

TWENTY 22

Q2 FINANCIAL UPDATE | JUNE

Q2 Financial Update – June 2022

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Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2022 Q2 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 June 30, 2022 Niagara Region is forecasting a deficit of \$15,845 thousand related to the levy programs, a \$1,108 thousand surplus related to Water and Wastewater programs, and a \$951 thousand surplus related to the Waste Management Program.

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

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

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

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

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

Consolidated Operating Funding Surplus/(Deficit) Review

Levy

(in thousands of dollars)

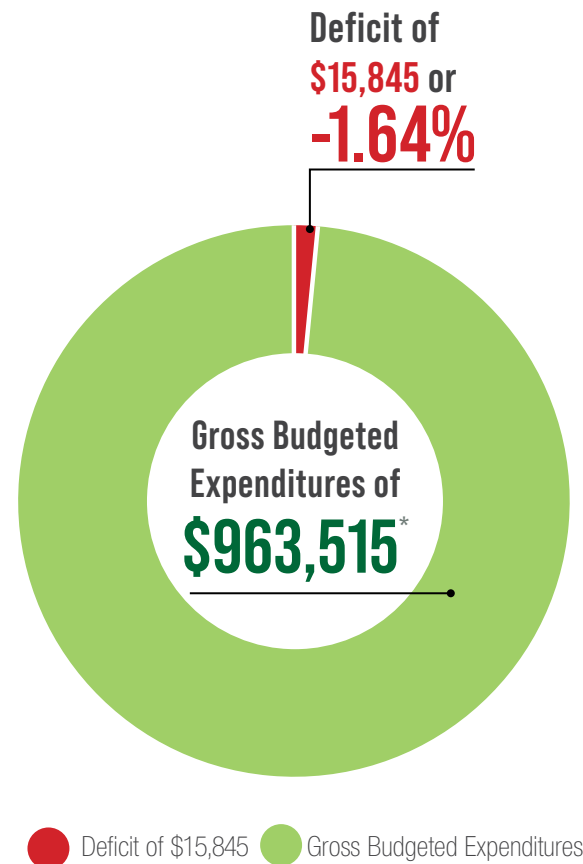
Niagara Region's levy programs are operating at a net forecasted deficit of \$15,845.

The levy programs excluding agencies, boards and commissions (ABCs) are operating at a forecasted deficit of \$14,174. This forecasted deficit is largely driven by increased grant costs in general government related to development charge Brownfield Reduction Program transition provisions to Dec. 31, 2022 of \$17,500 and agriculture structures of \$8,400. This deficit is offset by net corporate labour related gapping of \$3,565 due to delays in filling vacancies and recruitment challenges, savings in insurance claim payments of \$2,717 and timing of COVID-19 related costs compared to our budget of \$2,611 which have been funded from reserve in-year in alignment with our budget strategy. At year end any realized COVID-19 costs savings below our budget would be returned to the reserves.

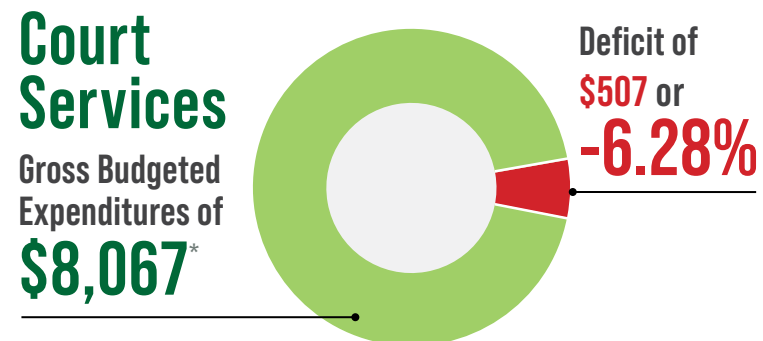
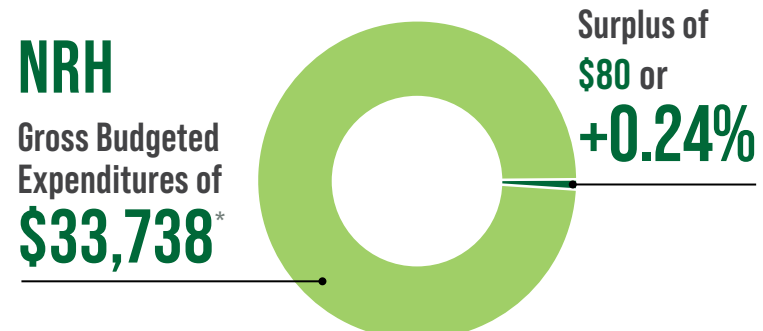
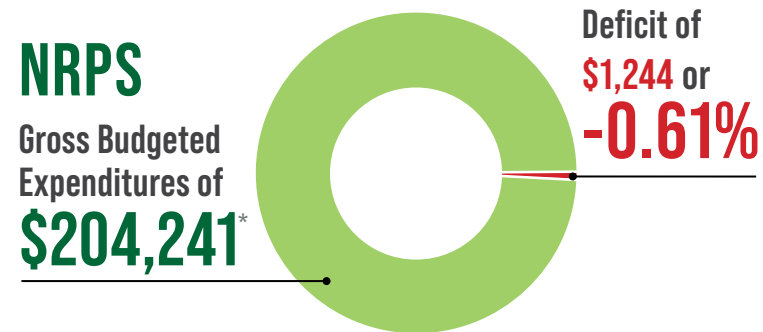
Niagara Region's ABCs are operating at a forecasted net deficit of \$1,671. The net deficit is primarily driven by lower revenues within NRPS and Court Services.

The 2022 approved budget included a net transfer from the Taxpayer Relief reserve of \$25,277 to fund the incremental COVID-19 costs identified. With the announcements of additional COVID-related funding, staff are forecasting that \$14,844 of the originally budgeted transfer will be returned to the Taxpayer Relief reserve, resulting in a net draw of \$10,433. Including this transfer and the forecasted levy deficit of \$15,845, the balance of the Taxpayer Relief reserve is forecasted to be \$26,762 or 3.8%, which is below the minimum funding target of 10% to 15% of the annual budgeted operating expenditures, which is \$70,657 to \$105,986.

Levy Department and Programs (Including ABC's)



Financial Results of ABC's



*Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights



Variance on development charge grants related to Brownfield Reduction Program transition provisions and agricultural grants.



Variance in labour related costs due to delays in filling vacancies and recruitment challenges.



Net variance in COVID-19 related costs due to changes in our pandemic response.

Consolidated Operating Funding Surplus/(Deficit) Review

Water & Wastewater

(in thousands of dollars)

Water and Wastewater Services are operating at a forecasted surplus of \$1,108 at year-end, which consists of surpluses of \$698 and \$410 in the Water and Wastewater divisions respectively.

The forecasted surplus is primarily attributable to lower than expected repairs and maintenance throughout the department of \$371, net utility savings of \$1,438, savings in labour related costs due to staff movement and vacancies of \$230 and savings in indirect allocations from a lower allocation of shared service costs of \$516. These favourable variances are offset by unfavourable variances in sludge management and chemical costs of \$629 and \$812 respectively due to increases in pricing.

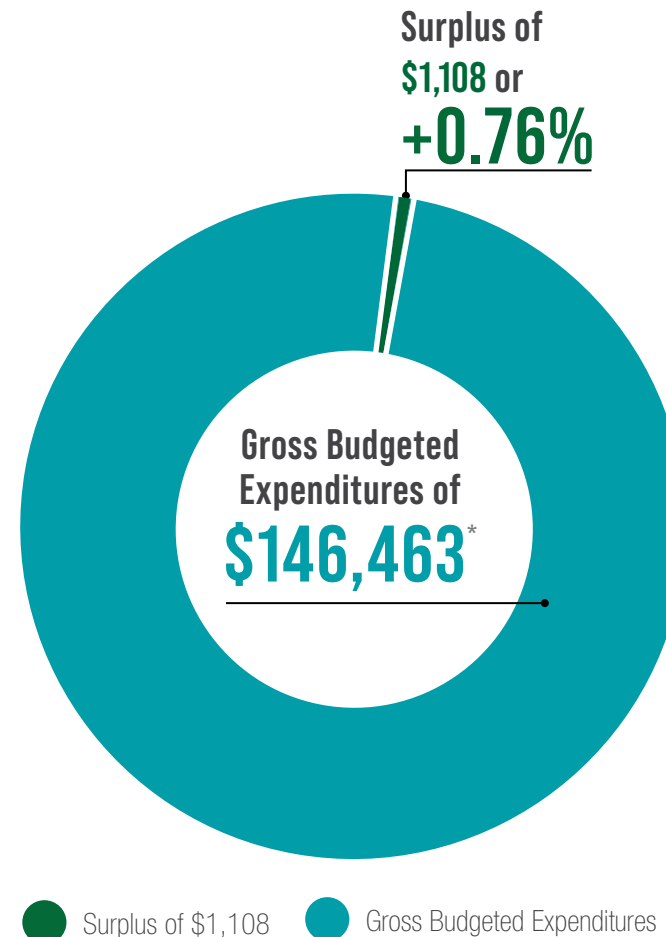
It is recommended that, at year-end, the forecasted operating surpluses of \$698 and \$410 in the Water and Wastewater divisions be transferred to the Water Stabilization Reserve and the Wastewater Stabilization Reserve respectively.

Including forecasted surpluses, the Wastewater Stabilization Reserve and Water Stabilization reserves are forecasted to have balances of \$5,820 and \$4,284 respectively at the end of the year.

The funding target, of 10% to 15% of annual budgeted operating expenditures, is \$6,349 to \$9,524 for the Wastewater Stabilization reserve and \$2,460 to \$3,691 for the Water Stabilization reserve.

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

Water & Wastewater Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights



+\$1,438
Variance in net utility savings

due to lower than anticipated prices and plant utility optimization efforts.



-\$1,441
Variance in sludge management and chemical costs

due to increased pricing.



+\$371
Variance in repairs and maintenance

Consolidated Operating Funding Surplus/(Deficit) Review

Waste Management

(in thousands of dollars)

Waste Management Services are operating at a forecasted surplus of \$951.

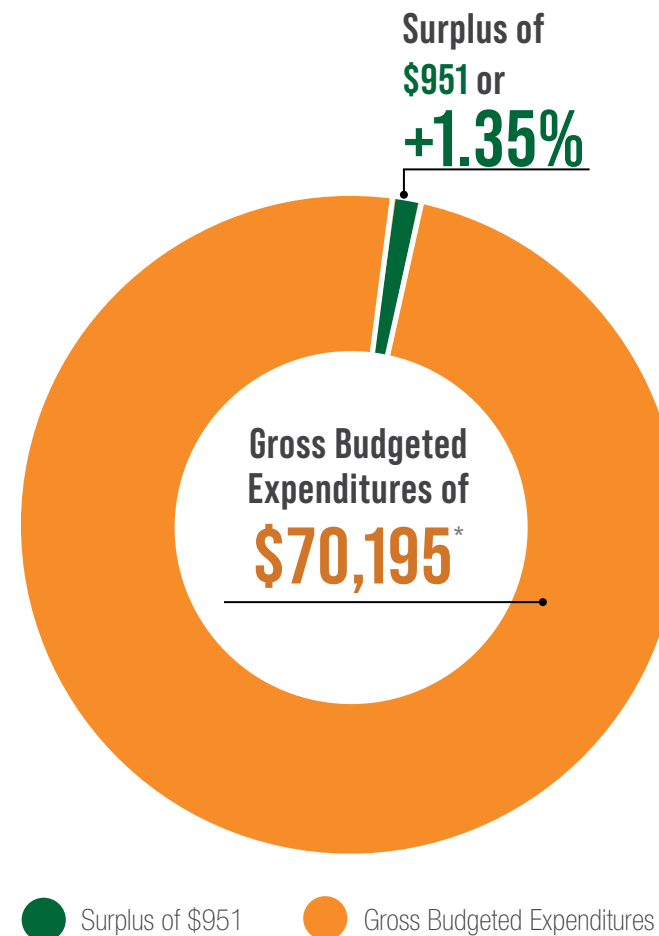
The forecasted surplus is primarily a result of a favourable variance of \$1,613 due to higher than anticipated net market revenues from the sale of recyclable commodities arising from increased commodity prices, in addition to increased tipping fees from higher than anticipated tonnages at the landfill sites of \$264. These favourable variances are partially offset by unfavourable variances of \$977 from increased cost in operational contracts subject to annual escalations based on consumer price index and fuel rates.

It is recommended that at year-end the forecasted operating surplus of \$951 in Waste Management be transferred to the Waste Management Stabilization Reserve.

Including the forecasted surplus, the Waste Management Stabilization Reserve is forecasted to have a year-end balance of \$6,864, which is within the funding targets for the Reserve. Funding in this reserve is being considered in the 2023 budget as a mitigation strategy.

The funding target, of 10% to 15% of annual budgeted operating expenditures, is \$6,594 to \$9,890.

Waste Management Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights



+\$1,613
Variance in net recycling revenue

resulting from price increases in the recyclable commodity markets.



-\$977
Variance in operational contracts

subject to annual escalations based on consumer price index and fuel rates.



+\$264
Variance in tipping fees

largely driven by higher than anticipated tonnages at the landfill sites.

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

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Annual Forecast	Q2 Surplus/(Deficit)	Annual Budget	Annual Forecast	Q2 Surplus/(Deficit)
LEVY SUPPORTED DEPARTMENTS & PROGRAMS						
Regional Departments						
Governance	\$2,165	\$2,060	\$105	\$2,599	\$2,510	\$89
General Government	-\$340,653	-\$321,601	-\$19,052	-\$430,338	-\$411,286	-\$19,052
Corporate Administration	\$15,527	\$14,881	\$646	\$7,520	\$6,944	\$577
Corporate Services	\$40,012	\$39,382	\$630	\$1,212	\$963	\$249
Community Services	\$56,435	\$55,762	\$672	\$78,539	\$77,332	\$1,207
Public Health & Emergency Services	\$29,998	\$30,278	-\$279	\$48,467	\$48,811	-\$344
Public Works - Transportation	\$39,658	\$37,195	\$2,463	\$80,917	\$78,276	\$2,641
Planning & Development	\$3,939	\$3,428	\$511	\$4,853	\$4,394	\$459
Sub-Total - Regional Departments	-\$152,918	-\$138,614	-\$14,304	-\$206,230	-\$192,055	-\$14,175
Agencies, Boards & Commissions						
Court Services	-\$1,814	-\$1,296	-\$518	-\$639	-\$132	-\$507
Niagara Regional Housing	\$3,882	\$3,813	\$69	\$15,159	\$15,078	\$80
Niagara Regional Police	\$168,378	\$168,863	-\$485	\$185,437	\$186,681	-\$1,244
Niagara Peninsula Conservation Authority	\$6,273	\$6,273	\$0	\$6,273	\$6,273	\$0
Subtotal Agencies, Boards & Commissions	\$176,718	\$177,653	-\$935	\$206,230	\$207,900	-\$1,671
Total Levy Supported Programs	\$23,800	\$39,039	-\$15,239	\$0	\$15,845	-\$15,845
RATE SUPPORTED DEPARTMENTS						
Public Works - Water & Wastewater	-\$22,074	-\$22,665	\$591	\$0	-\$1,108	\$1,108
Public Works - Waste Management	-\$1,726	-\$2,587	\$860	\$0	-\$951	\$951
Total Rate Supported Departments	-\$23,800	-\$25,252	\$1,451	\$0	-\$2,059	\$2,059
TOTAL	\$0	\$13,787	-\$13,787	\$0	\$13,787	-\$13,787

Levy Statement of Operating Surplus/(Deficit) (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$239,419	\$231,546	\$7,873	3.3%	\$473,730	\$468,245	\$5,485	1.2%
Administrative	\$20,193	\$12,537	\$7,656	37.9%	\$39,709	\$34,089	\$5,620	14.2%
Operational & Supply	\$27,652	\$23,696	\$3,956	14.3%	\$54,315	\$49,412	\$4,903	9.0%
Occupancy & Infrastructure	\$17,425	\$18,762	-\$1,336	-7.7%	\$34,237	\$35,105	-\$867	-2.5%
Equipment, Vehicles, Technology	\$10,286	\$10,276	\$9	0.1%	\$20,092	\$20,694	-\$602	-3.0%
Community Assistance	\$101,018	\$95,647	\$5,371	5.3%	\$221,089	\$219,712	\$1,378	0.6%
Partnership, Rebate, Exemption	\$16,566	\$12,318	\$4,248	25.6%	\$27,591	\$45,742	-\$18,151	-65.8%
Financial Expenditures	\$16,300	\$13,412	\$2,888	17.7%	\$73,654	\$73,744	-\$90	-0.1%
Total Expenses	\$448,859	\$418,193	\$30,666	6.8%	\$944,417	\$946,742	-\$2,325	-0.2%
Taxation	-\$219,743	-\$202,846	-\$16,897	-7.7%	-\$439,487	-\$440,819	\$1,332	0.3%
Federal & Provincial Grants	-\$189,753	-\$188,299	-\$1,454	-0.8%	-\$387,867	-\$394,895	\$7,027	1.8%
By-Law Charges & Sales	-\$9,670	-\$6,935	-\$2,735	-28.3%	-\$21,497	-\$17,333	-\$4,164	-19.4%
Other Revenue	-\$38,988	-\$41,248	\$2,260	5.8%	-\$78,830	-\$77,874	-\$956	-1.2%
Total Revenues	-\$458,154	-\$439,328	-\$18,826	-4.1%	-\$927,682	-\$930,921	\$3,239	0.3%
Intercompany Charges	-\$1,069	-\$941	-\$128	12.0%	-\$2,138	-\$2,010	-\$128	6.0%
Total Intercompany Charges	-\$1,069	-\$941	-\$128	12.0%	-\$2,138	-\$2,010	-\$128	6.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$10,364	-\$22,076	\$11,712	113.0%	\$14,597	\$13,811	\$786	0.0%
Transfers From Funds	-\$18,815	-\$25,660	\$6,845	36.4%	-\$35,693	-\$40,246	\$4,553	12.8%
Transfers To Funds	\$39,362	\$47,138	-\$7,776	-19.8%	\$45,036	\$65,580	-\$20,544	-45.6%
Expense Allocations To Capital	-\$70	-\$37	-\$33	-47.4%	-\$140	-\$107	-\$33	-23.7%
Total Transfers	\$20,477	\$21,442	-\$964	-4.7%	\$9,203	\$25,228	-\$16,025	-174.1%
Net Expenditure (Revenue) Before Indirect Allocations	\$10,113	-\$634	\$10,747	106.3%	\$23,800	\$39,039	-\$15,239	-64.0%
Indirect Allocations & Debt	-\$8,649	-\$8,710	\$61	0.7%	-\$23,800	-\$23,194	-\$606	-2.5%
Total Indirect Allocations & Debt	-\$8,649	-\$8,710	\$61	0.7%	-\$23,800	-\$23,194	-\$606	-2.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,465	-\$9,344	\$10,809	738.0%	\$0	\$15,845	-\$15,845	0.0%

Levy – Continued

Variance Analysis (in thousands of dollars)

The 2022 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2022 within Court Services and Transportation Services divisions. The work on the implementation of the program, including the approved changes to the Niagara Region Courts Inter-municipal Agreement, required approvals across the 12 Local Area Municipalities; approvals were finalized in Q2 2022. Staff have continued to coordinate program launch which is anticipated to begin in late Q4 2022. Accordingly, no expenditures are expected to be incurred or revenues realized in 2022. 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 in this program.

Labour Related Costs – The favourable year-end variance of \$5,485 is driven by corporate staff gapping due to delays in filling vacancies and challenges recruiting. These delays were experienced throughout the corporation with almost all departments experiencing a year-end surplus in labour related costs. Notably, the surplus is driven by Transportation (\$1,607), Community Services (\$1,081), Court Services (\$795), Planning (\$497) and Corporate Administration and Corporate Services (\$796 and \$574 respectively). Within Public Health & Emergency Services, favourable variances in Public Health were offset with unfavourable variances in EMS for replacement pay, overtime related to offload delays, up staffing and WSIB.

Administration – The favourable year-end variance of \$5,620 is attributed to savings in insurance claims payouts (\$2,717), savings in Court Services due to delay in Vision Zero, volume of trials, Victim Fine Surcharge and ICON processing costs related to reduced ticket volumes and fine payments (\$1,390), lower than budgeted consulting costs (\$1,412) mainly in Corporate Services and Transportation.

Operational & Supply – The favourable variance of \$4,903 is primarily due to lower than expected transit expenditure as a result of reduced service levels and ridership, mainly due to the COVID-19 pandemic (\$3,351), lower than anticipated need for COVID-19 personal protective equipment and other medical supplies as the Ministry of Health has provided medical supplies for the COVID-19 clinics in PH and there has been less usage by staff in EMS (\$733), and reduction in distribution to local area municipalities from Court Services due to lower net revenues (\$507).

Community Assistance – The favourable variance of \$1,378 is due to variances within the Community Services department mainly within the Homelessness, SAEO, and Housing Services divisions. There have been many changes within Homelessness in funding and projects as a result of COVID-19 funding and related initiatives. SAEO has experienced lower than budgeted caseload and timing of payments for the Niagara Prosperity Initiative has changed.

Partnership, Rebate, Exemption – The unfavourable year-end variance of \$18,151 largely relates to development charge grants for Brownfield Reduction Program transition provisions as well as agricultural structures (\$25,337). This is anticipated to be partially offset by unspent grant funding for the year for Planning Incentive Grants (\$1,218), Tax Increment Grants (\$200) and Public Realm Grants (\$694) and Gateway Tax Increment Grants (\$5,109). Unspent funding related to these grants will be encumbered at year-end through a transfer to reserve.

Taxation – The favourable year-end variance of \$1,332 is primarily driven by higher than estimated supplemental taxation revenue.

Federal & Provincial Grants – The favourable year-end variance of \$7,027 is largely attributable to the variances within in Homelessness (\$2,902), Seniors Services (\$2,792), Public Health (\$714), EMS (\$1,857) and general government of (\$1,075) offset by unfavourable variances in SAEO (\$2,821). There are many contributors including COVID-19 funding announcements and requirements from COVID-19 protocols, changes in caseload resulting in some benefits not being realized, and many other programs factors.

By-Law Charges & Sales – The unfavourable year-end variance of \$4,164 is attributed to reduced fare revenues as a result of reduced transit ridership and service levels, shortfall of grant funds related to court security and prisoner transport as well as a

Levy – Continued

decrease in NRPS fees for service and monies received from the City of Niagara Falls for hosting two casino properties, and loss of fee revenue associated with Seniors Community Programs that have not operated at full capacity during the COVID-19 pandemic.

Transfers – The unfavourable year-end variance of \$16,025 is mainly attributable to forecasted encumbrances to be spent in future years for economic and development grants (\$6,697), an transfer of police development charges revenue to the capital reserve (\$6,150), and approved transfer of operating funds to capital as per confidential report NRH 5-2022 (\$1,400).

Governance Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$1,002	\$955	\$47	4.6%	\$2,005	\$1,955	\$50	2.5%
Administrative	\$77	\$28	\$49	63.5%	\$155	\$100	\$55	35.6%
Operational & Supply	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Equipment, Vehicles, Technology	\$1	\$1	\$0	36.5%	\$2	\$2	\$0	18.3%
Partnership, Rebate, Exemption	\$51	\$0	\$51	100.0%	\$152	\$151	\$2	1.2%
Total Expenses	\$1,132	\$984	\$147	13.0%	\$2,314	\$2,207	\$107	4.6%
Other Revenue	-\$50	-\$1	-\$49	-98.9%	-\$150	-\$150	\$0	0.0%
Total Revenues	-\$50	-\$1	-\$49	-98.9%	-\$150	-\$150	\$0	0.0%
Intercompany Charges	\$1	\$2	-\$1	-283.7%	\$1	\$3	-\$1	-141.9%
Total Intercompany Charges	\$1	\$2	-\$1	-283.7%	\$1	\$3	-\$1	-141.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,082	\$986	\$96	8.9%	\$2,165	\$2,060	\$105	0.0%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$1,082	\$986	\$96	8.9%	\$2,165	\$2,060	\$105	4.9%
Indirect Allocations & Debt	\$258	\$247	\$11	4.3%	\$434	\$450	-\$16	-3.8%
Total Indirect Allocations & Debt	\$258	\$247	\$11	4.3%	\$434	\$450	-\$16	-3.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,340	\$1,232	\$108	8.0%	\$2,599	\$2,510	\$89	3.4%

Governance - Continued

Variance Analysis (in thousands of dollars)

Governance is operating at a year-to-date surplus before indirect allocations of \$96 with a forecasted surplus of \$105 for year-end. The following factors have contributed to this surplus.

Labour Related Costs - The favourable year-to-date and forecasted variances of \$47 and \$50 are due to an intern vacancy within the Chair's Office, a declined salary increase for the Regional Chair and temporary vacancies of two Councillor positions.

Administration - The favourable year-to-date and forecasted variances of \$49 and \$55 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.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$51 is related to timing of the annual charity golf tournament which is funded from donation revenue. It is offset through Other Revenue below and will be resolved by end of year.

Other Revenue - The unfavourable year-to-date variance of \$49 is related to timing of the annual charity golf tournament. It is offset by unspent expenses within Partnership, Rebate, and Exemption and will be resolved by end of year.

