

TWENTY 23

Q2 FINANCIAL UPDATE | JUNE

Q2 Financial Update – June 2023

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Introduction

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

At June 30, 2023 Niagara Region is forecasting a deficit of \$736 thousand related to the General levy programs, a \$2,573 thousand surplus related to Special levy programs, and a \$3,979 thousand deficit related to the Water & Wastewater Program.

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

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

Helen 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 \$736.

The levy programs excluding agencies, boards and commissions (ABCs) are operating at a forecasted deficit of \$94. This forecasted deficit is driven by increased utilities pricing of \$1,176, high raw food and food supplements costs of \$744 due to inflationary pressures and market shortages. Health and dental benefits costs and of \$1,530 and Vision Zero of \$1,394. This deficit is offset by net corporate labour related gapping of \$4,651 due to delays in filling vacancies and recruitment challenges.

The 2023 budget includes expenditures and revenues related to the Vision Zero Road Safety program within the Public Works and Courts Services divisions. The program is expected to launch across Niagara Region September 1, 2023. As a result, there are differences in expenditures and revenues related to the timing of implementation which result in a forecasted deficit of \$1,394 for 2023. In 2024, net program revenues will first be used to repay this shortfall.

Niagara Region's ABCs are operating at a forecasted net deficit of \$641. The net deficit is primarily driven by inflationary pressures and legal claims.

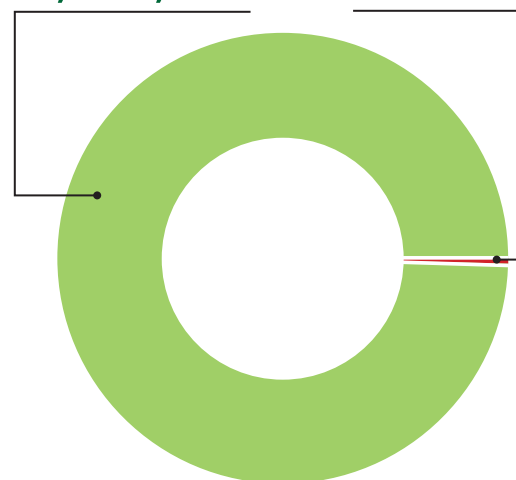
The 2023 budget included a net transfer from the Taxpayer Relief reserve of \$18,407 to fund the incremental COVID-19 costs. With the announcements of additional COVID-related funding, staff are forecasting that \$7,886 will be returned to the Taxpayer Relief reserve, a net draw of \$10,521. Additionally Bill 23 DC grant to be funded from Tax Payer Relief reserve were estimated at \$19,300. As a result of lower permit activity to date, staff

are forecasting that \$7,810 will be returned to the Taxpayer Relief reserve, resulting in a net draw of \$11,490. The balance of the Taxpayer Relief reserve is forecasted to be \$22,626 or 3.01%, which is below the minimum funding target of 10% to 15% of the annual budgeted operating expenditures, which is \$75,264 to \$112,897.

Levy Department and Programs (Including ABC's)

Gross Budgeted Expenditures of \$1,041,292*

Deficit of \$736 or -0.07%



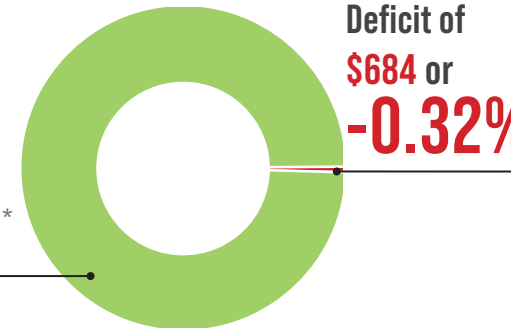
● Deficit of \$736 ● Gross Budgeted Expenditures

Financial Results of ABC's

NRPS

Gross Budgeted Expenditures of \$214,528*

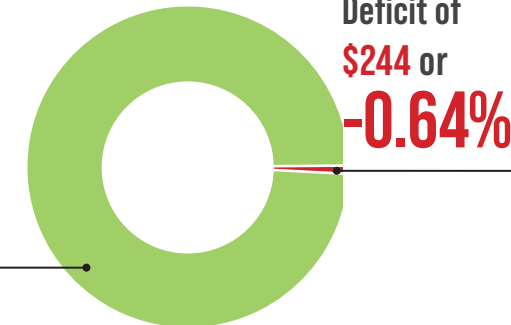
Deficit of \$684 or -0.32%



NRH

Gross Budgeted Expenditures of \$37,895*

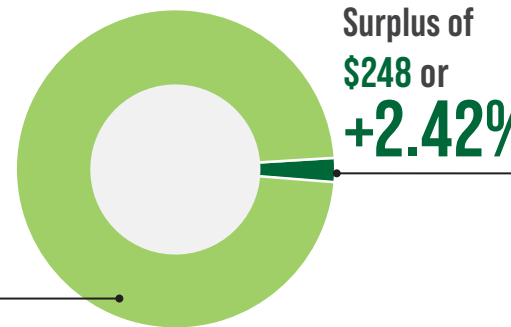
Deficit of \$244 or -0.64%



Court Services

Gross Budgeted Expenditures of \$10,252*

Surplus of \$248 or +2.42%



*Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights

-\$1,176

Variance in utility costs

+\$4,651

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

-\$1,530

Net Variance in health and dental benefits due to rising cost and enhancements aligned with People Strategy.

-\$1,394

Variance in timing of implementation of Vision Zero.

Consolidated Operating Funding Surplus/(Deficit) Review

Water & Wastewater

(in thousands of dollars)

Water and Wastewater Services are operating at a forecasted deficit of \$3,979 at year-end, which consists of deficits of \$126 and \$3,853 in the Water and Wastewater divisions respectively.

The forecasted deficit is primarily attributable to higher than budgeted chemical and sludge collection costs of \$2,410. Additional factors driving the forecasted deficit include unfavourable variances in repairs and maintenance spending due to increasing costs and aging infrastructure of \$1,032 and utilities costs of \$679 due to price increases. These unfavourable variances are slightly offset by a favourable variance in labour related costs of \$735 due to staffing vacancies, primarily in the Wastewater division.

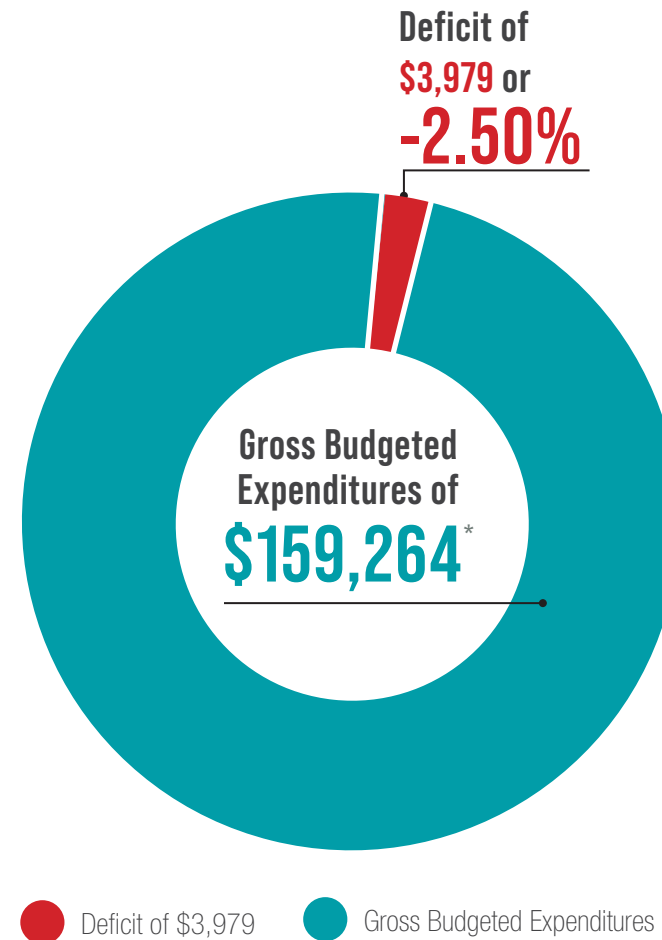
It is recommended that, at year-end, the Water Stabilization Reserve and the Wastewater Stabilization Reserve be used to fund the forecasted deficits.

Including forecasted deficits, the Water and Wastewater Stabilization Reserve reserves are forecasted to have balances of \$3,457 and \$1,621 respectively at the end of the year.

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

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

Water & Wastewater Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights



-\$2,410
Variance in sludge management and chemical costs
 due to increased pricing.



-\$1,032
Variance in repairs and maintenance due
 due to aging infrastructure.



-\$679
Variance in net utility costs
 due to higher than anticipated pricing.

Consolidated Operating Funding Surplus/(Deficit) Review

Waste Management

(in thousands of dollars)

Waste Management Services are operating at a forecasted surplus of \$1,613 at year-end.

The forecasted surplus is driven by higher than anticipated Waste Diversion funding of \$886, savings of \$444 due to a reduction of recyclable purchase costs due to lower commodity rates and \$199 of savings labour related costs due to salary gapping and position vacancy management.

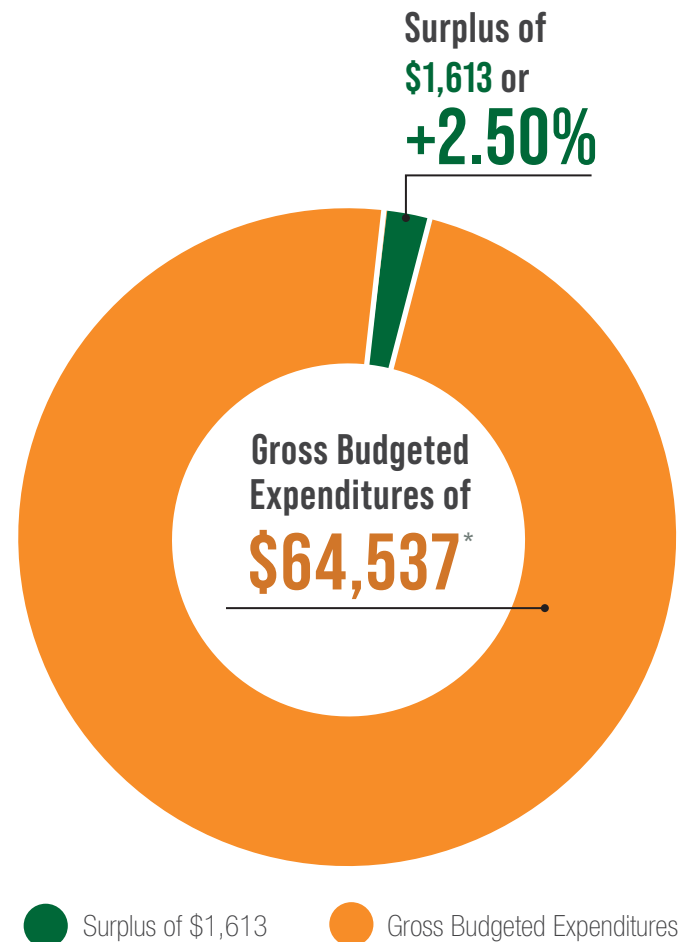
In April 2023 the Material Recycling Facility (MRF) was sold. The net proceeds of the sale of \$12,867 have been transferred to the Waste Management Capital Reserve.

It is recommended that at, at year-end, the forecasted operating surplus of \$1,613 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 \$5,657, which is slightly below the funding targets for the Reserve. The Region adopted a strategy in 2020 to use reserves to mitigate rate increases until divesture of residential recycling services when reserves can then be reestablished in 2024

The funding targets of 10 to 15 per cent of annual budgeted operating expenditures, is \$6,439 to \$9,658.

Waste Management Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights



+\$886

Variance in higher than anticipated Waste Diversion funding.



+\$444

Reduction of recyclable purchase costs as a result of lower commodity rates.



+\$199

variance in labour related costs due to salary gapping and position vacancy management.

Consolidated Operating Funding Surplus/(Deficit) Review

Niagara Transit Commission

(in thousands of dollars)

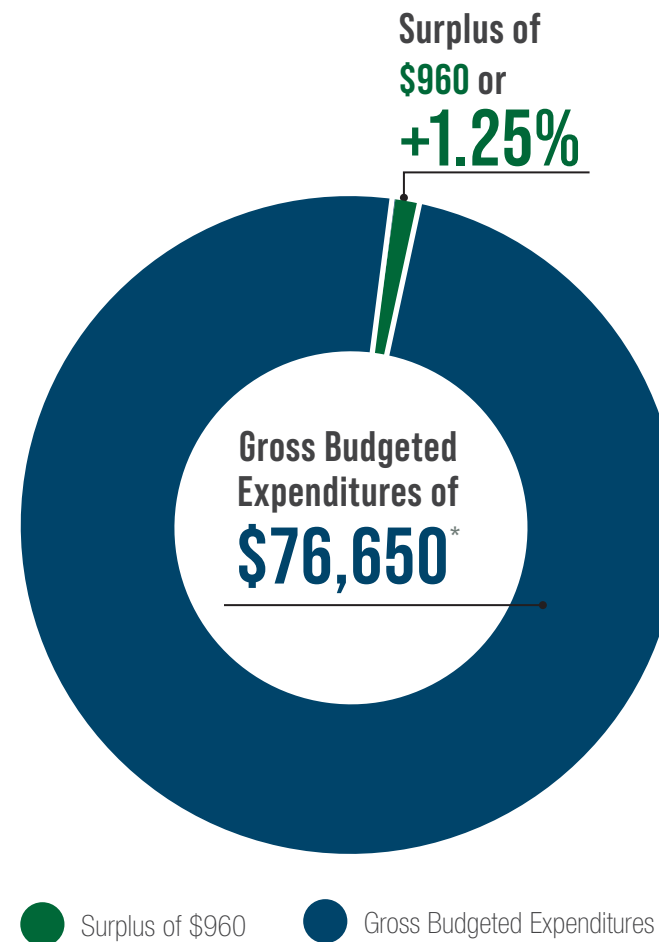
The Niagara Transit Commission (NTC) commenced operations on January 1, 2023. The 2023 budget was prepared using best estimates from the local area municipalities (LAM's). As this is the first year of operations within Niagara Region, it should be noted that the budget and reporting will continue to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

Niagara Transit Commission is operating at a net forecasted surplus of \$960 at year-end.

The forecasted surplus is a result of higher than anticipated fare revenue including Niagara College service contract of \$4,600, and lower than anticipated transit insurance premium of \$1,242. These favourable variances are partially offset by unfavourable variances of \$2,139 in labour related costs due to health benefit costs, and salary correction for operator hours of work as well as higher than anticipated costs of diesel of \$985 and repairs and maintenance of transit facilities of \$502.

It is recommended that at, at year-end, the forecasted operating surplus of \$960 be transferred to the Niagara Transit Commission Stabilization Reserve and would form the initial balance of the reserve. The funding target of 10 to 15 per cent of annual budgeted operating expenditures similar to other stabilization reserves, is \$7,078 to \$10,617 for the Niagara Transit Commission Stabilization Reserve. Funding in this reserve will be considered annually through the budget process with the goal of developing and maintaining a long-term sustainable strategy.

Niagara Transit Commission Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights



+\$4,600

Variance in higher than anticipated fare revenue and Niagara College service contract.



+\$1,242

Savings

due to lower than anticipated transit insurance premium.



-\$2,139

Variance in labour related costs

due to health benefits and operator hours of work.



-\$985

Variance in pricing of diesel.

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)
GENERAL LEVY SUPPORTED DEPARTMENTS & PROGRAMS						
Regional Departments						
Governance	\$2,280	\$2,172	\$108	\$2,685	\$2,714	-\$28
General Government	-\$345,753	-\$346,989	\$1,236	-\$446,760	-\$447,934	\$1,175
Office of Deputy CAO	\$3,318	\$3,106	\$212	\$2,708	\$2,503	\$204
Corporate Administration	\$9,469	\$11,736	-\$2,266	\$1,366	\$1,326	\$40
Corporate Services	\$47,294	\$48,337	-\$1,042	\$515	\$497	\$18
Community Services	\$58,482	\$58,160	\$322	\$81,838	\$82,353	-\$515
Public Health & Emergency Services	\$33,518	\$31,940	\$1,578	\$52,473	\$52,016	\$456
Public Works - Transportation	\$27,193	\$28,321	-\$1,128	\$74,708	\$76,670	-\$1,962
Growth Planning & Economic Development	\$8,410	\$7,890	\$521	\$9,925	\$9,408	\$518
Sub-Total - Regional Departments	-\$155,788	-\$155,328	-\$460	-\$220,542	-\$220,448	-\$94
Agencies, Boards & Commissions						
Court Services	-\$1,403	-\$1,693	\$290	-\$87	-\$335	\$248
Niagara Regional Housing	\$3,960	\$4,250	-\$290	\$18,523	\$18,767	-\$244
Niagara Regional Police	\$177,858	\$177,309	\$548	\$195,006	\$195,690	-\$684
Niagara Peninsula Conservation Authority	\$7,101	\$7,062	\$39	\$7,101	\$7,062	\$39
Subtotal Agencies, Boards & Commissions	\$187,516	\$186,928	\$588	\$220,542	\$221,184	-\$642
Total General Levy Supported Programs	\$31,728	\$31,600	\$128	\$0	\$736	-\$736
Rate Supported Departments & Special Levy						
Rate Supported: Water & Wastewater	-\$21,688	-\$18,123	-\$3,565	\$0	\$3,979	-\$3,979
Special Levy: Waste Management	-\$1,747	-\$3,323	\$1,576	\$0	-\$1,613	\$1,613
Special Levy: Niagara Transit Commission	-\$8,292	-\$8,009	-\$283	\$0	-\$960	\$960
TOTAL	\$0	\$2,145	-\$2,145	\$0	\$2,141	-\$2,141

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	\$250,878	\$240,249	\$10,628	4.2%	\$500,798	\$491,988	\$8,809	1.8%
Administrative	\$19,755	\$16,774	\$2,980	15.1%	\$38,359	\$35,323	\$3,036	7.9%
Operational & Supply	\$17,185	\$14,842	\$2,343	13.6%	\$33,768	\$33,921	-\$154	-0.5%
Occupancy & Infrastructure	\$19,187	\$19,759	-\$572	-3.0%	\$37,875	\$40,132	-\$2,257	-6.0%
Equipment, Vehicles, Technology	\$12,142	\$10,613	\$1,529	12.6%	\$23,439	\$22,925	\$514	2.2%
Community Assistance	\$113,974	\$121,724	-\$7,750	-6.8%	\$244,579	\$262,454	-\$17,875	-7.3%
Partnership, Rebate, Exemption	\$31,675	\$17,006	\$14,669	46.3%	\$58,451	\$51,444	\$7,007	12.0%
Financial Expenditures	\$14,947	\$12,468	\$2,479	16.6%	\$74,014	\$56,363	\$17,650	23.8%
Total Expenses	\$479,742	\$453,436	\$26,306	5.5%	\$1,011,282	\$994,551	\$16,731	1.7%
Taxation	-\$211,150	-\$211,150	\$0	0.0%	-\$463,149	-\$463,149	\$0	0.0%
Federal & Provincial Grants	-\$201,200	-\$210,405	\$9,206	4.6%	-\$421,779	-\$441,847	\$20,068	4.8%
By-Law Charges & Sales	-\$6,326	-\$5,547	-\$779	-12.3%	-\$14,349	-\$13,073	-\$1,275	-8.9%
Other Revenue	-\$38,958	-\$39,190	\$232	0.6%	-\$80,556	-\$77,685	-\$2,871	-3.6%
Total Revenues	-\$457,634	-\$466,293	\$8,659	1.9%	-\$979,832	-\$995,755	\$15,923	1.6%
Intercompany Charges	-\$1,456	-\$1,186	-\$270	18.6%	-\$2,500	-\$2,581	\$82	-3.3%
Total Intercompany Charges	-\$1,456	-\$1,186	-\$270	18.6%	-\$2,500	-\$2,581	\$82	-3.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$20,651	-\$14,043	\$34,695	168.0%	\$28,950	-\$3,785	\$32,735	0.0%
Transfers From Funds	-\$35,526	-\$33,713	-\$1,813	-5.1%	-\$61,320	-\$46,565	-\$14,755	-24.1%
Transfers To Funds	\$48,448	\$47,996	\$452	0.9%	\$64,236	\$82,046	-\$17,810	-27.7%
Expense Allocations To Capital	-\$67	-\$22	-\$45	-67.1%	-\$140	-\$95	-\$45	-32.2%
Total Transfers	\$12,856	\$14,261	-\$1,406	-10.9%	\$2,776	\$35,385	-\$32,609	-1174.7%
Net Expenditure (Revenue) Before Indirect Allocations	\$33,507	\$218	\$33,289	99.3%	\$31,726	\$31,600	\$126	0.4%
Indirect Allocations & Debt	-\$13,172	-\$10,880	-\$2,291	-17.4%	-\$31,726	-\$30,864	-\$862	-2.7%
Total Indirect Allocations & Debt	-\$13,172	-\$10,880	-\$2,291	-17.4%	-\$31,726	-\$30,864	-\$862	-2.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$20,335	-\$10,662	\$30,998	152.4%	\$0	\$736	-\$736	0.0%

Levy – Continued

Variance Analysis (in thousands of dollars)

The 2023 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2023 within the Public Works and Courts Services divisions. The 2023 budget was prepared on a cost-recovery basis over the course of a full budget year, assuming that the Vision Zero program would initialize in Q1 2023 however is now expected to launch September 1, 2023. As a result, there are favourable variances in various expenditures but an overall deficit of \$1,394 is forecast for 2023. In 2024, net program revenues will first be used to repay this shortfall.

Labour Related Costs – The favourable year-end variance of \$8,809 is driven by corporate staff gapping due to delays in filling vacancies and challenges recruiting. These delays were experienced throughout the corporation with many departments forecasting a year-end surplus in labour related costs. Notably, the surplus is driven largely by Community Services (\$4,585) and Public Health and Emergency Services (\$3,698) offset by one-time funding for COVID-19 of \$6,882 in Transfers below.

Administration – The favourable year-end variance of \$3,036 is attributed Vision Zero savings due to delayed implementation within Courts Services (\$1,412) and Public Works (\$692).

Occupancy & Infrastructure – The unfavourable variance of \$2,257 is driven by high numbers of LTC residents who require 1 to 1 support, resource requirements to support ongoing mandatory screening in the LTC sector and a grounds maintenance contract that came in exceptionally higher than budget within community services (\$1,384).

Community Assistance – The unfavourable variance of \$17,875 is due to variances within the Community Services department mainly within the SAEO and Childrens Services divisions. SAEO budget is prepared based on estimated caseload, however, caseload has increased 14% above budget resulting in an unfavourable variance of \$17,566. There is an offsetting favourable variance in provincial revenues. Childrens Services variance of \$272 is a result of increased grants issued to childcare agencies in the community to support increased inflationary pressures.

Partnership, Rebate, Exemption – The favourable year-end variance of \$7,007 largely relates to reduced development charge grants and exemptions funded from reserves, resulting from lower than anticipated permit activity forecasted in 2023.

Financial Expenditures – The favourable year-end variance of \$17,650 is largely a result of the debt charge placeholder (due to timing of actual project spending, which determines the timing of debt issuance) which is transferred to the capital levy reserve through Transfers to Funds (\$16,377).

Federal & Provincial Grants – The favourable year-end variance of \$20,068 is largely attributable to the variance within SAEO of \$17,222 as well as Public Health and Emergency Services of \$1,560. The variance within SAEO is a result of the budget being prepared based on estimated caseload and the actuals being higher due to a 14% increase over budgeted in caseload and benefits. The variance is offset by the unfavourable variance in community assistance discussed above. The favourable variance within Public Health and Emergency Services is a result of multiple funding announcements including dispatch for WSIB and Emergency Communications Nurses (ECNs).

Other Revenue – The unfavourable year-end variance of \$2,871 is primarily driven by higher than anticipated interest transferred to Development Charge reserve funds as result of higher reserve fund balances and higher Bank of Canada rate (\$4,219 and \$9,242 respectively) offset with higher than anticipated investment income as a result of higher Bank of Canada rate (\$3,640 and \$7,647 respectively).

Transfers – The unfavourable year-end variance of \$32,609 is mainly attributable to the unused debt charge placeholder being transferred to capital levy reserve fund (\$16,377), less than anticipated reserve funding required for DC exemptions (\$7,810), less than anticipated funding required for incremental COVID-19 costs within Community Services (\$3,074) and Public Health and Emergency Services Divisions (\$3,808).

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	\$1,060	\$1,000	\$60	5.7%	\$2,119	\$2,037	\$82	3.9%
Administrative	\$77	\$35	\$42	54.6%	\$155	\$129	\$25	16.3%
Operational & Supply	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Equipment, Vehicles, Technology	\$1	\$1	\$0	41.8%	\$2	\$2	\$0	20.9%
Partnership, Rebate, Exemption	\$1	\$0	\$1	100.0%	\$152	\$151	\$1	0.8%
Total Expenses	\$1,140	\$1,036	\$104	9.1%	\$2,429	\$2,320	\$109	4.5%
Other Revenue	\$0	\$0	\$0	0.0%	-\$150	-\$150	\$0	0.0%
Total Revenues	\$0	\$0	\$0	0.0%	-\$150	-\$150	\$0	0.0%
Intercompany Charges	\$0	\$2	-\$1	-294.9%	\$1	\$2	-\$1	-147.5%
Total Intercompany Charges	\$0	\$2	-\$1	-294.9%	\$1	\$2	-\$1	-147.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,140	\$1,038	\$103	9.0%	\$2,280	\$2,172	\$108	0.0%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$1,140	\$1,038	\$103	9.0%	\$2,280	\$2,172	\$108	4.7%
Indirect Allocations & Debt	\$230	\$354	-\$124	-54.0%	\$406	\$542	-\$136	-33.5%
Total Indirect Allocations & Debt	\$230	\$354	-\$124	-54.0%	\$406	\$542	-\$136	-33.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,370	\$1,392	-\$22	-1.6%	\$2,685	\$2,714	-\$28	-1.0%

Governance - Continued

Variance Analysis (in thousands of dollars)

Governance is operating at a year-to-date surplus before indirect allocations of \$103 with a forecasted surplus of \$108 before indirect allocation for year end. The following factors have contributed to this surplus.

Labour Related Costs - The favourable year-to-date and forecasted variances of \$60 and \$82 are due to an intern vacancy within the Chair's Office and a declined salary increase for the Regional Chair.

Administration - The favourable year-to-date and forecasted variances of \$42 and \$25 are due to lower than anticipated travel, meals, mileage and registration fees.

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 Bill 23 and changes to the planning act, EMS offload delays, public transit, housing, homelessness, long-term care, public health.
- Organized and delivered a successful week of advocacy at Queen's Park.
- Starting work on Council's 2022 – 2026 strategic priorities.
- 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	\$3,157	\$2,676	\$480	15.2%	\$6,341	\$3,744	\$2,597	41.0%
Occupancy & Infrastructure	\$58	\$58	\$0	0.5%	\$151	\$112	\$39	25.6%
Partnership, Rebate, Exemption	\$27,555	\$13,276	\$14,279	51.8%	\$49,580	\$42,908	\$6,672	13.5%
Financial Expenditures	\$14,169	\$11,620	\$2,549	18.0%	\$72,458	\$54,735	\$17,722	24.5%
Total Expenses	\$44,939	\$27,630	\$17,308	38.5%	\$128,529	\$101,500	\$27,029	21.0%
Taxation	-\$211,150	-\$211,150	\$0	0.0%	-\$463,149	-\$463,149	\$0	0.0%
Federal & Provincial Grants	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
By-Law Charges & Sales	-\$6	-\$14	\$7	111.4%	-\$13	-\$20	\$7	55.7%
Other Revenue	-\$8,897	-\$7,894	-\$1,003	-11.3%	-\$18,775	-\$16,789	-\$1,986	-10.6%
Total Revenues	-\$220,054	-\$219,058	-\$996	-0.5%	-\$481,937	-\$479,959	-\$1,979	-0.4%
Intercompany Charges	-\$48	-\$39	-\$9	18.7%	-\$95	-\$96	\$1	-1.2%
Total Intercompany Charges	-\$48	-\$39	-\$9	18.7%	-\$95	-\$96	\$1	-1.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$175,163	-\$191,466	\$16,303	9.3%	-\$353,503	-\$378,555	\$25,052	0.0%
Transfers From Funds	-\$21,482	-\$21,482	\$0	0.0%	-\$35,406	-\$27,579	-\$7,827	-22.1%
Transfers To Funds	\$40,250	\$39,797	\$452	1.1%	\$43,157	\$59,145	-\$15,989	-37.0%
Total Transfers	\$18,768	\$18,316	\$452	2.4%	\$7,750	\$31,566	-\$23,816	-307.3%
Net Expenditure (Revenue) Before Indirect Allocations	-\$156,395	-\$173,151	\$16,756	-10.7%	-\$345,753	-\$346,989	\$1,236	-0.4%
Indirect Allocations & Debt	-\$50,250	-\$49,486	-\$764	-1.5%	-\$101,007	-\$100,945	-\$61	-0.1%
Total Indirect Allocations & Debt	-\$50,250	-\$49,486	-\$764	-1.5%	-\$101,007	-\$100,945	-\$61	-0.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$206,645	-\$222,637	\$15,992	7.7%	-\$446,760	-\$447,934	\$1,175	0.3%

General Government - Continued

Variance Analysis (in thousands of dollars)

General Government is operating at a year-to-date surplus before indirect allocations of \$16,756 and is forecasting an overall surplus before indirect allocations of \$1,236 at year-end due to the following factors:

Administration - The favourable year-to-date variance of \$480 is primarily due to a reduction in the accrual for estimated legal claims against the Region (\$2,032) offset by timing difference of quarterly payments to Municipal Property Assessment Corporation (\$1,559). The favorable forecasted variance of \$2,597 relates to a reduction in legal liability accrual offset with the legal claims paid in Corporate Services.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$14,279 is primarily due to the timing of economic development grants (\$9,184) made up of Planning Incentive Grants \$1,767, Tax Increment Grants \$759, Public Realm Incentive Program \$815 and Gateway Tax Increment Grants \$5,843. In addition the year-to-date favourable variance reflects less than expected Development Charge (DC) grants of \$5,194. The favorable forecasted variance of \$6,672 largely relates to reduced DC grants and exemptions funded from reserves, resulting from lower than anticipated permit activity forecasted in 2023. Unspent funding related to committed grants will be encumbered at year end through a transfer to reserve.

