19,236), 2021 encumbrances (\$10,565), proceeds from the sale of assets during the year transferred back to capital reserves (\$860), and funds returned to reserves largely due to deferred work resulting from the pandemic including: HRIS (\$800) and Vision Zero Capital Program (\$750). The majority of the unfavourable balance at year end has been offset by favourable variances in the other lines 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
Compensation	\$30,302	\$34,617	-\$4,315	-14.2%
Administrative	\$779	\$527	\$252	32.3%
Operational & Supply	\$2,489	-\$212	\$2,701	108.5%
Occupancy & Infrastructure	\$2,054	\$1,784	\$270	13.1%
Equipment, Vehicles, Technology	\$217	\$431	-\$214	-98.6%
Community Assistance	\$6,266	\$5,921	\$345	5.5%
Partnership, Rebate, Exemption	\$2,079	\$2,079	\$0	0.0%
Financial Expenditures	\$0	\$28	-\$28	0.0%
Total Expenses	\$44,186	\$45,175	-\$989	-2.2%
Taxation	\$1,008	\$0	\$1,008	100.0%
Federal & Provincial Grants	-\$41,780	-\$57,794	\$16,014	-38.3%
By-Law Charges & Sales	\$8,316	\$7,377	\$939	11.3%
Other Revenue	\$1,085	\$3,152	-\$2,067	-190.5%
Total Revenues	-\$31,371	-\$47,265	\$15,894	-50.7%
Intercompany Charges	\$676	\$371	\$305	45.1%
Total Intercompany Charges	\$676	\$371	\$305	45.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$13,491	-\$1,719	\$15,210	112.7%
Transfers Between Funds	-\$12,717	\$252	-\$12,969	102.0%
Total Transfers	-\$12,717	\$252	-\$12,969	102.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$774	-\$1,467	\$2,240	289.5%
Indirect Allocations & Debt	\$0	\$0	\$0	0.0%
Total Indirect Allocations & Debt	\$0	\$0	\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$774	-\$1,467	\$2,240	289.5%

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 has a year-end surplus after indirect allocations of \$2,240. This is due to a number of factors, as noted below.

Compensation – The unfavourable variance of \$4,315 is primarily due to additional hours, overtime and pandemic pay in Senior Services (\$2,295), increased compensation costs in EMS (\$809) and Public Health (\$533) related to increased workload as a result of COVID-19.

Operational & Supply – The favourable year-end variance of \$2,701 is due to lower than expected costs related to medical supplies in Public Health (\$433), EMS (\$364) and Senior Services (\$202), savings in Court Services related to adjudication, victim fine surcharge and interpreter expenses (\$222) due to the delay and cancellation of trials and lower ticket volumes due to the COVID-19 pandemic and lower than expected costs associated with Health and Safety training and eligible COVID-19 costs in Homelessness which have been deferred to 2022. The variance in Homeless is 100% offset by a reduction in provincially and federal provided COVID matching revenues below.

Taxation – The favourable variance of \$1,008 is a result of the supplementary tax revenue reduction attributed to COVID-19 not being realized.

Federal & Provincial Grants – The favourable year-end variance of \$16,014 is largely attributable to the variances within Community Services (\$13,962) and budgeted general corporate COVID-19 funding (\$3,829) that has been recognized in General Government and allocated across the corporation to departments incurring COVID-19 related costs. Within Community Services, the Senior Services division had higher than budgeted funding related to Long-Term Care (LTC) Emergency Funding (\$7,632), PSW Wage Enhancement funding (\$2,966) 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 (\$1,029). The favourable variance is further increased by confirmed provincial and federal funding specific to support incremental costs related to Homelessness during the pandemic (\$468) and emergency child care fund (\$503) received in Childrens Services.

By-Law Charges & Sales – The favourable year-end variance of \$939 is mainly due to lower than anticipated lost revenues in NRPS from the casinos opening mid-way through the year.

Other Revenue – The unfavourable year-end variance of \$2,067 is driven by lost revenue attributable to COVID-19 in Court Services related to court closures, trial adjournments and delays in convictions (\$931) and lower accommodation fees within Senior Services (\$1,542) due to vacant beds within the long-term care homes which were required to be held temporarily vacant in order to isolate new admissions. These unfavourable variances were partially offset by revenue related to seconded staff (\$308) in EMS and Public Health.

Intercompany Charges – The favourable year-end variance of \$305 is net of the reallocation of COVID-19 expenditures in Public Health to business continuity for the purposes of maximizing mandatory funding (\$7,527) in accordance with the funding agreement and is offset by interdepartmental charges for redeployed staff and unbudgeted general corporate COVID-19 funding that has been recognized in General Government and allocated across departments to fund COVID-19 related expenditures (\$4,499).

Transfers – The unfavourable variance of \$12,969 is primarily due to amounts being returned to reserve that were previously allocated for COVID-19 costs in 2021. Unbudgeted funding was received during the year from the provincial and federal governments to fund pandemic-related expenses and therefore the transfer from reserve was not required.

Governance Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$1,962	\$1,901	\$61	3.1%
Administrative	\$155	\$60	\$95	61.4%
Operational & Supply	\$0	\$0	\$0	-204.3%
Equipment, Vehicles, Technology	\$2	\$2	\$0	19.8%
Partnership, Rebate, Exemption	\$2	\$0	\$2	100.0%
Total Expenses	\$2,122	\$1,963	\$159	7.5%
Total Revenues			\$0	0.0%
Intercompany Charges	\$1	\$4	-\$3	-280.7%
Total Intercompany Charges	\$1	\$4	-\$3	-280.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,123	\$1,967	\$155	7.3%
Total Transfers			\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,123	\$1,967	\$155	7.3%
Indirect Allocations & Debt	\$381	\$413	-\$32	-8.5%
Total Indirect Allocations & Debt	\$381	\$413	-\$32	-8.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,504	\$2,380	\$123	4.9%

Governance - Continued

Variance Analysis (in thousands of dollars)

Governance operated with a surplus before indirect allocations of \$155. The following factors have contributed to this surplus.

Compensation - The favourable variance of \$61 is due to an intern vacancy within the Chair's Office and a declined salary increase for the Regional Chair.

Administration - The favourable variance of \$95 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
Administrative	\$6,331	\$7,417	-\$1,087	-17.2%
Occupancy & Infrastructure	\$86	\$112	-\$26	-30.1%
Partnership, Rebate, Exemption	\$19,753	\$7,868	\$11,885	60.2%
Financial Expenditures	\$70,991	\$55,106	\$15,885	22.4%
Total Expenses	\$97,161	\$70,503	\$26,658	27.4%
Taxation	-\$421,371	-\$423,319	\$1,948	0.5%
Federal & Provincial Grants	-\$4,131	-\$7,960	\$3,829	92.7%
By-Law Charges & Sales	-\$33	-\$15	-\$18	-53.7%
Other Revenue	-\$16,386	-\$13,101	-\$3,285	-20.0%
Total Revenues	-\$441,920	-\$444,395	\$2,474	0.6%
Intercompany Charges	\$4,049	\$7,574	-\$3,526	-87.1%
Total Intercompany Charges	\$4,049	\$7,571	-\$3,526	-87.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$340,711	-\$366,318	\$25,607	7.5%
Transfers From Funds	-\$13,370	-\$12,322	-\$1,048	-7.8%
Transfers To Funds	\$26,742	\$54,034	-\$27,292	-102.1%
Total Transfers	\$13,372	\$41,712	-\$28,340	-211.9%
Net Expenditure (Revenue) Before Indirect Allocations	-\$327,339	-\$324,606	-\$2,733	-0.8%
Indirect Allocations & Debt	-\$83,916	-\$83,916	\$0	0.0%
Total Indirect Allocations & Debt	-\$83,916	-\$83,916	\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$411,255	-\$408,522	-\$2,733	0.7%

General Government - Continued

Variance Analysis (in thousands of dollars)

General Government is operating at a surplus before indirect allocations of \$2,733 due to the following factors:

Administration - The unfavourable variance of \$1,087 is due to the impact of the change in the legal liability accrual and legal claim payouts during the year.

Partnership, Rebate, Exemption - The favourable variance of \$11,885 is primarily due to the following:

- Lower than anticipated uptake of \$6,502 for planning and economic development grants such as Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants. Due to the pandemic restrictions throughout 2021, planned projects were delayed or cancelled. Delayed projects have been encumbered and are included in Transfers below..
- Lower than anticipated uptake for Development Charge (DC) grants of \$4,442 in 2021 due to an overall reduction of development charge grant applications,
- Savings of \$317 from vacancy rebate claims being lower than budget, which reflected the phase-out of the program.
- The regional program Connect to Innovate (CTI) \$400 grant was repurposed by Council (CSD21-2020) to be used for the CRTC application.

Financial Expenditures – The favourable variance of \$15,885 is largely as a result of the following:

- The favourable variance of \$19,551 is primarily a result of the debt charge placeholder (due to timing of actual project spending, which determines the timing of debt issuance) which has been transferred to the capital levy reserve through Transfers to Funds.
- The overall favourable variance is offset by an unfavourable variance of \$3,342 of tax write-offs related to settled assessment appeals and estimated accrual for significant assessment at risk.

Taxation – The favourable variance of \$1,948 is primarily the result of \$1,500 supplemental taxes coming in over expected budget. Budget was conservative due to COVID impact unknown at the time of preparing 2021 budget.

Federal & Provincial Grants – The favourable variance of \$3,829 is related to budgeted general corporate COVID-19 funding that has been recognized in General Government and allocated out again across the corporation to the departments incurring the costs for COVID-19.

Other Revenue – The unfavourable variance of \$3,285 is primarily related to an increased allocation of investment income to rate reserves and deferred DC revenue.

Intercompany Charges – The unfavourable variances of \$3,526 is 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 – The unfavourable variance of \$28,340 is attributable to an unbudgeted transfer to capital levy reserve fund of \$19,236 related to the debt charge placeholder, budgeted transfer to reserve fund of \$1,008 not required as a result of supplemental taxes coming in over expected budget, unbudgeted transfer to encumbrance reserve of \$6,209 and funds transferred to capital project of \$1,333 in accordance with confidential report CSD 65-2021.

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, is favourable when compared to budget by \$3,392 as a result of more investments being completed than budgeted and achieving higher yields on new investments 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)
- \$22,596 debentures were issued on behalf of Local Area Municipalities through Infrastructure with the following terms and rates:
 - \$8,994 for Niagara Falls with a term of 10 years and a rate of 2.39%
 - \$3,300 for Niagara Falls with a term of 20 years and a rate of 2.83%
 - \$8,570 for Niagara Falls with a term of 25 years and a rate of 2.93%
 - \$832 for Niagara-on-the-Lake with a term of 10 years and a rate of 2.39%
 - \$900 for West Lincoln with a term of 15 years and a rate of 2.63%
- \$15,000 debentures issues through Infrastructure Ontario for Regional wastewater projects with a term of 30 years and a rate of 2.95%

Corporate Administration Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$11,769	\$10,945	\$825	7.0%
Administrative	\$4,722	\$2,747	\$1,975	41.8%
Operational & Supply	\$180	\$117	\$63	35.0%
Occupancy & Infrastructure	\$0	\$0	\$0	1.4%
Equipment, Vehicles, Technology	\$153	\$117	\$36	23.6%
Partnership, Rebate, Exemption	\$2,268	\$2,316	-\$48	-2.1%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$19,092	\$16,242	\$2,850	14.9%
Federal & Provincial Grants	-\$2,080	-\$2,039	-\$41	-2.0%
By-Law Charges & Sales	-\$4	-\$8	\$4	118.9%
Other Revenue	-\$118	-\$173	\$55	46.1%
Total Revenues	-\$2,202	-\$2,220	\$18	0.8%
Intercompany Charges	-\$410	-\$696	\$286	-69.7%
Total Intercompany Charges	-\$410	-\$696	\$286	-69.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$16,479	\$13,326	\$3,153	19.1%
Transfers From Funds	-\$1,691	-\$1,634	-\$57	-3.4%
Transfers To Funds	\$0	\$1,173	-\$1,173	0.0%
Total Transfers	-\$1,691	-\$461	-\$1,230	-72.7%
Net Expenditure (Revenue) Before Indirect Allocations	\$14,789	\$12,865	\$1,923	13.0%
Indirect Allocations & Debt	-\$7,901	-\$7,299	-\$602	-7.6%
Total Indirect Allocations & Debt	-\$7,901	-\$7,299	-\$602	-7.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$6,888	\$5,566	\$1,322	19.2%

Corporate Administration - Continued

Variance Analysis (in thousands of dollars)

Corporate Administration operated at a surplus before indirect allocations of \$1,923. The following factors have contributed to this surplus.

Compensation – The favourable variances of \$825 is due to staffing vacancies throughout the divisions of Corporate Administration and a forecasted corporate benefit surplus. The vacancy-related surplus (\$391) 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 (\$524).

Administration - The favourable variances of \$1,975 is largely driven by the revised Human Resources Information Systems (HRIS) transition project (\$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 variance of \$63 is due to lower than anticipated corporate training costs.

Equipment, Vehicles & Technology - The favourable variance of \$36 is due to lower than anticipated savings in print shop equipment maintenance and software licensing dollars repurposed to support communications subscriptions.

Partnership, Rebate, Exemption - The unfavourable variance of \$48 is due increased grants issued by Economic Development to support recovery from the COVID-19 pandemic.

Federal & Provincial Grants - The unfavourable variance of \$41 is due to reduced external funding associated with lower than expected expenditures.

Other Revenue - The favourable variance of \$55 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 variance of \$286 is 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

Transfers - The unfavourable variance of \$1,230 has several drivers. Reserve funding allocated for COVID-19 costs in the 2021 budget was returned and replaced with unbudgeted funding received from the provincial government for pandemic-related expenses. One-time funding is being returned to reserves for the HRIS transition project (\$800). In addition, a 2021 encumbrance will occur for recruitment of the commissioner of public works (\$66), delayed foreign direct investment (\$81), economic development strategy (\$18) and communications master plan work (\$55) and funding for the Canada Summer Games 13 for 13 event (\$100).

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

- Developed and executed the #HereForYouNiagara public education campaign on Regional services
- Secured a vendor and held a kickoff meeting to start the Communications Master Plan project

Corporate Administration - Continued

- 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
- Supported the launch of NRT OnDemand service in Port Colborne
- Supported transition of NRH into a new Housing Division within Community Services

Government Relations

- Developed and coordinated 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
- Prepared Regional representatives for eight AMO delegation meetings with provincial ministers and leaders of the opposition parties
- Collaborated 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

- Conducted 28 focus groups with 110 Regional staff and 82 community members, a staff survey with 1670 responses, and a community survey with 2304 responses. The data provided knowledge of experiences of discrimination and suggestions for improvement within the Region and contribute to creating a five-year Diversity, Equity, and Inclusion Action Plan
- Collaboration with multiple community and educational institutions to submit multiple grants to further Diversity, Equity, Inclusion, and Indigenous Relations work. So far, one grant to increase the participation of diverse women in local level government was successful
- Organized first two meetings of the Joint Roundtable between Niagara Indigenous Community Executives and Niagara Region Corporate Leadership Team
- Internal DEI support for work in Human Resources, Public Works, Public Health, Planning and Development, and Community Services
- Successful training day for staff on National Day for Truth and Reconciliation (Sept 30) and training sessions on 16 days of Activism Against Violence Against Women

Corporate Strategy

- Report to Council on Strategic Plan progress and Operational accomplishments
- Report to Council on shared services activities with the LAMs
- Launched the community dashboard to provide residents, businesses and organizations important information about Niagara Region through various themes and indicators
- Report to Council on the Region's approach to climate change action and coordination
- Completion of the 2021 Municipal Benchmarking Network Canada report
- Provided support for the Community Vaccine Taskforce
- Council approval of the Community Safety and Wellbeing Plan and commencement of implementation

Clerks

- Continued success holding Regional Council, Standing Committee, and Advisory Committee meetings and Workshops using electronic participation in light of COVID-19 pandemic.
- Data collection for the Personal Information Bank project continues, in compliance with requirements of the Municipal Freedom of Information & Protection of Privacy Act

Corporate Administration - Continued

- The implementation of the Records365 project (Phase 1: Physical Records) continues. The provisioning of R365 to manage physical records will replace the Corporate Records Management System as Niagara Region's records management application.
- Access and Privacy staff are preparing for the implementation of mandatory corporate staff training in Privacy beginning in 2022.

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
 - Developed and implemented the COVID-19 Vaccination Policy, including led compliance requirements
 - 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
- Supported the Chief Administrative Officer (CAO) Recruitment Committee made up of members of Council and key staff that resulted in the recruitment of a CAO
- Implementation of NRH Alternative Service Delivery moving NRH operations into a new Division within the Community Services department
- Preparation, issuance, and completion of HRIS RFP for support and development services for the Region and shared service partners, resulting in award of contract
- Facilitation of CERT Awards and June Employee Recognition Month
- Development of People Strategy refresh four-phase plan to support action item of Council's Shape Niagara Implementation Plan; Phases 1 and 2 completed
- Development of Corporate Labour Relations Strategy 2021-2024 approved by Council as mandate for collective bargaining with our union groups
- Introduced new Candidate Gateway People Soft module to improve candidate onboarding experience
- Leader's Edge refresh – this included the development of a supervisor learning stream (18 participants) and a program restructure to include electives
- DEI Working Group and Sub Groups participation – supporting corporate DEI initiatives to best enhance the employee experience
- Supporting the development of a Long Term Care Attraction/Recruitment Strategy to support future staffing needs for our residents

Economic Development

- Biweekly calls to ERRT stakeholder groups continue in collaboration with Public Health to get information on the vaccination program and public health protocols to businesses.
- Administration of the \$2 million Fed Dev Tourism Adaption and Recovery Fund almost completed with funding paid out to 167 businesses who have completed their projects and submitted final reports and invoices.

Corporate Administration - Continued

- Intelligent Futures contracted through RFP process to undertake the stakeholder engagement component of the 10 Year Economic Development Strategy completed in the fall 2021.
- 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.
- “Buy Local” support to all Local Area Municipalities with marketing micro grant.
- Support to broadband expansion in rural areas via information sharing regarding funding opportunities, municipal support and support to applications from tech sector.
- Supported Niagara’s business community through various targeted sponsorships.

Corporate Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$21,184	\$20,328	\$856	4.0%
Administrative	\$6,788	\$5,080	\$1,708	25.2%
Operational & Supply	\$386	\$247	\$139	36.1%
Occupancy & Infrastructure	\$9,588	\$8,070	\$1,518	15.8%
Equipment, Vehicles, Technology	\$3,179	\$3,205	-\$26	-0.8%
Financial Expenditures	\$0	-\$1	\$1	0.0%
Total Expenses	\$41,124	\$36,928	\$4,197	10.2%
Federal & Provincial Grants	-\$70	-\$72	\$3	3.6%
By-Law Charges & Sales	-\$458	-\$326	-\$132	-28.9%
Other Revenue	-\$894	-\$1,214	\$320	35.8%
Total Revenues	-\$1,422	-\$1,612	\$190	13.4%
Intercompany Charges	\$41	-\$2,081	\$2,122	5131.6%
Total Intercompany Charges	\$41	-\$2,081	\$2,122	5131.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$39,744	\$33,235	\$6,509	16.4%
Transfers From Funds	-\$2,116	-\$595	-\$1,521	-71.9%
Transfers To Funds	\$0	\$1,254	-\$1,254	0.0%
Total Transfers	-\$2,116	\$659	-\$2,775	-131.2%
Net Expenditure (Revenue) Before Indirect Allocations	\$37,628	\$33,894	\$3,734	9.9%
Indirect Allocations & Debt	-\$36,562	-\$33,483	-\$3,079	-8.4%
Total Indirect Allocations & Debt	-\$36,562	-\$33,483	-\$3,079	-8.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,066	\$411	\$655	61.5%

Corporate Services - Continued

Variance Analysis (in thousands of dollars)

Corporate Services operated at a surplus before indirect allocations of \$3,734 due to the following factors:

Compensation – The favourable variance of \$856 is due to vacant positions arising through the year in all Corporate Services divisions that were not filled due to prioritization of COVID-19 pandemic related work.

