

Q3 Financial Update 2025

Q3 Financial Update – September 2025

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Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2025 Q3 financial update.

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

Regional government operations are overseen by Niagara Regional Council which is composed of 32 elected representatives from 12 area municipalities and the Regional Chair. The current Regional Council was elected in November 2022 and the 32 members will serve a four-year term to November 2026.

At September 30, 2025 Niagara Region has a deficit of \$3,190 thousand related to the General levy programs, a \$2,599 thousand surplus related to Special levy programs, and a \$5,196 thousand surplus related to the Water & Wastewater Program.

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

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

Beth Brens, Director of Financial Management & Planning

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

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

Consolidated Operating Funding Surplus/(Deficit) Review

Levy

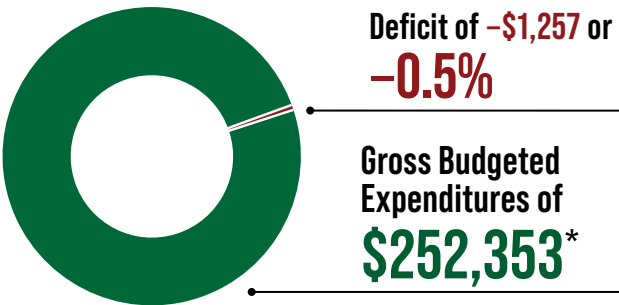
(In thousands of dollars)

Niagara Region’s levy programs are operating at a net forecasted deficit of \$3,190.

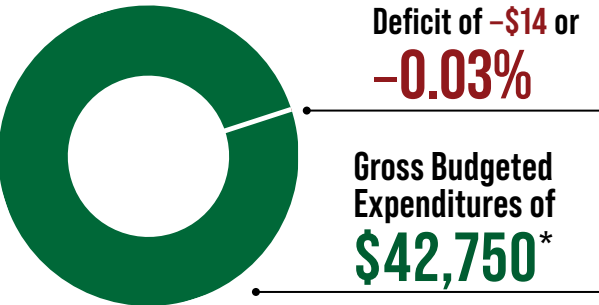
The levy programs excluding agencies, boards, and commissions are operating at a forecasted deficit of \$2,199. This forecasted deficit is primarily related to higher-than-expected overall labour related costs of \$4,371 which is comprised of \$5,090 within Seniors Services due to changes in collective bargaining agreements and higher than expected overtime and \$1,133 within Emergency Services due to higher than expected overtime and lieu. This deficit is partially offset by incremental savings due to gapping of \$2,117 driven by timing of filling some vacant positions. Also driving the deficit is an unfavourable variance within other revenue of \$1,227 related to investment income allocation. These unfavourable variances are partially offset by a favourable variance of \$1,989 related to computer software support and licenses primarily as a result of favourable contracts and timing.

Financial Results of Agencies, Boards and Commissions

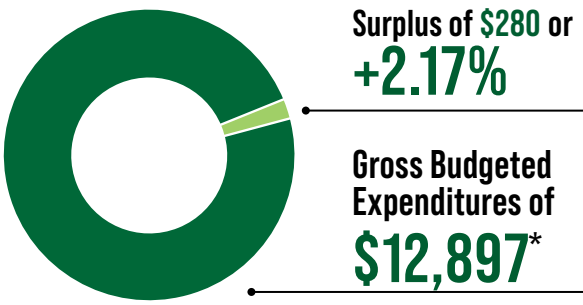
Niagara Regional Police Service



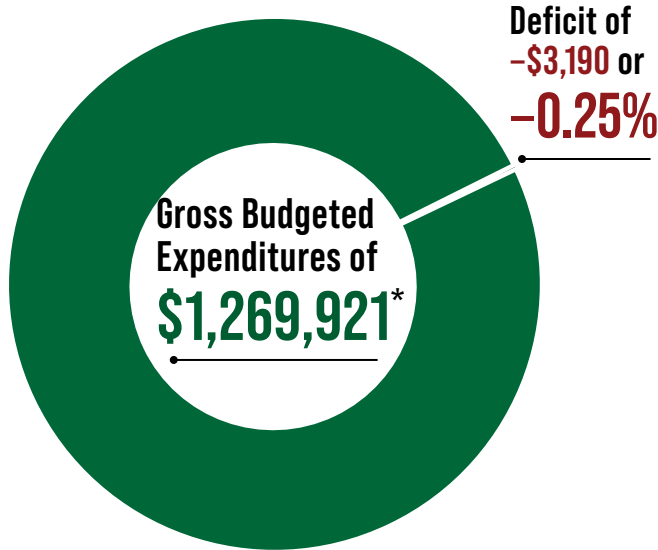
Niagara Regional Housing



Court Services



Levy Department and Programs
(Including ABC's)



Financial Statement Highlights

-  **-\$4,371**
variance in labour related costs
-  **-\$1,227**
variance in investment income allocation
-  **+\$1,989**
variance in computer software support and licenses

*Includes transfer, intercompany charges and indirect allocations

Consolidated Operating Funding Surplus/(Deficit) Review

Water and Wastewater

(In thousands of dollars)

Water and Wastewater Services are operating at a forecasted surplus of \$5,186 at year-end, which consists of a Water surplus of \$3,958 at year-end and a Wastewater surplus of \$1,228 at year-end.

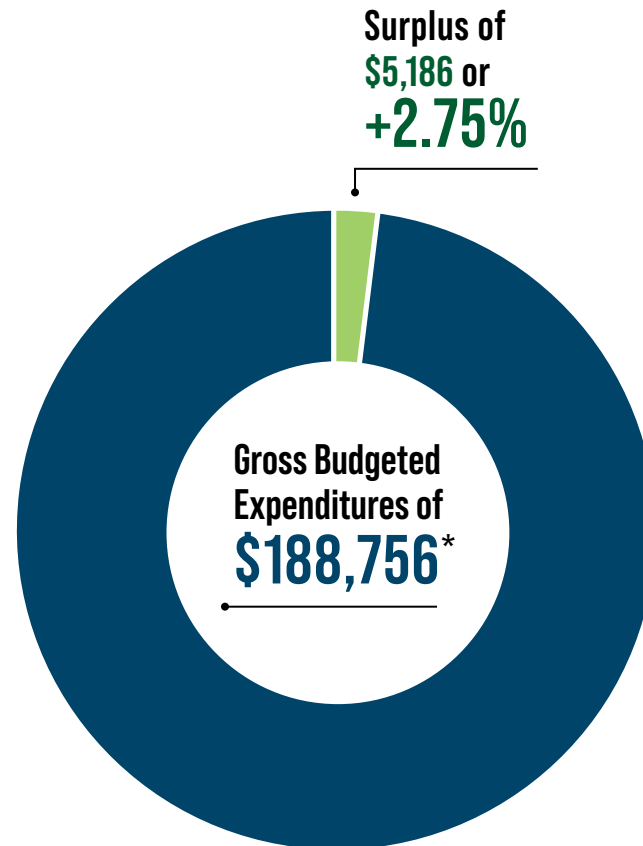
The forecasted surplus within the Water division is primarily attributed to increased water sales of \$3,002 due to household and business growth in Niagara as well as warmer and drier conditions through the year. Also contributing to the forecasted net surplus at year-end are reduced biosolids collection and disposal costs due to favourable contract pricing of \$247 and labour related savings due to salary gapping of \$223.

It is recommended that, at year-end, the forecasted surplus of \$3,958 be transferred to the Water Capital Reserve given that the Water Stabilization Reserve is already within the funding targets. The funding target of 10 to 15 per cent of annual budgeted operating expenditures is \$2,889 to \$4,334. The Water Stabilization Reserve is forecasted to have a balance of \$3,024 at year-end.

The forecasted surplus within the Wastewater division of \$1,228 is driven by labour related savings due to salary gapping and delays in hiring vacant positions of \$1,042, favourable biosolids collection and disposal contract pricing of \$1,403, and favourable contract pricing for chemicals of \$259. These favourable variances are partly offset by higher-than-expected repairs and maintenance costs from aging infrastructure and compliance work of \$1,181, and lower than expected by-law charge revenues due to Council-approved hauled sewage rates being below budget estimates of \$396.

It is recommended that, at year-end, the forecasted surplus of \$1,228 be transferred to the Wastewater Stabilization Reserve. The funding target of 10 to 15 per cent of annual budgeted operating expenditures is \$7,416 to \$11,124. Including the forecasted surplus, the Wastewater Stabilization Reserve is forecasted to have a balance of \$2,184 which is below the funding targets.

Water and Wastewater Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Water Financial Statement Highlights



+\$3,002
variance in water sales

Wastewater Financial Statement Highlights



+\$1,403
variance in biosolids
collection and disposal
contract pricing



-\$1,181
variance in repairs and
maintenance due to aging
infrastructure and equipment



+\$1,042
variance in labour
related costs

Consolidated Operating Funding Surplus/(Deficit) Review

Waste Management

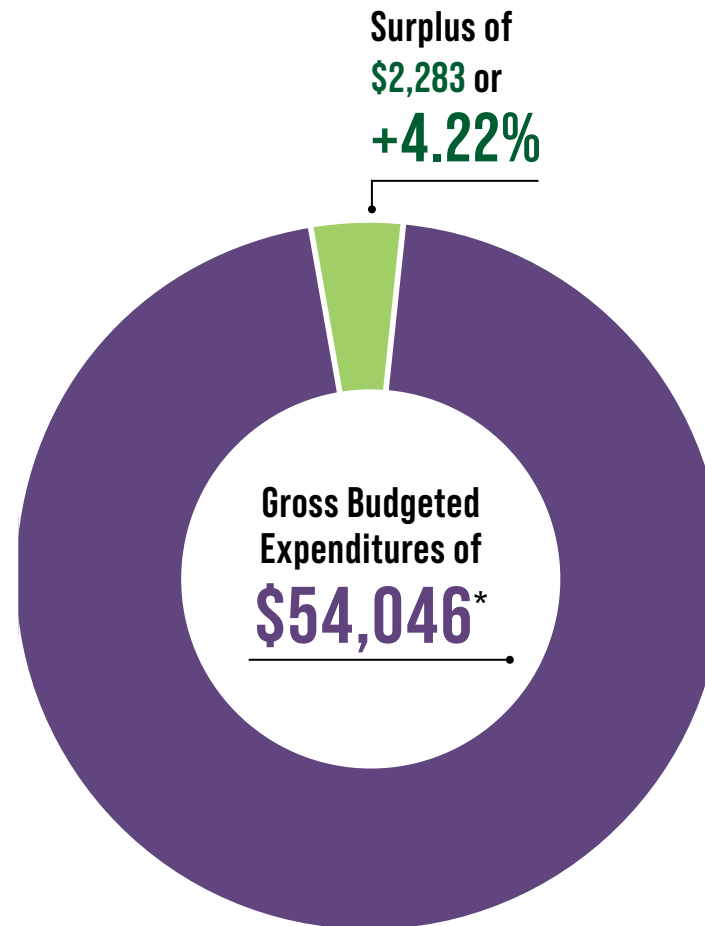
(In thousands of dollars)

Waste Management Services is operating at a forecasted surplus of \$2,283 at year-end.

The forecasted surplus is a result of administrative savings of \$343 related to lower than anticipated required consulting mainly driven by the Waste Management Strategic Plan, savings of \$996 resulting from lower than anticipated costs in operating contracts including base collection, landfill operations, drop-off depot services and material processing costs, as well as labour related savings due to salary gapping of \$191. Contributing to the forecasted net operating surplus is higher than anticipated garbage tag fees of \$100, recycling revenue from the sale of scrap metal of \$68 and funding for the Region's household hazardous waste drop-off depots of \$173.

It is recommended that, at year-end, the forecasted operating surplus of \$2,283 be transferred to the Waste Management Capital Reserve given that the Waste Management Stabilization reserve is already within funding targets. The funding targets of 10 to 15 per cent of annual budgeted operating expenditures is \$4,920 to \$7,381. The Waste Management Stabilization Reserve is forecasted to have a balance of \$7,796 at year-end.

Waste Management Operating Surplus



Financial Statement Highlights



+\$996

lower than anticipated costs
in operating contracts



+\$343

lower than anticipated
consulting costs



+\$191

lower than anticipated costs
due to salary gapping

* Includes transfer, intercompany charges and indirect allocations

Consolidated Operating Funding Surplus/(Deficit) Review

Niagara Transit Commission

(In thousands of dollars)

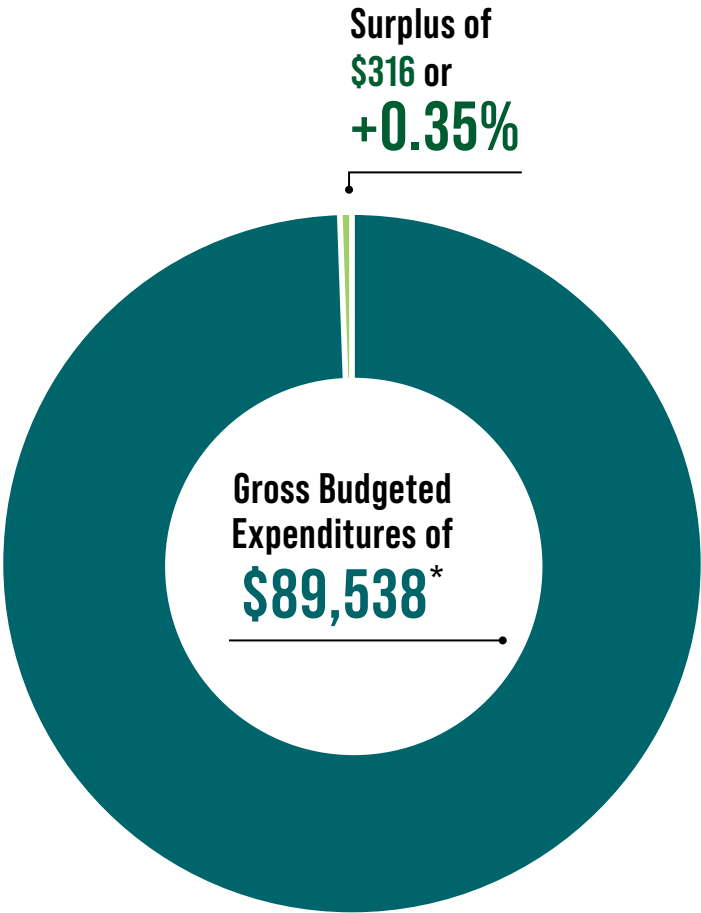
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Niagara Transit Commission is operating at a net forecasted surplus of \$316 at year-end.

The forecasted surplus is primarily attributed to higher than anticipated fare revenue of \$2,078 due to increased ridership coupled with savings related to the removal of carbon tax from fuel and lower fuel contracts costs per litre of \$2,640. These savings are partially offset by unfavourable labour related costs of \$836 due to greater than budgeted benefits for unionized staff and overtime in fleet maintenance; incremental vehicle supply parts and repairs and maintenance costs due to aging fleet and delay in receiving new buses of \$1,300, less than budgeted fuel reimbursement from the City of Niagara Falls and Metrolinx of \$1,064; as well as the strategy to not recognize the budgeted Provincial Gas Tax of \$1,315 given that NTC is in a forecasted surplus position. The unrecognized Provincial Gas Tax will be available for future capital and/or operating use.


It is recommended that, at year-end, the forecasted operating surplus of \$316 be transferred to the Niagara Transit Commission Stabilization Reserve resulting in a balance of \$4,159. Like other stabilization reserves, the funding target of for this reserve is 10 to 15 per cent of annual budgeted operating expenditures, or \$8,296 to \$12,444. The reserve is below funding targets since it was newly established in 2023. Funding in this reserve will be considered annually through the budget process with the goal of developing and maintaining a long-term sustainable strategy.