Financial Expenditures – The favourable year-to-date variance of \$2,549 is a result of revised sinking fund debt assumptions and gain on disposal of investments. The favourable forecasted variance of \$17,722 is largely a result of the debt charge placeholder (due to timing of actual project spending, which determines the timing of debt issuance) which is transferred to the capital levy reserve through Transfers to Funds (\$16,377).

Other Revenue – The year-to-date and forecasted unfavourable variances of \$1,003 and \$1,986 respectively are a result of higher than anticipated interest transfers to Development Charge reserve funds as result of higher reserve fund balances and higher Bank of Canada rate (\$4,219 and \$9,242 respectively) offset with higher than anticipated investment income as a result of higher Bank of Canada rate (\$3,640 and \$7,647 respectively).

To/From Funds – The year-to-date favourable variance of \$452 is due to timing of expected transfers for Canada Summer Games Consortium (\$414). The unfavourable forecasted variance of \$23,816 is attributable to the unused debt charge placeholder being transferred to capital levy reserve fund (\$16,377) and less than anticipated reserve funding required for DC exemptions (\$7,810).

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 151 Capital projects for 2023 through a \$36,298 reserve contribution to the Capital Levy reserve. Some of the significant capital projects for 2023 included the St. Catharines RR42 Ontario Street roads rehabilitation (\$18,609), Lincoln watermain replacement (\$16,850), and (\$16,100) for the Decew Falls low lift pumping station upgrade.
- Delivered economic incentive grant programs (Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and

General Government - Continued

Gateway tax increment grants), partnering with the Local Area Municipalities and not-for-profit organizations to promote culture, public realm and economic growth.

- Successfully funded 116 Capital Projects and 8 Operating projects with \$21.9M and \$1M respectively of Development Charges reserves.
- Administered Council approved funding strategy related to Bill 23 financial impacts on regional Development Charges

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$1,648	\$1,615	\$33	2.0%	\$3,285	\$3,210	\$74	2.3%
Administrative	\$310	\$211	\$99	32.0%	\$621	\$480	\$141	22.7%
Operational & Supply	\$33	\$24	\$10	28.6%	\$67	\$46	\$20	30.7%
Occupancy & Infrastructure	\$1	\$0	\$1	112.7%	\$1	\$1	\$0	21.5%
Equipment, Vehicles, Technology	\$99	\$35	\$64	64.7%	\$175	\$147	\$29	16.3%
Partnership, Rebate, Exemption	\$2	\$2	\$0	13.6%	\$5	\$4	\$1	14.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$2,093	\$1,887	\$206	9.8%	\$4,153	\$3,888	\$265	6.4%
By-Law Charges & Sales	-\$2	-\$2	\$0	-0.3%	-\$4	-\$4	\$0	-0.7%
Other Revenue	-\$317	-\$269	-\$48	-15.2%	-\$653	-\$581	-\$71	-10.9%
Total Revenues	-\$319	-\$270	-\$48	-15.1%	-\$656	-\$585	-\$71	-10.9%
Intercompany Charges	-\$78	-\$122	\$44	-55.9%	-\$156	-\$174	\$18	-11.6%
Total Intercompany Charges	-\$78	-\$122	\$44	-55.9%	-\$156	-\$174	\$18	-11.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,696	\$1,495	\$202	11.9%	\$3,340	\$3,128	\$212	0.0%
Transfers From Funds	-\$23	-\$23	\$0	0.0%	-\$23	-\$23	\$0	0.0%
Total Transfers	-\$23	-\$23	\$0	0.0%	-\$23	-\$23	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$1,674	\$1,472	\$202	12.0%	\$3,318	\$3,106	\$212	6.4%
Indirect Allocations & Debt	-\$261	-\$295	\$34	13.0%	-\$610	-\$602	-\$8	-1.3%
Total Indirect Allocations & Debt	-\$261	-\$295	\$34	13.0%	-\$610	-\$602	-\$8	-1.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,413	\$1,177	\$236	16.7%	\$2,708	\$2,503	\$204	7.5%

Variance Analysis (in thousands of dollars)

The Office of the Deputy CAO is operating at a year-to-date surplus before indirect allocations of \$202 with a forecasted surplus before indirect allocations of \$212 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$33 and \$74 are due to vacant positions through the year in all Office of the Deputy CAO divisions.

Administration - The favourable year-to-date variance of \$99 and forecasted variance of \$141 are driven by savings in legal costs (\$28 and \$55) and training (\$24 and \$26).

Equipment, Vehicles, Technology - The favourable year-to-date and forecasted variances of \$64 and \$29 are due to lower than anticipated Business Licensing equipment repair costs.

Other Revenue - The unfavourable year-to-date and forecasted variances of \$48 and \$71 are mainly due to lower than anticipated business licensing fees revenue.

Community Impacts & Achievements

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

Government Stakeholder Relations

- Supported Council Priorities Workshop to support Council's strategic planning.
- Successfully led the relaunch of Niagara Week from May 15 to 17, by:
 - Securing 10 meetings with Provincial Ministers, including Premier Ford;
 - Preparing all briefing material for the Chair's Office, CLT and ministerial staff;
 - Hosting a lunch and learn for CLT and a one-hour briefing for Council; and
 - Hosting an MPP reception at Queen's Park and provided onsite support throughout the three day advocacy event.
- Hosted three external Indigenous Relations Engagement Policy working group meetings with external municipal partners to discuss best practice.
- Organized a Chief and Chair meeting with Chief Stacey LaForme of Mississaugas of the Credit First Nations and Chair Bradley to discuss the feasibility of establishing a Friendship Accord and provided the Chair and CAO Offices with briefing material.
- Established relationships with GR counterparts at Niagara College and Brock University.
- Supported the Agriculture Irrigation Initiative by researching potential granting opportunities, including meeting with Agri-Canada and the Green Belt Foundation.
- Led AMO preparation by submitting delegation requests for the 2023 conference and briefing LAM CAO's to support coordination.
- Supported the development of three CAO reports and one Chair memorandum related to Niagara Week, AMO and the Emergency Declarations.

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	\$4,308	\$4,982	-\$674	-15.6%	\$8,504	\$10,806	-\$2,302	-27.1%
Administrative	\$1,337	\$1,239	\$98	7.3%	\$2,352	\$2,491	-\$139	-5.9%
Operational & Supply	\$118	\$100	\$18	15.2%	\$192	\$249	-\$58	-30.2%
Equipment, Vehicles, Technology	\$29	\$1	\$28	97.2%	\$58	\$48	\$10	17.8%
Partnership, Rebate, Exemption	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$5,793	\$6,322	-\$529	-9.1%	\$11,107	\$13,594	-\$2,488	-22.4%
Other Revenue	-\$59	-\$187	\$128	217.5%	-\$118	-\$382	\$264	223.9%
Total Revenues	-\$59	-\$187	\$128	217.5%	-\$118	-\$382	\$264	223.9%
Intercompany Charges	\$6	-\$14	\$20	337.3%	\$12	\$16	-\$4	-32.0%
Total Intercompany Charges	\$6	-\$14	\$20	337.3%	\$12	\$16	-\$4	-32.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$5,740	\$6,121	-\$381	-6.6%	\$11,001	\$13,228	-\$2,227	0.0%
Transfers From Funds	-\$871	-\$871	\$0	0.0%	-\$1,531	-\$1,492	-\$39	-2.6%
Total Transfers	-\$871	-\$871	\$0	0.0%	-\$1,531	-\$1,492	-\$39	-2.6%
Net Expenditure (Revenue) Before Indirect Allocations	\$4,869	\$5,250	-\$381	-7.8%	\$9,469	\$11,736	-\$2,266	-23.9%
Indirect Allocations & Debt	-\$4,055	-\$4,618	\$563	13.9%	-\$8,103	-\$10,410	\$2,307	28.5%
Total Indirect Allocations & Debt	-\$4,055	-\$4,618	\$563	13.9%	-\$8,103	-\$10,410	\$2,307	28.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$814	\$632	\$182	22.4%	\$1,366	\$1,326	\$40	2.9%

Corporate Administration - Continued

Variance Analysis (in thousands of dollars)

Corporate Administration is operating at a year-to-date deficit before indirect allocations of \$381 with a forecasted deficit of \$2,266 due to the following factors:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of \$674 and \$2,302 are due to higher benefit costs and labour relations pressures.

Administration - The favourable year-to-date variance of \$98 is driven by the timing of internal audit costs (\$274), partially offset by external legal costs related to labour relations (\$177). The forecasted unfavourable variance of \$139 is due to external legal costs related to labour relations (\$177), partially offset by savings in internal audit costs (\$37).

Operational & Supply - The forecasted unfavourable variance of \$58 is due to higher than anticipated corporate training costs.

Other Revenue - The favourable year-to-date and forecasted variances of \$128 and \$264 are mainly due to revenue related to training as well as higher than anticipated union bill-backs, offset with higher than anticipated union representative costs.

Community Impacts & Achievements

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

Internal Audit

- Presented a risk-based audit plan considering the organization structure and internal/external factors affecting the Niagara Region.
- Completed 3 audits and 2 consulting engagements since April 2022.
- Outsourced internal audits to leverage specialists from external audit firms and benchmarked results with comparable tier 1 municipalities.

Human Resources

- Continued support for the implementation of Niagara Region Transit Commission transition project by providing HR consultation to project leads and preparation for shared service delivery requirements in the areas of payroll, benefits, pension, and EAP administration.
- Launched the corporate People Plan with a multi-modal communications strategy, efforts are now focused on delivery against plan.
- June was employee recognition month, completed successful 'You Radiate Pure Awesome' campaign with internal messaging, employee events and social media presence to enforce Niagara Region as the Employer of Choice.
- Supported Business Continuity Planning within operating departments, and the development of the Corporate Labour Disruption Plan ensuring critical and essential services continue to be provided to our clients and residents of Niagara Region in the event of any labour disruption.
- Established effective candidate attraction and pipeline methods, with enhanced presence at post-secondary and targeted community job events. Executed against social media strategy with strong employer of choice branding resulting in increased clicks thru to Niagara Region's careers site.
- Implemented enhanced benefits strategy that is aligned to the development of our Total Rewards Strategy.
- Implemented corporate eRecruitment technology in Community Services. This provides a better candidate and hiring manager experience reducing time to hire by increasing automation and self service in the interview and reference processes. This will be rolled out Region wide in 2023/24.
- Continued development and consultation for HRIS strategy that will drive our focus and resources related to all HR technologies for the next three years. Effort will include identifying current state, key priorities, and required steps and resource planning. All of this to maintain a sustainable, safe environment that drives current and future business needs.

Corporate Administration - Continued

- Kicked off HRIS technology project with Public Health to deliver employee and leader self-serve application to time and attendance management. This will replace existing tools, align and consolidate application and business processes across division in accordance with collective agreement language and all other related legislation.
- HRIS technology project support to NRPS to deliver an Oracle PeopleSoft recruiting application, including ability for job postings, and candidate onboarding. This project is on track and is currently in the testing phase.
- Implemented technology upgrades for Incident Monitor, an internal customer request tracking and workflow tool; and for Vocantas which is a scheduling call out system on behalf of PH EMS and Seniors Services.
- Negotiated three-year renewal collective agreement with ONA Public Health representing Registered Nurses and Nurse Practitioners in Public Health Department.
- Upgraded an attendance support program including conducting training and information sessions for management, unions, and staff across the business.
- Commenced contract negotiations with CUPE Local 1263 representing non-RN staff across the Region's long term care homes.
- Continued contract negotiations with CUPE Local 911 representing paramedics, dispatchers, and occupational therapists in Niagara EMS.

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	\$11,626	\$11,045	\$580	5.0%	\$23,298	\$22,491	\$807	3.5%
Administrative	\$5,486	\$5,268	\$217	4.0%	\$10,526	\$12,146	-\$1,620	-15.4%
Operational & Supply	\$142	\$106	\$36	25.4%	\$283	\$214	\$69	24.3%
Occupancy & Infrastructure	\$6,047	\$5,470	\$577	9.5%	\$11,945	\$11,749	\$196	1.6%
Equipment, Vehicles, Technology	\$2,541	\$2,373	\$168	6.6%	\$4,602	\$4,219	\$383	8.3%
Partnership, Rebate, Exemption	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Financial Expenditures	\$0	\$2	-\$2	0.0%	\$0	\$2	-\$2	0.0%
Total Expenses	\$25,841	\$24,266	\$1,576	6.1%	\$50,653	\$50,821	-\$168	-0.3%
By-Law Charges & Sales	-\$269	-\$151	-\$118	-44.0%	-\$538	-\$361	-\$177	-32.8%
Other Revenue	-\$588	-\$511	-\$77	-13.1%	-\$1,319	-\$1,100	-\$219	-16.6%
Total Revenues	-\$857	-\$662	-\$195	-22.8%	-\$1,857	-\$1,461	-\$396	-21.3%
Intercompany Charges	-\$23	-\$80	\$58	-253.0%	-\$63	-\$262	\$199	-315.5%
Total Intercompany Charges	-\$23	-\$80	\$58	-253.0%	-\$63	-\$262	\$199	-315.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$24,962	\$23,524	\$1,438	5.8%	\$48,733	\$49,098	-\$365	0.0%
Transfers From Funds	-\$1,543	-\$1,543	\$0	0.0%	-\$2,019	-\$2,013	-\$6	-0.3%
Transfers To Funds	\$170	\$170	\$0	0.0%	\$580	\$1,251	-\$671	-115.8%
Total Transfers	-\$1,373	-\$1,373	\$0	0.0%	-\$1,439	-\$761	-\$677	-47.1%
Net Expenditure (Revenue) Before Indirect Allocations	\$23,589	\$22,151	\$1,438	6.1%	\$47,294	\$48,337	-\$1,042	-2.2%
Indirect Allocations & Debt	-\$23,328	-\$21,939	-\$1,389	-6.0%	-\$46,779	-\$47,839	\$1,060	2.3%
Total Indirect Allocations & Debt	-\$23,328	-\$21,939	-\$1,389	-6.0%	-\$46,779	-\$47,839	\$1,060	2.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$261	\$212	\$49	18.9%	\$515	\$497	\$18	3.5%

Corporate Services - Continued

Variance Analysis (in thousands of dollars)

Corporate Services operated at a year-to-date surplus before indirect allocations of \$1,438 and are forecasting a deficit of \$1,042 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$580 and \$807 are due to vacant positions through the year in all Corporate Services divisions.

Administration - The favourable year-to-date variance of \$217 is mainly due to timing of spend in consulting (\$1,044), first party claim payouts (\$278), legal fees related to claims (\$111), insurance premium (\$103), and training (\$60), which is partially offset by legal claim payouts (\$1,501). The unfavourable forecasted variance of \$1,620 is mainly due to estimated legal claim payouts that were accrued in General Government (\$2,565), partially offset by savings on insurance premium (\$588), consulting (\$228) and legal fees related to claims (\$145).

Operational & Supply - The favourable year-to-date and forecasted variances of \$36 and \$69 are mainly due to savings in photocopier usage costs.

Occupancy & Infrastructure - The favourable year-to-date and forecasted variances of \$577 and \$196 are mainly due to operating savings realized by the delayed purchase of the GO stations (\$532 and \$816) and timing of expenses at Niagara Transit Commission (NTC) buildings (\$397 favourable year-to-date and \$171 unfavourable forecasted), partially offset by natural gas costs (\$183 and \$247), HVAC maintenance (\$110 and \$121) and grounds maintenance/snow removal (\$53 and \$104).

Equipment, Vehicles, Technology - The favourable year-to-date and forecasted variances of \$168 and \$383 are due primarily to delayed spend of operating costs related to approved IT capital projects as well as license costs for the City of St. Catharines financial system shared service implementation.

By-Law Charges & Sales - The unfavourable year-to-date and forecasted variances of \$118 and \$177 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 \$77 and \$219 are mainly due to timing of project and cost recovery from City of St. Catharines for financial system shared service implementation.

Intercompany Transfers – The favourable year-to-date and forecasted variances of \$58 and \$199 are primarily due to the direct allocation of costs in Corporate Services directly related to NTC.

Transfers – The unfavourable forecasted variance of \$677 is mainly due to operating savings realized by the delayed purchase of the GO stations being returned to reserve at year end.

Community Impacts & Achievements

Asset Management Office

- Supported the 2024 Capital Budget with the prioritization of capital budget submissions through the risk and corporate priority assessment of candidate capital projects
- Continued development of a corporate Asset Hierarchy to support the asset register and corporate reporting needs
- Input to the identification of asset retirement obligations as required under PS 3280
- Initiated review of business requirements and needs assessment for a decision support system
- Input to the Safe Drinking Water Act – Financial Plan
- Completion of the Current Replacement Value survey from the Ministry of Infrastructure

Corporate Services - Continued

Construction, Energy and Facilities Management

- Continuing to support the Public Health mass immunization plan and vaccine clinics across the Region. Providing logistics and operational support including, supply chain management, facility planning, and clinic demobilization
- Supporting EMS and MOH with coordination and installation of new radio system infrastructure.
- Assisting Welland Court House with security and AODA upgrades.
- Supporting Community Services with office upgrades to facilitate processing of 3,000 new refugees in the NF area.
- Completed design for the Next Generation Back Up 911 facility with tender for construction in fall of 2023.
- Completed accessibility audits for 27 public-facing facilities for adherence to AODA requirements and the Region's accessibility standards. Audit will inform the Region's Accessibility Plan. Accessibility audit results have been prioritized with life safety deemed to be first priority and initiated new visual fire alarms projects throughout public facing facilities.
- Completed renovations to Welland Childcare facility, including exterior playground.
- Successful integration of the Waste Information Line to Corporate Customer Services on April 21, 2023 adding 60,000 to 70,000 phone calls per year from residents regarding curbside, organics and recycling collection. Abandoned calls have dropped by more than 8%, indicating an increase in the level of service being provided to residents.
- Customer Services continues to provide excellent customer service to Niagara citizens with a focus on high quality, individualized service, both in-person and over the phone. In Q2 2023, Customer Services fielded 22,029 calls for general information along with another 13,467 calls on the Waste Info Line and provided 5,188 in-person service interactions at the region Headquarters.
- Achieved the Region's 2019 Conservation and Demand Management Plan energy reduction goal of 8%. Since 2019, energy conservation projects for corporate and long term care buildings have resulted in a savings of 32.6 kWh/SF (kilo watt hours per square foot) from the 2018 (baseline).
- Added controls for the overhead doors on Public Works buildings that will result in an annual reduction of 38 metric tonnes in green house emissions. This is equivalent to the permanently removing the emission impact from 9 homes.

Financial Management and Planning

- Supported Vision Zero implementation, Incentive Review policy and procedures, Rapid Housing Initiative funding for Port Cares, Waste Management Extended Producer Responsibility financial forecasts.
- Completion of the 2022 year-end and reporting of the financial results to Corporate Services Committee and Audit Committee.
- Completed requirements gathering, testing, communications, and training for July 2023 go live of accounts payable automation project to improve the data quality and operational efficiency of invoice processing.
- Publication of the 2023 Budget Summary and 2022 Annual Report.
- Awarded GFOA's Canadian Award for Financial Reporting for 2021 Annual Report
- Supporting implementation of Niagara Transit commission with reconciliation of Municipal Transfer Agreement, Budget and implementation of shared financial services and systems.
- Implementing, with a cross functional team of Regional staff, a new Public Sector Accounting Standard for Asset Retirement Obligations which requires enhanced financial reporting and disclosure of legal obligations related to retirement of Regional assets be included in the 2023 Audited Financial Statements.
- Executed agreement, established team and proceeding well with deliverables for City of St. Catharines PeopleSoft Financials ERP implementation and go live date of March 2024.
- Developing the 2024 Water/Wastewater financial strategy for Safe Drinking Water Act licensing requirements.
- Developed the 2024 Budget Strategy.

Corporate Services - Continued

- On-going financial analysis of impacts of Bill 23 with recommended strategies to fund shortfalls in revenue.
- On-going meetings with local area municipal staff to offer education and support for the new Development Charge By-law and other legislative changes affecting DCs
- Supported Vision Zero implementation, Incentive Review policy and procedures, Rapid Housing Initiative funding for Port Cares, Waste Management Extended Producer Responsibility financial forecasts.

Legal Services

- Legal advice to support the advancement of corporate priority projects including:
 - Successful completion of the Material Recycling Facility transfer.
 - Supporting the consortium partners in legacy planning and deliverables related to Canada Games Park.
 - Strategic advice and transactional support for the GO Implementation Office including railway station enhancement and development of related procurement documentation.
 - Ongoing support for establishing PeopleSoft Financials ERP shared services arrangement with the City of St. Catharines.
 - Completion of Contribution Agreement for Chestnut Park Rapid Housing Initiative project for creation of affordable housing.
 - Legal review and advice to support the finalization and execution of agreements with equipment vendors, the Ministry of Transportation, and the municipal joint processing centre, required for the launch of the Red Light Camera and Automated Speed Enforcement Vision Zero programs to enhance community safety.
- Ongoing legal advice and post-consolidation support to NTC in its first operating year, including insurance and risk management, incident and injury claims, procurement and contract matters, transfer of transit assets, policy development and harmonization of agreements transferred as part of consolidation.
- Legal advice and support on various real estate transactions, including 35 plus new property and easement related acquisition projects for Planning, Transportation, Niagara Regional Housing and Water/Wastewater, in addition to the successful completion of pre-existing acquisition files.
- Legal advice and support on 60 new agreement files in addition to the finalization of numerous existing files including amendments and extensions to existing agreements.
- Successful defence of a personal injury claim at trial, resulting in no liability against Niagara Region and cost recovery from the plaintiff.
- Ongoing legal support to all departments related to various capital projects and operations, including reports to Council, by-law reviews, risk management advice and litigation.

Procurement and Strategic Acquisitions

- Continuation of weekly meetings on Procurement Project Prioritization for review and assign essential capital and operational projects.
- Facilitation of over 70 Formal Procurements resulting in approximately \$30 million in Awarded Contract value.
- After a successful pilot process, staff launched a “virtual RFP Evaluation” pilot which allows evaluators to evaluate submissions through the Region’s bidding portal (bids&tenders™) in real-time through a process that is fully automated, using individual dashboards which allow evaluators to disclose a conflict of interest, acknowledge evaluator instructions, complete evaluations and submit scoring electronically.
- Continued support for Public Health in negotiating and securing locations for ongoing vaccines as identified.
- Continued support for Community Services in locating immediate shelter for our homelessness initiative. Both short term and long term requirements.
- We are on the consolidated Housing Master Plan Sub-Working Group to discuss initiatives related to the implementation of the Consolidated Housing Master Plan (CHMP).

Corporate Services - Continued

- Facilitated 15+ agreements involving License/Leasing, Property Acquisitions, and other indemnity agreements.
- We are on the 10 year master facility plan committee to support EMS station requirements.
- Continued support of Transportation Capital road reconstruction projects involving significant acquisitions to deliver milestone development in Niagara (New Hospital in Niagara Falls).
- Property acquisitions to support Wastewater Treatment Plant improvements in Welland and a new facility in Niagara Falls along with continued support of Water 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	\$72,589	\$69,400	\$3,189	4.4%	\$145,393	\$140,808	\$4,585	3.2%
Administrative	\$1,313	\$1,313	\$0	0.0%	\$2,402	\$2,540	-\$138	-5.8%
Operational & Supply	\$5,798	\$5,959	-\$161	-2.8%	\$11,742	\$12,120	-\$379	-3.2%
Occupancy & Infrastructure	\$2,503	\$3,436	-\$933	-37.3%	\$5,159	\$6,543	-\$1,384	-26.8%
Equipment, Vehicles, Technology	\$1,284	\$1,257	\$26	2.0%	\$2,365	\$2,447	-\$82	-3.5%
Community Assistance	\$113,974	\$121,721	-\$7,747	-6.8%	\$244,579	\$262,451	-\$17,872	-7.3%
Partnership, Rebate, Exemption	\$296	\$0	\$296	100.0%	\$592	\$296	\$296	50.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$197,758	\$203,087	-\$5,329	-2.7%	\$412,232	\$427,206	-\$14,974	-3.6%
Federal & Provincial Grants	-\$157,320	-\$165,264	\$7,944	5.0%	-\$333,839	-\$351,531	\$17,692	5.3%
By-Law Charges & Sales	-\$1,769	-\$1,448	-\$321	-18.1%	-\$3,478	-\$3,039	-\$439	-12.6%
Other Revenue	-\$12,870	-\$13,588	\$718	5.6%	-\$25,740	-\$26,766	\$1,026	4.0%
Total Revenues	-\$171,959	-\$180,300	\$8,342	4.9%	-\$363,057	-\$381,337	\$18,280	5.0%
Intercompany Charges	\$382	\$344	\$38	9.9%	\$759	\$669	\$90	11.9%
Total Intercompany Charges	\$382	\$344	\$38	9.9%	\$759	\$669	\$90	11.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$26,181	\$23,131	\$3,050	11.7%	\$49,934	\$46,538	\$3,396	0.0%
Transfers From Funds	-\$1,984	-\$447	-\$1,537	-77.5%	-\$4,372	-\$1,298	-\$3,074	-70.3%
Transfers To Funds	\$4,480	\$4,480	\$0	0.0%	\$12,920	\$12,920	\$0	0.0%
Total Transfers	\$2,496	\$4,033	-\$1,537	-61.6%	\$8,548	\$11,621	-\$3,074	-36.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$28,677	\$27,164	\$1,513	5.3%	\$58,482	\$58,160	\$322	0.6%
Indirect Allocations & Debt	\$11,708	\$11,534	\$174	1.5%	\$23,356	\$24,193	-\$837	-3.6%
Total Indirect Allocations & Debt	\$11,708	\$11,534	\$174	1.5%	\$23,356	\$24,193	-\$837	-3.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$40,385	\$38,698	\$1,687	4.2%	\$81,838	\$82,353	-\$515	-0.6%

Community Services - Continued

Variance Analysis (in thousands of dollars)

Community Services has a year-to-date operating surplus of \$1,513 and a forecasted surplus of \$322 (0.6 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 \$3,189 and \$4,585 are primarily due to Seniors Services and the timing of the Ministry of Long-Term Care (MLTC) budget release for the four hours of care staffing program where funding started in April while new staff were budgeted for the full year in alignment with corporate budget practices. The favourable variance is also due to other staff vacancies throughout the divisions within Community Services including gapping in Seniors Community Programs as a result of lower than anticipated attendance rates as well as gapping of positions budgeted to support COVID-19 that will no longer be funded by the MLTC.

Operational & Supply – The unfavourable year-to-date and forecasted variances of \$161 and \$379 are due to the following:

- Homelessness: The favourable year-to-date and forecasted variances of \$659 and \$606 are primarily due to amounts that were budgeted for COVID related costs. These costs were offset in a \$475 transfer back to reserves as the COVID related costs will not be incurred. The remainder of the variance relates to unutilized training in Q1 and Q2.
- Seniors: The unfavourable year-to-date and forecasted variances of \$907 and \$1,047 reflects the high raw food costs that LTC homes are experiencing due to inflationary pressures and market shortages (\$747), along with Children Services (\$47). Also contributing to the unfavourable variance is purchases for medical supplies and medical devices funded under the Ministry of Long-Term Care Medication Safety Technology program and Local Priorities Fund (\$267).

Occupancy & Infrastructure – The unfavourable year-to-date and forecasted variances of \$933 and \$1,384 are due to the high numbers of LTC residents who require 1-1 support (related to unsafe responsive behaviors and isolation requirements), resource requirements to support ongoing mandatory screening in the LTC sector, a grounds maintenance contract that came in exceptionally higher than budget through the RFP process, and an increase in natural gas rates.

Community Assistance - The unfavourable year-to-date and forecasted variances of \$7,747 and \$17,872 respectively are due to the following:

- Childrens: The unfavourable forecasted variance of \$272 is due to increase in grants issued to child care agencies in the community to support increased inflationary pressures which will be funded by the surplus in By-Law Charges & Sales (full fee parental revenue).
- Homelessness: The favourable year-to-date variance of \$225 relates to amounts budgeted in the Homelessness Prevention Program investment plan in Q2, of which \$220 will be transferred to capital in Q3 and Q4.
- SAEO: The unfavourable year-to date and forecasted variances of \$8,808 and \$17,566 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 (\$8,808), which is offset by the favourable variance in provincial revenues below. Caseload has increased 14% over budgeted.
- Housing Services: The favourable year-to-date and forecasted variances of \$1,377 and \$10 are primarily due to budget timing of spend for ministry-funded programs and subsidy payments to non-profit and co-op housing providers, which are anticipated to be spent by the end of the year.

Partnership, Rebate, Exemption – The favourable year-to-date and forecasted variances of \$296 is due to the timing of community partnership grants for the Building Safer Communities Fund (BSCF) Federal Government initiative.

Federal & Provincial Grants – The favourable year-to-date variance of \$7,944 and \$17,692 respectively are due to the following:

- Commissioner: The unfavourable year-to-date and forecasted variances of \$440 and \$340 is primarily due to the timing of grant payments along with a projected

Community Services - Continued

repayable due to the delay in the Federal Government approving the BSCF funding agreement.