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

- Providing political support where required, on numerous files, including housing, homelessness, long-term care, public health, EMS offload delays and public transit
- Supported the successful execution of the region's first-ever climate change summit
- Active participant in the Canada Summer Games
- Started work on new councillor orientation for the 2022 – 2026 term
- Acted as the main liaison with provincial and federal ministries and MPPs' offices, advocating on numerous issues and regional priorities

General Government Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Administrative	\$3,193	\$479	\$2,714	85.0%	\$6,358	\$1,662	\$4,697	73.9%
Occupancy & Infrastructure	\$57	\$50	\$7	12.7%	\$148	\$161	-\$13	-8.7%
Partnership, Rebate, Exemption	\$12,579	\$8,841	\$3,737	29.7%	\$19,900	\$38,114	-\$18,214	-91.5%
Financial Expenditures	\$15,512	\$12,597	\$2,915	18.8%	\$72,079	\$72,099	-\$21	0.0%
Total Expenses	\$31,341	\$21,968	\$9,374	29.9%	\$98,485	\$112,035	-\$13,550	-13.8%
Taxation	-\$219,743	-\$202,846	-\$16,897	-7.7%	-\$439,487	-\$440,819	\$1,332	0.3%
Federal & Provincial Grants	\$0	-\$1,076	\$1,076	0.0%	\$0	-\$1,076	\$1,076	0.0%
By-Law Charges & Sales	-\$17	-\$12	-\$4	-25.1%	-\$33	-\$29	-\$4	-12.5%
Other Revenue	-\$9,035	-\$15,423	\$6,388	70.7%	-\$18,070	-\$23,386	\$5,317	29.4%
Total Revenues	-\$228,795	-\$219,357	-\$9,438	-4.1%	-\$457,589	-\$465,311	\$7,721	1.7%
Intercompany Charges	-\$40	\$1,040	-\$1,080	N/A	-\$80	\$1,000	-\$1,080	N/A
Total Intercompany Charges	-\$40	\$1,040	-\$1,080	N/A	-\$80	\$1,000	-\$1,080	N/A
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$197,493	-\$196,349	-\$1,144	-0.6%	-\$359,184	-\$352,275	-\$6,909	0.0%
Transfers From Funds	-\$10,688	-\$10,688	\$0	0.0%	-\$15,139	-\$8,442	-\$6,697	-44.2%
Transfers To Funds	\$31,429	\$31,072	\$357	1.1%	\$33,670	\$39,116	-\$5,446	-16.2%
Total Transfers	\$20,741	\$20,384	\$357	1.7%	\$18,531	\$30,674	-\$12,143	-65.5%
Net Expenditure (Revenue) Before Indirect Allocations	-\$176,752	-\$175,965	-\$787	0.4%	-\$340,653	-\$321,601	-\$19,052	5.6%
Indirect Allocations & Debt	-\$38,073	-\$38,654	\$580	1.5%	-\$89,685	-\$89,685	\$0	0.0%
Total Indirect Allocations & Debt	-\$38,073	-\$38,654	\$580	1.5%	-\$89,685	-\$89,685	\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$214,825	-\$214,618	-\$207	-0.1%	-\$430,338	-\$411,286	-\$19,052	-4.4%

General Government - Continued

Variance Analysis (in thousands of dollars)

General Government is operating at a year-to-date deficit before indirect allocations of \$787 and is forecasting an overall deficit before indirect allocations of \$19,052 at year-end due to the following factors:

Administration - The favourable year-to-date variance of \$2,714 is primarily due to the accrual for estimated legal claims against the Region, and the favorable forecasted variance of \$4,697 relates to the expected change in legal liability due to the relief of the legal claims accrual with the offsetting variance in Corporate Services.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$3,737 is primarily due to the timing of billing of economic development grants (\$7,802) made up of Planning Incentive Grants \$1,854, Tax Increment Grants \$523K, Public Realm Incentive Program \$817K and Gateway Tax Increment Grants \$4,607. Partially offsetting the year-to-date favourable variance are higher than expected Development Charge (DC) grants of \$4,500 primarily made up of agricultural grants (\$4,155). The unfavorable forecasted variance of \$17,683 largely relates to development charge grants for Brownfield Reduction Program transition provisions as well as agricultural structures totaling \$25,337. This is anticipated to be partially offset by unspent grant funding for the year for Planning Incentive Grants (\$1,218), Tax Increment Grants (\$200) and Public Realm Grants (\$694) and Gateway Tax Increment Grants (\$5,109). Unspent funding related to these grants will be encumbered at year end through a transfer to reserve.

Financial Expenditures – The unfavourable year-to-date variance of \$2,915 is a result of timing of tax write-offs as the write-offs are generally received at year-end from Local Area Municipalities and are therefore expected to be fully realized by year-end.

Taxation – The unfavourable year-to-date variance of \$16,897 is primarily the result of timing of revenues from the Tax Levy, Payment-in-lieu and supplemental taxes which will be collected in the latter half of the year. The forecasted favourable variance of \$1,332 is due to a greater than anticipated increase in supplemental tax revenues by the end of the year as a result of an anticipated growth rate of 1.4% at the time of writing this report.

Federal & Provincial Grants – The favourable year to date and forecasted variance of \$1,076 relates to COVID-19 Safe Restart funding received from the Province. This funding is allocated out across all the departments at the Region.

Other Revenue – The year-to-date favourable variance of \$6,388 is primarily related to the transfer from the police development charge reserves of \$5,125 due to development charge revenue to fund debt related to the police long term accommodation project. This is anticipated to increase to \$6,150 for the full year. Year-to-date investment income was favourable by \$1,612 due to higher yields. This variance is expected to be fully reduced by year end due to the transfer of interest income to deferred revenue and rate reserves at a higher Bank of Canada rate.

Intercompany Charges – The unfavourable variance of \$1,080 is primarily due to the allocation of COVID-19 Safe Restart funding to departments as discussed above.

To/From Funds – The year-to-date favourable variance of \$357 is due to lower than expected transfers as a result of no proceeds from the sale of surplus properties to date. The forecasted unfavourable variance of \$12,143 is due to forecasted encumbrances to be spent in future years for economic and development grants of \$6,697, including the Smarter Niagara Incentive Program Simple Grants (\$645K), Waterfront Improvement Program (\$400K), Public Realm Incentive Program (\$694K) and Gateway Tax Increment Grants (\$4,958). As well, there is an unfavourable variance expected due to the transfer of police development charges revenue (\$6,150) to the capital reserve.

General Government - Continued

Community Impacts & Achievements

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

- Council approved 157 Capital projects for 2022 through a \$36,099 reserve contribution to the Capital Levy reserve. Some of the significant capital projects for 2022 included Upgrades to the DeCew wastewater treatment plant (\$19,500), Grimsby watermain replacement (\$2,000), and (\$1,452) for new ambulances and emergency medical equipment.
- 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 2022, including Q2 actual results plus forecast to year-end is favourable when compared to budget by \$2,746 as a result of achieving higher yield on new investments during 2021 compared with budgeted rates.
- Successfully funded 113 Capital Projects and 7 Operating projects with \$17.2M and \$5.8M respectively of Development Charges reserves by utilizing a more streamlined and efficient funding process.
- As part of the Development Charges Background Study and By-law update staff engaged with key interested parties on four separate occasions, including the local area municipalities and non-governmental/business associates to clarify definitions and policy to be included in the updated By-law.
- In October 2021 Regional Council approved the Niagara Region Incentives Policy (PDS 31-2021) as amended. As a result of this approval discretionary RDC incentive programs have been set up outside of the DC By-law. These programs are aligned with priority areas for incentives as directed by Council. Allowing these policies to exist outside of the DC By-law improves ease of use for the development community and is more adaptable and flexible in advancing Council objectives.

Corporate Administration Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$6,222	\$6,015	\$208	3.3%	\$12,494	\$11,921	\$574	4.6%
Administrative	\$2,508	\$1,590	\$917	36.6%	\$4,430	\$4,536	-\$105	-2.4%
Operational & Supply	\$110	\$48	\$61	56.0%	\$219	\$168	\$51	23.4%
Occupancy & Infrastructure	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Equipment, Vehicles, Technology	\$60	\$54	\$6	10.0%	\$119	\$122	-\$2	-1.7%
Partnership, Rebate, Exemption	\$149	\$163	-\$14	-9.7%	\$298	\$297	\$1	0.2%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$9,049	\$7,871	\$1,178	13.0%	\$17,562	\$17,043	\$518	3.0%
Federal & Provincial Grants	-\$40	-\$67	\$27	66.7%	-\$80	-\$107	\$27	33.3%
By-Law Charges & Sales	-\$2	-\$2	\$0	6.9%	-\$4	-\$4	\$0	3.4%
Other Revenue	-\$60	-\$84	\$24	40.3%	-\$120	-\$144	\$24	20.1%
Total Revenues	-\$102	-\$153	\$51	50.1%	-\$204	-\$254	\$51	25.0%
Intercompany Charges	-\$90	-\$527	\$437	-484.2%	-\$180	-\$617	\$437	-242.1%
Total Intercompany Charges	-\$90	-\$527	\$437	-484.2%	-\$180	-\$617	\$437	-242.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$8,857	\$7,191	\$1,665	18.8%	\$17,178	\$16,172	\$1,006	0.0%
Transfers From Funds	-\$1,027	-\$1,027	\$0	0.0%	-\$1,686	-\$1,686	\$0	0.0%
Transfers To Funds	\$36	\$214	-\$178	-493.8%	\$36	\$396	-\$360	-1001.4%
Total Transfers	-\$991	-\$814	-\$178	-17.9%	-\$1,650	-\$1,290	-\$360	-21.8%
Net Expenditure (Revenue) Before Indirect Allocations	\$7,865	\$6,377	\$1,488	18.9%	\$15,527	\$14,881	\$646	4.2%
Indirect Allocations & Debt	-\$3,969	-\$3,595	-\$374	-9.4%	-\$8,007	-\$7,938	-\$69	-0.9%
Total Indirect Allocations & Debt	-\$3,969	-\$3,595	-\$374	-9.4%	-\$8,007	-\$7,938	-\$69	-0.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$3,896	\$2,783	\$1,114	28.6%	\$7,520	\$6,944	\$577	7.7%

Corporate Administration - Continued

Variance Analysis (in thousands of dollars)

Corporate Administration is operating at a year-to-date surplus before indirect allocations of \$1,488 with a forecasted surplus of \$646 before indirect allocations for year-end. The following factors have contributed to this surplus.

Labour Related Costs – The favourable year-to-date and forecasted variances of \$208 and \$574 are due to staffing vacancies throughout the divisions of Corporate Administration (\$469) and a forecasted corporate benefit surplus (\$409). The surplus is offset by labour relations pressures (\$301).

Administration - The favourable year-to-date variance of \$917 is driven by the timing of consulting and grant spending. The forecasted unfavourable variance of \$105 is due to corporate external legal expenses related to labour relations.

Operational & Supply - The favourable year-to-date and forecasted variance of \$61 and \$51 is due to lower than anticipated corporate training costs.

Partnership, Rebate, Exemption - The unfavourable year-to-date forecast of \$14 and the favourable forecasted variance of \$1 is due to the timing of grant program awards within Economic Development.

Federal & Provincial Grants - The favourable year-to-date variance of \$27 is due to increased Invest Canada-Community Initiatives funding anticipated by Economic Development.

Other Revenue - The favourable year-to-date and forecasted variance of \$24 is primarily due to funding received from the Local Area Municipalities to support the 2022 Municipal Election. The funding is offset by advertising expenses incurred by the Clerks Office.

Intercompany Charges - The favourable year-to-date and forecasted variances of \$437 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 (\$77) and the allocation of general corporate Safe Restart COVID-19 funding from the Province to fund pandemic-related expenses within Corporate Administration (\$360).

Transfers - The unfavourable year-to-date and forecasted variance of \$178 and \$360 are due to the return of reserve funding allocated for COVID-19 costs in the 2022 budget. The reserve funding is replaced with unbudgeted COVID-19 Safe Restart funding received from the provincial government for pandemic-related expenses.

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 a 2022 Municipal Election Communications Campaign in partnership with local area municipalities.
- Supported the communications planning and delivery of a Homelessness Post-Pandemic event with Iain DeJong.
- Supported the inaugural meeting of the new Niagara Transit Commission.
- Led the communication activities on a series of sponsorship announcements for Canada Games Park.
- Developed and delivered the grand opening event for Canada Games Park.

Government Relations

- Submitted five delegation requests for the upcoming Association of Ontario Municipalities conference and registered the Regional Chair, CAO and senior level staff for conference participation (As of July 26, three delegation requests confirmed)

Corporate Administration - Continued

- Reignited discussions regarding shared service opportunities with Local Area Municipalities and identified approximately fifteen initiatives that have the potential to move forward in Q3/4.
- Conducted a jurisdictional scan of best practices for government relations metric tracking processes and systems within the Municipal Government Relations Network
- Initiated discussions with Regional business units on a corporate wide grant tracking system.

Diversity, Equity and Inclusion Program

- Completed data analysis on staff and community member focus groups and surveys and wrote five research reports that contributed to the development of the Diversity, Equity, and Inclusion (DEI) Action Plan.
- Successful recruitment and hiring first Diversity, Equity, and Inclusion Advisor
- Collaboration with multiple community members and the Diversity, Equity, and Inclusion Advisory Committee to develop and finalize the DEI Action Plan.
- Began implementation of the CanWILL grant to increase participation of women and gender diverse people in local politics through facilitating four webinar sessions with 16 speakers, 4 emcees, 4 moderators, and 124 participants. Eight female Councillors connected with nine community members interested in getting involved in local politics through a short mentorship program.
- Internal DEI support for work in Human Resources, Public Works, Public Health, Planning and Development, and Community Services.
- Effectively communicated the importance of monthly significant dates relating to diverse cultural and religious events through the Vine Weekly, social media, and CAO messages.
- Collaboration with multiple community groups for the successful installation and launch of Pride Crosswalk.
- Facilitated of 3 Leader's Edge Addressing Bias and Discrimination learning sessions
- Development and facilitation of two Introduction to DEI learning sessions with the Public Health Youth Advisory Committee, and REACT team.

Indigenous Relations Program

- Completion of Indigenous Cultural Safety Training by all members of the Corporate Leadership Team (CLT).
- Facilitation of Joint Roundtable meeting with Niagara Indigenous Community Executives, Niagara Region Police Service, and Niagara Region CLT leading to the co-development of a Niagara Region Indigenous Action Plan.
- Establishment of Staff Indigenous Engagement Working Group.
- Successful Indigenous training session with joint participation from Regional and Local Area Municipality Councillors, facilitated by Dr. Robyn Bourgeois.
- Collaboration with Indigenous designer to create and procure an Indigenous Crosswalk to be installed in September as part of honouring the National Day for Truth and Reconciliation.
- Successful recruitment and hiring the first Indigenous Relations Advisor
- Began negotiations with the Haudenosaunee Development Institute, Six Nations of the Grand River and Mississauga's of the Credit First Nations to renew Field Liaison and Archeological Review agreements related to Capital Infrastructure Projects. New agreements will provide an overarching structure for related public work engagement.

Corporate Strategy

- Continued to update and maintain the community dashboard to provide residents, businesses and organizations important information about Niagara Region through various themes and indicators.
- Participation in the 2022 Municipal Benchmarking Network Canada program.

Climate Change

- Formed the Corporate Climate Change Working Group. The Working Group is a multi- departmental team that will accelerate climate change programs, policies and initiatives at the Region.
- Organized and hosted the Niagara Region Climate Change Summit on June 28. In partnership with Brock University and the Niagara Peninsula Conservation Authority. 120 participants and event was livestreamed and recorded for the community.

Community Safety and Well-Being

Corporate Administration - Continued

- Established an Action Table, comprised of service providers, first responders and those with lived experience, to identify opportunities to streamline emergency responses to those in mental/health addictions distress and accessing 9-1-1.
- Created a current state map of services and developed a data collection strategy which included the reporting of quantitative data and engaging in qualitative research.
- Conducted 12 key informant interviews and 2 focus groups with dispatchers, police officers, paramedics, mental health nurses and social workers, in addition to those with lived experience.
- Developed a summary findings report which identified strengths and weaknesses of local, specialized crisis-based teams, and barriers and opportunities within the triaging of 9-1-1 mental health/addictions calls and providing service to those in distress.
- Successful implementation of 67% of recommendations found within *Mno Bmaadziwin* (Living the Good and Healthy Life) report, notably the issuance of a public statement on the Region's intention and plan to address anti-Indigenous systemic discrimination.
- In preparation for a funding submission to Public Safety Canada, engaged in preliminary consultations and a data review to begin to understand gun and gang violence in Niagara and identify needs related to prevention-based services for youth at-risk.

Clerks

- Continued success holding Regional Council, Standing Committee, and Advisory Committee meetings and Workshops using electronic participation in light of COVID-19 pandemic.
- In response to the Ombudsman's Report, an Email Management Guideline has been introduced to provide guidance and direction for effectively managing email. This set of best practices and guiding principles was made available to all employees throughout the organization.
- R365, an application for managing records, was fully deployed to enable the management of physical records. Record Custodians were trained to aid their adoption and use of the application. Efforts to provision the use of R365 for managing electronic records are ongoing.
- Access and Privacy staff continue work on the implementation of mandatory staff training in Privacy.

Human Resources

- Provided corporate-wide human resources support of the COVID-19 pandemic:
 - Continuing to support recruitment and selection, for roles to support essential business continuity to deliver services to our most vulnerable residents.
 - Support the gradual decommissioning of some COVID-19 specific programming and redeployment of staff.
 - Supported the development and implementation of Return to the Workplace and Hybrid Work Arrangement program.
 - Created and managed employment related employee communication tools, health and safety fact sheets, etc.
 - Continued policy development or modification to support staff in areas of attendance management, labour related costs, leaves of absence for childcare or eldercare obligations, and increased mental health programs.
 - Continued work implementing and managing COVID-19 Vaccination Policy.
 - 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 Regional Transit transition project through providing HR consultation to project leads and preparation for shared service delivery functions specific to HR operational requirements.

Corporate Administration - Continued

- Continued work on development of People Strategy refresh four-phase plan to support action item of Council's Shape Niagara Implementation Plan; Phases 1 -3 completed.
- Negotiation of three-year renewal Collective Agreement with CUPE Local 1757.
- Supporting the development of a Long Term Care Attraction/Recruitment Strategy to support future staffing needs for our residents.
- Conducted a benefits Marketing RFP for existing benefit plans.
- Project kick-off with Public Health EMS to introduce functionality for enhanced automation for scheduling and timekeeping to ensure staffing levels are met particularly during peak demands, and begin the introduction of increased employee self service functionality with automated scheduling and attendance call out system to fill vacant shifts.

Economic Development

- Development of a region-wide 10 Year Economic Development Strategy was completed in June 2022, presented to PEDC and approved by Regional Council
- The implementation of the Economic Recovery Plan has been completed. Due to the completion of the Ontario Government Re-Opening plan, the biweekly calls with the ERRT group and Niagara Region Public Health, facilitated by Niagara Economic Development finished in April 2022.
- Administration of the \$2 million Fed Dev Tourism Adaption and Recovery Fund ongoing with funding paid out to businesses who have completed their projects and submitted final reports and invoices.
- On May 9th in partnership with Niagara-on-the-Lake (NOTL) and NOTL Chamber of Commerce celebrated the 72nd EU day and welcomed Ambassadors to Canada from Spain, Portugal and Cyprus and 14 consul generals.
- 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.
- FDI activities have been ramped up with awarding of 2 lead generation contracts that focus on the 4 European geographic markets of The Nordics (Denmark, Finland, The Netherlands, Norway, Sweden) Germany, France and Italy.
- North American markets are being mined through the continuation of lead Generation contracts focused on the target sectors and markets.

Corporate Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$11,002	\$10,522	\$479	4.4%	\$22,019	\$21,224	\$796	3.6%
Administrative	\$4,446	\$4,048	\$398	9.0%	\$8,273	\$10,019	-\$1,747	-21.1%
Operational & Supply	\$205	\$94	\$111	54.2%	\$409	\$215	\$195	47.6%
Occupancy & Infrastructure	\$5,158	\$4,283	\$875	17.0%	\$10,301	\$8,315	\$1,986	19.3%
Equipment, Vehicles, Technology	\$1,925	\$1,662	\$263	13.7%	\$3,851	\$3,530	\$321	8.3%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$22,736	\$20,609	\$2,126	9.4%	\$44,854	\$43,303	\$1,550	3.5%
Federal & Provincial Grants	-\$36	-\$38	\$3	7.5%	-\$71	-\$74	\$3	3.8%
By-Law Charges & Sales	-\$264	-\$162	-\$102	-38.8%	-\$528	-\$279	-\$249	-47.2%
Other Revenue	-\$636	-\$536	-\$101	-15.8%	-\$1,106	-\$1,198	\$92	8.3%
Total Revenues	-\$936	-\$736	-\$200	-21.4%	-\$1,705	-\$1,551	-\$154	-9.0%
Intercompany Charges	\$69	-\$822	\$891	N/A	\$138	-\$753	\$891	646.6%
Total Intercompany Charges	\$69	-\$822	\$891	N/A	\$138	-\$753	\$891	646.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$21,869	\$19,052	\$2,817	12.9%	\$43,286	\$40,999	\$2,287	0.0%
Transfers From Funds	-\$1,891	-\$1,891	\$0	0.0%	-\$3,277	-\$3,277	\$0	0.0%
Transfers To Funds	\$2	\$613	-\$611	-25447.8%	\$2	\$1,659	-\$1,657	-69042.7%
Total Transfers	-\$1,889	-\$1,278	-\$611	-32.3%	-\$3,274	-\$1,617	-\$1,657	-50.6%
Net Expenditure (Revenue) Before Indirect Allocations	\$19,980	\$17,774	\$2,206	11.0%	\$40,012	\$39,382	\$630	1.6%
Indirect Allocations & Debt	-\$19,370	-\$17,397	-\$1,973	-10.2%	-\$38,801	-\$38,420	-\$381	-1.0%
Total Indirect Allocations & Debt	-\$19,370	-\$17,397	-\$1,973	-10.2%	-\$38,801	-\$38,420	-\$381	-1.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$610	\$377	\$233	38.2%	\$1,212	\$963	\$249	20.5%

Corporate Services - Continued

Variance Analysis (in thousands of dollars)

Corporate Services operated at a surplus before indirect allocations of \$2,206 and are forecasting a surplus of \$630 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$479 and \$796 are due to vacant positions through the year in all Corporate Services divisions.

Administration - The favourable year-to-date variance of \$398 is mainly due to timing of spend in consulting (\$854), training (\$75), and first party claim payouts (\$195), which is partially offset by third party claim payouts (\$793). The unfavourable forecasted variance of \$1,747 is mainly due to third party claim payouts (\$1,872) and costs for claims administration (\$324), partially offset by savings on consulting (\$290) and training (\$69).

Operational & Supply - The favourable year-to-date and forecasted variances of \$111 and \$195 are mainly due to savings in photocopier usage costs (\$42 and \$73) and decreased usage of COVID safety supplies (\$53 and \$112).

Occupancy & Infrastructure - The favourable year-to-date and forecasted variances of \$875 and \$1,986 are mainly due to operating savings realized by the delayed purchase of the GO stations (\$503 and \$1,010) and a reduction in enhanced cleaning at Regional administrative facilities as a COVID prevention measure (\$277 and \$859).

Equipment, Vehicles, Technology - The favourable year-to-date and forecasted variances of \$263 and \$321 are due primarily to delayed spend of operating costs related to approved IT capital projects.

By-Law Charges & Sales - The unfavourable year-to-date and forecasted variances of \$102 and \$249 are due primarily to rental income not realized by the delayed purchase of the GO stations.

Other Revenue - The unfavourable year-to-date variance of \$101 is mainly due to development charge (DC) funding not realized due to timing of the DC bylaw update. The favourable forecasted variance of \$92 is mainly due to recovery of Canada Summer Games Park operating costs from Consortium partners.

Intercompany Transfers – The favourable year-to-date and forecasted variances of \$891 are primarily due to the reallocation of wages for staff who have been redeployed to support other Niagara Region departments in need of resources to support the COVID-19 pandemic and the allocation of general corporate 2022 COVID-19 funding to fund pandemic-related expenses.

Transfers – The unfavourable year-to-date and forecasted variances of \$611 and \$1,657 are mainly due to the return to reserves of funding allocated for COVID-19 costs in the 2022 budget already recognized through intercompany transfers. It is partially offset by operating savings realized by the delayed purchase of the GO stations being returned to reserve at year end.

Community Impacts & Achievements

Asset Management Office

- Completed the Corporate Asset Management Plan with Council approval in June 2022, which forecasts the long-range investment needs and meets the legislative requirements of O.Reg 588
- Updated the improvement plan for cross-corporate asset management development through a Focused Action Plan. This aligns with the Corporate Asset Management Plan and ensures the Region will meet future legislative requirements in 2024 and 2025.
- Initiated an improvement project for a corporate asset register to support asset management planning
- Continuing development of a corporate capital project delivery framework including monitoring and reporting Key Performance Indicators (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.

Corporate Services - Continued

- Facilitated the prioritization of the 2023 capital budget through the risk and corporate priority assessment of candidate capital projects

Business Licensing

- Continue processing, and issuance of business licenses including fee payments and response to enforcement and inspection requirements.
- Implement an “on-line” licensing application process beginning with various driver and business licenses.
- Implemented a modernized licensing/incident/inspection/ enforcement database in Q1 2022.
- Organizing of internal and temporary external staff for Mass Immunization clinic security and the eventuality of the decrease in clinics.

Construction, Energy and Facilities Management

- Completed preparations for Regional Headquarters and re-opened to in person services.
- Completed preparations and provide support for a return to in person Regional Council and Committee meetings at Region headquarters.
- Launched Digital Modernization review of Customer Services for Regional Headquarters.
- Continue to support the Public Health mass immunization plan and 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.
- Completion of Customer Service Renovation in Campbell East in time for Region HQ reopening to the Public. Members of the public can now enter the facility and are directed to a customer service provider.
- Implemented access control protocols for Regional Headquarters.
- Completed security camera upgrade at Region HQ. Installed in time for Canada Summer Games to better ensure the safety of staff and public in and around Region HQ.
- Replacement of High Voltage lines that power Region HQ building. Lines were severely deteriorated and were replaced prior to Canada Summer Games to avoid spontaneous failure during the games.
- CE&FM is leading the Niagara Region Energy Working Group, which will work on strategy for meeting the Conservation & Demand Management Plan goals by the end of 2023.
- Incorporated the requirement for LEED Silver into the Official Plan for Corporate buildings

Financial Management and Planning

- Completion of the 2021 year-end and reporting of the financial results to Corporate Services Committee and Audit Committee.
- Monitoring, reporting and compliance with agreements for upper levels of government COVID-19 funding.
- Publication of the 2022 Budget Summary and 2021 Annual Report.
- Awarded GFOA’s Distinguished Budget Presentation Award
- S&P rating increase from AA stable to AA+
- Completed Development Charge Background Study, public engagement and public meeting to update the DC By-law to expire in August 2022
- Prepared financial modelling and strategy for consolidation of transit and supporting transition of financial services, preparation of Municipal Services By-law and Municipal Transfer Agreement for Niagara Transit Commission.
- Achieved Council support for implementing shared service of Region’s PeopleSoft Financials ERP with City of St. Catharines.
- Supported financial modelling and strategy of the approved 2021 Asset Management Plan.

Corporate Services - Continued

- Prepared the financial analysis to support the decision making of the disposition of MRF RFP.