Niagara Transit Commission Operating Surplus




* Includes transfer, intercompany charges and indirect allocations


Financial Statement Highlights



+\$2,078
Variance in higher than anticipated fare revenue



-\$1,315
Variance in unrecognized Provincial Gas Tax

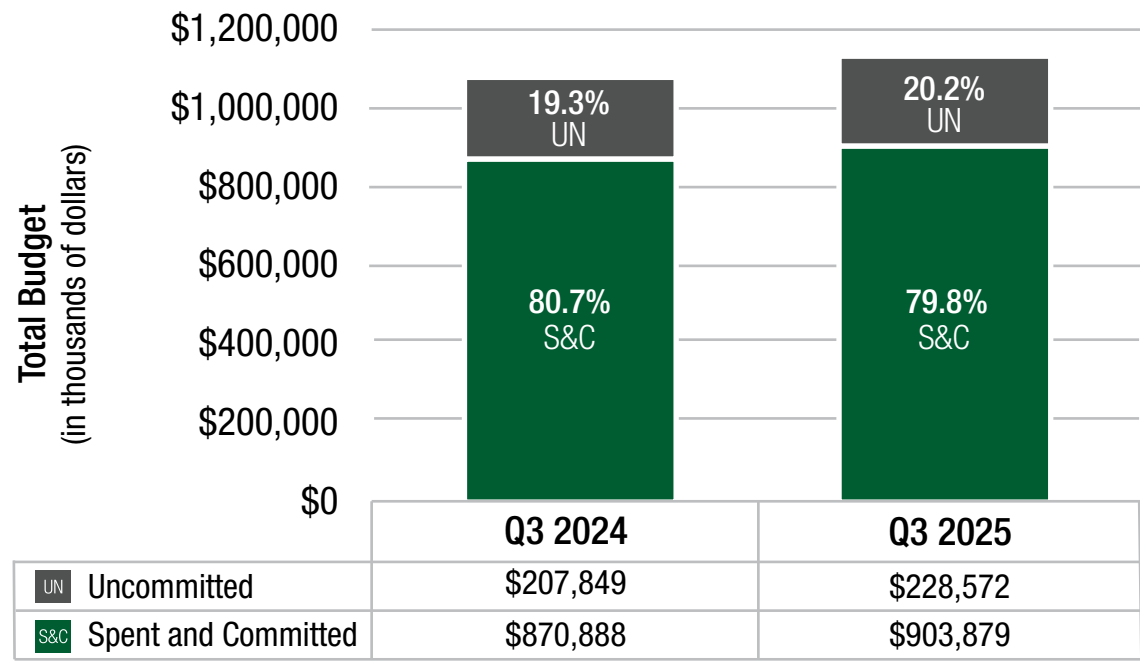


+\$2,640
Savings due to the removal of carbon tax and fuel contract costs

Levy

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



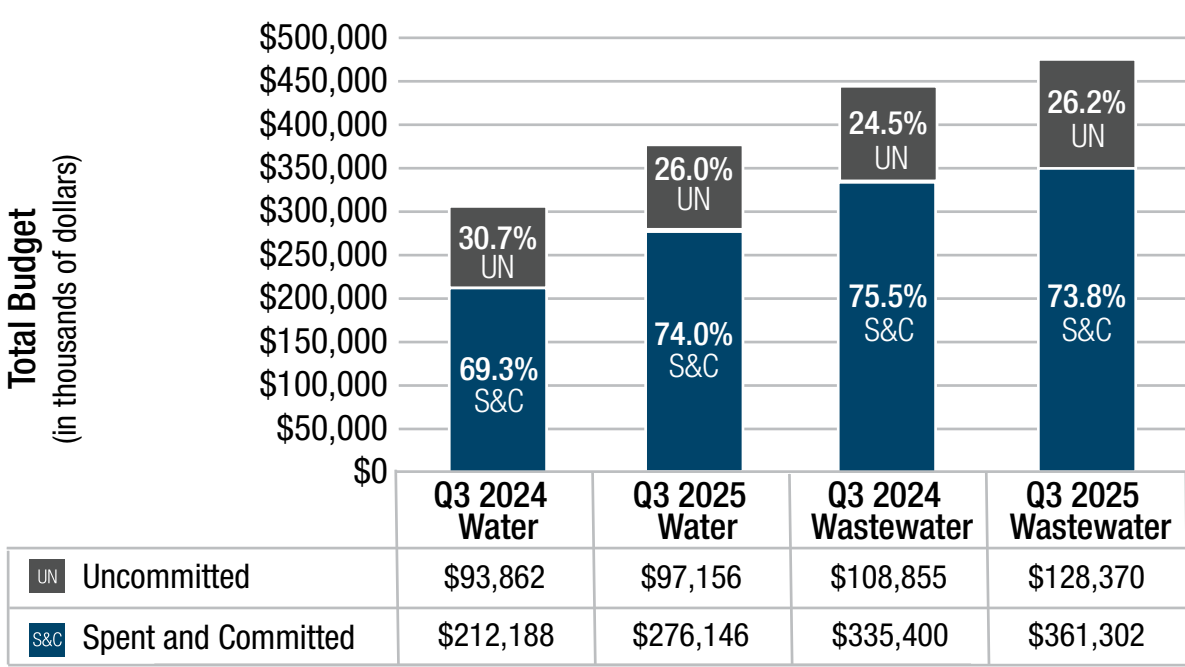
Year-to-Date Capital Variance Project Transfers (in thousands)



Water and Wastewater

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



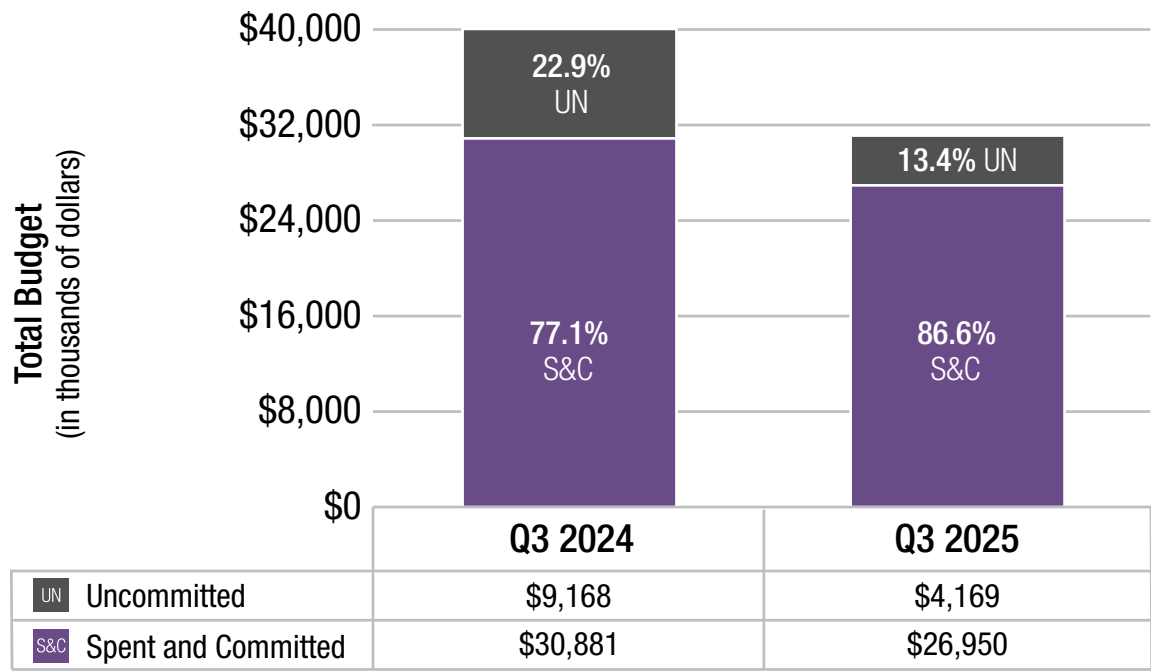
Year-to-Date Capital Variance Project Transfers (in thousands)



Waste Management

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



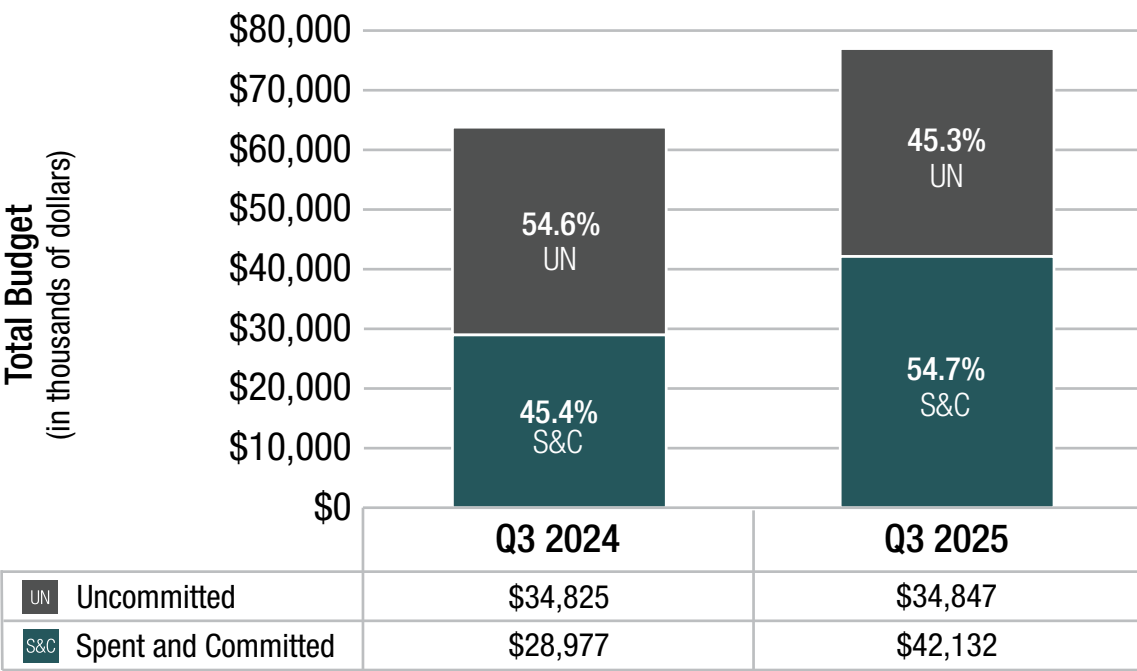
Year-to-Date Capital Variance Project Transfers (in thousands)



Niagara Transit Commission

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



Year-to-Date Capital Variance Project Transfers

To date, no Niagara Transit Commission capital projects have been closed where a Capital Variance Project has been required. When a Capital Variance Project for Niagara Transit Commission is required, one will be established .

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

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Annual Forecast	Q3 Forecasted Surplus/(Deficit)	Annual Budget	Annual Forecast	Q3 Forecasted Surplus/(Deficit)
GENERAL LEVY SUPPORTED DEPARTMENTS & PROGRAMS						
Regional Departments						
Governance	\$2,395	\$2,251	\$145	\$2,898	\$2,724	\$174
General Government	-\$410,230	-\$407,147	-\$3,083	-\$526,732	-\$523,648	-\$3,083
Office of Deputy CAO	\$10,169	\$9,562	\$607	\$9,844	\$8,161	\$1,683
Corporate Administration	\$13,959	\$14,745	-\$786	\$4,744	\$4,701	\$43
Corporate Services	\$54,017	\$52,626	\$1,390	\$30	\$36	-\$6
Children's Services	\$6,555	\$6,400	\$155	\$10,364	\$10,258	\$107
Homelessness & Community Engagement Services	\$5,817	\$5,828	-\$12	\$6,770	\$6,802	-\$33
Seniors Services	\$9,634	\$13,226	-\$3,592	\$32,628	\$35,952	-\$3,323
Social Assistance & Employment Opportunities	\$13,209	\$13,113	\$96	\$18,126	\$18,066	\$61
Housing Services	\$29,710	\$28,856	\$854	\$27,337	\$26,580	\$757
Public Health & Mental Health	\$8,658	\$5,811	\$2,847	\$19,011	\$15,979	\$3,032
Emergency Services	\$32,588	\$32,916	-\$328	\$46,551	\$46,699	-\$148
Public Works - Transportation	\$30,459	\$31,953	-\$1,494	\$83,659	\$85,808	-\$2,149
Public Works - Infrastructure Planning & Development	\$2,978	\$2,441	\$537	\$3,604	\$2,918	\$686
Sub-Total - Regional Departments	-\$190,083	-\$187,419	-\$2,664	-\$261,165	-\$258,966	-\$2,199
Agencies, Boards & Commissions						
Court Services	-\$1,532	-\$1,752	\$220	-\$99	-\$379	\$280
Niagara Regional Housing	\$4,518	\$4,617	-\$100	\$22,582	\$22,596	-\$14
Niagara Regional Police	\$212,456	\$212,849	-\$392	\$230,724	\$231,981	-\$1,257
Niagara Peninsula Conservation Authority	\$7,959	\$7,959	\$0	\$7,959	\$7,959	\$0
Subtotal Agencies, Boards & Commissions	\$223,401	\$223,673	-\$272	\$261,165	\$262,156	-\$991
Total General Levy Supported Programs	\$33,318	\$36,254	-\$2,936	\$0	\$3,190	-\$3,190
Rate Supported Departments & Special Levy						
Rate Supported: Water & Wastewater	-\$22,958	-\$28,362	\$5,403	\$0	-\$5,186	\$5,186
Special Levy: Waste Management	-\$1,861	-\$4,086	\$2,225	\$0	-\$2,283	\$2,283
Special Levy: Niagara Transit Commission	-\$8,498	-\$8,401	-\$97	\$0	-\$316	\$316
TOTAL	\$0	-\$4,595	\$4,595	\$0	-\$4,595	\$4,595

Consolidated Operating Surplus/(Deficit) – Continued

Variance Analysis (in thousands of dollars)

Niagara Region is operating at a year-end overall surplus of \$4,595.

Levy Supported Programs

Niagara Region’s levy supported programs are operating at a net forecasted deficit of \$2,936 before indirect allocations.

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

Governance - Governance is at a net forecasted surplus of \$145 at year end.

The forecasted surplus is mainly due to favourable labour related costs of \$110 due to a declined salary increase to offset the federal income tax exemption for the Regional Chair, short term vacancies of Council Members and a decline in contributions to Statutory Benefits within Council.

General Government – General Government is at a net forecasted surplus of \$6,564 at year end.

The forecasted surplus is a result of lower than budgeted Development Charge Industrial Grants of \$5,078. Also, staff updated the rate used for agricultural exemptions from commercial to industrial, which resulted in a favourable variance of \$1,972. These favourable variances are offset by an unfavourable variance of \$2,223 related to mandatory exemptions for long-term care home under the new Bill 17.

Office of Deputy CAO – The Office of the Deputy CAO is at a net forecasted surplus of \$607 at year end.

The forecasted surplus is a result of vacancies throughout the year in all Office of the Deputy CAO divisions, timing of revenues related to project work, and a reduction of Development Charge revenues in part due to the legislative changes effective March 31, 2025, whereby the Region no longer has planning approval authority.

Corporate Administration – Corporate Administration is at a net forecasted deficit of \$786 at year end.

The forecasted deficit is a result of unfavourable labour related costs of \$1,235 and the associated legal costs of \$162. These unfavourable variances are partially offset by favourable Region benefits of \$486 and union chargebacks of \$268.

Corporate Services – Corporate Services is at a net forecasted surplus of \$1,390 before indirect allocations at year end.

The forecasted surplus is a result of GO station maintenance costs of \$596, insurance premium savings of \$309, and software/hardware support and maintenance cost savings of \$1,878 related to approved but not fully completed IT capital projects. These favourable forecasted variances are partially offset by unfavourable variances in legal claim payouts of \$1,352.

Community Services – Children’s Services – Children’s Services is operating at a forecasted year-end net surplus of \$155 before indirect allocations.

The forecasted variance is primarily due to a repayable of an operating capacity holdback of Canada-Wide Early Learning and Child Care (CWELCC) Program funds to the Ministry of Education as well as lower than anticipated CWELCC allocations to service providers as a result of applying the new funding formula and new childcare spaces that were delayed in opening. This variance is being offset reduced Federal and Provincial Grants.

Community Services - Homelessness Services – Homelessness Services and Community Engagement is forecasting a deficit of \$12 at year-end.

The forecasted nominal deficit is mainly due to the increased costs to operate shelters inclusive of families being offset by one time federal and provincial grants.

Consolidated Operating Surplus/(Deficit) – Continued

Community Services - Housing Services – Housing Services is operating at a net forecasted surplus of \$854 at year-end.

The forecasted surplus is primarily a result of decreased subsidy payments to, as well as subsidy recoveries from, non-profit and co-operative housing providers with lower than anticipated rent-geared-to-income (RGI) units. This is offset by additional temporary staff positions required to support the growing needs of the division and programs, including a continuously increasing housing waitlist and the operation and maintenance of new community housing and supportive housing units, as well as emergency shelters.

Community Services - Seniors Services – Seniors Services is operating at a net forecasted deficit of \$3,592 at year-end.

The forecasted deficit is primarily a result of several factors: the CUPE 1263 agreement change, which necessitated a one-time payout for part-time staff vacation banks (\$1,536); increased overtime costs due to staffing needs during outbreaks and new admissions support at Gilmore Lodge (\$1,362); an arbitrated award for ONA9 Homes that exceeded the budget (\$1,002); increased number of WSIB claims associated with respiratory and gastrointestinal outbreaks (\$281) and reduced MLTC funding for Linhaven because of a delayed opening (\$1,817, including \$847 related to the Construction Funding Subsidy which will not be transferred to reserve as budgeted). However, the projected deficit is partially mitigated by \$2,287 in additional funding from participation in the Preceptor Resource and Education Program for Long-Term Care.

Community Services – Social Assistance Employment Opportunities (SAEO) –

Social Assistance and Employment Opportunities is forecasting a surplus of \$96 at year-end.

The projected nominal surplus is primarily due to SAEO adjusting client benefit policy and staffing model to respond to the caseload pressures.

Public Health and Emergency Services - Public Health and Mental Health – Public Health and Mental Health is operating at a net forecasted surplus of \$2,847 at year-end.

The forecasted surplus is primarily due to two major drivers: (1) gapping of temporary vacant positions of \$2,190 (of which \$603 relates to high value medical positions and \$380 is offset with reductions in revenue) and (2) unbudgeted one-time provincial grants totaling \$720 (of which \$455 is booked as a prior period subsidy adjustment). These favourable variances are netted with a transfer to capital of \$410 to finance required upgrades to the vaccination room in Clinical Services.

Public Health and Emergency Services - Emergency Services – Emergency Services is operating with a forecasted deficit of \$328 for year-end. This is mainly due to front line shifts needing to be filled with overtime rather than straight time staff resulting in a forecasted deficit of \$1,133 in wages. There are also forecasted deficits for equipment costs of \$178, medical supplies of \$103, linen services of \$63, vehicle repair and maintenance of \$59, and external professional and legal costs of \$33. These pressures are partially offset by higher than budgeted special event revenue of \$441, one-time provincial Ministry funding of \$250, and savings in fuel of \$263.

Public Works Transportation – Transportation Services is operating at a forecasted net deficit of \$1,494 at year-end. Of the total forecasted year-end deficit, a deficit of \$1,494 relates to base operations and \$0 relates to Vision Zero (VZ).

The forecasted deficit of \$1,494 related to base operations is a result of higher than anticipated usage of winter sand, winter salt and organic de-icing material of \$596 and annual winter maintenance contracts of \$136 (net) due to harsh winter conditions, higher contracted forestry and weather monitoring costs of \$190, higher fleet leasing costs of \$200, lower than anticipated signal maintenance revenue of \$600, permits revenue of \$50 and proceeds from Fleet vehicle sales of \$96, partially offset by lower fuel costs of \$400.

Public Works Infrastructure Planning and Development – Infrastructure Planning and Development is operating at a forecasted surplus before indirect allocations of \$537.