- Homelessness: The unfavourable year-to-date and forecasted variances of \$154 and \$87 relates to one-time funding that was received in Q2 however will not be utilized until Q3 and Q4.
- Seniors: The favourable year-to-date and forecasted variances of \$552 and \$784 are primarily related to LTC Prevention and Containment funding (\$1,743) and High Intensity Needs funding (\$995) issued by the MLTC. This is offset by the timing of the MLTC budget release for the four hours of care staffing program which offsets with the favourable variance in labour related costs.
- SAEO: The favourable year-to-date and forecasted variances of \$8,533 and \$17,222 are a result of the budget being prepared based on estimated caseload and the actuals being higher due to a 14% increase over budgeted in caseload and benefits. The variance is offset by the unfavourable variance in community assistance issued above.
- Housing Services: The unfavourable year-to-date variance of \$960 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 \$114 for the year is due to timing of recognition of revenue for the fiscal Social Infrastructure Fund program that ended in March 2023.

By-Law Charges & Sales - The unfavourable year-to-date and forecasted variances of \$321 and \$439 are due to the following:

- Childrens: The favourable forecasted variance of \$231 is due to higher than anticipated full fee revenue from the Region's five directly operated child care centres.
- Seniors: The unfavorable year-to-date and forecasted variances of \$344 and \$670 reflect the loss of fee revenue in Seniors Community Programs due to the lower than anticipated attendance rates.

Other Revenue - The favourable year-to-date and forecasted variances of \$718 and \$1,026 respectively are primarily due to reimbursement of staff time who were enrolled in the Preceptor Resource and Education Program for Long-Term Care, a staff incentive program offered by the MLTC.

Transfers – The unfavourable year-to-date and forecasted variances of \$1,537 and \$3,074 is due to reserve funds approved for the purposes of funding incremental COVID-19 costs not being required as the divisions have confirmed funding from the ministry or received confirmation that expenses will not be funded and are not forecasted to be spent.

Community Services - Continued

Community Impacts & Achievements

Children Services

- Children's Services has locally implemented the Canada-Wide Early Learning and Child Care (CWELCC) Strategy to reduce licensed child care fees for parents of children 0-6 years of age by 52.75 percent. Approximately 98% of eligible child care spaces in Niagara Region have opted into CWELCC. Children's Services will continue the reduction in fees for eligible service providers in accordance with provincial guidelines in 2023.
- Niagara Region has been allocated 4,067 new child care spaces to be realized by 2026 as part of the CWELCC Targeted Expansion Plan. Children's Services has launched its expansion application process to support expansion of licensed child care spaces in priority communities in accordance with provincial guidelines.
- The lack of Registered Early Childhood Educators (RECE) continues to strain service providers' operations and meet child care demand. Licensed child care centres across Niagara Region are operating at approximately 65% of their licensed capacity mostly due to staffing challenges. The Province has committed to a Workforce Strategy for the sector, including enhanced compensation for RECEs as reported by the media. As Children's Services awaits the provincial Workforce Strategy, it continues to work with local providers on pilot projects and initiatives to address recruitment and retention of RECEs in Niagara.

Senior Services

- In Q1, Niagara Region's Deer Park Villa partnered with St. Joseph's Healthcare Hamilton to trial AMPLIFI, an initiative that creates a digital link between hospital and LTC homes to ensure clear, accurate information when transferring patients/residents. Seniors Services is looking forward to partnering with Niagara Health when they are ready to move to implementation.
- As part of the ongoing commitment to diversity, equity and inclusion, Seniors Services recently worked on an initiative, in collaboration with the Niagara Folk Arts Multicultural Center, to support the placement of Healthcare Navigators in long-term care homes. The Healthcare Navigator Training Program for Internationally Educated Healthcare Professionals is a program that aims to cultivate a pool of trained newcomer professionals to assist and advocate for newcomers to Canada who require access to healthcare in Ontario.
- Construction of the new LTC homes (Linhaven, St. Catharines; Gilmore Lodge, Fort Erie) are proceeding well with both homes expected to be completed and operating in the first half of 2024.

Homelessness and Community Engagement

- In 2023 the team has received the completed Shelter Capacity Review and are adjusting services to reflect the recommendations.
- Niagara Region received a substantial increase in Homelessness Prevention Program funding from the Province, based on a new funding allocation model and the division has developed a revised investment plan.
- Approval has been received to acquire 320 Geneva Street in partnership with NRH, with this new site to offer Bridge Housing in St. Catharines, along with Community Housing through NRH.
- Efforts have been initiated to acquire or lease an emergency shelter site in St. Catharines to convert the seasonal shelter offering to a full day, all year shelter site.

Social Assistance and Employment Opportunities

- The influx of asylum seekers, placed by the Ministry of Immigration Refugees and Citizenship Canada in local hotels, put a significant strain on Niagara Region's ability to administer the Ontario Works (OW) program.
- As result, Niagara's OW cases increased by 14% in six months, rising from 10,428 in December 2022 to 11,920 in June 2023.
- For SAEO to operate within their approved 2023 budget, significant benefit policy adjustments were made that decreased the amount of stability and discretionary benefits available to clients.

Community Services - Continued

- Niagara Prosperity Initiative programs continue to support over 14,000 people living in poverty in six (6) areas of focus: Adverse Childhood Experience, Food Access, Housing, Domestic Violence, Indigenous Wellbeing, and Living Wage.

Housing Services

- The pilot Community Programs Coordinator positions in housing provider communities are now permanently supporting non-profit, co-operative and rent supplement households to maintain successful tenancies through eviction prevention and support.
- 71 Canada-Ontario Housing Benefit (COHB) applications were prepared and submitted to the Ministry, and 33 applications were approved.
- The Welcome Home Niagara home-ownership program had two successful closings so far in 2023. This program makes home-ownership a reality for low-to-moderate income households in Niagara.
- The Niagara Renovates program has funded nine (9) homeowners and one multi-unit property to complete housing repairs or modifications for persons with disabilities.
- New Service Agreements are being developed for housing providers that are coming to End of Mortgage (EOM). The financial plan template has been finalized and discussions with housing providers that have already reached EOM is expected to begin in Q3.

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	\$55,418	\$52,642	\$2,777	5.0%	\$109,695	\$105,997	\$3,698	3.4%
Administrative	\$1,064	\$998	\$66	6.2%	\$2,127	\$2,047	\$80	3.8%
Operational & Supply	\$3,919	\$1,997	\$1,923	49.1%	\$7,831	\$7,644	\$187	2.4%
Occupancy & Infrastructure	\$596	\$535	\$61	10.3%	\$1,202	\$1,185	\$18	1.5%
Equipment, Vehicles, Technology	\$1,335	\$1,482	-\$147	-11.0%	\$2,666	\$3,007	-\$341	-12.8%
Community Assistance	\$0	\$3	-\$3	0.0%	\$0	\$3	-\$3	0.0%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$62,332	\$57,656	\$4,675	7.5%	\$123,522	\$119,884	\$3,638	2.9%
Federal & Provincial Grants	-\$38,405	-\$39,358	\$953	2.5%	-\$76,934	-\$78,493	\$1,560	2.0%
By-Law Charges & Sales	-\$70	-\$39	-\$31	-44.7%	-\$141	-\$96	-\$45	-31.8%
Other Revenue	-\$486	-\$808	\$322	66.3%	-\$972	-\$1,315	\$343	35.3%
Total Revenues	-\$38,961	-\$40,205	\$1,244	3.2%	-\$78,046	-\$79,905	\$1,858	2.4%
Intercompany Charges	\$1,200	\$1,314	-\$114	-9.5%	\$2,400	\$2,511	-\$111	-4.6%
Total Intercompany Charges	\$1,200	\$1,314	-\$114	-9.5%	\$2,400	\$2,511	-\$111	-4.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$24,570	\$18,765	\$5,805	23.6%	\$47,876	\$42,490	\$5,386	0.0%
Transfers From Funds	-\$7,237	-\$6,962	-\$276	-3.8%	-\$14,475	-\$10,667	-\$3,808	-26.3%
Transfers To Funds	\$77	\$77	\$0	0.0%	\$117	\$117	\$0	0.0%
Total Transfers	-\$7,160	-\$6,885	-\$276	-3.9%	-\$14,358	-\$10,550	-\$3,808	-26.5%
Net Expenditure (Revenue) Before Indirect Allocations	\$17,410	\$11,881	\$5,529	31.8%	\$33,518	\$31,940	\$1,578	4.7%
Indirect Allocations & Debt	\$11,665	\$12,160	-\$495	-4.2%	\$18,955	\$20,076	-\$1,121	-5.9%
Total Indirect Allocations & Debt	\$11,665	\$12,160	-\$495	-4.2%	\$18,955	\$20,076	-\$1,121	-5.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$29,075	\$24,040	\$5,034	17.3%	\$52,473	\$52,016	\$456	0.9%

Public Health & Emergency Services - Continued

Variance Analysis (in thousands of dollars)

Public Health (PH) and Emergency Services (ES) is operating with a year-to-date favourable variance of \$5,529 before indirect allocations with a forecasted year-end favourable variance of \$1,578 due to the following factors:

Labour Related Costs – The year-to-date favourable variance of \$2,777, and favourable year-end forecasted variance of \$3,698 are due to the following:

- PH: The favourable year-to-date and forecasted variances of \$1,162 and \$3,174, respectively is primarily due to:
 - Post-pandemic recovery work has a favourable year-to-date variance of \$1,514 and a favourable forecasted variance of \$2,681. Work is underway to catch up from what was not completed from 2020-2023. As funding hasn't been confirmed yet, full staffing complement is not in place to minimize the draw on the taxpayer relief reserve.
 - The year-to-date unfavourable variance of \$426 in COVID-19 is because higher staffing levels were included in the first half of the year. The COVID-19 budget is forecast to have a favourable year-end variance of \$367 due to fewer vaccine clinics needed than budgeted.
- ES: The favourable year-to-date variance of \$1,523 is mainly due to savings in salaries and benefits of \$1,624 due to the time taken to staff the 2.5 newly approved 24-hour ambulances, the recent Ministry of Health (MOH) approved 3 new System Status Controllers (SSCs), and the Community Paramedicine Long-term Care (CPLTC) program. This is partially offset by an unfavourable variance for WSIB of \$101. The forecasted year-end favourable variance is expected to decrease to \$424, as a result of increased staffing required on weekends during the summer. of \$761 partially offset by an unfavourable variances in WSIB of \$337.

Operational & Supply - The year-to-date favourable variance of \$1,923, and favourable year-end forecasted variance of \$187 is due to the following:

- PH: The favourable year-to-date and forecasted variances of \$314 and \$209, respectively, are due to fewer medical supplies, program supplies. There is also less spending on contraceptives supplies because OHIP+ now provides contraceptives for free to the under 25 age group, however, there will also be a decrease in sales revenue.
- ES: The year-to-date favourable variance is \$1,507. This is due to a favourable variance in medical supplies and PPE of \$2,222 due to incorrect inventory adjustment that was corrected in the forecast, and \$51 for diagnostic services in CPLTC. This is partially offset by an unfavourable variance of \$743 in physician and nursing services, mostly related to the timing of the Dedicated Offload Nursing (DONP) funding received in Q1. The forecasted year-end variance is expected to be an unfavourable variance of \$47, \$669 for physician and nursing services offset with favourable variance for medical supplies and PPE of \$448, and \$86 for diagnostic services

Equipment, Vehicles, Technology - The year-to-date unfavourable variance of \$147 and unfavourable year-end forecasted variance of \$341 is due to the following:

- ES: A year-to-date \$176 unfavourable variance in equipment repairs and maintenance due to equipment past its useful life, \$67 unfavourable in vehicle repairs. This is partially offset by a favourable variance of \$71 in gas and fuel. The forecasted unfavourable variance includes \$339 in equipment repairs and maintenance, \$66 for vehicle repairs, and a partial offset of \$59 due to a favourable variance in fuel and gas.

Federal & Provincial Grants - The year-to-date favourable variance of \$953 and favourable year-end forecasted variance of \$1,560 is due to the following:

- PH: The favourable year-to-date variance of \$407 is primarily due to a timing difference in the \$500 School-Focused Nurses funding which was budgeted to be received in Q3, but was actually received in Q1.

Public Health & Emergency Services - Continued

- ES: The favourable year-to-date variance of \$541 is due to one-time funding and prior fiscal year amounts for Dispatch of \$1,151, \$715 prior year DONP funding, and \$150 unbudgeted MOH COVID-19 funding. These are partially offset by budgeted but not yet received increases in Land Ambulance funding of \$1,139, and a current returnable in the CPLTC program of \$257. The forecasted favourable variance is \$1,534, consists of: one-time funding in dispatch for WSIB and Emergency Communications Nurses (ECNs) of \$767, \$613 for prior year DONP funding, and \$150 of unbudgeted MOH COVID-19 funding.

Other Revenue - The year-to-date favourable variance of \$322 and favourable year-end forecasted variance of \$343 are driven by Union Billings year-to-date favourable variance of \$64 and forecasted favourable variance of \$115; EMS Street Outreach billings year-to-date and forecasted favourable variances of \$86; and Keefer Road chemical plant explosion billings \$44 favourable year-to-date and forecasted variance.

Intercompany Charges - The year-to-date unfavourable variance of \$114 and unfavourable year-end forecasted variance of \$111 are due mainly to the 911 allocation to EMS from the Niagara Regional Police Services (NRPS).

Transfers Charges – The year-to-date unfavourable variance of \$276 and unfavourable year-end forecasted variance of \$3,808 consist of the following reasons.

PH: Forecasted variance of \$3,420 will be returned to the taxpayer relief fund, as our COVID-19 and Recovery expenses are forecasted to come in under budget. COVID-19 expenses will very likely be funded by the Ministry, allowing more taxpayer relief funds to be returned as we receive quarterly reimbursement funding. Ministry confirmation of COVID-19 and Recovery dollars has not been received yet.

ES: The year-to-date unfavourable variance of \$276 and unfavourable year-end forecasted variance of \$389 are due to budgeted transfers in EMS for COVID-19 -related costs that are now being covered by external Ministry of Health funding.

Community Impacts & Achievements

Mandatory and Related Programs

Public Health

- Scaling up of PH operations in base program areas that have immense recovery and catch-up efforts, including School Health, Dental Health, Vaccinations, Sexual Health, parenting, child health, and family home visiting. Catch-up vaccinations for school children and sexually transmitted infection treatment and prevention have been particular priorities.
- Continuation of PH management of the COVID-19 pandemic response. Core activities include outbreak management, infection prevention and control inspections, collaboration with health care providers, and communicating and informing the public.
- Ongoing efforts to immunize Niagara's population to COVID-19, with particular focus on vaccinating children age 6 mnths-5 yrs, as well as spring and fall booster doses to adults.
- PH is continuing to move forward the Health Promotion Project; understanding that 75% of morbidity and mortality is due to chronic diseases (alcohol, tobacco, unhealthy eating and lack of physical activity) using Evidence Informed Decision Making to develop the best interventions to address Niagara's biggest health priorities, and consolidating resources to have a critical mass of effort on these.

Mental Health

- Pilot site for NAVIGATE, an evidence-based standardized treatment for clients experiencing a first episode of psychosis
- Quality improvement efforts centered around:

Public Health & Emergency Services - Continued

- Implementing the Health Quality Ontario standard for Schizophrenia Care in the Community specifically supporting the use of long-acting injectable medication by community physicians
- Improving fidelity to the standards of care for Assertive Community Treatment, Flexible Assertive Community Treatment, and Early Psychosis Intervention
- Participating in the Mental Health and Addictions Working Group of the Niagara Ontario Health Team, focusing on system planning and improvement in the areas of case management and coordinated access

Emergency Services

Emergency Medical Services

- Niagara Emergency Medical Services (NEMS) call volume has levelled off somewhat, but is currently up 3% over 2022 YTD, and 2022 was a record year. Numerous EMS agencies in Southern Ontario have reported call declines for 2023 YTD, with a few posting increases.
- The time spent by paramedics waiting in hospitals to transfer care of patients continues to track just below 2022 totals, 2022 being a significant record high. While rates have improved, they continue to sit just between 2021 and 2022 levels. UCC closures and changes to NH programs (discontinuation of unscheduled OR at Welland Site) have contributed to offload delay as well as time on task. This continues to place stress on the EMS system to ensure community safety and response time reliability for critically ill people. Approval for temporarily adding 2.5 additional ambulances staffed in May 2022 did mitigate the potential for significantly deteriorating ES response times.
- The call volume and offloads continue to place considerable stress on the first responders, specifically paramedics and emergency medical dispatchers. This has resulted in significant increases in sick time and WSIB. Staffing challenges for dispatch and land ambulance are increasing, and recruiting efforts are being ramped up.

Emergency Management

- The Emergency Management (EM) program has significantly scaled back 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 was led by EM in October 2022. Analysis of the data collected during the debrief has been completed and reports are being finalized.
- Responses to incidents include significant storm in December 2022, numerous emergency relocations on the part of the Provincial EOC, and numerous other weather disturbances. 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. Plans for ongoing sustainability of the Civilian Emergency Response Team, which has proven valuable in these events, will require support of council.
- Planning and preparedness activities for the 2024 total solar eclipse continue. This will be a significant event resulting in a very large influx of visitors to Niagara and will attract international media attention. Niagara Region Emergency Management is being viewed as a leader in these efforts which has attracted considerable attention from the province and other partners.
- 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.

Fire Coordinator

- The Fire Coordinator program will be focusing on improved integration with Chemical, Biological, Radioactive, Nuclear, Explosive (CBRNE) teams.

Public Health & Emergency Services - Continued

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

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

911 PSAP

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

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$9,016	\$8,424	\$592	6.6%	\$18,005	\$17,194	\$811	4.5%
Administrative	\$1,400	\$620	\$780	55.7%	\$3,068	\$2,305	\$763	24.9%
Operational & Supply	\$5,512	\$4,748	\$764	13.9%	\$10,495	\$10,415	\$80	0.8%
Occupancy & Infrastructure	\$377	\$377	\$0	-0.1%	\$754	\$862	-\$108	-14.3%
Equipment, Vehicles, Technology	\$2,066	\$1,627	\$439	21.2%	\$3,938	\$3,661	\$277	7.0%
Partnership, Rebate, Exemption	\$23	\$130	-\$107	-471.9%	\$527	\$527	\$0	0.0%
Financial Expenditures	\$0	-\$1	\$1	0.0%	\$0	-\$1	\$1	0.0%
Total Expenses	\$18,394	\$15,926	\$2,468	13.4%	\$36,786	\$34,963	\$1,823	5.0%
Federal & Provincial Grants	\$0	-\$1	\$1	0.0%	\$0	-\$1	\$1	0.0%
By-Law Charges & Sales	-\$445	-\$374	-\$71	-15.9%	-\$2,514	-\$2,445	-\$69	-2.7%
Other Revenue	-\$334	-\$535	\$200	59.9%	-\$723	-\$945	\$222	30.7%
Total Revenues	-\$780	-\$910	\$130	16.7%	-\$3,237	-\$3,390	\$153	4.7%
Intercompany Charges	-\$1,967	-\$1,025	-\$942	47.9%	-\$5,001	-\$2,140	-\$2,861	57.2%
Total Intercompany Charges	-\$1,967	-\$1,025	-\$942	47.9%	-\$5,001	-\$2,140	-\$2,861	57.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$15,647	\$13,990	\$1,656	10.6%	\$28,548	\$29,433	-\$885	0.0%
Transfers From Funds	-\$1,106	-\$1,106	\$0	0.0%	-\$1,733	-\$1,733	\$0	0.0%
Transfers To Funds	\$0	\$0	\$0	0.0%	\$519	\$716	-\$198	-38.1%
Expense Allocations To Capital	-\$67	-\$22	-\$45	-67.1%	-\$140	-\$95	-\$45	-32.2%
Total Transfers	-\$1,174	-\$1,128	-\$45	-3.8%	-\$1,355	-\$1,112	-\$243	-17.9%
Net Expenditure (Revenue) Before Indirect Allocations	\$14,473	\$12,862	\$1,611	11.1%	\$27,193	\$28,321	-\$1,128	-4.1%
Indirect Allocations & Debt	\$26,981	\$27,171	-\$190	-0.7%	\$47,515	\$48,349	-\$834	-1.8%
Total Indirect Allocations & Debt	\$26,981	\$27,171	-\$190	-0.7%	\$47,515	\$48,349	-\$834	-1.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$41,454	\$40,033	\$1,422	3.4%	\$74,708	\$76,670	-\$1,962	-2.6%

Public Works Transportation - Continued

Variance Analysis (in thousands of dollars)

Public Works Levy (Transportation) operated at a year-to-date surplus before indirect allocations of \$1,611 and are forecasting a year-end deficit of \$1,128 due to the factors as described below.

The 2023 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2023 in conjunction with the Courts Services division. The Vision Zero Road Safety program is expected to launch across Niagara Region September 1, 2023. The 2023 budget was prepared on a cost-recovery basis over the course of a full budget year, assuming that the Vision Zero program would initialize in Q1 2023. As a result, there are favourable variances in expenditures however a deficit of \$1,394 is forecast for 2023. In 2024, net program revenues will first be used to repay this shortfall.

Labour Related Costs – The favourable year-to-date and forecasted variances of \$592 and \$811 are primarily due to delays in filling vacant positions. Forecasted savings related to Vision Zero are \$199.

Administration – The favourable year-to-date and forecasted variances are \$780 and \$763, respectively. Forecasted savings related to Vision Zero are \$692, with the balance of \$71 related to lower professional fees and reduced staff travel and other administrative expenses from vacant positions.

Operational & Supply – The favourable year-to-date and forecasted variances are \$764 and \$80, respectively. Year-to-date savings are primarily due to timing differences in hired equipment (\$595) and winter salt (\$166). Forecasted savings of \$80 reflect the usage of hired equipment and other program specific materials in second half of the year.

Occupancy & Infrastructure – The year-to-date variance is \$0 while the forecasted unfavourable variance is \$108. Forecasted deficit relates primarily to higher fire and security services (\$80) and other occupancy and infrastructure services (\$28).

Equipment, Vehicles, Technology – The favourable year-to-date and forecasted variances are \$439 and \$277, respectively. Forecasted savings related to Vision Zero are \$486, with the offsetting balance of \$209 related to higher external repairs (\$338) and higher vehicle parts supply (\$163) on an aging Fleet offset by lower fuel usage (\$210) and savings in other equipment, vehicle, and technology costs (\$82).

Partnership, Rebate, Exemption – The unfavourable year-to-date variance of \$107 is related to timing differences in the distribution of external LAM grant funding for bike lanes which will occur in the second half of the year.

By-Law Charges & Sales Costs – The unfavourable year-to-date and forecasted variances are \$71 and \$69, respectively. The forecasted deficit is primarily due to lower lane marking revenue than anticipated (\$120) offset by increased vehicle accident damage recoveries (\$51).

Other Revenue – The favourable year-to-date and forecasted variances of \$200 and \$222 are due primarily to higher revenue from Safe Restart federal funding (\$198) received in March 2023 associated with application by Niagara Regional Transit in 2022. The funding has been fully offset in Transfers to Funds resulting in a net \$0 impact to Transportation Services.

Intercompany Charges – The unfavourable year-to-date and forecasted variances are \$942 and \$2,861, respectively. Forecasted deficit related to Vision Zero revenue allocated from Courts is \$2,771, with the remaining balance of \$91 related to lower net recovery of fuel charges on lower usage.

Transfers to Funds – The unfavourable forecasted variance of \$243 includes lower recovery of vehicle and equipment costs transferred from operating expense to capital projects (\$45) and transfer related to Safe Restart federal funding for Transit (\$198) to recognize net \$0 impact to Transportation Services.

Public Works Transportation - Continued

Community Impacts & Achievements

- Construction is in full swing with two phases successfully tendered and one awarded for the 2023 Hot Mix program. Through the remainder of the year, improvements will be made to the ride quality of approximately 23.5 lane kilometers of Regional Roads across a number of municipalities. Several construction projects are also underway: the first phase of the reconstruction of Montrose Road in Niagara Falls, supporting the new South Niagara Hospital, was tendered in 2022 with construction started in spring 2023; Niagara Stone Road reconstruction in Niagara-on-the-Lake; reconstruction of Pelham Road Phase 3 in Lincoln; the rehabilitation of East Main Street Bridge in Welland and the replacement of Hwy 20 Bridge in Thorold.
- The Region has taken important steps in the development of its Vision Zero initiative, with the aim of reducing and ultimately eliminating traffic fatalities and injuries on the Regional road network. Ongoing areas of focus include the implementation of the Automated Speed Enforcement and Red Light Camera programs (anticipated for late Q3 2023 and early Q4 2023 respectively), continuation of the Martindale Road bicycle bollards pilot, and ongoing development of the 5 Year Road Safety Strategic Plan which will be returned to Council in early 2024.
- Initiation of the development of the Terms of Reference for the Individual Environmental Assessment that will consider a north-south transportation crossing of the Niagara Escarpment. Ongoing work on several other environmental assessments including Merritt Road/Rice Road, King Street from Brookside Drive to Twenty Mile Road, Louth Street & West St. Catharines Grade Separation, Young Street and Thirty Road, and Burleigh Hill.
- Transportation Master Plan (TMP) strategic projects such as, the St. Paul Street West CNR Bridge, York Road & Four Mile Creek Road intersection improvements, Bridge Street Reconstruction, Casablanca Boulevard Reconstruction, Thorold Stone Road Extension, Merritt Road & Rice Road Expansion, and West St. Catharines Grade Separation Study are all underway in varying stages of project life cycle. All of these initiatives serve to support multi-modal travel demands and capacity improvements, active transportation and GO Initiatives.
- Operations managed winter maintenance throughout Q1 and Q2 and responded efficiently and effectively to service the transportation road network when inclement weather arrived. Winter Storm Elliott was handled very well by staff and Region resources were able to assist our Local Municipal partners to get through the storm. During the winter maintenance season, Operations explored an alternative magnesium-based brine solution that has the potential to be less corrosive to regional infrastructure and environmentally friendly by reducing salt impact on the natural environment. The assessment of this product will continue in 2023-24. Operations transitioned to Spring and Summer maintenance activities during Q2, including bridge deck washing, debris and litter pickup, street sweeping, catch basin cleaning, urban and rural grass mowing, and roadside ditching and culvert replacement. Additionally, Operations' annual capital operating such as the Selective Patching and Guiderail Improvement projects have been awarded and in progress.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$4,286	\$3,754	\$532	12.4%	\$8,503	\$8,104	\$399	4.7%
Administrative	\$2,004	\$1,186	\$818	40.8%	\$3,006	\$2,973	\$33	1.1%
Operational & Supply	\$34	\$6	\$28	81.7%	\$68	\$62	\$7	9.8%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$42	\$35	\$7	15.9%	\$84	\$94	-\$9	-11.1%
Partnership, Rebate, Exemption	\$192	\$10	\$182	94.9%	\$383	\$383	\$0	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$6,558	\$4,992	\$1,566	23.9%	\$12,045	\$11,616	\$429	3.6%
Federal & Provincial Grants	-\$40	\$139	-\$179	-446.3%	-\$80	-\$80	\$0	0.0%
By-Law Charges & Sales	-\$934	-\$1,110	\$176	18.8%	-\$1,869	-\$1,806	-\$62	-3.3%
Other Revenue	-\$96	-\$267	\$172	179.7%	-\$191	-\$895	\$704	368.5%
Total Revenues	-\$1,070	-\$1,239	\$169	15.8%	-\$2,140	-\$2,781	\$641	30.0%
Intercompany Charges	-\$223	-\$225	\$2	-1.0%	-\$446	-\$448	\$2	-0.5%
Total Intercompany Charges	-\$223	-\$225	\$2	-1.0%	-\$446	-\$448	\$2	-0.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$5,265	\$3,528	\$1,737	33.0%	\$9,460	\$8,387	\$1,073	0.0%
Transfers From Funds	-\$1,025	-\$1,025	\$0	0.0%	-\$1,050	-\$1,050	\$0	0.0%
Transfers To Funds	\$0	\$0	\$0	0.0%	\$0	\$552	-\$552	0.0%
Total Transfers	-\$1,025	-\$1,025	\$0	0.0%	-\$1,050	-\$498	-\$552	-52.6%
Net Expenditure (Revenue) Before Indirect Allocations	\$4,240	\$2,503	\$1,737	41.0%	\$8,410	\$7,890	\$521	6.2%
Indirect Allocations & Debt	\$842	\$792	\$49	5.8%	\$1,515	\$1,518	-\$3	-0.2%
Total Indirect Allocations & Debt	\$842	\$792	\$49	5.8%	\$1,515	\$1,518	-\$3	-0.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$5,082	\$3,295	\$1,786	35.2%	\$9,925	\$9,408	\$518	5.2%

Growth Planning & Economic Development - Continued

Variance Analysis (in thousands of dollars)

Growth Strategy and Economic Development operated at a year-to-date surplus before indirect allocations of \$1,737 with a forecasted surplus of \$521 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 \$532 and \$399 are due to staff vacancies resulting from staff movement, timing of staff transition due to the reorg and difficulty recruiting.

Administration – The favourable year-to-date variance of \$818 is due to the timing of consulting expenditures involving the Niagara Official Plan/secondary plans and grant spending associated with Economic Development. The lower forecasted variance of \$33 reflects this work being completed by year end.

Partnership, Rebate, Exemption – The favourable year-to-date variance of \$182 is due to the timing of grant program awards within Economic Development these amounts are anticipated to be paid out by year end.

By-Law Charges & Sales - The favourable year-to-date variance of \$176 is due to a submission of a large subdivision draft plan. The forecast has been reduced to and unfavourable variance of \$62 as there is an expectation of a future decline due to the increase in interest rates.

Federal & Provincial Grants - The unfavourable year-to-date variance of \$179 is due to the timing of the Can Export grant program within Economic Development.

Other Revenue - The favourable year to date variance of \$172 is mainly driven by full cost recovery associated with Quarry Peer Review work. The corresponding costs are within Administration expenses as this work is net neutral to the Region. The forecasted favourable variance of \$704 is primarily the result of development charge (DC) revenue funding for the Glendale Secondary Plan and Niagara Official Plan (\$552). The budget for these plans was originally encumbered from the 2022 levy budget, and this variance is offset by an unfavourable variance in transfer from reserves identified below.