Legal Services

- Legal advice to support the advancement of corporate priority projects including:
 - Support for the establishment of the Niagara Transit Commission as a municipal service board of the Region and ongoing legal support for the various agreements and transitional activities to advance regional transit consolidation;
 - Continued support in connection with the procurement process related to Material Recycling Facility Opportunity Review;
 - Supporting the consortium partners in connection with the preparation and advice on a number of sponsorship agreements and other matters related to the 2022 Canada Summer Games and Canada Games Park;
- Legal support to all departments related to various capital projects and operations including real estate transactions, procurements, agreements, by-law reviews, risk management advice 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 90 Formal Procurements resulting in approximately \$26 million in Awarded Contract value.
- Ongoing sourcing of critical PPE and supplies needed for the EOC response to the pandemic.
- Continued support for Public Health in negotiating and securing various vaccine and storage locations
- Facilitated 20+ agreements involving License/Leasing, Property Acquisitions, and other indemnity agreements
- Continued support of EMS station requirements
- Continued support of Transportation Capital road reconstruction projects involving 70 property acquisitions over 10 road projects
- Continued support of Water Wastewater Capital projects involving multiple locations for Sewage Pump Stations, elevated water tanks, and force main sewers.

Community Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$66,115	\$64,967	\$1,149	1.7%	\$130,517	\$129,436	\$1,081	0.8%
Administrative	\$922	\$995	-\$72	-7.8%	\$1,755	\$1,871	-\$117	-6.7%
Operational & Supply	\$8,772	\$7,618	\$1,154	13.2%	\$14,516	\$14,632	-\$116	-0.8%
Occupancy & Infrastructure	\$2,462	\$2,966	-\$503	-20.4%	\$4,655	\$5,321	-\$665	-14.3%
Equipment, Vehicles, Technology	\$1,634	\$1,209	\$425	26.0%	\$2,790	\$2,649	\$141	5.0%
Community Assistance	\$101,018	\$95,645	\$5,373	5.3%	\$221,089	\$219,710	\$1,379	0.6%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$180,925	\$173,399	\$7,525	4.2%	\$375,322	\$373,619	\$1,703	0.5%
Federal & Provincial Grants	-\$136,170	-\$133,264	-\$2,906	-2.1%	-\$292,340	-\$295,274	\$2,934	1.0%
By-Law Charges & Sales	-\$2,103	-\$1,872	-\$232	-11.0%	-\$4,206	-\$3,815	-\$391	-9.3%
Other Revenue	-\$12,452	-\$11,186	-\$1,266	-10.2%	-\$24,903	-\$23,295	-\$1,608	-6.5%
Total Revenues	-\$150,725	-\$146,322	-\$4,403	-2.9%	-\$321,449	-\$322,384	\$935	0.3%
Intercompany Charges	\$281	\$696	-\$415	-147.7%	\$562	\$977	-\$415	-73.9%
Total Intercompany Charges	\$281	\$696	-\$415	-147.7%	\$562	\$977	-\$415	-73.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$30,481	\$27,773	\$2,708	8.9%	\$54,434	\$52,212	\$2,223	0.0%
Transfers From Funds	\$496	-\$1,086	\$1,582	319.1%	-\$1,118	-\$2,700	\$1,582	141.5%
Transfers To Funds	\$1,595	\$2,127	-\$532	-33.3%	\$3,118	\$6,250	-\$3,132	-100.5%
Total Transfers	\$2,091	\$1,041	\$1,050	50.2%	\$2,000	\$3,551	-\$1,550	-77.5%
Net Expenditure (Revenue) Before Indirect Allocations	\$32,572	\$28,814	\$3,758	11.5%	\$56,435	\$55,762	\$672	1.2%
Indirect Allocations & Debt	\$9,827	\$9,124	\$703	7.2%	\$22,104	\$21,570	\$534	2.4%
Total Indirect Allocations & Debt	\$9,827	\$9,124	\$703	7.2%	\$22,104	\$21,570	\$534	2.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$42,399	\$37,938	\$4,461	10.5%	\$78,539	\$77,332	\$1,207	1.5%

Community Services - Continued

Variance Analysis (in thousands of dollars)

Community Services has a year-to-date operating surplus of \$3,758 and a forecasted surplus of \$673 (1.2 per cent of the net budget). The following factors contribute to these variances:

Labour Related Costs - The favourable year-to-date and forecasted variances of \$1,149 and \$1,081 are primarily due to staff vacancies throughout the divisions within Community Services. Within Homelessness, there is a favourable variance related to the timing of the budget adjustment per approved Council report COM-C 10-2022 to transfer operating funds to capital (to support a facility purchase) due to unspent budget, as the Bridge housing facility is not yet operational as a result of construction delays (\$550). This favourable variance is offset by incremental staffing costs due to the required extension of the self-isolation shelter funded through external COVID-related funding.

Operational & Supply – The favourable year-to-date and forecasted variances of \$1,154 and \$116 are due to the following:

- Homelessness: The favourable year-to-date and forecasted variances of \$1,579 and \$223 are due to timing of incremental COVID costs, which are fully funded.
- Seniors: The unfavourable year-to-date and forecasted variances of \$521 and \$431 respectively relate primarily to higher than anticipated usage of medical supplies and PPE due to the high number of outbreaks in long-term care homes.

Occupancy & Infrastructure – The unfavourable year-to-date and forecasted variances of \$503 and \$665 are due to increased usage of contracted services to provide supervision of high-risk long-term care (LTC) residents in isolation, as well as support for screening staff at the LTC homes.

Equipment, Vehicles, Technology – The favourable year-to date and forecasted variances of \$425 and \$140 are primarily due to anticipated increased spending in the second half of the year based on incremental funding for infection control and prevention measures (IPAC), minor capital expenses and medical safety technology for the LTC homes.

Community Assistance - The favourable year-to-date and forecasted variances of \$5,373 and \$1,379 respectively are due to the following:

- Homelessness: The unfavourable forecasted variance of \$1,455 relates to the following: timing of the budget adjustment for incremental COVID costs specific to the extension of the self-isolation shelter past March 31, seasonal shelter day programming costs, and extension of reimbursement of agency-related COVID costs, which are offset in favourable revenues below; timing of the budget adjustment per approved Council report COM-C 10-2022 to transfer operating funds to capital (\$850); and unbudgeted payments to flow Provincial funding to two agencies, as per approved contracts through the Home for Good capital program (\$224), offset in revenues below.
- SAEO: The favourable year-to date and forecasted variances of \$4,585 and \$3,113 are due to the budget being prepared based on an estimated caseload increase and benefits as per Ministry forecasts that were higher compared to actuals (\$2,990), which is 100% offset by a reduction in provincial revenues below, as well as the timing of payments for the Niagara Prosperity Initiative, as the program is now internally administrated. Payments to the successful proponents will be made quarterly instead of the previous practice of 100% in advance to the external Administrator, resulting in a forecasted surplus of \$900 by year-end. The favourable variance is partially offset by greater than budgeted issuance of life stabilization benefits (\$865) for social assistance recipients.
- Housing Services: The favourable year-to-date variance of \$654 is primarily due to budget timing of spend for ministry-funded programs, subsidy payments to non-profit and co-op housing providers and K3D heat control system upgrades for providers encumbered from the 2021 budget (\$22), which are anticipated to be spent by the end of the year. The forecasted unfavourable variance of \$176 is due to lower than anticipated subsidy recoveries from non-profit and co-op housing providers, offset by lower capital grants issued to housing providers under the Capital Loan and Grant program. The forecasted variance associated with the Capital Loan and Grant program is offset by a reduction in Transfers

Community Services - Continued

below, as the program is funded through reserve and any unused funds will be returned in accordance with the Region's policy.

Federal & Provincial Grants – The unfavourable year-to-date variance of \$2,906 and favourable forecasted variance of \$2,934 are due to the following:

- Homelessness: The favourable year-to-date and forecasted variances of \$198 and \$2,902 relate to the timing of the confirmed provincial Social Services Relief Fund Phase 5 budget adjustment approved through Council to support incremental costs related to Homelessness during the COVID-19 pandemic (\$2,353); unbudgeted Reaching Home funding deferred from prior year (\$496); and unbudgeted Provincial funding to flow payments to two agencies as per approved contracts through the Home for Good capital program (\$224).
- Seniors: The favourable year-to-date and forecasted variances of \$519 and \$2,792 are primarily related to recovery of lost accommodation revenue from empty beds within the long-term care homes that are being held vacant for (COVID) isolation purposes (\$2,194), and forecasted LTC prevention and containment funding (\$581) and High Intensity Needs funding (\$295) issued by the Ministry of Long-Term Care (MLTC). This is offset by an anticipated return of funding for Seniors Community Programs, which have not been operating at their full capacity during the pandemic (\$212) due to IPAC restrictions, as well as the timing of minor capital purchases for infection control measures (\$372).
- SAEO: The unfavourable year-to-date and forecasted variances of \$3,011 and \$2,821 are a result of expected caseloads and benefits not realized. The variance is offset by the reduction in benefits issued above.
- Housing Services: The unfavourable year-to-date variance of \$612 is due to lower than budgeted spend to date for ministry-funded programs noted above in Community Assistance, as revenue is recognized based on actual expenses incurred. The forecasted favourable variance of \$61 for the year is due to anticipated timing of recognition of revenue for fiscal programs ending in March 2023.

By-Law Charges & Sales - The unfavourable year-to-date and forecasted variances of \$232 and \$391 are due to the following:

- Childrens: The favourable year-to-date and forecasted variances of \$177 and \$352 are due to higher than anticipated full fee revenue from the Region's five directly-operated child care centres.
- Seniors: The unfavourable year-to-date and forecasted variances of \$408 and \$743 respectively are due to loss of fee revenue associated with Seniors Community Programs that have not operated at full capacity during the COVID-19 pandemic due to IPAC restrictions.

Other Revenue - The unfavourable year-to-date and forecasted variances of \$1,266 and \$1,608 are primarily due to lower than anticipated accommodation fees collected within the long-term care homes due to empty beds, which are required to be held temporarily vacant in order to isolate new admissions.

Intercompany Charges – The unfavourable year-to-date and forecasted variances of \$415 are mainly due to the reallocation of wages for staff who have been redeployed from other Niagara Region departments to support essential Seniors Services programs in need during the COVID-19 pandemic (\$244), and costs allocated to Homelessness for transportation supports for clients and EMS outreach program eligible under COVID-specific funding within Homelessness (\$171).

Transfers – The favourable year-to-date variance of \$1,050 is due to the timing of reserve funds approved for the purposes of funding incremental costs in the long-term care homes, which will be fully returned at year-end. The unfavourable forecasted variance of \$1,550 is mainly due to the approved transfer of operating funds to capital as per confidential report NRH 5-2022 (\$1,400) and a transfer back to reserve for unused funds related to the capital loan and grant program in Housing Services (\$146).

Community Services - Continued

Community Impacts & Achievements

Children Services

- Children's Services continues to support contracted child care service providers to maintain viable operations and support recovery from COVID-19 that resulted in reduced operational capacity and parent fees.
- Children's Services is working towards the implementation of the Canada-Wide Early Learning and Child Care (CWELCC) Strategy to support the reduction of child care fees for parents of children 0-6 years of age, and increase the labour related costs of Registered Early Childhood Educators as required by the Province.
- Implementation of one-time Workforce Funding received from the Province to support the retention and recruitment in the child care and early years is in progress. Children's Services is creating a local workforce strategy to develop, pilot and implement initiatives that will be sustain and support the workforce beyond the funding period. The lack of Registered Early Childhood Educators continues to strain service providers operations, due to the lack qualified staff to operate at 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.
- The New Fixing Long-Term Care Act, 2021 was released with Phase 1 of the new Regulations coming into force on April 11, 2022. Key changes to the new Act include: legislated staffing targets for direct resident care, new screening measures for staff, volunteers and members of Niagara Regional Council, multiple quality initiatives, updates to the residents' bill of rights, further defining the role of medical directors and the requirement for air conditioning in resident rooms. Phase 2 regulations are anticipated to be released in fall 2022.
- Fourth doses of COVID-19 vaccinations were administered to eligible long-term care residents
- Construction of the new LTC homes (Linhaven in St. Catharines and Gilmore Lodge in Fort Erie) are well underway with Linhaven being at a percentage of completion of 16% and Gilmore Lodge at 25% at the end of Q2.

Homelessness and Community Engagement

- In the first six months of 2022, the COVID isolation shelter supported 221 individuals experiencing homeless with a safe place to isolate and receive onsite-testing. The site closed on June 30th of 2022. After this time the management of outbreaks, and isolation of positive cases will occur entirely within the shelter system, which is now more feasible with well-established infection and control measures, and with the increased immunity of clients through vaccination efforts (and prior infection).
- Niagara was recognized as having a Veterans Quality By Name List.
- Coordinated Access and the By Name List were utilized to select participants for the Permanent Supportive Housing and Bridge Housing units, ensuring the most appropriate clients were accepted from the list of chronically homeless clients.
- The Niagara Assertive Street Outreach Team directly housed 109 unsheltered clients from encampments and assisted 99 unsheltered clients in accessing shelter spaces.

Social Assistance and Employment Opportunities

- In the first six months of 2022, Niagara's Ontario Works caseload experienced an 8% caseload increase. The Province has forecasted an additional 8% increase by end of year.
- 2022 average monthly intake has increased by 32% compared to 2021
- Average number of social assistance clients and low income individuals issued Housing Stability Benefits (last month's rent, moving/storage costs and rental arrears) and intensive case management increased by 22% in 2022.

Community Services - Continued

- Niagara Prosperity Initiative Request for Proposal was issued in June 2022 for two-year funding that will focus on the six areas identified by the community: Adverse Childhood Experience, Food Access, Housing, Domestic Violence, Indigenous Wellbeing, and Living Wage.

Housing Services

- Support and eviction prevention continued to be offered to tenants who have been suffering in isolation through the pandemic.
- In-person Community Programs in NRH communities began to resume, with after-school programs and many seniors programs transitioning from virtual, slowly and safely within COVID guidelines
- An affordable internet pilot (\$10/month) with Neighbourhood Connect was launched in two buildings, with the goal to expand the service to other buildings. Home access has been critical in maintaining relationships, accessing supports and engaging in programs during intermittent COVID closures.
- Niagara Renovates and Welcome Home Niagara programs continue to receive applications and move forward with projects. Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) funding will be released soon, and providers have already submitted business cases and project plans that will be ready to get underway as soon as funding is received.
- A Consolidated Housing Master Plan (CHMP) has been developed. It will serve as a guide for the development of new community housing units between 2022 and 2045. Recruitment is underway for a Redevelopment Project Manager to create a roadmap for the CHMP.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$57,659	\$54,729	\$2,929	5.1%	\$109,142	\$109,369	-\$227	-0.2%
Administrative	\$1,322	\$1,049	\$273	20.7%	\$2,686	\$2,611	\$75	2.8%
Operational & Supply	\$4,033	\$3,178	\$855	21.2%	\$8,106	\$7,373	\$733	9.0%
Occupancy & Infrastructure	\$415	\$1,520	-\$1,105	-266.6%	\$809	\$2,306	-\$1,497	-185.1%
Equipment, Vehicles, Technology	\$1,215	\$1,769	-\$553	-45.5%	\$2,455	\$3,332	-\$877	-35.7%
Community Assistance	\$0	\$2	-\$2	0.0%	\$0	\$2	-\$2	0.0%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$64,644	\$62,246	\$2,397	3.7%	\$123,199	\$124,993	-\$1,794	-1.5%
Federal & Provincial Grants	-\$48,130	-\$48,098	-\$31	-0.1%	-\$84,595	-\$87,228	\$2,633	3.1%
By-Law Charges & Sales	-\$73	-\$15	-\$58	-79.6%	-\$146	-\$88	-\$58	-39.8%
Other Revenue	-\$452	-\$537	\$85	18.9%	-\$852	-\$943	\$91	10.7%
Total Revenues	-\$48,655	-\$48,650	-\$4	0.0%	-\$85,593	-\$88,259	\$2,666	3.1%
Intercompany Charges	\$1,124	\$1,325	-\$201	-17.9%	\$2,247	\$2,364	-\$116	-5.2%
Total Intercompany Charges	\$1,124	\$1,325	-\$201	-17.9%	\$2,247	\$2,364	-\$116	-5.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$17,113	\$14,921	\$2,192	12.8%	\$39,853	\$39,098	\$755	0.0%
Transfers From Funds	-\$2,389	-\$7,652	\$5,263	220.3%	-\$9,966	-\$19,633	\$9,667	97.0%
Transfers To Funds	\$65	\$7,636	-\$7,572	-11705.7%	\$111	\$10,813	-\$10,702	-9629.5%
Total Transfers	-\$2,324	-\$16	-\$2,309	-99.3%	-\$9,855	-\$8,820	-\$1,035	-10.5%
Net Expenditure (Revenue) Before Indirect Allocations	\$14,788	\$14,905	-\$117	-0.8%	\$29,998	\$30,278	-\$279	-0.9%
Indirect Allocations & Debt	\$11,489	\$10,793	\$696	6.1%	\$18,469	\$18,533	-\$64	-0.3%
Total Indirect Allocations & Debt	\$11,489	\$10,793	\$696	6.1%	\$18,469	\$18,533	-\$64	-0.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$26,277	\$25,698	\$580	2.2%	\$48,467	\$48,811	-\$344	-0.7%

Public Health & Emergency Services - Continued

Variance Analysis (in thousands of dollars)

Public Health (PH) and Emergency Medical Services (EMS) is operating with a year-to-date favourable variance of \$117 before indirect allocations with a forecasted year-end unfavourable variance of \$279, due to the following factors

Labour Related Costs – The year-to-date favourable variance of \$2,929, and unfavourable year-end forecasted variance of \$227 is due to the following:

- PH: The favourable year-to-date and forecasted variances of \$3,372 and \$2,090, respectively, are primarily due to
 - The transition of the Pandemic division into the Clinical division has reduced staffing as the number of vaccinations administered has decreased, resulting in year-to-date and forecasted favourable variances of \$2,108 and \$1,918, respectively in COVID-19. This surplus is partially offset by redeployed staff costs reflected in intercompany charges.
 - Base programming currently has a favourable year-to-date variance of \$1,264 due to savings from temporary staffing vacancies, which is forecasted to decrease to a favourable variance of \$172 at year end as the savings will be utilized to support an over compliment staffing model for recovery efforts of business continuity programs to yearend
- EMS: The unfavourable year-to-date variance of \$374 is mainly due to Covid replacement pay of \$484, overtime due to offload delays of \$240, and WSIB costs of \$101. This is partially offset in non-covid labour related costs with a favourable year-to-date variance of \$426 mainly due to the Community Paramedicine Long-Term Care (CPLTC) program not being fully operational. The forecasted year-end unfavourable variance of \$2,175 is due to COVID-19 replacement pay of \$991, overtime and lieu payouts due to staffing challenges and offload delays of \$733, labour related costs for up staffing in operations of \$393, increased pay-in lieu of benefits for part time staff of \$371, and WSIB of \$272. This is partially offset by the CPLTC program, which is forecasted to have a year-end favourable variance of \$399.

Administrative – The year-to-date and forecasted favourable variances of \$273 and \$75, respectively, are mainly due to savings in EMS in staff development costs due to COVID-19 and staffing shortages that limits staff development opportunities. It is partially offset by an unfavourable forecasted variance of \$204 in the general PH program. Staff development and other training programs are being utilized to aid in staff retention and satisfaction with savings from temporary staffing vacancies in other areas of the department. PH has also hired many new staff requiring more training and development.

Operational & Supply - The year-to-date and forecasted favourable variances of \$855 and \$733, respectively, are due to COVID-19 personal protective equipment and other medical supplies. The Ministry of Health has provided medical supplies for the COVID-19 clinics in PH and there has been less usage by staff in EMS.

Occupancy & Infrastructure – The year-to-date and forecasted unfavourable variances of \$1,105 and \$1,497, respectively, are primarily made up of an unfavorable forecasted variance in COVID-19 in the Mass Immunizations clinics of \$871. Leases, janitorial services and security were not budgeted for as the magnitude of the clinics were unknown at the time the budget was developed. In addition, EMS is forecasting a year-end unfavourable variance of \$546 mainly because of the construction of the new EMS CPLTC facility, which is fully funded by the Ministry of Long Term Care.

Equipment, Vehicles, Technology – The year-to-date and forecasted unfavourable variances are \$553 and \$877 respectively. These are driven by increased fuel costs in EMS of \$193 year-to-date and \$392 unfavourable at year-end, and increased software licensing and maintenance costs of \$44 year-to-date and \$166 unfavourable at year-end. In addition, furniture, equipment, and vehicles purchased for the new CPLTC program resulted in a year-to-date unfavourable variance of \$315 with a forecasted year-end variance of \$284 (CPLTC items are funded by the MOLTC).

Federal & Provincial Grants – The year-to-date unfavourable variance of \$31 and the favourable forecasted year-end variance of \$2,633 is due to the following:

Public Health & Emergency Services - Continued

- PH: The unfavourable year-to-date variance of \$1,036 is mainly driven by the timing of recognizing Ministry of Health Funds for COVID-19 operations which will be fully utilized by year-end. The favourable year-end variance of \$714 is due primarily to the Nurse Retention Funding in COVID-19 for \$536, and a 1% increase to Mandatory Base funding from the Ministry of Health of \$177.
- EMS: The year-to-date and forecasted favourable variances are \$974 and \$1,857, respectively. This is driven by unbudgeted COVID-19 funding from the Ministry of Health of \$707 year-to-date and \$1,414 year-end, and one-time funding received for EMS dispatch for WSIB and Emergency Communications Nurses of \$1,077 year-to-date and \$916 year-end. This is partially offset by an unfavourable variance for Land Ambulance funding not yet received of \$440 year-to-date which is expected to be received by year-end, as well as Offload Nursing Funding not yet received of \$370 year-to-date and \$473 year-end.

Intercompany Charges - The year-to-date and forecasted unfavourable variance is \$201 and \$116 respectively, which is mainly driven by re-deployed staff coming from other departments outside of PH. There is a forecasted favourable variance in general PH with an offsetting unfavourable forecast falling within COVID-19, reflecting the re-deployment from base programming to the Mass Immunization clinics earlier in the year.

Transfers – The year-to-date and forecasted unfavourable variance of \$2,309 and \$1,035 respectively is due to budgeted Taxpayer Relief Reserve funding that was replaced with COVID-19 funding from the Ministry of Health in EMS and the timing of Taxpayer Relief Reserve transfers required for COVID-19 operations in PH.

Community Impacts & Achievements

Mandatory and Related Programs

Public Health

- Scaling up of PH operations to focus on base programs that have immense recovery efforts including School Health, Dental Health, Vaccinations, Sexual Health, parenting and child health supports, and family home visiting. Catch-up vaccinations for school children and sexually transmitted infection treatment and prevention have been particular priorities.
- Continuation of PH operations 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 6 mnths-5 yrs with the vaccine for them newly licensed this quarter, as well as efforts to scale up delivery of booster doses to adults.
- PH is continuing to move forward the Health Promotion Project; understanding that 75% of morbidity and mortality is due to chronic diseases (alcohol, tobacco, unhealthy eating and lack of physical activity) using Evidence Informed Decision Making to develop the best interventions to address Niagara's biggest health priorities.
- PH is now delivering case follow-up, contact tracing, and vaccination for Monkeypox, due to the emergency of the global outbreak particularly elsewhere in the GTA. This is expected to be an expanded area of work in future quarters.

Mental Health

- Continued in-person work with clients in the community and in the office with enhanced infection prevention measures in place.
- Divestment of the Telemedicine service to Niagara Health; enhancement of Early Psychosis Intervention services.
- Quality improvement efforts centered around:
 - Implementing the Health Quality Ontario standard for Schizophrenia Care in the Community

Public Health & Emergency Services - Continued

- Improving fidelity to the standards of care for Assertive Community Treatment, Flexible Assertive Community Treatment, and Early Psychosis Intervention
- 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

- While Niagara Emergency Medical Services (NEMS) has continued uninterrupted provision of core 911 Mobile Integrated Health (MIH) services, including land ambulance services, EMS is experiencing record call volume increases for EMS responses, projected to reach 19% over previous year's record high.
- The time spent by paramedics waiting in hospitals to transfer care of patients continues to track at record highs, with ED closures related to hospital staffing becoming increasingly prevalent in Ontario. This has placed considerable stress on the EMS system to ensure community safety and response time reliability for critically ill people. Approval for 2.5 additional ambulances staffed in May 2022 did mitigate the potential for significantly deteriorating EMS response times.
- 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.
- Community Paramedic for Long Term Care (CPLTC) program has reached full implementation – this is a \$9M Provincially funded program for Niagara.
- Niagara EMS recently received two recognition awards from the Academy of International Mobile Health Integration, one for its evidence-based clinical response plan, and the other for its Mental Health and Addictions Response Team.

Emergency Management

- The Emergency Management (EM) program continues to provide full pandemic response support to the region and local area municipalities focusing on the recovery phase of the emergency. A debrief to provide learning opportunities for process improvement will be led by EM in October 2022.
- Emergency Management will be providing support to the Canada Summer Games and is working with EMS to provide support for the current healthcare system challenges.
- Responses to incidents in addition to COVID-19 have continued throughout 2022. Trends in data show that the number of incidents and emergencies in Niagara continues to increase, likely due to factors including climate change and population growth.
- EM has begun planning and preparedness activities for the 2024 total solar eclipse which will be a significant event resulting in a very large influx of visitors to Niagara and will attract international media attention. Niagara Region Emergency Management is being viewed as a leader in these efforts which has attracted considerable attention from the province and other partners.
- Training has been completed for the first cohort of the Community Emergency Response Team (CERT), and the team can now be deployed by Emergency Management to support the Region and the municipalities.
- In addition to ongoing work related to emergencies and incident, the program continues to engage in activities required to meet annual provincial compliance including public education, training, and exercises.