Consolidated Operating Surplus/(Deficit) – Continued

The forecasted surplus is a result of labour related savings due to staff vacancies across the division of \$1,022 because of Bill 23 and associated pending service agreements with local area municipalities in addition to delays in hiring vacant positions linked to the recent reorganization. This favourable variance is partially offset by lower than budgeted application review fees of \$380.

Courts Services – Court Services is operating a forecasted year end surplus of \$280. Of the total forecasted year end surplus, \$280 is related to Base operations and \$0 relates to operations associated with the Vision Zero Road Safety Program (VZ).

Base operations are forecasting a year-end distribution to the LAMs of \$380, which is \$280 above the budgeted distribution of \$100. The increase in the distribution is mostly tied to higher than anticipated anomalous high-fine payments which occur outside the normal course of operations.

VZ operations are forecasting a net revenue year-end distribution to the LAMs of \$230, which is \$632 above the budgeted distribution of \$862. VZ charging volumes and ticket payments are forecasted lower than anticipated partially due to labour disruptions at Canada Post as well as the Provincial government repealing the authority for municipalities to operate Automated Speed Enforcement (ASE). The lower revenues have been partially offset by lower than anticipated operating costs directly related to the increased revenues like Victim Fine Surcharge and indirect costs like adjudication and interpreter expenses.

Niagara Regional Housing – Niagara Regional Housing (NRH) is operating at a net forecasted deficit of \$100 before indirect allocations at year-end.

The forecasted deficit is a result of higher than anticipated building and property maintenance costs mainly due to inflationary pressures for service contracts, services, and materials. These increased costs are offset by increased rental revenues as more tenants are paying affordable market rents for NRH units due to few housing options available.

Niagara Regional Police Service – Niagara Regional Police Service is operating at a forecasted year end net operating deficit of \$800. The forecasted deficit is a result of the shortfall from Court Security and Prisoner Transportation revenue of \$688, casino revenue shortfall of \$500. These unfavourable variances are partially offset by one time grant funding to recover NG911 operating expenditures received in the amount of \$331.

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

Rate Supported Programs

Niagara Region’s rate supported programs are operating at a net forecasted surplus of \$5,186 after indirect allocations.

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

Water – Water Services is operating at a forecasted net surplus of \$3,958 at year-end. The forecasted surplus is primarily a result of increased water sales in the amount of \$3,002 due to household and business growth in Niagara as well as warmer and drier conditions through the year. Also contributing to the forecasted net surplus at year-end are reduced biosolids collection and disposal costs due to favourable contract pricing in the amount of \$247, labour related savings due to salary gapping of \$223, favourable contract pricing for chemicals of \$40, savings in utilities of \$60, and the share of surplus from Water and Wastewater support divisions allocated to Water Services of \$296.

Wastewater – Wastewater Services is operating at a forecasted net surplus of \$1,228 at year-end. The forecasted surplus is a result of labour related savings from staffing vacancies due to retirements, transfers, and challenges recruiting qualified staff, as well as delays linked to the recent reorganization, in the amount of \$1,042, favourable biosolids collection and disposal contract pricing of \$1,403, and favourable contract

Consolidated Operating Surplus/(Deficit) – Continued

pricing for chemicals of \$259. These favourable variances are partly offset by \$1,181 in repairs and maintenance costs from aging infrastructure and compliance work and by \$396 in lower-than-expected by-law charge revenues due to Council approved hauled sewage rates being below budget estimates.

Special Levy Programs

Niagara Region’s special levy programs; Niagara Transit Commission and Waste Management are operating at a forecasted surplus of \$316 and \$2,283 respectively.

Niagara Transit Commission – Niagara Transit Commission is operating at a forecasted net surplus of \$316. The forecasted surplus is the result of higher than anticipated fare revenues of \$2,078 due to increased ridership excluding UPASS; lower than budgeted fuel costs of \$2,640 due the removal of the carbon tax effective April 1, less fuel used by the City of Niagara Falls and Metrolinx as well as the actual average rate per litre of approximately \$1.19 being less than the budgeted rate per litre of \$1.54; lower than anticipated self-insurance claims and legal premium of \$208. These are offset by not recognizing budgeted Provincial Gas Tax Revenues of \$1,315 as NTC is in a forecasted surplus position; higher than budgeted vehicle supply parts and repairs and maintenance due to the aging fleet and delay in receiving new buses and removal of obsolete inventory of \$1,300; less than budgeted fuel reimbursement from the City of Niagara Falls and Metrolinx of \$1,064; less than budgeted revenues from the Niagara College UPASS agreement beginning September 1, 2025 and the 2024/2025 year-end reconciliation due to a decline in enrollment of \$518 and increased labour related costs due to higher than budgeted benefit and overtime costs of \$836.

Waste Management – is operating at a forecasted year end net operating surplus of \$2,283.

The forecasted surplus is a result of labour related savings due to salary gapping in the amount of \$191, and administrative savings of \$343 due to lower than estimated Waste Management Strategic Plan costs which were encumbered in the prior year. Also contributing to the favourable variance are savings of \$996 resulting from lower than anticipated costs in operating contracts including base collection due to lower than anticipated fuel pricing increases, drop-off depot services, monitoring services, leachate processing costs and grounds maintenance required at closed and naturalization landfill sites. Waste Management is forecasting a surplus in cart purchases due to the pending collection changes related to provincial regulations and material processing costs. Contributing to the forecasted net operating surplus is higher than anticipated garbage tag fees of \$100, recycling revenue from the sale of scrap metal of \$68 and funding for the Region’s household hazardous waste drop-off depots of \$173.

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	\$1,672	\$1,566	\$106	6.4%	\$2,231	\$2,121	\$110	4.9%
Administrative	\$116	\$74	\$42	36.4%	\$155	\$124	\$31	19.9%
Operational & Supply	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$2	\$1	\$1	50.7%	\$2	\$1	\$1	38.1%
Partnership, Rebate, Exemption	\$152	\$11	\$141	93.1%	\$152	\$11	\$141	92.7%
Total Expenses	\$1,942	\$1,651	\$291	15.0%	\$2,541	\$2,257	\$283	11.2%
Other Revenue	-\$150	-\$11	-\$140	-93.0%	-\$150	-\$11	-\$140	-93.0%
Total Revenues	-\$150	-\$11	-\$140	-93.0%	-\$150	-\$11	-\$140	-93.0%
Intercompany Charges	\$3	\$3	\$1	22.6%	\$5	\$4	\$1	17.0%
Total Intercompany Charges	\$3	\$3	\$1	22.6%	\$5	\$4	\$1	17.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,795	\$1,643	\$152	8.5%	\$2,395	\$2,251	\$145	6.0%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$1,795	\$1,643	\$152	8.5%	\$2,395	\$2,251	\$145	6.0%
Indirect Allocations & Debt	\$391	\$357	\$34	8.7%	\$503	\$473	\$30	5.9%
Total Indirect Allocations & Debt	\$391	\$357	\$34	8.7%	\$503	\$473	\$30	5.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,186	\$2,000	\$186	0.0%	\$2,898	\$2,724	\$174	6.0%

Governance - Continued

What does Governance do?

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

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

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

Variance Analysis (in thousands of dollars)

Governance is operating at a year-to-date surplus before indirect allocations of \$152 with a forecasted surplus of \$145 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$106 and \$110 respectively are due to lower than budgeted costs for the Regional Chair, short term vacancies of Council members, and a decline in contributions to statutory benefits amongst Council.

Administration – The favourable year-to-date variance of \$42 are due to timing of anticipated travel, meals, mileage, and registration fees. The favourable forecasted variance of \$31 is due to lower than anticipated mileage reimbursements for the remainder of the year.

Partnership, Rebate, Exemption – The favourable year-to-date and forecasted variance of \$141 are due to the cancellation of the Regional Chair’s annual golf tournament which is fully offset by the unfavourable variance noted below in Other Revenue.

Other Revenues - The unfavourable year-to-date and forecasted variances of \$140 are due to the cancellation of the Regional Chair’s annual golf tournament which is fully offset by the favourable variance noted above in Partnership, Rebate, Exemption.

General Government Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Administrative	\$4,932	\$5,839	-\$907	-18.4%	\$6,576	\$5,500	\$1,076	16.4%
Occupancy & Infrastructure	\$121	\$468	-\$347	-288.3%	\$151	\$731	-\$580	-384.1%
Equipment, Vehicles, Technology	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$36,847	\$31,040	\$5,807	15.8%	\$46,127	\$45,957	\$170	0.4%
Financial Expenditures	\$40,171	\$41,021	-\$850	-2.1%	\$68,893	\$53,315	\$15,577	22.6%
Total Expenses	\$82,070	\$78,368	\$3,702	4.5%	\$121,747	\$105,504	\$16,243	13.3%
Taxation	-\$398,212	-\$390,417	-\$7,795	-2.0%	-\$557,886	-\$557,792	-\$94	0.0%
By-Law Charges & Sales	-\$5	-\$2	-\$4	-71.4%	-\$7	-\$3	-\$4	-53.6%
Other Revenue	-\$19,595	-\$13,195	-\$6,401	-32.7%	-\$26,127	-\$23,412	-\$2,715	-10.4%
Total Revenues	-\$417,813	-\$403,613	-\$14,199	-3.4%	-\$584,020	-\$581,208	-\$2,812	-0.5%
Intercompany Charges	-\$76	-\$82	\$6	-8.6%	-\$97	-\$102	\$5	-4.8%
Total Intercompany Charges	-\$76	-\$82	\$6	-8.6%	-\$97	-\$102	\$5	-4.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$335,818	-\$325,328	-\$10,491	-3.1%	-\$462,370	-\$475,805	\$13,435	2.9%
Transfers From Funds	-\$18,095	-\$18,095	\$0	0.0%	-\$20,117	-\$15,003	-\$5,114	-25.4%
Transfers To Funds	\$54,193	\$48,611	\$5,582	10.3%	\$72,257	\$83,661	-\$11,404	-15.8%
Total Transfers	\$36,098	\$30,516	\$5,582	15.5%	\$52,140	\$68,659	-\$16,519	-31.7%
Net Expenditure (Revenue) Before Indirect Allocations	-\$299,721	-\$294,812	-\$4,909	-1.6%	-\$410,230	-\$407,147	-\$3,083	-0.8%
Indirect Allocations & Debt	-\$94,643	-\$94,669	\$26	0.0%	-\$116,502	-\$116,502	\$0	0.0%
Total Indirect Allocations & Debt	-\$94,643	-\$94,669	\$26	0.0%	-\$116,502	-\$116,502	\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$394,363	-\$389,480	-\$4,883	0.0%	-\$526,732	-\$523,648	-\$3,083	-0.6%

General Government - Continued

What does General Government do?

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

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

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

Variance Analysis (in thousands of dollars)

General Government is operating at a year-to-date deficit before indirect allocations of \$4,909 and is forecasting an overall deficit before indirect allocations of \$3,083 at year-end due to the following factors:

Administration – The unfavourable year-to-date variance of \$907 is primarily due to an increase in the accrual for estimated legal claims against the Region of \$850. The favorable forecasted variance of \$1,076 relates to a reduction in legal liability accrual as a result of the anticipated legal claims to be paid by the end of the year, offset by an unfavourable variance of \$77 due to higher than budgeted property assessment costs billed by Municipal Property Assessment Corporation.

Partnership, Rebate, Exemption – The favourable year-to-date variance of \$5,807 is primarily due to the timing of Tax Incentive Grants \$2,109, Gateway Tax Increment Grants \$2,311, Development Charge (DC) industrial grants of \$3,919, DC brownfield grants of \$3,214 and DC agricultural grants of \$1,328. These favourable variances are offset by unfavourable variance of \$2,223 related to DC mandatory exemptions for long-term care home under the new Bill 17 and \$6,621 due to higher than forecasted funding of ancillary dwelling units (ADUs) which are exempted from DCs as a result of Bill 23.

The favourable forecasted surplus at yearend of \$170 largely relates to lower than budgeted Development Charge Industrial Grants of \$5,078. This is a result of the timing of phase two of the Asahi Kasei development industrial DC grant (offset by reduced transfer from reserve, see to/from funds section below). Also, staff revised the assumptions for funding DC exemptions of agriculture and ADU developments. The favourable forecasted variance of \$1,972 and \$948 for DC exemption of places of worship and Supportive Housing Grant also contribute to the overall favourable variance.

Financial Expenditures – The unfavourable year-to-date variance of \$850 is a result of timing of budget and actuals related to tax write offs of \$716.

The favourable forecasted variance of \$15,577 is mainly due to the favourable variance in General Government for unissued debt principal and interest payment of \$13,662 (due to timing of actual project spending, which determines the timing of debt issuance) which is transferred to reserves, see to/from funds section below. Also, the tax write offs are forecasting favourable variance of \$2,049.

Other Revenue – The year-to-date and forecasted unfavourable variances of \$6,401 and \$2,715 respectively are a result of higher than anticipated interest transfers to Development Charge and rate reserve funds due to a higher than budgeted interest allocation rate (\$6,286 Q3 YTD and \$8,328 YE respectively), as well as a delay in sale of

General Government - Continued

surplus property until 2026 (\$3,707 Q3 YTD and \$7,157 YE respectively). The delay in sale of surplus property is offset by a corresponding favourable variance in to/from funds.

These unfavourable variances are offset by higher than budgeted portfolio investment income related to reinvestment of disposals after the 2025 budget was created accruing more interest than anticipated (\$5,722 Q3 YTD and \$7,915 YE respectively).

To/From Funds – The year-to-date favourable variance of \$5,582 and forecasted unfavourable variance of \$16,519.

This is due to the timing of expected sales of surplus property which are now anticipated in 2026 (\$3,707 year-to-date and \$7,157 forecasted). This is resulting in less proceeds being transferred to the capital levy reserve as budgeted in 2025.

In addition, the forecasted variance reflects a reduced transfer from reserve related to the Asahi Kasei development industrial DC grant of \$5,418 and the unused debt charge placeholder of \$13,662 being transferred to capital reserves.

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	\$7,040	\$6,773	\$267	3.8%	\$9,438	\$9,156	\$283	3.0%
Administrative	\$3,623	\$924	\$2,698	74.5%	\$4,023	\$2,279	\$1,744	43.4%
Operational & Supply	\$68	\$28	\$40	58.9%	\$90	\$61	\$29	32.5%
Occupancy & Infrastructure	\$1	\$0	\$1	77.6%	\$1	\$1	\$0	-16.8%
Equipment, Vehicles, Technology	\$196	\$208	-\$12	-6.0%	\$262	\$288	-\$26	-9.9%
Partnership, Rebate, Exemption	\$141	\$52	\$89	63.1%	\$165	\$192	-\$27	-16.7%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$11,069	\$7,985	\$3,083	27.9%	\$13,979	\$11,976	\$2,003	14.3%
Federal & Provincial Grants	-\$1,050	\$0	-\$1,050	-100.0%	-\$1,050	-\$90	-\$960	-91.4%
By-Law Charges & Sales	-\$52	-\$47	-\$5	-9.4%	-\$69	-\$54	-\$16	-22.5%
Other Revenue	-\$1,489	-\$1,115	-\$373	-25.1%	-\$1,741	-\$1,310	-\$430	-24.7%
Total Revenues	-\$2,591	-\$1,163	-\$1,428	-55.1%	-\$2,860	-\$1,454	-\$1,406	-49.2%
Intercompany Charges	-\$211	-\$176	-\$35	16.4%	-\$281	-\$291	\$10	-3.6%
Total Intercompany Charges	-\$211	-\$176	-\$35	16.4%	-\$281	-\$291	\$10	-3.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$8,267	\$6,647	\$1,620	19.6%	\$10,838	\$10,230	\$607	5.6%
Transfers From Funds	-\$649	-\$649	\$0	0.0%	-\$669	-\$669	\$0	0.0%
Total Transfers	-\$649	-\$649	\$0	0.0%	-\$669	-\$669	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$7,618	\$5,998	\$1,620	21.3%	\$10,169	\$9,562	\$607	6.0%
Indirect Allocations & Debt	-\$178	-\$1,082	\$904	507.5%	-\$325	-\$1,401	\$1,076	330.9%
Total Indirect Allocations & Debt	-\$178	-\$1,082	\$904	507.5%	-\$325	-\$1,401	\$1,076	330.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$7,440	\$4,916	\$2,524	0.0%	\$9,844	\$8,161	\$1,683	17.1%

Office of Deputy CAO – Continued

What does the Office of the Deputy CAO do?

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

Variance Analysis (in thousands of dollars)

The Office of the Deputy CAO is operating at a year-to-date surplus before indirect allocations of \$1,620 with a forecasted surplus of \$607 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$267 and \$283 respectively are due to vacant positions throughout the year in all divisions.

Administration - The favourable year-to-date and forecasted variance of \$2,698 and \$1,744 respectively are driven by timing of consulting costs related to project work. Included within the forecasted favourable variance is \$1,305 of project work that is externally funded and will be completed in 2026 and is partially offset in Other Revenue and Federal and Provincial Grants noted below. Also included are savings of \$358 in consulting costs associated with Development Charge projects which is partially offset in Other Revenue noted below.

Operational & Supply – The favourable year-to-date and forecasted variances of \$40 and \$29 respectively are mainly driven by savings in communication program costs.

Equipment, Vehicles and Technology – The unfavourable year-to-date variance of \$12 is due to software implementation. The unfavourable forecasted variance of \$26 reflects the completion of that work.

Partnership, Rebate and Exemption – The favourable year-to-date variance of \$89 is driven by the timing of project related work. The unfavourable forecasted variance of \$27 reflects the completion of this work.

Federal and Provincial Grants – The unfavourable year-to-date and forecasted variances of \$1,050 and \$960 respectively are due to timing of project related revenues which are forecasted to be received in 2026.

By-Law Charges and Sales – The unfavourable year-to-date and forecasted variances of \$5 and \$16 respectively are driven by the revenue loss associated with to the legislation changes noted below in Other Revenue.