Administration - The favourable variance of \$1,708 is mainly due to savings in consulting (\$621), training (\$180), and first and third party claim payouts (\$461). Other specific savings are for building condition assessments (\$150), property valuations (\$200), IT cyber audit (\$122), Canada Summer Games consulting (\$20) and the Development Charge (DC) Background Study (\$13) which were committed and are included in the 2021 encumbrance reported in Transfers to Funds.

Operational & Supply – The favourable variance of \$139 is mainly due to lower than anticipated spend on safety supplies required by maintenance staff at Regional facilities and low photocopier usage.

Occupancy & Infrastructure - The favourable variance of \$1,518 is mainly due to operating savings realized by the delayed purchase of the GO stations (\$902) and utilities savings (\$456) due to buildings not being fully occupied during pandemic.

By-Law Charges & Sales - The unfavourable variance of \$132 is due primarily to rental income not realized by the delayed purchase of the GO stations.

Other Revenue - The favourable variance of \$320 is mainly due to costs recovered from participating local area municipalities for GIS software licensing.

Intercompany Transfers – The favourable variance of \$2,122 is 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 (\$444) and the allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses (\$1,702).

Transfers – The unfavourable variance of \$2,775 is 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 (\$1,521). It is also due to operating savings realized by the delayed purchase of the GO stations being returned to reserve at year end (\$732) as well as 2021 encumbrances for building condition assessments (\$150), property valuations (\$200), IT cyber audit (\$122), Canada Summer Games consulting (\$20) and DC background study (\$13).

Community Impacts & Achievements

Asset Management Office

- Completing the Corporate Asset Management Plan to forecast long-range investment needs and to meet the legislative requirements of O.Reg 588
- 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.

Corporate Services - Continued

- 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.
- Established industry specific contacts with various law enforcement agencies including NRPS, OPP, MTO, AGCO, Ministry of Environment, Ministry of Labour and Ministry of Education as well as local by-law enforcement agencies.
- Completed the procurement of a modernized licensing/incident/inspection/enforcement database.
- 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.
- 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.
- Provide security assessment support for Regional facilities and mass immunization clinics.
- Coordinated multi-disciplined enforcement teams for various ministries.

Construction, Energy and Facilities Management

- Continued redeployment of Construction, Energy and Facilities Management (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.
- 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.

Corporate Services - Continued

- 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 13 and submitted to the Province for approval in the Annual Service Plan.
- Support of Canada Summer Games, Incentive Review, Niagara Regional Housing Alternative Service Delivery, 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.
- Initiated Development Charge Background Study project for update of the DC By-law to expire in August 2022, including kicking off Niagara 2051, stakeholder engagement session and several Regional Development Charge Planning Task Force meetings
- Participated in local area municipal council road show to secure triple majority of Niagara Regional Transit Governance
- Approval of the 2021 and 2022 Capital, Rate and Operating budgets.

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.

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.

Corporate Services - Continued

- 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.
- 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
 - 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.
- 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

- Legal advice to support the advancement of corporate priority projects including:
 - Support for the triple majority process for the creation of a consolidated transit service provided by the Region;

Corporate Services - Continued

- Continued support for procurement and award of Human Resource Information Application System;
- Continued support in connection with the procurement process related to Material Recycling Facility Opportunity Review;
- Supporting the consortium partners in connection with the anticipated completion of Canada Games Park, including (i) the retention of an independent operator for the Canada Summer Games Park facility through a competitive procurement process; (ii) preparing and negotiating a venue use agreement in connection with the Canada Games Host Society's use of Canada Games Park before, during and after the 2022 Canada Summer Games; (iii) legal advice and contract support in connection a number of third-party agreements in support of the Park's completion and occupancy and (iv) preparation and advice on a number of sponsorship agreements.
- Advice and legal support with regard to a range of matters related to the pandemic including: the Region's mass immunization plan, mandatory vaccination policy and building screening processes; and advice to Public Health to support the issuance and enforcement of Orders and Letters of Instruction under the *Health Protection and Promotion Act* and *Reopening Ontario Act*.
- Legal support to all operating departments related to various capital projects including related real estate transactions, procurements, agreements, and advice to help minimize pandemic-related project costs and disruptions, and litigation matters.

Procurement and Strategic Acquisitions

- Continuation of weekly meetings on Procurement Project Prioritization for review and assign essential capital and operational projects.
- Facilitation of over 260 Formal Procurements resulting in approximately \$298 million in Awarded Contract value.
- Ongoing sourcing of 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
Compensation	\$117,734	\$120,120	-\$2,386	-2.0%
Administrative	\$2,246	\$2,002	\$244	10.8%
Operational & Supply	\$13,690	\$13,052	\$638	4.7%
Occupancy & Infrastructure	\$4,481	\$4,884	-\$403	-9.0%
Equipment, Vehicles, Technology	\$1,471	\$1,666	-\$195	-13.3%
Community Assistance	\$192,792	\$162,539	\$30,254	15.7%
Financial Expenditures	\$4	\$38	-\$34	-883.8%
Total Expenses	\$332,418	\$304,300	\$28,118	8.5%
Federal & Provincial Grants	-\$253,472	-\$241,154	-\$12,318	-4.9%
By-Law Charges & Sales	-\$4,117	-\$2,928	-\$1,189	-28.9%
Other Revenue	-\$23,760	-\$22,465	-\$1,295	-5.4%
Total Revenues	-\$281,349	-\$266,547	-\$14,802	-5.3%
Intercompany Charges	\$347	\$710	-\$364	-104.9%
Total Intercompany Charges	\$347	\$710	-\$364	-104.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$51,416	\$38,464	\$12,952	25.2%
Transfers From Funds	-\$10,660	-\$629	-\$10,030	-94.1%
Transfers To Funds	\$3,713	\$4,424	-\$711	-19.2%
Total Transfers	-\$6,947	\$3,795	-\$10,741	-154.6%
Net Expenditure (Revenue) Before Indirect Allocations	\$44,469	\$42,258	\$2,210	5.0%
Indirect Allocations & Debt	\$20,240	\$18,956	\$1,285	6.3%
Total Indirect Allocations & Debt	\$20,240	\$18,956	\$1,285	6.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$64,709	\$61,214	\$3,495	5.4%

Community Services - Continued

Variance Analysis (in thousands of dollars)

Community Services has an operating surplus of \$2,210 (5.0 per cent of the net budget). The surplus is primarily the result of maximizing one-time emergency external funding opportunities. The following factors contribute to these variances:

Compensation – The unfavourable variance of \$2,386 is primarily due to the pandemic pay program, which is offset by funding from the Ministry of Long-Term Care (MLTC) which pays PSW's an additional \$3/hr.

Administration – The favourable variance of \$244 is primarily due to lower than anticipated expenditures associated with interpreters, staff development and tuition-related costs, office supplies and mileage.

Operational & Supply – The favourable variance of \$638 is due to the following:

- Homelessness: The favourable variance of \$733 is due to the timing of costs related to Bridge housing and permanent supportive housing facilities, Health & Safety training and other eligible COVID costs which have been deferred to 2022. The variance is 100% offset in provincially/federally provided COVID funding, which can also be deferred to offset costs.
- Seniors: The unfavourable year-to-date variance of \$249 relates primarily to the usage of medical supplies and PPE, later offset by external emergency funding.
- SAEO: The favourable variance of \$118 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 variance of \$403 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, but offset by external emergency funding.

Equipment, Vehicles, Technology – The unfavourable variance of \$195 is primarily due to anticipated increased spending based on incremental funding for infection prevention and control measures (IPAC) minor capital expenses and medical safety technology for the LTC homes.

Community Assistance – The favourable variance of \$30,254 is due to the following:

- Childrens: The favourable variance of \$1,151 is primarily due to lower than anticipated fee subsidy benefit payments to child care providers due to lower registrations, \$708 of the one-time transitional grant payments to child care providers were deferred to 2022 along with budgeted COVID costs budgeted through reserves being absorbed within our funding allocation.
- Homelessness: The favourable variance of \$1,224 primarily relates to a full year of operating costs budgeted for the new permanent supportive housing facility which was not occupied and operational until December 31, 2021. This is 100% offset in Transfers from Reserves below.
- SAEO: The favourable variance of \$25,833 is a result of less than budgeted life stabilization benefits issued by end of year (\$589) and due to the budget being prepared based on an expected increase in caseloads and benefits for 2021 as per Ministry forecasts. However, caseloads and benefit issuances have decreased by 16% in 2021 compared to 2020 due to the extension of Federal COVID-19 benefits (\$20,404) which is 100% offset by a reduction in provincial revenues below.
- Housing Services: The favourable variance of \$2,047 is due to lower than budgeted spend for ministry-funded programs (\$1,253) and subsidy payments to non-profit and co-op housing providers (\$327). Also contributing to the variance is a combined \$698 for K3D heat control system upgrades for providers (\$185) and capital grants to housing providers under the Capital Loan & Grant program (\$513) that were committed and are included in the 2021 encumbrances reported in Transfers.

Community Services - Continued

Federal & Provincial Grants – The unfavourable variance of \$12,318 is due to the following:

- **Childrens:** The unfavourable variance of \$452 is due to \$708 of the one-time transitional grant being deferred to 2022, offset by the favourable variance of Ministry of Education revenue of \$252.
- **Homelessness:** The favourable variance of \$621 relates to additional provincial and federal funding recognized specific to supporting incremental costs related to Homelessness during the COVID-19 pandemic.
- **Seniors:** The favourable variance of \$13,680 is primarily related to Long-Term Care Emergency Funding (\$7,632), PSW Wage Enhancement funding (\$2,966 - \$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 - \$1,029), funding for a pilot step-down unit program at the Linhaven LTC home (\$338), base funding increase (\$966), increased funding based on resident acuity (\$569), reimbursement of lost accommodation fees (\$728). 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 (\$303).
- **SAEO:** The unfavourable variance of \$24,841 is primarily 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 variance of \$1,326 is 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 variance of \$1,189 is due to the following:

- **Childrens:** The unfavourable variance of \$340 is due to lower than anticipated operating capacity of the child care sector, resulting in less fee subsidy parental fee collection.
- **Seniors:** The unfavourable variance of \$849 is 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 variance of \$1,295 is primarily due to lower than anticipated accommodation fees collected within the long-term care homes due to empty beds, which are required to be held temporarily vacant in order to isolate new admissions. The MLTC has recently directed homes to start to fill these beds and to return to normal occupancy levels.

Intercompany Charges – The unfavourable variance of \$364 is due to the following:

- **Homelessness:** The unfavourable variance of \$325 is due to costs for transit passes and the EMS outreach program which are being funded through provincial COVID dollars.
- **Seniors:** The unfavourable variance of \$159 includes the net costs of redeployed resources from other departments in support of the COVID-19 pandemic. In addition, it includes an allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses.

Transfers – The unfavourable variance of \$10,741 is mainly due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget however funding was received from the provincial government. In addition, the unfavourable variance also includes a budget of \$1,029 for the operations of the permanent supportive housing facilities that obtained occupancy at end of December 2021, and the 2021 encumbrances for K3D heat control system upgrades and capital grants to housing providers as described in Community Assistance above.

Community Services - Continued

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 reduced 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 necessary updated guidance and measures to mitigate the risk of COVID-19 for a highly vulnerable population.
- Seniors Services successfully completed the accreditation process in December 2021, with Accreditation Canada, for all eight long-term care homes. The homes received news in January 2022 that the Regional LTC Homes received accreditation with "Exemplary Standing", a standing awarded to an organization that attains the highest level of performance.
- Through additional base funding from the province's 'A Better Place to Live, a Better Place to Work: Ontario's Long-Term Care Staffing Plan', Seniors Services received council approval for the addition of 112 FTE's to increase direct staffing across the eight long-term care homes with no levy impact.

Homelessness and Community Engagement

- In 2021, the COVID isolation shelter supported 564 individuals experiencing homeless with a safe place to isolate and receive onsite-testing.
- The homelessness team partnered with REACH Niagara and multiple community health agencies across Niagara Region to roll out the REACH Mobile Health Clinic (MHC) which provides access to primary care services for individuals experiencing homelessness.
- Staff supported vaccine clinics and programs to provide COVID-19 vaccinations to over 700 individuals experiencing homeless and continue to support booster shots going into 2022.
- Niagara Region was successful in the establishment of 2 new housing facilities for the homeless servicing system. Both the Bridge Housing and Permanent Supportive Housing projects will increase housing supports through 45 units for individuals experiencing chronic homelessness with complex issues.
- Built for Zero expanded its focus to include Veterans. The Region in partnership with Royal Canadian Legion District Command (RCL) have trained all emergency shelters and outreach staff in identifying and linking veterans to RCL programs.

Social Assistance and Employment Opportunities

- As result of the elimination of Federal COVID Benefits, requests for assistance increased by 178% in Q4 over Q3, resulting in an 8% caseload increase.
- From October – December, SAEO staff completed over 19,000 virtual appointments (e.g. crisis response, assessments, file updates, wellness checks, etc.) and provided in-person service to 4,680 clients at an SAEO office
- In 2021, assisted 2,879 social assistance clients, 83 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.

Housing Services

- NRH partners provided additional supports to tenants for the 2021 holiday season. The Wellness Supportive Living Program provided Christmas lunch and poinsettias, RAFT hosted small, staggered parties with presents, Faith Welland provided gifts to

Community Services - Continued

families and seniors, along with drop-in coffee and sweets with games and Niagara College hosted holiday workshops/celebrations and giveaways.

- Niagara Renovates and Welcome Home Niagara programs continued to receive applications throughout Q4. Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) funding was allocated to Housing Providers.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$106,834	\$104,979	\$1,856	1.7%
Administrative	\$2,450	\$1,866	\$584	23.8%
Operational & Supply	\$9,771	\$8,426	\$1,345	13.8%
Occupancy & Infrastructure	\$1,082	\$1,236	-\$154	-14.2%
Equipment, Vehicles, Technology	\$2,416	\$2,444	-\$28	-1.2%
Community Assistance	\$0	\$3	-\$3	0.0%
Partnership, Rebate, Exemption	\$0	\$16	-\$16	0.0%
Financial Expenditures	\$0	-\$4	\$4	0.0%
Total Expenses	\$122,553	\$118,965	\$3,589	2.9%
Federal & Provincial Grants	-\$93,286	-\$90,938	-\$2,348	-2.5%
By-Law Charges & Sales	-\$130	-\$33	-\$97	-74.6%
Other Revenue	-\$758	-\$1,366	\$608	80.2%
Total Revenues	-\$94,173	-\$92,336	-\$1,837	-2.0%
Intercompany Charges	\$1,657	\$2,030	-\$373	-22.5%
Total Intercompany Charges	\$1,657	\$2,030	-\$373	-22.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$30,037	\$28,658	\$1,379	4.6%
Transfers From Funds	-\$1,743	-\$849	-\$894	-51.3%
Transfers To Funds	\$204	\$399	-\$195	-95.3%
Total Transfers	-\$1,538	-\$450	-\$1,088	-70.7%
Net Expenditure (Revenue) Before Indirect Allocations	\$28,499	\$28,208	\$291	1.0%
Indirect Allocations & Debt	\$15,657	\$15,434	\$223	1.4%
Total Indirect Allocations & Debt	\$15,657	\$15,434	\$223	1.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$44,156	\$43,643	\$514	1.2%

Public Health & Emergency Services - Continued

Variance Analysis (in thousands of dollars)

The year-end favourable variance for Public Health (PH) & Emergency Medical Services (EMS) before indirect allocations was \$291 due to the following factors:

Compensation – The favourable variance of \$1,856 is due to the following:

- Public Health: Favourable variance of \$3,787 primarily due to vacancies in the business continuity program (BCP) amounting to \$4,320 with an offsetting \$533 unfavourable variance in the Pandemic division (PRD).
- EMS: This is partially offset by an unfavourable variance in EMS of \$1,900 mostly due to overtime and lieu payouts of \$1,194 (\$1,022 non-COVID-19 and \$172 COVID-19 related), COVID-19 replacement salaries and benefits of \$627 (\$463 salaries, \$164K benefits), as well as WSIB of \$107.

Administrative – The favourable year-end variance of \$584 is 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-end variance of \$1,345 is attributed to program supplies in BCP that are not being utilized as programs are not delivering the same services and lower than budgeted PPE and medical supplies in EMS and Public Health.

Occupancy & Infrastructure – The unfavourable year-end variance of \$154 is due to preliminary construction costs of the new EMS Community Paramedicine Long-Term Care (CPLTC) facility which was not in the Region's original budget but is 100% funded by the Province and is therefore fully offset by Ministry Revenues.

Federal & Provincial Grants – The unfavourable variance of \$2,348 was driven by:

- Public Health: The unfavourable year-end variance of \$3,717 is due primarily to the 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 year-end results, \$7,527 in COVID-19 related expenditures will be used to maximize mandatory funding.
- EMS: EMS had a year-end favourable variance of \$1,259. This was driven by unbudgeted COVID-19 related funding from the Ministry of Health (\$1,358), one-time funding received for EMS dispatch for WSIB and Emergency Communications Nurses (\$770), increased dispatch base funding (\$141), and funding for additional community Paramedicine one-time programs such as High Intensity Supports at Home (HISH) (\$105). This was partially offset by the CPLTC program unfavourable variance of \$1,132 mainly due to the ramping up process of this new program.

Other Revenue – The favourable year-end variance of \$608 is driven by the proceeds from sales from ambulances (\$218) which is offset below in transfers, higher than budgeted revenues for paramedic services (\$53), as well as unbudgeted revenues for paramedics that worked at Niagara Health vaccination clinics and provided provincial load levelling (\$129). The Mass Immunization clinic has also received donated medical supplies from the Ministry of Health and these contributed assets have been recorded for a total value of (\$205).

Intercompany Charges - The unfavourable year-end variance is \$373 driven by:

- EMS: Transfer of Safe Restart funding from general corporate for 2021 COVID-19 costs of \$203 as well as a transfer of Street Outreach costs from EMS to Social Services of \$147. This is partially offset by costs from Facilities to EMS for increased cleaning due to COVID-19 \$109.
- Public Health: Unfavourable variance of \$447 which is attributed to corporate staff that have been supporting the pandemic division.

Transfers – The unfavourable year-end variance of \$1,088 is due to budgeted transfer from reserve not required as a result of external COVID-19 funding received in year (\$788) as well as a transfer to reserves for the sale of ambulances (\$218) which is offset by the other revenue above.