Public Health & Emergency Services - Continued

Fire Coordinator

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

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

- Revised response plan in partnership with NRPS and municipal fire services in implementation phase.
- 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.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$8,688	\$7,745	\$944	10.9%	\$17,549	\$15,943	\$1,607	9.2%
Administrative	\$2,757	\$1,250	\$1,507	54.7%	\$6,075	\$4,558	\$1,517	25.0%
Operational & Supply	\$12,863	\$11,261	\$1,602	12.5%	\$27,653	\$24,224	\$3,428	12.4%
Occupancy & Infrastructure	\$332	\$309	\$23	7.0%	\$663	\$641	\$22	3.4%
Equipment, Vehicles, Technology	\$1,528	\$1,519	\$9	0.6%	\$3,098	\$2,944	\$153	4.9%
Partnership, Rebate, Exemption	\$550	\$121	\$429	78.0%	\$767	\$767	\$0	0.0%
Financial Expenditures	\$0	\$3	-\$3	0.0%	\$0	\$4	-\$4	0.0%
Total Expenses	\$26,719	\$22,208	\$4,511	16.9%	\$55,805	\$49,081	\$6,724	12.0%
Federal & Provincial Grants	-\$215	-\$358	\$143	66.2%	-\$545	-\$567	\$23	4.1%
By-Law Charges & Sales	-\$3,381	-\$2,029	-\$1,352	-40.0%	-\$8,806	-\$6,202	-\$2,604	-29.6%
Other Revenue	-\$1,498	-\$367	-\$1,131	-75.5%	-\$3,165	-\$685	-\$2,480	-78.4%
Total Revenues	-\$5,095	-\$2,754	-\$2,340	-45.9%	-\$12,515	-\$7,454	-\$5,062	-40.4%
Intercompany Charges	-\$1,138	-\$1,218	\$80	-7.0%	-\$2,275	-\$2,355	\$80	-3.5%
Total Intercompany Charges	-\$1,138	-\$1,218	\$80	-7.0%	-\$2,275	-\$2,355	\$80	-3.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$20,487	\$18,236	\$2,251	11.0%	\$41,014	\$39,272	\$1,742	0.0%
Transfers From Funds	-\$2,133	-\$2,133	\$0	0.0%	-\$2,680	-\$2,680	\$0	0.0%
Transfers To Funds	\$1,560	\$807	\$754	48.3%	\$1,463	\$710	\$754	51.5%
Expense Allocations To Capital	-\$70	-\$37	-\$33	-47.4%	-\$140	-\$107	-\$33	-23.7%
Total Transfers	-\$643	-\$1,363	\$720	112.0%	-\$1,357	-\$2,077	\$720	53.1%
Net Expenditure (Revenue) Before Indirect Allocations	\$19,843	\$16,872	\$2,971	15.0%	\$39,658	\$37,195	\$2,463	6.2%
Indirect Allocations & Debt	\$20,612	\$19,691	\$922	4.5%	\$41,260	\$41,081	\$179	0.4%
Total Indirect Allocations & Debt	\$20,612	\$19,691	\$922	4.5%	\$41,260	\$41,081	\$179	0.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$40,456	\$36,563	\$3,893	9.6%	\$80,917	\$78,276	\$2,641	3.3%

Public Works Transportation - Continued

Variance Analysis (in thousands of dollars)

Public Works Levy operated at a year-to-date surplus before indirect allocations of \$2,971 and are forecasting a year-end surplus of \$2,463 due to the factors as described below.

The 2022 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2022; in conjunction with the Courts Services division. The work on the implementation of the program, including the approved changes to the Niagara Region Courts Inter-municipal Agreement, required approvals across the 12 Local Area Municipalities; approvals were finalized in Q2 2022. Staff have continued to coordinate program launch which is anticipated to begin in late Q4 2022. Accordingly, no expenditures are expected to be incurred nor revenues realized in 2022. 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.

Labour Related Costs – The favourable year-to-date and forecasted variances are \$944 and \$1,607, respectively. Forecasted savings are primarily due to delays in filling vacant positions. Forecasted savings related to Vision Zero are \$189.

Administration – The favourable year-to-date and forecasted variances are \$1,507 and \$1,517, respectively. Forecasted savings are primarily due to transit consulting savings of \$593 due to lower than anticipated transition related costs as well as savings related to Vision Zero of \$954.

Operational & Supply – The favourable year-to-date and forecasted variances are \$1,602 and \$3,428, respectively. Forecasted savings related to Vision Zero are \$100. The balance of the forecasted surplus is primarily due to transit expenditure savings as a result of reduced service levels and ridership, mainly due to the COVID-19 pandemic. Niagara Regional Transit Services (NRT) and NRT OnDemand operator hours are currently operating 21% and 11% under budget, respectively, and Niagara Specialized Transit (NST) trips are currently 28% less than budget. Forecasted savings for NRT and NRT OnDemand are \$2,980 along with forecasted savings for NST of \$371.

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances of \$23 and \$22, respectively, are primarily due to lower than expected electricity costs.

Equipment, Vehicles, Technology – The favourable year-to-date and forecasted variances are \$9 and \$153, respectively. Forecasted savings related to Vision Zero are \$485, with the offsetting balance of (\$332) related to higher fuel prices (\$181), vehicle parts supply (\$117) and other equipment, vehicle and technology costs (\$34).

Partnership, Rebate, Exemption – The favourable year-to-date variance of \$429 is a result of timing differences related to distribution of external LAM grant funding which will occur in the second half of the year.

Federal and Provincial Grants – The favourable year-to-date and forecasted variances are \$143 and \$23, respectively. The year-to-date favourable variance is primarily a temporary timing variance due to higher than budgeted transit safe restart revenues being earned as at June 30th, 2022.

By-Law Charges & Sales Costs – The unfavourable year-to-date and forecasted variances are (\$1,352) and (\$2,604), respectively. The unfavourable forecasted variance is primarily due to reduced fare revenues as a result of reduced transit ridership and service levels, as noted above.

Other Revenue – The unfavourable year-to-date and forecasted variances are (\$1,131) and (\$2,480), respectively. The forecasted deficit is related to Vision Zero in entirety.

Transfers to Funds – The favourable year-to-date and forecasted variance of \$720 is primarily related to Vision Zero of \$750 offset by other lower than anticipated transfers of (\$30).

Public Works Transportation - Continued

Community Impacts & Achievements

- Construction is in full swing with two phases successfully tendered and awarded for the 2022 Hot Mix program. Through the remainder of the year, improvements will be made to the ride quality of approximately 35 lane kilometers of Regional Roads across a number of municipalities. Several construction projects are also underway: the new roundabout construction at Bridge Street and Victoria Avenue in Niagara Falls; Dominion Road reconstruction including a new roundabout in Fort Erie; Pelham Road reconstruction in Lincoln; and the ongoing construction of the Diverging Diamond Interchange on Glendale Avenue in Niagara-on-the-Lake.
- The Region's Transportation Planning department has initiated the Vision Zero Road Safety Plan to enhance safety and community wellbeing for Niagara's residents and visitors. A comprehensive 5 year Action Plan is underway; focused on reducing traffic-related fatalities and serious injuries on Niagara's streets. The Plan addresses safety for the most vulnerable users of our transportation system (pedestrians, schoolchildren, older adults and cyclists) and encourages a multi-modal transportation system. There are thirteen (13) community safety zones throughout the Region since 2019/2022.
- Transportation Master Plan (TMP) strategic projects such as the 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) support multi-modal travel demands and capacity improvements, active transportation and GO Initiatives.
- Complete Street Design Manual and Guidelines project has extensive engagement with local area municipalities and key stakeholders to set the policies, streets concepts and design features across Niagara region. This will result in better livable streets by incorporating specific engineering details and features unique to the Niagara region.
- Access Management Policies and Guidelines review is underway in consultation with the local area municipalities, local BIAs, transit authorities and Active Transportation committees. This will establish criteria related to development applications that will support a connected and convenient public transit network, create and interconnect active transportation systems, support implementation of complete streets and promote road safety across Niagara region.
- In May 2022 the Niagara Transit Commission (NTC) was established as the new consolidated agency responsible for the delivery of transit in Niagara, including the appointment of its first Board comprised of elected representatives from all 12 of Niagara's municipalities. The historic first meeting of the NTC Board was held in June 2022, which appointed the first Chair and Vice-Chair of the NTC as well as initiated the process for the hiring of a General Manager.
- Despite multiple waves of COVID-19 and changing Provincial restrictions, Niagara Region's 3 transit services (Niagara Region Transit, Niagara Specialized Transit and NRT OnDemand) have continued to provide safe and reliable transportation throughout the Region. With the help and leadership of the Inter-municipal Transit Working Group, staff are in the process of implementing a new fare payment technology platform across the region with a launch date determined for early 2023.
- The NRT OnDemand pilot continues to be a success with record ridership numbers as more people return to school and work. At the start of July, a new connection was placed at the Seaway Mall in Welland to reduce travel times.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$2,963	\$2,594	\$368	12.4%	\$5,906	\$5,409	\$497	8.4%
Administrative	\$1,392	\$390	\$1,003	72.0%	\$2,409	\$2,493	-\$84	-3.5%
Operational & Supply	\$12	\$4	\$8	64.8%	\$23	\$16	\$8	32.4%
Occupancy & Infrastructure	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Equipment, Vehicles, Technology	\$18	\$32	-\$13	-74.0%	\$36	\$40	-\$3	-9.5%
Partnership, Rebate, Exemption	\$45	\$0	\$45	100.0%	\$90	\$30	\$60	66.7%
Total Expenses	\$4,430	\$3,021	\$1,409	31.8%	\$8,465	\$7,989	\$477	5.6%
By-Law Charges & Sales	-\$903	-\$840	-\$63	-7.0%	-\$1,834	-\$1,791	-\$42	-2.3%
Other Revenue	-\$791	-\$183	-\$608	-76.9%	-\$1,735	-\$1,754	\$19	1.1%
Total Revenues	-\$1,694	-\$1,023	-\$672	-39.6%	-\$3,569	-\$3,546	-\$23	-0.7%
Intercompany Charges	-\$214	-\$272	\$58	-27.1%	-\$428	-\$487	\$58	-13.6%
Total Intercompany Charges	-\$214	-\$272	\$58	-27.1%	-\$428	-\$487	\$58	-13.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,522	\$1,726	\$796	31.6%	\$4,468	\$3,957	\$511	0.0%
Transfers From Funds	-\$535	-\$535	\$0	0.0%	-\$535	-\$535	\$0	0.0%
Transfers To Funds	\$7	\$7	\$0	0.0%	\$7	\$7	\$0	0.0%
Total Transfers	-\$529	-\$529	\$0	0.0%	-\$529	-\$529	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$1,993	\$1,197	\$796	39.9%	\$3,939	\$3,428	\$511	13.0%
Indirect Allocations & Debt	\$487	\$506	-\$19	-3.9%	\$914	\$967	-\$53	-5.7%
Total Indirect Allocations & Debt	\$487	\$506	-\$19	-3.9%	\$914	\$967	-\$53	-5.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,480	\$1,703	\$777	31.3%	\$4,853	\$4,394	\$459	9.5%

Planning & Development - Continued

Variance Analysis (in thousands of dollars)

Planning and Development is operating at a year-to-date surplus before indirect allocations of \$796, with a forecasted surplus of \$511 before indirect allocations for year-end. The following factors have contributed to this surplus.

Labour Related Costs - The favourable year-to-date and forecasted variances of \$368 and \$497 are due to staff vacancies resulting from staff movement and difficulty recruiting senior professional planner positions.

Administration - The favourable year-to-date forecast of \$1,003 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. The plan has been approved by Niagara Regional Council and is pending Provincial approval. Additional spend to support implementation will occur after final approval. The unfavourable forecasted variance of \$84 is due to external legal fees due to planning matter before the Ontario Land Tribunal

Partnership, Rebate, Exemption - The favourable year-to-date and forecasted variance of \$45 and \$60 is due to agricultural grants not anticipated to be accessed in 2022.

By-Law Charges & Sales - The unfavourable year-to-date and forecasted variances of \$63 and \$42 are due to lower than anticipated development planning application fees. The volumes have rebounded significantly since the slowdown caused by the COVID-19 pandemic, and development activity is expected to remain strong until the end of the year.

Other Revenue - The unfavourable year-to-date variance of \$608 and forecasted favourable variance of \$19 are due to a decreased transfer of development charge revenue. The development charge revenue is matched to expenditures to partially fund the Niagara Official Plan and secondary or district plans and offsets the favourable administration forecast for consulting expenditures.

Intercompany Charges - The favourable year-to-date and forecasted variance of \$58 is reflective of the reallocation of wages for staff members who have been redeployed to support essential services in Community Services during the COVID-19 pandemic.

Community Impacts & Achievements

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

Project Updates/Accomplishments

- Completion of the Lands Needs Assessment
- Niagara Official Plan statutory open house and public meeting held in April
- Council adopted the Official Plan at its June 23, 2022 meeting
- Submission of the complete Niagara Official Plan to the Province for approval on June 30, 2022 in advance of the Provincial conformity deadline of July 1, 2022
- Supported full audit preparation for the grant and incentives review while continuing to deliver programs
- Work on the Greening Strategy is advancing since the launch of the project, which saw 7000 trees planted at Decew Falls

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

- 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
- Terms of Reference and MOU finalized for Ontario Street, St. Catharines Secondary Plan
- Launched a series of Census summary reports
- Re-initiation of the Region's Employment Survey
- Providing assistance with development of the Master Community Plan for Smithville
- Supporting major development initiatives and alignment with growth infrastructure.
- 33% increase in development application revenues from 2020 to 2021 (review of 826 development applications in 2021)
- 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 from 2020 to 2021 (review of 826 development applications in 2021)
- Implementing a new development tracking system that will be used to intake development applications, track DC payments
- 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
- Continuing to work with the Joint Agency Review Teams to guide three quarry applications in the City of Niagara Falls, the City of Port Colborne and the Township of Wainfleet
- Developing a business case for the Glendale Eco Park site & pursuing land securement for the site
- Working with the agricultural community to streamline provincial regulations related to on-farm uses
- 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

Court Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$1,322	\$1,043	\$279	21.1%	\$2,847	\$2,071	\$776	27.3%
Administrative	\$1,168	\$698	\$470	40.2%	\$2,754	\$1,364	\$1,390	50.5%
Operational & Supply	\$408	\$160	\$248	60.8%	\$881	\$274	\$607	68.9%
Occupancy & Infrastructure	\$0	\$0	\$0	N/A	\$1	\$1	\$0	45.9%
Equipment, Vehicles, Technology	\$7	\$4	\$3	46.0%	\$14	\$11	\$3	23.0%
Financial Expenditures	\$99	\$72	\$27	27.5%	\$198	\$188	\$10	4.8%
Total Expenses	\$3,005	\$1,976	\$1,028	34.2%	\$6,696	\$3,909	\$2,787	41.6%
Federal & Provincial Grants	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	-\$4,037	-\$2,592	-\$1,445	-35.8%	-\$8,707	-\$5,397	-\$3,309	-38.0%
Total Revenues	-\$4,037	-\$2,592	-\$1,444	-35.8%	-\$8,707	-\$5,398	-\$3,309	-38.0%
Intercompany Charges	-\$2	-\$6	\$4	-203.3%	-\$4	-\$8	\$4	-101.6%
Total Intercompany Charges	-\$2	-\$6	\$4	-203.3%	-\$4	-\$8	\$4	-101.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$1,034	-\$622	-\$412	-39.9%	-\$2,014	-\$1,496	-\$518	0.0%
Transfers To Funds	\$100	\$100	\$0	0.0%	\$200	\$200	\$0	0.0%
Total Transfers	\$100	\$100	\$0	0.0%	\$200	\$200	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$934	-\$522	-\$412	44.1%	-\$1,814	-\$1,296	-\$518	28.6%
Indirect Allocations & Debt	\$455	\$431	\$24	5.3%	\$1,175	\$1,164	\$11	1.0%
Total Indirect Allocations & Debt	\$455	\$431	\$24	5.3%	\$1,175	\$1,164	\$11	1.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$478	-\$91	-\$388	-81.1%	-\$639	-\$132	-\$507	-79.3%

Court Services - Continued

Variance Analysis (in thousands of dollars)

Court Services is operating at a year-to-date deficit after indirect allocations of \$388 with a forecasted deficit of \$507 due to the factors as described below.

The 2022 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2022 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, has been delayed as a result of the COVID-19 pandemic. Accordingly, no expenditures are expected to be incurred or revenues realized in 2022. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution to the local area municipalities as a result of the delay.

Distribution to Local Area Municipalities - The total distribution to the local area municipalities and the Region for the year is forecasted to be \$132, a reduction from the budgeted \$639 distribution. This is due to significantly lower than expected fine revenues as result of the COVID-19 pandemic, court closures due to lack of judicial resources, a reduction in a volume of charges that have been paid since the start of the pandemic and a pause on the collection enforcement fines at the start of 2022. The revenue reductions have been partially offset by savings realized as a result of the reduced court matters.

Labour Related Costs – The favourable year-to-date and forecasted variances are \$279 and \$776 respectively. Forecasted savings related to Vision Zero are \$626, with the balance related to active vacancy management to help manage budget pressures and challenges in recruiting.

Administrative - The favourable year-to-date and forecasted variances are \$470 and \$1,390 respectively. Forecasted savings related to Vision Zero are \$905. The remaining balance of the surplus is largely due reduced savings in costs related to trial matters such as adjudication, Part III prosecution costs and interpreter expenses as a result of the reduced volume of trials, Victim Fine Surcharge and ICON processing costs as a result of reduced ticket volumes and fine payments since the start of the pandemic.

Operational & Supply - The favourable year-to-date and forecasted variances are \$248 and \$607. Forecasted savings related to Vision Zero are \$95. The balance of the surplus is related to reduced payments to other POA courts for fines collected on their behalf, which is offset in reduced infraction revenues, and the estimated decrease in the net revenue distribution payment to the local area municipalities reflective of the overall net revenue for the year being less than budgeted.

Other Revenue - The unfavourable year-to-date and forecasted variances are \$1,445 and \$3,309. The forecasted revenue deficit related to Vision Zero is \$1,626, with the balance of the deficit mainly due to a significant decrease in ticket volumes processed since the start of the COVID-19 pandemic as well as a court closures 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.

- Following the resumption of in-person court matters as permitted by the Ministry of the Attorney General (MAG), Niagara Court Services launched hybrid court as of April 4, 2022, allowing individuals to participate in their court matters either virtually or in-person.
- All 3 courtrooms are equipped with the necessary processes and technology to conduct hybrid court matters, including Zoom licenses, document cameras, graphics processors, power/HDMI cables and camera views.
- As an ongoing health and safety measure, Court Services continues to safeguard the wellbeing of all staff and visitors to the courthouse through COVID-19 screening, enhanced cleaning as well as daily HVAC measurements and reporting, as per MAG requirements.

Court Services - Continued

- Court Services is presently scheduling April 2021 matters for trial dates in December 2022.
- Court Services has received approximately 1,278 cases related to the COVID-19 Pandemic (Reopening/Quarantine/Emergency Measures/Bylaw) during the last 28 months.
- With in-person matters resuming, Court Services has seen an increase in the number of visitors to the courthouse compared to the same time period in 2020. However, the customer service wait times for individuals attending the courthouse building continue to be significantly reduced since the introduction of the new Court Customer Service Representative roles in late 2021.
- While the COVID-19 pandemic has certainly had a large impact to Court Services operations over the last 2+ years, the Court Services team has focused their efforts on transparent, ongoing communication with stakeholders, including enforcement agencies, judiciary, and legal professionals. This helped keep all parties informed, and allowed staff to remain responsive to their needs and maintain business continuity throughout the pandemic.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$167	\$172	-\$4	-2.5%	\$335	\$339	-\$4	-1.3%
Administrative	\$388	\$242	\$146	37.7%	\$776	\$889	-\$112	-14.5%
Operational & Supply	\$30	\$59	-\$29	-97.9%	\$58	\$61	-\$3	-5.4%
Occupancy & Infrastructure	\$8,852	\$9,552	-\$699	-7.9%	\$17,361	\$18,060	-\$699	-4.0%
Equipment, Vehicles, Technology	\$64	\$98	-\$34	-53.9%	\$133	\$168	-\$34	-25.9%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$688	\$739	-\$50	-7.3%	\$1,377	\$1,452	-\$75	-5.5%
Total Expenses	\$10,190	\$10,861	-\$671	-6.6%	\$20,040	\$20,969	-\$929	-4.6%
Federal & Provincial Grants	-\$407	-\$407	\$0	0.0%	-\$814	-\$814	\$0	0.0%
Other Revenue	-\$8,474	-\$8,970	\$496	5.9%	-\$16,948	-\$17,978	\$1,030	6.1%
Total Revenues	-\$8,881	-\$9,377	\$496	5.6%	-\$17,762	-\$18,792	\$1,030	5.8%
Intercompany Charges	-\$86	-\$54	-\$33	37.8%	-\$173	-\$140	-\$33	18.9%
Total Intercompany Charges	-\$86	-\$54	-\$33	37.8%	-\$173	-\$140	-\$33	18.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,223	\$1,430	-\$208	-17.0%	\$2,105	\$2,036	\$69	0.0%
Transfers From Funds	-\$409	-\$409	\$0	0.0%	-\$817	-\$817	\$0	0.0%
Transfers To Funds	\$2,650	\$2,645	\$5	0.2%	\$2,594	\$2,594	\$0	0.0%
Total Transfers	\$2,241	\$2,236	\$5	0.2%	\$1,777	\$1,777	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,464	\$3,666	-\$202	-5.8%	\$3,882	\$3,813	\$69	1.8%
Indirect Allocations & Debt	\$2,974	\$3,000	-\$26	-0.9%	\$11,277	\$11,265	\$12	0.1%
Total Indirect Allocations & Debt	\$2,974	\$3,000	-\$26	-0.9%	\$11,277	\$11,265	\$12	0.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$6,438	\$6,667	-\$228	-3.5%	\$15,159	\$15,078	\$80	0.5%

Niagara Regional Housing - Continued

Variance Analysis (in thousands of dollars)

Niagara Regional Housing (NRH) is operating at a year-to-date deficit before indirect allocations of \$202, with a forecasted surplus of \$69 due to the following factors:

Administrative – The favourable year-to-date variance of \$146 is primarily due to the budget timing of consulting work related to building condition assessments, which is expected to be completed in the fourth quarter of the year. The forecasted unfavourable variance of \$112 is mainly due to external legal costs incurred related to a claim settlement.

Occupancy and Infrastructure – The unfavourable year-to-date and forecasted variance of \$699 is due to higher than anticipated property maintenance and property tax costs as a result of increased repairs and work arising from resuming inspections of units after the COVID-19 pandemic and an increased number of move-outs.

Financial Expenditures – The unfavourable year-to-date and forecasted variances of \$50 and \$75 respectively is primarily the result of higher than anticipated write-offs on uncollectable tenant rents.

Other Revenue – The favourable year-to-date and forecasted variances of \$496 and \$1,030 are primarily related to higher than anticipated rental revenues as a result of not budgeting for an end to the provincially-mandated rent freeze or an increase in the minimum rental rates. In addition, there is an increase in the maintenance charge revenues arising from increased unit inspections, increased investment income and a legal claim settlement payment arising from an incident in a prior year.

Intercompany Charges – The unfavourable year-to-date and forecasted variance of \$33 is due to the reduced allocation of funding from the Homelessness division as a result of the later than anticipated operational start of the supportive housing units.

Community Impacts & Achievements

Niagara Regional Housing (NRH) is the housing provider for the portfolio of NRH owned-units. Accomplishments to date in 2022 include:

- Construction on 73 units in two apartment buildings on Hawkins Street in Niagara Falls is complete. Move-ins began in January 2022 and the buildings are now fully occupied.
- Construction began for a 43-unit apartment building on York Street in Welland. This project was 19% complete at the end of June 2022 and is estimated to be complete in December 2022.
- Construction is complete for 25 supportive housing units on Buchanan Avenue in Niagara Falls. 21 bridge housing units on Victoria Avenue in Niagara Falls are 98% complete, with final work expected to be completed in August 2022. Community Services' Homelessness and Community Engagement division operates these units.
- Extensive building renovations at 12 St. David's Road are complete and the units are ready to rent out, with just some minor work outstanding on the new FOB system and intercom. Work at 52 Ormond is on-going, with the exterior foundation wall repair complete and the interior work expected to be completed within six weeks.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$84,278	\$82,804	\$1,474	1.7%	\$170,916	\$170,580	\$336	0.2%
Administrative	\$2,018	\$1,769	\$250	12.4%	\$4,037	\$3,987	\$50	1.2%
Operational & Supply	\$1,219	\$1,273	-\$55	-4.5%	\$2,448	\$2,448	\$0	0.0%
Occupancy & Infrastructure	\$149	\$82	\$67	44.8%	\$298	\$298	\$0	0.0%
Equipment, Vehicles, Technology	\$3,833	\$3,929	-\$95	-2.5%	\$7,593	\$7,896	-\$303	-4.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$91,498	\$89,858	\$1,640	1.8%	\$185,291	\$185,209	\$83	0.0%
Federal & Provincial Grants	-\$4,755	-\$4,990	\$235	4.9%	-\$9,423	-\$9,754	\$331	3.5%
By-Law Charges & Sales	-\$2,927	-\$2,004	-\$924	-31.5%	-\$5,940	-\$5,126	-\$815	-13.7%
Other Revenue	-\$1,504	-\$1,369	-\$134	-8.9%	-\$3,076	-\$2,944	-\$132	-4.3%
Total Revenues	-\$9,186	-\$8,363	-\$822	-9.0%	-\$18,439	-\$17,823	-\$616	-3.3%
Intercompany Charges	-\$972	-\$1,105	\$133	-13.6%	-\$1,945	-\$1,992	\$48	-2.5%
Total Intercompany Charges	-\$972	-\$1,105	\$133	-13.6%	-\$1,945	-\$1,992	\$48	-2.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$81,340	\$80,390	\$950	1.2%	\$164,908	\$165,393	-\$485	0.0%
Transfers From Funds	-\$183	-\$183	\$0	0.0%	-\$365	-\$365	\$0	0.0%
Transfers To Funds	\$1,917	\$1,918	\$0	0.0%	\$3,835	\$3,835	\$0	0.0%
Total Transfers	\$1,735	\$1,735	\$0	0.0%	\$3,470	\$3,470	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$83,075	\$82,125	\$950	1.1%	\$168,378	\$168,863	-\$485	-0.3%
Indirect Allocations & Debt	\$6,659	\$7,143	-\$483	-7.3%	\$17,059	\$17,818	-\$759	-4.4%
Total Indirect Allocations & Debt	\$6,659	\$7,143	-\$483	-7.3%	\$17,059	\$17,818	-\$759	-4.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$89,734	\$89,267	\$467	0.5%	\$185,437	\$186,681	-\$1,244	-0.7%

Niagara Regional Police Services - Continued

Variance Analysis (in thousands of dollars)

For the period ending June 30, 2022, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations surplus of \$950. The Service is forecasting a \$485 deficit position before indirect allocations by the end of this fiscal year. The following factors contributed to this surplus:

Labour Related Costs – Labour related costs expense was below the approved budget by \$1,474. This favourable variance is primarily due to the net result of savings realized within uniform and civilian salaries due to lengthy lag in the hiring process and the related employee benefit savings. Despite the favorable variance to date, the Service is forecasting a surplus of \$336 for its Labour Related Costs due to higher usage of staff required in the Q3 and Q4 to support peak demand periods.

Administrative – Administrative expense was below the approved budget by \$250. This favorable variance is the result of timing of expenditures. Currently, the Service does not anticipate any significant cost pressures to impact this category resulting in a forecasted surplus of \$50.