Other Revenue - The unfavourable year-to-date and forecasted variance of \$373 and \$430 respectively is mainly due to timing of revenues related to project work. Included within the forecasted favourable variance is a \$130 reduction of Development Charge revenues related to legislative changes effective March 31, 2025, whereby the Region no longer has planning approval authority, and \$295 deferral of external funding towards project work.

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	\$8,017	\$9,176	-\$1,158	-14.4%	\$10,697	\$11,932	-\$1,235	-11.5%
Administrative	\$2,677	\$2,478	\$199	7.5%	\$3,432	\$3,491	-\$60	-1.7%
Operational & Supply	\$331	\$99	\$232	70.0%	\$441	\$347	\$94	21.3%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$73	\$16	\$56	77.4%	\$97	\$36	\$61	63.1%
Partnership, Rebate, Exemption	\$134	\$170	-\$36	-26.9%	\$178	\$178	\$0	0.2%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$11,232	\$11,939	-\$707	-6.3%	\$14,845	\$15,984	-\$1,139	-7.7%
Federal & Provincial Grants	-\$155	-\$109	-\$47	-30.1%	-\$193	-\$189	-\$4	-2.0%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	-\$80	-\$372	\$292	363.5%	-\$107	-\$462	\$355	331.8%
Total Revenues	-\$236	-\$481	\$245	104.0%	-\$300	-\$651	\$351	117.1%
Intercompany Charges	\$16	\$14	\$2	12.5%	\$22	\$20	\$2	9.4%
Total Intercompany Charges	\$16	\$14	\$2	12.5%	\$22	\$20	\$2	9.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$11,013	\$11,473	-\$460	-4.2%	\$14,567	\$15,353	-\$786	-5.4%
Transfers From Funds	-\$490	-\$490	\$0	0.0%	-\$608	-\$608	\$0	0.0%
Total Transfers	-\$490	-\$490	\$0	0.0%	-\$608	-\$608	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$10,523	\$10,983	-\$460	-4.4%	\$13,959	\$14,745	-\$786	-5.6%
Indirect Allocations & Debt	-\$6,839	-\$7,505	\$666	9.7%	-\$9,215	-\$10,044	\$829	9.0%
Total Indirect Allocations & Debt	-\$6,839	-\$7,505	\$666	9.7%	-\$9,215	-\$10,044	\$829	9.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$3,684	\$3,478	\$207	0.0%	\$4,744	\$4,701	\$43	0.9%

Corporate Administration - Continued

What does Corporate Administration do?

Corporate Administration is composed of four areas: Chief Administrative Office (CAO), Human Resources, Economic Development and Internal Audit.

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

The Office of the CAO directly oversees the following areas:

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

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

Economic Development supports Niagara's long-term prosperity by promoting the region globally and working in partnership with Niagara's 12 municipalities to attract foreign direct investment support business growth and create jobs. The division provides concierge-style services to both local and international businesses, connecting them with information, funding programs, strategic contacts, and sector-specific opportunities to support critical investment decisions.

Variance Analysis (in thousands of dollars)

Corporate Administration is operating at a year-to-date deficit before indirect allocations of \$460 with a forecasted deficit of \$786 due to the following factors:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of \$1,158 and \$1,235 respectively are primarily due to labour relations pressures. The unfavourable forecasted variance of \$1,721 is partially offset by a favourable variance in Region benefits of \$486. The forecasted unfavourable variance includes \$268 in union chargebacks which are fully offset by the favourable variance in Other Revenue noted below.

Administration - The favourable year-to-date variance of \$199 is mainly driven by timing of consulting costs offset by unfavourable labour relations costs. The forecasted unfavourable variance of \$60 is driven by higher than budgeted external legal costs related to labour relations of \$204 offset by savings in other areas of \$144.

Operational & Supply - The favourable year-to-date variance of \$232 is due to timing of corporate training costs which is forecasted to have a favourable balance at year-end of \$94.

Equipment, Vehicles and Technology – The favourable year-to-date and forecasted variances of \$56 and \$61 respectively are due to lower than anticipated IT and software license expenses.

Partnership, Rebate, Exemptions – The unfavourable year-to-date variance of \$36 is due to the timing of grant program awards within Economic Development that are anticipated to be awarded by the end of the year resulting in no forecasted variance.

Corporate Administration - Continued

Federal & Provincial Grants – The unfavourable year-to-date and forecasted variance of \$47 and \$4 respectively are mainly due to the timing of Can Export grants which will be fully received by year end.

Other Revenue - The favourable year-to-date and forecasted variances of \$292 and \$355 respectively are mainly due to higher than anticipated union charge backs partially offset in Labour Related Costs noted above.

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	\$19,420	\$19,228	\$192	1.0%	\$25,897	\$25,772	\$124	0.5%
Administrative	\$8,262	\$7,091	\$1,172	14.2%	\$11,133	\$11,915	-\$782	-7.0%
Operational & Supply	\$240	\$182	\$58	24.2%	\$321	\$249	\$72	22.5%
Occupancy & Infrastructure	\$9,587	\$9,194	\$392	4.1%	\$12,357	\$12,375	-\$18	-0.1%
Equipment, Vehicles, Technology	\$4,810	\$3,306	\$1,504	31.3%	\$6,414	\$4,304	\$2,110	32.9%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$2	-\$2	0.0%	\$0	\$4	-\$4	0.0%
Total Expenses	\$42,320	\$39,003	\$3,316	7.8%	\$56,121	\$54,619	\$1,502	2.7%
By-Law Charges & Sales	-\$254	-\$262	\$9	3.4%	-\$338	-\$321	-\$17	-5.0%
Other Revenue	-\$883	-\$920	\$36	4.1%	-\$1,421	-\$1,309	-\$112	-7.9%
Total Revenues	-\$1,137	-\$1,182	\$45	3.9%	-\$1,759	-\$1,630	-\$129	-7.3%
Intercompany Charges	-\$96	-\$211	\$115	-120.5%	-\$131	-\$148	\$18	-13.4%
Total Intercompany Charges	-\$96	-\$211	\$115	-120.5%	-\$131	-\$148	\$18	-13.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$41,087	\$37,611	\$3,476	8.5%	\$54,231	\$52,841	\$1,390	2.6%
Transfers From Funds	-\$917	-\$917	\$0	0.0%	-\$972	-\$972	\$0	0.0%
Transfers To Funds	\$568	\$568	\$0	0.0%	\$757	\$757	\$0	0.0%
Total Transfers	-\$349	-\$349	\$0	0.0%	-\$215	-\$215	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$40,738	\$37,261	\$3,476	8.5%	\$54,017	\$52,626	\$1,390	2.6%
Indirect Allocations & Debt	-\$40,716	-\$37,351	-\$3,365	-8.3%	-\$53,987	-\$52,591	-\$1,396	-2.6%
Total Indirect Allocations & Debt	-\$40,716	-\$37,351	-\$3,365	-8.3%	-\$53,987	-\$52,591	-\$1,396	-2.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$21	-\$90	\$111	0.0%	\$30	\$36	-\$6	-19.3%

Corporate Services - Continued

What does Corporate Services do?

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

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

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

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

Procurement Services oversees the procurement of direct and indirect materials, replenishment, and warehouse and line-side logistics in support of department/divisional operations.

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

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

Variance Analysis (in thousands of dollars)

Corporate Services operated at a year-to-date surplus before indirect allocations of \$3,476 and are forecasting a surplus of \$1,390 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$192 and \$124 are due to vacant positions through the year in all Corporate Services divisions.

Administration - The favourable year-to-date variance of \$1,172 is mainly due to timing of spend in insurance settlement related fees costs related to legal claims of \$189, consulting of \$599, insurance premium of \$204 and training of \$75. The unfavourable forecasted variance of \$782 is mainly due to legal claim payouts in alignment to prior years trending of \$1,351, partially offset by savings on insurance premium of \$309, consulting of \$211 and training of \$62.

Occupancy & Infrastructure - The favourable year-to-date variance of \$392 is mainly due to savings on the maintenance of the GO stations as well as grounds contract costs.

Equipment, Vehicles, Technology - The favourable year-to-date and forecasted variances of \$1,504 and \$2,110 are due primarily to delayed spend of operating costs related to approved IT capital projects and net savings on large support and licensing contracts within IT.

Childrens Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$8,327	\$8,266	\$61	0.7%	\$11,243	\$11,420	-\$176	-1.6%
Administrative	\$219	\$197	\$22	10.0%	\$294	\$384	-\$90	-30.5%
Operational & Supply	\$166	\$194	-\$28	-16.9%	\$230	\$248	-\$18	-7.9%
Occupancy & Infrastructure	\$27	\$41	-\$13	-49.2%	\$38	\$51	-\$14	-36.0%
Equipment, Vehicles, Technology	\$70	\$201	-\$132	-189.5%	\$93	\$364	-\$271	-292.8%
Community Assistance	\$139,559	\$90,165	\$49,395	35.4%	\$186,861	\$140,122	\$46,739	25.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$3	-\$3	0.0%
Total Expenses	\$148,368	\$99,064	\$49,304	33.2%	\$198,759	\$152,592	\$46,167	23.2%
Federal & Provincial Grants	-\$144,646	-\$95,648	-\$48,998	-33.9%	-\$193,455	-\$147,018	-\$46,436	-24.0%
By-Law Charges & Sales	-\$410	-\$706	\$296	72.1%	-\$547	-\$942	\$395	72.3%
Other Revenue	\$0	-\$14	\$14	0.0%	\$0	-\$13	\$13	0.0%
Total Revenues	-\$145,056	-\$96,368	-\$48,687	-33.6%	-\$194,001	-\$147,973	-\$46,029	-23.7%
Intercompany Charges	\$347	\$331	\$17	4.8%	\$463	\$446	\$17	3.6%
Total Intercompany Charges	\$347	\$331	\$17	4.8%	\$463	\$446	\$17	3.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$3,659	\$3,026	\$633	17.3%	\$5,221	\$5,066	\$155	3.0%
Transfers To Funds	\$970	\$970	\$0	0.0%	\$1,334	\$1,334	\$0	0.0%
Total Transfers	\$970	\$970	\$0	0.0%	\$1,334	\$1,334	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$4,629	\$3,996	\$633	13.7%	\$6,555	\$6,400	\$155	2.4%
Indirect Allocations & Debt	\$3,185	\$3,188	-\$4	-0.1%	\$3,809	\$3,858	-\$49	-1.3%
Total Indirect Allocations & Debt	\$3,185	\$3,188	-\$4	-0.1%	\$3,809	\$3,858	-\$49	-1.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$7,814	\$7,185	\$629	0.0%	\$10,364	\$10,258	\$107	1.0%

Childrens Services - Continued

What does Childrens Services do?

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

Variance Analysis (in thousands of dollars)

Children’s Services is operating at a year-to-date surplus before indirect allocations of \$633 and is forecasting a surplus of \$155 at year end. The following factors contributed to this overall variance:

Labour Related Costs – The favourable variance year-to-date of \$61 is due to a delay in hiring. The forecasted unfavourable variance at year end of \$176 is due to additional replacement pay required for the Region’s directly operated centres as a result of increased operating capacity.

Equipment, Vehicles and Technology – The unfavourable variance year to date of \$132 and forecasted unfavourable variance of \$271 at year end is due to replacement of equipment for the Region’s directly operated child care centres supported by CWELCC funding allocations.

Community Assistance – The favourable variance year-to-date of \$49,395 and forecasted favourable variance of \$46,739 is due to a repayable of an operating capacity holdback of CWELCC funds to the Ministry of Education (\$1,700) and a lower than anticipated allocation to service providers as a result of applying the new CWELCC funding formula and new childcare spaces that were delayed in opening (\$44,281). This variance will be offset by reduced Federal and Provincial Grants below.

Federal & Provincial Grants – As noted above, the unfavourable year-to-date and forecasted variances of \$48,998 and \$46,436 respectively relate to the variances in Community Assistance as noted above.

By-Law Charges & Sales – The favourable year-to-date and forecasted variances of \$296 and \$395 are due to higher than anticipated full fee revenue from the Region’s directly operated child care centres. Budget estimates for child care fees were conservative due to the transition to the Canada-wide Early Learning and Child Care system.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$4,940	\$5,235	-\$296	-6.0%	\$6,035	\$6,447	-\$411	-6.8%
Administrative	\$157	\$290	-\$133	-84.7%	\$206	\$425	-\$219	-106.0%
Operational & Supply	\$1,200	\$842	\$358	29.9%	\$1,519	\$1,013	\$505	33.3%
Occupancy & Infrastructure	\$143	\$218	-\$75	-52.6%	\$161	\$236	-\$75	-46.9%
Equipment, Vehicles, Technology	\$2	\$1	\$1	46.5%	\$3	\$2	\$1	34.9%
Community Assistance	\$14,400	\$13,785	\$615	4.3%	\$19,772	\$19,673	\$99	0.5%
Total Expenses	\$20,841	\$20,371	\$470	2.3%	\$27,695	\$27,796	-\$101	-0.4%
Federal & Provincial Grants	-\$29,357	-\$28,271	-\$1,085	-3.7%	-\$35,576	-\$36,304	\$729	2.0%
Other Revenue	-\$127	-\$103	-\$24	-18.5%	-\$169	-\$146	-\$24	-13.9%
Total Revenues	-\$29,483	-\$28,375	-\$1,109	-3.8%	-\$35,745	-\$36,450	\$705	2.0%
Intercompany Charges	\$896	\$1,043	-\$147	-16.4%	\$1,045	\$1,661	-\$616	-59.0%
Total Intercompany Charges	\$896	\$1,043	-\$147	-16.4%	\$1,045	\$1,661	-\$616	-59.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$7,746	-\$6,961	-\$786	-10.1%	-\$7,005	-\$6,993	-\$12	-0.2%
Transfers To Funds	\$12,476	\$12,061	\$414	3.3%	\$12,821	\$12,821	\$0	0.0%
Total Transfers	\$12,476	\$12,061	\$414	3.3%	\$12,821	\$12,821	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$4,729	\$5,101	-\$371	-7.9%	\$5,817	\$5,828	-\$12	-0.2%
Indirect Allocations & Debt	\$756	\$777	-\$21	-2.8%	\$953	\$974	-\$21	-2.2%
Total Indirect Allocations & Debt	\$756	\$777	-\$21	-2.8%	\$953	\$974	-\$21	-2.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$5,485	\$5,877	-\$392	0.0%	\$6,770	\$6,802	-\$33	-0.5%

What does Homelessness Services and Community Engagement do?

Homelessness Services and Community Engagement support the system of homelessness services across the region, working with service providers to address the needs of Niagara’s most vulnerable residents, as directed in its role as municipal service manager. In addition, the division is currently in direct operations at three sites serving over 140 clients of shelter, bridge housing and recuperative care beds. The division also supports Regional and Municipal emergency response management by providing emergency social services in times of crisis.

Variance Analysis (in thousands of dollars)

Homelessness Services and Community Engagement has a year-to-date operating deficit before indirect allocations of \$371 and is forecasting a deficit of \$12 at year-end. The following factors contribute to these variances:

Labour Related Costs - The unfavorable year-to-date and forecasted variance of \$296 and \$411 is due to higher-than-anticipated staffing and overtime requirements in directly operated shelters and bridge housing.

Operational & Supply – The favorable year-to-date and forecasted variances of \$358 and \$505, respectively, are attributed to lower-than-expected expenses for raw food purchases, laundry supplies, and other program-specific services (contracts budgeted in operational & supply and expensed in community services).

Community Assistance - The favorable year-to-date and forecasted variances of \$615 and \$99, respectively, are primarily due timing on one-time initiatives offset by transition costs associated with the contracting of the two directly operated shelters to an agency.

Federal & Provincial Grants – The favorable forecasted variance of \$729 is related to veteran funding carried forward into 2025 along with 50/50 revenue from SAE0 for eligible expenditures in their service contract that were not budgeted.

Intercompany Charges – The unfavorable year-to-date and forecasted variances of \$147 and \$616, respectively, are primarily due to higher-than-anticipated costs for Buchanan permanent supportive housing and shelter operations maintained by Niagara Regional Housing.

Seniors Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$89,855	\$94,367	-\$4,512	-5.0%	\$120,226	\$125,316	-\$5,090	-4.2%
Administrative	\$747	\$876	-\$129	-17.3%	\$965	\$1,116	-\$151	-15.6%
Operational & Supply	\$7,306	\$7,184	\$123	1.7%	\$9,745	\$9,728	\$17	0.2%
Occupancy & Infrastructure	\$4,317	\$4,053	\$264	6.1%	\$5,714	\$5,439	\$275	4.8%
Equipment, Vehicles, Technology	\$1,534	\$2,285	-\$751	-48.9%	\$2,028	\$2,768	-\$740	-36.5%
Community Assistance	\$8	\$15	-\$7	-93.6%	\$10	\$17	-\$7	-70.2%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$103,768	\$108,780	-\$5,012	-4.8%	\$138,688	\$144,384	-\$5,696	-4.1%
Federal & Provincial Grants	-\$78,145	-\$77,613	-\$532	-0.7%	-\$104,494	-\$103,557	-\$937	-0.9%
By-Law Charges & Sales	-\$841	-\$836	-\$5	-0.6%	-\$1,121	-\$1,126	\$5	0.4%
Other Revenue	-\$20,006	-\$22,008	\$2,002	10.0%	-\$26,674	-\$28,809	\$2,135	8.0%
Total Revenues	-\$98,992	-\$100,456	\$1,464	1.5%	-\$132,290	-\$133,493	\$1,203	0.9%
Intercompany Charges	\$522	\$469	\$53	10.1%	\$696	\$643	\$53	7.6%
Total Intercompany Charges	\$522	\$469	\$53	10.1%	\$696	\$643	\$53	7.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$5,298	\$8,793	-\$3,495	-66.0%	\$7,094	\$11,534	-\$4,440	-62.6%
Transfers To Funds	\$1,584	\$1,184	\$400	25.3%	\$2,411	\$1,563	\$848	35.2%
Total Transfers	\$1,584	\$1,184	\$400	25.3%	\$2,411	\$1,563	\$848	35.2%
Net Expenditure (Revenue) Before Indirect Allocations	\$6,882	\$9,977	-\$3,095	-45.0%	\$9,505	\$13,097	-\$3,592	-37.8%
Indirect Allocations & Debt	\$15,977	\$15,599	\$379	2.4%	\$22,948	\$22,661	\$287	1.3%
Total Indirect Allocations & Debt	\$15,977	\$15,599	\$379	2.4%	\$22,948	\$22,661	\$287	1.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$22,859	\$25,576	-\$2,716	0.0%	\$32,453	\$35,758	-\$3,305	-10.2%

Senior Services - Continued

What does Seniors Services do?