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.
- Ongoing efforts to immunize Niagara's population to COVID-19, with particular focus on vaccinating children age 5-11 with the vaccine for them newly licensed in Q4, as well as efforts to scale up delivery of booster doses to older adults.
- 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. Q4 saw some increase in these activities before a reduction at the end of the quarter when booster dose vaccinations were increased in response to the Omicron variant.
- 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
- Supported vaccination of Mental Health clients as well as vulnerable populations in congregate care and homeless shelters
- Quality improvement efforts centered around
 - Implementing the Health Quality Ontario standard for Schizophrenia Care in the Community
 - 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

Public Health & Emergency Services - Continued

- 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

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
Compensation	\$17,189	\$15,132	\$2,056	12.0%
Administrative	\$4,102	\$1,356	\$2,746	66.9%
Operational & Supply	\$23,403	\$17,909	\$5,494	23.5%
Occupancy & Infrastructure	\$654	\$594	\$59	9.1%
Equipment, Vehicles, Technology	\$2,461	\$2,348	\$113	4.6%
Partnership, Rebate, Exemption	\$667	\$84	\$583	87.5%
Financial Expenditures	\$0	\$46	-\$46	0.0%
Total Expenses	\$48,475	\$37,468	\$11,007	22.7%
Federal & Provincial Grants	\$59	-\$180	\$238	-407.5%
By-Law Charges & Sales	-\$4,986	-\$3,689	-\$1,297	-26.0%
Other Revenue	-\$3,071	-\$547	-\$2,524	-82.2%
Total Revenues	-\$7,999	-\$4,416	-\$3,583	-44.8%
Intercompany Charges	-\$2,020	-\$2,037	\$18	-0.9%
Total Intercompany Charges	-\$2,020	-\$2,037	\$18	-0.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$38,457	\$31,015	\$7,442	19.4%
Transfers From Funds	-\$1,545	-\$1,458	-\$87	-5.6%
Transfers To Funds	\$2,139	\$2,136	\$3	0.1%
Expense Allocations To Capital	-\$140	-\$89	-\$51	-36.5%
Total Transfers	\$454	\$589	-\$135	-29.8%
Net Expenditure (Revenue) Before Indirect Allocations	\$38,910	\$31,604	\$7,307	18.8%
Indirect Allocations & Debt	\$41,747	\$41,408	\$340	0.8%
Total Indirect Allocations & Debt	\$41,747	\$41,408	\$340	0.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$80,658	\$73,011	\$7,646	9.5%

Public Works Transportation - Continued

Variance Analysis (in thousands of dollars)

Public Works Levy operated at a surplus before indirect allocations of \$7,307, with the factors noted below contributing to this surplus.

The 2021 budget included expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2021, in conjunction with the Court Services division. The work on the implementation of the program, including the proposed changes to the Niagara Region Courts Inter-municipal Agreement, is currently in progress. Accordingly, no expenditures have been 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 because of the delay.

Compensation – The favourable variance of \$2,056 is primarily due to delays in filling vacant positions and decreased overtime costs. Savings related to Vision Zero are \$283.

Administration – The favourable variance of \$2,746 is primarily due to consulting services savings of \$881, information and promotions savings of \$210, lower professional fees of \$289, and reduced staff travel, training and other administrative expenses of \$374 due to the COVID-19 pandemic and vacant positions. Of this unspent budget, \$699 has been committed to future consulting engagements, and is included in the 2021 encumbrances reported in Transfers to Funds. Savings related to Vision Zero are \$974.

Operational & Supply – The favourable variance of \$5,494 is largely due to transit expenditure savings as a result of reduced service levels and ridership, mainly due to the COVID-19 pandemic. Year-end savings for Niagara Region Transit (NRT) and NRT OnDemand were \$1,784 along with savings for Niagara Specialized Transit (NST) of \$980. Other operational impacts include: lower than anticipated usage of hired equipment of \$1,484 related to deferred new Local Area Municipality (LAM) signal builds of \$648, betterments of \$609 and other programs of \$227; lower than anticipated usage of winter sand, winter salt, snow fence and organic de-icing material of \$615; reduced usage of \$292 of traffic signal maintenance, sign and pavement marking materials; and savings related to Vision Zero of \$100. A total of \$698 of the unspent hired equipment budget has been committed to the asphalt paving betterments program and catch basin cleaning, and is included in the 2021 encumbrances reported in Transfers to Funds.

Equipment, Vehicles, Technology – The favourable variance of \$113 is due to Vision Zero savings of \$388, lower equipment and technology costs of \$24, and transit computer software license savings of \$51. These savings are offset by higher fuel costs of \$133 and higher vehicle parts, repairs and maintenance costs of \$212 on an aging fleet.

Partnership, Rebate, Exemption – The favourable variance of \$583 is due to lower than anticipated LAM grants associated with bicycle network facilities and drainage assessment funding for LAMs. Of this unspent budget, \$250 has been committed to Greater Niagara Circle Route initiatives and \$150 to future LAM grants for bicycle network facilities, and are included in the 2021 encumbrances reported in Transfers to Funds.

Federal & Provincial Grants – The favourable year-end variance of \$238 is primarily due to transit safe restart grant revenue of \$206.

By-Law Charges & Sales Revenue – The unfavourable variance of \$1,297 is primarily due to lower than anticipated signal maintenance revenue of \$1,111 from deferred new LAM signal builds and reduced fare revenues as a result of reduced ridership of \$254.

Other Revenue – The unfavourable variance of \$2,524 is related to Vision Zero of \$2,475, offset by lower than anticipated development charges for LAM grants associated with bicycle network facilities of \$50.

Transfers – The unfavourable variance of \$135 relates to 2021 encumbrances of \$1,816, as outlined above and are partially offset by Vision Zero of \$750, and a surplus of \$1,228, related to a budgeted transfer to reserve for Transit COVID-19

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

Public Works Transportation - Continued

Hot Mix program have been successfully completed which will improve the ride quality and asset life on nearly 40 lane kms of Regional roads. Several construction projects have been completed; noteworthy projects include Effingham Road Reconstruction, St. David's Road Reconstruction & the completion of the Sir Isaac Brock Way Multi-Use Path. These projects have enhanced vital links in regional communities and business centres to serve residents and visitors to Niagara.

- The Region's Transportation Systems and Planning department has initiated the Vision Zero Road Safety Plan to enhance safety and community wellbeing for Niagara's residents and visitors. A comprehensive five (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 throughout the Niagara region since 2019/2020.
- Transportation Master Plan (TMP) ongoing and completed strategic projects include 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). These projects support multi-modal travel demands and capacity improvements, active transportation, safety and environment.
- Complete Street Design Manual and Guidelines is underway with an extensive engagement with area municipalities and key stakeholders to set the policy, Right-of-Way (ROW) concepts and design features across Niagara region, which will result in enhanced streets incorporating engineering, urban design and safety best practices.
- Transportation Services has begun a review and revision to current and new Policies and Guidelines. Consultation with internal and external stakeholders as required (LAMs, local BIAs, transit authorities and Active Transportation committees). The purpose is to establish guidelines related to growth and development, to support all modes of travel, create an interconnected active transportation network, support implementation of complete streets and promote road safety across Niagara region.
- Transportation Services is updating their Niagara Region Traffic Demand Model to capture activity-based Transportation Demand in conjunction with the provincial 2051 Travel Demand model update. This will inform and confirm recommended Capital Projects proposed within the Transportation Master Plan. The new Transportation Development Charges proposal will present Capital projects that are calling for complete and safer streets.
- The triple-majority process for the consolidation of Niagara's transit systems commenced in Q4 2021, with Regional Council supporting moving forward at its meeting of November 25, 2021 by a 24-1 margin. The minimum required support from local area municipalities was achieved through December, with Fort Erie, Grimsby, Niagara-on-the-Lake, Niagara Falls, Port Colborne, Thorold, and St. Catharines voting in favour.
- Despite multiple waves of COVID-19 and changing Provincial restrictions, Niagara Region's 3 transit services 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 was prepared for Port Colborne with a launch date of 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
Compensation	\$5,729	\$5,130	\$599	10.5%
Administrative	\$2,120	\$966	\$1,154	54.4%
Operational & Supply	\$23	\$23	\$1	4.0%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$36	\$37	-\$1	-1.9%
Partnership, Rebate, Exemption	\$90	\$30	\$60	66.7%
Total Expenses	\$7,999	\$6,186	\$1,813	22.7%
By-Law Charges & Sales	-\$1,834	-\$1,711	-\$123	-6.7%
Other Revenue	-\$1,236	-\$441	-\$795	-64.3%
Total Revenues	-\$3,069	-\$2,152	-\$918	-29.9%
Intercompany Charges	-\$426	-\$446	\$20	-4.7%
Total Intercompany Charges	-\$426	-\$446	\$20	-4.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$4,504	\$3,589	\$915	20.3%
Transfers From Funds	-\$607	-\$607	\$0	0.0%
Transfers To Funds	\$0	\$535	-\$535	0.0%
Total Transfers	-\$607	-\$71	-\$535	-88.2%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,897	\$3,518	\$380	9.7%
Indirect Allocations & Debt	\$863	\$776	\$87	10.1%
Total Indirect Allocations & Debt	\$863	\$776	\$87	10.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$4,760	\$4,293	\$466	9.8%

Planning & Development - Continued

Variance Analysis (in thousands of dollars)

Planning and Development operated at a surplus before indirect allocations of \$380. The following factors have contributed to this surplus.

Compensation - The favourable variances of \$599 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 variance of \$1,154 is 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. Committed funds related to the NOP and other key projects are included in the 2021 encumbrances and reported below through Transfers.

Partnership, Rebate, Exemption - The favourable variance of \$60 is due to agricultural grants not accessed due to pandemic restrictions.

By-Law Charges & Sales - The unfavourable variance of \$123 is 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.

Other Revenue - The unfavourable variance of \$795 is due to a decreased transfer of development charge revenue funding lower than anticipated. to expenditures for the Niagara Official Plan and secondary or district plans and offsets the favourable forecast for consulting expenditures reported above in administration.

Intercompany Charges - The favourable variance of \$20 is reflective of the reallocation of wages for staff members who have been redeployed to support essential services in Community Services during the COVID-19 pandemic.

Transfers - The unfavourable forecasted variance of \$535 is primarily due to the 2021 encumbrance for the NOP project funds. The encumbered funds will be used in 2022 to complete the NOP in alignment with provincial timelines. Encumbrances for the Municipal Comprehensive Review, Environmental Planning Reviews and the Stormwater Management Guidelines are also form part of the unfavourable transfer variance.

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 17th, 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
Compensation	\$2,589	\$1,797	\$792	30.6%
Administrative	\$2,891	\$1,570	\$1,321	45.7%
Operational & Supply	\$1,114	\$629	\$485	43.5%
Occupancy & Infrastructure	\$1	\$1	\$0	25.5%
Equipment, Vehicles, Technology	\$14	\$27	-\$13	-99.7%
Financial Expenditures	\$223	\$159	\$64	28.5%
Total Expenses	\$6,831	\$4,183	\$2,648	38.8%
Federal & Provincial Grants	\$0	-\$1	\$1	0.0%
Other Revenue	-\$8,951	-\$6,122	-\$2,829	-31.6%
Total Revenues	-\$8,951	-\$6,123	-\$2,828	-31.6%
Intercompany Charges	-\$3	\$3	-\$6	189.5%
Total Intercompany Charges	-\$3	\$3	-\$6	189.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$2,123	-\$1,937	-\$186	-8.7%
Transfers To Funds	\$308	\$308	\$0	0.0%
Total Transfers	\$308	\$308	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,815	-\$1,629	-\$186	-10.2%
Indirect Allocations & Debt	\$1,135	\$1,123	\$12	1.0%
Total Indirect Allocations & Debt	\$1,135	\$1,123	\$12	1.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$680	-\$506	-\$174	25.6%

Court Services - Continued

Variance Analysis (in thousands of dollars)

Court Services operated at a deficit after indirect allocations of \$174 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 were 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 (LAMs) and the Region for the year is \$506 each, which reflects 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, which has resulted in an overpayment of \$4 to the LAMs that will be adjusted through the first quarter distribution payment for 2022 to the LAMs.

Compensation - The favourable variance of \$792 is partially due to Vision Zero of \$655, with the balance related to vacancy management.

Administrative - The favourable variance of \$1,321 is partially due to Vision Zero of \$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 and 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 variance of \$485 is primarily 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. The balance of the surplus is due to Vision Zero of \$106.

Equipment, Vehicles & Technology – The unfavourable variance of \$13 is due to higher than budgeted computer software support, as well as the purchase of technology to support the implementation of Zoom court sessions.

Financial Expenditures – The favourable variance of \$64 is 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 variance of \$2,829 is partially due to Vision Zero of \$1,794. The balance is due to a significant decrease in ticket volumes processed since the start of the COVID-19 pandemic, as well as closure of the courts and deferral of trials, which has resulted in deferred convictions and delays in revenue collection.

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

Court Services - Continued

- 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.
- In 2021, Niagara Court Services conducted a total of 428 Zoom court sessions, with 9,861 participants.
 - Over 6,380 individuals come through the courthouse for in-person customer service in 2021, along with 26,452 incoming calls.
 - Throughout 2021, there was an increased demand for customer service resources compared to pre-COVID 2019 statistics. Call volumes increased by 34% compared to 2019 due to in-person restrictions, and the average call duration has increased by 20% due to the increased complexity of the inquiries and support required. Although in-person customer service volumes have decreased by 63% from 2019 to 2021, the average visitor waiting time has also decreased significantly by 60% due to the decreased congestion. However, the average transaction time for those who do visit the courthouse has also increased by 25%, which is a direct result of increased service complexity.
 - Court Services has received greater than 1,460 charges related to the COVID-19 pandemic (Reopening/Quarantine/Emergency Measures/bylaw) during the last 15 months.
 - Currently scheduling Zoom trials into Q2 2022 for both Part I and Part III matters. As of January 25, 2022, the average time to trial for Part I matters was 546 days. In 2019, pre-pandemic, the average time to trial for Part I matters was 200 days.
 - As of December 31, 2021, Court Services has an 86% Early Resolution (ER) rate, resulting in 14% of matters being set for trial. The trial request rate has continued to gradually decline over the last several months; however, overall it continues to be 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 19th to December 31st, 3,668 cases were suspended, with a total balance outstanding of \$3.46 million. During these same months, payment in full was received for 1,205 (34%) of the cases totaling over \$864,419 (25%).
 - 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 completed all required preparations and received CAO endorsement for the resumption of in-person court matters, pending MAG approvals.
 - While the COVID-19 pandemic certainly changed the landscape for 2021, the Court Services team focused their efforts on transparent, on-going communication with stakeholders, including enforcement agencies, judiciary, and legal professionals. This helped keep all parties informed, and allowed staff to remain responsive to their needs and maintain business continuity.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$2,384	\$2,452	-\$68	-2.9%
Administrative	\$493	\$481	\$12	2.4%
Operational & Supply	\$138	\$150	-\$12	-8.4%
Occupancy & Infrastructure	\$16,586	\$16,710	-\$124	-0.8%
Equipment, Vehicles, Technology	\$162	\$163	-\$2	-1.0%
Community Assistance	\$12,338	\$12,338	\$0	0.0%
Financial Expenditures	\$1,830	\$1,683	\$147	8.0%
Total Expenses	\$33,930	\$33,977	-\$47	-0.1%
Federal & Provincial Grants	-\$6,230	-\$6,230	\$0	0.0%
Other Revenue	-\$16,323	-\$16,192	-\$131	-0.8%
Total Revenues	-\$22,553	-\$22,422	-\$131	-0.6%
Intercompany Charges	\$30	-\$314	\$344	1158.0%
Total Intercompany Charges	\$30	-\$314	\$344	1158.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$11,406	\$11,240	\$166	1.5%
Transfers From Funds	-\$1,364	-\$968	-\$396	-29.0%
Transfers To Funds	\$3,469	\$3,469	\$0	0.0%
Total Transfers	\$2,105	\$2,501	-\$396	-18.8%
Net Expenditure (Revenue) Before Indirect Allocations	\$13,511	\$13,741	-\$230	-1.7%
Indirect Allocations & Debt	\$9,806	\$9,679	\$128	1.3%
Total Indirect Allocations & Debt	\$9,806	\$9,679	\$128	1.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$23,317	\$23,419	-\$102	-0.4%

Niagara Regional Housing - Continued

Variance Analysis (in thousands of dollars)

Niagara Regional Housing (NRH) operated at a deficit before indirect allocations of \$230 (1.7 per cent of the net budget) due to the following factors:

Compensation – The unfavourable variance of \$68 is primarily due to settling of accrued sick, lieu time and vacation banks owed to NRH employees on transition to the Niagara Region.

Occupancy and Infrastructure – The unfavourable variance of \$124 includes \$362 of higher than budgeted property maintenance costs, offset by a favourable variance of \$238 for utilities and property tax.

Financial Expenditures – The favourable variance of \$147 is primarily the result of lower than anticipated write-offs on uncollectable tenant rents.

Other Revenue – The unfavourable variance of \$131 is primarily related to lower than anticipated rental revenues.

Intercompany Charges – The favourable variance of \$344 is 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 variance of \$396 is due to the return to reserves of funding allocated for COVID-19 costs in the 2021 budget and not required due to funding received from the provincial government.

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. Accomplishments in 2021 include:

- Niagara Region Public Health administered COVID vaccines to 175 children on-site in four NRH communities. Many of these children would have faced barriers accessing the vaccines outside of their communities.
- Construction continues for 73 units in two apartment buildings on Hawkins Street in Niagara Falls. This project was 98% complete at the end of December 2021 and tenants will begin moving in at the beginning of 2022
- Construction has completed for 24 supportive housing units and work continues for 21 bridge housing units expected to be completed by January 2022. 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
Compensation	\$163,468	\$165,712	-\$2,244	-1.4%
Administrative	\$3,970	\$3,381	\$589	14.8%
Operational & Supply	\$2,447	\$2,514	-\$67	-2.8%
Occupancy & Infrastructure	\$364	\$183	\$181	49.7%
Equipment, Vehicles, Technology	\$7,225	\$6,836	\$388	5.4%
Financial Expenditures	\$0	-\$4	\$4	4370.9%
Total Expenses	\$177,474	\$178,622	-\$1,148	-0.6%
Federal & Provincial Grants	-\$9,546	-\$9,406	-\$141	-1.5%
By-Law Charges & Sales	-\$1,732	-\$2,829	\$1,098	63.4%
Other Revenue	-\$2,468	-\$2,757	\$289	11.7%
Total Revenues	-\$13,746	-\$14,993	\$1,247	9.1%
Intercompany Charges	-\$4,528	-\$5,185	\$657	-14.5%
Total Intercompany Charges	-\$4,528	-\$5,185	\$657	-14.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$159,200	\$158,445	\$755	0.5%
Transfers From Funds	-\$1,415	-\$365	-\$1,050	-74.2%
Transfers To Funds	\$3,275	\$3,275	\$0	0.0%
Total Transfers	\$1,860	\$2,910	-\$1,050	-56.5%
Net Expenditure (Revenue) Before Indirect Allocations	\$161,060	\$161,355	-\$295	-0.2%
Indirect Allocations & Debt	\$16,892	\$15,917	\$975	5.8%
Total Indirect Allocations & Debt	\$16,892	\$15,917	\$975	5.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$177,952	\$177,272	\$680	0.4%

Niagara Regional Police Services - Continued

Variance Analysis (in thousands of dollars)

For the period ending December 31, 2021, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations deficit of \$295. The Service recommended a transfer to Ontario Police Video Training Alliance (OPVTA) reserves of \$4, representing a surplus for activities related to OPVTA programs. This transfer will increase the net deficit to \$299. The deficit consists of a \$429 deficit attributable to the Service, offset by a \$130 surplus attributable to the Police Service Board. The following factors contributed to this deficit:

Compensation – Compensation expense exceeded the approved budget by \$2,244. This unfavorable variance is the result of civilian replacement costs for operationally essential positions being over budget levels, job re-evaluation for a multi-incumbent position and increased WSIB and Health & Dental costs resulting from actual claims experience.

Administrative – Administrative expenses were below approved budget by \$589. This favorable variance is mainly the result of savings in staff development from reduced travel and cancelled events, conferences, and training sessions. COVID-19 related costs associated with the purchase of PPE is recorded in this category. Unfavourable variances associated with COVID-19 have been mitigated by Safe Restart funding reported under Intercompany Charges.

Operational & Supply Operational and supply costs were above the approved budget by \$67. The unfavorable variance is mainly resulting from gross supply costs for signage, disinfectant, and decontamination purchased for COVID-19 protocols recorded in this category. This cost is offset by Safe Restart funding reported under Intercompany Charges.