Transfers – The unfavourable forecasted variance of \$552 relates to levy budget encumbered from 2022 where DC revenue has been identified as a funding source and therefore the encumbrance funding is no longer required. This is offset by the favourable variance described in Other Revenue above.

Community Impacts & Achievements

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

Project Updates/Accomplishments

Corporate Strategy Initiatives

- Corporate Performance
 - Coordinated the development of Council's Strategic Priorities for the current Council term.
 - Participated in the 2022 Municipal Benchmarking Network of Canada program data call with staff submitting data across 25 services areas.
- Corporate Policy
 - Worked with a number of corporate divisions including Transportation, Real Estate, Accessibility and Information Technology to develop, revise and renew their corporate policies and procedures. Engagement with policy

Growth Planning & Economic Development - Continued

owners and people leaders resulted further laying the foundation for the refresh of the existing corporate policy framework.

- Climate Change Program
 - Completed the Corporate Emission Inventory and a Net Zero corporate emission target was approved in principle by Council.
 - Work has begun for the development and implementation of a Corporate Climate Change Action Plan (CCAP).
- Diversity, Equity and Inclusion (DEI) Program
 - Initiated staff and leadership DEI training programs and supported Human Resources with the development of the new People Plan, the development of a DEI related interview questions document and an Employee Equity Statement.
 - Promoted awareness through the development of monthly summaries and 23 spotlight descriptions of Significant Dates that highlight important cultural, religious and diverse events.
 - Completed the Niagara Seat at the Table project which works with women and gender diverse municipal candidates and elected officials to address systemic barriers to running for and holding office.
- Indigenous Relations Program
 - Supported engagement with Indigenous community members regarding the Draft Indigenous Action Plan, Indigenous Housing Policy, and the Poverty Reduction Strategy and infrastructure initiatives.
 - Facilitated Red Dress Day initiatives and developed a plan for Orange Shirt Day/National Day for Truth and Reconciliation 2023, including Indigenous community members, promoting the sale of orange shirts, flag raising, and educational opportunities for staff and Councillors.
- Accessibility
 - Completed 2022 status update for Accessibility for Ontarians with Disabilities Act (AODA) and initiated work on the new 2024-2029 multi-year accessibility plan.
 - Coordinated the implementation of the new Niagara Region Universal Design Standards in alignment with the Region's corporate policy framework.

Infrastructure Planning and Development

- Finalized the 2021 Water and Wastewater (W&WW) Master Servicing Plan Update (MSPU) – Council adopted the MSPU on May 9, 2023 with public review period ending on August 9, 2023.
- Coordination of corporate projects to accommodate growth out to 2051, and continued support for development initiatives and alignment with growth infrastructure including the review of development application and secondary plans.
- Approval and implementation of the 2023 CSO Funding Projects for partnerships with local municipalities to reduce wet weather flows in sanitary systems. Development and implementation of wet weather management programs and education in partnership with the Local Area Municipalities and the Combined Sewer Overflow Program.

Community and Long Range Planning

- Collaborating with the Area Municipalities on the implementation of the Niagara Official Plan (NOP), as modified and approved by the Province through update work to their Official Plans including the review and approval for West Lincoln OPA 62 and 63: Smithville Secondary Plan and Niagara Falls OPA 47, Employment Strategy.
- Supported the development of procedures to assist with the implementation of the new and revised incentives programs while continuing to deliver existing programs.

Growth Planning & Economic Development - Continued

- Collaborating with the agricultural community, Town of Lincoln, City of St. Catharines and Town of Niagara on the Lake on the advancement of the Niagara Irrigation project
- Initiation of a Signature Employment Site Strategy in association with Economic Development.
- Advancement of redevelopment plans for Region owned properties including lands located in St. Catharines and Fort Erie.
- Ongoing work associated with the 2023 update to the Niagara Employment Survey.

Development Approvals

- Development of a new customer focused development tracking system that will be used to intake development applications, track DC payments, and monitor growth and capacity.
- Continued support for development initiatives through the ongoing review of development application and secondary plans including ongoing work to advance the Glendale Secondary Plan program in association with the Town of Niagara-on-the-Lake.
- Update of the Environmental Impact Study Guidelines for the consistent application during the development review process which will contribute to a consistent and streamlined approach to development.
- Actively working with the Area Municipalities and the NPCA on transition related to Bill 23, exploring opportunities for Service Level Agreements and continued work to help streamline development approval process to address Bill 109 changes.

Economic Development

- Completed profiles for Niagara's six emerging sectors as identified in Niagara's 10 Year Economic Development Strategy.
- Successfully secured funding (\$300K) from FedDev Ontario for Electric Vehicle Sector Specialist to support EV sector development in Niagara.
- Foreign Direct Investment (FDI) activities continue with teams from Invest in Canada/MEDJCT/Invest Ontario.
- Hosted 14 Consul Generals on May 9 in Niagara region to celebrate EU Day
- On June 26 Hamilton Niagara Partnership was awarded the LatAM Startups Visionary Award.
- Launched "Your Niagara", a digital campaign in collaboration with the GNCC, local Chambers and the LAMs, highlighting over 75+ key businesses within each municipality.
- Website performance for NiagaraCanada.com is at an all-time high with 33,654 (+3,871 YOY) site visits, 51,466 page views (+5,359 YOY), and a noticeable update in unique visitors with 29,134 (+3,373 YOY) with visitors from over 100 countries.
- Completed Niagara Economic Update and presented results to PEDC and multiple community partners.
- Provided detailed follow up to 82 research inquiries involving education, business/investors, LAMs, and other community partners requiring business and economic information and analysis.
- Approved 11 Industrial DC Grant applications resulting in 559 new jobs, retaining 85 jobs, and supporting over \$142 million in new construction investment, and processed and approved one new Gateway CIP application supporting the creation of 200 new jobs and over \$60 million in new investment.
- The creation of an investment sites database identifying over 90 properties compiled from across all Niagara municipalities that will be promoted as investment opportunities.
- Completed and closed Tourism Adaptation and Recovery Fund (TARF) program from FedDev Ontario, which supported 160+ businesses and provided \$2 million in funds.

Growth Planning & Economic Development - Continued

- Finalized the Niagara Agriculture Action Plan and Marketing Strategy.

Strategic Transformation Office

- Q2 achievements related to the GO Station Development Strategy include completion of design for improvements at both St. Catharines and Niagara Falls train stations, expansion of daily GO Train service to 21 round trips weekly, and Site Plan applications filed for associated station site works.

Other Initiatives

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

Court Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$1,386	\$1,061	\$326	23.5%	\$2,768	\$2,234	\$535	19.3%
Administrative	\$1,258	\$997	\$262	20.8%	\$2,667	\$1,745	\$922	34.6%
Operational & Supply	\$208	\$539	-\$331	-159.4%	\$420	\$496	-\$77	-18.2%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$7	\$13	-\$6	-84.0%	\$14	\$21	-\$7	-45.3%
Financial Expenditures	\$90	\$98	-\$9	-9.5%	\$179	\$188	-\$9	-4.8%
Total Expenses	\$2,949	\$2,707	\$242	8.2%	\$6,048	\$4,684	\$1,364	22.6%
Other Revenue	-\$4,549	-\$3,814	-\$735	-16.2%	-\$10,340	-\$6,490	-\$3,849	-37.2%
Total Revenues	-\$4,549	-\$3,814	-\$735	-16.2%	-\$10,340	-\$6,490	-\$3,849	-37.2%
Intercompany Charges	\$596	-\$42	\$637	107.0%	\$2,688	-\$87	\$2,775	103.2%
Total Intercompany Charges	\$596	-\$42	\$637	107.0%	\$2,688	-\$87	\$2,775	103.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$1,005	-\$1,149	\$144	14.3%	-\$1,603	-\$1,893	\$290	0.0%
Transfers From Funds	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	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	-\$905	-\$1,049	\$144	-15.9%	-\$1,403	-\$1,693	\$290	-20.7%
Indirect Allocations & Debt	\$579	\$591	-\$13	-2.2%	\$1,316	\$1,357	-\$42	-3.2%
Total Indirect Allocations & Debt	\$579	\$591	-\$13	-2.2%	\$1,316	\$1,357	-\$42	-3.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$326	-\$458	\$132	40.4%	-\$87	-\$335	\$248	284.1%

Court Services - Continued

Variance Analysis (in thousands of dollars)

Court Services is operating at a year-to-date surplus after indirect allocations of \$132 with a forecasted surplus of \$248 due to the factors as described below.

The 2023 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2023 in conjunction with the Transportation Services division. The Vision Zero Road Safety program is expected to launch across Niagara Region September 1, 2023. In order to prepare for the launch of the program, Court Services has incurred some financial expenditures noted below. The Court Services 2023 budget was prepared assuming that the VZ program would initialize in Q1 2023, therefore there are substantial savings in expenditures and deficits in revenues related to the program which are explained below.

Distribution to Local Area Municipalities - The total distribution to the local area municipalities and the Region for the year is forecasted to be \$335, an increase from the budgeted \$87 distribution. The increase in the distribution is tied to higher than budgeted infraction revenues received in the first half of the year. The impact of the infraction revenues on the overall distribution have been partially offset by higher than anticipated Victim Fine Surcharges and ICON processing charges. The distribution to the local area municipalities has not been impacted by expenditures incurred year-to-date relating to the Vision Zero Road Safety Program as these costs have been excluded in determining the distribution amount.

Labour Related Costs – The favourable year-to-date and forecasted variances are \$326 and \$535 respectively. Forecasted savings related to Vision Zero are \$598 with an unfavourable variance of \$63 relating to non-Vision Zero operations (“base operations”) position management as a result of operational impacts such as increased revenue, increased charging volumes and unanticipated labour shortages. Active vacancy management will continue to assist with managing budget pressures and ongoing challenges in recruiting.

Administrative – The favourable year-to-date and forecasted variances are \$262 and \$922 respectively. Forecasted savings related to Vision Zero are \$1,412 with an unfavourable variance of \$490 relating to non-Vision Zero operations (“base operations”) largely due to increased Victim Fine Surcharges and ICON processing charges as a result of increased ticket volumes and fine payments throughout the first half of the year.

Operational & Supply - The unfavourable year-to-date and forecasted variances are \$331 and \$77 respectively. Forecasted savings related to Vision Zero are \$186 with an unfavourable variance of \$263 related to non-Vision Zero operations (“base operations”) largely driven by higher than anticipated distribution to local area municipalities as noted above.

Other Revenue - The unfavourable year-to-date and forecasted variances are \$735 and \$3,849 respectively, of which \$4,962 of the forecasted revenue deficit relates to Vision Zero. Non-Vision Zero operations (“base operations”) are operating in a favourable year-to-date and forecasted variance of \$1,113. The favourable forecasted variances are due to higher than anticipated infraction revenues received in the first half of the year. The higher than anticipated infraction revenues are largely attributed to anomalous large fine payments. In an effort to have better oversight of infraction and delinquent revenues in order to assist with better budgeting and financial reporting, Court Services staff have started to track significant fine payments which may not reflect revenues received in the normal course of business operations. Included in the Q2 2023 actual operating results are \$906 of revenues which are deemed to be outside of the normal course of business operations. Since these significant ticket payments are outside of the normal course of business operations, they are not forecasted to continue throughout the rest of the year.

Intercompany Charges – The favourable year-to-date and forecasted variances are \$637 and \$2,775 respectively. The favourable variances are almost entirely due to the year-to-date and forecasted savings resulting from the budgeted transfer of net revenues to the Transportation divisions Vision Zero program in order to fund operating expenditures in that department.

Court Services - Continued

Community Impacts & Achievements

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

- Following the resumption of in-person court matters as permitted by the Ministry of the Attorney General (MAG), Niagara Court Services launched hybrid court as of April 4, 2022, allowing individuals to participate in their court matters either virtually or in-person.
- All three courtrooms are equipped with the necessary processes and technology to conduct hybrid court matters, including Zoom licenses, document cameras, graphics processors, power/HDMI cables and refined camera views.
- To address reduced Judicial resources and scheduling backlogs, Niagara Court Services launched an enhanced Early Resolution scheduling model in February 2023 whereby the scheduling of meetings with the Prosecutor are streamlined to optimize courtroom time where the Justice of the Peace is present. This has allowed for a significant maximization of courtroom time and judicial resources. Since introducing this new approach in February and up to the end of June 2023, Niagara has gained 11 additional Part 1 Trial Court days; maximizing court time and allowing a higher volume of Early Resolutions to be completed within the allotted court schedule, while also increasing the number of Trial days and substantially reducing trial scheduling backlogs.
- As an ongoing health and safety measure, Court Services continues to safeguard the wellbeing of all staff and visitors to the courthouse through daily HVAC measurements and reporting, as per MAG requirements.
- Court Services is presently scheduling November 2022 matters for trial dates in December 2023, a 13-month time to trial.
- Court Services continues to work towards the introduction of Vision Zero, which will see Red Light Camera charges commencing in September 2023. Onboarding, training and technology preparations are underway to ensure preparedness.
- As part of the modernization of Court Services, a significant update to Niagara's local case management solution, the Court Administration Management System (CAMS), is also underway to ensure that changing business needs are accommodated through technology updates. This will also support the administration of new Red Light Camera charges.
- In ongoing efforts to share information and collaborate with interested parties, Court Services hosted an information session with the LAMs and enforcement agencies in June 2023 regarding the life cycles of POA charges; promoting mutual understanding of the POA court processes that occur from the time a charge is laid until it is discharged. This information session was met with positive feedback. The next session has been scheduled for Fall 2023 on the topic of prosecution.
- Court Services team has focused their efforts on ongoing transparent communication with interested parties including enforcement agencies, judiciary, and legal professionals. This has helped keep all parties informed and allowed staff to remain responsive to their needs and maintain business continuity.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$183	\$183	\$0	0.0%	\$365	\$362	\$3	0.9%
Administrative	\$218	\$176	\$42	19.4%	\$836	\$464	\$373	44.6%
Operational & Supply	\$58	\$61	-\$4	-6.9%	\$60	\$64	-\$4	-6.6%
Occupancy & Infrastructure	\$9,417	\$9,828	-\$411	-4.4%	\$18,289	\$19,305	-\$1,017	-5.6%
Equipment, Vehicles, Technology	\$87	\$36	\$51	59.1%	\$174	\$171	\$3	1.8%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$688	\$749	-\$61	-8.9%	\$1,377	\$1,438	-\$61	-4.4%
Total Expenses	\$10,650	\$11,033	-\$382	-3.6%	\$21,101	\$21,804	-\$702	-3.3%
Federal & Provincial Grants	-\$407	-\$407	\$0	0.0%	-\$814	-\$814	\$0	0.0%
Other Revenue	-\$9,053	-\$9,573	\$520	5.7%	-\$18,158	-\$19,054	\$896	4.9%
Total Revenues	-\$9,460	-\$9,981	\$520	5.5%	-\$18,972	-\$19,868	\$896	4.7%
Intercompany Charges	-\$182	-\$139	-\$43	23.7%	-\$359	-\$275	-\$84	23.5%
Total Intercompany Charges	-\$182	-\$139	-\$43	23.7%	-\$359	-\$275	-\$84	23.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,008	\$914	\$95	9.4%	\$1,770	\$1,661	\$109	0.0%
Transfers From Funds	-\$100	-\$100	\$0	0.0%	-\$400	-\$400	\$0	0.0%
Transfers To Funds	\$1,295	\$1,295	\$0	0.0%	\$2,589	\$2,989	-\$400	-15.4%
Total Transfers	\$1,195	\$1,195	\$0	0.0%	\$2,189	\$2,589	-\$400	-18.3%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,203	\$2,108	\$95	4.3%	\$3,960	\$4,250	-\$291	-7.3%
Indirect Allocations & Debt	\$6,333	\$6,290	\$44	0.7%	\$14,564	\$14,517	\$46	0.3%
Total Indirect Allocations & Debt	\$6,333	\$6,290	\$44	0.7%	\$14,564	\$14,517	\$46	0.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$8,536	\$8,398	\$139	1.6%	\$18,523	\$18,767	-\$244	-1.3%

Niagara Regional Housing - Continued

Variance Analysis (in thousands of dollars)

Niagara Regional Housing (NRH) is operating at a year-to-date surplus before indirect allocations of \$95, with a forecasted deficit of \$291 due to the following factors:

Administrative – The favourable year-to-date variance of \$42 is primarily due to the budget timing of consulting work and insurance deductible premiums, which are anticipated to be incurred by the end of the year. The forecasted favourable variance of \$373 is mainly due to a surplus related to the building condition assessment (BCA) work that is now included with other facility capital works to leverage external funding from the Canadian Mortgage and Housing Corporation (CMHC). The work was initially budgeted to be funded through the NRH Owned Units reserve, so the transfer of the funds back to the reserve is reported below in Transfers to Funds.

Occupancy and Infrastructure – The unfavourable year-to-date and forecasted variances of \$411 and \$1,017 respectively are due to a number of inflationary cost pressures, including higher than anticipated property taxes charged to NRH-owned properties, grounds maintenance contract costs, and property maintenance costs. In addition, property maintenance costs are impacted by an increased number of move-outs, as well as additional work arising from deferred capital projects that is putting a pressure on the operating budget. These increases are offset by lower than anticipated utility costs for electricity and water.

Equipment, Vehicles & Technology – The favourable year-to-date and forecasted variances of \$51 and \$3 respectively are primarily the result of budget timing of computer software license costs, which are expected to be spent by the end of the year.

Financial Expenditures – The unfavourable year-to-date and forecasted variance of \$61 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 \$520 and \$896 respectively are primarily related to higher than anticipated rental revenues as a result of more tenants paying market rents due to few housing options available for tenants who are now in a position to pay affordable market rates. In addition, there is an increase in the maintenance charge revenues arising from unit inspections and increased investment income arising from a higher than anticipated bank balance due to the timing of bank transfers.

Intercompany Charges – The unfavourable year-to-date and forecasted variances of \$43 and \$84 respectively are due to the reduced allocation of funding from the Homelessness division as a result of the later than anticipated operational start of the Crescent Road housing units in Fort Erie.

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

Community Impacts & Achievements

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

- The 43-unit apartment building on York Street in Welland is 100% complete as of the end of June, with occupancy in progress and on-going.
- Construction for the 18-unit apartment building on Crescent Road in Fort Erie is 15% complete and has a target completion date of March 2024. This building will provide housing for women and children fleeing violence and will be operated by a local human service provider under contract with Niagara Region Community Services.
- Work at Ormond Street North/St. David's Road East is 100% complete and awaiting the occupancy permit.

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	\$89,358	\$86,145	\$3,213	3.6%	\$178,861	\$178,745	\$116	0.1%
Administrative	\$2,130	\$2,055	\$75	3.5%	\$4,259	\$4,259	\$0	0.0%
Operational & Supply	\$1,362	\$1,301	\$61	4.5%	\$2,610	\$2,610	\$0	0.0%
Occupancy & Infrastructure	\$188	\$54	\$133	70.9%	\$375	\$375	\$0	0.0%
Equipment, Vehicles, Technology	\$4,651	\$3,753	\$898	19.3%	\$9,360	\$9,110	\$250	2.7%
Financial Expenditures	\$0	-\$2	\$2	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$97,689	\$93,307	\$4,382	4.5%	\$195,465	\$195,098	\$366	0.2%
Federal & Provincial Grants	-\$5,028	-\$5,514	\$487	9.7%	-\$10,112	-\$10,928	\$816	8.1%
By-Law Charges & Sales	-\$2,830	-\$2,409	-\$421	-14.9%	-\$5,793	-\$5,302	-\$491	-8.5%
Other Revenue	-\$1,709	-\$1,744	\$35	2.0%	-\$3,417	-\$3,217	-\$200	-5.9%
Total Revenues	-\$9,566	-\$9,667	\$100	1.0%	-\$19,322	-\$19,447	\$124	0.6%
Intercompany Charges	-\$1,120	-\$1,160	\$41	-3.6%	-\$2,239	-\$2,297	\$57	-2.6%
Total Intercompany Charges	-\$1,120	-\$1,160	\$41	-3.6%	-\$2,239	-\$2,297	\$57	-2.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$87,003	\$82,480	\$4,523	5.2%	\$173,903	\$173,354	\$548	0.0%
Transfers From Funds	-\$100	-\$100	\$0	0.0%	-\$200	-\$200	\$0	0.0%
Transfers To Funds	\$2,078	\$2,078	\$0	0.0%	\$4,155	\$4,155	\$0	0.0%
Total Transfers	\$1,977	\$1,977	\$0	0.0%	\$3,955	\$3,955	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$88,980	\$84,458	\$4,523	5.1%	\$177,858	\$177,309	\$548	0.3%
Indirect Allocations & Debt	\$6,384	\$6,566	-\$182	-2.8%	\$17,148	\$18,380	-\$1,232	-7.2%
Total Indirect Allocations & Debt	\$6,384	\$6,566	-\$182	-2.8%	\$17,148	\$18,380	-\$1,232	-7.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$95,364	\$91,023	\$4,341	4.6%	\$195,006	\$195,690	-\$684	-0.4%

Niagara Regional Police Services - Continued

Variance Analysis (in thousands of dollars)

For the period ending June 30, 2023, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations surplus of \$4,523. The Service is forecasting a \$548 surplus position before indirect allocations by the end of this fiscal year. The following factors contributed to this surplus:

Labour Related Costs – Labour related costs were below the approved budget by \$3,213. This favorable variance is the result of savings realized within uniform and civilian salaries and benefits due to hiring lags of vacant positions. These savings are being partially offset by overages in acting rank, court time and WSIB claims. The Service is forecasting a favourable variance of \$116 by year-end. This forecast takes into account the impact of season replacement requirements during prime leave times which occur during Q3 and Q4.

Administrative – Administrative expenses were below the approved budget by \$75. This favorable variance is the result of the timing of expenditures, mainly savings in budgeted consulting expenses and telecommunications lines that were partially offset by overages in staff development, office and travel, and recruit medical evaluations. Currently, the Service does not anticipate any significant cost pressures to impact this category resulting in the forecast to be on budget by year-end.

Operational & Supply – Operational and supply costs were below the approved budget by \$61. This favorable variance is the result of savings experienced in investigation expenses partially offset by an unfavourable variance in Arsenal & Ammunition expense. These variances are the result of the timing of expenditures being incurred. The Service is forecasting to be on budget by year-end.

Occupancy & Infrastructure – Occupancy and infrastructure costs were below the approved budget by \$133. 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. The Service is forecasting to be on budget by year-end.

Equipment, Vehicles & Technology – Equipment, vehicles, and technology costs were below the approved budget by \$898. This favorable variance is the result of savings in office furniture, repairs and maintenance, and computer software support due to the timing of expenditures. Additionally, savings have been realized in fuel expenses, as the average fuel rate and consumption were below budget for the period. The Service is forecasting a surplus of \$250 by year-end as a result of fuel savings.

Intercompany Charges– Intercompany charges were above the approved budget by \$41. Intercompany Charges represent expenses incurred for services provided by Niagara Region, with the annual budget being determined by the Region. Examples include vehicle and equipment repair, and recycling. Intercompany Charges also include funds received from Niagara Region to offset operating expenses of the 911 program.

Revenues – Revenues and recoveries were above the approved budget by \$100. In January 2023, the Ministry of the Solicitor General announced the Court Security and Prisoner Transportation (CSPT) 2023 funding, which resulted in an increase of \$895 over 2022 funding and the 2023 budget. This surplus is partially offset by decrease in Casino Revenue from the City of Niagara Falls. The City of Niagara Falls transfers 18% of actual Casino Revenue to the Police Service Board to a maximum of \$4,200. These revenues are still rebounding from the impact of the COVID-19 Pandemic. The Service is forecasting revenues and recoveries to be over budget by approximately \$124 by year-end.

Conclusion – The detailed variance analysis has been prepared based on results of operations as of June 30, 2023. There are no significant areas of concern at this time. As the year progresses, the forecast will be updated to reflect any developments that will impact the achievement of the annual budget.

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	\$3,606	\$3,587	\$19	0.5%	\$7,212	\$7,173	\$39	0.5%
Total Expenses	\$3,606	\$3,587	\$19	0.5%	\$7,212	\$7,173	\$39	0.5%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Revenues	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Intercompany Charges			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$3,606	\$3,586	\$19	0.5%	\$7,212	\$7,173	\$39	0.0%
Transfers From Funds	-\$56	-\$56	\$0	0.0%	-\$111	-\$111	\$0	0.0%
Total Transfers	-\$56	-\$56	\$0	0.0%	-\$111	-\$111	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,550	\$3,531	\$19	0.5%	\$7,101	\$7,062	\$39	0.5%
Total Indirect Allocations & Debt			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$3,550	\$3,531	\$19	0.5%	\$7,101	\$7,062	\$39	0.5%

Niagara Peninsula Conservation Authority - Continued

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

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$13,589	\$12,855	\$735	5.4%	\$26,991	\$26,256	\$735	2.7%
Administrative	\$1,669	\$1,056	\$613	36.7%	\$3,339	\$2,975	\$364	10.9%
Operational & Supply	\$8,530	\$9,162	-\$631	-7.4%	\$17,352	\$19,836	-\$2,484	-14.3%
Occupancy & Infrastructure	\$9,188	\$10,130	-\$943	-10.3%	\$18,027	\$19,848	-\$1,820	-10.1%
Equipment, Vehicles, Technology	\$3,523	\$3,764	-\$241	-6.8%	\$7,047	\$7,966	-\$919	-13.0%
Partnership, Rebate, Exemption	\$7,491	\$908	\$6,583	87.9%	\$14,982	\$14,958	\$24	0.2%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$43,991	\$37,876	\$6,116	13.9%	\$87,737	\$91,839	-\$4,102	-4.7%
Taxation	-\$71,596	-\$70,848	-\$748	-1.0%	-\$143,192	-\$143,375	\$183	0.1%
By-Law Charges & Sales	-\$833	-\$710	-\$122	-14.7%	-\$1,665	-\$1,543	-\$122	-7.3%
Other Revenue	-\$3,992	-\$1,116	-\$2,877	-72.1%	-\$7,985	-\$8,346	\$361	4.5%
Total Revenues	-\$76,421	-\$72,674	-\$3,747	-4.9%	-\$152,842	-\$153,264	\$422	0.3%
Intercompany Charges	\$1,082	\$969	\$113	10.4%	\$2,163	\$2,048	\$115	5.3%
Total Intercompany Charges	\$1,082	\$969	\$113	10.4%	\$2,163	\$2,048	\$115	5.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$31,348	-\$33,830	\$2,481	7.9%	-\$62,941	-\$59,377	-\$3,565	0.0%
Transfers From Funds	-\$3,211	\$110	-\$3,321	-103.4%	-\$6,422	-\$6,422	\$0	0.0%
Transfers To Funds	\$23,838	\$23,838	\$0	0.0%	\$47,676	\$47,676	\$0	0.0%
Total Transfers	\$20,627	\$23,948	-\$3,321	-16.1%	\$41,254	\$41,254	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$10,721	-\$9,882	-\$840	7.8%	-\$21,688	-\$18,123	-\$3,565	16.4%
Indirect Allocations & Debt	\$8,982	\$8,438	\$544	6.1%	\$21,688	\$22,102	-\$414	-1.9%
Total Indirect Allocations & Debt	\$8,982	\$8,438	\$544	6.1%	\$21,688	\$22,102	-\$414	-1.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$1,739	-\$1,444	-\$295	-17.0%	\$0	\$3,979	-\$3,979	0.0%

Water & Wastewater Services - Continued

Variance Analysis (in thousands of dollars)

Water & Wastewater services is operating at a year-to-date deficit of \$295 after indirect allocations with a forecasted deficit of \$3,979, due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$735 are due to staffing vacancies primarily in the Wastewater division.

Administration – The favourable year-to-date variance of \$613 and forecasted favourable year-end variance of \$364 is primarily due to consulting expenses of which \$212 is driven by the utilization of the Wastewater Optimization team relating to chemical optimization work in 2023 instead of external consulting. Telephone, fax and control circuit charges have a favourable year-to-date variance of \$167 and forecasted year-end favourable variance of \$301 due to cancelling of legacy lines to a more cost-efficient alternative.

Operational & Supply – There is an unfavourable year-to-date variance of \$631 and unfavourable forecasted year-end variance of \$2,484 primarily driven by increased chemical & sludge collection costs. Sludge collection and disposal costs have a year-to-date variance of \$444 with an unfavorable variance of \$903 forecasted due to capacity issues caused by the Garner Road Forcemain and cost escalations from CPI and rising fuel costs. Chemical costs have a year-to-date unfavourable variance of \$218 and a forecasted unfavourable variance of \$1,507 as a result of escalating contracted chemical costs in both Water & Wastewater.

Occupancy & Infrastructure – There are unfavourable year-to-date variances of \$943 and forecasted unfavourable variances of \$1,820 which is largely attributable to increased utility costs of \$679 primarily driven by Water/Electricity consumption at Wastewater Plants/Remote Stations and pricing increases. Another driver of the unfavourable forecasted variance is Repairs and Maintenance (R&M) Watermain/Water Storage costs with year-to-date costs of \$94 expected to grow to \$549 due to emergency repairs. Additional unfavourable forecasted variances in R&M Grounds of \$281 and \$202 in R&M Buildings are being caused by increased pricing.

Equipment, Vehicles, Technology – The unfavourable year-to-date variance of \$241 and forecasted unfavourable variance of \$919 is primarily due to increased pricing and volume of repairs to aging infrastructure in Wastewater.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$6,583 is primarily due to combined sewer overflow (CSO) funds committed to local area municipalities but not yet paid. All CSO funding not spent in the year will be encumbered into future year budgets.

Taxation – There is no year-to-date or forecasted year-end variance as a result of stable water sales throughout the year.

Other Revenue – There is an unfavourable year-to-date variance of \$2,877, with a favourable forecasted variance of \$361. 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 \$3,321 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 2024 wastewater budget.