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

Variance Analysis (in thousands of dollars)

Seniors Services is operating at a year-to-date deficit before indirect allocations of \$3,095 and is forecasting a deficit of \$3,592 at year end. The following factors contributed to this overall variance:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of \$4,512 and \$5,090 are primarily due to a change in the CUPE1263 collective agreement which resulted in a one-time pay out of vacation banks for part-time staff (\$1,536). Also contributing to the unfavourable variance is the arbitrated award for ONA9 Homes which was higher than budget (\$1,002) and higher than expected overtime costs due to a high number and long duration of outbreaks and additional staffing to support the admission and transition of new residents throughout the opening of Gilmore Lodge (\$1,362).

Administrative – The unfavourable year-to-date and forecasted variances of \$129 and \$151 are primarily due to unbudgeted internet and cable tv services at Gilmore Lodge, which is offset by a favourable variance in other revenue where funding was recovered.

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances of \$264 and \$275 are primarily due to lower than budgeted gas and electricity rates for LTC homes as well as lower than anticipated expenses compared to budget on the new LTC homes grounds contract.

Equipment, Vehicles, Technology – The unfavourable year-to-date and forecasted variances of \$751 and \$740 are primarily due to additional equipment expenses based on approved funding under Ontario Health’s Local Priorities Fund and 2024-25 funding from MLTC which was carried over under the Minor Capital Program

Federal & Provincial Grants – The unfavourable year-to-date and forecasted variances of \$532 and \$937 are primarily due to lower than anticipated MLTC funding for Linhaven due to the later than expected opening date (\$1,817) which is partially offset by the favourable variance under transfer between funds. Also offsetting this variance is additional funding received under Ontario Health’s local priorities fund (\$276), MLTC Minor Capital Funding that was carried over from 2024 (\$202)

Other Revenue – The favourable year-to-date and forecasted variances of \$2,002 and \$2,135 is primarily due to funding received from Seniors Services participation in the Preceptor Resource and Education Program for Long-Term Care, a program offered by the Centres for Learning, Research and Innovation.

Transfer Between Funds – The favourable forecasted variance of \$848 is due to lower than anticipated construction funding subsidy received from the MLTC due to Linhaven opening later than expected which results in less funding available to transfer to reserve.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$15,716	\$15,417	\$298	1.9%	\$21,024	\$20,941	\$83	0.4%
Administrative	\$547	\$377	\$170	31.1%	\$729	\$752	-\$23	-3.2%
Operational & Supply	\$262	\$34	\$228	87.0%	\$352	\$82	\$270	76.8%
Occupancy & Infrastructure	\$0	\$19	-\$19	0%	\$1	\$19	-\$19	0%
Equipment, Vehicles, Technology	\$129	\$86	\$42	33.0%	\$171	\$131	\$40	23.5%
Community Assistance	\$90,461	\$106,785	-\$16,324	-18.0%	\$120,458	\$137,048	-\$16,590	-13.8%
Partnership, Rebate, Exemption	\$0	\$1,390	-\$1,390	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$107,115	\$124,109	-\$16,994	-15.9%	\$142,735	\$158,973	-\$16,238	-11.4%
Federal & Provincial Grants	-\$97,152	-\$115,338	\$18,186	18.7%	-\$129,536	-\$145,809	\$16,273	12.6%
Other Revenue	-\$11	-\$39	\$27	243.9%	-\$15	-\$42	\$27	182.9%
Total Revenues	-\$97,163	-\$115,377	\$18,214	18.7%	-\$129,551	-\$145,851	\$16,300	12.6%
Intercompany Charges	-\$99	\$337	-\$435	440.4%	\$25	-\$9	\$34	137.8%
Total Intercompany Charges	-\$99	\$337	-\$435	440.4%	\$25	-\$9	\$34	137.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$9,853	\$9,068	\$785	8.0%	\$13,209	\$13,113	\$96	0.7%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$9,853	\$9,068	\$785	8.0%	\$13,209	\$13,113	\$96	0.7%
Indirect Allocations & Debt	\$3,849	\$3,857	-\$8	-0.2%	\$4,917	\$4,953	-\$35	-0.7%
Total Indirect Allocations & Debt	\$3,849	\$3,857	-\$8	-0.2%	\$4,917	\$4,953	-\$35	-0.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$13,702	\$12,925	\$777	0.0%	\$18,126	\$18,066	\$61	0.3%

What does Social Assistance and Employment Opportunities do?

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

Variance Analysis (in thousands of dollars)

Social Assistance and Employment Opportunities is operating a year-to-date operating surplus before indirect allocations of \$785 and is forecasting a surplus of \$96 at year-end. The following factors contribute to these variances:

Labour Related Costs - The favourable year-to-date and forecasted variances of \$298 and \$83 respectively are due to ongoing recruitment and retention challenges.

Operational & Supply - The favourable year-to-date and forecasted variances of \$228 and \$270 respectively are due to \$250 in life stabilization benefits being allocated to community assistance.

Community Assistance - The unfavourable year-to-date and forecasted variance of \$16,324 and \$16,590 is due to the budget being based on estimated caseload increases from Ministry forecasts, which were lower than the actual caseloads, which results in an increase in client benefits. These increases are primarily offset by the favourable variance in provincial revenues, as detailed below.

Federal & Provincial Grants - The favourable year-to-date and forecasted variance of \$18,186 and \$16,273 is a result from the budget being based on estimated caseload increases from Ministry forecasts, which were lower than the actual caseloads, which results in an increase in client benefits. These favorable variances are offset by the unfavourable variance in Community Assistance issued, as noted above.

Housing Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$5,089	\$5,172	-\$83	-1.6%	\$6,826	\$6,988	-\$162	-2.4%
Administrative	\$411	\$193	\$218	53.1%	\$463	\$463	\$0	0.0%
Operational & Supply	\$94	\$105	-\$11	-11.2%	\$125	\$136	-\$11	-8.4%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$115	\$88	\$27	23.7%	\$154	\$116	\$37	24.4%
Community Assistance	\$27,403	\$28,280	-\$877	-3.2%	\$37,124	\$38,429	-\$1,305	-3.5%
Financial Expenditures	\$0	-\$1	\$1	0.0%	\$0	-\$1	\$1	0.0%
Total Expenses	\$33,112	\$33,836	-\$724	-2.2%	\$44,692	\$46,131	-\$1,439	-3.2%
Federal & Provincial Grants	-\$10,755	-\$12,499	\$1,744	16.2%	-\$14,036	-\$15,648	\$1,612	11.5%
By-Law Charges & Sales	-\$203	-\$62	-\$141	-69.6%	-\$271	-\$106	-\$165	-60.9%
Other Revenue	-\$260	-\$987	\$727	279.1%	-\$382	-\$1,225	\$843	220.8%
Total Revenues	-\$11,218	-\$13,548	\$2,329	20.8%	-\$14,689	-\$16,979	\$2,290	15.6%
Intercompany Charges	\$22	\$20	\$3	12.0%	\$30	\$27	\$3	9.0%
Total Intercompany Charges	\$22	\$20	\$3	12.0%	\$30	\$27	\$3	9.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$21,916	\$20,308	\$1,608	7.3%	\$30,033	\$29,179	\$854	2.8%
Transfers From Funds	-\$958	-\$958	\$0	0.0%	-\$1,958	-\$1,958	\$0	0.0%
Transfers To Funds	\$1,226	\$1,226	\$0	0.0%	\$1,635	\$1,635	\$0	0.0%
Total Transfers	\$268	\$268	\$0	0.0%	-\$323	-\$323	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$22,184	\$20,576	\$1,608	7.2%	\$29,710	\$28,856	\$854	2.9%
Indirect Allocations & Debt	-\$1,681	-\$1,661	-\$20	-1.2%	-\$2,373	-\$2,276	-\$97	-4.1%
Total Indirect Allocations & Debt	-\$1,681	-\$1,661	-\$20	-1.2%	-\$2,373	-\$2,276	-\$97	-4.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$20,504	\$18,916	\$1,588	0.0%	\$27,337	\$26,580	\$757	2.8%

Housing Services - Continued

What does Housing Services do?

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

Variance Analysis (in thousands of dollars)

Housing Services is operating at a year-to-date operating surplus of \$1,608 and is forecasting a surplus of \$854 at year-end. The following factors contribute to these variances:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of \$83 and \$162 respectively are due to additional temporary staff positions required to support the growing needs of the division and programs, including a continuously increasing housing waitlist and the operation and maintenance of new community housing and supportive housing units, as well as emergency shelters.

Administrative – The favourable year-to-date variance of \$218 is primarily due to the budgeted timing of consulting work related to new building condition assessments for housing providers to support the end of mortgage strategy, which is anticipated to be completed by year-end, as indicated with a forecasted variance of \$0.

Equipment, Vehicles and Technology – The favourable year-to-date and forecasted variances of \$27 and \$37 respectively are the result of annual computer licensing support costs related to the new Integrated Housing System that were lower than anticipated, as the implementation of the system is in progress.

Community Assistance - The unfavourable year-to-date and forecasted variances of \$877 and \$1,305 respectively are primarily due to unbudgeted funding that was allocated to a housing provider for new development of affordable housing under the COCHI Last Mile program, as well as a higher than anticipated uptake and subsidy cost in the Welcome Home Niagara Homeownership program. This is offset subsidies recovered from housing providers with lower than anticipated rent-geared-to-income (RGI) units.

Federal & Provincial Grants – The favourable year-to-date and forecasted variances of \$1,744 and \$1,612 respectively are due to the unbudgeted recognition of COCHI Last Mile funding noted above in Community Assistance, as revenue is recognized based on actual expenses incurred.

By-Law Charges & Sales – The unfavourable year-to-date and forecasted variances of \$141 and \$165 respectively are due to lower than budgeted billings to non-profit housing providers for new development project management services and to third-party service providers for property management services.

Other Revenue – The favourable year-to-date and forecasted variances of \$727 and \$843 are primarily due to higher than anticipated revenue recognized through the Revolving Loan Fund due to increased spend in the Welcome Home Niagara Homeownership and Niagara Renovates programs for the year.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Year-To- Go Forecast (Sept to Dec)	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$30,278	\$28,478	\$1,800	5.9%	\$40,327	\$9,659	\$38,137	\$2,190	5.4%
Administrative	\$685	\$565	\$120	17.6%	\$907	\$217	\$781	\$125	13.8%
Operational & Supply	\$4,195	\$3,863	\$332	7.9%	\$5,394	\$1,280	\$5,142	\$251	4.7%
Occupancy & Infrastructure	\$193	\$177	\$16	8.2%	\$257	\$47	\$224	\$33	13.0%
Equipment, Vehicles, Technology	\$324	\$213	\$111	34.2%	\$428	\$160	\$373	\$55	12.8%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	\$0	0.0%
Total Expenses	\$35,674	\$33,295	\$2,379	6.7%	\$47,313	\$11,363	\$44,658	\$2,654	5.6%
Federal & Provincial Grants	-\$28,982	-\$29,434	\$452	1.6%	-\$38,487	-\$9,476	-\$38,911	\$424	1.1%
By-Law Charges & Sales	-\$68	-\$50	-\$17	-25.6%	-\$91	-\$23	-\$73	-\$17	-19.2%
Other Revenue	\$0	-\$173	\$173	0.0%	\$0	-\$37	-\$210	\$210	0.0%
Total Revenues	-\$29,050	-\$29,658	\$607	2.1%	-\$38,577	-\$9,536	-\$39,194	\$617	1.6%
Intercompany Charges	-\$58	-\$43	-\$15	25.4%	-\$78	-\$19	-\$63	-\$15	19.0%
Total Intercompany Charges	-\$58	-\$43	-\$15	25.4%	-\$78	-\$19	-\$63	-\$15	19.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$6,566	\$3,594	\$2,971	45.3%	\$8,658	\$1,807	\$5,402	\$3,256	37.6%
Transfers To Funds	\$0	\$0	\$0	0.0%	\$0	\$410	\$410	-\$410	0.0%
Total Transfers	\$0	\$0	\$0	0.0%	\$0	\$410	\$410	-\$410	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$6,566	\$3,594	\$2,971	45.3%	\$8,658	\$2,217	\$5,811	\$2,847	32.9%
Indirect Allocation	\$5,395	\$5,174	\$221	4.1%	\$7,156	\$1,788	\$6,962	\$193	2.7%
Capital Financing Allocation	\$3,092	\$3,100	-\$8	-0.3%	\$3,198	\$105	\$3,205	-\$8	-0.2%
Indirect Allocations & Debt	\$8,487	\$8,274	\$213	2.5%	\$10,353	\$1,893	\$10,168	\$186	1.8%
Total Indirect Allocations & Debt	\$8,487	\$8,274	\$213	2.5%	\$10,353	\$1,893	\$10,168	\$186	1.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$15,052	\$11,868	\$3,184	0.0%	\$19,011	\$4,110	\$15,979	\$3,032	16.0%

What does Public Health & Mental Health do?

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

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

Variance Analysis (in thousands of dollars)

Public Health General and Mental Health is operating at a year-to-date surplus before indirect allocations of \$2,971 and is forecasting a surplus of \$2,847 at year-end. The following major factors contribute to this overall favourable variance:

Labour Related Costs – the favourable year-to-date and forecasted variances of \$1,800 and \$2,190 respectively are primarily due to gapping of several temporary vacant positions, including three high value positions, Associated Medical Officers of Health (AMOH) and Medical Chief of Staff, as well as delays in filling vacant positions at the start of the year following the recent departmental reorg. \$380 of the gapping is offset with reductions in revenue while \$183 of over-complement costs are offset with increases in revenue.

Administrative – the favourable year-to-date and forecasted variances of \$120 and \$125 respectively are due to savings in cell phone charges (reduced vendor contract), underspending in travel, marketing, and office expenses, netted with overspending in professional fees primarily related to the recruitment of physicians.

Operational & Supply – the favourable year-to-date and forecasted variances of \$332 and \$251 respectively are due to underspending of Harm Reduction in Motion program costs (offset with lower revenue), FACT psychiatrist fees (delay in acquiring a psychiatrist), ICDS transition costs, denture/restorative service fees (due to rollout of the Federal dental program), and Health Promotion program costs (due to understaffing), netted with overspending in medical supplies and an unbudgeted retro psychiatrist grant payout (offset with increase in revenue).

Occupancy & Infrastructure – the favourable year-to-date and forecasted variances of \$16 and \$33 respectively are due to lower than budgeted leasing costs for the Mental Health offices on Schmon Parkway.

Equipment, Vehicles, Technology – the favourable year-to-date and forecasted variances of \$111 and \$55 respectively are due to lower than anticipated spending on small tools and equipment (primarily in the dental programs) and software.

Federal & Provincial Grants – the favourable year-to-date and forecasted variances of \$452 and \$424 respectively are due to unbudgeted 2024-25 one-time provincial grants for Covid/RSV/PHI Practicum totaling \$720 (of which \$455 was booked as a prior period subsidy adjustment), \$67 carryover balance of 2024-25 MCCSS grant, and receipt of a one-time \$80 retro psychiatrist grant from Ontario Health (offset with higher program costs), netted with a \$341 reduction in the medical top-up and IPAC Hub grants (offset

with gapping) and a \$105 reduction of the Health Canada grant (offset with lower program costs).

Other Revenue – the favourable year-to-date and forecasted variances of \$173 and \$210 respectively reflect a one-time Niagara Health grant of \$73 and accrued salary reimbursement of \$111 from Gateway (both offset with increases in labour costs).

Transfers – the unfavourable forecasted variance of \$410 reflects an unbudgeted transfer to capital to finance necessary upgrades to the vaccine room in Clinical Services.

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	\$50,522	\$50,223	\$299	0.6%	\$67,508	\$68,641	-\$1,133	-1.7%
Administrative	\$581	\$584	-\$2	-0.4%	\$775	\$811	-\$37	-4.7%
Operational & Supply	\$4,014	\$3,776	\$238	5.9%	\$5,336	\$5,227	\$109	2.0%
Occupancy & Infrastructure	\$482	\$528	-\$47	-9.7%	\$642	\$716	-\$74	-11.5%
Equipment, Vehicles, Technology	\$2,160	\$1,999	\$161	7.4%	\$2,880	\$2,867	\$13	0.4%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$57,758	\$57,111	\$648	1.1%	\$77,141	\$78,263	-\$1,122	-1.5%
Federal & Provincial Grants	-\$33,685	-\$32,539	-\$1,146	-3.4%	-\$44,913	-\$45,164	\$250	0.6%
By-Law Charges & Sales	-\$2	-\$3	\$1	38.2%	-\$3	-\$4	\$1	36.2%
Other Revenue	-\$515	-\$1,172	\$657	127.7%	-\$686	-\$1,220	\$534	77.8%
Total Revenues	-\$34,202	-\$33,714	-\$488	-1.4%	-\$45,603	-\$46,387	\$785	1.7%
Intercompany Charges	\$1,968	\$1,969	\$0	0.0%	\$2,614	\$2,605	\$9	0.4%
Total Intercompany Charges	\$1,968	\$1,969	\$0	0.0%	\$2,614	\$2,605	\$9	0.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$25,525	\$25,366	\$159	0.6%	\$34,152	\$34,480	-\$328	-1.0%
Transfers From Funds	-\$1,396	-\$1,396	\$0	0.0%	-\$1,862	-\$1,862	\$0	0.0%
Transfers To Funds	\$283	\$283	\$0	0.0%	\$298	\$298	\$0	0.0%
Total Transfers	-\$1,113	-\$1,113	\$0	0.0%	-\$1,564	-\$1,564	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$24,412	\$24,253	\$159	0.7%	\$32,588	\$32,916	-\$328	-1.0%
Indirect Allocations & Debt	\$12,387	\$11,888	\$499	4.0%	\$13,963	\$13,783	\$180	1.3%
Total Indirect Allocations & Debt	\$12,387	\$11,888	\$499	4.0%	\$13,963	\$13,783	\$180	1.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$36,799	\$36,141	\$658	0.0%	\$46,551	\$46,699	-\$148	-0.3%

Emergency Services - Continued

What does Emergency Services do?