Occupancy & Infrastructure – Occupancy and infrastructure costs were below the approved budget by \$181. This favorable variance is the result from savings to lease fees for the IT disaster recovery site and from unspent budget funds within the minor building renovation account frozen to mitigate cost pressures experienced within the compensation category.

Equipment, Vehicles & Technology – Equipment, vehicles, and technology costs were below the approved budget by \$388. This favorable variance is mainly due to unspent budget in minor machinery & equipment and office furniture accounts frozen to mitigate cost pressures within the compensation category. Further, savings arising from vehicle operating costs has also contributed to the favorable variance within this category.

Intercompany Charges and Reserve Transfers –Intercompany charges and reserve transfers were below the approved budget by \$397. This category includes \$3,684 of Safe Restart funds allocated by the Region to offset the incremental gross expenditures and revenue losses experienced by the Service from the COVID-19 restrictions.

Recoveries & Revenues –This variance is mainly the recognition of \$1,205 of OLG transfer revenue for the period of August to December 2021 when budget estimated no OLG revenue for the year, offset by a credit adjustment for 2020 for OLG overpayment from the City.

Conclusion – The detailed variance analysis has been prepared based on results of operations as at December 31, 2021. The Service experienced a budget deficit of \$429 from normal operations offset from a budget surplus of \$130 from the Board Office for an overall net deficit of \$299. The Service implemented strategies to mitigate the overall impact by freezing discretionary spending where possible.

NPCA Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Partnership, Rebate, Exemption	\$6,035	\$6,035	\$0	0.0%
Total Expenses	\$6,035	\$6,035	\$0	0.0%
Total Revenues			\$0	0.0%
Intercompany Charges	\$0	-\$109	\$109	0.0%
Total Intercompany Charges	\$0	-\$109	\$109	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$6,035	\$5,926	\$109	1.8%
Transfers From Funds	-\$109	\$0	-\$109	-100.0%
Total Transfers	-\$109	\$0	-\$109	-100.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$5,926	\$5,926	\$0	0.0%
Total Indirect Allocations & Debt			\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$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
Compensation	\$24,625	\$24,785	-\$161	-0.7%
Administrative	\$4,129	\$2,958	\$1,172	28.4%
Operational & Supply	\$14,196	\$13,945	\$251	1.8%
Occupancy & Infrastructure	\$18,746	\$16,213	\$2,533	13.5%
Equipment, Vehicles, Technology	\$6,436	\$6,705	-\$269	-4.2%
Community Assistance	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$15,282	\$2,313	\$12,970	84.9%
Financial Expenditures	\$0	\$88	-\$88	0.0%
Total Expenses	\$83,414	\$67,007	\$16,407	19.7%
Taxation	-\$124,892	-\$123,442	-\$1,450	-1.2%
Federal & Provincial Grants	\$0	-\$9	\$9	0.0%
By-Law Charges & Sales	-\$1,577	-\$1,605	\$28	1.8%
Other Revenue	-\$8,489	-\$2,091	-\$6,397	-75.4%
Total Revenues	-\$134,959	-\$127,148	-\$7,811	-5.8%
Intercompany Charges	\$1,316	\$631	\$685	52.1%
Total Intercompany Charges	\$1,316	\$631	\$685	52.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$50,228	-\$59,510	\$9,281	18.5%
Transfers From Funds	-\$7,142	-\$1,957	-\$5,185	-72.6%
Transfers To Funds	\$37,299	\$39,660	-\$2,362	-6.3%
Total Transfers	\$30,157	\$37,703	-\$7,546	-25.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$20,072	-\$21,807	\$1,735	8.6%
Indirect Allocations & Debt	\$20,072	\$19,531	\$541	2.7%
Total Indirect Allocations & Debt	\$20,072	\$19,531	\$541	2.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$2,276	\$2,276	0.0%

Water & Wastewater Services - Continued

Variance Analysis (in thousands of dollars)

Water & Wastewater services concluded 2021 with a surplus of \$2,276 after indirect allocations. This consists of a favourable variance of \$284 in Water and of \$1,992 Wastewater. The following factors have contributed to these variances:

Administration – The favourable variance of \$1,172 is primarily a result of lower than expected consulting costs of \$1,036 due to the timing of the Bio-solids and WWW Master Servicing Plans (MSP). Unspent funds for the Master Servicing Plans will be encumbered into the 2022 Operating Budget and are reflected in Transfers to Funds. In addition, there was a reduction in travel and external training of \$111 due to the COVID-19 pandemic and lower than expected external legal costs of \$132. Partially offsetting the favourable variances are increased external professional services of \$313 mainly driven by the wastewater bio-solids investigation.

Operational & Supply – The favourable variance of \$251 is due to lower than expected bio-solids disposal costs of \$869 as a result of delays due to centrifuge equipment breakdowns as well as wet weather. In addition, there was a favourable variance in training expenses of \$154 due to pandemic related restrictions. Partially offsetting these variances are increased sludge collection costs of \$785 as a result of digester maintenance and continued operational challenges at the NF WWTP.

Occupancy & Infrastructure – The favourable variance of \$2,533 is mainly as a result of lower than expected electricity costs of \$1,876 due to lower than anticipated pricing and reduced volumes. As well there is a favourable variance of \$821 in repairs and maintenance (R&M) water and sewer mains. This was partially offset by increased R&M buildings costs of \$196 as work previously deferred during the pandemic was completed in 2021.

Equipment, Vehicles, Technology – The unfavourable variance of \$269 is due to increased equipment costs of \$198 as work deferred in 2020 due to COVID-19 was completed.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$12,970 is due to CSO funds committed to local area municipalities but not yet paid. CSO funding awarded but not spent will be encumbered into future year budgets and is reflected in the Transfer of Funds below.

Taxation - The unfavourable variance of \$1,450 is due to decreased water sales as a result of wet summer weather combined with decreased usage during the pandemic.

Other Revenue – The unfavourable variance of \$6,397 is driven by the timing of development charge revenue recognition to fund the CSO program and WWW Master Servicing Plan of \$6,477.

Intercompany Charges – The favourable variance of \$685 is primarily due to the allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses within the division.

Transfers – The unfavourable variance of \$7,546 is primarily attributable to amounts encumbered for Master Servicing Plans as well as amounts relating to the CSO program. Previously encumbered CSO funding is budgeted to be fully spent during the year, any amounts that remain unspent at year end are either re-encumbered or closed to the Wastewater Capital Reserve.

Community Impacts & Achievements

- The water and wastewater division treated 54,066 ML of water throughout 2021 through six water treatment plants and 313 km of watermains, as well as 67,796ML of wastewater through eleven plants, 112 pumping stations and 306 km of forcemains and gravity trunk sewers. Biosolids and water treatment residuals were processed at the Garner Road Biosolids and Storage Facility and the Niagara Falls WWTP
- 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

Water & Wastewater Services - Continued

YouTube views and 2,100 hours of watch time of the videos and

workshops. Feedback received from participants was overwhelmingly positive

- 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
- Launch of new AVOXI call out system for on-call managers and staff. Eliminating use of legacy pager technology
- 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
- Full implementation 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 207 active capital projects with \$862M total budget
- 40 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 completion November 2021
 - Dain City Sewage Pumping Station Forcemain Phases 4a and 5 are now in construction
 - Construction of Port Colborne WTP Upgrades is currently underway
- South Niagara Falls Wastewater Treatment Plant Environmental Assessment expected completion Spring 2022
- 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, construction awarded in November
- Completed 3D LiDAR scans at 36 facilities. To date, virtual tours are available for 111 of 177 water and wastewater facilities
- Completed an ArcGIS Utility Network Roadmap in preparation for GIS upgrades in 2022
- Completed 12,215 locates in 2021 with 158 of these being after-hours emergencies
- Completed 9 drone flights to support blue-green algae monitoring and capital upgrades
- 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 with information provided by local area municipalities
- Inspected 19km of trunk sanitary sewers
- Cleaned 6km of trunk sanitary sewers
- Completed 50 sewage pumping station drawdown tests
- Installed 57 temporary meters at sewage pumping stations

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$3,574	\$3,459	\$115	3.2%
Administrative	\$1,449	\$455	\$993	68.6%
Operational & Supply	\$49,919	\$51,829	-\$1,910	-3.8%
Occupancy & Infrastructure	\$1,620	\$1,357	\$264	16.3%
Equipment, Vehicles, Technology	\$1,150	\$1,242	-\$92	-8.0%
Community Assistance	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$196	\$207	-\$11	-5.6%
Financial Expenditures	\$0	\$29	-\$29	0.0%
Total Expenses	\$57,909	\$58,578	-\$669	-1.2%
Taxation	-\$40,567	-\$40,567	\$0	0.0%
By-Law Charges & Sales	-\$12,158	-\$19,191	\$7,033	57.8%
Other Revenue	-\$6,466	-\$6,642	\$175	2.7%
Total Revenues	-\$59,191	-\$66,399	\$7,208	12.2%
Intercompany Charges	-\$50	-\$84	\$34	-68.2%
Total Intercompany Charges	-\$50	-\$84	\$34	-68.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$1,332	-\$7,905	\$6,574	493.6%
Transfers From Funds	-\$4,389	-\$4,264	-\$126	-2.9%
Transfers To Funds	\$4,136	\$5,019	-\$883	-21.4%
Total Transfers	-\$254	\$755	-\$1,009	-397.6%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,586	-\$7,150	\$5,565	351.0%
Indirect Allocations & Debt	\$1,586	\$1,463	\$123	7.8%
Total Indirect Allocations & Debt	\$1,586	\$1,463	\$123	7.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$5,688	\$5,688	0.0%

Waste Management Services - Continued

Variance Analysis (in thousands of dollars)

Waste Management Services operated at a surplus after indirect allocations of \$5,688 due to the following factors:

Compensation – The favourable variance of \$115 is due primarily to salary gapping and position vacancy..

Administrative – The favourable variance of \$993 is primarily due to the timing of consulting engagements related to the Long-Term Strategic Plan (LTSP) Study and the Material Recovery Facility (MRF) Opportunity Review – Phase 4, as well as printing costs for the collection guide to be distributed. The consulting engagements and printing costs were committed and are included in the 2021 encumbrance reported in Transfers to Funds. Also contributing to the surplus are savings related to staff development costs due to the COVID-19 pandemic.

Operational & Supply – The unfavourable variance of \$1,910 is mainly due to higher than anticipated recyclable purchase costs from Waterloo and Haldimand as a result of 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, higher tender pricing resulted in greater 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 increased processing costs.

Occupancy & Infrastructure – The favourable variance of \$264 is due to lower than anticipated 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 variance of \$92 is due to higher than anticipated repair and maintenance costs for equipment.

By-Law Charges & Sales – The favourable variance of \$7,033 is primarily due to higher than anticipated market revenues of \$7,486 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 an unfavourable variance in garbage bag sales of \$365 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 \$321 due to a decrease in traffic compared to what was anticipated.

Intercompany Charges – The favourable variance of \$34 is primarily due to the allocation of general corporate 2021 COVID-19 funding from the Province to fund pandemic-related expenses within Waste Management and the reallocation of wages for staff who have been redeployed to support Niagara Region departments in need of resources due to the pandemic.

Transfers – The unfavourable variance of \$1,009 is mainly due to the 2021 encumbrance of \$832 related to the LTSP study, the MRF opportunity review and printing services for the collection guide. Also contributing to this variance is the return to reserves allocated for COVID-19 costs in the 2021 budget as a result of funding received from the provincial government. These have been partially offset by a transfer to the Waste Management Capital Reserve related to the sale of capital equipment in 2021.

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.

Waste Management Services - Continued

- 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 request for proposal (RFP) for the Niagara Region's Waste Management Long-Term Strategic Plan was issued August 6, 2021; however, due to a lack of bid submissions partially attributable to proponents' concerns regarding the amount of approved budget for the work, the RFP scope of work is in process of being reviewed and potentially amended.
- Continue to market recyclable materials at higher than anticipated revenues.
- MRF Opportunity Review Phase 4 is in progress:
 - A negotiated request for proposal was issued in December 2021 and the submission deadline is Wednesday, February 23, 2022.
 - Determination if there is a successful bidder for either a lease or sale transaction is expected to occur by May 2022.
- In 2021, the first full year of every-other-week (EOW) garbage collection:
 - Garbage tonnages have decreased 14.3 per cent (actual, not a projection) compared to the previous year. Monthly decreases ranging from 3 per cent to 22 per cent have been observed.
 - Green bin tonnages have increased 18.2 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 5.7 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 Q1 2022 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.
- 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.
- In October 2021, the Household Hazardous Waste (HHW) program transitioned to producers who are now responsible for the management of designated materials. The Region's current HHW program remains unchanged.

Waste Management Services - Continued

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.
- The Niagara Road 12 administration building underwent a refurbishment in the fall. Work included replacing building windows, garage doors and repairs to the concrete sidewalks around the perimeter of the building.

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

The following identifies all budget amendments & adjustments as per budget control policy 2017-63.

Department	Adjustment Amount	Adjustment Description
Original Budget Revenue & Expenditures	1,058,987	
Total Budget Amendment	-	
Corporate	23,130	To record the 2020 Encumbrance budget adjustment as detailed in the 2020 Year-End Results & Transfer report (CSD 17-2021).
Corporate	9,473	To record COVID-19 funding swap and allocations as approved by Council from Q1
Corporate Administration	2,000	To record the Tourism Adaptation and Recovery Fund grant and related federal funding (ED 4-2021), outlining the required budget adjustment requirements for items > \$1million as approved by PED committee Feb 17th and Council on Feb 25, 2021.
Corporate Administration	230	To record a transfer of 2020 surplus from the tax payer relief reserve to the 2021 Economic Development working budget as approved by council April 22, 2021 through CSD 17-2021
Community Services	1,361	To record previously adopted operating budget in the amount of \$1,361 to be fully funded through Ministry of Long-Term Care funding for Seniors Services
Community Services	397	To record additional COCHI funding announced funding for Housing Services
Public Health and Emergency Services	170	To record revised funding and related expenditures and revenues for Public Health approved after the approval of the 2021 annual budget.
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	3,521	To record one-time expenditure increase to fund incremental COVID costs, funded 100% by MOH Covid-19 funding.
Public Health and Emergency Services	1,738	To record one-time funding from the Local Health Integrated Network (LHIN) to support expenditures for Community Paramedicine program as detailed in Council Report PHD4-2021
Public Health and Emergency Services	13,156	To record funding received for the Mass Immunization Program
Public Health and Emergency Services	825	To record renewed funding from MOH to support Covid-19 School Focused Nurses Initiative
Public Health and Emergency Services	613	To record funding announcement for the Dedicated Offload Nursing Program.
Public Health and Emergency Services	(19)	To record one time funding to replace flooring for PH department
Public Health and Emergency Services	65	To record purchase of new laptops for Public Health

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

Department	Adjustment Amount	Adjustment Description
Public Health and Emergency Services	31	To record the funding announcement for one-time retroactive payments to ACTT psychiatrists.
Public Health and Emergency Services	150	To record approved one-time funding for needles for the Needle Exchange Program
Public Health and Emergency Services	10	To record additional funding related to IPAC program
Public Health and Emergency Services	17	To record additional funding for the Public Health Inspector Practicum Program
Niagara Regional Housing	(96)	To record a reduction of 3 months of rental revenues due to delay in when NRH assumed the property.
Niagara Regional Police Services	227	To record funding received from Ontario Provincial Police (OPP) for participation in a Joint Forces Strategy and one-time grant funding from Ministry of the Solicitor General (SOLGEN) to support investigation expenditures
Transportation	750	To reflect that Vision Zero capital costs will be funded with net proceeds from Vision Zero operations.
Transportation	250	Transfer from Greater Niagara Circle Route Reserve to fund Welland Canal Parkway trail extensions (PW 26-2021)
Water and Wastewater Shared Services	60	To record a transfer to capital project related to vehicle replacement
Water and Wastewater Shared Services	270	To record additional funding received from LAMs and related expenses for WWW MSP modelling with Lincoln and St. Catharines
Water and Wastewater Shared Services	46	To record additional funding received from LAMs and related expenses for WWW MSP modelling with Grimsby.
Total Budget Adjustment	58,698	
December 31, 2021 Adjusted Budget	1,117,685	

Reserve Summary (in thousands of dollars)

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

At December 31, 2021 the Region's consolidated and uncommitted reserve balance was \$291,004 (\$283,449 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 2.89 (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 Dec 31, 2021 before Transfers	Year-end Transfers*	Balances at December 31, 2022	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2021
Wastewater Capital	\$25,154	\$25,397	\$0	-\$34,516	\$481	\$16,516	\$0	\$16,516	\$0	\$16,516
Water Capital	\$71,954	\$21,464	\$0	-\$24,495	\$1,719	\$70,642	\$267	\$70,909	\$0	\$70,909
Waste Management	\$11,169	\$2,687	\$0	-\$2,557	\$273	\$11,572	\$0	\$11,572	-\$1,145	\$10,427
General Capital Levy	\$19,941	\$32,850	-\$2,658	-\$31,500	\$0	\$18,633	\$0	\$18,633	-\$150	\$18,483
Infrastructure Deficit	\$0	\$3,926	\$0	-\$3,352	\$0	\$574	\$0	\$574	\$0	\$574
Court Services Facility Renewal	\$3,210	\$158	\$0	\$333	\$0	\$3,701	\$0	\$3,701	\$0	\$3,701
Niagara Regional Housing	\$6,705	\$1,541	-\$375	\$0	\$0	\$7,871	\$0	\$7,871	\$0	\$7,871
NRH Owned Units	\$5,272	\$2,827	\$0	\$186	\$0	\$8,285	\$0	\$8,285	\$0	\$8,285
NRPS Long-Term Accommodation (LTA)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ontario Police Video Training Alliance	\$107	\$0	\$0	\$0	\$0	\$107	\$4	\$111	\$0	\$111
Police Capital Levy	\$284	\$1,425	\$0	-\$1,379	\$0	\$330	\$0	\$330	\$0	\$330
Police Vehicle and Equipment Replacement	\$24	\$1,400	\$0	-\$1,400	\$0	\$24	\$0	\$24	\$0	\$24
Total Capital Reserves	\$143,820	\$93,675	-\$3,033	-\$98,680	\$2,473	\$138,255	\$271	\$138,526	-\$1,295	\$137,231
Wastewater Stabilization	\$3,254	\$0	\$0	\$0	\$79	\$3,333	\$1,992	\$5,325	\$0	\$5,325
Water Stabilization	\$3,430	\$0	\$0	\$0	\$84	\$3,514	\$16	\$3,530	\$0	\$3,530
Waste Management Stabilization	\$6,364	\$0	-\$3,558	\$0	\$112	\$2,918	\$5,688	\$8,606	\$0	\$8,606
Encumbrance**	\$16,275	\$12,040	-\$11,219	\$0	\$0	\$17,096	\$0	\$17,096	\$0	\$17,096
Investment Income Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxpayer Relief	\$53,509	\$1,811	-\$6,553	\$0	\$0	\$48,767	\$11,889	\$60,656	\$0	\$60,656