Operational & Supply – Operational & Supply expense was above the approved budget by \$55. This unfavorable variance is the result of timing on expenditures related to ammunition and uniform supply but are not expected to continue to year-end. Based on year-to-date results, the Service is forecasting operational and supply costs to be on-budget for year-end.

Occupancy & Infrastructure – Occupancy & Infrastructure expenses was below the approved budget by \$67. This favorable variance is the result of savings in minor building renovations, due to the timing of projects scheduled to be completed during the year. Based on year-to-date results, the Service is forecasting occupancy and infrastructure costs to be on-budget for year-end.

Equipment, Vehicles & Technology – Equipment, Vehicles & Technology was above the approved budget by \$95. This unfavorable variance is mainly due to the increase in the price of fuel which was budgeted at \$1.25/litre. Based on current results, the Service is forecasting equipment, vehicles, and technology costs to be over-budget at \$303 by year-end. The dramatic increase in gasoline prices is the primary factor contributing to the forecast overage.

Recoveries & Revenues – Recoveries & Revenues were below the approved budget by \$822. This unfavourable variance is the result of a shortfall of grant funds related to court security and prisoner transport as well as a decrease in Fees for Service resulting from reductions in records revenue, Special Duty fees and monies received from the City of Niagara Falls for hosting two casino properties. This position has been offset by an increase to grant funding for the Community Safety & Policing program of \$525 above budget. The Service is forecasting a net loss of revenue and recoveries of \$616 based on the current trend.

Conclusion – The detailed variance analysis has been prepared based on the results of operations at June 30, 2022. At this time, the Service will closely monitor the forecasted funding shortfall from the City's casino revenue as well as advise Region staff of the anticipated impact to our operating budget should this shortfall materialize

NPCA Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Partnership, Rebate, Exemption	\$3,192	\$3,192	\$0	0.0%	\$6,384	\$6,384	\$0	0.0%
Total Expenses	\$3,192	\$3,192	\$0	0.0%	\$6,384	\$6,384	\$0	0.0%
Total Revenues			\$0	0.0%		\$0	\$0	0.0%
Total Intercompany Charges			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$3,192	\$3,192	\$0	0.0%	\$6,384	\$6,384	\$0	0.0%
Transfers From Funds	-\$55	-\$55	\$0	0.0%	-\$110	-\$110	\$0	0.0%
Total Transfers	-\$55	-\$55	\$0	0.0%	-\$110	-\$110	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,137	\$3,137	\$0	0.0%	\$6,273	\$6,273	\$0	0.0%
Total Indirect Allocations & Debt			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$3,137	\$3,137	\$0	0.0%	\$6,273	\$6,273	\$0	0.0%

Niagara Peninsula Conservation Authority - Continued

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

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$12,775	\$12,313	\$462	3.6%	\$25,522	\$25,292	\$230	0.9%
Administrative	\$1,668	\$1,450	\$219	13.1%	\$3,322	\$3,362	-\$40	-1.2%
Operational & Supply	\$7,336	\$6,761	\$574	7.8%	\$15,008	\$16,487	-\$1,479	-9.9%
Occupancy & Infrastructure	\$9,617	\$8,486	\$1,132	11.8%	\$18,422	\$16,925	\$1,496	8.1%
Equipment, Vehicles, Technology	\$3,221	\$2,854	\$366	11.4%	\$6,441	\$6,020	\$421	6.5%
Partnership, Rebate, Exemption	\$6,499	\$587	\$5,912	91.0%	\$13,035	\$13,035	\$0	0.0%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$41,117	\$32,452	\$8,665	21.1%	\$81,750	\$81,122	\$628	0.8%
Taxation	-\$65,045	-\$64,824	-\$221	-0.3%	-\$131,859	-\$131,638	-\$221	-0.2%
Federal & Provincial Grants	\$0	-\$12	\$12	0.0%	\$0	-\$25	\$25	0.0%
By-Law Charges & Sales	-\$770	-\$782	\$13	1.7%	-\$1,539	-\$1,572	\$33	2.1%
Other Revenue	-\$3,578	-\$803	-\$2,775	-77.6%	-\$7,238	-\$7,255	\$16	0.2%
Total Revenues	-\$69,392	-\$66,421	-\$2,971	-4.3%	-\$140,637	-\$140,490	-\$147	-0.1%
Intercompany Charges	\$992	\$882	\$110	11.1%	\$1,983	\$1,874	\$110	5.5%
Total Intercompany Charges	\$992	\$882	\$110	11.1%	\$1,983	\$1,874	\$110	5.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$27,284	-\$33,087	\$5,803	21.3%	-\$56,904	-\$57,495	\$591	0.0%
Transfers From Funds	-\$2,913	-\$578	-\$2,335	-80.2%	-\$5,826	-\$5,826	\$0	0.0%
Transfers To Funds	\$20,328	\$21,103	-\$775	-3.8%	\$40,655	\$40,655	\$0	0.0%
Total Transfers	\$17,415	\$20,524	-\$3,110	-17.9%	\$34,829	\$34,829	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$9,869	-\$12,563	\$2,693	-27.3%	-\$22,074	-\$22,665	\$591	-2.7%
Indirect Allocations & Debt	\$7,754	\$7,818	-\$64	-0.8%	\$22,074	\$21,558	\$517	2.3%
Total Indirect Allocations & Debt	\$7,754	\$7,818	-\$64	-0.8%	\$22,074	\$21,558	\$517	2.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$2,116	-\$4,745	\$2,629	124.3%	\$0	-\$1,108	\$1,108	0.0%

Water & Wastewater Services - Continued

Variance Analysis (in thousands of dollars)

Water & Wastewater services is operating at a year-to-date surplus after indirect allocations of \$2,629, with a forecasted surplus of \$1,108 for year-end, due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$462 and \$230 are due to staffing vacancies in both the water and wastewater divisions.

Administration – There is a favourable year-to-date variance of \$219, with a forecasted unfavourable variance of \$40 at year-end. The favourable year-to-date variance is primarily due to lower than expected consulting expenses of \$265 due to timing. Consulting expenses are forecasted to end the year with an unfavourable variance of \$125 due to ongoing plant optimization work at wastewater plants. Telephone, fax and control circuit charges have a favourable year-to-date variance of \$120 due to cancelling of legacy lines to a more cost efficient alternative with a forecasted favourable year-end variance of \$211. Partially offsetting the favourable year-to-date variances are increased legal costs of \$194 which are expected to continue to year end.

Operational & Supply – There is a favourable year-to-date variance of \$574, with a forecasted unfavourable variance of \$1,479 at year end. The favourable year-to-date variance is primarily due to the timing of sludge collection and disposal costs of \$599. Sludge collection and disposal costs are forecasted to end the year with an unfavorable variance of \$629 due to continued compliance issues at the Niagara Falls WWTP and cost escalations. Chemical costs have an unfavourable year-to-date variance of \$113 which is forecasted to increase to \$812 as a result of escalating chemical costs.

Occupancy & Infrastructure – There are favourable year-to-date and forecasted variances of \$1,132 and \$1,496 respectively. The year-to-date variance is largely attributable to lower than expected utility costs of \$968 due to favourable electricity pricing and plant utility optimization efforts. This favourable variance is expected to increase to \$1,438 at year end. There are also favourable year-to-date variances in repairs and maintenance (R&M) for buildings of \$74 which is expected to increase to \$92 by the end of the year. Partially offsetting these favourable variances are an unfavourable year-to-date variance of \$53 and forecasted unfavourable variance of \$338 for watermain R&M due to required valve installation and valve repairs planned in the second half of the year.

Equipment, Vehicles, Technology – The favourable year-to-date and forecasted variances of \$366 and \$421 respectively are primarily due supply chain delays and long lead times in receiving R&M equipment.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$5,912 is primarily due to combined sewer overflow (CSO) funds committed to local area municipalities but not yet paid. All CSO funding not spent in the year will be encumbered into future year budgets.

Taxation - The unfavourable year-to-date and forecasted variances of \$221 are a result of decreased water sales primarily due to wet spring weather.

Other Revenue – There is an unfavourable year-to-date variance of \$2,775, with a forecasted favourable variance of \$16. The year-to-date variance is mainly due to timing of development charge revenue recognition to fund the CSO program and master servicing plans (MSP).

Transfers - The unfavourable year-to-date variance of \$3,110 is due to previously encumbered CSO funds committed to local municipalities but not yet paid. Any remaining balance related to the CSO program will be encumbered into the 2023 wastewater budget.

Community Impacts & Achievements

- The water and wastewater division treated 26,869 ML of water throughout Q1 and Q2 of 2022 through six water treatment plants and 313 km of watermains, as well as 39,711 ML of wastewater through eleven plants and one biosolids storage facility, with collection through 112 pumping stations and 306 km of forcemains and gravity trunk sewers

Water & Wastewater Services - Continued

- Secondary Treatment upgrades are underway at the Niagara Wastewater Treatment Plant in an effort to regain compliance at the site with our internal and external partners.
- Hiring a new Associate Director of Asset Management
- Completion of the Strategic Plan for Water/Wastewater
- Completion of the 2022 Niagara Children's Water Festival which was modified from an in-person event to a virtual event for a 3rd year in a row due to the pandemic.
- Completion of several control retrofit upgrades and SCADA control panel replacements using internal resources.
- Worked collaboratively with operations and maintenance to complete several process optimization initiatives, including chemical and utility consumption analysis across Wastewater resulting in new process specific design standards and templates.
- Successful completion of Water Quality Management System (QMS) External Audit. Successful external audit is required to maintain the accreditation of Water QMS, in turn allowing the Region to continue to hold our Municipal Drinking Water Licenses.
- Successful completion of full risk assessment review of water treatment facilities and distribution systems which resulted in zero high scoring risks being identified. Any previously identified high-scoring risks have been mitigated through capital projects, operational adjustments, or through continual improvement initiatives

Capital Projects & Asset Management:

- W-WW has approximately 222 active capital projects with a \$1.02 Billion total budget including the following highlighted projects:
 - Port Dalhousie WWTP Upgrades expected completion June 2023
 - DeCew WTP Plant 3 Upgrades expected completion August 2022
 - Grimsby Water Storage Tank and Watermain expected completion March 2023
 - Dain City Sewage Pumping Station Forcemain Phases 4a and 5 construction expecting completion Fall 2022, Phase 4b expecting completion in Spring 2023
 - Port Colborne Water Treatment Plant construction is progress at Q2 2022
 - Bemis Park Elevated Tank Environmental Assessment and Conceptual Design expecting completion January 2023
 - East Side SPS Forcemain Environmental Assessment Notice of Completion anticipated November 2022
 - Welland Water Treatment Plant at 60% design completion expected to be completed in February 2023.
- With the completion of the Corporate Asset Management Plan, W-WW has obtained a new baseline to determine the backlog in overdue investments as well as forecast of future investment needs.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$2,016	\$1,731	\$285	14.2%	\$4,052	\$3,754	\$298	7.4%
Administrative	\$798	\$459	\$339	42.5%	\$2,195	\$2,093	\$103	4.7%
Operational & Supply	\$26,776	\$27,655	-\$878	-3.3%	\$54,970	\$57,716	-\$2,746	-5.0%
Occupancy & Infrastructure	\$781	\$631	\$150	19.2%	\$1,557	\$1,412	\$145	9.3%
Equipment, Vehicles, Technology	\$581	\$561	\$20	3.4%	\$1,180	\$1,188	-\$8	-0.7%
Partnership, Rebate, Exemption	\$112	\$82	\$30	26.8%	\$225	\$195	\$30	13.4%
Financial Expenditures	\$0	-\$23	\$23	0.0%	\$0	-\$23	\$23	0.0%
Total Expenses	\$31,065	\$31,095	-\$30	-0.1%	\$64,179	\$66,334	-\$2,155	-3.4%
Taxation	-\$20,283	-\$20,283	\$0	0.0%	-\$42,813	-\$42,813	\$0	0.0%
By-Law Charges & Sales	-\$8,160	-\$11,102	\$2,941	36.0%	-\$17,108	-\$20,342	\$3,234	18.9%
Other Revenue	-\$3,255	-\$3,091	-\$164	-5.0%	-\$6,510	-\$6,274	-\$237	-3.6%
Total Revenues	-\$31,699	-\$34,476	\$2,777	8.8%	-\$66,432	-\$69,429	\$2,997	4.5%
Intercompany Charges	\$77	\$59	\$18	23.8%	\$154	\$136	\$18	11.9%
Total Intercompany Charges	\$77	\$59	\$18	23.8%	\$154	\$136	\$18	11.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$557	-\$3,323	\$2,766	496.4%	-\$2,098	-\$2,959	\$860	0.0%
Transfers From Funds	-\$1,626	-\$1,626	\$0	0.0%	-\$3,763	-\$3,763	\$0	0.0%
Transfers To Funds	\$2,068	\$2,068	\$0	0.0%	\$4,136	\$4,136	\$0	0.0%
Total Transfers	\$442	\$442	\$0	0.0%	\$372	\$372	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$115	-\$2,881	\$2,766	N/A	-\$1,726	-\$2,587	\$860	-49.8%
Indirect Allocation	\$802	\$799	\$3	0.3%	\$1,602	\$1,512	\$90	5.6%
Capital Financing Allocation	\$93	\$93	\$0	0.0%	\$124	\$124	\$0	0.0%
Indirect Allocations & Debt	\$895	\$893	\$3	0.3%	\$1,726	\$1,636	\$90	5.2%
Total Indirect Allocations & Debt	\$895	\$893	\$3	0.3%	\$1,726	\$1,636	\$90	5.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$780	-\$1,988	\$2,768	354.9%	\$0	-\$951	\$951	0.0%

Waste Management Services - Continued

Variance Analysis (in thousands of dollars)

Waste Management Services is operating at year-to-date surplus after indirect allocations of \$2,768 with a forecasted surplus of \$951 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$285 and \$298 are mainly due to salary gapping and position vacancy management.

Administrative – The favourable year-to-date and forecasted variances of \$339 and \$103 is attributable to the timing of spending on consulting dollars related to consulting engagements (related to the Long-Term Strategic Plan (LTSP) Study RFP which will be released in Q3, Soil Studies at the Region's landfill sites as well as an audit of Mixed-Use and Multi-Residential properties). Savings have also been forecasted relating to staff development costs which have trending lower than budgeted throughout the COVID-19 pandemic as well as lower than anticipated printing costs throughout the division.

Operational & Supply – The unfavourable year-to-date and forecasted variances of \$878 and \$2,746 are largely driven by higher than anticipated recyclable purchase costs from Waterloo and Haldimand as a result of strong commodity market rates. Adding to the unfavourable year—end variance are forecasted increases in operational contracts which are subject to annual escalations based on CPI and fuel rates. As a result of uncontrollable economic impacts, CPI and fuel rates have significantly increased and these increases will have a direct impact on several of the divisions operational contract costs for the remainder of the year and into 2023. 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.

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances of \$150 and \$145 are due to lower than anticipated utility costs, as well as savings due to overall lower than expected repairs and maintenance costs.

By-Law Charges & Sales – The favourable year-to-date and forecasted variances of \$2,941 and \$3,234 are due to higher than anticipated market revenues of received from the sale of recyclable commodities across all materials resulting from higher than anticipated market rates, higher than budgeted tipping fees due to an increase in tonnages at the landfill sites as well as an increase in volume of sales of garbage bag tags. These forecasted favourable variances have been partially offset by lower than expected purchases of recycling bins and carts.

Intercompany Charges – The favourable year-to-date and forecasted variance of \$18 is largely attributable to a reallocation of wages for staff who have been redeployed to support Niagara Region departments in need of resources due to the COVID-19 pandemic and partially offset by lower than anticipated Regional allocations for recycling collection in the first half of the year.

Community Impacts & Achievements

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

- Implementation of an illegal dumping campaign to address the issue of illegal dumping in the Niagara Region.
- 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 re-issued August 6, 2022;.
- Continue to market recyclable materials at higher than anticipated revenues.
- MRF Opportunity Review Phase 4 is in progress:

Waste Management Services - Continued

- A negotiated request for proposal was issued in December 2021 and the submission deadline was March 1, 2022.
- Conditional award, pending successful completion of the due diligence period
- Communication regarding a potential lease or sale transaction is expected to occur August 2022.
- The draft Resource Productivity and Recovery Authority (RPRA) residential diversion rate for 2021 is 60 per cent.
- The Green Scene newsletter was delivered to all single-family residences, row/townhouses and residential properties with six units or less in June. It provided residents with information and updates on waste programs and services.
- 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 Q3 2022 to Q4 2022.
- Niagara Region won the Municipal Waste Association's 2022 Promotion & Education Awards Gold Award for the Illegal Dumping Campaign, "See it. Report it. Stop it." in the Campaign category - Large Municipality category.
- Optimization of the closed and open landfill monitoring program is continuing. This project includes applying to the Ministry of Environment, Conservation and Parks to reduce the scope of the monitoring program resulting in reducing costs to the Region.
- 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.
- New funding agreements are in place with two of the main HHW Producer Responsibility Organizations (PROs).
- The waste management bylaw and the bylaw governing closed and naturalized sites were updated and approved by Council
- The spring compost giveaway event took place from May 2 – 7. A total of 1,004 bags of compost were given out and donations received from residents.

Capital

- Work on 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 has been completed.
- The exterior refurbishment of the Niagara Road 12 administration building is now complete.
- In Q2, the driveway and parking lot were repaved at the Elm Street leash free dog park and naturalization site.

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	\$1,119,989	
Corporate	\$17,096	To record the 2022 Encumbrance budget adjustment as detailed in the 2021 Year-End Results & Transfer report (CSD 9-2022).
Corporate	\$6,083	To record the related development charge funding from 2021 and prior years for the Combined Sewer Overflow program, Master Servicing Plans for Water and Wastewater and Development Charge Background study that were encumbered into 2022 (CSD 9-2022).
Corporate	\$232	To record a change in accounting treatment to include the charity golf tournaments as part of Regional operations (Andy Koschok and Regional Chair)
Corporate Services	\$46	To record additional development charge revenue required to accommodate increased scope for the Development Charges background study.
Community Services	\$608	To record revised funding and related expenditures for the provincial Homelessness Prevention Plan. (COM 10-2022)
Community Services	\$1,343	To record revised funding and related expenditures for the provincial Reaching Home program. (COM 11-2022)
Community Services	\$352	To record revised funding and related expenditures for additional housing allowances under the Social Infrastructure Fund.
Community Services	\$2,744	To record revised funding and related expenditures for one-time provincial childcare funding. (COM 7-2022)
Community Services	\$4,346	To record revised funding and related expenditures for the provincial Social Services Relief Fund. (COM 14-2022)
Community Services	\$16,020	To record in year funding from the federal and provincial government to support the first phase of the Ontario Wide Early Learning and Child Care Ontario plan to provide child care fee reduction payments and to support workforce labour related costs (COM 19-2022)
Community Services	\$8,377	To record revised funding and related expenditures for additional funding from the Ministry of Long-Term Care to address on-going COVID-19 pressures, staffing pressures and to support the continuance of the step-down unit pilot program at the T. Roy Adams Behavioural Support Unit (COM 23-2022)
Public Health and Emergency Services	\$14	To record one-time funding from the Ministry of Health for Safe Injection Sites and Smoke Free Ontario equipment (PHD-C 3-2022)

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

Department	Adjustment Amount	Adjustment Description
Public Health and Emergency Services	\$284	To record revised funding from the Ministry of Health for the Ontario Seniors Dental Care Program (PHD-C 3-2022)
Public Health and Emergency Services	\$99	To record funding from FACS for an additional Public Health Nurse in the Healthy Babies program
Public Health and Emergency Services	\$20	To record one-time funding from the Ministry of Health for the replacement of a vaccine refrigerator (PHD-C 3-2022)
Public Health and Emergency Services	\$915	To record one-time funding from the Ministry of Health for the School Focused Nurses Initiative to reflect extension of the program as well as one-time funding for the Temporary Retention Incentive for Nurses (PHD-C 3-2022)
Public Health and Emergency Services	\$-132	To record divestment of Niagara Region Mental Health's Telemedicine Service and reallocation of resources to Early Intervention (PHD-C 5-2022)
Public Health and Emergency Services	-\$12	To record a reduction in funding for Healthy Babies Healthy Children program due to the elimination of a position for a portion of the year
Public Health and Emergency Services	\$52	To record funding received for Infection Prevention and Control to support 2 new positions (IPAC specialists) (PHD-C 3-2022)
Public Health and Emergency Services	\$60	To record one-time funding from the Ministry of Health to support 6 additional Public Health Practicums
Niagara Regional Police Services	\$87	To record grant funding for the purchase of equipment
Planning and Development	\$808	To record increasing expenses that will be funded by the development applicant as per the Fees and Charges by-law
Transportation and Transit	\$545	To record Transit Safe Restart Governance funding as well as Audit and Accountability Phase 3 funding
Waste Management	\$57	To record replacement pay required which is offset by additional recycling revenues.
Total Budget Adjustment	\$60,044	
December 31, 2022 Adjusted Budget	\$1,180,032	

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 June 30, 2022 the Region's forecasted consolidated and uncommitted reserve balance was \$217,378 (\$291,000 at December 31, 2021). 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 4.06 (2.87 at December 31, 2021).

Description	Balances at December 31, 2021	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at June 30, 2022 before Transfers	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Forecasted Year-end Transfers*	Forecasted Balances at December 31, 2022	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2022
Wastewater Capital	\$16,516	\$9,231	\$0	-\$29,961	\$37	-\$4,177	\$9,231	\$0	\$127	\$0	\$5,181	\$0	\$5,181
Water Capital	\$70,908	\$11,074	\$0	-\$32,378	\$214	\$49,818	\$11,074	\$0	\$740	\$0	\$61,632	\$0	\$61,632
Waste Management	\$11,572	\$890	\$0	-\$6,054	\$32	\$6,440	\$890	\$0	\$110	\$0	\$7,440	\$0	\$7,440
General Capital Levy	\$18,632	\$22,958	-\$961	-\$36,099	\$0	\$4,530	\$8,423	-\$961	\$0	\$0	\$11,992	-\$150	\$11,842
Infrastructure Deficit	\$574	\$4,053	\$0	-\$4,300	\$0	\$327	\$0	\$0	\$0	\$0	\$327	\$0	\$327
Court Services Facility Renewal	\$3,701	\$100	\$0	\$0	\$0	\$3,801	\$100	\$0	\$0	\$0	\$3,901	\$0	\$3,901
Niagara Regional Housing	\$7,871	\$533	-\$200	\$0	\$0	\$8,204	\$679	-\$200	\$0	\$0	\$8,683	\$0	\$8,683
NRH Owned Units	\$8,284	\$2,720	-\$200	-\$1,593	\$0	\$9,211	\$19	-\$200	\$0	\$0	\$9,030	\$0	\$9,030
NRPS Long-Term Accommodation (LTA)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2021	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at June 30, 2022 before Transfers	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Forecasted Year-end Transfers*	Forecasted Balances at December 31, 2022	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2022
Ontario Police Video Training Alliance	\$112	\$0	\$0	\$0	\$0	\$112	\$0	\$0	\$0	\$0	\$112	\$0	\$112
Police Capital Levy	\$330	\$775	\$0	-\$1,461	\$0	-\$356	\$775	\$0	\$0	\$0	\$419	\$0	\$419
Police Vehicle and Equipment Replacement	\$24	\$1,043	\$0	-\$2,078	\$0	-\$1,011	\$1,043	\$0	\$0	\$0	\$32	\$0	\$32
Total Capital Reserves	\$138,524	\$53,377	-\$1,361	-\$113,924	\$283	\$76,899	\$32,234	-\$1,361	\$977	\$0	\$108,749	-\$150	\$108,599
Wastewater Stabilization	\$5,326	\$0	\$0	\$0	\$19	\$5,345	\$0	\$0	\$65	\$410	\$5,820	\$0	\$5,820
Water Stabilization	\$3,530	\$0	\$0	\$0	\$13	\$3,543	\$0	\$0	\$43	\$698	\$4,284	\$0	\$4,284
Waste Management Stabilization	\$8,606	\$0	-\$1,409	\$0	\$28	\$7,225	\$0	-\$1,409	\$97	\$951	\$6,864	\$0	\$6,864
Encumbrance	\$17,097	\$775	-\$10,125	\$0	\$0	\$7,747	\$0	-\$1,049	\$0	\$0	\$6,698	\$0	\$6,698
Investment Income Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxpayer Relief	\$60,656	\$12,179	-\$16,541	\$0	\$0	\$56,294	\$2,728	-\$16,415	\$0	-\$15,845	\$26,762	\$0	\$26,762
NRH Rent Supplements	\$230	\$0	-\$9	\$0	\$0	\$221	\$0	-\$9	\$0	\$0	\$212	\$0	\$212
Police Contingency	\$954	\$0	\$0	\$0	\$0	\$954	\$0	\$0	\$0	\$0	\$954	\$0	\$954
Police Services Board Contingency	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$242

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2021	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at June 30, 2022 before Transfers	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Forecasted Year-end Transfers*	Forecasted Balances at December 31, 2022	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2022
Total Corporate Stabilization Reserves	\$96,641	\$12,954	-\$28,084	\$0	\$60	\$81,571	\$2,728	-\$18,882	\$205	-\$13,786	\$51,836	\$0	\$51,836
Ambulance Communication	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Circle Route Initiatives	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$1,133
Hospital Contribution	\$8,100	\$2,685	\$0	\$0	\$0	\$10,785	\$750	\$0	\$0	\$0	\$11,535	\$0	\$11,535
Total Specified Contribution Reserves	\$9,233	\$2,685	\$0	\$0	\$0	\$11,918	\$750	\$0	\$0	\$0	\$12,668	\$0	\$12,668
Future Benefit Costs	\$24,356	\$0	-\$98	\$0	\$0	\$24,258	\$0	-\$98	\$0	\$0	\$24,160	\$0	\$24,160
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270
Smart Growth	\$201	\$0	\$12	\$0	\$0	\$213	\$0	\$12	\$0	\$0	\$225	\$0	\$225
Landfill Liability	\$10,164	\$1,178	\$0	-\$4,479	\$30	\$6,893	\$1,178	\$0	\$104	\$0	\$8,175	\$0	\$8,175
NRH Employee future benefits	\$793	\$0	\$0	\$0	\$0	\$793	\$0	\$0	\$0	\$0	\$793	\$0	\$793
Police Accumulated Sick Leave	\$996	\$0	-\$183	\$0	\$0	\$813	\$0	-\$183	\$0	\$0	\$630	\$0	\$630
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$3,670	\$100	\$0	\$0	\$0	\$3,770	\$100	\$0	\$0	\$0	\$3,870	\$0	\$3,870
Total Future Liability Reserves	\$46,602	\$1,278	-\$269	-\$4,479	\$30	\$43,162	\$1,278	-\$269	\$104	\$0	\$44,275	\$0	\$44,275

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2021	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at June 30, 2022 before Transfers	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Forecasted Year-end Transfers*	Forecasted Balances at December 31, 2022	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2022
Total (Excluding Deferred Revenues)	\$291,000	\$70,294	-\$29,714	-\$118,403	\$373	\$213,550	\$36,990	-\$20,512	\$1,286	-\$13,786	\$217,528	-\$150	\$217,378

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2021	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 June 30, 2022	Forecasted Transfers from Revenues	Forecasted interest	Capital Commitments *	Operating Commitments **	Balance Available at June 30, 2022
Development Charges-General Government	\$1,905	\$368	\$125	-\$138	\$0	\$7	\$2,268	\$270	\$7	\$0	-\$110	\$2,435
Development Charges-Police Services	\$5,274	\$589	\$211	-\$5,125	\$0	\$11	\$960	\$480	\$11	-\$1	-\$1,025	\$425
Development Charges-Roads	\$80,957	\$9,786	\$3,384	-\$30	-\$9,810	\$283	\$84,570	\$8,010	\$283	-\$78,144	-\$25	\$14,694
Development Charges-Sewer	\$72,806	\$4,274	\$2,390	-\$339	-\$1,435	\$267	\$77,963	\$5,622	\$267	-\$29,101	-\$1,450	\$53,300
Development Charges-Water	\$36,435	\$3,049	\$1,685	-\$227	-\$1,695	\$134	\$39,381	\$3,980	\$134	-\$19,362	\$0	\$24,133
Development Charges-Emergency Medical	\$2,284	\$213	\$40	\$0	-\$28	\$9	\$2,517	\$211	\$9	-\$61	\$0	\$2,675
Development Charges-LT Care	\$9,228	\$1,637	\$322	\$0	-\$3,106	\$31	\$8,112	\$1,541	\$31	-\$20,307	\$0	-\$10,623
Development Charges-POA	\$146	\$84	\$28	\$0	\$0	\$1	\$259	\$61	\$1	\$0	\$0	\$320
Development Charges-Health	\$1,603	\$191	\$38	\$0	\$0	\$6	\$1,839	\$188	\$6	\$0	\$0	\$2,034
Development Charges-Social Housing	-\$2,308	\$1,440	\$127	\$0	-\$1,127	\$7	-\$1,861	\$1,526	\$7	-\$3,844	\$0	-\$4,171
Development Charges-Waste Division	\$3,938	\$602	\$209	-\$15	-\$3	\$15	\$4,747	\$460	\$15	-\$226	-\$15	\$4,981
Subtotal Development Charges	\$212,269	\$22,233	\$8,559	-\$5,873	-\$17,204	\$771	\$220,755	\$22,348	\$771	-\$151,046	-\$2,625	\$90,204
Federal Gas Tax	\$44,251	\$0	\$0	\$0	-\$6,446	\$146	\$37,951	\$14,205	\$504	-\$47,359	\$0	\$5,301
Provincial Gas Tax	\$2,574	\$1,142	\$0	\$0	\$0	\$0	\$3,716	\$0	\$39	\$0	\$0	\$39
Subtotal Gas Tax	\$46,825	\$1,142	\$0	\$0	-\$6,446	\$146	\$41,667	\$14,205	\$543	-\$47,359	\$0	\$5,340
Total	\$259,094	\$23,375	\$8,559	-\$5,873	-\$23,650	\$917	\$262,423	\$36,553	\$1,314	-\$198,405	-\$2,625	\$95,544

Deferred Revenue Summary (in thousands of dollars) - Continued

* 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.