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

Variance Analysis (in thousands of dollars)

Emergency Services has an unfavourable year-to-date (YTD) operating variance of \$159 before indirect allocations and a forecasted year-end unfavourable variance of \$328. The following major factors contribute to these unfavourable variances:

Labour Related Costs – the favourable YTD variance of \$299 is primarily due savings in front line regular time salaries of \$421, corresponding benefits of \$317, and WSIB of \$150. This is partially offset by higher than budgeted overtime and lieu costs of \$550. The forecasted year-end unfavourable variance is \$1,133. There is a forecasted favourable variance in benefits of \$166 and WSIB of \$60, however the unfavourable variance for overtime and lieu is expected to increase to \$1,149 and the variance for regular time salaries is expected to become an unfavourable amount of \$152.

Administration – the unfavourable YTD variance of \$2 is primarily driven by an unfavourable variance of \$45 in external legal fees associated with the latest collective agreement and is partially offset by lower than budgeted staff development costs with a favourable YTD variance of \$30. The forecasted unfavourable variance is \$37 consisting of a \$45 unfavourable variance for external legal fees, and a favourable variance for staff development of \$39. Also included in the forecasted year-end variance is a \$35 unfavourable variance for printing services related to the Emergency Management Legacy Gas Well Capping funding being received from the Ministry of Natural Resources and Forestry (MNRF). These MNRF costs were originally budgeted in Operational & Supply below.

Operational & Supply – the favourable YTD variance of \$238 is due to savings in program supplies and services of \$252, which includes the budgeted MNRF funds used in Administrative. This is partially offset by unfavourable variances in linen services due to a new contract of \$48, and medical supplies of \$44. The forecasted favourable year-end variance is \$109 comprised of a favourable variance for program supplies and services of \$272 but offset by unfavourable variances in medical supplies of \$103 and linen services of \$63.

Occupancy & Infrastructure – The unfavourable YTD variance of \$47 and forecasted unfavourable year-end variance of \$74 is due to higher than budgeted lease costs.

Equipment, Vehicles, Technology – the favourable YTD variance of \$161 is due to lower than budgeted fuel costs of \$261. This is offset by unfavourable variances in vehicle repair and maintenance costs of \$30 equipment costs of \$69. The forecasted year-end favourable variance is \$13 which is made up of forecasted savings in fuel of \$263, but unfavourable variances in equipment costs of \$178 vehicle repair and maintenance of \$59.

Federal & Provincial Grants – the unfavourable YTD variance of \$1,146 is mainly due to the timing of the 2025 Land Ambulance Service Grant (LASG) funding which has not yet been received, \$1,483. This is partially offset by unbudgeted one-time and base ministry funding in Ambulance Communications of \$316. The forecasted favourable year-

Emergency Services - Continued

end variance is \$250 which is comprised of the \$316 one-time Ambulance Communications funding and partially offset by LASG funding that was overbudgeted.

Other Revenue – the favourable YTD variance is \$657 and is driven by higher than budgeted revenue from special events. The forecasted year-end favourable variance is \$534 and is also driven by higher than budgeted special event revenue, much of which will be due to evacuees from Manitoba that are currently being housed in Niagara.

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	\$14,535	\$14,533	\$2	0.0%	\$19,472	\$19,450	\$22	0.1%
Administrative	\$2,432	\$1,071	\$1,361	55.9%	\$3,988	\$3,266	\$722	18.1%
Operational & Supply	\$8,351	\$7,815	\$537	6.4%	\$12,185	\$13,289	-\$1,104	-9.1%
Occupancy & Infrastructure	\$636	\$528	\$109	17.1%	\$847	\$788	\$58	6.9%
Equipment, Vehicles, Technology	\$3,534	\$3,260	\$274	7.7%	\$4,740	\$4,648	\$92	1.9%
Partnership, Rebate, Exemption	\$190	\$40	\$150	78.9%	\$507	\$507	\$0	0.0%
Financial Expenditures	\$0	-\$61	\$61	0.0%	\$0	-\$59	\$59	0.0%
Total Expenses	\$29,678	\$27,186	\$2,492	8.4%	\$41,738	\$41,890	-\$151	-0.4%
By-Law Charges & Sales	-\$1,352	-\$1,087	-\$265	-19.6%	-\$2,244	-\$1,967	-\$277	-12.3%
Other Revenue	-\$583	-\$500	-\$83	-14.2%	-\$781	-\$648	-\$133	-17.0%
Total Revenues	-\$1,935	-\$1,587	-\$348	-18.0%	-\$3,025	-\$2,615	-\$410	-13.6%
Intercompany Charges	-\$4,295	-\$3,495	-\$800	18.6%	-\$6,267	-\$4,778	-\$1,489	23.8%
Total Intercompany Charges	-\$4,295	-\$3,495	-\$800	18.6%	-\$6,267	-\$4,778	-\$1,489	23.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$23,449	\$22,104	\$1,344	5.7%	\$32,446	\$34,496	-\$2,050	-6.3%
Transfers From Funds	-\$1,391	-\$1,391	\$0	0.0%	-\$2,710	-\$2,710	\$0	0.0%
Transfers To Funds	\$323	\$653	-\$330	-102.0%	\$863	\$230	\$632	73.3%
Expense Allocations To Capital	-\$105	-\$29	-\$76	-72.2%	-\$140	-\$64	-\$76	-54.1%
Total Transfers	-\$1,173	-\$768	-\$405	-34.6%	-\$1,987	-\$2,544	\$557	28.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$22,275	\$21,337	\$939	4.2%	\$30,459	\$31,953	-\$1,494	-4.9%
Indirect Allocations & Debt	\$47,868	\$48,091	-\$222	-0.5%	\$53,200	\$53,855	-\$655	-1.2%
Total Indirect Allocations & Debt	\$47,868	\$48,091	-\$222	-0.5%	\$53,200	\$53,855	-\$655	-1.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$70,144	\$69,427	\$717	0.0%	\$83,659	\$85,808	-\$2,149	-2.6%

Public Works Transportation - Continued

What does Transportation Services do?

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

Variance Analysis (in thousands of dollars)

Public Works – Levy (Transportation) operated at a year-to-date surplus before indirect allocations of \$939 and are forecasting a year-end deficit of \$1,494 due to the factors as described below.

Of the total year-to-date deficit noted above, a surplus of \$939 relates to base operations and a surplus of \$0 relates to Vision Zero Road Safety Program. Of the total forecasted year-end deficit noted above, a deficit of \$1,494 relates to base operations and a surplus of \$0 relates to Vision Zero.

Labour Related Costs – The favourable year-to-date and forecasted variances are \$2 and \$22, respectively. Forecasted surplus is flat to budget, primarily due to vacant positions being relatively equal to budgeted salary gapping. Forecasted savings related to Vision Zero are \$35.

Administration – The favourable year-to-date and forecasted variances are \$1,361 and \$722, respectively. Base services have a forecasted surplus of \$143 related to lower other administrative expenses. Forecasted savings related to Vision Zero are \$578 due to reduced Joint Processing Centre and consulting costs.

Operational & Supply – The favourable year-to-date variance is \$537, and the unfavourable forecasted variance is \$1,104. Year-to-date surplus in base services is \$180, and year-to-date deficit in base services is \$1,154. Year-to-date and forecasted savings in Vision Zero are \$357 and \$50, respectively. Forecasted deficit in base services of \$1,104 is primarily due to higher costs on annual winter maintenance contracts of \$446 and higher than anticipated usage of winter sand, winter salt, snow fence and organic de-icing material of \$596 due to harsh winter conditions, and timing differences in use of hired equipment and other program specific materials of \$62.

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances are \$109 and \$58, respectively. Forecasted savings in base services of \$54 relate primarily to lower than anticipated electricity costs. Forecasted savings related to Vision Zero are \$4.

Equipment, Vehicles, Technology – The favourable year-to-date and forecasted variances are \$274 and \$92, respectively. Forecasted surplus in base services of \$92 relates to higher leasing costs of \$200 and external repairs costs of \$316 on aging fleet and higher costs in other equipment, vehicle, and technology of \$92 offset by lower fuel usage of \$400 and lower vehicle parts supply costs of \$300. Forecasted savings related to Vision Zero are \$0.

By-Law Charges & Sales Costs – The unfavourable year-to-date and forecasted variances are \$265 and \$277, respectively. The forecasted deficit is primarily due to lower than anticipated signal maintenance revenue of \$600 and lower lane marking and other revenue of \$45 offset by increased vehicle accident damage recoveries of \$368.

Other Revenue – The unfavourable year-to-date and forecasted variances are \$83 and \$133, respectively. The forecasted deficit is primarily due to lower proceeds from sale of Fleet vehicles and equipment of \$96 and other revenue of \$37.

Public Works Transportation - Continued

Intercompany Charges – The unfavourable year-to-date and forecasted variances are \$800 and \$1,489, respectively. Of the total forecasted year-end deficit, \$191 relates to base operations on lower net recovery of Fleet and other intercompany charges and \$1,298 relates to lower net recovery related to Vision Zero.

Transfers – The unfavourable year-to-date variance is \$405, and the favourable forecasted variance is \$557. Forecasted surplus is due to lower transfer to reserve fund of \$633 from forecasted surplus related to Vision Zero, and lower recovery of vehicle and equipment costs of \$76 transferred from operating expense to capital projects within base services.

Public Works – Levy (Infrastructure Planning & Development) (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	\$3,798	\$2,929	\$869	22.9%	\$5,058	\$4,036	\$1,022	20.2%
Administrative	\$413	\$343	\$70	16.9%	\$477	\$553	-\$76	-15.9%
Operational & Supply	\$12	\$18	-\$5	-45.0%	\$16	\$22	-\$5	-33.7%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$12	\$13	-\$2	-14.7%	\$15	\$17	-\$2	-11.1%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$4,234	\$3,303	\$931	22.0%	\$5,567	\$4,628	\$939	16.9%
By-Law Charges & Sales	-\$1,355	-\$978	-\$376	-27.8%	-\$1,806	-\$1,426	-\$380	-21.0%
Other Revenue	\$0	-\$9	\$9	0.0%	\$0	-\$25	\$25	0.0%
Total Revenues	-\$1,355	-\$988	-\$367	-27.1%	-\$1,806	-\$1,451	-\$355	-19.7%
Intercompany Charges	-\$422	-\$375	-\$47	11.1%	-\$563	-\$516	-\$47	8.3%
Total Intercompany Charges	-\$422	-\$375	-\$47	11.1%	-\$563	-\$516	-\$47	8.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,457	\$1,940	\$517	21.1%	\$3,198	\$2,661	\$537	16.8%
Transfers From Funds	-\$219	-\$219	\$0	0.0%	-\$219	-\$219	\$0	0.0%
Total Transfers	-\$219	-\$219	\$0	0.0%	-\$219	-\$219	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,237	\$1,720	\$517	23.1%	\$2,978	\$2,441	\$537	18.0%
Indirect Allocations & Debt	\$503	\$376	\$127	25.3%	\$626	\$477	\$150	23.9%
Total Indirect Allocations & Debt	\$503	\$376	\$127	25.3%	\$626	\$477	\$150	23.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,741	\$2,096	\$645	0.0%	\$3,604	\$2,918	\$686	19.0%

What does Infrastructure Planning and Development do?

Infrastructure Planning and Development is responsible for overarching strategy and policy, ensuring alignment and cohesion across the Public Works department. The division supports that growth aligns with both the location and timing of current and future infrastructure to promote orderly and fiscally sustainable development. The division’s key duties include developing infrastructure master plans, growth management and analytics, tracking infrastructure capacity, development reviews, and administering Regional incentives.

Variance Analysis (in thousands of dollars)

Infrastructure Planning and Development is operating at year-to-date surplus before indirect allocations of \$517 with a forecasted surplus of \$537 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$869 and \$1,022 are due to staff vacancies across the division because of Bill 23 and associated pending service agreements with local area municipalities in addition to delays in hiring vacant positions linked to the recent reorganization.

Administrative – The favourable year-to-date variance of \$70 is driven by timing of consulting expenditures. The unfavourable forecasted variance of \$76 reflects this work being completed by year end in addition to higher than anticipated external legal services required to support OLT hearings.

By-Law Charges & Sales – The unfavourable year-to-date and forecasted variance of \$376 and \$380 is due to lower than budgeted application review fees.

Other Revenue – The favourable year-to-date and forecasted variance of \$9 and \$25 is due to revenue received for staff secondments. This revenue offsets labour related costs.

Intercompany Charges – The unfavourable year-to-date and forecasted variance of \$47 is due to lower than budgeted allocation of staffing resources to Water and Wastewater due to labour related savings.

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	\$2,484	\$2,019	\$465	18.7%	\$3,322	\$2,713	\$608	18.3%
Administrative	\$2,517	\$1,881	\$635	25.3%	\$3,351	\$2,346	\$1,005	30.0%
Operational & Supply	\$582	\$1,160	-\$578	-99.4%	\$1,184	\$797	\$387	32.7%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$43	\$34	\$9	20.6%	\$57	\$45	\$12	20.6%
Financial Expenditures	\$157	\$87	\$70	44.7%	\$209	\$116	\$93	44.7%
Total Expenses	\$5,782	\$5,181	\$601	10.4%	\$8,122	\$6,016	\$2,106	25.9%
Other Revenue	-\$9,161	-\$8,168	-\$993	-10.8%	-\$12,996	-\$9,814	-\$3,183	-24.5%
Total Revenues	-\$9,161	-\$8,168	-\$993	-10.8%	-\$12,996	-\$9,814	-\$3,183	-24.5%
Intercompany Charges	\$1,951	\$1,345	\$606	31.0%	\$3,142	\$1,845	\$1,297	41.3%
Total Intercompany Charges	\$1,951	\$1,345	\$606	31.0%	\$3,142	\$1,845	\$1,297	41.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$1,428	-\$1,642	\$214	15.0%	-\$1,732	-\$1,952	\$220	12.7%
Transfers To Funds	\$150	\$150	\$0	0.0%	\$200	\$200	\$0	0.0%
Total Transfers	\$150	\$150	\$0	0.0%	\$200	\$200	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,278	-\$1,492	\$214	16.7%	-\$1,532	-\$1,752	\$220	14.4%
Indirect Allocations & Debt	\$1,184	\$1,123	\$61	5.2%	\$1,433	\$1,373	\$59	4.1%
Total Indirect Allocations & Debt	\$1,184	\$1,123	\$61	5.2%	\$1,433	\$1,373	\$59	4.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$94	-\$369	\$275	0.0%	-\$99	-\$379	\$280	281.1%

Court Services - Continued

What does Court Services do?

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

Variance Analysis (in thousands of dollars)

Court Services is operating at a total year-to-date surplus after indirect allocations of \$275 with a forecasted surplus of \$280 related to base operations (meaning operations excluding revenues and expenditures related to the Vision Zero Road Safety Program (VZ) due to the factors as described below.

Distribution to Local Area Municipalities – the total distribution to the LAMs and the Region is equally forecasted to be \$609 for both Base and VZ operations combined and is a result of factors described below.

In Base operations, the total distribution to the LAMs and the Region for the year is forecasted to be \$380 each, an increase of \$280 from the budgeted \$100 distribution. The increase in the distribution is a consequence of higher than anticipated anomalous high-fine payments which occur outside the normal course of operations. Further details are discussed below.

In VZ operations, the total distribution to the LAMs and the Region is forecasted to be \$230 each, a decrease of \$632 from the budgeted \$862. It is mainly due to lower than anticipated net revenues. Further details are discussed below.

Labour Related Costs – the total favourable year-to-date and forecasted variances are \$465 and \$608 respectively. In Base operations, the favourable year-to-date and forecasted variances are \$284 and \$335 respectively due to position gapping. In VZ operations, the favourable year-to-date and forecasted variances are \$181 and \$273 respectively due to budgeted positions in VZ which have not yet been filled.

Administrative – the total favourable year-to-date and forecasted variances are \$635 and \$1,005 respectively. In Base operations, the unfavourable year-to-date and forecasted variances of \$135 and \$44 are due to higher than budgeted Payticket online payments, Victim Fine Surcharge costs and Part III Prosecution costs. In VZ operations, the favourable year-to-date and forecasted variances of \$770 and \$1,049 are due to lower than anticipated Victim Fine Surcharge, adjudication costs and interpreter expenses which are a direct result of lower than anticipated charging volumes and revenues.

Operational & Supply – the total unfavourable year-to-date variance is \$578 and forecasted favourable variance is \$387. In Base operations, the unfavourable year-to-date and forecasted variances of \$287 and \$296 respectively are largely due to the higher than budgeted distribution to LAMs as noted above as well as lower than budgeted revenues collected for other POAs. In VZ operations, the unfavourable year-to-date variance of \$291 is due to higher than budgeted distribution to LAMs due to favourable results in the first three quarters, partially offset by savings in budgeted call-in prosecutor costs. The forecasted favourable variance of \$683 is due to lower than budgeted distribution to LAMs as referenced above and savings in budgeted call-in prosecutor costs.