Community Impacts & Achievements

- For January-June 2023, the Water and Wastewater Division treated 27,494 ML of water at its 6 Water Treatment Plants and distributed this to the municipalities through 313 km of trunk water mains. This is an increase of 2.33% over last year. The Division treated 43,177 ML of wastewater at its 11 Wastewater Treatment Plants collected by 145 km of gravity trunk sewers, 112 Sewage Pumping Stations and 160 km of sewage forcemains
- Biosolids Master Servicing Plan nearing completion, strategies forming to meet the needs of the current and growing program Region wide

Water & Wastewater Services - Continued

- Secondary Treatment upgrades going well at the Niagara Falls Wastewater Treatment Plant in an effort to regain compliance at the site with our internal and external partners
- Maintenance and upgrade project at the Stevensville/Douglstown lagoons underway in an effort to regain and maintain compliance at the site.
- Completion of the Strategic Plan for Water/Wastewater. The associated implementation plan has been completed and communication plan is in development
- The 2023 Water Wagon Season is under way and is completely booked. Niagara Children's Water Festival was held in April of 2023. 2191 students attended with a total attendance of 2494 including teachers and parents. There were 270 volunteers who contributed over the 3-day event
- New Wastewater optimization team in place and working on efficiency, consistency and integration across the section
- Andy Koschok Golf Tournament raised \$54,500 this year, surpassing our previous highest charitable donation of \$32,500
- Completion of several control retrofit upgrades and SCADA control panel replacements using internal resources.

Capital Projects & Asset Management:

- W-WW has approximately 208 active capital projects with a \$1.06 Billion total budget including the following highlighted projects:
 - Port Dalhousie WWTP Upgrades expected completion November 2023
 - Grimsby Water Storage Tank and Watermain expected completion October 2023
 - Dain City Sewage Pumping Station Forcemain Phases 4a and 5 construction completed Fall 2022, Phase 4b expecting completion in Fall 2023
 - Port Colborne Water Treatment Plant construction in progress at Q2 2023
 - Bemis Park Elevated Tank Environmental Assessment and Conceptual Design expecting completion December 2023
 - East Side SPS Forcemain Environmental Assessment Notice of Completion anticipated Summer 2023
 - Welland Water Treatment Plant at 70% design completion expected to be completed in February 2024.
 - South Niagara Falls Wastewater Treatment Plant and Montrose Trunk Sewer detailed design anticipated to commence in Q4 2023
 - Niagara Falls Wastewater Treatment Plant Upgrades – Phase 1 construction currently in progress 2023.
 - Niagara Falls Wastewater Treatment Plant Upgrades – Phase 2 detailed design is underway
- Delivered a completely revised and significantly augmented Strategic Plan for the Asset Management Section
- Developed a revised, needs-based approach of the Annual Capital Budget for 2024 including a revision of the Capital Planning procedure
- Asset management Section is working with Corporate Finance in preparing the Financial Plan Update 2024 required under the Safe Drinking Water Act
- Asset management Section has initiated a review of its methodology to determine long-term capital needs forecasting and financing
- Asset Management section has underwent a restructuring in order to enhance understanding of Regional water and wastewater infrastructure with data and information, supporting credible and robust capital planning and maintenance decisions, and improving the state of infrastructure reporting.

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	\$2,036	\$1,837	\$199	9.8%	\$4,053	\$3,854	\$199	4.9%
Administrative	\$782	\$298	\$484	61.9%	\$2,216	\$2,069	\$147	6.6%
Operational & Supply	\$27,852	\$27,035	\$817	2.9%	\$54,260	\$53,816	\$444	0.8%
Occupancy & Infrastructure	\$685	\$669	\$16	2.3%	\$1,067	\$1,051	\$16	1.5%
Equipment, Vehicles, Technology	\$460	\$364	\$96	20.8%	\$613	\$512	\$101	16.4%
Partnership, Rebate, Exemption	\$122	\$68	\$54	44.0%	\$245	\$191	\$54	22.0%
Financial Expenditures	\$0	\$3	-\$3	0.0%	\$0	\$3	-\$3	0.0%
Total Expenses	\$31,938	\$30,275	\$1,663	5.2%	\$62,454	\$61,496	\$958	1.5%
Taxation	-\$21,407	-\$21,403	-\$3	0.0%	-\$45,168	-\$45,165	-\$3	0.0%
By-Law Charges & Sales	-\$4,925	-\$4,851	-\$74	-1.5%	-\$8,165	-\$8,014	-\$152	-1.9%
Other Revenue	-\$3,410	-\$16,633	\$13,223	387.8%	-\$6,753	-\$20,414	\$13,661	202.3%
Total Revenues	-\$29,741	-\$42,887	\$13,146	44.2%	-\$60,086	-\$73,592	\$13,506	22.5%
Intercompany Charges	\$159	\$136	\$24	14.8%	\$336	\$351	-\$14	-4.2%
Total Intercompany Charges	\$159	\$136	\$24	14.8%	\$336	\$351	-\$14	-4.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,357	-\$12,476	\$14,833	629.4%	\$2,704	-\$11,746	\$14,450	0.0%
Transfers From Funds	-\$1,918	-\$1,915	-\$3	-0.1%	-\$4,450	-\$4,445	-\$6	-0.1%
Transfers To Funds	\$0	\$12,867	-\$12,867	0.0%	\$0	\$12,867	-\$12,867	0.0%
Total Transfers	-\$1,918	\$10,952	-\$12,870	-671.1%	-\$4,450	\$8,422	-\$12,873	-289.2%
Net Expenditure (Revenue) Before Indirect Allocations	\$439	-\$1,524	\$1,963	447.2%	-\$1,747	-\$3,323	\$1,577	-90.3%
Indirect Allocations & Debt	\$920	\$860	\$60	6.5%	\$1,747	\$1,710	\$37	2.1%
Total Indirect Allocations & Debt	\$920	\$860	\$60	6.5%	\$1,747	\$1,710	\$37	2.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,359	-\$664	\$2,023	148.8%	\$0	-\$1,613	\$1,613	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 \$2,023 with a forecasted surplus of \$1,613 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variance of \$199 is mainly due to salary gapping and position vacancy management.

Administrative – The favourable year-to-date and forecasted variances of \$484 and \$147 is attributable to the timing of spending on consulting dollars related to consulting engagements (specifically for the Long-Term Strategic Plan (LTSP) Study RFP which will be released in Q3, as well as an audit of Mixed-Use and Multi-Residential properties). Savings have also been forecasted relating to advertising costs which have been trending lower than budgeted throughout the first half of the year as well as lower than anticipated printing costs throughout the division.

Operational & Supply – The favourable year-to-date and forecasted variances of \$817 and \$444 are largely driven by the reduction of recyclable purchase costs as a result of the market downturn and lower commodity market rates. Adding to the favourable year end variance are forecasted decreases in Material Recycling Facility (MRF) related expenditures due to the sale of the MRF in April 2023. Slightly offsetting these favourable variances are increased costs in leachate processing fees due to the unanticipated high precipitation levels in winter and spring which lead to higher flow rates and higher fees.

Equipment, Vehicles, Technology – The favourable year-to-date and forecasted variances of \$96 and \$101 is mainly attributed to the decrease of overall MRF related repairs and maintenance costs due to the sale of the MRF in April 2023. In addition, there have been lower than anticipated costs on computer software support throughout the division.

By-Law Charges & Sales – The unfavourable year-to-date and forecasted variances of \$74 and \$152 are due to lower than anticipated market revenues received from the sale of recyclable commodities in the start of the year until the sale of the MRF in April 2023. Due to the sale of the MRF, there will be no further recyclable commodity revenues in the remainder of the year. The unfavourable year-to-date and forecasted variances are partially offset by higher than anticipated tipping fees at the Region's landfill sites.

Other Revenue – the favourable year-to-date and forecasted variances of \$13,223 and \$13,661 are mainly attributed to proceeds of \$12,867 from the sale of the Material Recycling Facility. In accordance with the Region's Tangible Capital Asset Policy, the net proceeds from the sale of assets are transferred back to the respective departments capital reserve. The transfer back to the Waste Management Capital Reserve is reflected in the Transfers section noted below. In addition, waste diversion revenues have been slightly higher than anticipated resulting in favourable year-to-date and forecasted variances.

Transfers – the unfavourable year-to-date and forecasted variances of \$12,870 and \$12,873 are mainly the result of the \$12,867 transfer of net proceeds back to the Waste Management Capital Reserve as noted above.

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.

Waste Management Services - Continued

- The development of Niagara Region’s Waste Management Strategic Plan has begun with work commencing on financial and tonnage projections model, baseline and best practices research and development of additional RFP for future phases.
- Sale of Material Recycling Facility and transition of a short-term operations contract from Niagara Recycling to Emterra; expires on December 31, 2025.
- Management of the Waste Info-Line successfully transferred to Corporate Customer Service team.
- Staff have prepared reports for the July Committee/Council meetings with regards to electing to opt out of providing residential recyclables on behalf of producers, continuation of special events recycling until December 31, 2025, and discontinuation of the collection of non-designated Blue Box materials as per the Blue Box Regulation. Additional reports with recommendations for recycling collection from non-eligible sources and operation of depots on behalf of producers in Q3 2023. 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.
- Funding agreements are in place with two of the main HHW Producer Responsibility Organizations (PROs). Currently in the process of finalizing a new agreement with one of the PROs.
- Staff is engaged in collaborative work to update the waste management bylaw, the bylaw governing closed and naturalized sites and the requirements for waste collection to address changes brought about by the new Blue Box program.
- The spring compost giveaway event took place from May 8 – 20. A total of 3,175 bags of compost were given out and \$2,729 in donations were received from residents in addition to 735Kg of food donations.
- Staff worked with the Niagara Peninsula Conservation Authority (NPCA) and Planning to organize a tree planting program at the Winger Landfill. Planting was scheduled for June.

Capital

- The third phase of the LGCCS at the Humberstone Landfill was approximately 75% complete as of the end of Q2.
- The design build for the Humberstone Storage Building commenced in Q2. It is slated for completion in Q4.
- Tenders for the Glenridge Leachate Collection System (LCS) Upgrades, NR-12 Admin Building Upgrades, Landfill Drop-Off Depot Improvements and Methane Sensor Replacements were issued in Q2.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$18,637	\$18,979	-\$342	-1.8%	\$37,274	\$39,413	-\$2,139	-5.7%
Administrative	\$1,429	\$465	\$964	67.5%	\$2,858	\$3,047	-\$189	-6.6%
Operational & Supply	\$5,608	\$4,690	\$917	16.4%	\$11,215	\$11,246	-\$30	-0.3%
Occupancy & Infrastructure	\$240	\$443	-\$202	-84.0%	\$481	\$983	-\$502	-104.3%
Equipment, Vehicles, Technology	\$6,427	\$7,046	-\$619	-9.6%	\$12,854	\$14,890	-\$2,036	-15.8%
Financial Expenditures	\$0	-\$1	\$1	0.0%	\$0	-\$1	\$1	0.0%
Total Expenses	\$32,341	\$31,622	\$719	2.2%	\$64,683	\$69,579	-\$4,896	-7.6%
Taxation	-\$14,668	-\$14,668	\$0	0.0%	-\$56,561	-\$56,561	\$0	0.0%
Federal & Provincial Grants	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
By-Law Charges & Sales	-\$7,034	-\$9,600	\$2,566	36.5%	-\$14,067	-\$18,680	\$4,612	32.8%
Other Revenue	-\$2,921	-\$3,023	\$102	3.5%	-\$5,842	-\$6,106	\$264	4.5%
Total Revenues	-\$24,622	-\$27,291	\$2,669	10.8%	-\$76,471	-\$81,347	\$4,877	6.4%
Intercompany Charges	\$0	\$80	-\$80	0.0%	\$0	\$174	-\$174	0.0%
Total Intercompany Charges	\$0	\$80	-\$80	0.0%	\$0	\$174	-\$174	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$7,719	\$4,411	\$3,308	42.9%	-\$11,788	-\$11,594	-\$194	0.0%
Transfers From Funds	-\$89	-\$90	\$1	0.8%	-\$179	-\$180	\$1	0.4%
Transfers To Funds	\$1,838	\$1,838	\$0	0.0%	\$3,675	\$3,765	-\$89	-2.4%
Total Transfers	\$1,748	\$1,747	\$1	0.0%	\$3,496	\$3,585	-\$89	-2.5%
Net Expenditure (Revenue) Before Indirect Allocations	\$9,467	\$6,158	\$3,309	35.0%	-\$8,292	-\$8,009	-\$282	3.4%
Indirect Allocations & Debt	\$4,146	\$1,570	\$2,576	62.1%	\$8,292	\$7,049	\$1,242	15.0%
Total Indirect Allocations & Debt	\$4,146	\$1,570	\$2,576	62.1%	\$8,292	\$7,049	\$1,242	15.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$13,613	\$7,728	\$5,884	43.2%	\$0	-\$960	\$960	0.0%

Niagara Transit Commission - Continued

Variance Analysis (in thousands of dollars)

The Niagara Transit Commission (NTC) commenced operations on January 1, 2023. The 2023 budget was prepared using best estimates from the local area municipalities (LAM's). As this is the first year of operations within Niagara Region, it should be noted that the budget and reporting will continue to be refined. The overall representation of this report is accurate and forecasts are made with the best information available at the time. Some actuals were not budgeted in the correct object of expenditure lines and we will continue to review and adjust through preparations of the 2024 budget.

The NTC is operating at year-to-date surplus after indirect allocations of \$5,884 with a forecasted surplus of \$960 due to the following factors:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of \$342 and \$2,139 are mainly due to greater than budgeted actual benefits for unionized staff and the correction of operators hours at 5 hours more per week. The forecast also includes wage increases for nonunion staff approved through report NTC 2-2023 and labour related increases as a result of ongoing negotiations; offset by year-end expected surplus in benefits identified by the providers.

Administrative – The favourable year-to-date variance of \$964 is attributable to the budget timing and spend related to consulting (\$473), training (\$119) and advertising (\$448) projects which are expected to be incurred by the end of the year. The unfavourable year-end forecasted variance of \$189 is mainly due to mobile ticketing fee actuals being included in Administrative and budgeted in Operational and Supply below.

Operational & Supply – The favourable year-to-date variance of \$917 is largely driven by mobile ticketing fees charged to administrative related costs above and are increased due to incremental fare revenue as noted in revenues below and the timing of budgeted spend relating to On-demand transit services which will be fully realized by year-end.

Occupancy & Infrastructure – The unfavourable year-to-date and forecasted variances of \$202 and \$502 are due to increased spend related to repairs and maintenance of facilities and higher than expected snow removal costs which are expected to increase at year-end when a new contract is approved.

Equipment, Vehicles, Technology - The unfavourable year-to-date and forecasted variances of \$619 and \$2,036 are mainly attributable to diesel costs used by the City of Niagara Falls which is reimbursed in Other Revenue below (\$934) and higher than anticipated diesel costs which are expected to rise to the end of the year (\$985). The unfavourable forecasted variance is also due to greater than budgeted repairs and maintenance costs for equipment & vehicles (\$210) and tires (\$90). The increased maintenance costs is largely due to an aging fleet and the increasing costs of parts & materials due to increased inflation.

By-Law Charges & Sales – The favourable year-to-date and forecasted variances of \$2,566 and \$4,612 are due to higher than anticipated fare revenue (\$1,300) and revenue specific to Niagara College students of (\$3,300) which is expected to continue to year-end.

Other Revenue – The favourable year-to-date and forecasted variances of \$102 and \$264 are due to unbudgeted fuel reimbursement from the City of Niagara Falls (\$934) as noted in 'Equipment, Vehicles, Technology' above and higher than budgeted fuel reimbursement from GO/Metrolinx (\$408). This is offset by unfavourable variance relating to the chargeback of the local portion of the WEGO services to the City of Niagara Falls (\$799) and unrealized other revenue, such as Charters, refunds for scrap metal, etc. uploaded from the local area municipalities (\$243).

Intercompany Charges – The unfavourable year-to-date and forecasted variance of \$80 and \$174 is due to a secondment of staff from the Region to support the integration and transformation of Transit through the transition.

Indirect Allocations – The favourable year-to-date and forecasted variances of \$2,576 and \$1,242 are due mainly to timing of expenditures compared to the budget being spread evenly throughout the year. In addition, there were some positions that were not filled as at January 1 and lower than anticipated insurance premium.

Niagara Transit Commission - Continued

Community Impacts & Achievements

Onboard Fare Policies and Technologies – All transit fares, onboard GFI farebox technologies and new mobile ticketing Masabi systems that use smartphone technologies were successfully rolled out, increasing overall fare revenues and creating convenience for the new Niagara-wide system customer base. A new NRT branded pass product was launched. Cash-taking has been achieved on conventional and specialized service vehicles.

UPASS Negotiations – Successful negotiations reflecting increases in revenue and service have been undertaken with both Brock University and Niagara College student unions to the benefit of all transit users. Mobile ticketing was adopted as the primary Niagara College payment mode by students reducing cost to administrate the program. Brock is considering this platform in the future.

Customer Service – One telephone number, consistent Customer Service hours, new website and the addition of social media channels to assist customers in obtaining real-time information on routes and services has been achieved. A fulltime Customer Service location in Niagara Falls at the Morrison Dorchester hub has also been established making in-person customer care available in all three major centres. Significant work is still expected on this front, to include multi-media campaigns for post-secondary students in fall 2023.

Human Resources – Throughout the first half of 2023, the human resource needs of the new Commission have required a flexible yet practical approach. Within budgeted means, staff have stabilized the organization, meeting the demands of providing day to day services. A gap analysis and staffing needs assessment has been undertaken and will be provided to the Commission to be able to continue to meet operational and contracted service needs in 2024 (UPASS and WEGO services).

Collective Bargaining – Within the Commission's mandate, negotiations with ATU Local 846 are underway and are anticipated to conclude in early 2024.

Operator Safety & NRT CARES – A full program of training for Supervisors, communications to Operators to reduce negative interactions at the farebox began this year. Proof of payment announcements/ advertising for the riding public got underway to reduce fare evasion on conventional transit this past spring. Fare evasion has significantly been reduced across the system and may have impacted fare revenue favourably. To allow riders who cannot pay, but need access to services in Niagara, our **NRT CARES** program was initiated creating 2-fare pass tickets to be administrated by Community and Social Services at the Region. Partnering in this way reduces the budget for Regional departments to purchase passes and allows riders-at-risk to provide 'payment' with dignity as they navigate their supports to the overall benefit to the taxpayer.

Contracts & Agreements Assumption – Hundreds of existing contractual agreements were assumed through the amalgamation. Staff have a plan in place to absorb, extend or terminate/ reprocur to a benefit to the NTC.

Fleet & Facilities Assessment – Assumed assets in 2022 have been reviewed and costs and work required to address pre-existing conditions have been identified. Repairs on transit sites and refurbishments/ refreshments of fleet buses and vehicles are now known. Capital planning has been prepared for Board approval and the CAMRA process at the Regional Council level in Budget 2024 deliberations.

ICIP Applications and Projects In-Flight - Bus orders and procurements, regardless of the increase in cost of procurement during amalgamation, have been kept relatively on time and in place to ensure service stability. All funded ICIP applications, assets completed under the funding and outstanding projects are being transferred to the NTC by local municipalities.

Niagara Transit Commission - Continued

We are NRT – Culture creation has been a significant focus in the first half of 2023. Training consistency amongst sites and staffs, starting our internal Intranet for staff communications, holding employee events, conducting supervisor and manager ride-alongs and staff movement through promotion has been a big part of establishing ‘We are NRT’ on the three assumed sites. More employee engagement and appreciation events are planned for this upcoming fall.

Service & Strategy - Requests for Proposal – The Facilities & Service Network Review Master Plan RFP is open and will be awarded by fall this year. An Expression of Interest pertaining to the delivery of on-demand and specialty services for all of Niagara is to close shortly with results coming as part of a Specialty Services Strategy report to the Commission in September 2023. The Board-requested Branding RFP will be let shortly as well. These key projects are commitments made for 2023 through the GM’s Workplan.

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

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

Department	Adjustment Amount	Adjustment Description
Original Budget Revenue & Expenditures	\$1,275,739	
Community Services	338	To record new funding and related expenditures for the Transitional Care Funding Program for January to March 2023.
Community Services	857	To record one-time funding from the Ministry of Children's, Community and Social Services to support the increase in caseloads due to asylum seekers in Niagara. (COM 27-2023)
Community Services	640	To record new funding and related expenditures for the Transitional Care Funding Program for April to December 2023. Total cumulative funding for this program under \$1M.
Community Services	2,588	To record operating portion of the final funding allocations for the Homeless Prevention Plan funding as per report COM 22-2023 resulting in \$9.6M of additional funding. Of the final funding allocation, \$6.2M will be used for capital related costs and \$3.5M will be for operating, pro-rated April to December is \$2.6M.
Community Services	7,683	To record additional funding from the Ministry of Long-Term Care for the 2023 year (COM 20-2023)
Community Services	9,134	Budget adjustment to record one-time Rapid Housing Initiative (RHI) round 3 funding received from CMHC, to be flowed to Port Cares for an approved new housing development project, per approved PHSSC report COM 1-2023 and executed contribution agreement with Port Cares.
Community Services	12,212	To record additional funding from the Ministry of Education (COM 4-2023)
Community Services	6,154	To record capital portion of the final funding allocation for the Homeless Prevention Plan funding as per report COM 26-2023. These funds will be transferred from the operating budget to capital projects as a capital budget adjustment.
Corporate Services	20,132	To record 2023 Encumbrance Adjustment as detailed in the 2022 Year-End Results and Transfer Report as per CSD 20-2023
Corporate Services	5,810	To record Development Charges related to the 2023 Encumbrance Adjustment as detailed in the 2022 Year-End Results and Transfer Report as per CSD 20-2023
Corporate Services	(291)	To record a correction to the 2023 Encumbrance Adjustment to reduce Development Charges that were incorrectly encumbered.

Operating Budget Amendments & Adjustment Summary - Continued

Department	Adjustment Amount	Adjustment Description
Niagara Regional Police Services	96	To record additional provincial grant funding from the Ministry of the Solicitor General for NRPS for the Close Circuit Television grant (\$28K) and Automated Licence Plate Recognition technology grant (\$73K)
Public Health and Emergency Services	370	To record increased base funding for EMS from the Ministry of Health for April to December 2023.
Total Budget Adjustment	\$65,721	
December 31, 2023 Adjusted Budget	\$1,341,460	

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, 2023 the Region's forecasted consolidated and uncommitted reserve balance was \$202,482 (\$270,815 at December 31, 2022). The ratio of debt to reserves is an important marker of fiscal sustainability. The lower the ratio, the more financial flexibility that is available to respond to new requirements, and the more secure Niagara Region's overall financial position. The Region's debt to reserve ratio stands at 77% (69% at December 31, 2022)

Description	Balances at December 31, 2022	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at June 30, 2023	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Forecasted Year-end Transfers*	Forecasted Balances at December 31, 2023	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2023
Wastewater Capital	\$13,805	\$12,242	\$0	-\$28,467	\$180	-\$2,240	\$18,584	\$0	\$180	\$0	\$16,524	\$0	\$16,524
Water Capital	\$62,239	\$11,596	\$0	-\$55,013	\$724	\$19,546	\$11,974	\$0	\$724	\$0	\$32,244	\$0	\$32,244
Waste Management	\$7,914	\$12,868	\$0	-\$3,371	\$118	\$17,529	\$0	\$0	\$118	\$0	\$17,647	\$0	\$17,647
General Capital Levy	\$21,861	\$33,701	-\$955	-\$44,757	\$0	\$9,850	\$12,655	-\$955	\$0	\$0	\$21,550	-\$150	\$21,400
Infrastructure Deficit	\$327	\$4,053	\$0	-\$2,825	\$0	\$1,555	\$0	\$0	\$0	\$0	\$1,555	\$0	\$1,555
Court Services Facility Renewal	\$3,901	\$100	\$0	\$0	\$0	\$4,001	\$100	\$0	\$0	\$0	\$4,101	\$0	\$4,101
NRH Owned Units	\$9,344	\$1,443	\$0	-\$4,735	\$0	\$6,052	\$1,843	\$0	\$0	\$0	\$7,895	\$0	\$7,895
NRPS Long-Term Accommodation (LTA)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ontario Police Video Training Alliance	\$101	\$0	\$0	\$0	\$0	\$101	\$0	\$0	\$0	\$0	\$101	\$0	\$101
Police Capital Levy	\$419	\$853	\$0	-\$1,716	\$0	-\$444	\$852	\$0	\$0	\$0	\$408	\$0	\$408

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2022	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at June 30, 2023	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Forecasted Year-end Transfers*	Forecasted Balances at December 31, 2023	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2023
Police Vehicle and Equipment Replacement	\$31	\$1,000	\$0	-\$2,000	\$0	-\$969	\$1,000	\$0	\$0	\$0	\$31	\$0	\$31
Transit Capital	\$0	\$1,083	\$0	-\$1,749	\$0	-\$666	\$1,083	\$0	\$0	\$0	\$417	\$0	\$417
Total Capital Reserves	\$119,942	\$78,939	-\$955	-\$144,633	\$1,022	\$54,315	\$48,091	-\$955	\$1,022	\$0	\$102,473	-\$150	\$102,323
Wastewater Stabilization	\$5,717	\$0	-\$158	\$0	\$36	\$5,595	\$0	-\$158	\$36	-\$3,853	\$1,620	\$0	\$1,620
Water Stabilization	\$3,691	\$0	-\$92	\$0	\$38	\$3,637	\$0	-\$92	\$38	-\$126	\$3,457	\$0	\$3,457
Waste Management Stabilization	\$7,280	\$0	-\$1,680	\$0	\$61	\$5,661	\$0	-\$1,680	\$62	\$1,613	\$5,656	\$0	\$5,656
Transit Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$960	\$960	\$0	\$960
Encumbrance	\$21,202	\$0	-\$11,811	\$0	\$0	\$9,391	\$287	-\$9,336	\$0	\$0	\$342	\$0	\$342
Investment Income Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxpayer Relief	\$47,345	\$2,944	-\$19,304	\$0	\$0	\$30,985	\$552	-\$8,175	\$0	-\$736	\$22,626	\$0	\$22,626
Police Contingency	\$954	\$125	\$0	\$0	\$0	\$1,079	\$125	\$0	\$0	\$0	\$1,204	\$0	\$1,204
Police Services Board Contingency	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$242
Total Corporate Stabilization Reserves	\$86,431	\$3,069	-\$33,045	\$0	\$135	\$56,590	\$964	-\$19,441	\$136	-\$2,142	\$36,107	\$0	\$36,107
Ambulance Communication	\$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, 2022	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, 2023	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Forecasted Year-end Transfers*	Forecasted Balances at December 31, 2023	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2023
Circle Route Initiatives	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$1,133
Hospital Contribution	\$10,535	\$1,258	\$0	\$0	\$0	\$11,793	\$958	\$0	\$0	\$0	\$12,751	\$0	\$12,751
Housing Services	\$8,639	\$473	-\$1,088	\$0	\$0	\$8,024	\$473	-\$1,087	\$0	\$0	\$7,410	\$0	\$7,410
Total Specified Contribution Reserves	\$20,307	\$1,731	-\$1,088	\$0	\$0	\$20,950	\$1,431	-\$1,087	\$0	\$0	\$21,294	\$0	\$21,294
Future Benefit Costs	\$24,954	\$0	-\$125	\$0	\$0	\$24,829	\$0	-\$125	\$0	\$0	\$24,704	\$0	\$24,704
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270
Smart Growth	\$225	-\$112	\$0	\$0	\$0	\$113	\$0	-\$112	\$0	\$0	\$1	\$0	\$1
Landfill Liability	\$8,184	\$0	\$0	-\$2,785	\$112	\$5,511	\$0	\$0	\$112	\$0	\$5,623	\$0	\$5,623
Police	\$630	\$0	-\$100	\$0	\$0	\$530	\$0	-\$100	\$0	\$0	\$430	\$0	\$430
Accumulated Sick Leave													
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$3,870	\$100	\$0	\$0	\$0	\$3,970	\$100	\$0	\$0	\$0	\$4,070	\$0	\$4,070
Transit Future Benefit	\$0	\$754	\$0	\$0	\$0	\$754	\$754	\$0	\$0	\$0	\$1,508	\$0	\$1,508
Total Future Liability Reserves	\$44,285	\$742	-\$225	-\$2,785	\$112	\$42,129	\$854	-\$337	\$112	\$0	\$42,758	\$0	\$42,758
Total (Excluding Deferred Revenues)	\$270,965	\$84,481	-\$35,313	-\$147,418	\$1,269	\$173,984	\$51,340	-\$21,820	\$1,270	-\$2,142	\$202,632	-\$150	\$202,482

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2022	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers from Reserves (Bill 23 Impacts - Phase In/Rental Discounts)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at June 30, 2023	Forecast Transfers from Revenues	Forecast Interest	Committed to Capital *	Committed to Operating **	Balance Available at June 30, 2023
Development Charges-General	\$2,304	\$74	\$33	\$18	-\$153	\$0	\$51	\$2,327	\$68	\$58	\$0	\$0	\$2,452
Development Charges-Police Services	\$1,159	\$157	\$144	\$69	\$0	\$0	\$30	\$1,559	\$240	\$33	-\$408	-\$883	\$541
Development Charges-Roads	\$97,345	\$3,460	\$3,879	\$2,032	-\$14	-\$11,722	\$2,150	\$97,131	\$7,987	\$2,409	-\$79,920	\$0	\$27,607
Development Charges-Sewer	\$89,016	\$2,394	\$1,868	\$1,157	-\$779	-\$1,466	\$2,029	\$94,220	\$6,050	\$2,273	-\$46,802	\$0	\$55,741
Development Charges-Water	\$46,608	\$1,488	\$1,029	\$620	\$0	-\$1,445	\$1,063	\$49,363	\$3,254	\$1,190	-\$21,965	\$0	\$31,842
Development Charges-Emergency Medical	\$3,054	\$88	\$85	\$50	\$0	-\$576	\$64	\$2,766	\$215	\$72	-\$1,060	\$0	\$1,993
Development Charges-LT Care	\$6,513	\$523	\$383	\$228	\$0	-\$4,793	\$104	\$2,959	\$1,003	\$116	-\$9,301	\$0	-\$5,222
Development Charges-POA	\$364	\$14	\$0	\$0	\$0	\$0	\$8	\$385	\$0	\$9	\$0	\$0	\$395
Development Charges-Health	\$2,168	\$38	\$0	\$0	\$0	\$0	\$49	\$2,255	\$0	\$55	\$0	\$0	\$2,310

Deferred Revenue Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2022	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers from Reserves (Bill 23 Impacts - Phase In/Rental Discounts)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at June 30, 2023	Forecast Transfers from Revenues	Forecast Interest	Committed to Capital *	Committed to Operating **	Balance Available at June 30, 2023
Development Charges-Social Housing	-\$264	\$226	\$250	\$3,375	\$0	-\$590	\$7	\$3,004	\$0	\$8	-\$3,311	\$0	-\$300
Development Charges-Waste Division	\$5,650	\$131	\$34	\$28	-\$15	-\$42	\$128	\$5,915	\$142	\$144	-\$1,033	\$0	\$5,168
Development Charges-Transit Services	\$0	\$403	\$264	\$119	\$0	-\$1,225	\$6	-\$433	\$409	\$6	-\$7	\$0	-\$24
Development Charges-Public Works (Facilities & Fleet)	\$219	\$51	\$139	\$66	\$0	\$0	\$7	\$482	\$231	\$8	\$0	\$0	\$722
Subtotal Development Charges	\$254,137	\$9,047	\$8,109	\$7,762	-\$961	-\$21,859	\$5,698	\$261,932	\$19,599	\$6,383	-\$163,807	-\$883	\$123,224
Federal Gas Tax	\$46,773	\$0	\$0	\$0	\$0	-\$5,644	\$989	\$42,118	\$14,822	\$1,108	-\$53,168	\$0	\$4,880
Provincial Gas Tax	\$3,780	\$1,842	\$0	\$0	\$0	-\$3,735	\$45	\$1,932	\$0	\$50	\$0	\$0	\$1,982
Subtotal Gas Tax	\$50,553	\$1,842	\$0	\$0	\$0	-\$9,379	\$1,034	\$44,050	\$14,822	\$1,158	-\$53,168	\$0	\$6,862
Total	\$304,691	\$10,889	\$8,109	\$7,762	-\$961	-\$31,238	\$6,732	\$305,983	\$34,421	\$7,541	-\$216,975	-\$883	\$130,087

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. Note that Development Charges - Police Services and Development Charges - Sewer both have committed to development charge debt repayment.