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 Dec 31, 2021 before Transfers	Year-end Transfers*	Balances at December 31, 2022	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2021
NRH Rent Supplements	\$249	\$0	-\$19	\$0	\$0	\$230	\$0	\$230	\$0	\$230
Police Contingency	\$704	\$250	\$0	\$0	\$0	\$954	\$0	\$954	\$0	\$954
Police Services Board Contingency	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$242	\$0	\$242
Total Corporate Stabilization Reserves	\$84,027	\$14,101	-\$21,349	\$0	\$275	\$77,054	\$19,585	\$96,639	\$0	\$96,639
Ambulance Communication	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Circle Route Initiatives	\$1,383	\$0	-\$250	\$0	\$0	\$1,133	\$0	\$1,133	\$0	\$1,133
Hospital Contribution	\$6,600	\$1,500	\$0	\$0	\$0	\$8,100	\$0	\$8,100	\$0	\$8,100
Total Specified Contribution Reserves	\$7,983	\$1,500	-\$250	\$0	\$0	\$9,233	\$0	\$9,233	\$0	\$9,233
Future Benefit Costs	\$24,551	\$0	-\$195	\$0	\$0	\$24,356	\$0	\$24,356	\$0	\$24,356
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270	\$0	\$2,270
Smart Growth	\$201	\$0	\$0	\$0	\$0	\$201	\$0	\$201	\$0	\$201
Landfill Liability	\$10,821	\$1,500	\$0	-\$2,410	\$253	\$10,164	\$0	\$10,164	\$0	\$10,164
NRH Employee future benefits	\$793	\$0	\$0	\$0	\$0	\$793	\$0	\$793	\$0	\$793
Police Accumulated Sick Leave	\$1,361	\$0	-\$365	\$0	\$0	\$996	\$0	\$996	\$0	\$996
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$3,470	\$200	\$0	\$0	\$0	\$3,670	\$0	\$3,670	\$0	\$3,670
Total Future Liability Reserves	\$47,619	\$1,700	-\$560	-\$2,410	\$253	\$46,602	\$0	\$46,602	\$0	\$46,602
Total (Excluding Deferred Revenues)	\$283,449	\$110,976	-\$25,192	-\$101,090	\$3,001	\$271,144	\$19,856	\$291,000	-\$1,295	\$289,705

*Subject to Council approval in CSD 9-2022

**Balance includes \$4 adjustment to be corrected in Q1 2022.

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 December 31, 2021	Capital Commitments *	Balance Available at December 31, 2021**
Development Charges-General Government	\$1,617	\$653	\$51	-\$458	\$0	\$42	\$1,905	\$0	\$1,905
Development Charges-Police Services	\$3,964	\$1,128	\$88	\$0	-\$17	\$111	\$5,274	-\$1	\$5,273
Development Charges-Roads	\$62,893	\$18,767	\$1,419	\$0	-\$3,855	\$1,734	\$80,957	-\$76,896	\$4,061
Development Charges-Sewer	\$59,724	\$12,528	\$1,005	-\$983	-\$1,066	\$1,598	\$72,806	-\$19,756	\$53,051
Development Charges-Water	\$32,172	\$8,914	\$715	-\$253	-\$5,940	\$827	\$36,435	-\$17,338	\$19,097
Development Charges-Emergency Medical	\$1,813	\$456	\$14	\$0	-\$49	\$49	\$2,284	-\$46	\$2,237
Development Charges-LT Care	\$7,796	\$3,336	\$67	\$0	-\$2,175	\$205	\$9,228	-\$22,025	-\$12,797
Development Charges-POA	-\$10	\$146	\$8	\$0	\$0	\$2	\$146	\$0	\$146
Development Charges-Health	\$1,148	\$410	\$13	\$0	\$0	\$33	\$1,603		\$1,603
Development Charges-Social Housing	\$2,377	\$3,136	\$21	\$0	-\$7,899	\$57	-\$2,308	-\$5,853	-\$8,161
Development Charges-Waste Division	\$2,804	\$1,078	\$26	-\$30	-\$21	\$81	\$3,938	-\$242	\$3,697
Subtotal Development Charges	\$176,297	\$50,551	\$3,426	-\$1,723	-\$21,022	\$4,741	\$212,269	-\$142,157	\$70,112
Federal Gas Tax	\$27,605	\$27,860	\$0	\$0	-\$12,080	\$866	\$44,251	-\$25,805	\$18,446
Provincial Gas Tax	\$1,437	\$1,089	\$0	\$0	\$0	\$48	\$2,574	\$0	\$2,574
Subtotal Gas Tax	\$29,042	\$28,949	\$0	\$0	-\$12,080	\$914	\$46,825	-\$25,805	\$21,020
Total	\$205,339	\$79,500	\$3,426	-\$1,723	-\$33,102	\$5,655	\$259,094	-\$167,962	\$91,133

* 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-Q3	Actuals Q4	Total	Annual Budget	Actual Variance
Other Economic Incentives:					
50% Industrial - (M)	\$38		\$38		
Brownfield - (D) ²	\$133	\$498	\$632		
Smart Growth Niagara - (D)	\$118	\$413	\$531		
Long-Term Care Facility - (D)	\$0		\$0		
Board of Education - (M)	\$0		\$0		
NRH - (D)	\$0		\$0		
Parking garage - (D)	\$0		\$0		
Agriculture - (D)	\$0		\$0		
Place of Worship - (D)	\$0		\$0		
Intensification RDC Reductions - (M)	\$0		\$0		
Hotels/Motels - (D)	\$7		\$7		
Other (D)	\$28		\$28		
Subtotal - Other Economic Incentives	\$324	\$911	\$1,235	\$6,668	\$5,432
Non-Profit - (D)¹	\$0	\$0	\$0	\$150	\$150
Industrial and Gateway - (D)³	\$1,343	\$848	\$2,190	\$1,050	-\$1,140
Total	\$1,667	\$1,759	\$3,426	\$7,868	\$4,442

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 ^{1,2}				\$29,221	\$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
4263 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	\$1,809	Pending	Pending
5820 Robinson Street	Nov 14, 2018	Residential Townhouses	Niagara Falls	\$704	\$0	\$498
3659 Stanley Ave	Oct 4, 2021	Commercial office space, storage facility	Niagara Falls	Pending	Pending	Pending
Total				\$31,867	\$2,223	\$632

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

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

Deferred Revenue Summary (in thousands of dollars) - continued

2021 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2021
Q1-Q4 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
Total				\$5	\$0

2021 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2021
Q1-Q3 Applications:				\$1,459	\$1,459
Q4 Applications:					
4746 King St	Sep 30, 2021	Winery facility	Lincoln	\$54	\$54
5698 Ramey Road	Oct 15, 2021	Industrial warehousing operation	Niagara Falls	\$26	\$26
3845 Victoria Ave	Nov 11, 2021	Farm Winery and Grape Processing Facility	Lincoln	\$9	\$9
490 Prince Charles Dr South	Dec 2, 2021	Manufacturer of Hydraulic and Servo Systems and Controls	Welland	\$547	\$547
700 Major St	Dec 12, 2021	Storing and sales of swimming pool supplies & construction/Parts for pools.	Welland	\$95	\$95
Total				\$2,190	\$2,190

Operating Reserve Transfer Reconciliation (in thousands of dollars)

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Council approved net operating transfers to reserves, including interest allocation to reserves	- \$42,810	
<u>Additional operating reserve transfers (to)/from reserves:</u>		
All Rate Reserves	- \$2,449	Interest income allocation to reserve forecasted at investment income portfolio rate in alignment with Reserve Policy
2020 Encumbrances	\$16,275	2020 Encumbrances (CSD 17-2021)
2021 Encumbrances	- \$17,096	2021 Encumbrances (CSD 9-2022)
Wastewater Capital	- \$1,773	Underspent CSO projects closed during the year, transfer amount back to Wastewater Capital Reserve
Capital Levy	\$114	Transfer to reserve for proceeds on sale of surplus properties (in alignment with Procurement By-Law)
Capital Levy	- \$732	Transfer back to reserve for unused funds - Niagara Falls and St. Catharines GO Stations not fully operational (in alignment with budget planning By-law)
Capital Levy	- \$17	Transfer back to general capital fund of proceeds from disposition of assets for Infrastructure and Operations
Capital Levy	- \$220	Transfer back to general capital fund of proceeds from disposition of assets for Public Health and Emergency Medical Services
Capital Levy	- \$159	Transfer back to general capital fund of proceeds from disposition of assets for Transportation
Capital Levy	- \$11,591	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Water Capital	- \$565	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements
Water Capital	- \$200	Transfer of proceeds from surplus properties to reserve (in alignment with Procurement By-Law)
Wastewater Capital	- \$7,081	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements
Wastewater Capital	- \$3	Transfer of proceeds from disposition of assets to Wastewater capital reserve
Niagara Regional Housing	\$31	Reduced budgeted transfer to reserve due to delay in Niagara Regional Housing property transfer
Waste Management Capital	- \$52	Transfer of proceeds from disposition of assets to Waste Management capital reserve
Waste Management Stabilization	\$111	Transfer from reserve - to fund the reinstatement of the Waste Management free container exchange program budget for 2021 (CSD 31-2021)
Taxpayer Relief	- \$800	Transfer back to reserve for unused funds - Human Resources Information Systems
Taxpayer Relief	\$230	Transfer from reserve - to fund the Niagara Foreign Trade Zone (NFTZ) and Foreign Direct Investment activities (CSD 17-2021)
Taxpayer Relief	- \$1,029	Transfer back to reserve for unused funds for permanent supportive housing due to delay in occupancy
Taxpayer Relief	- \$19,059	Transfer back to reserve for unused funds - COVID-19 external funding received to fund 2021 budgeted COVID-related expenditures
Taxpayer Relief	-\$161	Transfer back to reserve as a result of COVID-19 related savings in Transit
Circle Route Initiative	\$250	Transfer from Greater Niagara Circle Route Reserve to fund Welland Canal Parkway trail extensions (PW 26-2021)
Net operating transfers to reserves	- \$88,785	

Capital Reserve Transfer Reconciliation (in thousands of dollars)

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Council approved net capital transfers per 2021 Budget	\$103,580	Reserve Transfers to capital projects
Capital reserve transfer commitments from 2020 or prior Budget	\$1,295	2020 or prior uninitiated capital projects
<u>Q1 to Q3 additional capital reserve transfers:</u>		
General Capital Levy	- \$750	Transfer back to reserve - Vision Zero capital requirements to be funded through operating infraction revenues
Court Services Facility Renewal	- \$333	Project close out, funds returned to reserve - Court Facilities Renewal
NRH Owned Units	- \$200	Project close outs, funds returned to reserve - Annual - Emergency Capital Program - 2020 (-\$200), Expansion, Thorold (\$0)
NRH Owned Units	- \$316	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	Transfer to reserve - net proceeds on transfer of property at 725 Welland Avenue (NRH 13-2020)
Police Capital Levy	- \$60	Project close outs, funds returned to reserve - Radio System Infrastructure (-\$5), D5 & D8 Evidence Management (-\$10), Property & Evidence Safe (-\$45)
<u>Q4 additional capital reserve transfers:</u> (None)		
Net capital transfers	\$102,385	

Encumbrance Summary (in thousands of dollars)

Encumbrance accounting is a mechanism to facilitate the accounting of goods and services where an obligation to purchase has occurred but the goods or services had not been received by year end. Public sector accounting requires the Niagara Region to follow accrual based accounting. This creates a funding complication in that goods or services contracted before year end and received subsequent to year end would not be matched to their budgeted funding. Encumbrance accounting was introduced to effectively transfer the budgeted funding for goods and services where a purchase order, contract or other commitment exists, to an encumbrance reserve at year end. Below is a detailed summary of 2021 encumbrances by department.

Encumbrance History

	2021	2020	2019	2018	2017
Governance	\$0	\$0	\$0	\$0	\$0
General Government	\$6,209	\$5,369	\$4,463	\$3,363	\$2,278
Corporate Administration	\$373	\$309	\$84	\$135	\$390
Corporate Services	\$933	\$125	\$198	\$779	\$239
Community Services	\$0	\$55	\$289	\$36	\$3
Planning & Development Services	\$535	\$607	\$664	\$1,881	\$1,649
Public Health	\$0	\$0	\$65	\$1,318	\$79
Economic Development	\$0	\$0	\$0	\$285	\$678
Niagara Regional Housing	\$698	\$1,149	\$735	\$371	\$501
Public Works - Transportation	\$1,816	\$938	\$849	\$735	\$1,544
Public Works - Waste Management	\$832	\$706	\$810	\$932	\$522
Public Works - Water/ Wastewater *	\$5,700	\$7,017	\$8,220	\$9,659	\$9,495
Council Direction (CSD 21-2019)	\$0	\$0	\$0	\$1,828	\$0
TOTAL	\$17,096	\$16,275	\$16,377	\$21,322	\$17,378

* The Public Works - Water/Wastewater 2021 Encumbrance includes \$9,849 (\$5,152 funded from reserves, \$4,697 funded from development charges) related to the Combined Sewer Overflow (CSO) program. Managing this program through the operating budget rather than capital budget began in 2015. \$827 remains in capital projects related to the CSO program from 2008 through 2014.

Notes:

- \$12,024 of the total encumbrances in 2021 (2020 - \$12,333) relate to incentive and grant programs.

Encumbrance Detail (in thousands of dollars)

Description	Amount
General Government	
Public Realm Investment Program	
East Fonthill Servicing RR20 & Rice Road*	\$12
RR18 (Ontario St.), RR81 (King St.)*	10
Civic Square Revitalization*	30
RR54 Pelham Port Robinson Rice Rd Parkette*	30
RR27 Welland Parkette Hellems/East Main St*	20
Downtown Beamsville Beautification Projects*	31
Jordan Hollow Cultural Park*	83
Greening Projects on Martindale and Lakeshore Road Gateway*	7
Yukon House - Canada Summer Games*	10
Pelham Arches Lighting and Streetscape*	10
Trees and Transit Shelters on Rice Road*	30
Oakes Park - Canada Summer Games Plaza*	25
Dominion & Lakeshore Road Roundabout Landscaping & Gateway	80
Victoria Ave and Bridge Street Roundabout Gateway Features	75
Coronation Park RR81 Streetscape	44
West Lincoln Square Furniture	20
Casablanca Road Streetscape Features	125
	\$642
Gateway - Tax Increment Grant	
287 Silverthorne/Buchner*	3,882
Waterfront Improvement Program	
Millennium Recreation Trail*	400
Smarter Niagara Incentive Program	
Building and Facade Improvement Grant/Loan Program	259
CIP/MasterPlans/Official Plans Grant Program	376
ESA Phase II (Risk Assessment Plan)	73
Heritage Restoration and Improvement Grant	49
Residential Grant/Loan Program	528
	1,285
Total Encumbrances for General Government	\$6,209
Corporate Administration	
Economic Development - Study and Lead Generation*	81
Canada Summer Games - 13 for 13 Event	100
Communications Master Plan	55
Economic Development Strategy	18
HRIS System and Processing Review	53
Recruitment for the Commissioner of Public Works	66
Total Encumbrance for Corporate Administration	\$373
Corporate Services	
Development Charge Background Study*	13
IT Cyber Audit	122
Canada Summer Games Consulting Costs	20
Building Condition Assessments	150
Property Valuations	200
City of St. Catharines	28
CRTC Application for Rural Highspeed Internet	400
Total Encumbrance for Corporate Services	\$933
Planning & Development	
Niagara Official Plan*	355
Municipal Comprehensive Review*	44
Environmental Planning Review*	52
Stormwater Management Guidelines*	35

Encumbrance Detail (in thousands of dollars) – Continued

Description	Amount
By-Law External Legal	24
Market and Financial Feasibility Analysis - 68 Church	25
Total Encumbrance for Planning and Development	\$535
Niagara Regional Housing	
K3D Thermostat Technology*	185
Capital Loan & Grant Program - Grant Portion*	513
Total Encumbrance for Niagara Regional Housing	\$698
Public Works - Transportation	
Catch Basin Cleaning*	\$124
Cityworks Software Upgrade	87
Complete Streets Design Manual*	52
Niagara Airports Master Plan*	18
Bicycle Facilities Grant	150
Asphalt Patching Program	575
Greater Niagara Circle Route - Extension of the Welland Canal Parkway Trail	200
Greater Niagara Circle Route - Wayfinding Initiatives	50
Multimodal Transportation (EMME) Planning Software	75
Transit Commission	485
Total Encumbrance for Public Works - Transportation	\$1,816
Public Works - Waste Management	
Fairness Advisor for MRF Opportunity Review*	18
MRF Opportunity Review*	242
Long-Term Waste Management Strategic Plan*	500
Landfill Liability Model and Calculation	6
2022 Collection Guide Printing	66
Total Encumbrance for Public Works - Waste Management	\$832
Public Works - Water/Wastewater**	
Master Service Plans*	548
Combined Sewer Overflow Funding - 2015 Program (at 75%)*	265
Combined Sewer Overflow Funding - 2016 Program (at 75%)*	200
Combined Sewer Overflow Funding - 2017 Program (at 75%)*	217
Combined Sewer Overflow Funding - 2018 Program (at 50%)*	752
Combined Sewer Overflow Funding - 2019 Program (at 50%)*	897
Combined Sewer Overflow Funding - 2020 Program (at 50%)*	952
Combined Sewer Overflow Funding - 2021 Program (at 50%)*	1,869
Total Encumbrance for Public Works - Water/Wastewater	\$5,700
TOTAL 2021 ENCUMBRANCE	\$17,096

*Encumbrance balance carried over in part of fully from 2020

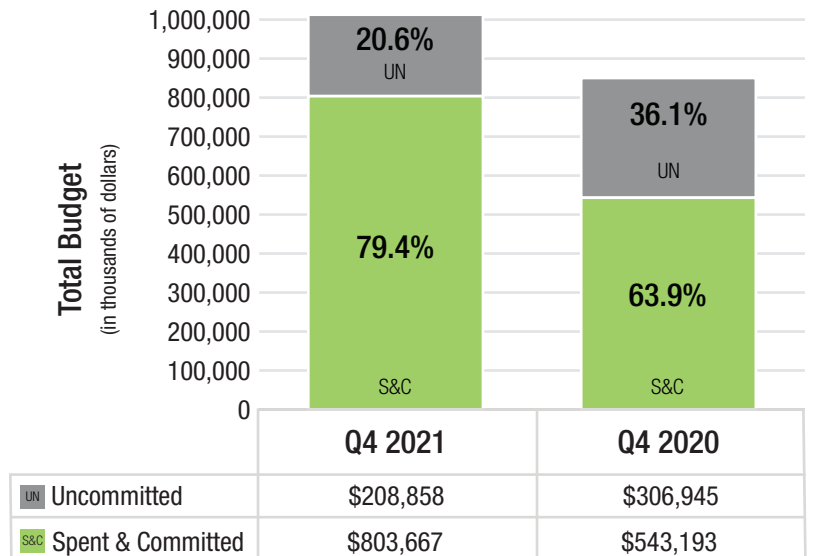
The Public Works – Water/Wastewater 2021 Encumbrance includes \$9,849 (\$5,152 funded from reserves as summarized above and \$4,697 funded from development charges) related to the Combined Sewer Overflow (CSO) program. Managing this program through the operating budget rather than the capital budget began in 2015. \$827 remains in captial projects related to the CSO program from 2008 to 2014.

CAPITAL HIGHLIGHTS

LEVY

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

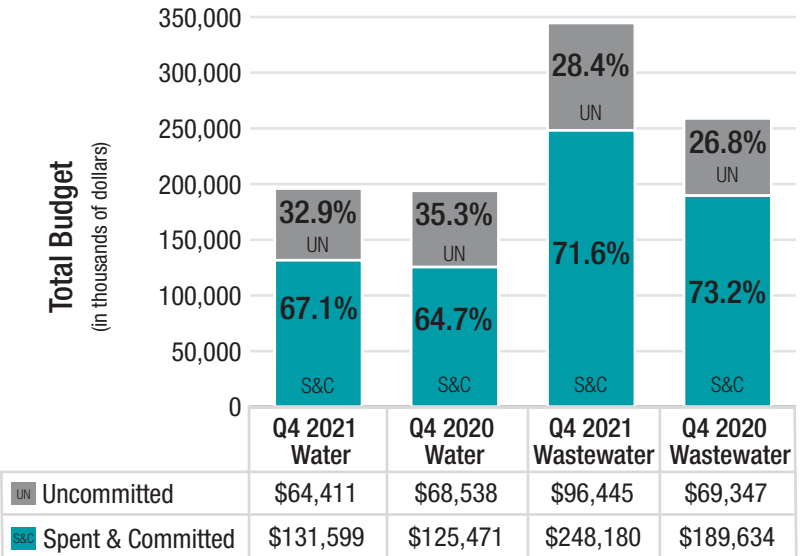
Active projects with budgets greater than \$1 million.