Financial Expenditures – the total favourable year-to-date and forecasted variances are \$70 and \$93 respectively. In Base operations, the favourable year-to-date and forecasted

Court Services - Continued

variances of \$56 and \$75 respectively are largely due to savings on collections commission fees as a result of the effective efforts of internal collections before delinquent revenue is sent to collections agencies.

Other Revenue – the total unfavourable year-to-date and forecasted variances are \$993 and \$3,183. In Base operations, the year-to-date and forecasted variances of \$505 and \$361 are due to higher than anticipated revenues; this includes \$619 representing anomalous high-fine payments, outside of the normal course of operating results. These high-fine payments are tracked separately from regular infraction and delinquent revenues to ensure better oversight of revenues during the reforecasting and budgeting processes. In VZ operations, the unfavourable year-to-date and forecasted variances are \$1,498 and \$3,544. VZ charging volumes and ticket payments are lower than anticipated partially as a result of the labour disruptions at Canada Post as well as the Provincial government repealing the authority for municipalities to operate Automated Speed Enforcement (ASE). Charging volumes of ASE and Red Light Camera (RLC) tickets are outside the control of Court Services and since the end of Q2, volumes have been decreasing.

Intercompany Charges – the total favourable year-to-date and forecasted variances of \$606 and \$1,297 are mainly due to lower than anticipated transfer of the Region’s share of VZ net revenues per the Inter-Municipal Agreement.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$296	\$288	\$7	2.5%	\$394	\$387	\$7	1.9%
Administrative	\$479	\$464	\$16	3.3%	\$638	\$651	-\$13	-2.0%
Operational & Supply	\$64	\$96	-\$32	-50.8%	\$65	\$99	-\$34	-52.9%
Occupancy & Infrastructure	\$15,563	\$16,588	-\$1,025	-6.6%	\$21,061	\$22,343	-\$1,282	-6.1%
Equipment, Vehicles, Technology	\$129	\$207	-\$78	-61.0%	\$171	\$250	-\$78	-45.7%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$261	\$347	-\$86	-32.9%	\$348	\$447	-\$98	-28.3%
Total Expenses	\$16,791	\$17,990	-\$1,199	-7.1%	\$22,678	\$24,177	-\$1,499	-6.6%
Federal & Provincial Grants	-\$143	-\$143	\$0	0.0%	-\$191	-\$191	\$0	0.0%
Other Revenue	-\$14,975	-\$15,663	\$688	4.6%	-\$19,978	-\$20,820	\$843	4.2%
Total Revenues	-\$15,118	-\$15,806	\$688	4.6%	-\$20,168	-\$21,011	\$843	4.2%
Intercompany Charges	-\$430	-\$987	\$556	-129.3%	-\$581	-\$1,137	\$556	-95.8%
Total Intercompany Charges	-\$430	-\$987	\$556	-129.3%	-\$581	-\$1,137	\$556	-95.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,243	\$1,198	\$46	3.7%	\$1,929	\$2,028	-\$100	-5.2%
Transfers To Funds	\$1,942	\$1,942	\$0	0.0%	\$2,589	\$2,589	\$0	0.0%
Total Transfers	\$1,942	\$1,942	\$0	0.0%	\$2,589	\$2,589	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,185	\$3,139	\$46	1.4%	\$4,518	\$4,617	-\$100	-2.2%
Indirect Allocations & Debt	\$15,819	\$15,719	\$101	0.6%	\$18,064	\$17,978	\$86	0.5%
Total Indirect Allocations & Debt	\$15,819	\$15,719	\$101	0.6%	\$18,064	\$17,978	\$86	0.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$19,005	\$18,858	\$147	0.0%	\$22,582	\$22,596	-\$14	-0.1%

Niagara Regional Housing - Continued

What does Niagara Regional Housing do?

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

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

Variance Analysis (in thousands)

Niagara Regional Housing (NRH) is operating at a year-to-date surplus before indirect allocations of \$46, with a forecasted deficit of \$100 due to the following factors:

Administrative – The favourable year-to-date variance of \$16 and forecasted unfavourable variance of \$13 are primarily due to consulting work that was budgeted but not expected to be incurred, offset by higher than anticipated internet and related telecommunications costs as services across the owned units are increased to accommodate new building automation and fob systems.

Operational and Supply – The unfavourable year-to-date and forecasted variances of \$32 and \$34 respectively are due to supplies purchased for the owned units for pest control, such as bedding and linen supplies.

Occupancy and Infrastructure – The unfavourable year-to-date and forecasted variances of \$1,025 and \$1,282 respectively are due to a number of factors including inflationary cost pressures, including higher than anticipated property taxes, utility costs, building maintenance and unit turnover costs. In addition, there are increased costs for the Buchanan permanent supportive housing operations in Niagara Falls as a result of turnover of units, which is offset through the Intercompany Charges from the Homelessness division below. These increased costs are offset by lower than anticipated snow removal and grounds contract costs.

Equipment, Vehicles and Technology – The unfavourable year-to-date and forecasted variances of \$78 are due to higher than anticipated equipment and appliance repair costs within the owned units.

Financial Expenditures – The unfavourable year-to-date and forecasted variances of \$86 and \$98 are primarily the result of higher than anticipated write-offs on uncollectable tenant rents.

Other Revenue – The favourable year-to-date and forecasted variances of \$688 and \$843 respectively are 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 higher bank balances due to the timing of bank transfers.

Intercompany Charges – The favourable year-to-date and forecasted variance of \$556 is due to the increased allocation of funding from the Homelessness division for the higher than anticipated costs for the Buchanan permanent supportive housing operations in Niagara Falls as a result of costs arising from the turnover of units.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$157,056	\$155,686	\$1,369	0.9%	\$212,794	\$212,820	-\$26	0.0%
Administrative	\$3,614	\$3,820	-\$206	-5.7%	\$4,818	\$5,106	-\$289	-6.0%
Operational & Supply	\$2,471	\$2,672	-\$201	-8.1%	\$3,152	\$3,443	-\$291	-9.2%
Occupancy & Infrastructure	\$297	\$364	-\$67	-22.6%	\$396	\$423	-\$27	-6.9%
Equipment, Vehicles, Technology	\$7,692	\$7,256	\$436	5.7%	\$10,181	\$9,558	\$624	6.1%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$171,130	\$169,801	\$1,330	0.8%	\$231,341	\$231,352	-\$11	0.0%
Federal & Provincial Grants	-\$8,280	-\$8,163	-\$117	-1.4%	-\$10,971	-\$10,682	-\$289	-2.6%
By-Law Charges & Sales	-\$4,133	-\$3,927	-\$207	-5.0%	-\$5,495	-\$5,099	-\$395	-7.2%
Other Revenue	-\$3,655	-\$3,915	\$259	7.1%	-\$4,881	-\$5,140	\$259	5.3%
Total Revenues	-\$16,069	-\$16,005	-\$64	-0.4%	-\$21,347	-\$20,922	-\$425	-2.0%
Intercompany Charges	-\$1,666	-\$1,706	\$41	-2.4%	-\$2,210	-\$2,254	\$44	-2.0%
Total Intercompany Charges	-\$1,666	-\$1,706	\$41	-2.4%	-\$2,210	-\$2,254	\$44	-2.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$153,396	\$152,089	\$1,306	0.9%	\$207,784	\$208,176	-\$392	-0.2%
Transfers From Funds	-\$204	-\$204	\$0	0.0%	-\$283	-\$283	\$0	0.0%
Transfers To Funds	\$3,716	\$3,716	\$0	0.0%	\$4,955	\$4,955	\$0	0.0%
Total Transfers	\$3,512	\$3,512	\$0	0.0%	\$4,672	\$4,672	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$156,908	\$155,602	\$1,306	0.8%	\$212,456	\$212,849	-\$392	-0.2%
Indirect Allocations & Debt	\$13,518	\$13,518	\$0	0.0%	\$18,267	\$19,132	-\$865	-4.7%
Total Indirect Allocations & Debt	\$13,518	\$13,518	\$0	0.0%	\$18,267	\$19,132	-\$865	-4.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$170,427	\$169,120	\$1,306	0.0%	\$230,724	\$231,981	-\$1,257	-0.5%

Niagara Regional Police Services - Continued

What does Niagara Regional Police Service do?

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

Variance Analysis (in thousands of dollars)

For the period ending September 30, spending related to the implementation of the Community Safety and Policing Act (CSPA) of \$409 has been incurred and is included in these results. These costs will be offset by a request for a year-end transfer from the police contingency reserve where \$1,023 of the \$1,910 funds remains available. As part of the 2023 year-end surplus, Niagara Regional Council approved the transfer of funds to the police contingency reserve to offset 1-time expenses related to the implementation of the CSPA. The Service continues to track any 1-time spending related to this initiative to ensure that the funds set aside are used for its intended purpose.

The Service is forecasting a deficit of \$392 by the end of this fiscal year, based on the following contributing factors:

- The shortfall from the CSPT grant revenue for this year is \$688 deficit offset by a \$331 unbudgeted funding inflow from the NG911 grant program.
- 2025 casino revenue will remain on par with previous year's revenue, which results in a \$560 deficit from the 2025 budget; this revenue shortfall is anticipated to be offset by increase in other revenue sources including user fees and proceeds from sale of assets.
- Gross expenditures exclusive of CSPA expenditures are forecasted to be favourable by \$643 thereby offsetting the revenue deficit of \$425. Main contributors to the expense savings are as follows:
 - Savings to fuel expense resulting from an actual average fuel rate below the budget set rate.
 - Savings resulting from lower than budget spending to vehicle and equipment maintenance, investigation expense and professional legal services.
- Forecasted one-time CSPA expenditures of \$614 mainly related to training and training supplies and equipment.

For the 2025 year, all expenses incurred from the CSPA initiative will be offset by a transfer from the police contingency reserve to a maximum of \$1,023, subject to approval from Regional Council. This transfer from reserves will result in a forecasted year end surplus of \$221.

Labour Related Costs – For the period ending September 30, compensation costs were below the approved budget by \$1,369, representing 0.9% of the total compensation budget.

This favourable variance is mainly attributable to the timing of statutory benefits expected to be spent by year end, and savings to OMERS premiums resulting from vacancies for a total benefit surplus of \$1,697. The savings in benefits is offset by an increase to Special Duty costs (which are offset by revenue) and overages in civilian salaries for a total deficit of \$618. Civilian salaries overages are mainly due to support staffing in operationally essential units such as Communications, Central Holding, and Records.

Based on information gathered to date, the Service is forecasting compensation costs to be on-budget by year-end exclusive of one-time CSPA expenditures totaling \$44. It is anticipated that uniform and civilian salaries will exceed budget levels to support the frontline, and operationally essential civilian positions. Offsetting this deficit are savings to benefit accounts such as health and dental from lower-than-expected claims experience, and continued savings to OMERS.

Administration – For the period ending September 30, administrative costs were above the approved budget by \$206, representing 5.7% of the total administrative budget.

Niagara Regional Police Services - Continued

The unfavourable variance results are primarily from increased to staff development for attending specific courses required under the CSPA, employee medical assessment reviews for new hires and high-risk positions as well as telecommunication expense and other sundry expenses for an overall deficit of \$492. They are partially offset by savings of \$286 to professional services such as legal and other third-party consulting services.

Based on year-to-date results, the Service forecasts administrative costs to continue to be over budget by year-end exclusive of one-time expenditures of \$188 from the implementation of the CSPA.

Operational & Supply – For the period ending September 30, operational and supply costs were above the approved budget by \$201, representing 8.1% of the total operational and supply budget to date.

This unfavourable variance includes expenditures for ammunition and arsenal supplies to support training for the new regulation under the CSPA that requires all frontline officers to be equipped with proper use of force equipment to handle an active shooter incident, and for uniforms related to the hiring of new members as well as other sundry expenses for a total deficit of \$391. These overages are mitigated by savings in investigation expense and other program specific supplies in the amount of \$190.

Based on year-to-date results, the Service forecasts operational and supply costs to be on-budget for year-end exclusive of one-time expenditures of \$305 from the implementation of the CSPA.

Occupancy & Infrastructure – For the period ending September 30, occupancy and infrastructure costs were above the approved budget by \$67, which represents 22.6% of the total occupancy and infrastructure budget to date.

This unfavourable variance is the result of the timing of the minor building renovations and includes \$70 of spending for lockers to store use of force equipment regulated under the CSPA.

Based on year-to-date results, the Service is forecasting occupancy and infrastructure costs to be on-budget for year-end exclusive of one-time spending of \$36 related to the implementation of the CSPA.

Equipment, Vehicles, Technology – For the period ending September 30, equipment, vehicles, and technology costs were below the approved budget by \$436, representing 5.7% of the total equipment, vehicles, and technology budget-to-date.

This favourable variance is primarily the result of savings realized with the purchase of gasoline for Service vehicles, repairs and maintenance on equipment, and other vehicle operating costs for an overall surplus of \$604. This is partially offset by overages mainly in minor equipment purchases and other sundry expenses for a total surplus of \$168.

Based on year-to-date results, the Service is forecasting equipment, vehicle and technology costs to be continue this favourable trend exclusive of one-time spending of \$41 related to CSPA implementation.

Revenues – For the period ending September 30, revenues were below the approved budget by \$64, representing 0.4% of the total revenue budget to date.

Provincial grant funding was below budget as a result of a reduction in CSPT funding. Once the current year commenced, the Service was advised that 2025 CSPT funding would be \$6,245, a reduction of \$770 from the previous year. This resulted in an unfavourable budget variance of \$516 for the period ending.

Revenues derived from fees for service are below budget due to reduced monies received from the City of Niagara Falls for casino funding. The Service receives 18% of the amount provided to the City of Niagara Falls from the Ontario Lottery and Gaming Corporation (OLG) to a maximum of \$4,200 per annum. For the period of January to September 2025 the city received \$14,536 in funding from OLG. Accordingly, the Service received \$2,572 for the period, creating a shortfall of \$353 from the budget.

The Service is forecasting a year-end net deficit in revenues of \$442. This is mainly due to the lower-than-expected grant funding for CSPT, \$688, and loss from casino revenue, \$560. This is partially offset by increases in other revenue sources as well as funding of \$331 from the NG911 grant program.

Niagara Regional Police Services - Continued

Indirect Allocations – For the period ending September 30, 2025, indirect allocations and debt are below budget by \$0, representing 0.0% of the total indirect allocations budget.

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

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	\$5,969	\$5,969	\$0	0.0%	\$7,959	\$7,959	\$0	0.0%
Total Expenses	\$5,969	\$5,969	\$0	0.0%	\$7,959	\$7,959	\$0	0.0%
Total Revenues			\$0	0.0%		\$0	\$0	0.0%
Total Intercompany Charges			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$5,969	\$5,969	\$0	0.0%	\$7,959	\$7,959	\$0	0.0%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$5,969	\$5,969	\$0	0.0%	\$7,959	\$7,959	\$0	0.0%
Total Indirect Allocations & Debt			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$5,969	\$5,969	\$0	0.0%	\$7,959	\$7,959	\$0	0.0%

Niagara Peninsula Conservation Authority - Continued

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

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$23,652	\$21,715	\$1,937	8.2%	\$31,532	\$29,359	\$2,173	6.9%
Administrative	\$5,777	\$2,331	\$3,446	59.7%	\$6,589	\$6,249	\$340	5.2%
Operational & Supply	\$16,447	\$14,969	\$1,477	9.0%	\$21,929	\$20,092	\$1,837	8.4%
Occupancy & Infrastructure	\$15,075	\$16,091	-\$1,016	-6.7%	\$20,006	\$20,982	-\$976	-4.9%
Equipment, Vehicles, Technology	\$5,896	\$6,328	-\$432	-7.3%	\$7,861	\$8,556	-\$695	-8.8%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$7,555	\$531	\$7,023	93.0%	\$10,073	\$10,081	-\$8	-0.1%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$74,400	\$61,965	\$12,435	16.7%	\$97,991	\$95,321	\$2,670	2.7%
Taxation	-\$130,889	-\$133,637	\$2,748	2.1%	-\$173,548	-\$176,550	\$3,002	1.7%
By-Law Charges & Sales	-\$1,881	-\$1,384	-\$496	-26.4%	-\$2,507	-\$2,112	-\$396	-15.8%
Other Revenue	-\$6,218	-\$1,040	-\$5,178	-83.3%	-\$7,595	-\$7,615	\$20	0.3%
Total Revenues	-\$138,987	-\$136,061	-\$2,926	-2.1%	-\$183,651	-\$186,277	\$2,626	1.4%
Intercompany Charges	\$2,248	\$2,141	\$107	4.8%	\$2,997	\$2,890	\$107	3.6%
Total Intercompany Charges	\$2,248	\$2,141	\$107	4.8%	\$2,997	\$2,890	\$107	3.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$62,338	-\$71,955	\$9,617	15.4%	-\$82,663	-\$88,067	\$5,403	6.5%
Transfers From Funds	-\$4,142	-\$679	-\$3,464	-83.6%	-\$5,105	-\$5,105	\$0	0.0%
Transfers To Funds	\$48,607	\$48,607	\$0	0.0%	\$64,809	\$64,809	\$0	0.0%
Total Transfers	\$44,465	\$47,928	-\$3,464	-7.8%	\$59,705	\$59,705	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$17,874	-\$24,027	\$6,153	34.4%	-\$22,958	-\$28,362	\$5,403	23.5%
Indirect Allocations & Debt	\$11,901	\$11,895	\$5	0.0%	\$22,958	\$23,176	-\$217	-0.9%
Total Indirect Allocations & Debt	\$11,901	\$11,895	\$5	0.0%	\$22,958	\$23,176	-\$217	-0.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$5,973	-\$12,131	\$6,158	0.0%	\$0	-\$5,186	\$5,186	0.0%

Water & Wastewater Services - Continued

What does Water and Wastewater Services do?