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

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

Grant Category	Actuals		Total	Forecast	Annual Actuals/Forecast	Annual Budget	Annual Variance
	Q1	Q2					
Mandatory Exemptions:							
Bill 23 Phase-In (M)	\$1,236	\$2,848	\$4,084	\$5,000	\$9,084		
Bill 23 Purpose-Built Rental Discounts	\$0	\$303	\$303	\$303	\$607		
Intensification RDC Reductions - (M)	\$1,172	\$635	\$1,807	\$1,807	\$3,614		
Board of Education - (M)	\$0	\$3	\$3	\$0	\$3		
Subtotal - Mandatory Exemptions	\$2,408	\$3,789	\$6,197	\$7,110	\$13,307	\$21,745	\$8,438
Brownfield - (D)	\$464	\$611	\$1,075	\$4,284	\$5,359	\$4,820	-\$539
Smart Growth Niagara - (D)	\$0	\$0	\$0	\$218	\$218	\$301	\$83
Agriculture - (D)	\$1,780	\$421	\$2,202	\$2,202	\$4,404	\$5,000	\$597
Place of Worship - (D)	\$0	\$0	\$0	\$96	\$96	\$96	\$0
Non-Profit Housing (Bill 23) - (M)	\$0	\$0	\$0	\$879	\$879	\$618	-\$261
Afford. Rental Housing - (D)	\$0	\$0	\$0	\$700	\$700	\$700	\$0
Other - (D)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal - Other Economic Incentives	\$4,652	\$4,822	\$9,474	\$15,489	\$24,963	\$33,279	\$8,317

Deferred Revenue Summary (in thousands of dollars) - Continued

Grant Category	Actuals		Total	Forecast	Annual Actuals/Forecast	Annual Budget	Annual Variance
	Q1	Q2					
Non-Profit - (D)	\$0	\$0	\$0	\$50	\$50	\$50	\$0
50% Industrial Expansion - (M)	\$43	\$0	\$43	\$43	\$86		
Industrial and Gateway - (D)	\$75	\$2,904	\$2,979	\$512	\$3,491		
Subtotal - Industrial and Gateway	\$118	\$2,904	\$3,022	\$555	\$3,577	\$1,452	-\$2,125
Total	\$4,771	\$7,725	\$12,496	\$16,094	\$28,590	\$34,781	\$6,191

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

Details for Application Based Regional Development Charge Grants (2023)

2023 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2023
Grants Application Prior to 2022 ^{1,2}				\$38,491	\$4,870	\$0
181 Queen St	May 2, 2018	Residential Subdivision	Thorold	\$27,869	\$1,818	\$1,036
401 Canal Street	Feb 25, 2021	Residential, park, school and open space	Welland	\$11,938	\$6,155	\$39
Total				\$78,299	\$12,842	\$1,075

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

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

Deferred Revenue Summary (in thousands of dollars) - Continued

2023 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2023
Q1-Q2 Applications:					
Total				\$0	\$0

2023 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2023
Applications:					
1540 McCleary Dr	Feb 18, 2023	New manufacturing facility for aluminium and glass products for homes	Thorold	\$75	\$75
40 Benfield Dr	Oct 21, 2022	New manufacturing facility for outdoor cushions and furniture	St. Catharines	\$183	\$183
392 Enterprise Dr	Nov 17, 2022	Food manufacturing facility (vertical farm)	Welland	\$62	\$62
59 Canal Bank St	Apr 26, 2023	New high-pressure die cast production facility for electric vehicle parts	Welland	\$1,627	\$1,627
4669 Fretz Blvd	Oct 5, 2022	Addition to existing industrial building	Lincoln	\$41	\$41
4902 Union Rd	Mar 31, 2023	New manufacturing facility specializing in the production of packing machinery	Lincoln	\$37	\$37
4715 Bartlett Rd	Apr 10, 2023	New industrial facility	Lincoln	\$357	\$357
365 Four Mile Creek Rd	Sep 6, 2022	Food manufacturing facility with cold storage	Niagara-on-the-Lake	\$187	\$187
2080 Niagara Stone Rd	May 1, 2023	New winemaking facility	Niagara-on-the-Lake	\$410	\$410
Total				\$2,979	\$2,979

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	- \$43,844	- \$8,712	- \$52,556	
<u>Additional operating reserve transfers (to)/from reserves:</u>				
2022 Encumbrances	- \$547	\$6,094	\$5,547	2022 CSO Encumbrances
2022 Encumbrances	\$11,709	\$2,876	\$14,585	2022 Encumbrances (CSD 20-2023 - Total \$21,202. Less CSO Encumbrances totaling \$5,547 per 2022 encumbrance report). Certain Encumbrance Transfers for Niagara Transit Commission totalling \$1,070 have been included in the Council Approved Budget, leaving \$14,585 in new transfers
2023 Encumbrances	\$0	- \$286	- \$286	Transfer to reserve - 2022 underspent encumbrances expected to be re-encumbered at the end of 2023 and 2023 commitments expected to be encumbered
Capital Levy	- \$12,867	\$0	- \$12,867	Transfer to reserve of net proceeds from the sale of the materials recycling facility
Capital Levy	\$0	- \$671	- \$671	Transfer back to reserve for unused funds - Niagara Falls and St. Catharines GO Stations not fully operational (in alignment with budget planning By-law)
Capital Levy	\$188	\$200	\$388	Reversal of budgeted transfer of the proceeds from the sale of surplus properties. Properties are now expected to be sold in 2024 and 2025.
Capital Levy	\$0	- \$9,658	- \$9,658	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Levy)
Water Capital	\$0	- \$378	- \$378	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Water)

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
Wastewater Capital	\$0	- \$6,341	- \$6,341	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Wastewater)
Hospital Contribution	\$150	\$450	\$ 600	Reversal of budgeted transfer to reserve in order to be able to fund commitment to Hospice Niagara for 2023
NRH Owned Units	\$0	- \$400	- \$400	Transfer back to reserve due to receipt of one-time funding from Canada Mortgage and Housing Corporation to pay for Building Condition Assessments
Tax Payer Relief	- \$2,282	- \$5,602	- \$7,884	Transfer back to reserve for unused funds, COVID-19 external funding received to fund 2023 budgeted COVID-related expenditures
Tax Payer Relief	- \$2,944	\$0	- \$2,944	Transfer to reserve of one-time funding received in 2023 to reimburse incremental COVID-19 costs incurred in 2022 for Senior's Services
Tax Payer Relief	\$0	- \$7,810	- \$7,810	Transfer of unspent funds associated with Bill 23 impacts due to lower than expected payouts of phase-in and rental grants
Tax Payer Relief	\$0	- \$552	- \$552	Transfer of anticipated consulting project surplus to reserve as a result of indentifying Development Charge funding in place of reserve funding
Net operating transfers to reserves	- \$50,437	- \$30,790	- \$81,227	

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.

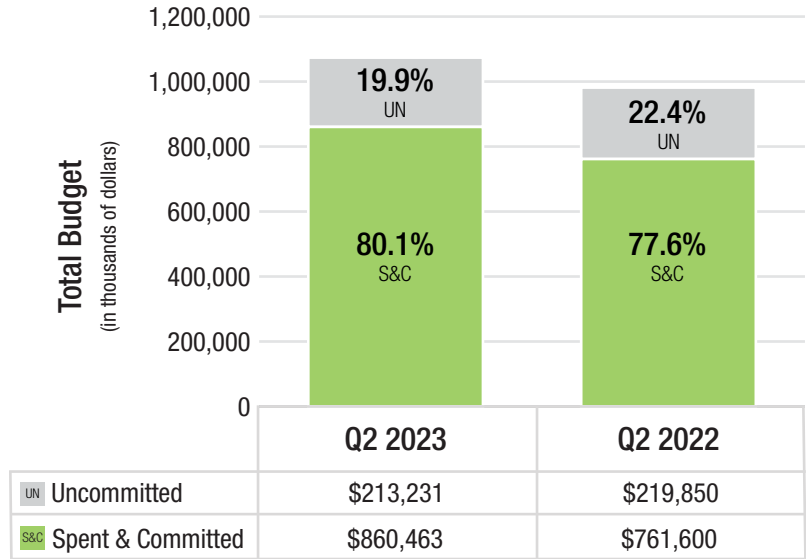
Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Council approved net capital transfers per 2023 Budget	\$147,934	\$0	\$147,934	Reserve Transfers to capital projects
Capital reserve transfer commitments from 2022 or prior Budget		\$150	\$150	2022 or prior uninitiated capital projects
<u>Q1 and Q2 additional capital reserve transfers:</u>				
Transit Capital	\$771	\$0	\$771	Transfer from reserve to fund capital project for Transit Stop Shelters
Transit Capital	-\$1,616	\$0	-\$1,616	Project closeouts, funds returned to reserve for in-flight capital projects to be completed by the Niagara Transit Commission
Transit Capital	\$1,647	\$0	\$1,647	Transfer from Reserve to initiate capital projects to be completed by Niagara Transit Commission
Transit Capital	\$948	\$0	\$948	Transfer from reserve to fund the purchase of replacement buses
NRH Owned Units	-\$2,265	\$0	-\$2,265	Net transfer back to reserve funds no longer required for capital projects due to one-time funding from Canada Mortgage and Housing Corporation
Net capital transfers	\$147,418	\$150	\$147,568	

Capital Highlights

Levy

Project Budgets Spent and/or Committed at Quarter End

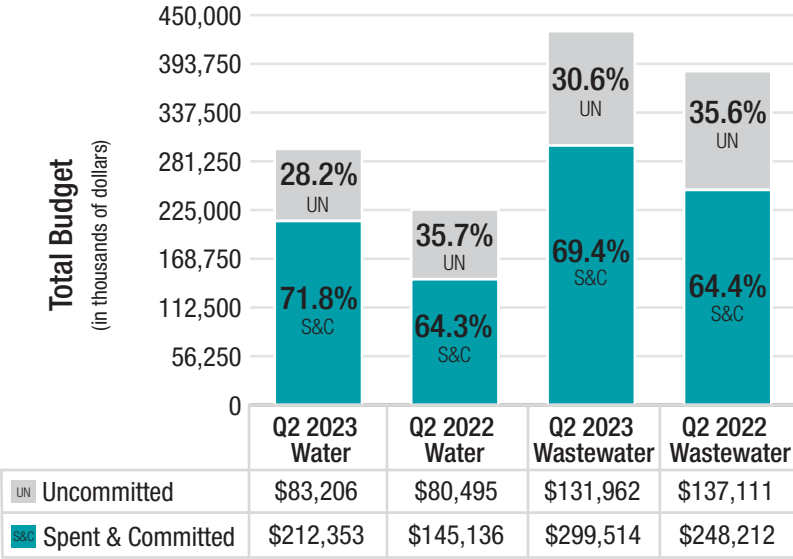
Active projects with budgets greater than \$1 million.



Water & Wastewater

Project Budgets Spent and/or Committed at Quarter End

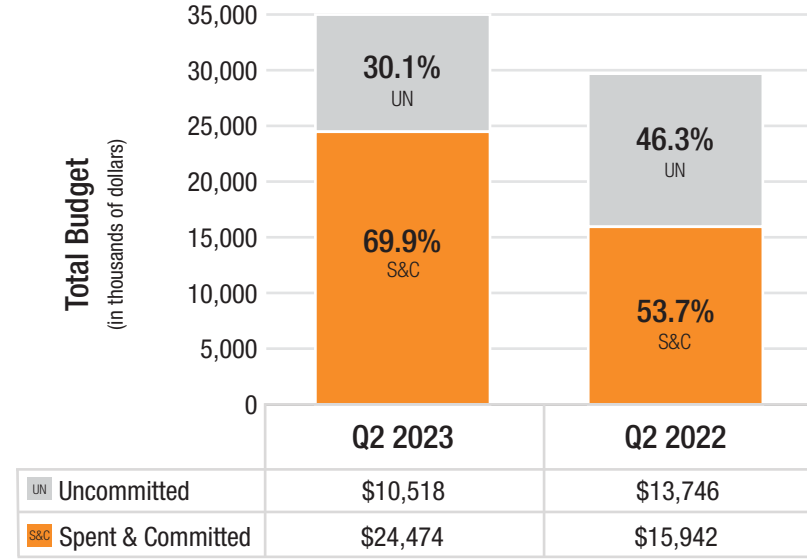
Active projects with budgets greater than \$1 million.



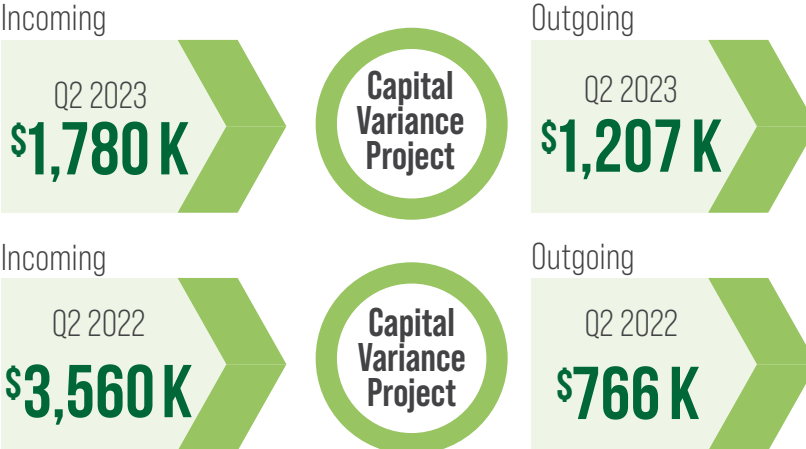
Waste Management

Project Budgets Spent and/or Committed at Quarter End

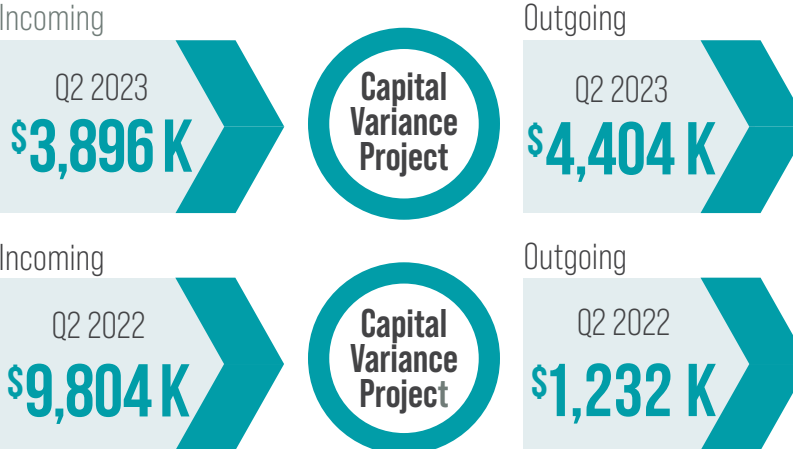
Active projects with budgets greater than \$1 million.



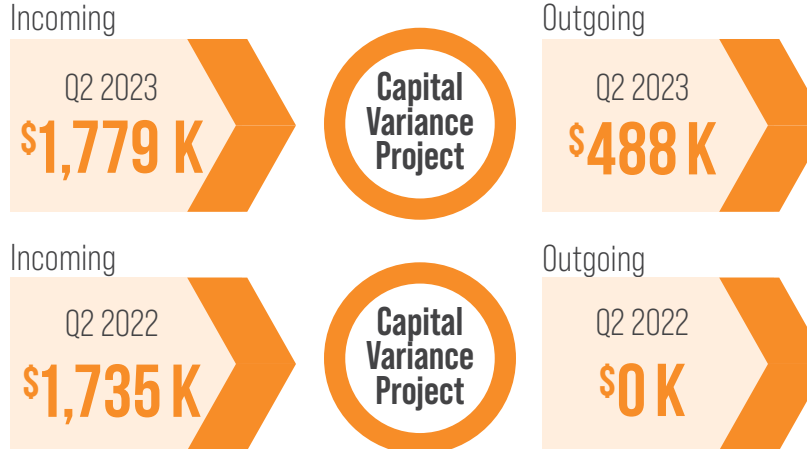
Year-to-Date Capital Variance Project Transfers



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 \$252,240 since Q4 2022. This increase is primarily caused by the capital budget approval (\$236,959) transit amalgamation (\$25,675) gross budget adjustments (\$15,839) and transfers from capital variance projects (\$6,098). The increase is offset by projects closed (\$27,476) and budget reductions (\$4,857).

14 capital projects of the 711 capital sub-projects, with budgets totalling approximately \$375,478 (levy \$14,547 / rate \$360,931) remain uninitiated at June 30, 2023. A summary of the levy and rate impact of Niagara Regions total capital program during the year is presented below:

Capital Program Reconciliation	Levy Programs	Special Levy Programs	Rate Programs	Adjusted Program
2022 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2022*	\$1,077,943	\$35,651	\$1,018,332	\$2,131,926
Council Approved 2023 Budget	\$110,328	\$6,598	\$120,034	\$236,959
Gross Budget Adjustment (including transfers from operating)	\$9,410	\$613	\$5,817	\$15,839
Gross Budget Adjustment - Transit Amalgamation	\$0	\$25,675	\$0	\$25,675
Transfer from Capital Variance Project	\$1,207	\$488	\$4,404	\$6,098
Budget Reductions on Active Capital Projects **	-\$957	-\$500	-\$3,400	-\$4,857
Projects Closed	-\$12,138	-\$2,600	-\$12,738	-\$27,476
2023 Total Adjusted Program (excluding Capital Variance Projects) at July 27, 2023	\$1,185,793	\$65,925	\$1,132,448	\$2,384,166

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

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

Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments, transfers from the capital variance project, budget reductions and transfer to operations during Q1 and Q2 of 2023 per the budget control policy 2017-63.

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Corporate Services	PWSC Vehicle Repair Garage	\$80		\$50			\$130
Corporate Services	Niagara Falls WEGO Storm Sewer Pump Up	\$0	\$156				\$156
Corporate Services	OCR Software Implementation	\$140		\$27			\$167
Corporate Services	Gun Range Ceiling	\$0	\$70	\$38			\$108
Corporate Services	GO Station Renos	\$0	\$660				\$660
Niagara Regional Housing	Property Acquisition - Fort Erie	\$6,466	\$1,200	\$741			\$8,407
Niagara Regional Police Services	Automated Licence Plate Reader	\$0	\$1,332				\$1,332
Niagara Regional Police Services	CCTV Cameras	\$200	\$100				\$300
Public Works - Levy	Capacity Improvement - RR98 Montrose Rd	\$36,040	\$3,375		-\$957	CV - Levy	\$38,458
Public Works - Levy	Structural Rehab - RR81 Rtn Wall 20	\$1,350	\$100	\$100			\$1,550
Public Works - Levy	Intersection Improvement -RR19 Gilmore at Petit	\$0	\$500				\$500
Public Works - Levy	RR 46 (Geneva St) @ RR 91	\$266		\$44			\$310
Public Works - Levy	63-Wellandport/Com Centre	\$500	\$38	\$113			\$650
Public Works - Levy	Annual Roads Resurfacing	\$4,200	\$350				\$4,550
Public Works - Levy	Annual Fleet & Vehicle Replacement	\$2,330	\$37				\$2,367
Public Works - Levy	Roads Rehab - RR42 Ontario St	\$21,469	\$1,252				\$22,721
Public Works - Levy	Annual -Fleet & Vehicle Replacement	\$1,673	\$240				\$1,913
Public Works - Levy	Roads Rehab - RR42 Carlton QE	\$500		\$95			\$595
All Levy Departments		\$75,215	\$9,410	\$1,207	-\$957		\$84,875
Niagara Transit Commission	Niagara Falls 3 Growth Buses	\$0	\$2,029				\$2,029
Niagara Transit Commission	St. Catharines Convent Diesel Buses	\$0	\$6,662				\$6,662
Niagara Transit Commission	Niagara Falls Radio/VOIP Update	\$0	\$880				\$880
Niagara Transit Commission	Niagara Falls Bus Video Camera	\$0	\$990				\$990

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 Transit Commission	St. Catharines Fare Payment Technology	\$0	\$263				\$263
Niagara Transit Commission	Niagara Falls Driver Protection System	\$0	\$493				\$493
Niagara Transit Commission	St. Catharines Tech Upgrades Cameras	\$0	\$2,127				\$2,127
Niagara Transit Commission	Niagara Falls Fuel System Upgrade	\$0	\$220				\$220
Niagara Transit Commission	Niagara Falls Square Display Screens	\$0	\$50				\$50
Niagara Transit Commission	Niagara Falls Automotive Lift	\$0	\$44				\$44
Niagara Transit Commission	Niagara Falls In-Ground 3 Post Hoist	\$0	\$495				\$495
Niagara Transit Commission	Niagara Falls Chair-a-van Transit Bus	\$0	\$143				\$143
Niagara Transit Commission	Niagara Falls Refurbishment of 2 40 ft Buses	\$0	\$679				\$679
Niagara Transit Commission	Fare Payment Tech	\$0	\$3,008				\$3,008
Niagara Transit Commission	3 40 ft Bus Replacements	\$0	\$2,753				\$2,753
Niagara Transit Commission	Tech Cameras/Radio	\$0	\$784				\$784
Niagara Transit Commission	Bus Stops and Shelters	\$0	\$2,100				\$2,100
Niagara Transit Commission	St. Catharines Vehicule Hoist Replacement	\$0	\$1,956				\$1,956
Waste Management	Humberstone Drop-Off Depot	\$385	\$158	\$68			\$610
Waste Management	Bridge Drop-Off Depot	\$2,497	\$420	\$180			\$3,097
Waste Management	NR12-Drop-Off Depot	\$412	\$35	\$15			\$462
Waste Management	Humberstone-LGCCS Phase 3	\$4,892			-\$500	CV - Waste Management	\$4,392
Waste Management	NR12 Cell 4 & MH Rehab	\$3,605		\$225			\$3,830
All Special Levy Departments*		\$11,791	\$26,288	\$488	-\$500		\$38,066
Wastewater	Wastewater Treatment Plant Seaway Capacity Phase 2	\$500		\$50			\$550
Wastewater	Dain City Force Main Replacement	\$11,525	\$1,127				\$12,652
Wastewater	West Main St. Improvement - Phase 2	\$0		\$100			\$100
Wastewater	Ontario St Pumping Station Upgrades	\$850	\$1,000	\$250			\$2,100
Wastewater	Nigh Rd Pumping Station Upgrades	\$300	\$112	\$48			\$460

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	SPS Replacement Bridgeport	\$3,475	\$136	\$34			\$3,645
Wastewater	Union Pumping Station Upgrades	\$300		\$30			\$330
Wastewater	Fares St Pumping Station Upgrades	\$300		\$30			\$330
Wastewater	Erie Rd Pumping Station Upgrade	\$300		\$50			\$350
Wastewater	Lakewood Garden SPS Upgrade	\$200		\$100			\$300
Wastewater	Quaker Rd Trunk Sewer	\$8,471	\$3,442	\$286			\$12,198
Wastewater	Peel St SPS Property Purchase	\$42		\$14			\$56
Wastewater	Cole Farm SPS Upgrade	\$5,362		\$88			\$5,450
Water	Reservoir & Storage Program	\$500		\$2,500			\$3,000
Water	Grimsby System	\$22,914			-\$1,000	CV - Water	\$21,914
Water	CNR Transmission Main	\$26,825			-\$1,000	CV - Water	\$25,825
Water	DeCew Plant 1 Mixing System	\$1,600		\$250			\$1,850
Water	Watermain Program-Welland WTP	\$6,200			-\$1,400	CV - Water	\$4,800
Water	DeCew UV Upgrade	\$600		\$250			\$850
Water	Reservoir & Storage Program	\$2,200		\$250			\$2,450
Water	Security Improvement Program	\$150		\$74			\$224
All Rate Departments		\$92,614	\$5,817	\$4,404	-\$3,400		\$99,434
Corporate Services	Gun Range Ceiling	\$108	\$55				\$163
Corporate Services	Annual Code & Compliance	\$55	-\$55				\$0
Corporate Services	GO Station Renos	\$660	\$2,206				\$2,866
Corporate Services	Go Transit	\$40,000	-\$2,206				\$37,794
Corporate Services	PW Pelham Exterior	\$55	\$120				\$175
Corporate Services	Pelham Yard Structural & Paving	\$120	-\$120				\$0
Niagara Regional Housing	Annual Unit Capital	\$200	\$4,500				\$4,700
Niagara Regional Housing	Annual Mech-Electrical	\$441	\$1,159				\$1,600
Niagara Regional Housing	Annual Building Capital	\$988	\$3,712				\$4,700
Niagara Regional Housing	Annual Grounds Capital	\$1,504	\$1,296				\$2,800
Niagara Regional Housing	Annual Playground Equip	\$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 Housing	Annual Structure & Foundation	\$1,717	- \$1,717				\$0
Niagara Regional Housing	CMHC Capital Repairs	\$8,800	- \$8,800				\$0
Public Works - Levy	Annual Traffic Signal Program	\$2,478	- \$2,478				\$0
Public Works - Levy	Traffic Signal Advance Design	\$0	\$50				\$50
Public Works - Levy	PXO RR83 Carlton @ Oblate	\$0	\$80				\$80
Public Works - Levy	Traffic Signal RR81 Queenston @ Hartzel	\$0	\$420				\$420
Public Works - Levy	Traffic Signal RR124 Central @ Bertie	\$0	\$420				\$420
Public Works - Levy	Traffic Signal RR18 Ontario@ RR81 King	\$0	\$420				\$420
Public Works - Levy	Traffic Signal RR54 PCD @ RR29 Lincoln	\$0	\$433				\$433
Public Works - Levy	Traffic Signal Upgrades	\$0	\$100				\$100
Public Works - Levy	Traffic Signal Minor RBD	\$0	\$555				\$555
Public Works - Levy	Annual Development Projects	\$415	- \$16				\$399
Public Works - Levy	South Ridge Development Prj	\$0	\$16				\$16
Wastewater	Mill St Area Sanitary	\$825	\$825				\$1,650
Wastewater	Phase 2 Mill St Sanitary Improvements	\$825	- \$825				\$0
Water	New Transm Main in Smithville	\$900	\$6,563				\$7,463
Water	New Smithville Trunk Main	\$6,563	- \$6,563				\$0
Water	DeCew UV Upgrade	\$850	\$200				\$1,050
Water	Decew Water Treatment Plant	\$200	- \$200				\$0
All inter-project		\$67,854	\$0	\$0	\$0		\$67,854
All Departments	Total	\$247,473	\$41,515	\$6,098	- \$4,857		\$290,230