WATER & WASTEWATER

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

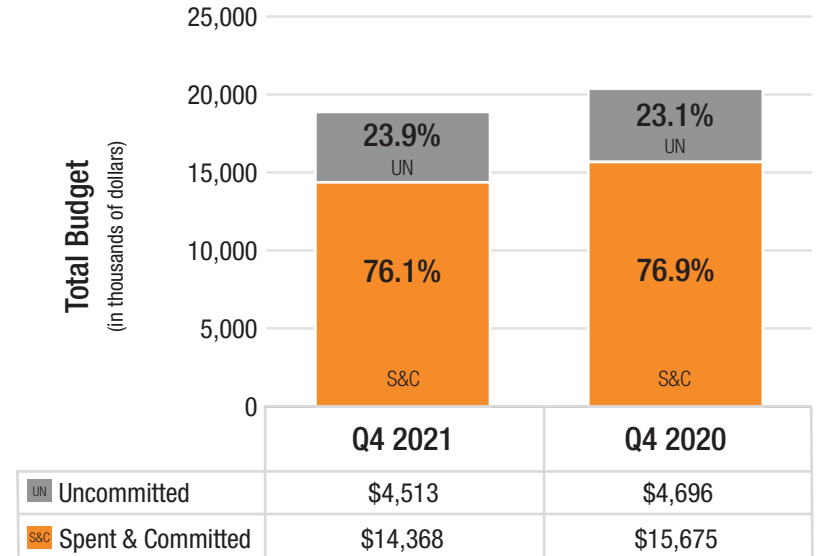
Active projects with budgets greater than \$1 million.



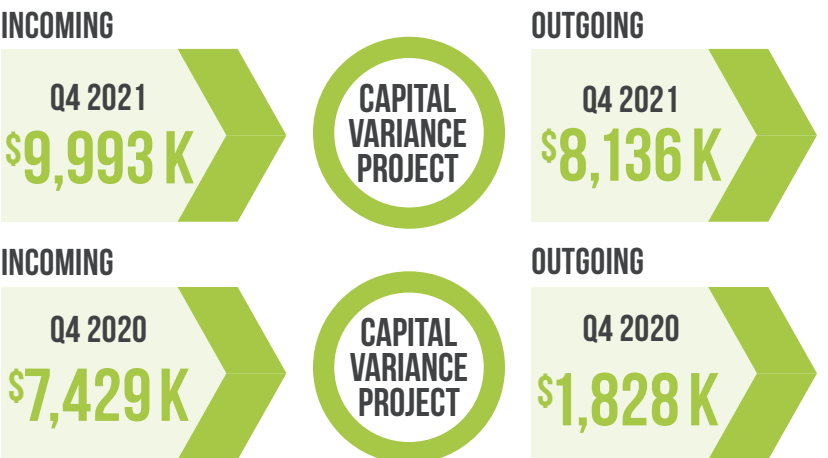
WASTE MANAGEMENT

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

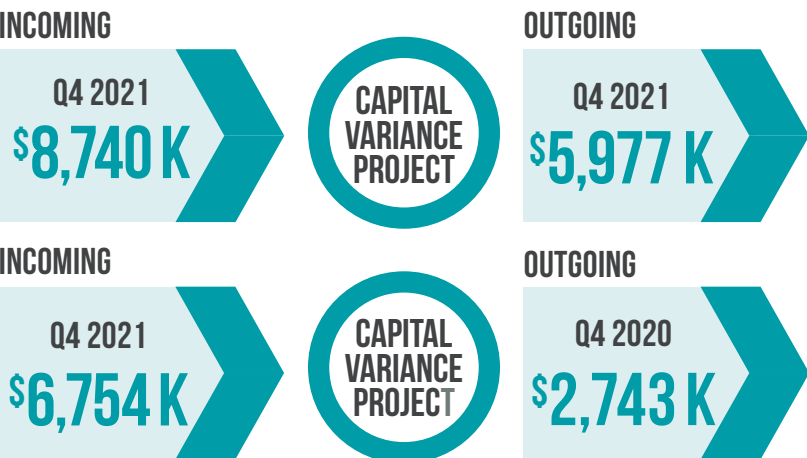
Active projects with budgets greater than \$1 million.



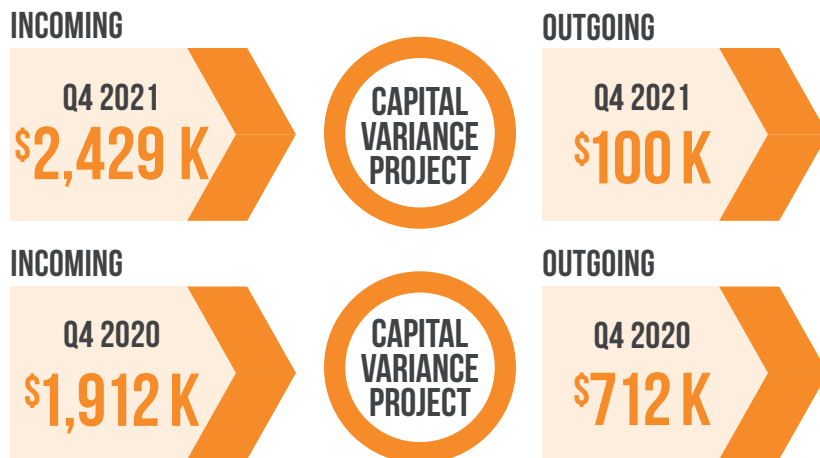
YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS



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 increased by \$28,735 since Q3 2021. This increase is primarily caused by gross budget adjustments (\$47,764) and transfers from capital variance projects (\$8,068). The increase is mitigated by projects closed (\$23,826) and budget reductions (\$3,271).

15 capital projects of the 575 capital sub-projects, with budgets totalling approximately \$287,768 (levy \$14,547 / rate \$273,221) remain uninitiated at December 31, 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
2020 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2020	\$957,397	\$531,022	\$1,488,420
Council Approved 2021 Budget	\$85,757	\$414,548	\$500,306
Gross Budget Adjustment (including transfers from operating)	\$96,216	\$2,497	\$98,713
Transfer from Capital Variance Project	\$2,609	\$820	\$3,429
Budget Reductions on Active Capital Projects *	-\$6,133	-\$3,201	-\$9,335
Projects Closed	-\$78,717	-\$8,414	-\$87,131
Transfer between Levy/Rate Programs	\$775	-\$775	\$0
2021 Total Adjusted Program (excluding Capital Variance Projects) at July 22, 2021	\$1,057,904	\$936,498	\$1,994,402
Gross Budget Adjustment (including transfers from operating)	\$16,704	\$371	\$17,075
Transfer from Capital Variance	\$819	\$1,897	\$2,716
Budget Reductions on Active Capital Projects *	-\$1,667	-\$15,005	-\$16,672
Projects Closed	-\$20,452	-\$24,055	-\$44,507
2021 Total Adjusted Budget (excluding Capital Variance Projects) at October 20, 2021	\$1,053,309	\$899,705	\$1,953,014
Gross Budget Adjustment (including transfers from operating)**	\$47,764	\$0	\$47,764
Transfer from Capital Variance	\$4,708	\$3,360	\$8,068
Budget Reductions on Active Capital Projects *	-\$2,806	-\$465	-\$3,271
Projects Closed	-\$8,203	-\$15,625	-\$23,828
2021 Total Adjusted Budget (excluding Capital Variance Projects) at December 31, 2021	\$1,094,772	\$886,975	\$1,981,747

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

**Gross Budget Adjustment include expedited council approval of Capacity Improvements – RR98 Montrose Road project

Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments, transfers from the capital variance project, budget reductions and transfer to operations during Q4 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
Corporate Services	2021 Canada Summer Games	\$97,330		\$4,131		CV - Levy	\$101,461
Corporate Services	HQ Health & Safety Upgrades	\$625			-\$20	CV - Levy	\$605
Corporate Services	Annual IT Asset Replacement - 2020	\$1,597	\$77				\$1,674
Corporate Services	HQ Campbell East Roof	\$745			-\$52	CV - Levy	\$693
Corporate Services	Niagara Regional Police Range - HVAC	\$309		\$157			\$466
Planning	HQ Landscape Master Plan	\$3,294	\$93		-\$93	CV - Levy	\$3,294
Niagara Regional Housing	Welland Multi-Residential Intensification	\$100	\$13,578				\$13,678
Niagara Regional Housing	Fort Erie Property Acquisition	\$0	\$100				\$100
Public Works - Levy	Roads Rehabilitation - RR69 Victoria/Mountain	\$200		\$100			\$300
Public Works - Levy	Roads Reconstruction - St Davids Road East	\$10,224	\$138		-\$138	CV - Levy	\$10,224
Public Works - Levy	Roads Rehabilitation - RR48 Carlton/Scott	\$390	\$60				\$450
Public Works - Levy	Roads Rehabilitation - RR529 Webber/River	\$5,850			-\$2,200	CV - Levy 350K, DC - Roads 220K, Canada Community Building Fund - 1,630K	\$3,650
Public Works - Levy	Multi-use Path -Sir Issac Brock/406	\$875	\$31		-\$31	CV - Levy	\$875
Public Works - Levy	Capacity Improvements - RR98 Montrose Road*	\$1,250	\$31,790				\$33,040
Public Works - Levy	21 Ann-Guide Rail Improvement	\$250		\$70			\$320
Public Works - Levy	Emergency Repair- RR55 Culvert	\$0		\$250			\$250
Public Works - Levy	Roads Reconstruction - RR38 QEW/Fourth	\$22,492	\$272		-\$272	CV - Levy 39K, DC - Roads 233K	\$22,492
Public Works - Levy	Burgoyne Bridge	\$95,301	\$1,333				\$96,634
Public Works - Levy	Roads Rehabilitation - RR1 Albert/Lakeshore	\$8,025	\$273				\$8,298

Capital Budget Adjustments (in thousands of dollars) – Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Works - Levy	Roads Rehabilitation - RR81 Durham/Lincoln	\$1,975	\$20				\$1,995
All Levy Departments		\$145,531	\$47,764	\$4,708	- \$2,806		\$300,499
Wastewater	Pump Station Improvement Program - Riverview SPS	\$1,305			- \$350	CV - Wastewater	\$955
Wastewater	Wastewater Treatment Plant Upgrade - Seaway	\$350		\$150			\$500
Wastewater	Pump Station / Forcemain Improvement Program - City Hall - Port Colborne	\$337		\$37			\$374
Wastewater	Pump Station Improvement Program - Dain City SPS	\$295		\$92			\$387
Wastewater	Pump Station / Forcemain Improvement Program -Spring Gardens SPS	\$350		\$176			\$526
Wastewater	Pump Station Improvement Program - Lakeside	\$2,240			- \$70	CV - Wastewater \$63K, DC - Wastewater 7K	\$2,170
Wastewater	Wastewater Treatment Plant Upgrade - Niagara Falls	\$49,350		\$2,681			\$52,031
Water	Water Treatment Plant Upgrade - Niagara Falls - 2017	\$12,952			- \$45	CV - Wastewater \$2K, CV- Water 43K	\$12,907
Water	Decew Water Treatment Plant Intake Building	\$5,224		\$225			\$5,449
All Rate Departments		\$72,403	\$0	\$3,360	- \$465		\$75,298
All Departments	Total	\$217,934	\$47,764	\$8,068	- \$3,271		\$375,797

*Gross budget adjustment approved per CSD 64-2021

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 23 projects were closed between October 22 to December 31, 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	Capacity Improvements - RR54 Hwy 20/Merritt	\$6,850	\$6,442	\$408	\$61	CVP Levy	7
Public Works - Levy	Intersection Intelligent Transportation System - 2018	\$274	\$273	\$1	\$1	CVP Levy	4
Public Works - Levy	RR81 Retaining Wall Emergency Repairs	\$50	\$39	\$11	\$11	CVP Levy	2
Corporate Services	Port Colborne EMS Base Renos	\$35	\$33	\$2	\$2	CVP Levy	8
Corporate Services	Niagara Region Headquarters Campbell West Elevator	\$172	\$160	\$12	\$12	CVP Levy	6
Corporate Services	Niagara Regional Police Services Gun Range Roof	\$822	\$18	\$804	\$803	CVP Levy	4
Total Levy Reporting Projects Closed and Removed from Project Listing		\$8,203	\$6,965	\$1,239	\$890		
Waste Management	Niagara Road 12 & Park Road - Pump Station Upgrades	\$1,677	\$1,602	\$75	\$75	CVP WMT	10
Waste Management	Mountain Road - Stormwater Management Pond Expansion	\$685	\$629	\$56	\$56	CVP WMT	9
Waste Management	Niagara Road 12 - Scale House Upgrades	\$153	\$135	\$18	\$18	CVP WMT	6
Waste Management	Niagara Road 12 - Stormwater Management Pond Upgrades	\$505	\$452	\$53	\$53	CVP WMT	4
Waste Management	Recycling Centre - Fibre Line Enhancements	\$2,200	\$180	\$2,020	\$2,020	CVP WMT	3
Waste Management	Recycling Centre Drum Line Feeder	\$450	\$353	\$97	\$97	CVP WMT	1
Total Waste Management Projects Closed and Removed from Project Listing		\$5,670	\$3,351	\$2,319	\$2,319		
Water Works	Miscellaneous Program - Evaluation & Replacement	\$1,100	\$1,063	\$37	\$104	CVP WAT	7
Water Works	Watermain Program - Hwy406 Cross Trans	\$2,187	\$2,181	\$6	\$1	CVP WAT	6
Water Works	Watermain Replacement - Aqueduct/Merritt	\$300	\$0	\$300	\$300	CVP WAT	3
Total Water Projects Closed and Removed from Project Listing		\$3,587	\$3,244	\$343	\$405		
Wastewater	Combined Sewer Overflow - St. Catharines	\$108	\$101	\$7	\$7	CVP SEW	13
Wastewater	Master Meter Replacement - Merritt Meadows	\$903	\$734	\$169	\$15	CVP SEW	7

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	Sewer & Forcemain Program - Highway 406 Trunk	\$1,480	\$1,479	\$1	\$0	CVP SEW	6
Wastewater	Wastewater Treatment Plant Upgrade - Secondary Clarifier - Seaway	\$2,420	\$2,400	\$20	\$20	CVP SEW	6
Wastewater	Rosemount Sewage Pump Station Replacement	\$200	\$0	\$200	\$100	CVP SEW	5
Wastewater	Forcemain Replacement St.Davids Sewage Pump Station	\$775	\$691	\$84	\$84	CVP SEW	5
Wastewater	Sewer Rehabilitation - Gordon Street	\$300	\$0	\$300	\$300	CVP SEW	3
Total Wastewater Projects Closed and Removed from Project Listing		\$6,368	\$5,587	\$781	\$526		
Total Rate Projects Closed and Removed from Project Listing		\$15,625	\$12,182	\$3,443	\$3,250		
Total Projects Closed		\$23,828	\$19,147	\$4,681	\$4,140		

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 \$1,981,747 capital budget managed by Niagara Region, representing 575 sub-projects, total capital spending including commitments to date of \$1,266,735 and budget remaining of \$715,012, after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 193 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	\$1,669	\$6	99.6%
Corporate Services	\$404,671	\$382,564	\$22,107	94.5%
Niagara Regional Housing	\$78,443	\$59,075	\$19,368	75.3%
Niagara Regional Police Services Board	\$38,258	\$31,635	\$6,623	82.7%
Planning	\$3,294	\$3,256	\$38	98.8%
Public Health	\$9,939	\$9,008	\$931	90.6%
Public Works - Levy	\$476,245	\$316,459	\$159,786	66.4%
Waste Management	\$18,881	\$14,368	\$4,513	76.1%
Wastewater	\$339,625	\$243,180	\$96,445	71.6%
Water Works	\$196,010	\$131,599	\$64,411	67.1%
Active projects with budgets greater than \$1 million	\$1,567,041	\$1,192,813	\$374,228	76.1%
Uninitiated projects with budgets greater than \$1 million	\$287,136	\$0	\$287,136	0.0%
Total projects with budgets greater than \$1 million	\$1,854,177	\$1,192,813	\$661,364	64.3%
Active projects with budgets less than \$1 million	\$126,937	\$73,922	\$53,015	58.2%
Uninitiated projects with budgets less than \$1 million	\$633	\$0	\$633	0.0%
Total Capital Projects	\$1,981,747	\$1,266,735	\$715,012	63.9%

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 193 projects totaling \$1,854,177 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$1,192,813, representing 64.3 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	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
St. Catharines Child Care Addition		\$1,675	\$1,669	\$6	99.6%	\$6	\$0	\$0	\$0	2022
Total Community Services		\$1,675	\$1,669	\$6	99.6%	\$6	\$0	\$0	\$0	
2021 Canada Summer Games		\$101,461	\$100,735	\$726	99.3%	\$2,209	\$0	\$0	\$0	2022
911 Backup Rationalization - 2020		\$8,760	\$1,797	\$6,963	20.5%	\$1,000	\$6,794	\$0	\$0	2023
Asset Replacement - 2018		\$2,947	\$2,877	\$70	97.6%	\$195	\$0	\$0	\$0	2022
Asset Replacement - 2019		\$2,288	\$2,192	\$96	95.8%	\$133	\$0	\$0	\$0	2022
Asset Replacement - 2020		\$1,674	\$1,614	\$60	96.4%	\$59	\$59	\$0	\$0	2023
Customer Service Strategic Priority		\$1,685	\$703	\$982	41.7%	\$1,240	\$0	\$0	\$0	2022
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	0.0%	\$3,895	\$0	\$0	\$0	2022
Emergency Medical Services Facility Welland		\$1,100	\$442	\$658	40.1%	\$658	\$0	\$0	\$0	2022
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$0	\$1,750	0.0%	\$0	\$1,750	\$0	\$0	2023
Long-term Accommodations - NRPS D1		\$20,654	\$20,630	\$24	99.9%	\$368	\$0	\$0	\$0	2022
Long-term Accommodations - NRPS Headquarters D2 (Note 4)		\$67,760	\$67,743	\$17	100.0%	\$0	\$0	\$0	\$17	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	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Long-term Care Home Redevelopment - 2015		\$85,917	\$81,532	\$4,385	94.9%	\$41,706	\$26,341	\$4,939	\$0	2024
Niagara Regional Police Emergency Services Roof Replacement		\$1,033	\$956	\$77	92.6%	\$573	\$0	\$0	\$0	2022
Redevelopment of Linhaven Long Term Care Home - 2020		\$105,652	\$99,612	\$6,040	94.3%	\$32,038	\$49,603	\$12,471	\$0	2024
Regional Headquarters Generator Replacement		\$1,990	\$1,731	\$259	87.0%	\$277	\$0	\$0	\$0	2022
Total Corporate Services		\$408,566	\$382,564	\$26,002	93.6%	\$84,351	\$84,547	\$17,410	\$17	
Building Capital - 2018		\$4,654	\$4,629	\$25	99.5%	\$213	\$0	\$0	\$0	2022
Building Capital - 2019		\$5,454	\$5,487	- \$33	100.6%	\$316	\$0	\$0	\$0	2022
Building Capital - 2020		\$3,974	\$3,962	\$12	99.7%	\$1,112	\$0	\$0	\$0	2022
Building Capital - 2021		\$4,790	\$2,827	\$1,963	59.0%	\$3,306	\$0	\$0	\$0	2022
Grounds Capital - 2020		\$1,010	\$1,009	\$1	99.9%	\$43	\$0	\$0	\$0	2022
Grounds Capital - 2021		\$2,290	\$764	\$1,526	33.4%	\$1,939	\$0	\$0	\$0	2022
Multi-Residential Intensification - Niagara Falls - 2018 (Note 2)		\$20,915	\$19,196	\$1,719	91.8%	\$391	\$0	\$0	\$1,795	2022
Social Housing Assistance Improvement Program - 2018 (Note 1)		\$2,683	\$2,618	\$65	97.6%	\$9	\$0	\$0	\$65	2022
Social Services Relief Fund Phase 2 Permanent Supportive Housing		\$4,418	\$4,357	\$61	98.6%	\$136	\$0	\$0	\$0	2022
Unit Capital - 2018 (Note 3)		\$1,401	\$1,401	\$0	100.0%	\$0	\$0	\$0	\$6	2022
Unit Capital - 2019		\$5,355	\$5,354	\$1	100.0%	\$1,567	\$0	\$0	\$0	2022
Unit Capital - 2020		\$3,471	\$3,185	\$286	91.8%	\$3,124	\$0	\$0	\$0	2022
Multi-Residential Intensification - Welland - 2020		\$13,678	\$45	\$13,633	0.3%	\$10,915	\$2,729	\$0	\$0	2023
Niagara Falls Supportive Housing Renovation		\$4,350	\$4,241	\$109	97.5%	\$1,366	\$0	\$0	\$0	2022
Total Niagara Regional Housing		\$78,443	\$59,075	\$19,368	75.3%	\$24,437	\$2,729	\$0	\$1,866	