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

Summary of All Mandatory and Discretionary Grants, per Regional Development Charge Bylaw (2022)

Grant Category	Actuals		Total	Forecast	Annual Actuals/Forecast	Budget - Annual 2022	Actual Variance 2022
	Q1	Q2					
Other Economic Incentives:							
50% Industrial - (M)	\$0	\$349	\$349	\$349	\$698		
Brownfield - (D)	\$409	\$54	\$462	\$17,559	\$18,022		
Smart Growth Niagara - (D)	\$0	\$0	\$0	\$410	\$410		
Long-Term Care Facility - (D)	\$0	\$0	\$0	\$0	\$0		
Board of Education - (M)	\$0	\$35	\$35	\$0	\$35		
NRH - (D)	\$0	\$0	\$0	\$46	\$46		
Parking garage - (D)	\$0	\$0	\$0	\$0	\$0		
Agriculture - (D)	\$0	\$4,155	\$4,155	\$4,155	\$8,310		
Place of Worship - (D)	\$0	\$0	\$0	\$35	\$35		
Intensification RDC Reductions - (M)	\$0	\$1,075	\$1,075	\$1,075	\$2,149		
Hotels/Motels - (D)	\$0	\$0	\$0	\$0	\$0		
Other (D)	\$14	\$318	\$331	\$0	\$331		
Subtotal - Other Economic Incentives	\$423	\$5,986	\$6,408	\$23,630	\$30,039	\$6,568	-\$23,471
Non-Profit - (D)	\$0	\$0	\$0	\$250	\$250	\$250	\$0
Industrial and Gateway - (D)	\$1,310	\$841	\$2,151	\$765	\$2,916	\$1,050	-\$1,866
Total	\$1,733	\$6,826	\$8,559	\$24,646	\$33,205	\$7,868	-\$25,337

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

Deferred Revenue Summary (in thousands of dollars) - Continued

Details for Application Based Regional Development Charge Grants (2022)

2022 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2022
Grants Application Prior to 2022 ^{1,2}				\$31,867	\$2,223	\$0
4263 Fourth Ave	Feb 18, 2021	Residential Townhouses	Niagara Falls	\$462	\$462	\$462
Total				\$32,330	\$2,686	\$462

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.

2022 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2022
Q1-Q2 Applications:					
Total				\$0	\$0

Deferred Revenue Summary (in thousands of dollars) - Continued

2022 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2022
Q1-Q2 Applications:					
13371 Pettit Rd	Feb 7, 2022	New Production Facility for soaps and chemicals	Fort Erie	\$1,154	\$1,154
156 Berryman Ave	Mar 1, 2022	Manufacturing facility expansion	St. Catharines	\$102	\$102
18 Commerce Pl	Mar 8, 2022	New Production Facility for lighting and light fixtures	St. Catharines	\$53	\$53
4639 Bartlett Rd	May 4, 2022	Mixed Use Tenanted Industrial Plaza	Lincoln	\$193	\$193
4500 Montrose Rd	Apr 8, 2022	Manufacturing facility for millwork fixtures	Niagara Falls	\$38	\$38
925 Line 2 Rd	May 27, 2022	Winery production facility expansion	Niagara-on-the-Lake	\$68	\$68
4566 Delta Way	Jun 16, 2022	Expansion of facility producing waterproofing material	Lincoln	\$188	\$188
Bartlett Rd Lot 6 Plan 157	Jun 28, 2022	Manufacturing of custom design electrical equipment	Lincoln	\$353	\$353
Total				\$2,151	\$2,151

Operating Reserve Transfer Reconciliation (in thousands of dollars)

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Council approved net operating transfers to reserves, including interest allocation to reserves	- \$38,751	- \$7,845	- \$46,596	
<u>Additional operating reserve transfers (to)/from reserves:</u>				
All Rate Reserves	- \$88	- \$1,003	- \$1,091	Interest income allocation to reserve forecasted at Bank of Canada rate which was higher then budgeted
2021 Encumbrances	- \$534	\$5,686	\$5,152	2021 Encumbrances CSO
2021 Encumbrances	\$9,884	\$2,061	\$11,945	2021 Encumbrances Non-CSO (CSD 9-2022 - Total \$17,096. Less CSO encumbrances totaling \$5,151 per encumbrance report, leaving \$11,945 of non-CSO encumbrances.)
2022 Encumbrances		- \$6,697	- \$6,697	Transfer to reserve - 2021 underspent encumbrances expected to be re-encumbered at the end of 2022 and 2022 commitments expected to be encumbered
Capital Levy Reserve	\$357	\$347	\$704	Reversal of Council approved transfer to reserve for proceeds of sale of 68 Church Street. Sale is now not expected until 2024

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Capital Levy Reserve	\$0	- \$941	- \$941	Transfer back to reserve for unused funds - Niagara Falls and St. Catharines GO Stations not fully operational
Capital Levy Reserve	\$0	- \$50	- \$50	Transfer to reserve for funds provided by proceeds on the sale of ambulances
Capital Levy Reserve	\$0	- \$6,150	- \$6,150	Transfer of development charge revenue recognized to the capital reserve to fund the debt related to the long term accomodation project
Taxpayer Relief Reserve	- \$11,821	- \$3,024	- \$14,845	Return of COVID-19 related transfers from reserves as external funding has been received
NRH reserve	\$0	- \$146	- \$146	Anticipated transfer back to reserve of unused funds for the capital loan and grant program in Housing Services.
Net operating transfers to reserves	- \$40,953	- \$17,763	- \$58,715	

Capital Reserve Transfer Reconciliation (in thousands of dollars)

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

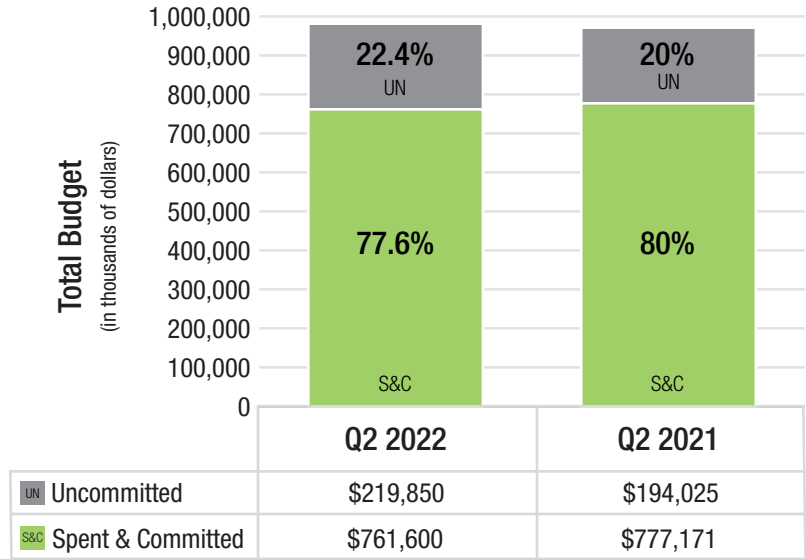
Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Council approved net capital transfers per 2022 Budget	\$118,447	\$0	\$118,447	Reserve Transfers to capital projects
Capital reserve transfer commitments from 2021 or prior Budget		\$150	\$150	2021 or prior uninitiated capital projects
<u>Q1 and Q2 additional capital reserve transfers:</u>				
General Capital Levy	- \$38	\$0	- \$38	Transfer back to reserve - NRPS Evidence Management Storage Project completed
NRH Owned Units	- \$6	\$0	- \$6	Project close outs, funds returned to reserve - "2018 NRH Units Capital"
Net capital transfers	\$118,403	\$150	\$118,553	

Capital Highlights

Levy

Project Budgets Spent and/or Committed at Quarter End

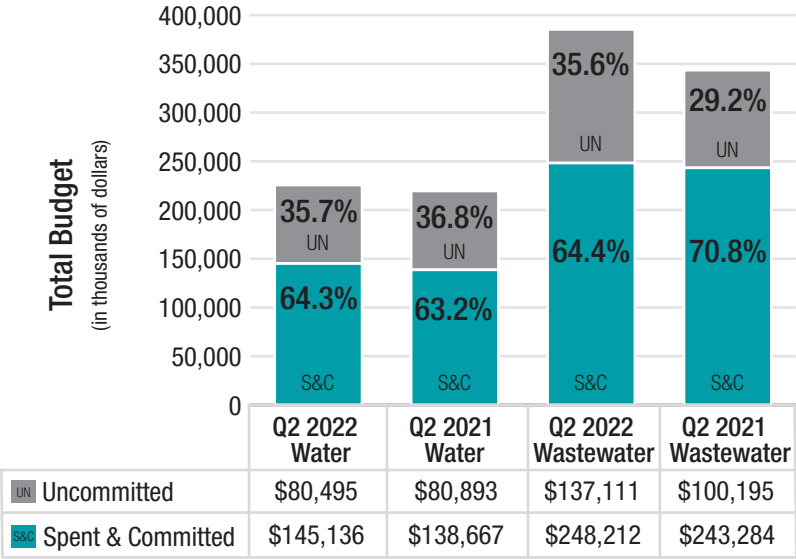
Active projects with budgets greater than \$1 million.



Water & Wastewater

Project Budgets Spent and/or Committed at Quarter End

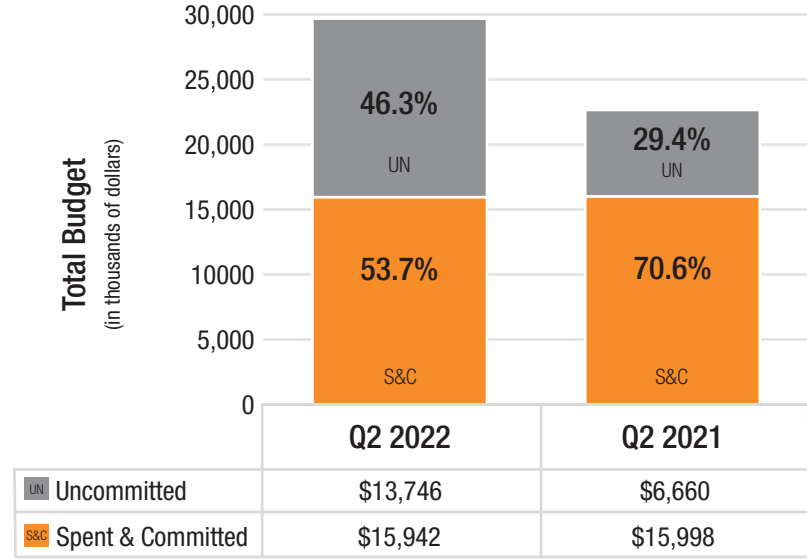
Active projects with budgets greater than \$1 million.



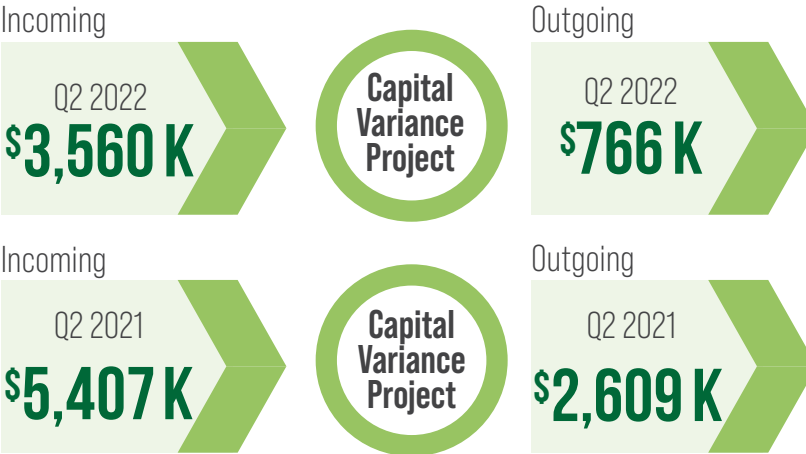
Waste Management

Project Budgets Spent and/or Committed at Quarter End

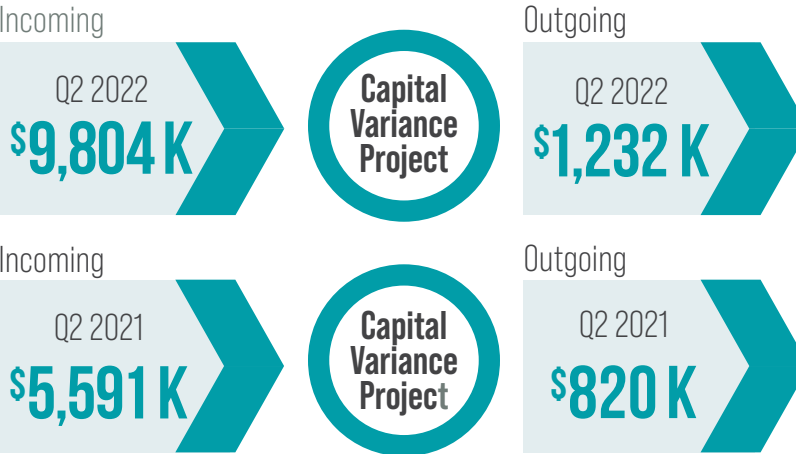
Active projects with budgets greater than \$1 million.



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 \$154,594 since Q4 2021. This increase is primarily caused by the capital budget approval (\$327,889) gross budget adjustments (\$5,358) and transfers from capital variance projects (\$1,997). The increase is offset by projects closed (\$139,767) and budget reductions (\$40,883).

14 capital projects of the 618 capital sub-projects, with budgets totalling approximately \$375,478 (levy \$14,547 / rate \$360,931) remain uninitiated at June 30, 2022. 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
2021 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2021	\$1,094,773	\$886,976	\$1,981,749
Council Approved 2022 Budget	\$127,907	\$199,982	\$327,889
Gross Budget Adjustment (including transfers from operating)	\$3,119	\$2,238	\$5,358
Transfer from Capital Variance Project	\$766	\$1,232	\$1,997
Budget Reductions on Active Capital Projects *	-\$35,157	-\$5,726	-\$40,883
Projects Closed	-\$114,001	-\$25,766	-\$139,767
2022 Total Adjusted Program (excluding Capital Variance Projects) at July 25, 2022	\$1,077,407	\$1,058,937	\$2,136,344

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

Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments, transfers from the capital variance project, budget reductions and transfer to operations during Q1 and Q2 of 2022 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	Regional Headquarters Generator Replacement	\$1,990		\$107			\$2,097
Corporate Services	2021 Canada Summer Games	\$101,461	\$1,250				\$102,711
Corporate Services	Online Planning Portal	\$750	\$500				\$1,250
Corporate Services	Asset Replacement - 2020	\$1,674	\$90				\$1,764
Corporate Services	Welland Child Care Centre Exterior Upgrade	\$200	\$146				\$346
Corporate Services	Branscombe Playground	\$0	\$110				\$110
Corporate Services	St. Cath Child Care Centre Playground	\$0	\$79				\$79
Niagara Regional Housing	Multi-Residential Intensification - Welland - 2020	\$13,678	\$69				\$13,746
Niagara Regional Housing	Supportive Housing Renovation - Niagara Falls	\$4,350	\$200				\$4,550
Niagara Regional Housing	Housing Property Acquisition - Fort Erie	\$100	\$50				\$150
Niagara Regional Police Services	2022 Ontario CCTV Grant Program	\$0	\$99				\$99
Niagara Regional Police Services	S.P.I.R.I.T. (Supporting Police in Records Information Technology)	\$8,630			-\$20	NRPS Capital	\$8,610
Public Health	Mobile Dental Unit	\$475	\$475		-\$275	CV - Levy	\$675
Public Health	EMS Stretcher & Loading System	\$2,748		\$70			\$2,818
Public Works - Levy	Intersection - RR20 Roundabout at S Grimsby Rd	\$5,462			-\$200	CV - Levy \$197K, DC - Levy \$3K	\$5,262
Public Works - Levy	Roads Reconstruction - St Davids Road East	\$10,224			-\$1,250	CV - Levy \$1,125K, DC - Levy \$125K	\$8,974
Public Works - Levy	Signals - RR36 South Pelham at Thorold Rd	\$285	\$22	\$194			\$500

Capital Budget Adjustments (in thousands of dollars) – Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Works - Levy	Structural Rehabilitation - RR24 Sixteen St Culvert	\$450			- \$80	CV - Levy	\$370
Public Works - Levy	Capacity Improvements - RR98 Montrose Road	\$64,572			- \$31,532	Cost share \$6,071K, Debt \$3,819K, DC - Levy \$21,641K	\$33,040
Public Works - Levy	Signals - RR91 Westchester Ave at Blain Place	\$275	\$15	\$135			\$425
Public Works - Levy	St Catharines GO Precinct Capital Works	\$375		\$125			\$500
Public Works - Levy	Signals - Niagara St at Welland	\$423	\$10	\$90			\$523
Public Works - Levy	Signals - Niagara at Lakeshore	\$322	\$5	\$45			\$372
Public Works - Levy	Roads Reconstruction - RR38 QEW/Fourth	\$22,492			- \$1,300	CV - Levy \$186K, DC - Levy \$1,114K	\$21,192
Public Works - Levy	Roads Rehabilitation - RR69 Effingham/Wessel Phase 2	\$8,122			- \$500	CV - Levy \$450K, DC - Levy \$50K	\$7,622
All Levy Departments		\$217,698	\$3,119	\$766	- \$35,157		\$217,785
Wastewater	Wastewater Treatment Plant - Niagara Falls Effluent Outflow	\$880		\$96	- \$96	External Funding	\$880
Wastewater	Miscellaneous Program - Motor Control Centres	\$2,250			- \$850	CV - Wastewater	\$1,400
Wastewater	Forcemain Replacement Port Colborne Sewage Pump Station	\$374		\$20			\$394
Wastewater	Forcemain Replacement Bridgeport Sewage Pump Station	\$3,250	\$180	\$45			\$3,475
Wastewater	Wastewater Treatment Plant Upgrade - Primary Digester #2 - Niagara Falls	\$1,000			- \$300	CV - Wastewater	\$700
Wastewater	Dain City Sewage Pumping Station Upgrade	\$387		\$84			\$471
Wastewater	Renown Sewage Pumping Station Upgrade	\$435		\$115			\$550
Wastewater	Wastewater Master Meter Replacement - 2019	\$600		\$84			\$684

Capital Budget Adjustments (in thousands of dollars) – Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Wastewater	Boiler Replacement Program - 2019	\$900		\$150			\$1,050
Wastewater	Welland OAW Decommissioning	\$300		\$76			\$376
Wastewater	Quaker Rd Trunk Sewer	\$300	\$58				\$358
Wastewater	Forcemain Replacement Rolling Acres Sewage Pump Station	\$300		\$250			\$550
Wastewater	Boiler Replacement Program - 2022	\$500		\$100			\$600
Wastewater	Wastewater Treatment Plant - Niagara-on-the-Lake Maintenance Building	\$200		\$170			\$370
Wastewater	Peel St SPS Property Purchase	\$0		\$42			\$42
Wastewater	Wastewater Treatment Plant Upgrade - Welland	\$22,373	\$2,000				\$24,373
Wastewater	Pump Station Improvement Program - Wellandvale	\$3,446			-\$1,000	CV - Wastewater	\$2,446
Water	Water Treatment Plant Roadway & Parking Lot - Grimsby	\$2,980			-\$550	CV - Water	\$2,430
Water	Elevated Tank - Corrosion Protection - Virgil	\$3,024			-\$480	CV - Water	\$2,544
Water	Miscellaneous Program - Granular Activated Carbon Replacement	\$4,260			-\$1,130	CV - Water	\$3,130
Water	Vineland & Jordan Reservoir Decommissioning	\$600			-\$320	CV - Water	\$280
Water	Boiler Replacement Program - 2021	\$1,000			-\$500	CV - Water	\$500
Water	Grimsby Water Treatment Plant - HVAC Upgrades	\$1,000			-\$500	CV - Water	\$500
All Rate Departments		\$50,359	\$2,238	\$1,232	-\$5,726		\$48,103
Corporate Services	Code & Leg Compliance Program - 2022	\$100	-\$45				\$55
Corporate Services	Asbestos Management Site Reviews	\$0	\$45				\$45
Niagara Regional Police Services	Niagara Regional Police Services Command Post - 2020	\$450	\$150				\$600
Niagara Regional Police Services	Niagara Regional Police Services Command Post - 2022	\$150	-\$150				\$0

Capital Budget Adjustments (in thousands of dollars) – Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Niagara Regional Police Services	Niagara Regional Police Services CEW Replace - 2022	\$115	- \$29				\$86
Niagara Regional Police Services	Niagara Regional Police Services CEW Replace - 2021	\$168	\$29				\$197
Niagara Regional Police Services	Niagara Regional Police Services Info Mgmt Governance	\$375	- \$2				\$373
Niagara Regional Police Services	Niagara Regional Police Services IT Equipment - 2022	\$900	\$3				\$903
Niagara Regional Police Services	Niagara Regional Police Services IT Equipment - 2019	\$700	- \$1				\$699
Public Works - Levy	Development Projects - 2022	\$500	- \$85				\$415
Public Works - Levy	Development Prince Charles Drive	\$0	\$25				\$25
Public Works - Levy	Development 652 River Road (Welland)	\$0	\$15				\$15
Public Works - Levy	Development 61-65 Lakeport (St Catharines)	\$0	\$45				\$45
Wastewater	Sludge Septic Haulage Program - 2021	\$1,000	\$1,000				\$2,000
Wastewater	Digester & Sludge Program - 2021	\$1,250	\$1,250				\$2,500
Wastewater	Sludge Septic Haulage Program - 2022	\$1,000	- \$1,000				\$0
Wastewater	Digester & Sludge Management Program - 2022	\$1,250	- \$1,250				\$0
All inter-project		\$7,958	\$0	\$0	\$0		\$7,958
All Departments	Total	\$276,015	\$5,358	\$1,997	- \$40,883		\$273,846

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 47 projects were closed between January 1 to July 25, 2022. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Community Services	St. Catharines Child Care Addition	\$1,675	\$1,669	\$6	\$0	CVP Levy	4
Community Services	Annual - Capital Improvement - 2019	\$327	\$314	\$14	\$14	CVP Levy	4
Community Services	Annual - Machinery & Equipment - 2019	\$304	\$293	\$11	\$11	CVP Levy	4
Community Services	Long Term Care Home Technology Improvements - 2020	\$254	\$252	\$1	\$1	CVP Levy	3
Corporate Services	Energy Conservation Program - 2017	\$191	\$189	\$2	\$2	CVP Levy	6
Corporate Services	Thorold Patrol Yard Roof	\$209	\$209	\$0	\$0	CVP Levy	4
Corporate Services	Welland Public Works Oil Separator Tank	\$100	\$72	\$28	\$28	CVP Levy	2
Corporate Services	Niagara Falls Emergency Medical Services Parking Lot	\$141	\$100	\$41	\$41	CVP Levy	1
Corporate Services	Niagara Region Headquarters Campbell East Roof	\$693	\$672	\$21	\$21	CVP Levy	3
Corporate Services	HR Staff Accomodations - 2021	\$12	\$8	\$4	\$4	CVP Levy	1
Niagara Regional Housing	Unit Capital - 2018	\$1,401	\$1,395	\$6	\$6	NRH Owned Units	5
Niagara Regional Police Services	Niagara Regional Police Services Evidence Management Storage	\$54	\$16	\$38	\$38	Police Capital Levy Reserve	6
Public Health	Emergency Medical Services Intraosse Needles	\$102	\$94	\$8	\$8	CVP Levy	2
Public Works - Levy	Intersection - RR89 Jacobsen/Burleigh	\$5,586	\$5,319	\$267	\$166	CVP Levy	15
Public Works - Levy	Replacement of Burgoyne Bridge	\$100,867	\$99,892	\$976	\$75	CVP Levy	13
Public Works - Levy	420-Falls Avenue / Bender - Niagara Falls	\$900	\$282	\$618	\$618	CVP Levy	8