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 22 projects were closed between January 1 to July 27, 2023. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Corporate Services	18-Cheque Env Stuffer	\$25	\$22	\$3	\$3	CVP Levy	5
Public Works - Levy	Capacity Improvements - Charnwood/McLeod	\$6,810	\$6,692	\$118	\$91	CVP Levy	5
Public Works - Levy	2017 Intelligent Transport Sys	\$355	\$350	\$5	\$5	CVP Levy	6
Public Works - Levy	18 Ann-Energy Conservation	\$885	\$885	\$0	\$0	CVP Levy	5
Public Works - Levy	RR50 GlenRdge @ RR91 WestCh	\$300	\$179	\$121	\$109	CVP Levy	5
Public Works - Levy	20-Rds Rehab - RR40 South Serv	\$350	\$260	\$90	\$90	CVP Levy	3
Public Works - Levy	20-Int Imprv-RR67 Bvrdam@Decew	\$250	\$79	\$171	\$171	CVP Levy	3
Public Works - Levy	21-NOTL EMS-Utilities Separate	\$15	\$13	\$2	\$2	CVP Levy	2
Public Works - Levy	21-RR55 Culvert Emerg Rpr-NOTL	\$250	\$211	\$39	\$39	CVP Levy	2
Public Works - Levy	Intersection - RR20 Industrial Park/South Grimsby Road 6	\$2,898	\$2,846	\$51	\$51	CVP Levy	10
Total Levy Reporting Projects Closed and Removed from Project Listing		\$12,138	\$11,537	\$601	\$563		
Waste Management	17-Recycle-GW Remed	\$250	\$0	\$250	\$250	CVP WMT	7
Waste Management	18-Ann-Misc Enhance/Replace	\$275	\$272	\$3	\$3	CVP WMT	6
Waste Management	22-Recycling Facility Improve	\$307	\$2	\$305	\$305	CVP WMT	2
Waste Management	22-Recycling Building & Equip	\$110	\$0	\$110	\$110	CVP WMT	1
Waste Management	23-NR-12-Transfer Structr/Bldg	\$150	\$0	\$150	\$75	CVP WMT	1
Waste Management	23-Ann-Recycle-Build & Equip	\$165	\$8	\$157	\$157	CVP WMT	1
Waste Management	Recycling Centre - Facility Improvements Groundwater	\$1,123	\$1,115	\$8	\$8	CVP WMT	11
Waste Management	15-Humber-Site Improv	\$220	\$207	\$13	\$13	CVP WMT	7
Total Waste Management Projects Closed and Removed from Project Listing		\$2,600	\$1,604	\$996	\$921		
Wastewater	Extraneous Flow & Collection	\$500	\$500	\$0	\$0	CVP SEW	5

Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Wastewater	Wastewater Treatment Plant Upgrade - Garner Road	\$6,940	\$6,821	\$119	\$119	CVP SEW	9
Wastewater	Pump Station Improvement Program - Wellandvale	\$2,446	\$2,391	\$55	\$55	CVP SEW	11
Total Wastewater Projects Closed and Removed from Project Listing		\$9,886	\$9,711	\$174	\$174		
Water Works	Elevated Tank Rehabilitation - Thorold South	\$2,852	\$2,833	\$19	\$19	CVP WAT	4
Total Wastewater Projects Closed and Removed from Project Listing		\$2,852	\$2,833	\$19	\$19		
Total Rate Projects Closed and Removed from Project Listing		\$15,338	\$14,149	\$1,189	\$1,114		
Total Projects Closed		\$27,476	\$25,685	\$1,790	\$1,677		

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 \$2,384,166 capital budget managed by Niagara Region, representing 711 sub-projects, total capital spending including commitments to date of \$1,488,933 and budget remaining of \$895,234 after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 269 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	\$418,447	\$396,211	\$22,235	94.7%
Niagara Regional Housing	\$103,758	\$88,120	\$15,638	84.9%
Niagara Regional Police Services Board	\$43,480	\$35,127	\$8,353	80.8%
Niagara Transit Commission	\$22,964	\$16,954	\$6,010	73.8%
Planning	\$3,294	\$3,256	\$38	98.8%
Public Health	\$18,564	\$16,967	\$1,597	91.4%
Public Works - Levy	\$486,152	\$322,035	\$164,117	66.2%
Waste Management	\$34,991	\$24,474	\$10,518	69.9%
Wastewater	\$431,477	\$299,514	\$131,962	69.4%
Water Works	\$295,558	\$212,353	\$83,206	71.8%
Active projects with budgets greater than \$1 million	\$1,858,685	\$1,415,011	\$443,674	76.1%
Uninitiated projects with budgets greater than \$1 million	\$374,845	\$0	\$374,845	0.0%
Total projects with budgets greater than \$1 million	\$2,233,530	\$1,415,011	\$818,519	63.4%
Active projects with budgets less than \$1 million	\$150,005	\$73,922	\$76,083	49.3%
Uninitiated projects with budgets less than \$1 million	\$632	\$0	\$632	0.0%
Total Capital Projects	\$2,384,166	\$1,488,933	\$895,234	62.5%

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 269 projects totaling \$2,233,530 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$1,415,011 representing 63.4 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 After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
2021 Canada Summer Games (Note 5)		\$102,711	\$102,694	\$17	100.0%	\$240	\$111	\$261	\$0	2025
911 Backup Rationalization - 2020		\$8,760	\$2,111	\$6,649	24.1%	\$1,192	\$6,265	\$0	\$0	2025
Asset Replacement - 2018		\$2,947	\$2,953	-\$6	100.2%	\$8	\$0	\$0	\$0	2023
Asset Replacement - 2019		\$2,288	\$2,288	\$0	100.0%	\$1	\$0	\$0	\$0	2023
Asset Replacement - 2020		\$1,894	\$1,853	\$41	97.8%	\$50	\$42	\$0	\$0	2023
Customer Service Strategic Priority		\$1,685	\$1,456	\$229	86.4%	\$888	\$0	\$0	\$0	2026
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	0.0%	\$0	\$3,895	\$0	\$0	2024
Emergency Medical Services Facility Welland		\$1,100	\$627	\$473	57.0%	\$624	\$0	\$0	\$0	2025
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$0	\$1,750	0.0%	\$350	\$1,225	\$175	\$0	2025
HVAC Replacements		\$1,391	\$1,368	\$23	98.4%	\$84	\$0	\$0	\$0	2023
Lighting Retrofit at Meadows of Dorchester		\$1,000	\$931	\$69	93.1%	\$952	\$0	\$0	\$0	2024
Long-term Accommodations - NRPS D1		\$69,119	\$67,758	\$1,361	98.0%	\$1,361	\$0	\$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 After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Long-term Care Home Redevelopment - 2015		\$85,917	\$83,173	\$2,744	96.8%	\$22,866	\$4,106	\$0	\$0	2028
Niagara Regional Police Emergency Services Roof Replacement		\$1,033	\$906	\$126	87.8%	\$126	\$0	\$0	\$0	2023
Online Planning Portal		\$1,250	\$908	\$342	72.6%	\$220	\$539	\$0	\$0	2024
Redevelopment of Linhaven Long Term Care Home - 2020		\$105,652	\$101,929	\$3,723	96.5%	\$32,238	\$10,935	\$0	\$0	2024
Long-term Accommodations - NRPS D1		\$19,295	\$19,277	\$17	99.9%	\$18	\$0	\$0	\$0	2023
23-IT-XDR_MDR_Threat Tool		\$1,100	\$1,016	\$84	92.4%	\$84	\$0	\$0	\$0	2026
23-IT-Desktop+Laptop Replace		\$2,750	\$325	\$2,425	11.8%	\$2,654	\$0	\$0	\$0	2026
23 LTC - Machinery and Equip		\$1,743	\$98	\$1,645	5.6%	\$300	\$851	\$565	\$0	2026
23-NF GO Station Renos		\$2,866	\$2,385	\$481	83.2%	\$800	\$2,058	\$0	\$0	2025
Regional Headquarters Generator Replacement		\$2,197	\$2,156	\$41	98.1%	\$112	\$0	\$0	\$0	2023
Total Corporate Services		\$422,342	\$396,211	\$26,131	93.8%	\$65,168	\$30,027	\$1,001	\$0	
Annual - Asphalt, Paving and Concrete Replacement Program - 2022		\$1,600	\$1,531	\$69	95.7%	\$1,033	\$0	\$0	\$0	2025
Annual - Structural and Foundation Wall Repairs - 2022		\$1,240	\$1,234	\$6	99.5%	\$680	\$0	\$0	\$0	2025
Building Capital - 2018		\$4,654	\$4,640	\$14	99.7%	\$181	\$0	\$0	\$0	2023
Building Capital - 2019		\$5,454	\$5,446	\$8	99.9%	\$96	\$0	\$0	\$0	2023
Building Capital - 2020		\$3,974	\$3,823	\$152	96.2%	\$983	\$0	\$0	\$0	2023
Building Capital - 2021		\$4,790	\$4,831	-\$41	100.8%	\$683	\$0	\$0	\$0	2024
Grounds Capital - 2020		\$1,010	\$1,007	\$3	99.7%	\$12	\$0	\$0	\$0	2023
Grounds Capital - 2021		\$2,290	\$2,252	\$38	98.3%	\$164	\$0	\$0	\$0	2024

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Muli-Residential Intensification - Niagara Falls - 2018 (Note 2)		\$20,915	\$19,505	\$1,410	93.3%	\$50	\$0	\$0	\$1,532	2023
Social Housing Assistance Improvement Program - 2018 (Note 1)		\$2,683	\$2,614	\$69	97.4%	\$6	\$0	\$0	\$69	2023
Social Services Relief Fund Phase 2 Permanent Supportive Housing		\$4,418	\$4,410	\$8	99.8%	\$14	\$0	\$0	\$0	2025
Unit Capital - 2019		\$5,355	\$5,338	\$18	99.7%	\$351	\$0	\$0	\$0	2023
Unit Capital - 2020		\$3,471	\$2,650	\$821	76.4%	\$1,387	\$0	\$0	\$0	2023
Muli-Residential Intensification - Welland - 2020 (Note 2)		\$13,746	\$12,621	\$1,125	91.8%	\$611	\$0	\$0	\$1,267	2024
Niagara Falls Supportive Housing Renovation		\$4,550	\$4,504	\$46	99.0%	\$48	\$0	\$0	\$0	2024
Property Acquisition - Fort Erie		\$8,407	\$8,078	\$329	96.1%	\$4,127	\$2,695	\$0	\$0	2025
23-NRH Annual Unit Capital		\$4,700	\$1,466	\$3,234	31.2%	\$2,676	\$1,175	\$0	\$0	2026
23-NRH Annual Mech-Electrical		\$1,600	\$445	\$1,155	27.8%	\$1,040	\$400	\$0	\$0	2026
23-NRH Annual Building Capital		\$4,700	\$1,600	\$3,100	34.0%	\$3,426	\$1,175	\$0	\$0	2026
23-NRH Annual Grounds Capital		\$2,800	\$103	\$2,697	3.7%	\$2,080	\$700	\$0	\$0	2026
Property Acquisition - Summner Street		\$1,400	\$21	\$1,379	1.5%	\$1,375	\$0	\$0	\$0	2024
Total Niagara Regional Housing		\$103,758	\$88,120	\$15,638	84.9%	\$21,022	\$6,145	\$0	\$2,869	
Communications Back-up		\$4,600	\$0	\$4,600	0.0%	\$2,000	\$2,600	\$0	\$0	2024
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2024
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$0	\$1,250	\$0	\$0	2024
Information Technology & Equipment Replacement		\$1,090	\$1,090	\$0	100.0%	\$0	\$0	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Information Technology Continuity Plan		\$1,500	\$1,003	\$497	66.9%	\$0	\$497	\$0	\$0	2024
P25 Radio System Expansion		\$2,403	\$2,403	\$0	100.0%	\$0	\$0	\$0	\$0	2025
S.P.I.R.I.T. (Supporting Police in Records Information Technology) (Note 8)		\$8,590	\$8,590	\$0	100.0%	\$0	\$0	\$0	\$0	2022
Vehicles - 2018		\$1,386	\$1,386	\$0	100.0%	\$0	\$0	\$0	\$0	2023
Vehicles - 2019		\$1,430	\$1,430	\$0	100.0%	\$0	\$0	\$0	\$0	2023
Vehicles - 2020		\$1,503	\$1,503	\$0	100.0%	\$0	\$0	\$0	\$0	2023
Vehicles - 2021		\$1,400	\$1,206	\$194	86.1%	\$223	\$0	\$0	\$0	2024
Vehicles - 2022		\$1,948	\$1,654	\$294	84.9%	\$563	\$0	\$0	\$0	2025
23-NRPS-Vehicles(Patrol)		\$2,000	\$361	\$1,639	18.0%	\$500	\$1,316	\$0	\$0	2026
Automated Licence Plate Reader (Note 2)		\$1,332	\$1,226	\$106	92.0%	\$50	\$0	\$0	\$56	2024
Voice Radio System		\$13,296	\$13,273	\$22	99.8%	\$35	\$0	\$0	\$0	2023
Total Niagara Regional Police Services Board		\$44,730	\$35,127	\$9,603	78.5%	\$3,371	\$6,663	\$0	\$56	
Regional Headquarters Landscape Master Plan (Note 2)		\$3,294	\$3,256	\$38	98.8%	\$12	\$0	\$0	\$14	2023
Total Planning		\$3,294	\$3,256	\$38	98.8%	\$12	\$0	\$0	\$14	
Ambulance & Equipment - 2019		\$2,301	\$2,137	\$164	92.9%	\$0	\$164	\$0	\$0	2024
Ambulance & Equipment - 2020		\$3,302	\$2,812	\$490	85.2%	\$0	\$861	\$0	\$0	2024
Ambulance & Equipment - 2021		\$2,029	\$1,965	\$64	96.8%	\$80	\$0	\$0	\$0	2024
Ambulance & Equipment - 2022		\$1,452	\$1,219	\$232	84.0%	\$1,087	\$0	\$0	\$0	2025
Defibrillator Replacement		\$2,307	\$2,577	-\$271	111.7%	\$182	\$0	\$0	\$0	2024
Emergency Medical Services Stretcher and Loader		\$2,818	\$2,345	\$472	83.2%	\$0	\$481	\$0	\$0	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
23-Ambulance&Eqp Rep(PY Def.)		\$3,262	\$2,872	\$390	88.0%	\$0	\$2,401	\$0	\$0	2026
23-New Ambulances		\$1,093	\$1,039	\$54	95.0%	\$567	\$0	\$0	\$0	2026
Total Public Health		\$18,564	\$16,967	\$1,597	91.4%	\$1,916	\$3,907	\$0	\$0	
Annual - Storm Sewer & Culvert Program - 2019		\$1,000	\$995	\$5	99.5%	\$5	\$0	\$0	\$0	2023
Annual - Storm Sewer & Culvert Program - 2020		\$1,154	\$1,144	\$10	99.1%	\$171	\$0	\$0	\$0	2024
Capacity Improvements - Charnwood/McLeod		\$1,750	\$873	\$877	49.9%	\$1,742	\$0	\$0	\$0	2023
Capacity Improvements - New Escarpment Crossing		\$3,700	\$1,253	\$2,447	33.9%	\$342	\$500	\$2,159	\$0	2025
Capacity Improvements - New Escarpment Crossing	Uninitiated	\$1,000	\$0	\$1,000	0.0%	\$0	\$0	\$1,000	\$0	2025
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		\$1,460	\$727	\$733	49.8%	\$0	\$0	\$733	\$0	2025
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$15,096	\$14,413	\$683	95.5%	\$2,134	\$183	\$0	\$0	2024
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$13,886	\$13,185	\$702	94.9%	\$6,600	\$63	\$0	\$0	2023
Capacity Improvements - RR10 Livingston/QEW-GR		\$35,830	\$3,419	\$32,411	9.5%	\$3,000	\$17,000	\$13,542	\$0	2025
Capacity Improvements - RR98 Montrose Road		\$38,458	\$36,710	\$1,748	95.5%	\$15,800	\$10,000	\$1,463	\$0	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Environmental Assessment - RR 42 Ontario Street		\$22,721	\$16,827	\$5,894	74.1%	\$6,000	\$6,000	\$9,361	\$0	2026
Fleet & Vehicle Replacement Program - 2020 (Note 7)		\$2,367	\$1,488	\$879	62.9%	\$450	\$813	\$0	-\$250	2023
Fleet & Vehicle Replacement Program - 2022 (Note 7)		\$1,913	\$543	\$1,370	28.4%	\$300	\$1,324	\$0	-\$150	2024
Fleet Snowplow Replacement Program - 2022		\$2,354	\$0	\$2,354	0.0%	\$0	\$0	\$2,354	\$0	2025
Illumination Program - 2020		\$1,000	\$318	\$682	31.8%	\$200	\$310	\$0	\$0	2024
81-Vinhaven/23rd-LN		\$2,420	\$612	\$1,808	25.3%	\$900	\$984	\$0	\$0	2023
Intersection - RR20 Roundabout at S Grimsby Rd		\$5,262	\$4,978	\$284	94.6%	\$313	\$0	\$0	\$0	2024
Intersection - RR20 Industrial Park toTownline Phase 2		\$3,681	\$3,506	\$175	95.2%	\$175	\$0	\$0	\$0	2024
Intersection Improvement - RR24 Victoria Ave		\$3,700	\$1,716	\$1,984	46.4%	\$526	\$1,750	\$100	\$0	2025
Intersection Improvement - RR46 Geneva Street		\$1,000	\$977	\$23	97.7%	\$33	\$0	\$0	\$0	2023
Intersection Improvement -RR81 King St at Main & Nineteenth		\$1,400	\$3	\$1,397	0.2%	\$0	\$500	\$897	\$0	2025
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$703	\$297	70.3%	\$200	\$451	\$0	\$0	2023
Roads Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$736	\$264	73.6%	\$150	\$304	\$0	\$0	2024
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,478	\$315	91.7%	\$0	\$0	\$315	\$0	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Reconstruction - RR38 QEW/Fourth		\$21,192	\$20,610	\$582	97.3%	\$750	\$339	\$0	\$0	2024
Roads Reconstruction - St Davids Road East (Note 2)		\$8,624	\$8,532	\$93	98.9%	\$0	\$0	\$0	\$244	2023
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$5,050	\$4,706	\$344	93.2%	\$459	\$0	\$0	\$0	2023
Roads Rehabilitation - RR63 Baldwin/Coffee Bridge (Note 2)		\$3,035	\$3,025	\$10	99.7%	\$0	\$0	\$0	\$34	2023
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$8,000	\$5,364	\$2,636	67.1%	\$4,500	\$1,559	\$0	\$0	2024
Roads Rehabilitation - RR1 Albert/Lakeshore (Note 3)		\$8,798	\$7,498	\$1,300	85.2%	\$0	\$0	\$0	\$1,735	2023
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$584	\$1,191	32.9%	\$1,306	\$0	\$0	\$0	2023
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$17,234	\$8,066	68.1%	\$1,302	\$500	\$6,264	\$0	2025
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2		\$7,622	\$7,122	\$500	93.4%	\$840	\$500	\$0	\$0	2024
Roads Rehabilitation - RR87 Townline/Four Mile Creek (Note 2)		\$10,500	\$10,127	\$373	96.4%	\$80	\$0	\$0	\$791	2023
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,654	\$146	94.8%	\$709	\$0	\$0	\$0	2024
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$6,600	\$636	\$5,964	9.6%	\$277	\$2,000	\$3,888	\$0	2025
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$3,375	\$2,502	\$873	74.1%	\$2,909	\$0	\$0	\$0	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Rehabilitation - RR81 Durham to Lincoln		\$7,745	\$1,373	\$6,372	17.7%	\$7,000	\$335	\$0	\$0	2025
Roads Rehabilitation - RR529 Webber to River (Note 2)		\$3,650	\$2,428	\$1,222	66.5%	\$750	\$0	\$0	\$744	2023
Roads Rehabilitation - RR20 Lundy's Lane		\$1,200	\$388	\$812	32.3%	\$409	\$464	\$0	\$0	2026
Roads Rehabilitation - RR 27 Main St West from Prince Charles Dr to Niagara St		\$3,800	\$4	\$3,796	0.1%	\$3,400	\$396	\$0	\$0	2025
Roads Rehabilitation Miscellaneous Construction Program		\$1,000	\$290	\$710	29.0%	\$247	\$600	\$0	\$0	2025
Roads Resurfacing - 2019		\$8,939	\$8,935	\$5	99.9%	\$48	\$0	\$0	\$0	2023
Roads Resurfacing - 2020		\$8,417	\$8,372	\$45	99.5%	\$451	\$0	\$0	\$0	2023
Roads Resurfacing - 2021		\$10,000	\$9,899	\$101	99.0%	\$1,608	\$0	\$0	\$0	2024
Roads Resurfacing - 2022		\$12,500	\$13,960	-\$1,460	111.7%	\$5,497	\$0	\$0	\$0	2025
Storm Pumping Station Improvements - McLeod Rd at Stanley Ave - 2017		\$2,550	\$2,337	\$213	91.7%	\$528	\$113	\$0	\$0	2024
Structural Rehabilitation - 2016 Program (Note 2)		\$3,460	\$3,426	\$34	99.0%	\$75	\$0	\$0	\$28	2023
Structural Rehabilitation - 2019 Program		\$1,000	\$937	\$63	93.7%	\$63	\$0	\$0	\$0	2025
Structural Rehabilitation - 2020 Program		\$1,000	\$932	\$68	93.2%	\$251	\$0	\$0	\$0	2025
Structural Rehabilitation - Beaver Creek Bridge		\$1,750	\$387	\$1,363	22.1%	\$364	\$1,150	\$100	\$0	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Structural Rehabilitation - East Main St. Bridge West of RR84		\$4,800	\$2,869	\$1,931	59.8%	\$3,000	\$833	\$0	\$0	2024
Structural Rehabilitation - Glenridge Ave Bridge Rehab over CNR tracks		\$8,500	\$300	\$8,200	3.5%	\$1,000	\$2,000	\$5,200	\$0	2025
Structural Rehabilitation - Hydro Canal North		\$3,130	\$2,816	\$314	90.0%	\$500	\$2,391	\$0	\$0	2025
Structural Rehabilitation - Reece Bridge (Note 2)		\$9,333	\$9,198	\$134	98.6%	\$0	\$0	\$0	\$134	2023
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$13,250	\$11,528	\$1,722	87.0%	\$1,500	\$9,922	\$825	\$0	2025
Structural Rehabilitation - RR12 Mountain St Retaining Wall		\$1,700	\$219	\$1,481	12.9%	\$187	\$1,481	\$0	\$0	2025
Structural Rehabilitation - 2021 Program		\$1,500	\$19	\$1,481	1.3%	\$500	\$981	\$0	\$0	2024
Structural Rehabilitation - 2022 Program		\$2,000	\$14	\$1,986	0.7%	\$750	\$1,236	\$0	\$0	2025
Structural Rehabilitation Hwy20		\$6,000	\$5,011	\$989	83.5%	\$4,400	\$969	\$0	\$0	2024
Structural Replacement - RR81 20 Mile Arch Bridge		\$10,020	\$572	\$9,448	5.7%	\$4,058	\$5,450	\$197	\$0	2025
19-Rds Rehab - RR 72 Louth St		\$1,100	\$374	\$726	34.0%	\$150	\$400	\$259	\$0	2025
19-Int Impr-RR100 Four MileCrk		\$1,000	\$814	\$186	81.4%	\$822	\$0	\$0	\$0	2025
20-Int Imprv - RR 49 McLeod Rd		\$1,700	\$2	\$1,698	0.1%	\$500	\$1,199	\$0	\$0	2025
20-Int Imprv - RR 55 Niagara S		\$4,450	\$199	\$4,251	4.5%	\$1,400	\$3,039	\$0	\$0	2025
23 Ann-Storm Sewers & Culverts		\$2,500	\$1,893	\$607	75.7%	\$2,000	\$469	\$0	\$0	2024
22-Struc Rehab-RR81 RtnWall 20		\$1,550	\$338	\$1,212	21.8%	\$100	\$300	\$1,105	\$0	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Struc Rehab-045205-Oswego Crek		\$8,425	\$0	\$8,425	0.0%	\$300	\$8,125	\$0	\$0	2026
Rds Rehab - RR67 Pine St Beave		\$1,150	\$0	\$1,150	0.0%	\$0	\$400	\$750	\$0	2026
23-Ann Roads Resurfacing		\$4,550	\$4,386	\$164	96.4%	\$4,239	\$300	\$0	\$0	2026
50-Niagara St Bridge-WE		\$1,600	\$411	\$1,189	25.7%	\$599	\$590	\$0	\$0	2023
1A Bus Stops and Shelters		\$2,100	\$0	\$2,100	0.0%	\$0	\$2,100	\$0	\$0	2026
3B SCTC Tech Upgrades Cameras		\$2,127	\$0	\$2,127	0.0%	\$0	\$2,127	\$0	\$0	2026
4 SCTC Vehicle Hoist Replaceme		\$1,956	\$0	\$1,956	0.0%	\$0	\$1,956	\$0	\$0	2026
12 SCTC 8 Convent Diesel Buses		\$6,662	\$6,583	\$79	98.8%	\$79	\$0	\$0	\$0	2026
23 NF 3 Growth Buses		\$2,029	\$2,018	\$11	99.4%	\$11	\$0	\$0	\$0	2026
2 NR Fare Payment Tech		\$3,008	\$2,335	\$673	77.6%	\$2,437	\$0	\$0	\$0	2026
4 NR 3 40 ft Bus Replacements		\$2,753	\$2,688	\$65	97.6%	\$2,753	\$0	\$0	\$0	2026
Structure Rehabilitation - Schisler Road Bridge (Note 2)		\$2,240	\$2,134	\$106	95.3%	\$0	\$0	\$0	\$422	2023
Public Works - Roads & Fleet		\$457,760	\$309,582	\$148,178	67.6%	\$104,150	\$94,404	\$50,513	\$3,731	
GO Transit		\$29,392	\$12,453	\$16,939	42.4%	\$0	\$5,298	\$21,100	\$0	2025
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$0	\$8,402	\$0	\$0	2024
Total GO Transit		\$37,794	\$12,453	\$25,341	32.9%	\$0	\$13,700	\$21,100	\$0	
Total Public Works - Levy		\$495,554	\$322,035	\$173,519	\$0	\$104,150	\$108,104	\$71,613	\$3,731	
Inter-Municipal Transit Capital Acquisition - 2017		\$22,964	\$16,954	\$6,010	73.8%	\$6,010	\$0	\$0	\$0	2023
Total IMT Transit		\$22,964	\$16,954	\$6,010	73.8%	\$6,010	\$0	\$0	\$0	
Brock Lands Road Expansion (Note 4)		\$2,000	\$0	\$2,000	0.0%	\$0	\$0	\$0	\$2,000	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Glenridge - Leachate Collection System		\$2,175	\$2,023	\$152	93.0%	\$1,600	\$37	\$0	\$0	2024
Glenridge - Passive Gas System		\$2,334	\$508	\$1,826	21.8%	\$0	\$1,900	\$16	\$0	2025
Humberstone - Infrastructure Upgrades		\$11,476	\$10,033	\$1,443	87.4%	\$1,850	\$850	\$47	\$0	2025
Humberstone Landfill Gas Collection and Control System Phase 3		\$4,392	\$4,601	- \$209	104.8%	\$2,500	\$200	\$146	\$0	2025
Mountain - Leachate Collection System Upgrade		\$3,002	\$431	\$2,571	14.4%	\$30	\$2,650	\$29	\$0	2025
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation		\$3,830	\$3,798	\$32	99.2%	\$250	\$19	\$0	\$0	2024
Quarry Site Improvements		\$2,685	\$625	\$2,060	23.3%	\$20	\$2,000	\$53	\$0	2025
15-Bridge-Drop-Off Depot		\$3,097	\$2,455	\$642	79.3%	\$2,500	\$254	\$0	\$0	2024
Total Waste Management		\$34,991	\$24,474	\$10,518	69.9%	\$8,750	\$7,911	\$291	\$2,000	
Boiler Replacement Program - 2019 (Note 2)		\$1,062	\$1,035	\$27	97.4%	\$0	\$0	\$0	\$40	2023
Combined Sewer Overflow - Grimsby		\$1,725	\$222	\$1,503	12.9%	\$1,503	\$0	\$0	\$0	2023
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		\$2,700	\$637	\$2,063	23.6%	\$203	\$1,000	\$1,063	\$0	2026
Decommission Grassy Brook Sewage Pump Station	Uninitiated	\$1,139	\$0	\$1,139	0.0%	\$0	\$0	\$1,139	\$0	2025
Digester & Sludge Program - 2018 (Note 2)		\$2,800	\$2,674	\$126	95.5%	\$0	\$0	\$0	\$134	2023
Digester & Sludge Program - 2020		\$2,450	\$708	\$1,742	28.9%	\$1,966	\$5	\$0	\$0	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Digester & Sludge Program - 2021 (Note 2)		\$2,500	\$2,291	\$209	91.6%	\$111	\$5	\$0	\$655	2024
Forcemain Replacement Beaverdams Sewage Pump Station		\$9,015	\$6,067	\$2,948	67.3%	\$5,192	\$3,000	\$0	\$0	2023
Forcemain Replacement Carleton Pump Station (Note 7)		\$1,185	\$1,080	\$105	91.2%	\$863	\$50	\$0	- \$258	2023
Forcemain Replacement Bridgeport Sewage Pump Station		\$3,645	\$3,588	\$57	98.4%	\$481	\$54	\$0	\$0	2024
Forcemain Replacement Jordan Valley Sewage Pump Station		\$3,175	\$377	\$2,798	11.9%	\$100	\$1,500	\$1,248	\$0	2025
Forcemain Replacement Campden Sewage Pump Station		\$1,400	\$1,088	\$312	77.7%	\$400	\$165	\$0	\$0	2023
Forcemain Replacement East Side Sewage Pump Station		\$1,975	\$348	\$1,627	17.6%	\$500	\$500	\$659	\$0	2025
Generator Replacement - Seaway Wastewater Treatment Plant		\$3,375	\$1,158	\$2,217	34.3%	\$898	\$2,162	\$5	\$0	2025
Lagoon Upgrade program - Stevensville/Douglastown		\$8,300	\$8,066	\$234	97.2%	\$2,500	\$2,000	\$388	\$0	2025
Miscellaneous Program - Chemical System Upgrades - 2017 (Note 2)		\$2,100	\$2,023	\$77	96.3%	\$82	\$0	\$0	\$47	2023
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,200	\$650	\$1,550	29.6%	\$1,716	\$0	\$0	\$0	2023
Miscellaneous Program - Motor Control Centres		\$1,330	\$1,325	\$5	99.6%	\$53	\$0	\$0	\$0	2024