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	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Communications Back-up		\$4,600	\$0	\$4,600	0.0%	\$4,150	\$450	\$0	\$0	2023
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$1,000	\$0	\$0	\$0	2022
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$1,250	\$0	\$0	\$0	2022
Information Technology & Equipment Replacement		\$1,090	\$1,090	\$0	100.0%	\$0	\$0	\$0	\$0	2022
Information Technology Continuity Plan		\$1,500	\$1,003	\$497	66.9%	\$248	\$248	\$0	\$0	2023
P25 Radio System Expansion		\$2,403	\$2,403	\$0	100.0%	\$0	\$0	\$0	\$0	2022
S.P.I.R.I.T. (Supporting Police in Records Information Technology)		\$8,630	\$8,589	\$41	99.5%	\$72	\$72	\$0	\$0	2023
Vehicles - 2018		\$1,386	\$1,386	\$0	100.0%	\$0	\$0	\$0	\$0	2022
Vehicles - 2019		\$1,430	\$1,430	\$0	100.0%	\$0	\$0	\$0	\$0	2022
Vehicles - 2020		\$1,523	\$1,410	\$113	92.5%	\$114	\$0	\$0	\$0	2022
Vehicles - 2021		\$1,400	\$1,077	\$323	76.9%	\$782	\$0	\$0	\$0	2022
Voice Radio System		\$13,296	\$13,247	\$49	99.6%	\$61	\$10	\$0	\$0	2023
Total Niagara Regional Police Services Board		\$39,508	\$31,635	\$7,873	80.1%	\$7,677	\$780	\$0	\$0	
Regional Headquarters Landscape Master Plan		\$3,294	\$3,256	\$38	98.8%	\$38	\$0	\$0	\$0	2022
Total Planning		\$3,294	\$3,256	\$38	98.8%	\$38	\$0	\$0	\$0	
Ambulance & Equipment - 2019		\$2,301	\$2,273	\$28	98.8%	\$181	\$0	\$0	\$0	2022
Ambulance & Equipment - 2020		\$3,302	\$2,661	\$641	80.6%	\$765	\$0	\$0	\$0	2022
Ambulance & Equipment - 2021		\$2,029	\$1,899	\$130	93.6%	\$135	\$0	\$0	\$0	2022
Defibrillator Replacement		\$2,307	\$2,175	\$132	94.3%	\$2,307	\$0	\$0	\$0	2022
Total Public Health		\$9,939	\$9,008	\$931	90.6%	\$3,388	\$0	\$0	\$0	
Annual - Storm Sewer & Culvert Program - 2019		\$1,000	\$986	\$14	98.6%	\$0	\$0	\$0	\$14	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	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Storm Sewer & Culvert Program - 2020		\$1,100	\$847	\$253	77.0%	\$385	\$0	\$0	\$0	2022
Capacity Improvements - Charnwood/McLeod		\$6,810	\$6,691	\$119	98.3%	\$19	\$99	\$0	\$0	2023
Capacity Improvements - New Escarpment Crossing		\$2,200	\$1,200	\$1,000	54.6%	\$500	\$1,000	\$9	\$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%	\$150	\$250	\$333	\$0	2024
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$15,096	\$305	\$14,791	2.0%	\$7,396	\$7,421	\$0	\$0	2023
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$4,575	\$2,961	\$1,614	64.7%	\$1,677	\$0	\$0	\$0	2022
Capacity Improvements - RR10 Livingston/QEW-GR		\$27,750	\$3,000	\$24,750	10.8%	\$12,000	\$12,000	\$1,651	\$0	2024
Capacity Improvements - RR98 Montrose Road		\$33,040	\$1,547	\$31,493	4.7%	\$6,000	\$23,000	\$2,710	\$0	2024
Environmental Assessment - RR 42 Ontario Street		\$2,610	\$616	\$1,994	23.6%	\$2,105	\$0	\$0	\$0	2022
Fleet & Vehicle Replacement Program - 2020		\$2,330	\$1,176	\$1,154	50.5%	\$2,000	\$266	\$0	\$0	2023
Illumination Program - 2020		\$1,000	\$322	\$678	32.2%	\$945	\$0	\$0	\$0	2022
Intersection - RR20 Industrial Park/South Grimsby Road 6		\$2,898	\$2,845	\$53	98.2%	\$53	\$0	\$0	\$0	2022
Intersection - RR20 Roundabout at S Grimsby Rd		\$5,462	\$4,963	\$499	90.9%	\$622	\$0	\$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	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Intersection - RR20 Industrial Park to Townline Phase 2		\$3,681	\$3,669	\$12	99.7%	\$220	\$0	\$0	\$0	2022
Intersection Improvement - RR24 Victoria Ave		\$2,200	\$1,573	\$627	71.5%	\$970	\$0	\$0	\$0	2022
Intersection Improvement - RR46 Geneva Street		\$1,000	\$858	\$142	85.8%	\$867	\$0	\$0	\$0	2022
Intersection Improvement - RR46 Geneva/St. Paul		\$5,389	\$5,326	\$63	98.8%	\$257	\$0	\$0	\$0	2022
Intersection - RR89 Jacobsen/Burleigh		\$5,586	\$5,481	\$105	98.1%	\$267	\$0	\$0	\$0	2022
Replacement of Burgoyne Bridge (Note 3)		\$100,867	\$99,930	\$937	99.1%	\$0	\$0	\$0	\$974	2022
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$83	\$917	8.3%	\$250	\$724	\$0	\$0	2023
Roads Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$719	\$281	71.9%	\$307	\$281	\$0	\$0	2023
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,478	\$315	91.7%	\$50	\$150	\$115	\$0	2024
Roads Reconstruction - RR38 QEW/Fourth (Note 2)		\$22,492	\$20,764	\$1,728	92.3%	\$1,000	\$1,000	\$0	\$523	2023
Roads Reconstruction - St Davids Road East		\$10,224	\$8,504	\$1,720	83.2%	\$1,974	\$48	\$0	\$0	2023
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$5,050	\$4,691	\$359	92.9%	\$477	\$0	\$0	\$0	2022
Roads Rehabilitation - RR63 Baldwin/Coffee Bridge		\$3,035	\$3,025	\$10	99.7%	\$35	\$0	\$0	\$0	2022
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$8,000	\$4,719	\$3,281	59.0%	\$7,486	\$300	\$0	\$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	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Rehabilitation - RR1 Albert/Lakeshore		\$8,298	\$7,739	\$559	93.3%	\$7,000	\$689	\$0	\$0	2023
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$1,325	\$450	74.6%	\$900	\$517	\$0	\$0	2023
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$16,629	\$8,671	65.7%	\$5,140	\$8,619	\$0	\$0	2023
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2 (Note 2)		\$8,122	\$7,579	\$543	93.3%	\$1,325	\$0	\$0	\$543	2022
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$10,500	\$10,055	\$445	95.8%	\$5,258	\$0	\$0	\$0	2022
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,665	\$135	95.2%	\$607	\$135	\$0	\$0	2023
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$1,700	\$487	\$1,213	28.6%	\$136	\$1,288	\$0	\$0	2023
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$1,250	\$406	\$844	32.5%	\$600	\$345	\$0	\$0	2023
Roads Rehabilitation - RR81 Durham to Lincoln		\$1,995	\$251	\$1,744	12.6%	\$1,700	\$61	\$0	\$0	2023
Roads Rehabilitation - RR529 Webber to River		\$3,650	\$2,394	\$1,256	65.6%	\$800	\$1,174	\$0	\$0	2023
Roads Rehabilitation - RR20 Lundy's Lane		\$1,200	\$336	\$864	28.0%	\$175	\$946	\$0	\$0	2023
Roads Resurfacing - 2019		\$8,939	\$8,932	\$7	99.9%	\$182	\$0	\$0	\$0	2022
Roads Resurfacing - 2020		\$8,417	\$8,404	\$13	99.8%	\$1,163	\$0	\$0	\$0	2022
Roads Resurfacing - 2021		\$10,000	\$9,126	\$874	91.3%	\$2,902	\$0	\$0	\$0	2022
Storm Pumping Station Improvements - McLeod Rd at Stanley Ave - 2017		\$2,550	\$2,090	\$460	82.0%	\$2,001	\$0	\$0	\$0	2022
Structural Rehabilitation - 2016		\$3,700	\$3,679	\$21	99.4%	\$342	\$0	\$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	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Structural Rehabilitation - 2019		\$1,000	\$976	\$24	97.6%	\$70	\$0	\$0	\$0	2022
Structural Rehabilitation - 2020		\$1,000	\$140	\$860	14.0%	\$870	\$0	\$0	\$0	2022
Structural Rehabilitation - Reece		\$9,333	\$9,268	\$65	99.3%	\$141	\$0	\$0	\$0	2022
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$13,250	\$756	\$12,494	5.7%	\$985	\$8,964	\$2,784	\$0	2025
Structural Rehabilitation - Hydro Canal North		\$3,130	\$229	\$2,901	7.3%	\$2,000	\$978	\$0	\$0	2023
Structural Rehabilitation - 2021		\$1,500	\$0	\$1,500	0.0%	\$1,500	\$0	\$0	\$0	2022
Structural Rehabilitation Hwy20		\$3,500	\$0	\$3,500	0.0%	\$3,500	\$0	\$0	\$0	2022
Structural Replacement - RR81 20 Mile Arch Bridge		\$5,020	\$588	\$4,432	11.7%	\$293	\$3,000	\$1,560	\$0	2025
Structure Rehabilitation - Schisler Road Bridge		\$2,240	\$2,185	\$55	97.5%	\$518	\$0	\$0	\$0	2022
Transportation Infrastructure Means Protection		\$3,116	\$3,086	\$30	99.0%	\$50	\$0	\$0	\$0	2022
Public Works - Roads & Fleet		\$424,933	\$290,331	\$134,602	68.3%	\$88,170	\$73,255	\$10,162	\$2,054	
GO Transit		\$31,598	\$10,160	\$21,438	32.2%	\$8,663	\$10,000	\$2,802	\$0	2024
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$0	\$0	\$8,402	\$0	2024
Total GO Transit		\$40,000	\$10,160	\$29,840	25.4%	\$8,663	\$10,000	\$11,204	\$0	
Inter-Municipal Transit Capital Acquisition - 2017		\$20,714	\$15,968	\$4,746	77.1%	\$4,661	\$1,000	\$0	\$0	2023
Total IMT Transit		\$20,714	\$15,968	\$4,746	77.1%	\$4,661	\$1,000	\$0	\$0	
Total Public Works - Levy		\$485,647	\$316,459	\$169,188	65.2%	\$101,494	\$84,255	\$21,366	\$2,054	
Bridge St - Public Drop Off Depot Improvement (Note 3)	Uninitiated	\$1,145	\$0	\$1,145	0.0%	\$0	\$0	\$0	\$1,145	2022
Glenridge - Leachate Collection		\$2,035	\$539	\$1,496	26.5%	\$200	\$1,408	\$0	\$0	2023
Humberstone - Infrastructure		\$10,706	\$8,796	\$1,910	82.2%	\$200	\$200	\$1,661	\$0	2024

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Mountain - Leachate Collection System Upgrade		\$1,462	\$411	\$1,051	28.1%	\$100	\$1,224	\$0	\$0	2023
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation		\$3,555	\$3,524	\$31	99.1%	\$85	\$0	\$0	\$0	2022
Recycling Centre - Facility Improvements Groundwater		\$1,123	\$1,098	\$25	97.7%	\$50	\$0	\$0	\$0	2022
Total Waste Management		\$20,026	\$14,368	\$5,658	71.7%	\$635	\$2,832	\$1,661	\$1,145	
Combined Sewer Overflow - Grimsby		\$1,725	\$222	\$1,503	12.9%	\$0	\$752	\$752	\$0	2024
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		\$12,700	\$636	\$12,064	5.0%	\$100	\$0	\$12,167	\$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	\$2,733	\$67	97.6%	\$159	\$0	\$0	\$0	2022
Digester & Sludge Program - 2020		\$1,250	\$704	\$546	56.3%	\$500	\$360	\$0	\$0	2023
Digester & Sludge Program - 2021		\$1,250	\$217	\$1,033	17.3%	\$200	\$1,005	\$0	\$0	2023
Forcemain Replacement Bridgeport Sewage Pump Station		\$3,250	\$2,404	\$846	74.0%	\$2,100	\$380	\$0	\$0	2023
Forcemain Replacement Jordan Valley Sewage Pump Station		\$3,175	\$362	\$2,813	11.4%	\$126	\$0	\$2,813	\$0	2024
Forcemain Replacement Campden Sewage Pump Station		\$1,400	\$899	\$501	64.2%	\$1,000	\$261	\$0	\$0	2023
Forcemain Replacement East Side Sewage Pump Station		\$1,975	\$292	\$1,683	14.8%	\$855	\$855	\$0	\$0	2023
Lagoon Upgrade program - Stevensville/Douglstown		\$4,100	\$3,100	\$1,000	75.6%	\$500	\$2,000	\$703	\$0	2024
Miscellaneous Program - Chemical System Upgrades - 2017		\$2,100	\$1,979	\$121	94.2%	\$600	\$294	\$0	\$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	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,200	\$471	\$1,729	21.4%	\$569	\$1,400	\$0	\$0	2023
Miscellaneous Program - Garner Road (Note 4)		\$5,242	\$5,115	\$127	97.6%	\$9	\$0	\$0	\$120	2022
Miscellaneous Program - Motor Control Centres		\$2,250	\$1,266	\$984	56.3%	\$1,608	\$0	\$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	\$966	\$534	64.4%	\$150	\$490	\$13	\$0	2024
Pump Station Improvement Program - Design		\$5,711	\$5,657	\$54	99.1%	\$69	\$0	\$0	\$0	2022
Pump Station Improvement Program - Haulage Road		\$2,150	\$2,097	\$53	97.5%	\$205	\$0	\$0	\$0	2022
Pump Station Improvement Program - Lakeside		\$2,170	\$2,160	\$10	99.5%	\$217	\$0	\$0	\$0	2022
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,140	\$145	95.6%	\$10	\$135	\$0	\$0	2023
Pump Station Improvement Program - Park Lane		\$1,400	\$1,221	\$179	87.2%	\$347	\$0	\$0	\$0	2022
Pump Station Improvement Program - Wellandvale		\$3,446	\$3,061	\$385	88.8%	\$671	\$385	\$0	\$0	2023
Pump Station Improvement Program - Woodsvie		\$5,420	\$480	\$4,940	8.8%	\$300	\$807	\$4,000	\$0	2024
Pump Station Improvement Program - Shirley Road		\$2,400	\$2,101	\$299	87.5%	\$1,537	\$512	\$0	\$0	2023
Pump Station Improvement Program - East Side Port Colborne		\$4,500	\$308	\$4,192	6.8%	\$3,148	\$1,049	\$0	\$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	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Improvement Program - Laurie Ave		\$4,700	\$282	\$4,418	6.0%	\$3,465	\$981	\$0	\$0	2023
Pump Station Improvement Program - George St		\$2,850	\$2,660	\$190	93.3%	\$2,645	\$0	\$0	\$0	2022
Sewer & Forcemain Program - Dain City		\$11,525	\$10,848	\$677	94.1%	\$4,000	\$1,210	\$0	\$0	2023
Sewer & Forcemain Program - Stamford Centre (Note 4)		\$9,965	\$9,671	\$294	97.1%	\$0	\$0	\$0	\$438	2022
Sewer & Forcemain Program - Tupper Dr Trunk		\$2,910	\$1,869	\$1,041	64.2%	\$2,115	\$529	\$0	\$0	2023
Sewer Trunk Rehabilitation - Stamford - Phase 2		\$7,950	\$7,697	\$253	96.8%	\$1,639	\$0	\$0	\$0	2022
Sewer Relining Program		\$1,336	\$1,336	\$0	100.0%	\$3	\$0	\$0	\$0	2022
Sludge Septic Haulage Program -		\$1,000	\$1	\$999	0.1%	\$100	\$500	\$399	\$0	2024
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station		\$600	\$0	\$600	0.0%	\$600	\$0	\$0	\$0	2026
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station	Uninitiated	\$3,790	\$0	\$3,790	0.0%	\$0	\$173	\$3,617	\$0	2026
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station	Uninitiated	\$3,322	\$0	\$3,322	0.0%	\$520	\$87	\$2,715	\$0	2026
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St	Uninitiated	\$5,921	\$0	\$5,921	0.0%	\$0	\$270	\$5,651	\$0	2026
South Niagara Falls Wastewater Treatment Plant Outfall		\$780	\$0	\$780	0.0%	\$780	\$0	\$0	\$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	\$4,962	\$0	\$4,962	0.0%	\$240	\$541	\$4,182	\$0	2026
South Niagara Falls Wastewater Treatment Plant Trunk		\$6,264	\$0	\$6,264	0.0%	\$2,007	\$2,087	\$2,170	\$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	\$446	\$9,324	\$0	2026
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,542	\$353	99.3%	\$15	\$483	\$0	\$0	2023
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$31,076	\$2,929	\$28,147	9.4%	\$22,846	\$5,570	\$0	\$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	\$6,905	\$35	99.5%	\$123	\$0	\$0	\$0	2022
Wastewater Treatment Plant Upgrade - Niagara Falls		\$52,031	\$46,095	\$5,936	88.6%	\$14,000	\$25,000	\$10,572	\$0	2024
Wastewater Treatment Plant Upgrade - Port Weller		\$5,900	\$3,657	\$2,243	62.0%	\$1,178	\$1,122	\$1,122	\$0	2024
Wastewater Treatment Plant Upgrade - Welland		\$22,373	\$19,765	\$2,608	88.3%	\$4,604	\$2,000	\$0	\$0	2023
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$442	\$1,958	18.4%	\$1,000	\$600	\$375	\$0	2024
Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller		\$3,230	\$2,997	\$233	92.8%	\$158	\$233	\$0	\$0	2023
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$36,216	\$3,284	91.7%	\$20,000	\$5,594	\$3,284	\$0	2024