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)
Public Works - Levy	Annual Roads Equipment Upgrade - 2019	\$200	\$198	\$2	\$2	CVP Levy	4
Public Works - Levy	Highway 58 Eastbound at Collier Road	\$200	\$50	\$150	\$0	CVP Levy	4
Public Works - Levy	RR24 Victoria at RR63 Canborough	\$285	\$2	\$283	\$255	CVP Levy	4
Public Works - Levy	Annual Roads Development Projects - 2021	\$500	\$0	\$500	\$0	CVP Levy	2
Total Levy Reporting Projects Closed and Removed from Project Listing		\$114,001	\$111,025	\$2,977	\$1,291		
Waste Management	Bridge St - Public Drop Off Depot Improvement	\$1,145	\$0	\$1,145	\$0	CVP WMT	Uninitiated
Waste Management	Glenridge Stormwater Management Diversion	\$50	\$0	\$50	\$50	CVP WMT	7
Waste Management	Landfill Leachate Collection System SCADA Upgrades	\$805	\$753	\$52	\$52	CVP WMT	6
Waste Management	Annual Miscellaneous Enhancements/Replacements - 2019	\$150	\$147	\$3	\$3	CVP WMT	4
Waste Management	Annual Recycling Centre Building & Equipment - 2018	\$110	\$81	\$29	\$29	CVP WMT	5
Waste Management	Recycling Centre Facility Improvements - 2019	\$500	\$402	\$98	\$89	CVP WMT	4
Waste Management	Recycling Centre Facility Improvements - 2020	\$385	\$0	\$385	\$369	CVP WMT	3
Waste Management	Recycling Centre Building & Equipment - 2020	\$110	\$0	\$110	\$110	CVP WMT	3
Waste Management	Annual - Property Acquisition - 2021	\$110	\$0	\$110	\$110	CVP WMT	2
Waste Management	Recycling Centre Facility Improvements - 2021	\$44	\$0	\$44	\$44	CVP WMT	2
Waste Management	Recycling Centre Rotary Glass Dryer - 2021	\$880	\$0	\$880	\$880	CVP WMT	2
Total Waste Management Projects Closed and Removed from Project Listing		\$4,289	\$1,383	\$2,906	\$1,735		
Water Works	Decew Water Treatment Plant Upgrade Program	\$950	\$217	\$733	\$733	CVP WAT	7
Water Works	Decew Water Treatment Plant - Laneway Upgrade	\$159	\$126	\$33	\$33	CVP WAT	6
Water Works	Decommission Warner Road Pumping Station	\$125	\$1	\$124	\$124	CVP WAT	3
Water Works	Master Meter Replacement Program - 2021	\$250	\$0	\$250	\$250	CVP WAT	2
Water Works	Decommission St. David's Standpipe	\$470	\$341	\$129	\$129	CVP WAT	5
Water Works	Miscellaneous Program - Hardware & Software Upgrades - 2019	\$230	\$191	\$39	\$39	CVP WAT \$19.5, CVP SEW \$19.5	4

Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Water Works	Niagara Falls Water Treatment Plant - Filter Controls Upgrade	\$270	\$263	\$7	\$7	CVP WAT	3
Total Water Projects Closed and Removed from Project Listing		\$2,454	\$1,138	\$1,316	\$1,316		
Wastewater	Sewer & Forcemain Program - Stamford Centre	\$9,965	\$9,527	\$438	\$554	CVP SEW	7
Wastewater	Miscellaneous Program - Garner Road	\$5,242	\$5,117	\$125	\$125	CVP SEW	10
Wastewater	Niagara Falls Wastewater Treatment Plant - Effluent Outflow	\$880	\$101	\$779	\$0	CVP SEW	6
Wastewater	Permanent Flow Meters in Sewers - 2017	\$225	\$189	\$36	\$36	CVP SEW	6
Wastewater	Decommission Old Central Sewage Pump Station	\$850	\$365	\$485	\$466	CVP SEW	4
Wastewater	Out Station Kiosk Program - 2019	\$300	\$48	\$252	\$252	CVP SEW	4
Wastewater	Niagara Falls Wastewater Treatment Plant - Programmable Logic Controller Upgrades	\$160	\$82	\$78	\$78	CVP SEW	3
Wastewater	Four Mile Creek Sewer Rehabilitation	\$400	\$53	\$347	\$347	CVP SEW	3
Wastewater	Digester Replacement Program - 2022	\$1,000	\$0	\$1,000	\$1,000	CVP SEW	1
Total Wastewater Projects Closed and Removed from Project Listing		\$19,023	\$15,482	\$3,541	\$2,858		
Total Rate Projects Closed and Removed from Project Listing		\$25,766	\$18,004	\$7,762	\$5,909		
Total Projects Closed		\$139,767	\$129,028	\$10,739	\$7,200		

Capital Project Summary (in thousands of dollars)

Once a project is initiated, multiple projects may be set up to manage the overall project. Illustrated below is the \$2,136,344 capital budget managed by Niagara Region, representing 618 sub-projects, total capital spending including commitments to date of \$1,244,813 and budget remaining of \$891,531, after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 221 projects with budgets greater than \$1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than \$1 million	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Corporate Services	\$409,758	\$383,619	\$26,139	93.6%
Niagara Regional Housing	\$80,151	\$74,796	\$5,355	93.3%
Niagara Regional Police Services Board	\$40,167	\$33,019	\$7,148	82.2%
Planning	\$3,294	\$3,256	\$38	98.8%
Public Health	\$14,208	\$12,558	\$1,650	88.4%
Public Works - Levy	\$433,873	\$254,352	\$179,521	58.6%
Waste Management	\$29,688	\$15,942	\$13,746	53.7%
Wastewater	\$385,323	\$248,212	\$137,111	64.4%
Water Works	\$225,631	\$145,136	\$80,495	64.3%
Active projects with budgets greater than \$1 million	\$1,622,092	\$1,170,890	\$451,202	72.2%
Uninitiated projects with budgets greater than \$1 million	\$374,845	\$0	\$374,845	0.0%
Total projects with budgets greater than \$1 million	\$1,996,938	\$1,170,890	\$826,047	58.6%
Active projects with budgets less than \$1 million	\$138,773	\$73,922	\$64,851	53.3%
Uninitiated projects with budgets less than \$1 million	\$633	\$0	\$633	0.0%
Total Capital Projects	\$2,136,344	\$1,244,813	\$891,531	58.3%

Capital Project Forecast (in thousands of dollars)

A detailed analysis of capital sub-projects with budgets greater than \$1 million is presented below. There are a total of 221 projects totaling \$1,996,938 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$1,170,890, representing 58.6 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
2021 Canada Summer Games (Note 5)		\$102,711	\$103,047	- \$336	100.3%	\$445	\$0	\$0	\$0	2022
911 Backup Rationalization - 2020		\$8,760	\$1,761	\$6,999	20.1%	\$979	\$6,790	\$0	\$0	2023
Asset Replacement - 2018		\$2,947	\$2,885	\$62	97.9%	\$124	\$0	\$0	\$0	2022
Asset Replacement - 2019		\$2,288	\$2,192	\$96	95.8%	\$133	\$0	\$0	\$0	2022
Asset Replacement - 2020		\$1,764	\$1,749	\$15	99.1%	\$125	\$0	\$0	\$0	2022
Customer Service Strategic Priority		\$1,685	\$813	\$872	48.3%	\$489	\$437	\$0	\$0	2023
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	0.0%	\$0	\$3,895	\$0	\$0	2023
Emergency Medical Services Facility Welland		\$1,100	\$561	\$539	51.0%	\$641	\$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
HVAC Replacements		\$1,391	\$1,379	\$11	99.2%	\$566	\$65	\$0	\$0	2023
Lighting Retrofit at Meadows of Dorchester		\$1,000	\$52	\$948	5.2%	\$285	\$711	\$0	\$0	2023
Long-term Accommodations - NRPS D1		\$20,654	\$20,600	\$54	99.7%	\$54	\$0	\$0	\$0	2022
Long-term Accommodations - NRPS Headquarters D2		\$67,760	\$67,753	\$7	100.0%	\$17	\$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
Long-term Care Home Redevelopment - 2015		\$85,917	\$81,855	\$4,062	95.3%	\$35,124	\$22,826	\$0	\$0	2023
Niagara Regional Police Emergency Services Roof Replacement		\$1,033	\$930	\$102	90.1%	\$563	\$0	\$0	\$0	2022
Online Planning Portal		\$1,250	\$192	\$1,058	15.4%	\$206	\$852	\$0	\$0	2023
Redevelopment of Linhaven Long Term Care Home - 2020		\$105,652	\$95,770	\$9,882	90.6%	\$23,875	\$54,191	\$5,325	\$0	2024
Regional Headquarters Generator Replacement		\$2,097	\$2,081	\$16	99.2%	\$155	\$0	\$0	\$0	2022
Total Corporate Services		\$413,653	\$383,619	\$30,034	92.7%	\$63,780	\$91,518	\$5,325	\$0	
Annual - Asphalt, Paving and Concrete Replacement Program - 2022		\$1,600	\$843	\$757	52.7%	\$785	\$800	\$0	\$0	2023
Annual - Structural and Foundation Wall Repairs - 2022		\$1,240	\$42	\$1,198	3.4%	\$588	\$620	\$0	\$0	2023
Building Capital - 2018		\$4,654	\$4,654	\$0	100.0%	\$213	\$0	\$0	\$0	2022
Building Capital - 2019		\$5,454	\$5,453	\$1	100.0%	\$320	\$0	\$0	\$0	2022
Building Capital - 2020		\$3,974	\$3,963	\$12	99.7%	\$1,015	\$0	\$0	\$0	2022
Building Capital - 2021		\$4,790	\$4,796	-\$6	100.1%	\$2,669	\$0	\$0	\$0	2022
Grounds Capital - 2020		\$1,010	\$1,009	\$1	99.9%	\$39	\$0	\$0	\$0	2022
Grounds Capital - 2021		\$2,290	\$2,155	\$135	94.1%	\$1,196	\$0	\$0	\$0	2022
Muli-Residential Intensification - Niagara Falls - 2018 (Note 2)		\$20,915	\$19,280	\$1,635	92.2%	\$300	\$0	\$0	\$1,481	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	\$4,407	\$11	99.8%	\$20	\$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
Unit Capital - 2019		\$5,355	\$5,355	\$0	100.0%	\$553	\$0	\$0	\$0	2022
Unit Capital - 2020		\$3,471	\$3,462	\$9	99.8%	\$2,974	\$0	\$0	\$0	2022
Multi-Residential Intensification - Welland - 2020		\$13,746	\$12,303	\$1,443	89.5%	\$9,899	\$1,268	\$0	\$0	2023
Niagara Falls Supportive Housing Renovation		\$4,550	\$4,455	\$95	97.9%	\$551	\$0	\$0	\$0	2022
Total Niagara Regional Housing		\$80,151	\$74,796	\$5,355	93.3%	\$21,133	\$2,688	\$0	\$1,547	
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%	\$250	\$247	\$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)		\$8,610	\$8,590	\$20	99.8%	\$20	\$0	\$0	\$0	2022
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	\$1,505	\$18	98.8%	\$77	\$0	\$0	\$0	2022
Vehicles - 2021		\$1,400	\$1,191	\$209	85.1%	\$758	\$0	\$0	\$0	2022
Vehicles - 2022		\$1,928	\$1,166	\$762	60.5%	\$1,356	\$452	\$0	\$0	2023
Voice Radio System		\$13,296	\$13,253	\$42	99.7%	\$31	\$31	\$0	\$0	2023
Total Niagara Regional Police Services Board		\$41,417	\$33,019	\$8,398	79.7%	\$8,892	\$1,179	\$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	

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
Ambulance & Equipment - 2019		\$2,301	\$2,273	\$28	98.8%	\$181	\$0	\$0	\$0	2022
Ambulance & Equipment - 2020		\$3,302	\$2,623	\$679	79.4%	\$1,007	\$0	\$0	\$0	2022
Ambulance & Equipment - 2021		\$2,029	\$1,943	\$86	95.8%	\$88	\$0	\$0	\$0	2022
Ambulance & Equipment - 2022		\$1,452	\$1,199	\$252	82.6%	\$0	\$1,091	\$0	\$0	2023
Defibrillator Replacement		\$2,307	\$2,175	\$132	94.3%	\$0	\$287	\$0	\$0	2023
Emergency Medical Services Stretcher and Loader		\$2,818	\$2,345	\$472	83.2%	\$2,818	\$0	\$0	\$0	2022
Total Public Health		\$14,208	\$12,558	\$1,650	88.4%	\$4,093	\$1,378	\$0	\$0	
Annual - Storm Sewer & Culvert Program - 2019 (Note 3)		\$1,000	\$986	\$14	98.6%	\$0	\$0	\$0	\$14	2022
Annual - Storm Sewer & Culvert Program - 2020		\$1,100	\$1,057	\$43	96.1%	\$321	\$43	\$0	\$0	2023
Capacity Improvements - Charnwood/McLeod (Note 2)		\$6,810	\$6,692	\$118	98.3%	\$19	\$25	\$0	\$74	2023
Capacity Improvements - New Escarpment Crossing		\$3,200	\$1,200	\$2,000	37.5%	\$500	\$500	\$1,509	\$0	2026
Capacity Improvements - New Escarpment Crossing	Uninitiated	\$1,000	\$0	\$1,000	0.0%	\$0	\$0	\$1,000	\$0	2026
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		\$1,460	\$727	\$733	49.8%	\$0	\$100	\$633	\$0	2026
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$15,096	\$14,351	\$744	95.1%	\$3,300	\$4,345	\$0	\$0	2023
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$12,475	\$12,271	\$204	98.4%	\$150	\$9,328	\$0	\$0	2023
Capacity Improvements - RR10 Livingston/QEW-GR		\$35,830	\$3,026	\$32,804	8.4%	\$2,000	\$20,000	\$11,708	\$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
Capacity Improvements - RR98 Montrose Road		\$33,040	\$1,989	\$31,051	6.0%	\$5,000	\$15,000	\$11,463	\$0	2026
Environmental Assessment - RR 42 Ontario Street		\$2,860	\$1,939	\$921	67.8%	\$2,000	\$131	\$0	\$0	2023
Fleet & Vehicle Replacement Program - 2020		\$2,330	\$1,187	\$1,143	50.9%	\$1,500	\$526	\$0	\$0	2023
Fleet & Vehicle Replacement Program - 2022		\$1,673	\$132	\$1,541	7.9%	\$132	\$1,541	\$0	\$0	2023
Fleet Snowplow Replacement Program - 2022 (Note 6)		\$2,354	\$0	\$2,354	0.0%	\$0	\$0	\$2,927	-\$573	2023
Illumination Program - 2020		\$1,000	\$401	\$599	40.1%	\$805	\$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		\$5,262	\$4,977	\$285	94.6%	\$313	\$0	\$0	\$0	2022
Intersection - RR20 Industrial Park toTownline Phase 2		\$3,681	\$3,503	\$178	95.2%	\$178	\$0	\$0	\$0	2022
Intersection Improvement - RR24 Victoria Ave		\$3,700	\$1,907	\$1,793	51.5%	\$580	\$1,750	\$100	\$0	2024
Intersection Improvement - RR46 Geneva Street		\$1,000	\$953	\$47	95.3%	\$357	\$25	\$0	\$0	2023
Intersection Improvement - RR46 Geneva/St. Paul		\$5,389	\$5,326	\$63	98.8%	\$257	\$0	\$0	\$0	2022
Intersection Improvement -RR81 King St at Main & Nineteenth		\$1,400	\$2	\$1,398	0.1%	\$500	\$898	\$0	\$0	2023
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$146	\$854	14.6%	\$250	\$714	\$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 Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$724	\$276	72.4%	\$283	\$276	\$0	\$0	2023
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,478	\$315	91.7%	\$0	\$315	\$0	\$0	2023
Roads Reconstruction - RR38 QEW/Fourth (Note 2)		\$21,192	\$20,627	\$565	97.3%	\$700	\$0	\$0	\$512	2022
Roads Reconstruction - St Davids Road East (Note 2)		\$8,974	\$8,565	\$409	95.4%	\$331	\$0	\$0	\$359	2022
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$5,050	\$4,696	\$354	93.0%	\$473	\$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	\$5,248	\$2,752	65.6%	\$5,000	\$1,677	\$0	\$0	2023
Roads Rehabilitation - RR1 Albert/Lakeshore		\$8,798	\$7,358	\$1,440	83.6%	\$4,000	\$993	\$0	\$0	2023
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$551	\$1,224	31.0%	\$500	\$889	\$0	\$0	2023
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$16,761	\$8,539	66.2%	\$1,997	\$2,000	\$6,487	\$0	2024
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2 (Note 2)		\$7,622	\$7,557	\$65	99.2%	\$800	\$500	\$0	\$59	2023
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$10,500	\$10,108	\$392	96.3%	\$1,500	\$503	\$0	\$0	2023
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,649	\$151	94.6%	\$741	\$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
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$3,600	\$599	\$3,001	16.7%	\$76	\$3,000	\$207	\$0	2024
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$2,375	\$416	\$1,959	17.5%	\$576	\$1,000	\$417	\$0	2024
Roads Rehabilitation - RR81 Durham to Lincoln		\$1,995	\$330	\$1,665	16.5%	\$1,000	\$730	\$0	\$0	2023
Roads Rehabilitation - RR529 Webber to River (Note 2)		\$3,650	\$2,421	\$1,229	66.3%	\$500	\$250	\$0	\$755	2023
Roads Rehabilitation - RR20 Lundy's Lane		\$1,200	\$359	\$841	30.0%	\$116	\$500	\$359	\$0	2024
Roads Rehabilitation - RR 27 Main St West from Prince Charles Dr to Niagara St		\$3,800	\$0	\$3,800	0.0%	\$800	\$1,000	\$2,000	\$0	2024
Roads Rehabilitation Miscellaneous Construction Program		\$1,000	\$61	\$939	6.1%	\$989	\$0	\$0	\$0	2022
Roads Resurfacing - 2019		\$8,939	\$8,932	\$8	99.9%	\$13	\$0	\$0	\$0	2022
Roads Resurfacing - 2020		\$8,417	\$8,401	\$16	99.8%	\$931	\$0	\$0	\$0	2022
Roads Resurfacing - 2021		\$10,000	\$9,934	\$66	99.3%	\$1,600	\$87	\$0	\$0	2023
Roads Resurfacing - 2022		\$12,500	\$11,740	\$760	93.9%	\$12,000	\$112	\$0	\$0	2023
Storm Pumping Station Improvements - McLeod Rd at Stanley Ave - 2017		\$2,550	\$2,102	\$448	82.4%	\$600	\$842	\$0	\$0	2023
Structural Rehabilitation - 2016 Program (Note 2)		\$3,700	\$3,429	\$271	92.7%	\$100	\$0	\$0	\$244	2022
Structural Rehabilitation - 2019 Program		\$1,000	\$938	\$62	93.8%	\$65	\$0	\$0	\$0	2022
Structural Rehabilitation - 2020 Program		\$1,000	\$606	\$394	60.6%	\$400	\$283	\$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
Structural Rehabilitation - Beaver Creek Bridge		\$1,750	\$233	\$1,517	13.3%	\$225	\$1,421	\$100	\$0	2024
Structural Rehabilitation - East Main St. Bridge West of RR84		\$4,800	\$2,698	\$2,102	56.2%	\$3,000	\$1,643	\$0	\$0	2023
Structural Rehabilitation - Glenridge Ave Bridge Rehab over CNR tracks		\$8,500	\$292	\$8,208	3.4%	\$2,000	\$6,208	\$0	\$0	2023
Structural Rehabilitation - Hydro Canal North		\$3,130	\$238	\$2,892	7.6%	\$1,000	\$1,945	\$0	\$0	2023
Structural Rehabilitation - Reece Bridge (Note 2)		\$9,333	\$9,268	\$64	99.3%	\$74	\$0	\$0	\$64	2022
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$13,250	\$796	\$12,454	6.0%	\$957	\$8,964	\$2,784	\$0	2025
Structural Rehabilitation - RR12 Mountain St Retaining Wall		\$1,550	\$8	\$1,542	0.5%	\$542	\$1,000	\$0	\$0	2023
Structural Rehabilitation - 2021 Program		\$1,500	\$15	\$1,485	1.0%	\$250	\$1,237	\$0	\$0	2023
Structural Rehabilitation - 2022 Program		\$2,000	\$3	\$1,997	0.1%	\$200	\$1,797	\$0	\$0	2023
Structural Rehabilitation Hwy20		\$5,000	\$16	\$4,984	0.3%	\$2,500	\$2,500	\$0	\$0	2023
Structural Replacement - RR81 20 Mile Arch Bridge		\$5,020	\$468	\$4,552	9.3%	\$246	\$3,000	\$1,560	\$0	2025
Structure Rehabilitation - Schisler Road Bridge		\$2,240	\$2,161	\$79	96.5%	\$400	\$27	\$0	\$0	2023
Transportation Infrastructure Means Protection (Note 3)		\$3,116	\$3,086	\$29	99.1%	\$0	\$0	\$0	\$50	2022
Public Works - Roads & Fleet		\$380,311	\$226,516	\$153,795	59.6%	\$65,733	\$99,625	\$43,253	\$1,559	
GO Transit		\$31,598	\$10,713	\$20,885	33.9%	\$2,628	\$15,725	\$2,559	\$0	2024
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$0	\$0	\$8,402	\$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
Total GO Transit		\$40,000	\$10,713	\$29,287	26.8%	\$2,628	\$15,725	\$10,961	\$0	
Inter-Municipal Transit Capital Acquisition - 2017		\$22,964	\$17,122	\$5,842	74.6%	\$2,190	\$3,864	\$0	\$0	2023
Total IMT Transit		\$22,964	\$17,122	\$5,842	74.6%	\$2,190	\$3,864	\$0	\$0	
Total Public Works - Levy		\$443,275	\$254,352	\$188,923	57.4%	\$70,550	\$119,214	\$54,215	\$1,559	
Brock Lands Road Expansion (Note 4)		\$2,000	\$0	\$2,000	0.0%	\$0	\$0	\$0	\$2,000	2022
Glenridge - Leachate Collection System		\$2,035	\$527	\$1,508	25.9%	\$175	\$1,409	\$0	\$0	2023
Glenridge - Passive Gas System		\$2,274	\$409	\$1,865	18.0%	\$100	\$1,792	\$0	\$0	2023
Humberstone - Infrastructure Upgrades		\$10,706	\$8,802	\$1,904	82.2%	\$175	\$750	\$1,117	\$0	2024
Humberstone Landfill Gas Collection and Control System Phase 3		\$4,892	\$553	\$4,339	11.3%	\$225	\$4,334	\$0	\$0	2023
Mountain - Leachate Collection System Upgrade		\$1,462	\$413	\$1,050	28.2%	\$50	\$1,216	\$0	\$0	2023
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation		\$3,555	\$3,518	\$37	99.0%	\$72	\$0	\$0	\$0	2022
Quarry Site Improvements		\$1,640	\$602	\$1,038	36.7%	\$125	\$941	\$0	\$0	2023
Recycling Centre - Facility Improvements Groundwater		\$1,123	\$1,117	\$6	99.4%	\$22	\$0	\$0	\$0	2022
Total Waste Management		\$29,688	\$15,942	\$13,746	53.7%	\$943	\$10,442	\$1,117	\$2,000	
Boiler Replacement Program - 2019		\$1,050	\$1,046	\$4	99.6%	\$551	\$0	\$0	\$0	2022
Combined Sewer Overflow - Grimsby		\$1,725	\$222	\$1,503	12.9%	\$0	\$750	\$753	\$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
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		\$12,700	\$637	\$12,063	5.0%	\$51	\$152	\$12,063	\$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	\$2,735	\$65	97.7%	\$153	\$0	\$0	\$0	2022
Digester & Sludge Program - 2020		\$1,250	\$705	\$545	56.4%	\$500	\$356	\$0	\$0	2023
Digester & Sludge Program - 2021		\$2,500	\$274	\$2,226	11.0%	\$0	\$1,000	\$1,349	\$0	2024
Forcemain Replacement Beaverdams Sewage Pump Station		\$9,015	\$6,144	\$2,871	68.1%	\$364	\$8,000	\$0	\$0	2023
Forcemain Replacement Carleton Pump Station		\$1,185	\$171	\$1,014	14.4%	\$700	\$319	\$0	\$0	2023
Forcemain Replacement Bridgeport Sewage Pump Station		\$3,475	\$3,415	\$60	98.3%	\$1,987	\$60	\$0	\$0	2023
Forcemain Replacement Jordan Valley Sewage Pump Station		\$3,175	\$366	\$2,809	11.5%	\$50	\$2,500	\$294	\$0	2025
Forcemain Replacement Campden Sewage Pump Station		\$1,400	\$1,077	\$323	76.9%	\$500	\$207	\$0	\$0	2023
Forcemain Replacement East Side Sewage Pump Station		\$1,975	\$298	\$1,677	15.1%	\$848	\$848	\$0	\$0	2023
Generator Replacement - Seaway Wastewater Treatment Plant		\$1,875	\$307	\$1,568	16.3%	\$844	\$742	\$0	\$0	2023
Lagoon Upgrade program - Stevensville/Douglastown		\$8,300	\$3,115	\$5,185	37.5%	\$150	\$3,000	\$4,213	\$0	2024
Miscellaneous Program - Chemical System Upgrades - 2017		\$2,100	\$2,004	\$96	95.4%	\$46	\$96	\$0	\$0	2023
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,200	\$823	\$1,377	37.4%	\$370	\$60	\$1,425	\$0	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2022 Forecasted Expenditures	2023 Forecasted Expenditures	2024 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Miscellaneous Program - Motor Control Centres (Note 2)		\$1,400	\$1,304	\$96	93.1%	\$172	\$0	\$0	\$70	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	\$916	\$584	61.0%	\$102	\$550	\$0	\$0	2023
Pump Station Improvement Program - Design		\$5,711	\$5,664	\$47	99.2%	\$68	\$0	\$0	\$0	2022
Pump Station Improvement Program - Haulage Road (Note 3)		\$2,150	\$2,127	\$23	98.9%	\$147	\$0	\$0	\$23	2022
Pump Station Improvement Program - Lakeside		\$2,170	\$2,160	\$10	99.5%	\$215	\$0	\$0	\$0	2022
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,138	\$147	95.5%	\$5	\$5	\$135	\$0	2024
Pump Station Improvement Program - Park Lane		\$1,400	\$1,226	\$174	87.5%	\$255	\$0	\$0	\$0	2022
Pump Station Improvement Program - Wellandvale		\$2,446	\$2,399	\$46	98.1%	\$0	\$56	\$0	\$0	2023
Pump Station Improvement Program - Woodsvie		\$5,420	\$481	\$4,939	8.9%	\$135	\$150	\$4,807	\$0	2027
Pump Station Improvement Program - Shirley Road		\$2,400	\$2,101	\$299	87.5%	\$1,629	\$407	\$0	\$0	2023
Pump Station Improvement Program - East Side Port Colborne		\$4,500	\$422	\$4,078	9.4%	\$3,121	\$1,040	\$0	\$0	2023
Pump Station Improvement Program - Laurie Ave		\$4,700	\$350	\$4,350	7.4%	\$25	\$4,272	\$100	\$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
Pump Station Improvement Program - Lakeshore Road		\$4,400	\$702	\$3,698	15.9%	\$150	\$3,750	\$205	\$0	2024
Pump Station Improvement Program - George St		\$2,850	\$2,384	\$466	83.7%	\$1,606	\$802	\$0	\$0	2023
Pump Station Improvement Program - Catharine Street		\$1,100	\$572	\$528	52.0%	\$50	\$400	\$131	\$0	2024
Pump Station Improvement Program - Hunters Pointe		\$1,170	\$919	\$251	78.6%	\$1,005	\$0	\$0	\$0	2022
Pump Station Improvement Program - Cole Farm		\$5,362	\$4,465	\$897	83.3%	\$1,500	\$3,200	\$276	\$0	2024
Pump Station Improvement Program - Mewburn		\$6,735	\$703	\$6,032	10.4%	\$450	\$4,000	\$1,686	\$0	2024
Sewer & Forcemain Program - Dain City		\$11,525	\$11,054	\$471	95.9%	\$1,435	\$1,647	\$0	\$0	2023
Sewer & Forcemain Program - Tupper Dr Trunk		\$6,410	\$2,077	\$4,333	32.4%	\$3,042	\$3,042	\$0	\$0	2023
Sewer Trunk Rehabilitation - Stamford - Phase 2		\$7,950	\$7,711	\$239	97.0%	\$1,623	\$0	\$0	\$0	2022
Sewer Trunk Rehabilitation - Thundering Waters		\$11,300	\$221	\$11,079	2.0%	\$0	\$11,119	\$0	\$0	2023
Sewer Relining Program		\$1,336	\$1,336	\$0	100.0%	\$3	\$0	\$0	\$0	2022
Sludge Septic Haulage Program - 2021		\$2,000	\$58	\$1,942	2.9%	\$250	\$500	\$1,217	\$0	2025
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station		\$600	\$0	\$600	0.0%	\$0	\$151	\$1,971	\$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 - Black Horse Pump Station	Uninitiated	\$5,312	\$0	\$5,312	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	2027
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	\$4,962	\$0	\$4,962	0.0%	\$242	\$541	\$4,180	\$0	2027
South Niagara Falls Wastewater Treatment Plant Trunk		\$6,264	\$0	\$6,264	0.0%	\$4,592	\$1,672	\$0	\$0	2027
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	\$101,557	\$0	\$101,557	0.0%	\$0	\$762	\$100,795	\$0	2027
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	\$19,612	\$0	\$19,612	0.0%	\$0	\$606	\$19,006	\$0	2026
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,542	\$353	99.3%	\$5	\$5	\$483	\$0	2024
Storage Facility Upgrade - Garner Road		\$6,590	\$400	\$6,190	6.1%	\$50	\$500	\$5,840	\$0	2024
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$31,076	\$3,017	\$28,059	9.7%	\$26,154	\$2,059	\$0	\$0	2028