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Niagara Falls Overflow Diversion - McLeod	Uninitiated	\$1,891	\$0	\$1,891	0.0%	\$0	\$0	\$1,891	\$0	2025
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,500	\$977	\$523	65.2%	\$524	\$0	\$0	\$0	2023
Pump Station Improvement Program - Design		\$5,711	\$5,664	\$47	99.2%	\$68	\$0	\$0	\$0	2023
Pump Station Improvement Program - Lakeside		\$2,170	\$2,160	\$10	99.5%	\$215	\$0	\$0	\$0	2023
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,138	\$147	95.5%	\$0	\$0	\$145	\$0	2025
Pump Station Improvement Program - Park Lane		\$1,400	\$1,333	\$67	95.2%	\$180	\$0	\$0	\$0	2023
23-Baker Road WWTP Capacity Ex		\$1,500	\$0	\$1,500	0.0%	\$200	\$1,000	\$300	\$0	2026
Pump Station Improvement Program - Woodsvew		\$5,420	\$486	\$4,934	9.0%	\$0	\$0	\$5,040	\$0	2025
Pump Station Improvement Program - Shirley Road (Note 7)		\$2,400	\$2,140	\$260	89.1%	\$1,960	\$980	\$0	-\$980	2024
Pump Station Improvement Program - East Side Port Colborne (Note 7)		\$5,500	\$475	\$5,025	8.6%	\$5,037	\$2,518	\$0	-\$2,518	2025
Pump Station Improvement Program - Laurie Ave		\$7,200	\$357	\$6,843	5.0%	\$6,872	\$0	\$0	\$0	2023
Pump Station Improvement Program - Lakeshore Road (Note 2)		\$5,900	\$838	\$5,062	14.2%	\$190	\$5,000	\$0	\$9	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Improvement Program - George St (Note 2)		\$2,850	\$2,432	\$418	85.3%	\$631	\$5	\$0	\$244	2024
Pump Station Improvement Program - Catharine St (Note 8)		\$1,100	\$662	\$438	60.1%	\$243	\$832	\$93	-\$684	2025
Pump Station Improvement Program - Hunters Pointe (Note 2)		\$1,170	\$938	\$232	80.1%	\$483	\$5	\$0	\$187	2023
Pump Station Improvement Program - Cole Farm		\$5,450	\$5,359	\$91	98.3%	\$5,010	\$0	\$0	\$0	2023
Pump Station Improvement Program - Mewburn (Note 2)		\$8,735	\$718	\$8,017	8.2%	\$500	\$7,000	\$500	\$41	2025
Sewer & Forcemain Program - Dain City		\$12,652	\$11,575	\$1,076	91.5%	\$3,473	\$0	\$0	\$0	2023
Sewer & Forcemain Program - Tupper Dr Trunk (Note 7)		\$6,410	\$2,101	\$4,309	32.8%	\$4,081	\$90	\$2,062	-\$244	2025
Sewer Trunk Rehabilitation - Stamford - Phase 2 (Note 2)		\$7,950	\$7,719	\$231	97.1%	\$0	\$0	\$0	\$1,333	2023
Sewer Trunk Rehabilitation - Thundering Waters (Note 6)		\$11,300	\$9,673	\$1,627	85.6%	\$250	\$10,500	\$325	\$3	2025
Sewer Relining Program (Note 6)		\$1,336	\$1,336	\$0	100.0%	\$0	\$0	\$0	\$3	2028
Sludge Septic Haulage Program - 2021 (Note 6)		\$2,000	\$472	\$1,528	23.6%	\$407	\$1,028	\$300	\$200	2025
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station		\$600	\$0	\$600	0.0%	\$0	\$0	\$600	\$0	2025
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station	Uninitiated	\$5,312	\$0	\$5,312	0.0%	\$0	\$0	\$5,312	\$0	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station	Uninitiated	\$3,322	\$0	\$3,322	0.0%	\$0	\$0	\$3,322	\$0	2025
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St	Uninitiated	\$5,921	\$0	\$5,921	0.0%	\$0	\$0	\$5,921	\$0	2025
South Niagara Falls Wastewater Treatment Plant Outfall		\$780	\$0	\$780	0.0%	\$624	\$156	\$0	\$0	2024
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	\$4,962	\$0	\$4,962	0.0%	\$0	\$0	\$4,962	\$0	2025
South Niagara Falls Wastewater Treatment Plant Trunk		\$6,264	\$583	\$5,681	9.3%	\$200	\$2,500	\$3,554	\$0	2025
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	\$101,557	\$0	\$101,557	0.0%	\$0	\$0	\$101,557	\$0	2025
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	\$19,612	\$0	\$19,612	0.0%	\$0	\$0	\$19,612	\$0	2025
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,544	\$351	99.3%	\$0	\$0	\$492	\$0	2025
Storage Facility Upgrade - Garner Road (Note 6)		\$6,590	\$441	\$6,149	6.7%	\$300	\$2,000	\$3,900	\$42	2025
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$31,076	\$16,345	\$14,731	52.6%	\$15,606	\$0	- \$13	\$0	2028
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls	Uninitiated	\$216,582	\$0	\$216,582	0.0%	\$0	\$0	\$216,582	\$0	2028
Wastewater Treatment Plant Upgrade - Crystal Beach		\$1,800	\$361	\$1,439	20.1%	\$25	\$1,607	\$0	\$0	2026

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
23-Streamside SPS Upgrade (Note 7)		\$1,314	\$1	\$1,313	0.0%	\$13	\$200	\$3,136	- \$2,036	2026
Wastewater Treatment Plant Upgrade - Niagara Falls		\$62,031	\$57,882	\$4,149	93.3%	\$16,609	\$24,624	\$0	\$0	2024
Wastewater Treatment Plant Upgrade - Port Weller		\$5,900	\$3,616	\$2,284	61.3%	\$452	\$452	\$2,284	\$0	2028
Wastewater Treatment Plant Upgrade - Welland		\$24,373	\$21,838	\$2,535	89.6%	\$3,213	\$0	\$0	\$0	2024
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$641	\$1,759	26.7%	\$200	\$1,559	\$0	\$0	2024
Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller		\$3,230	\$2,997	\$233	92.8%	\$305	\$0	\$0	\$0	2024
18-WWTP UPG-Anger AVE Digester (Note 6)		\$2,150	\$175	\$1,975	8.1%	\$100	\$1,300	\$570	\$5	2025
18-SPS & FM UPG-City Hall-PC		\$3,439	\$428	\$3,011	12.4%	\$213	\$2,866	\$5	\$0	2025
19-Dain City SPS Upgrade		\$4,471	\$398	\$4,073	8.9%	\$515	\$3,563	\$5	\$0	2025
19-Renown SPS Upgrade (Note 2)		\$1,750	\$555	\$1,195	31.7%	\$151	\$600	\$595	\$0	2025
19-Seaway WWTP Electr. Upgrade		\$1,295	\$146	\$1,149	11.3%	\$0	\$1,181	\$5	\$0	2025
19-Seaway WWTP Infl. Channel		\$4,895	\$390	\$4,505	8.0%	\$275	\$4,407	\$5	\$0	2024
20-Quaker Rd Trunk Sewer		\$12,198	\$10,388	\$1,810	85.2%	\$2,020	\$9,870	\$5	\$0	2025
21-Port Dal WWTP WGB Upgrades (Note 2)		\$5,900	\$234	\$5,666	4.0%	\$234	\$5,431	\$0	\$42	2024
21-Ontario St PS Upgrades		\$2,100	\$1,060	\$1,040	50.5%	\$300	\$1,545	\$240	\$0	2025
21-Mill St Area Sanitary		\$1,650	\$1,261	\$389	76.4%	\$1,487	\$0	\$0	\$0	2024

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
23- Digester Mgmt - CB, WE, PW (Note 2)		\$4,000	\$316	\$3,684	7.9%	\$3,679	\$5	\$0	\$204	2026
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$38,027	\$1,473	96.3%	\$6,476	\$648	\$648	\$0	2028
Total Wastewater		\$791,774	\$299,515	\$492,260	37.8%	\$99,889	\$103,912	\$388,455	- \$3,532	
Decew Water Treatment Plant Intake Building		\$5,449	\$5,291	\$157	97.1%	\$3,698	\$155	\$0	\$0	2024
Elevated Tank - New - Pelham		\$2,820	\$429	\$2,391	15.2%	\$1,000	\$1,000	\$408	\$0	2025
Elevated Tank - New - Fort Erie (Note 9)		\$1,755	\$870	\$885	49.6%	\$360	\$272	\$10	\$647	2026
Elevated Tank - Corrosion Protection - Virgil (Note 3)		\$2,544	\$2,380	\$164	93.6%	\$2	\$13	\$0	\$157	2024
19-Reservoir & Storage Program		\$2,450	\$2,119	\$331	86.5%	\$110	\$2,207	\$5	\$0	2025
Elevated Tank Replacement - Lundy's Lane		\$3,000	\$252	\$2,748	8.4%	\$1,464	\$1,464	\$0	\$0	2024
Granular Activated Carbon Replacement Program - 2021		\$2,500	\$2,406	\$94	96.2%	\$1,321	\$0	\$0	\$0	2024
Meter Replacement Program		\$4,400	\$3,769	\$631	85.6%	\$1,412	\$555	\$0	\$0	2024
Miscellaneous Program - Granular Activated Carbon Replacement (Note 2)		\$3,130	\$3,108	\$22	99.3%	\$147	\$0	\$0	\$22	2023
Miscellaneous Program - System Storage - Grimsby		\$21,914	\$19,937	\$1,977	91.0%	\$2,477	\$0	\$0	\$0	2023
Niagara Falls Water Treatment Plant - Port Robinson Interconnect		\$4,040	\$3,663	\$377	90.7%	\$551	\$0	\$0	\$0	2024

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pumping Station Upgrades - Shoalts Drive		\$1,400	\$262	\$1,138	18.7%	\$300	\$300	\$792	\$0	2025
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.2%	\$300	\$0	\$3,774	\$0	2025
Valve Rehabilitation - Drummond Road		\$3,200	\$144	\$3,056	4.5%	\$3,101	\$0	\$0	\$0	2024
Water Treatment Plant Raw Water Intake - Niagara Falls (Note 2)		\$2,700	\$2,616	\$84	96.9%	\$261	\$609	\$0	\$0	2026
Water Treatment Plant Roadway & Parking Lot - Grimsby		\$2,330	\$2,340	-\$10	100.4%	\$236	\$0	\$0	\$0	2023
Water Treatment Plant Upgrade - Decew Falls - 2016		\$45,350	\$44,263	\$1,087	97.6%	\$1,000	\$16,233	\$16,319	\$0	2026
Water Treatment Plant Upgrade - Niagara Falls - 2015 (Note 6)		\$4,867	\$4,603	\$264	94.6%	\$400	\$0	\$0	\$160	2023
Water Treatment Plant Upgrade - Niagara Falls - 2017		\$12,907	\$12,889	\$18	99.9%	\$21	\$0	\$0	\$0	2024
Water Treatment Plant Upgrade - Port Colborne		\$13,600	\$10,938	\$2,662	80.4%	\$6,500	\$687	\$0	\$0	2024
Water Treatment Plant Upgrade - Rosehill (Note 2)		\$15,000	\$14,463	\$537	96.4%	\$100	\$447	\$0	\$1	2023
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$1,044	\$1,642	38.9%	\$500	\$1,000	\$668	\$0	2025
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$2,294	\$2,706	45.9%	\$1,200	\$2,198	\$0	\$0	2024
Water Treatment Plant Upgrade - Niagara Falls - 2018		\$7,065	\$4,935	\$2,130	69.9%	\$2,684	\$2,000	\$2,000	\$0	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		\$2,000	\$248	\$1,752	12.4%	\$106	\$927	\$821	\$0	2030
Decew High Lift Pump Sizing		\$3,931	\$2,463	\$1,468	62.6%	\$3,700	\$0	\$0	\$0	2023
Water Treatment Plant Expansion - Grimsby		\$6,500	\$592	\$5,908	9.1%	\$1,405	\$3,000	\$2,000	\$0	2025
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E		\$1,000	\$292	\$708	29.2%	\$150	\$755	\$0	\$0	2028
Watermain Replacement - Vineland 19th Street and Glen Road		\$2,500	\$0	\$2,500	0.0%	\$0	\$2,500	\$0	\$0	2024
Watermain Program - Along CNR Grimsby		\$25,825	\$23,638	\$2,187	91.5%	\$12,538	\$0	\$0	\$0	2024
Watermain Program - Barrick Road		\$1,965	\$1	\$1,964	0.0%	\$500	\$500	\$964	\$0	2025
Watermain Program - Downing Street		\$3,061	\$2,917	\$144	95.3%	\$454	\$0	\$0	\$0	2024
19-DeCew Low Lift Booster		\$16,707	\$14,018	\$2,689	83.9%	\$7,221	\$7,221	\$1,689	\$0	2026
19-DeCew UV Upgrade		\$1,050	\$927	\$123	88.3%	\$200	\$686	\$0	\$0	2028
20-WM Rep Victoria Ave King		\$2,850	\$167	\$2,683	5.9%	\$100	\$1,200	\$1,410	\$0	2025
20-WM Replc Ontario St Lincoln (Note 6)		\$17,450	\$15,423	\$2,027	88.4%	\$5,119	\$10,000	\$1,750	\$198	2026

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
21-Reservoir & Storage Program		\$3,000	\$312	\$2,688	10.4%	\$2,247	\$484	\$0	\$0	2024
21-Bemis ET Replacement		\$2,000	\$250	\$1,750	12.5%	\$134	\$500	\$1,250	\$0	2025
21-DeCew Plant 1 Mixing System		\$1,850	\$69	\$1,781	3.7%	\$22	\$0	\$1,781	\$0	2025
21-York Road Watermain Replace (Note 6)		\$11,800	\$353	\$11,447	3.0%	\$426	\$10,500	\$500	\$47	2025
21-New Transm Main in Smithvil		\$7,463	\$2	\$7,461	0.0%	\$0	\$0	\$7,461	\$0	2026
23 - Glendale Watermain Valves		\$1,000	\$0	\$1,000	0.0%	\$100	\$900	\$0	\$0	2026
Watermain Program - Welland Canal Extension		\$4,620	\$1,004	\$3,616	21.7%	\$150	\$4,465	\$0	\$0	2025
Watermain Program - Welland East and West		\$4,800	\$4,655	\$145	97.0%	\$177	\$0	\$0	\$0	2024
Total Water Works		\$295,558	\$212,353	\$83,206	71.8%	\$63,892	\$72,777	\$43,602	\$1,232	
Total Projects with remaining budgets greater than \$1 million		\$2,233,530	\$1,415,011	\$818,519	63.4%	\$374,180	\$339,446	\$504,962	\$6,369	

Capital Variance Project Summary (in thousands of dollars)

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

Transfers to the CVP do not require approval. Requests less than \$250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requests in excess of \$250, one-time or cumulative on a project, require Council approval. Throughout the year, the balances of the CVPs are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve following Council approval. During Q1 and Q2 2023, 95% of projects closed with a surplus.

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

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water	Total Programs
Balance at December 31, 2022	\$5,649	\$5,260	\$4,172	\$7,185	\$22,266
Transfer to Active Capital Projects	- \$1,207	- \$488	- \$1,080	- \$3,324	- \$6,098
Budget Reductions on Active Capital Projects	\$957	\$500		\$3,400	\$4,857
Transfers from Closed Capital Projects	\$563	\$921	\$174	\$19	\$1,677
Balance at July 27, 2023	\$5,961	\$6,193	\$3,267	\$7,280	\$22,702
Committed to 2024 capital budget	- \$5,000		- \$2,000	- \$6,700	- \$13,700
Uncommitted Balance at December 31, 2023	\$961	\$6,193	\$1,267	\$580	\$9,002

Investment Report (in thousands of dollars)

Investment income during Q2 on the primary portfolio amounted to \$9,484, which comprises investment portfolio income and interest on cash balances.

Investment Performance

Investment Income Before Transfers to Reserves:

Favourable investment income in Q2 of \$3,497 is a result of achieving higher yield on high interest savings account balances compared with budgeted rates. Rate assumptions for the 2023 budget were increased from 2022 based on rate trends at the time, however, changes to Bank of Canada interest rates in year have driven yields higher. Additionally, one investment was traded in for a gain of \$1,372. Forecasted investment income before transfers for 2023 is also favourable by \$8,931 due to the higher interest rates on high interest savings accounts.

Budget vs Actual/Forecast before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Forecast	Q4 Forecast	Total
Budget	\$5,970	\$5,987	\$6,303	\$6,634	\$24,894
Actual	\$7,396	\$9,484	\$8,407	\$8,538	\$33,825
Variance	\$1,426	\$3,497	\$2,104	\$1,904	\$8,931

Year-to-date cumulative portfolio return:

Q1	Q2	Q3	Q4
3.31%	3.55%	0.00%	0.00%

Investment Income After Transfers to Reserves:

Investment income is favourable by \$1,383 in Q2 after allocations to deferred revenues and rate reserves primarily due to the investment trade in. Investment income after transfers for 2023 compared to budget is forecasted to be unfavourable by \$311 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	\$5,970	\$5,987	\$6,303	\$6,634	\$24,894
Net Budget Transfers	-\$1,815	-\$1,814	-\$1,815	-\$1,815	-\$7,259
Budget (Net)	\$4,155	\$4,173	\$4,488	\$4,819	\$17,635
Actual	\$7,396	\$9,484	\$8,407	\$8,538	\$33,825
Net Actual Transfers	-\$3,921	-\$3,928	-\$4,326	-\$4,326	-\$16,501
Actual (Net)	\$3,475	\$5,556	\$4,081	\$4,212	\$17,324
Variance	-\$680	\$1,383	-\$407	-\$607	-\$311

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

Investment Term Holdings

Funds	Book Value	Weight
Cash Equivalent<1Yr	\$32,812	3.3%
2 Year	\$69,778	7.0%
3 Year	\$73,162	7.3%
4 Year	\$73,700	7.4%
5+ Year	\$590,782	59.0%
NRH Investments	\$0	0.0%
Subtotal (Investments)	\$840,234	83.8%
Cash	\$137,072	13.7%
Sinking Fund (Incl.Cash)	\$24,679	2.5%
Total Portfolio	\$1,001,985	100.0%

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings *	Policy Percentage Limits
Bank of Montreal	Corporate	\$82,400	9.53%	15.00%
Bank of Nova Scotia	Corporate	\$75,000	8.68%	15.00%
Canadian Imperial Bank of Commerce	Corporate	\$93,007	10.76%	15.00%
National Bank of Canada	Corporate	\$73,281	8.48%	15.00%
Royal Bank of Canada	Corporate	\$95,900	11.10%	15.00%
Total	Corporate	\$419,588	48.55%	50.00%
City of Hamilton	Municipal	\$9,172	1.06%	5.00%
City of Montreal	Municipal	\$11,929	1.38%	5.00%
City of Ottawa	Municipal	\$5,345	0.62%	5.00%
City of Quebec	Municipal	\$10,189	1.18%	5.00%
City of Saskatoon	Municipal	\$1,695	0.20%	5.00%
City of Toronto	Municipal	\$8,221	0.95%	5.00%
County of Wellington	Municipal	\$852	0.10%	5.00%
Municipal Finance Authority of BC	Municipal	\$5,002	0.58%	5.00%
New Brunswick Municipal Finance Authority	Municipal	\$2,000	0.23%	5.00%
Region of Halton	Municipal	\$1,519	0.18%	5.00%
Region of Peel	Municipal	\$3,510	0.41%	5.00%
Region of Waterloo	Municipal	\$19,684	2.28%	5.00%
Region of York	Municipal	\$7,736	0.90%	5.00%
Region of Durham	Municipal	\$2,233	0.26%	5.00%
Ville de Laval	Municipal	\$4,774	0.55%	5.00%
York Sinking Fund Debenture	Municipal	\$1,785	0.21%	5.00%
Total	Municipal	\$95,646	11.07%	25.00%
Newfoundland and Labrador Hydro	Provincial	\$9,919	1.15%	25.00%
Ontario Hydro	Provincial	\$22,453	2.60%	25.00%
Province of Alberta	Provincial	\$7,573	0.88%	25.00%
Province of British Columbia	Provincial	\$5,748	0.67%	25.00%
Province of Manitoba	Provincial	\$38,884	4.50%	25.00%
Province of New Brunswick	Provincial	\$4,633	0.54%	25.00%
Province of Newfoundland	Provincial	\$78,559	9.09%	25.00%
Province of Nova Scotia	Provincial	\$15,644	1.81%	25.00%
Province of Ontario	Provincial	\$42,794	4.95%	25.00%
Province of Prince Edward Island	Provincial	\$2,910	0.34%	25.00%
Province of Quebec	Provincial	\$101,218	11.71%	25.00%
Province of Saskatchewan	Provincial	\$5,229	0.61%	25.00%
Quebec Hydro	Provincial	\$10,142	1.17%	25.00%
Total	Provincial	\$345,706	40.00%	75.00%
Region of Niagara Debentures	Municipal	\$3,347	0.39%	100.00%
Total Niagara Region Investments (excl Cash)		\$864,287	100.00%	100.00%
General Chequing **	Cash	\$38,201		
Savings	Cash	\$79,978		
NRH	Cash	\$18,893		
Sinking Fund	Cash	\$626		
Total		\$137,698		
TOTAL including Cash		\$1,001,985		

* Note: Holdings by security percentages exclude cash balances.

** Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits or the NRH general operating account and payroll trust accounts. Balances include USD funds converted at quarter end-spot rate of 1.3257.

Debt Report (in thousands of dollars)

On October 26, 2022, S&P (Standard & Poor's) reaffirmed Niagara's rating of AA+. The rating reflects the views on Canadian municipal governments' improved institutional framework. The rating also incorporates S&P's opinion of Niagara's exceptional liquidity, strong budgetary performance and financial management, and moderate debt burden. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

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

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

Department	Total Debt as at December 31, 2022 including Sinking Fund Assets	Adjustments for NRT Amalgamation	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at June 30, 2023 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2023	Annual Repayment Limits**
General Government	\$20,811	\$0	\$0	-\$626	-\$42	\$20,144	-\$1,442	\$0	\$18,702	
Police	\$80,993	\$0	\$0	-\$934	-\$156	\$79,903	-\$3,967	\$9,010	\$84,946	
Transportation	\$122,400	\$0	\$0	-\$650	-\$181	\$121,569	-\$12,909	\$30,509	\$139,169	
Public Health	\$10,029	\$0	\$0	-\$82	\$0	\$9,948	-\$1,073	\$3,037	\$11,912	
Community Services	\$25,507	\$0	\$0	-\$1,246	\$0	\$24,260	-\$1,398	\$135,183	\$158,045	
NRH	\$38,763	\$0	\$0	-\$270	\$0	\$38,493	-\$5,238	\$0	\$33,255	
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Levy	\$298,503	\$0	\$0	-\$3,808	-\$379	\$294,317	-\$26,027	\$177,739	\$446,029	
NRT	\$8,540	\$6,258	\$0	-\$157	\$0	\$14,641	-\$1,709	\$0	\$12,932	
Waste Management										
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Waste Diversion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Waste Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Special Levy	\$8,540	\$6,258	\$0	-\$157	\$0	\$14,641	-\$1,709	\$0	\$12,932	

Debt Report (in thousands of dollars)- Continued

Department	Total Debt as at December 31, 2022 including Sinking Fund Assets	Adjustments for NRT Amalgamation	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at June 30, 2023 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2023	Annual Repayment Limits**
Wastewater	\$66,381	\$0	\$0	-\$1,867	-\$800	\$63,714	-\$476	\$297,247	\$360,485	
Water	\$23,324	\$0	\$0	-\$251	-\$199	\$22,874	-\$329	\$6,746	\$29,291	
Total Rate	\$89,705	\$0	\$0	-\$2,118	-\$999	\$86,588	-\$805	\$303,993	\$389,776	
Total Niagara Region	\$396,748	\$6,258	\$0	-\$6,083	-\$1,378	\$395,546	-\$28,541	\$481,732	\$848,737	6.55%
Fort Erie	\$3,861	\$0	\$0	-\$222	\$0	\$3,639	-\$634	\$0	\$3,005	1.76%
Grimsby	\$2,044	\$0	\$0	-\$192	\$0	\$1,852	-\$194	\$0	\$1,658	1.23%
Lincoln	\$6,853	\$0	\$6,399	-\$153	\$0	\$13,099	-\$408	\$0	\$12,691	2.66%
Niagara-on-the-Lake	\$4,982	\$0	\$966	-\$158	\$0	\$5,790	-\$318	\$0	\$5,472	1.93%
Niagara Falls	\$65,357	-\$3,138	\$13,778	-\$1,927	\$0	\$74,070	-\$2,749	\$0	\$71,321	3.97%
Pelham	\$28,746	\$0	\$0	-\$325	\$0	\$28,421	-\$1,924	\$0	\$26,497	11.85%
Port Colborne	\$27,412	\$0	\$0	-\$582	\$0	\$26,830	-\$706	\$0	\$26,124	6.41%
St. Catharines	\$112,790	-\$2,238	\$0	-\$1,044	-\$187	\$109,321	-\$13,372	\$0	\$95,949	9.60%
Thorold	\$575	\$0	\$0	-\$67	\$0	\$508	-\$68	\$0	\$440	1.26%
Wainfleet	\$1,130	\$0	\$0	\$0	\$0	\$1,130	-\$197	\$0	\$933	2.70%
Welland	\$70,758	-\$882	\$0	-\$1,021	\$0	\$68,855	-\$7,846	\$0	\$61,009	10.29%
West Lincoln	\$17,350	\$0	\$0	-\$361	\$0	\$16,989	-\$361	\$0	\$16,628	8.07%
NPCA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Debt Assumed for Others (External)	\$341,858	-\$6,258	\$21,143	-\$6,052	-\$187	\$350,504	-\$28,777	\$0	\$321,727	
Total Niagara Region & External	\$738,606	\$0	\$21,143	-\$12,135	-\$1,565	\$746,050	-\$57,318	\$481,732	\$1,170,464	

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

**2022 FIR data used for ARL calculation where available and 2021 FIR data used where 2022 FIR was 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
City of St. Catharines	\$43	Balance of Jan. 2022 invoice for contribution to Canada Summer Games. Region staff continue to work with St. Catharine's staff on balance due.	Collection to continue
City of Welland	\$151	In Feb. 2021 Welland deducted \$546 of Niagara Region accounts payable (AP) invoices against balance due on 2020 year-end tax reconciliation bill, and in Jun. 2021 deducted another \$605 in AP invoices against the balance due on the May 2021 water and waste-water bill. Of the \$1,151 deducted, \$1,000 is resolved and \$151 remains in dispute regarding Transportation project cost sharing as ongoing discussions with Welland staff continue.	Collection to continue
Cosby Septic Service	\$50	Hauled Sewage customer, financial hardship experienced in 2022 but is committed to paying the balance.	Collection to continue
Town of Fort Erie	\$28	Town has requested supporting documentation for multiple invoices which make up the balance. Documentation is provided and payment is expected for these invoices.	Collection to continue
Town of Pelham	\$26	Jan. 2022 invoice for cost recoveries on work completed at Pelham Road and Port Robinson Road. In July 2023 PW staff advised that the Town has been provided all the documentation requested to facilitate payment.	Collection to continue
Town of Grimsby (RDC)	\$435	2018 RDC invoice \$401 in dispute with developer, Grimsby and Region proceeding with legal action. Short-paid invoices totaling \$40 are being pursued; \$6 credit is being refunded to Town	Collection to continue
Go Green Fibre	\$88	Recycling end market client disputing quality of product received. Niagara Region legal staff involved in pursuing payment.	Collection to continue
Long Term Care Resident (32707253)	\$46	Resident is still active but not making any regular payments. Attempts continue to be made to collect including transfer to Public Guardian and Trustee but resident is not eligible. Region staff continue to work with Long Term Care staff on collection and ongoing efforts to mitigate risk, including consultation with internal Legal staff.	Collection to continue
TOTAL	\$867		

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, 2023.

	Jun. 30, 2023	Dec. 31, 2022
FINANCIAL ASSETS		
Cash	\$ 121,795	\$ 128,746
Investments (page 96)	840,234	832,296
Accounts receivable	86,006	105,156
Other current assets	905	1,005
Tangible capital assets held for sale	400	400
Debt Recoverable from others (page 98)	350,504	341,860
	1,399,844	1,409,463
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	170,900	180,988
Employee future benefits and post-employment liabilities	131,906	131,906
Deferred revenue	362,862	339,149
Landfill closure and post-closure liability	77,703	77,703
Unfunded contaminated sites	576	576
Long-term liabilities	745,513	738,571
Capital lease obligation	4,114	4,144
	1,493,574	1,473,037
Net debt	(93,730)	(63,574)
NON-FINANCIAL ASSETS		
Tangible capital assets	2,163,592	2,097,154
Inventory	13,756	10,567
Prepaid expenses	22,666	21,784
	2,200,014	2,129,505
Accumulated surplus	\$ 2,106,284	\$ 2,065,931

ACCUMULATED SURPLUS RECONCILIATION:

	Jun. 30, 2023	Dec. 31, 2022
Invested in tangible capital assets	\$ 1,764,469	\$ 1,696,299
Capital fund – unexpended capital financing	357,228	293,319
Operating fund	(6,120)	(11,375)
Canada Games Park	25,432	25,432
Unfunded landfill closure & post-closure liability	(77,703)	(77,703)
Unfunded contaminated sites liability	(576)	(576)
Unfunded employee future benefits & post-employment liabilities	(130,430)	(130,430)
Total surplus	1,932,300	1,794,966
Total reserves and reserves funds (page 57)	173,984	270,965
Total accumulated surplus	\$ 2,106,284	\$ 2,065,931

Explanation of Statement of Operations

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

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

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

Definition of Column Headings

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

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

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

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

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

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

Definition of Report Rows – Expenditures

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

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

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

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

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

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

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

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

Explanation of Statement of Operations - Continued

Definition of Report Rows – Revenues

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

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

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

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

Definition of Report Rows – Intercompany Charges

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

Definition of Report Rows – Transfers

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

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

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

Definition of Report Rows – Indirect Allocation & Debt

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

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

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Niagara  Region