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wastewater Treatment Plant Upgrade - Primary Digester #2 - Niagara Falls (Note 5)		\$1,000	\$677	\$323	67.7%	\$50	\$0	\$0	\$302	2022
Total Wastewater		\$611,069	\$243,180	\$367,889	39.8%	\$97,068	\$58,111	\$307,539	\$860	
Boiler Replacement Program - 2021		\$1,000	\$477	\$523	47.7%	\$981	\$0	\$0	\$0	2022
Decew Water Treatment Plant Intake Building		\$5,449	\$3,989	\$1,460	73.2%	\$3,500	\$1,700	\$44	\$0	2024
Elevated Tank - New - Pelham		\$2,820	\$231	\$2,589	8.2%	\$2,667	\$0	\$0	\$0	2022
Elevated Tank - New - Fort Erie		\$1,755	\$757	\$998	43.1%	\$500	\$1,039	\$0	\$0	2023
Elevated Tank - Corrosion Protection - Virgil		\$3,024	\$2,472	\$552	81.8%	\$1,086	\$0	\$0	\$0	2022
Elevated Tank Rehabilitation - Thorold South		\$2,852	\$2,796	\$56	98.0%	\$61	\$0	\$0	\$0	2022
Elevated Tank Replacement - Lundy's Lane		\$1,500	\$205	\$1,295	13.7%	\$1,498	\$0	\$0	\$0	2022
Granular Activated Carbon Replacement Program - 2021		\$2,500	\$28	\$2,472	1.1%	\$2,499	\$0	\$0	\$0	2022
Grimsby Water Treatment Plant - HVAC Upgrades		\$1,000	\$14	\$986	1.4%	\$986	\$0	\$0	\$0	2022
Meter Replacement Program		\$3,550	\$2,103	\$1,447	59.2%	\$1,500	\$174	\$0	\$0	2023
Miscellaneous Program - Granular Activated Carbon Replacement		\$4,260	\$3,105	\$1,155	72.9%	\$804	\$804	\$0	\$0	2023
Miscellaneous Program - System Storage - Grimsby		\$22,914	\$19,780	\$3,134	86.3%	\$5,444	\$0	\$0	\$0	2022
Niagara Falls Water Treatment Plant - Port Robinson Interconnect		\$4,040	\$3,325	\$715	82.3%	\$3,000	\$811	\$0	\$0	2023
Pumping Station Upgrades - Shoalts Drive		\$1,400	\$262	\$1,138	18.7%	\$10	\$1,382	\$0	\$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	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.2%	\$1,000	\$3,074	\$0	\$0	2023
Valve Rehabilitation - Drummond		\$1,000	\$121	\$879	12.1%	\$988	\$0	\$0	\$0	2022
Water Treatment Plant Raw Water Intake - Niagara Falls		\$2,700	\$2,392	\$308	88.6%	\$1,787	\$0	\$0	\$0	2022
Water Treatment Plant Roadway & Parking Lot - Grimsby		\$2,980	\$2,600	\$380	87.2%	\$2,450	\$48	\$0	\$0	2023
Water Treatment Plant Upgrade - Decew Falls - 2016		\$22,250	\$12,055	\$10,195	54.2%	\$3,347	\$10,195	\$0	\$0	2023
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$4,867	\$4,308	\$559	88.5%	\$3,000	\$1,000	\$103	\$0	2024
Water Treatment Plant Upgrade - Niagara Falls - 2017 (Note 4)		\$12,907	\$12,886	\$21	99.8%	\$0	\$0	\$0	\$23	2022
Water Treatment Plant Upgrade - Port Colborne		\$13,600	\$13,240	\$360	97.4%	\$6,000	\$6,592	\$0	\$0	2023
Water Treatment Plant Upgrade - Rosehill (Note 4)		\$15,000	\$16,116	-\$1,116	107.4%	\$871	\$0	\$0	\$0	2022
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$508	\$2,178	18.9%	\$600	\$1,633	\$0	\$0	2023
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$2,152	\$2,848	43.0%	\$2,000	\$1,825	\$0	\$0	2023
Water Treatment Plant Upgrade - Niagara Falls - 2018		\$4,565	\$3,312	\$1,253	72.6%	\$2,500	\$1,865	\$50	\$0	2024
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		\$2,000	\$208	\$1,792	10.4%	\$204	\$600	\$1,192	\$0	2025
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E		\$1,000	\$313	\$687	31.3%	\$273	\$250	\$437	\$0	2024

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Watermain Replacement - Vineland 19th Street and Glen Road		\$2,500	\$0	\$2,500	0.0%	\$0	\$2,500	\$0	\$0	2023
Watermain Program - Along CNR Grimsby		\$22,825	\$12,221	\$10,604	53.5%	\$7,634	\$4,000	\$0	\$0	2023
Watermain Program - Barrick Road		\$1,965	\$1	\$1,964	0.0%	\$1,571	\$393	\$0	\$0	2023
Watermain Program - Downing Street		\$3,061	\$2,753	\$308	89.9%	\$2,702	\$100	\$0	\$0	2023
Watermain Program - Welland Canal Extension		\$4,620	\$0	\$4,620	0.0%	\$4,620	\$0	\$0	\$0	2022
Watermain Program - Welland East and West		\$6,200	\$4,723	\$1,477	76.2%	\$1,641	\$0	\$0	\$0	2022
Watermain Program - St. Davids Rd Phase 2 (Note 4)		\$2,140	\$2,140	\$0	100.0%	\$0	\$0	\$0	\$0	2022
Total Water Works		\$196,010	\$131,599	\$64,411	67.1%	\$67,724	\$39,985	\$1,826	\$23	
Total Projects with remaining budgets greater than \$1 million		\$1,854,177	\$1,192,813	\$661,364	64.3%	\$386,818	\$273,239	\$349,802	\$5,965	

Note 1: 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

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 2022.

Note 3: 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 Q1 2022.

Note 4: Project is anticipated to be closed and surplus transferred back to CVP in Q1 2022.

Note 5: Project is anticipated to be closed and surplus transferred back to CVP in Q2 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 Q4 2021, 83% of projects closed with a surplus.

The excess funds in the Levy 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, Wastewater and Water 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	Total Programs
Balance at December 31, 2020	\$1,000	\$1,000	\$1,000	\$1,000	\$4,000
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
Balance at July 27, 2021	\$3,799	\$1,110	\$2,573	\$4,198	\$11,680
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
Balance at October 21, 2021	\$5,952	\$1,010	\$4,054	\$2,681	\$13,697
Transfer to Active Capital Projects	- \$4,708		- \$3,135	- \$225	- \$8,068
Budget Reductions on Active Capital Projects	\$723		\$416	\$42	\$1,181
Transfers (to)/from Closed Capital Projects	\$891	\$2,319	\$526	\$404	\$4,140
Adjustments to Previously Closed Projects					\$0
Balance at December 31, 2021	\$2,857	\$3,329	\$1,860	\$2,904	\$10,949
Committed to 2022 capital budget and future adjustments	- \$575				- \$575
Transfer to reserve	- \$1,282	- \$2,329	- \$860	- \$1,904	- \$6,374
Uncommitted Balance at December 31, 2021	\$1,000	\$1,000	\$1,000	\$1,000	\$4,000

*includes adjustments to previously closed projects

Investment Report (in thousands of dollars)

Investment income during Q4 on the primary portfolio amounted to \$5,668, which comprises investment portfolio income and interest on cash balances.

Investment Performance

Investment Income Before Transfers to Reserves:

Favourable investment income in Q4 of \$1,200 is a result of more investments being completed than budgeted, and 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. Actual investment income before transfers for 2021 is also favourable by \$3,393 due to the higher rates on new investments.

Budget vs Actual/Forecast before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total
Budget	\$4,210	\$4,255	\$4,326	\$4,468	\$17,259
Actual	\$4,599	\$4,961	\$5,424	\$5,668	\$20,652
Variance	\$389	\$706	\$1,098	\$1,200	\$3,393

Year-to-date cumulative portfolio return:

Q1	Q2	Q3	Q4
2.63%	2.56%	2.42%	2.44%

Investment Income After Transfers to Reserves:

Investment income after transfers for Q4 is unfavourable by \$1,969 as a result of allocation to development charges and rate reserves at earned rate of return which is higher rate than budgeted. Actual investment income for the year after transfers is unfavourable by \$3,469 as a result.

Budget vs Actual/Forecast after Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total
Budget	\$4,210	\$4,255	\$4,326	\$4,468	\$17,259
Net Budget Transfers	-\$349	-\$350	-\$349	-\$350	-\$1,398
Budget (Net)	\$3,861	\$3,905	\$3,977	\$4,118	\$15,861
Actual	\$4,599	\$4,961	\$5,424	\$5,668	\$20,652
Net Actual Transfers	-\$398	-\$397	-\$3,946	-\$3,519	-\$8,260
Actual (Net)	\$4,201	\$4,564	\$1,478	\$2,149	\$12,392
Variance	\$340	\$659	-\$2,499	-\$1,969	-\$3,469

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	\$21,375	2.2%
2 Year	\$23,116	2.4%
3 Year	\$16,905	1.7%
4 Year	\$74,616	7.7%
5+ Year	\$645,151	66.2%
NRH Investments	\$10,978	1.1%
Subtotal (Investments)	\$792,141	81.2%
Cash	\$162,101	16.6%
Sinking Fund (Incl.Cash)	\$20,586	2.1%
Total Portfolio	\$974,828	100.0%

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings *	Policy Percentage Limits
Bank of Montreal	Corporate	\$90,400	11.28%	15.00%
Bank of Nova Scotia	Corporate	\$75,000	9.36%	15.00%
Canadian Imperial Bank of Commerce	Corporate	\$76,000	9.48%	15.00%
National Bank of Canada	Corporate	\$57,800	7.21%	15.00%
Royal Bank of Canada	Corporate	\$67,500	8.42%	15.00%
Total	Corporate	\$366,700	45.75%	50.00%
City of Hamilton	Municipal	\$9,169	1.14%	5.00%
City of Montreal	Municipal	\$9,924	1.24%	5.00%
City of Ottawa	Municipal	\$5,343	0.67%	5.00%
City of Quebec	Municipal	\$2,311	0.29%	5.00%
City of Saskatoon	Municipal	\$3,333	0.42%	5.00%
City of Toronto	Municipal	\$8,169	1.02%	5.00%
County of Wellington	Municipal	\$852	0.11%	5.00%
Municipal Finance Authority of BC	Municipal	\$5,011	0.63%	5.00%
New Brunswick Municipal Finance Authority	Municipal	\$5,510	0.69%	5.00%
Region of Halton	Municipal	\$1,519	0.19%	5.00%
Region of Peel	Municipal	\$3,513	0.44%	5.00%
Region of Waterloo	Municipal	\$19,712	2.46%	5.00%
Region of York	Municipal	\$7,712	0.96%	5.00%
Region of Durham	Municipal	\$2,233	0.28%	5.00%
York Region District School Board	Municipal	\$4,058	0.51%	5.00%
York Sinking Fund Debenture	Municipal	\$1,790	0.22%	5.00%
Total	Municipal	\$90,159	11.25%	25.00%
Newfoundland and Labrador Hydro	Provincial	\$10,172	1.27%	25.00%
Ontario Hydro	Provincial	\$23,763	2.96%	25.00%
Province of Alberta	Provincial	\$7,481	0.93%	25.00%
Province of British Columbia	Provincial	\$5,512	0.69%	25.00%
Province of Manitoba	Provincial	\$37,295	4.65%	25.00%
Province of New Brunswick	Provincial	\$4,438	0.55%	25.00%
Province of Newfoundland	Provincial	\$76,291	9.52%	25.00%
Province of Nova Scotia	Provincial	\$18,067	2.25%	25.00%
Province of Ontario	Provincial	\$50,049	6.24%	25.00%
Province of Prince Edward Island	Provincial	\$4,099	0.51%	25.00%
Province of Quebec	Provincial	\$87,135	10.87%	25.00%
Province of Saskatchewan	Provincial	\$5,217	0.65%	25.00%
Quebec Hydro	Provincial	\$9,721	1.21%	25.00%
Total	Provincial	\$339,240	42.33%	75.00%
Region of Niagara Debentures	Municipal	\$5,386	0.67%	100.00%
Total Niagara Region Investments		\$801,485	100.00%	100.00%
NRH Investments		\$10,978		
TOTAL Region (excl Cash) & NRH	All	\$812,463		
General Chequing **	Cash	\$20,321		
Savings	Cash	\$141,780		
Sinking Fund	Cash	\$264		
Total		\$162,365		
TOTAL including Cash		\$974,828		

* 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 1.2678.

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, strong budgetary performance and financial management, and moderate debt burden. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

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

Key Rating Factor	Institutional Framework	Economy	Financial Management	Budgetary Performance	Liquidity	Debt Burden
Standard & Poor's Assessment	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 December 31, 2021 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2021	Annual Repayment Limits**
General Government	\$25,425	\$0	-\$2,482	-\$61	\$22,882	\$0	\$22,882	
Police	\$84,371	\$0	-\$4,209	-\$228	\$79,934	\$14,610	\$94,544	
Transportation	\$143,056	\$7,762	-\$12,793	-\$263	\$137,762	\$30,049	\$167,811	
Public Health	\$12,667	\$0	-\$1,509	\$0	\$11,158	\$3,037	\$14,195	
Community Services	\$32,265	\$0	-\$3,324	\$0	\$28,941	\$135,183	\$164,124	
NRH	\$35,375	\$10,956	-\$4,456	\$0	\$41,875	\$0	\$41,875	
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Levy	\$333,159	\$18,718	-\$28,773	-\$552	\$322,552	\$182,879	\$505,431	
Wastewater	\$57,724	\$15,000	-\$1,716	-\$1,165	\$69,843	\$229,798	\$299,641	
Water	\$25,064	\$0	-\$577	-\$290	\$24,197	\$6,746	\$30,943	
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Rate	\$82,788	\$15,000	-\$2,293	-\$1,455	\$94,040	\$236,544	\$330,584	
Total Niagara Region	\$415,947	\$33,718	-\$31,066	-\$2,007	\$416,592	\$419,423	\$836,015	6.89%

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 December 31, 2021 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2021	Annual Repayment Limits**
Fort Erie	\$5,524	\$0	-\$824	\$0	\$4,700	\$0	\$4,700	1.86%
Grimsby	\$2,785	\$0	-\$365	\$0	\$2,420	\$0	\$2,420	1.43%
Lincoln	\$7,817	\$50	-\$545	\$0	\$7,322	\$0	\$7,322	2.50%
Niagara-on-the-Lake	\$4,480	\$1,374	-\$369	\$0	\$5,485	\$0	\$5,485	1.74%
Niagara Falls	\$53,070	\$20,865	-\$3,867	\$0	\$70,068	\$0	\$70,068	3.37%
Pelham	\$33,465	\$0	-\$2,433	\$0	\$31,032	\$0	\$31,032	13.47%
Port Colborne	\$30,271	\$0	-\$1,440	\$0	\$28,831	\$0	\$28,831	8.57%
St. Catharines	\$118,509	\$8,500	-\$13,764	-\$272	\$112,973	\$0	\$112,973	10.29%
Thorold	\$830	\$0	-\$125	\$0	\$705	\$0	\$705	1.33%
Wainfleet	\$1,518	\$0	-\$195	\$0	\$1,323	\$0	\$1,323	1.17%
Welland	\$48,151	\$21,083	-\$6,310	\$0	\$62,924	\$0	\$62,924	9.36%
West Lincoln	\$17,834	\$900	-\$662	\$0	\$18,072	\$0	\$18,072	8.70%
NPCA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Debt Assumed for Others (External)	\$324,254	\$52,772	-\$30,899	-\$272	\$345,855	\$0	\$345,855	
Total Niagara Region & External	\$740,201	\$86,490	-\$61,965	-\$2,279	\$762,447	\$419,423	\$1,181,870	

*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

Debt Report (in thousands of dollars) - Continued

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

By-law 2021-104: Infrastructure Ontario \$8,994, 10 years, 2.39% for Niagara Falls

By-law 2021-105: Infrastructure Ontario \$3,300, 20 years, 2.83% for Niagara Falls

By-law 2021-106: Infrastructure Ontario \$8,570, 25 years, 2.93% for Niagara Falls

By-law 2021-107: Infrastructure Ontario \$832, 10 years, 2.39% for Niagara-on-the-Lake

By-law 2021-108: Infrastructure Ontario \$15,000, 30 years, 2.95% for Niagara Region

By-law 2021-109: Infrastructure Ontario \$900, 15 years, 2.63% for West Lincoln

Accounts Receivable Aging Report (in thousands of dollars)

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

Customer Name	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. Council approved deferral of DC's until December 1, 2022.	Collection to continue
City of Welland	\$405	In Feb. 2021 Welland deducted \$546 of Niagara Region accounts payable (AP) invoices against balance due on 2020 year-end tax reconciliation bill, and in Jun. 2021 deducted another \$605 in AP invoices against the balance due on the May 2021 water and waste-water bill. Of the \$1,151 deducted, \$761 is resolved and \$390 remains in dispute as ongoing discussions with Welland staff continue. Additional \$15 for Jun. 2021 cost sharing invoice for water main repairs at 87 Prince Charles Drive. This invoice was not part of the netting noted above and Region staff continue to work with Welland staff on collection.	Collection to continue
Merritton Mills Redevelopment Corp	\$151	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 2023. In the interim, the Niagara Region is holding a Letter of Credit (LOC) as security for the full amount of the receivable.	2019 TIG agreements Collection to continue
Town of Grimsby (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.	Collection to continue
City of Hamilton	\$27	May 2021 invoices for EMS load leveling transfers that have been passed along to the Ministry of Health (MOH) for payment. EMS staff is working with the MOH to determine if invoices need to be reissued or can be processed for payment as issued.	Collection to continue
TOTAL	\$1,078		

Consolidated Statement of Financial Position (in thousands of dollars)

The consolidated statement of financial position is prepared in accordance with Canadian public sector accounting standards ("PSAS") and includes all unfunded liabilities, impacts of amortization and capital fund activity. This report is unaudited and prepared with information as at February 28, 2022.

	Dec. 31, 2021	Dec. 31, 2020
FINANCIAL ASSETS		
Cash	\$ 169,862	\$ 226,114
Investments (page 96)	787,710	658,015
Accounts receivable	104,747	78,204
Other current assets	1,109	948
Tangible capital assets held for sale	400	850
Debt Recoverable from others (page 98)	345,859	324,254
	1,409,017	1,286,385
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	165,483	157,970
Employee future benefits and post-employment liabilities	124,330	116,148
Deferred revenue	295,767	235,356
Landfill closure and post-closure liability	78,250	67,872
Unfunded contaminated sites	576	576
Long-term liabilities (page 98)	762,474	740,201
Capital lease obligation	4,204	4,262
	1,4230,415	1,322,385
Net debt	(19,650)	(36,000)
NON-FINANCIAL ASSETS		
Tangible capital assets	2,046,304	1,903,743
Inventory	9,298	8,485
Prepaid expenses	19,329	19,522
	2,074,932	1,931,750
Accumulated surplus	\$ 2,053,535	\$ 1,895,750

ACCUMULATED SURPLUS RECONCILIATION:

	Dec. 31, 2021	Dec. 31, 2020
Invested in tangible capital assets	\$ 1,625,485	\$ 1,483,534
Capital fund – unexpended capital financing	348,869	322,541
Operating fund	(10,237)	(10,987)
Unfunded landfill closure & post-closure liability	(78,250)	(67,872)
Unfunded contaminated sites liability	(576)	(576)
Unfunded employee future benefits & post-employment liabilities	(122,763)	(114,339)
Total surplus	1,782,385	1,612,301
Total reserves and reserves funds (page 62)	271,150	283,449
Total accumulated surplus	\$ 2,053,535	\$ 1,895,750

Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region's financial activity as of December 31, 2021. These statements have been compiled by Corporate Services and the departments have validated the information and provided commentary.

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

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

Definition of Column Headings

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

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

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

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

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

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

Definition of Report Rows – Expenditures

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

Q4 FINANCIAL UPDATE | DECEMBER

Niagara  Region