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	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 Capacity Expansion - South Niagara Falls	Uninitiated	\$216,582	\$0	\$216,582	0.0%	\$0	\$3,781	\$212,801	\$0	2028
Wastewater Treatment Plant Upgrade - Crystal Beach		\$1,800	\$270	\$1,530	15.0%	\$851	\$851	\$0	\$0	2023
Wastewater Treatment Plant Upgrade - Garner Road		\$6,940	\$6,905	\$35	99.5%	\$128	\$0	\$0	\$0	2022
Wastewater Treatment Plant Upgrade - Niagara Falls		\$52,031	\$48,917	\$3,113	94.0%	\$15,000	\$15,000	\$15,465	\$0	2024
Wastewater Treatment Plant Upgrade - Port Weller		\$5,900	\$3,612	\$2,288	61.2%	\$1,050	\$1,669	\$619	\$0	2025
Wastewater Treatment Plant Upgrade - Welland		\$24,373	\$20,066	\$4,307	82.3%	\$5,379	\$3,178	\$0	\$0	2023
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$449	\$1,951	18.7%	\$195	\$1,500	\$275	\$0	2024
Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller		\$3,230	\$2,997	\$233	92.8%	\$134	\$233	\$0	\$0	2023
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$36,213	\$3,287	91.7%	\$7,000	\$5,036	\$3,287	\$0	2024
Total Wastewater		\$745,621	\$248,212	\$497,409	33.3%	\$86,181	\$91,106	\$408,387	\$93	
Decew Water Treatment Plant Intake Building		\$5,449	\$4,829	\$619	88.6%	\$2,000	\$3,000	\$213	\$0	2024
Elevated Tank - New - Pelham		\$2,820	\$267	\$2,553	9.5%	\$1,500	\$1,129	\$0	\$0	2023
Elevated Tank - New - Fort Erie		\$1,755	\$760	\$995	43.3%	\$500	\$400	\$604	\$0	2024
Elevated Tank - Corrosion Protection - Virgil		\$2,544	\$2,536	\$8	99.7%	\$228	\$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
Elevated Tank Rehabilitation - Thorold South		\$2,852	\$2,796	\$56	98.0%	\$58	\$0	\$0	\$0	2022
Elevated Tank Replacement - Lundy's Lane		\$3,000	\$245	\$2,755	8.2%	\$250	\$250	\$2,484	\$0	2025
Granular Activated Carbon Replacement Program - 2021		\$2,500	\$42	\$2,458	1.7%	\$2,488	\$0	\$0	\$0	2022
Meter Replacement Program		\$4,400	\$3,755	\$645	85.3%	\$400	\$1,500	\$621	\$0	2024
Miscellaneous Program - Granular Activated Carbon Replacement		\$3,130	\$3,108	\$22	99.3%	\$169	\$0	\$0	\$0	2022
Miscellaneous Program - System Storage - Grimsby		\$22,914	\$19,816	\$3,099	86.5%	\$4,000	\$137	\$0	\$0	2023
Niagara Falls Water Treatment Plant - Port Robinson Interconnect		\$4,040	\$3,340	\$700	82.7%	\$1,700	\$350	\$162	\$0	2024
Pumping Station Upgrades - Shoalts Drive		\$1,400	\$262	\$1,138	18.7%	\$10	\$1,382	\$0	\$0	2023
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.2%	\$1,000	\$3,074	\$0	\$0	2023
Valve Rehabilitation - Drummond Road		\$1,000	\$135	\$865	13.5%	\$80	\$852	\$0	\$0	2023
Water Treatment Plant Raw Water Intake - Niagara Falls		\$2,700	\$2,578	\$122	95.5%	\$544	\$1,000	\$0	\$0	2023
Water Treatment Plant Roadway & Parking Lot - Grimsby (Note 2)		\$2,430	\$2,318	\$112	95.4%	\$850	\$123	\$0	\$100	2023
Water Treatment Plant Upgrade - Decew Falls - 2016		\$41,750	\$12,164	\$29,586	29.1%	\$939	\$2,000	\$27,586	\$0	2025
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$4,867	\$4,348	\$519	89.3%	\$1,500	\$434	\$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
Water Treatment Plant Upgrade - Niagara Falls - 2017		\$12,907	\$12,888	\$19	99.9%	\$15	\$6	\$0	\$0	2023
Water Treatment Plant Upgrade - Port Colborne		\$13,600	\$10,888	\$2,712	80.1%	\$5,705	\$6,120	\$0	\$0	2023
Water Treatment Plant Upgrade - Rosehill (Note 2)		\$15,000	\$14,825	\$175	98.8%	\$405	\$0	\$0	\$420	2022
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$918	\$1,768	34.2%	\$120	\$2,000	\$54	\$0	2024
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$2,157	\$2,843	43.1%	\$1,997	\$1,610	\$200	\$0	2024
Water Treatment Plant Upgrade - Niagara Falls - 2018		\$7,065	\$5,043	\$2,022	71.4%	\$1,000	\$2,500	\$3,369	\$0	2025
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		\$2,000	\$184	\$1,816	9.2%	\$100	\$1,000	\$876	\$0	2024
DeCew High Lift Pump Sizing		\$3,931	\$2,261	\$1,670	57.5%	\$566	\$3,070	\$200	\$0	2024
Water Treatment Plant Expansion - Grimsby		\$1,500	\$816	\$684	54.4%	\$498	\$1,000	\$0	\$0	2023
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E		\$1,000	\$278	\$722	27.8%	\$50	\$750	\$138	\$0	2024
Watermain Replacement - Vineland 19th Street and Glen Road		\$2,500	\$0	\$2,500	0.0%	\$270	\$2,230	\$0	\$0	2023
Watermain Program - Along CNR Grimsby		\$26,825	\$21,886	\$4,939	81.6%	\$10,000	\$5,537	\$0	\$0	2023
Watermain Program - Barrick Road		\$1,965	\$1	\$1,964	0.0%	\$982	\$982	\$0	\$0	2023
Watermain Program - Downing Street		\$3,061	\$2,764	\$297	90.3%	\$1,886	\$100	\$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
Watermain Program - Welland Canal Extension		\$4,620	\$0	\$4,620	0.0%	\$1,000	\$3,620	\$0	\$0	2023
Watermain Program - Welland East and West		\$6,200	\$4,781	\$1,419	77.1%	\$400	\$1,187	\$0	\$0	2023
Watermain Program - St. Davids Rd Phase 2		\$2,140	\$2,140	\$0	100.0%	\$0	\$0	\$0	\$0	2022
Total Water Works		\$225,631	\$145,136	\$80,495	64.3%	\$43,212	\$47,344	\$36,507	\$520	
Total Projects with remaining budgets greater than \$1 million		\$1,996,938	\$1,170,890	\$826,047	58.6%	\$298,821	\$364,869	\$505,551	\$5,719	

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 Q1 and Q2 2022, 89% of projects closed with a surplus.

The excess funds in the Levy CVPs have been identified as a funding source for the 2023 Capital Budget and will be transferred to the reserve at year-end. Remaining excess funds will remain in the CVP to provide more flexibility to address inflationary costs pressures.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water	Total Programs
Balance at December 31, 2021	\$2,857	\$3,329	\$1,860	\$2,904	\$10,949
Transfer to Active Capital Projects	- \$766		- \$1,232		- \$1,997
Budget Reductions on Active Capital Projects	\$2,313		\$2,150	\$3,480	\$7,943
Transfers from Closed Capital Projects	\$1,247	\$1,735	\$2,878	\$1,296	\$7,156
Balance at July 25, 2022	\$5,651	\$5,064	\$5,656	\$7,680	\$24,051
Committed to 2023 capital budget	- \$2,500				- \$2,500
Uncommitted Balance at July 25, 2022	\$3,151	\$5,064	\$5,656	\$7,680	\$21,551

Investment Report (in thousands of dollars)

Investment income during Q2 on the primary portfolio amounted to \$6,210, which comprises investment portfolio income and interest on cash balances.

Investment Performance

Investment Income Before Transfers to Reserves:

Favourable investment income in Q2 of \$1,519 is a result of achieving higher yield on new investments compared with budgeted rates. Rate assumptions for the 2022 budget were reduced from 2021 however, changes to Bank of Canada interest rates in year have driven yields higher. Forecasted investment income before transfers for 2022 is also favourable by \$4,009 due to the higher rates on new investments.

Budget vs Actual/Forecast before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Forecast	Q4 Forecast	Total
Budget	\$4,691	\$4,691	\$4,691	\$4,691	\$18,764
Actual	\$5,262	\$6,210	\$5,754	\$5,547	\$22,773
Variance	\$571	\$1,519	\$1,063	\$856	\$4,009

Year-to-date cumulative portfolio return:

Q1	Q2	Q3	Q4
2.75%	2.91%	0.00%	0.00%

Investment Income After Transfers to Reserves:

Investment income is favourable by \$929 in Q2 after allocations to deferred revenues and rate reserves. Investment income after transfers for 2022 compared to budget is forecasted to be unfavourable by \$133 as a result of increased transfers to deferred revenues and rate reserves because of increase in Bank of Canada rate.

Budget vs Actual/Forecast after Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Forecast	Q4 Forecast	Total
Budget	\$4,691	\$4,691	\$4,691	\$4,691	\$18,764
Net Budget Transfers	-\$318	-\$319	-\$318	-\$319	-\$1,274
Budget (Net)	\$4,373	\$4,372	\$4,373	\$4,372	\$17,490
Actual	\$5,262	\$6,210	\$5,754	\$5,547	\$22,773
Net Actual Transfers	-\$201	-\$909	-\$2,092	-\$2,214	-\$5,416
Actual (Net)	\$5,061	\$5,301	\$3,662	\$3,333	\$17,357
Variance	\$688	\$929	-\$711	-\$1,039	-\$133

Note: Staff monitor foreign exchange rates during the year to take advantage of favourable opportunities, and gains of \$6 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	\$32,032	3.2%
2 Year	\$23,001	2.3%
3 Year	\$45,920	4.6%
4 Year	\$72,773	7.3%
5+ Year	\$626,173	62.6%
NRH Investments	\$2,005	0.2%
Subtotal (Investments)	\$801,904	80.2%
Cash	\$176,020	17.6%
Sinking Fund (Incl.Cash)	\$22,434	2.2%
Total Portfolio	\$1,000,358	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	\$80,400	9.78%	15.00%
Bank of Nova Scotia	Corporate	\$75,000	9.12%	15.00%
Canadian Imperial Bank of Commerce	Corporate	\$86,000	10.46%	15.00%
National Bank of Canada	Corporate	\$57,800	7.03%	15.00%
Royal Bank of Canada	Corporate	\$84,300	10.25%	15.00%
Total	Corporate	\$383,500	46.65%	50.00%
City of Hamilton	Municipal	\$9,170	1.12%	5.00%
City of Montreal	Municipal	\$9,928	1.21%	5.00%
City of Ottawa	Municipal	\$5,344	0.65%	5.00%
City of Quebec	Municipal	\$2,314	0.28%	5.00%
City of Saskatoon	Municipal	\$3,333	0.41%	5.00%
City of Toronto	Municipal	\$8,186	1.00%	5.00%
County of Wellington	Municipal	\$852	0.10%	5.00%
Municipal Finance Authority of BC	Municipal	\$5,008	0.61%	5.00%
New Brunswick Municipal Finance Authority	Municipal	\$5,511	0.67%	5.00%
Region of Halton	Municipal	\$1,519	0.18%	5.00%
Region of Peel	Municipal	\$3,512	0.43%	5.00%
Region of Waterloo	Municipal	\$19,703	2.40%	5.00%
Region of York	Municipal	\$7,720	0.94%	5.00%
Region of Durham	Municipal	\$2,233	0.27%	5.00%
York Region District School Board	Municipal	\$4,009	0.49%	5.00%
York Sinking Fund Debenture	Municipal	\$1,788	0.22%	5.00%
Total	Municipal	\$90,130	10.96%	25.00%
Newfoundland and Labrador Hydro	Provincial	\$10,088	1.23%	25.00%
Ontario Hydro	Provincial	\$24,069	2.93%	25.00%
Province of Alberta	Provincial	\$7,512	0.91%	25.00%
Province of British Columbia	Provincial	\$5,590	0.68%	25.00%
Province of Manitoba	Provincial	\$37,822	4.60%	25.00%
Province of New Brunswick	Provincial	\$4,510	0.55%	25.00%
Province of Newfoundland	Provincial	\$77,042	9.37%	25.00%
Province of Nova Scotia	Provincial	\$18,327	2.23%	25.00%
Province of Ontario	Provincial	\$50,697	6.17%	25.00%
Province of Prince Edward Island	Provincial	\$4,147	0.50%	25.00%
Province of Quebec	Provincial	\$88,234	10.73%	25.00%
Province of Saskatchewan	Provincial	\$5,221	0.64%	25.00%
Quebec Hydro	Provincial	\$9,861	1.20%	25.00%
Total	Provincial	\$343,120	41.74%	75.00%
Region of Niagara Debentures	Municipal	\$5,383	0.65%	100.00%
Total Niagara Region Investments		\$822,133	100.00%	100.00%
NRH Investments		\$2,005		
TOTAL Region (excl Cash) & NRH	All	\$824,138		
General Chequing **	Cash	\$49,549		
Savings	Cash	\$107,539		
NRH	Cash	\$18,932		
Sinking Fund	Cash	\$200		
Total		\$176,220		
TOTAL including Cash		\$1,000,358		

* 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 1.2879.

Debt Report (in thousands of dollars)

On June 1, 2022, S&P (Standard & Poor's) upgraded Niagara's rating to AA+. The increase reflects the views on Canadian municipal governments' improved institutional framework. The rating also incorporates S&P's opinion of Niagara's exceptional liquidity, strong budgetary performance and financial management, and moderate debt burden. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

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

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

Department	Total Debt as at December 31, 2021 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at June 30, 2022 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2022	Annual Repayment Limits**
General Government	\$22,882	\$0	-\$602	-\$50	\$22,231	-\$1,408	\$0	\$20,823	
Police	\$79,934	\$0	-\$906	-\$188	\$78,840	-\$3,404	\$14,610	\$90,046	
Transportation	\$137,762	\$0	-\$641	-\$217	\$136,902	-\$13,148	\$37,744	\$161,498	
Public Health	\$11,158	\$0	-\$82	\$0	\$11,076	-\$1,047	\$3,037	\$13,066	
Community Services	\$28,941	\$0	-\$1,197	\$0	\$27,745	-\$2,238	\$135,183	\$160,690	
NRH	\$41,875	\$0	-\$263	\$0	\$41,612	-\$5,153	\$2,303	\$38,762	
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Levy	\$322,552	\$0	-\$3,691	-\$455	\$318,406	-\$26,398	\$192,877	\$484,885	
Wastewater	\$69,843	\$0	-\$1,805	-\$961	\$67,077	-\$473	\$300,660	\$367,264	
Water	\$24,197	\$0	-\$251	-\$239	\$23,707	-\$327	\$6,746	\$30,126	
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

Debt Report (in thousands of dollars)- Continued

Department	Total Debt as at December 31, 2021 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at June 30, 2022 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2022	Annual Repayment Limits**
Total Rate	\$94,040	\$0	-\$2,056	-\$1,200	\$90,784	-\$800	\$307,406	\$397,390	
Total Niagara Region	\$416,592	\$0	-\$5,747	-\$1,655	\$409,190	-\$27,198	\$500,283	\$882,275	6.66%
Fort Erie	\$4,700	\$0	-\$218	\$0	\$4,482	-\$622	\$0	\$3,860	1.86%
Grimsby	\$2,420	\$0	-\$186	\$0	\$2,234	-\$189	\$0	\$2,045	1.43%
Lincoln	\$7,322	\$0	-\$152	\$0	\$7,170	-\$317	\$0	\$6,853	2.89%
Niagara-on-the-Lake	\$5,485	\$0	-\$155	\$0	\$5,330	-\$348	\$0	\$4,982	2.26%
Niagara Falls	\$70,068	\$0	-\$2,025	\$0	\$68,043	-\$2,693	\$0	\$65,350	3.37%
Pelham	\$31,032	\$0	-\$315	\$0	\$30,717	-\$1,971	\$0	\$28,746	13.50%
Port Colborne	\$28,831	\$0	-\$565	\$0	\$28,266	-\$854	\$0	\$27,412	8.57%
St. Catharines	\$112,973	\$0	-\$1,000	-\$225	\$111,748	-\$13,906	\$0	\$97,842	10.29%
Thorold	\$705	\$0	-\$64	\$0	\$641	-\$66	\$0	\$575	1.33%
Wainfleet	\$1,323	\$0	\$0	\$0	\$1,323	-\$193	\$0	\$1,130	1.17%
Welland	\$62,924	\$0	-\$998	\$0	\$61,926	-\$6,935	\$0	\$54,991	9.12%
West Lincoln	\$18,072	\$0	-\$361	\$0	\$17,711	-\$361	\$0	\$17,350	8.70%
NPCA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Debt Assumed for Others (External)	\$345,855	\$0	-\$6,039	-\$225	\$339,591	-\$28,455	\$0	\$311,136	
Total Niagara Region & External	\$762,447	\$0	-\$11,786	-\$1,880	\$748,781	-\$55,653	\$500,283	\$1,193,411	

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

**2021 FIR data used for ARL calculation where available and 2018-2020 FIR data used where 2021 FIRs were not available

Accounts Receivable Aging Report (in thousands of dollars)

The accounts receivable aging report reflects all unpaid accounts greater than 120 days and greater than \$25. Listing does not include outstanding invoices at quarter-end where payments have been received prior to finalization of the Q2 Financial Update.

Customer Name	Amount Over 120	Explanation of Account	Status
Town of Grimsby (RDC)	\$401	2018 RDC invoice in dispute with developer, Grimsby and Region proceeding with legal action.	Collection to continue
Town of Lincoln (RDC)	\$51	2020 and 2021 RDC invoices where payments were made on building permits at different rates than what was invoiced resulting in small balances due on numerous permits. Ongoing discussions with Lincoln staff continue to determine applicable rates and if payment or credit on account is required.	Collection to continue
Merritton Mills Redevelopment Corp	\$44	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
City of Welland	\$154	In Feb. 2021 Welland deducted \$546 of Niagara Region accounts payable (AP) invoices against balance due on 2020 year-end tax reconciliation bill, and in Jun. 2021 deducted another \$605 in AP invoices against the balance due on the May 2021 water and waste-water bill. Of the \$1,151 deducted, \$1,000 is resolved and \$151 remains in dispute as ongoing discussions with Welland staff continue. Additional \$3 for Feb. 2022 custom sign and signal maintenance invoices. These invoices were not part of the netting noted above and Region staff continue to work with Welland staff on collection.	Collection to continue
Town of Pelham	\$26	Jan. 2022 invoice for cost recoveries on work completed at Pelham Road and Port Robinson Road. Transportation staff is working with Pelham staff to determine if the invoice needs to be paid or billed to another party overseeing the project.	Collection to continue
City of St. Catharines	\$201	Balance of Jan. 2022 invoice for contribution to Canada Summer Games. Region staff continue to work with St. Catharines staff on balance due.	Collection to continue

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

Customer Name	Amount Over 120	Explanation of Account	Status
Ministry of Transportation	\$36	Jan. 2022 invoices for line markings and signal maintenance work completed during 2021. Region staff continue to work with MTO staff on collection and payment is expected in Aug. 2022.	Collection to continue
Wawanesa Insurance	\$29	Dec. 2021 invoice for MVA cost recoveries for damages to Region property. Region staff continue to work with the insurance company on collection which is pending a release letter from the insured.	Collection to continue
Unifund Assurance Company	\$28	Dec. 2021 invoice for MVA cost recoveries for damages to Region property. Region staff continue to work with the insurance company on collection.	Collection to continue
Ottawa Police Service	\$28	Jan. 2022 invoice for 2022 OPTVA membership fees. Region staff continue to work with NRPS staff on collection.	Collection to continue
Peel Regional Police	\$32	Jan. 2022 invoice for 2022 OPTVA membership fees. Region staff continue to work with NRPS staff on collection and payment is expected in Aug. 2022.	Collection to continue
TOTAL	\$1,030		

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 August 18, 2022.

	Jun. 30, 2022	Dec. 31, 2021
FINANCIAL ASSETS		
Cash	\$ 155,187	\$ 169,862
Investments (page 96)	801,904	787,710
Accounts receivable	68,606	104,747
Other current assets	1,129	1,109
Tangible capital assets held for sale	754	400
Debt Recoverable from others (page 98)	339,591	345,859
	1,367,171	1,409,687
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	138,156	165,483
Employee future benefits and post-employment liabilities	124,330	124,330
Deferred revenue	298,206	295,767
Landfill closure and post-closure liability	78,250	78,250
Unfunded contaminated sites	576	576
Long-term liabilities (page 98)	748,781	762,474
Capital lease obligation	4,174	4,204
	1,392,473	1,431,084
Net debt	(25,302)	(21,397)
NON-FINANCIAL ASSETS		
Tangible capital assets	2,114,500	2,046,304
Inventory	10,268	9,298
Prepaid expenses	18,055	19,330
	2,142,823	2,074,932
Accumulated surplus	\$ 2,117,521	\$ 2,053,535

ACCUMULATED SURPLUS RECONCILIATION:

	Jun. 30, 2022	Dec. 31, 2021
Invested in tangible capital assets	\$ 1,703,135	\$ 1,625,485
Capital fund – unexpended capital financing	396,397	348,869
Operating fund	6,026	9,620
Unfunded landfill closure & post-closure liability	(78,250)	(78,250)
Unfunded contaminated sites liability	(576)	(576)
Unfunded employee future benefits & post-employment liabilities	(122,763)	(122,763)
Total surplus	1,903,969	1,782,385
Total reserves and reserves funds (page 57)	213,552	271,150
Total accumulated surplus	\$ 2,117,521	\$ 2,053,535

Explanation of Statement of Operations

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

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

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

Definition of Column Headings

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

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

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

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

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

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

Definition of Report Rows – Expenditures

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

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

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

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

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

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

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

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

Explanation of Statement of Operations - Continued

Definition of Report Rows – Revenues

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

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

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

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

Definition of Report Rows – Intercompany Charges

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

Definition of Report Rows – Transfers

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

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

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

Definition of Report Rows – Indirect Allocation & Debt

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

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

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