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

Variance Analysis (in thousands of dollars)

Water & Wastewater services is operating at a year-to-date surplus of \$6,158 after indirect allocations with a forecasted surplus of \$5,186 due to the following factors:

Labour Related Costs – The favourable year-to-date variance of \$1,937 and forecasted favourable year-end variance of \$2,173 are due to staffing vacancies due to retirements, transfers and challenges recruiting qualified staff across all divisions.

Administration – There is a favourable year-to-date variance of \$3,446 and a forecasted favourable year-end variance of \$340. The year-to-date variance is largely due to the timing of consulting engagements. The forecasted favourable year-end variance is primarily a result of less than anticipated external legal costs.

Operational & Supply –The favourable year-to-date variance of \$1,477 and forecasted favourable year-end variance of \$1,837 are primarily due to reduced contract pricing for biosolid collection and disposal. The forecasted favourable year-end variance attributed to reduced biosolids collection and disposal costs is \$1,650. Also contributing to the forecasted favourable year end-variance are savings in chemical costs of \$287 due to favourable contract pricing.

Occupancy & Infrastructure – There is an unfavourable year-to-date variance of \$1,016 and forecasted unfavourable year-end variance of \$976. The year-to-date and forecasted unfavourable variances are largely attributable to necessary repairs and maintenance in aging Water and Wastewater facilities.

Equipment, Vehicles, Technology – The unfavourable year-to-date variance of \$432 and forecasted unfavourable year-end variance of \$695 are primarily due to urgent equipment compliance work required in Wastewater as a result of aging infrastructure.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$7,023 is primarily due to combined sewer overflow (CSO) funds committed to local area municipalities but not yet paid. All CSO funding not spent in the year will be encumbered into future year budgets.

Taxation - The favourable year-to-date variance of \$2,748 and forecasted favourable year-end variance of \$3,002 are a result of increased water sales due to household and business growth in Niagara as well as warmer and drier conditions through the year.

By-Law Charges & Sales – There is an unfavourable year-to-date variance of \$496 with a forecasted unfavourable year-end variance of \$396 primarily due to less hauled sewage revenues than budgeted. The 2025 hauled sewage revenue budget was based on a revenue increase under two tier rate structure whereas a one tier rate structure was adopted by Council post budget preparation.

Other Revenue – There is an unfavourable year-to-date variance of \$5,178 with a forecasted favourable year-end variance of \$20. The year-to-date variance is mainly due to timing of development charge revenue recognition to fund the CSO program and master servicing plan (MSP).

Water & Wastewater Services - Continued

Transfers - The unfavourable year-to-date variance of \$3,464 is primarily 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 2026 Wastewater budget.

Indirect Allocations - The forecasted unfavourable year-end variance of \$217 is primarily due to labour related matters.

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	\$3,399	\$3,200	\$199	5.9%	\$4,542	\$4,351	\$191	4.2%
Administrative	\$2,004	\$857	\$1,148	57.3%	\$2,522	\$1,961	\$561	22.3%
Operational & Supply	\$28,107	\$27,287	\$820	2.9%	\$38,229	\$37,303	\$926	2.4%
Occupancy & Infrastructure	\$879	\$642	\$237	27.0%	\$1,134	\$1,023	\$111	9.8%
Equipment, Vehicles, Technology	\$272	\$248	\$24	8.9%	\$355	\$347	\$7	2.1%
Partnership, Rebate, Exemption	\$173	\$125	\$48	27.8%	\$235	\$187	\$48	20.4%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$154	\$153	\$0	0.2%
Total Expenses	\$34,834	\$32,357	\$2,477	7.1%	\$47,170	\$45,325	\$1,845	3.9%
Taxation	-\$34,084	-\$34,103	\$19	0.1%	-\$46,416	-\$46,435	\$19	0.0%
By-Law Charges & Sales	-\$4,048	-\$4,198	\$150	3.7%	-\$5,371	-\$5,499	\$128	2.4%
Other Revenue	-\$669	-\$842	\$172	25.7%	-\$892	-\$1,102	\$210	23.5%
Total Revenues	-\$38,802	-\$39,143	\$341	0.9%	-\$52,680	-\$53,036	\$356	0.7%
Intercompany Charges	\$308	\$341	-\$32	-10.4%	\$411	\$388	\$23	5.6%
Total Intercompany Charges	\$308	\$341	-\$32	-10.4%	\$411	\$388	\$23	5.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$3,660	-\$6,445	\$2,785	76.1%	-\$5,098	-\$7,323	\$2,225	43.6%
Transfers From Funds	-\$1,279	-\$1,279	\$0	0.0%	-\$1,366	-\$1,366	\$0	0.0%
Transfers To Funds	\$3,452	\$3,452	\$0	0.0%	\$4,603	\$4,603	\$0	0.0%
Total Transfers	\$2,173	\$2,173	\$0	0.0%	\$3,237	\$3,237	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,486	-\$4,271	\$2,785	187.4%	-\$1,861	-\$4,086	\$2,225	119.5%
Indirect Allocations & Debt	\$1,454	\$1,370	\$85	5.8%	\$1,861	\$1,804	\$58	3.1%
Total Indirect Allocations & Debt	\$1,454	\$1,370	\$85	5.8%	\$1,861	\$1,804	\$58	3.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$32	-\$2,902	\$2,870	0.0%	\$0	-\$2,283	\$2,283	0.0%

Waste Management Services - Continued

What does Waste Management Services do?

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

Variance Analysis (in thousands of dollars)

Waste Management Services is operating at year-to-date surplus after indirect allocations of \$2,870 with a forecasted surplus of \$2,283 due to the following factors:

Labour Related Costs – the favourable year-to-date and forecasted variances of \$199 and \$191 are due to salary gapping within the division.

Administrative – the favourable year-to-date variance of \$1,148 is due to timing of budget spend of consulting services, related to ongoing strategic initiatives, including the Waste Management Strategic Plan (WMSP), the Asset Management Plan (AMP) for asset condition assessments and a one-time household waste composition study. There is a favourable forecasted variance of \$561, primarily due to project efficiencies and lower than expected costs to complete the WMSP and AMP, \$343 and \$25 respectively. Expenditures for the waste composition study is forecasted to be spent by the end of the year. The budget for the WMSP and AMP was encumbered from the prior year and the surplus will be transferred at year-end in accordance with the Region's Reserve policy.

Operational & Supply – the favourable year-to-date and forecasted variances of \$820 and \$926 is due to lower than anticipated base collection contract escalations, specifically related to unit count increase and diesel fuel adjustments and lower than anticipated drop-off depot services costs and material processing costs due to lower than anticipated tonnes. leachate processing costs and environmental monitoring services. Contributing to the forecasted variance are savings from lower than budgeted leachate processing costs, savings from environmental monitoring services having lower than budgeted conditional work and lower than budgeted cart purchases due to the pending collection changes related to provincial regulations.

Occupancy & Infrastructure – the favourable year-to-date variance of \$237 is due to timing of budget spend for grounds maintenance at the Region's landfill sites with maintenance to be completed in Q4. The favourable year-to-date variance is partially offset by increased security services required at Humberstone landfill to reduce vandalism and theft. The favourable forecasted variance of \$111 is due to lower than anticipated grounds work completed at the closed and naturalization sites.

Equipment, Vehicles, Technology – the favourable year-to-date and forecasted variances of \$24 and \$7 are mainly due to lower than anticipated machinery and equipment repairs required at the closed and naturalization sites which is partially offset by higher than anticipated scale repairs at Humberstone.

Partnership, Rebate and Exemption – the favourable year-to-date and forecasted variances of \$48 are due to lower than anticipated tipping fee exemptions for registered charities at the Region's landfill sites due to lower than anticipated tonnes.

By-Law Charges & Sales – the favourable year-to-date variance of \$150 and forecasted variance of \$128 are due to higher than budgeted garbage tag sales and higher than budgeted recycling revenue due to higher than anticipated scrap metal rates. The favourable variance is partially offset by lower than anticipated tipping fees for registered charities at the Region's landfill sites due to lower than anticipated tonnes.

Other Revenue – the favourable year-to-date and forecasted variances of \$172 and \$210 are due to higher than anticipated funding received for the Region's household hazardous waste drop-off depots.

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	\$35,304	\$35,918	-\$614	-1.7%	\$47,207	\$48,043	-\$836	-1.8%
Administrative	\$3,501	\$1,782	\$1,720	49.1%	\$4,048	\$3,953	\$95	2.3%
Operational & Supply	\$5,970	\$5,709	\$261	4.4%	\$7,940	\$8,106	-\$167	-2.1%
Occupancy & Infrastructure	\$958	\$959	-\$1	-0.1%	\$1,429	\$1,353	\$76	5.3%
Equipment, Vehicles, Technology	\$11,975	\$10,758	\$1,217	10.2%	\$15,865	\$14,661	\$1,204	7.6%
Partnership, Rebate, Exemption	\$0	\$2	-\$2	0.0%	\$1	\$3	-\$2	-410.5%
Financial Expenditures	\$0	\$7	-\$7	0.0%	\$129	\$137	-\$7	-5.5%
Total Expenses	\$57,709	\$55,135	\$2,574	4.5%	\$76,619	\$76,256	\$363	0.5%
Taxation	-\$45,637	-\$45,653	\$16	0.0%	-\$63,530	-\$63,546	\$16	0.0%
Federal & Provincial Grants	-\$468	-\$401	-\$67	-14.4%	-\$511	-\$472	-\$39	-7.7%
By-Law Charges & Sales	-\$14,077	-\$16,190	\$2,113	15.0%	-\$19,697	-\$21,572	\$1,875	9.5%
Other Revenue	-\$3,123	-\$1,462	-\$1,661	-53.2%	-\$4,242	-\$1,931	-\$2,311	-54.5%
Total Revenues	-\$63,305	-\$63,706	\$401	0.6%	-\$87,980	-\$87,521	-\$460	-0.5%
Intercompany Charges	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Intercompany Charges	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$5,596	-\$8,571	\$2,975	53.2%	-\$11,361	-\$11,264	-\$97	-0.9%
Transfers From Funds	-\$1,536	-\$1,536	\$0	0.0%	-\$1,556	-\$1,556	\$0	0.0%
Transfers To Funds	\$3,286	\$3,286	\$0	0.0%	\$4,419	\$4,419	\$0	0.0%
Total Transfers	\$1,750	\$1,750	\$0	0.0%	\$2,863	\$2,863	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$3,846	-\$6,821	\$2,975	77.3%	-\$8,498	-\$8,401	-\$97	-1.1%
Indirect Allocations & Debt	\$6,739	\$6,180	\$559	8.3%	\$8,498	\$8,085	\$413	4.9%
Total Indirect Allocations & Debt	\$6,739	\$6,180	\$559	8.3%	\$8,498	\$8,085	\$413	4.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,893	-\$642	\$3,534	0.0%	\$0	-\$316	\$316	0.0%

Niagara Transit Commission - Continued

What does Niagara Transit Commission do?

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

Variance Analysis (in thousands of dollars)

The NTC is operating at year-to-date surplus after indirect allocations of \$3,534 with a forecasted surplus of \$316 due to the following factors:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of \$614 and \$836 are due to greater than budgeted actual benefits for unionized staff and higher than budgeted overtime in fleet maintenance. The forecast also includes a year-end payment for the expected deficit in benefits identified by the provider.

Administrative – The favourable year-to-date variance of \$1,720 is attributable to the budget timing and spend related to consulting and advertising and branding projects which are expected to be incurred by the end of the year.

Operational & Supply – The favourable year-to-date variance of \$261 is due to the timing of uniform and license renewals which will be spent by the end of the year. There is an unfavourable forecasted variance of \$167 due to slightly higher than budgeted specialized service costs.

Equipment, Vehicles, Technology - The favourable year-to-date and forecasted variances of \$1,217 and \$1,204 are mainly attributable to the removal of the carbon tax on fuel and to the actual average cost per litre. The favourable forecasted variance related to the removal of Carbon tax and the fuel contract costs being less than the budgeted cost per litre is \$1,576. In addition, the forecasted fuel usage by the City of Niagara Falls and Metrolinx is less than budgeted by \$1,064 which is offset in less than budgeted revenues below in Other Revenue. The forecasted favourable variance is offset by incremental costs relating to the write-off of obsolete inventory and incremental vehicle supply parts and repairs and maintenance due to the aging fleet and delay in receiving new buses of \$1,491.

By-Law Charges & Sales – The favourable year-to-date and forecasted variances of \$2,113 and \$1,875 are mainly due to higher than anticipated fare revenue. There is a forecasted favourable variance of \$2,078 in fare revenues due to increased ridership excluding UPASS ridership. There is also a forecasted favourable variance related to providing summer service with Brock University of \$213. This is offset by the reduction relating to the year-end reconciliation of the UPASS agreement with Niagara College of \$102 and the reduction to the new contract beginning September 1, 2025, of \$416.

Other Revenue – The unfavourable year-to-date and forecasted variances of \$1,661 and \$2,311 are mainly due to the strategy to not recognize the budgeted Provincial Gas Tax revenue of \$1,315 as NTC is in a forecasted surplus position. The unrecognized Provincial Gas Tax will be available for future capital and/or operating use. In addition, there is less than budgeted fuel reimbursement revenue from the City of Niagara Falls and Metrolinx totaling \$1,064 resulting in decreased fuel costs within Equipment, Vehicles, Technology as noted above.

Indirect Allocations – The favourable year-to-date and forecasted variances of \$559 and \$413 are mainly due to less than expected costs related to insurance premiums and self-insurance claim.

Capital Summary (in thousands of dollars)

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

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

Capital Budget Reconciliation

The capital program managed by Niagara Region has decreased by \$15,461 since Q2 2025. The decrease is primarily caused by budget reductions (\$360) and project closures (\$20,520). This decrease is offset by gross budget adjustments (\$3,494) and transfers from capital variance projects (\$1,924).

16 capital projects of the 755 capital sub-projects, with budgets totalling approximately \$397,855 (levy \$51,892/ rate \$345,963) remain uninitiated at September 30th, 2025. 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
2024 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2024	\$1,194,001	\$114,945	\$1,149,260	\$2,458,206
Council Approved 2025 Budget	\$152,795	\$58,220	\$165,097	\$376,112
Gross Budget Adjustment (including transfers from operating)	\$7,896	\$241	\$18,692	\$26,828
Transfer from Capital Variance Project	\$2,933	\$762	\$4,682	\$8,376
Budget Reductions on Active Capital Projects *	- \$7,328	- \$1,750	- \$14,949	- \$24,027
Previously Closed Projects Reopened	\$15,005			\$15,005
Projects Closed	- \$109,153	- \$11,301	- \$65,038	- \$185,491
2025 Total Adjusted Program (excluding Capital Variance Projects) at July 23, 2025	\$1,256,149	\$161,117	\$1,257,744	\$2,675,010
Gross Budget Adjustment (including transfers from operating)	\$224	\$2,630	\$640	\$3,494
Transfer from Capital Variance Project	\$910	\$54	\$960	\$1,924
Budget Reductions on Active Capital Projects *	\$0	- \$360	\$0	- \$360
Projects Closed	- \$9,770	- \$180	- \$10,571	- \$20,520
2025 Total Adjusted Budget (excluding Capital Variance Projects) at October 23, 2025	\$1,247,513	\$163,262	\$1,248,773	\$2,659,549

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

Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments, transfers from the capital variance project, budget reductions and transfer to operations during Q3 2025 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	Campbell West Geothermal Field	\$1,000	\$150	\$250			\$1,400
Public Health	New Emergency Response Vehicles - 2025	\$398	\$34				\$432
Public Works - Levy	Roads Rehab RR 48 Carlton-Scott	\$470	\$40	\$60			\$570
Public Works - Levy	Structural Rehabilitation -RR81 Forty Mile Creek	\$600		\$600			\$1,200
All Levy Departments		\$2,468	\$224	\$910	\$0		\$3,602
Waste Management	Well Decommissioning - 2024	\$790			- \$360	CV - Waste Mgmt \$56K Landfill Liability \$304K	\$430
Waste Management	Bridge St Drop-Off Depot	\$3,594	\$127	\$54			\$3,775
Niagara Transit Commission	Transit Leasehold Improvements	\$183	\$36				\$219
Niagara Transit Commission	40'Conventional Bus Replacement -ICIP-NIR-04	\$9,356	\$2,468				\$11,824
All Special Levy Departments		\$4,384	\$2,630	\$54	- \$360		\$6,708
Wastewater	Sewer Pumping Station Upgrade Catharine St - Fort Erie	\$3,828	\$640	\$960			\$5,428
All Rate Departments		\$3,828	\$640	\$960	\$0		\$5,428
Niagara Regional Police Services	Vehicle Replacement - 2021	\$1,328	- \$4				\$1,323
Niagara Regional Police Services	Vehicle Replacement - 2022	\$1,716	- \$11				\$1,705
Niagara Regional Police Services	Incremental Vehicles - 2024	\$908	- \$42				\$866

Capital Budget Adjustments (in thousands of dollars) - Continued

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Appendix 1

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Niagara Regional Police Services	Patrol Vehicles - 2023	\$2,305	- \$54				\$2,250
Niagara Regional Police Services	Special Fleet Vehicle Replacement - 2024	\$331	- \$58				\$273
Niagara Regional Police Services	Investigative Fleet Vehicle Replacement - 2024	\$254	- \$15				\$239
Niagara Regional Police Services	Patrol Vehicles - 2025	\$1,413	\$69				\$1,482
Niagara Regional Police Services	Special Fleet Vehicle Replacement - 2025	\$340	\$58				\$398
Niagara Regional Police Services	Investigative Fleet Vehicle Replacement - 2025	\$461	\$15				\$476
Niagara Regional Police Services	Incremental Vehicles - 2025	\$500	\$42				\$542
Niagara Regional Police Services	IT & Network Replacement - 2020	\$700	- \$3				\$697
Niagara Regional Police Services	IT & Network Replacement - 2021	\$805	- \$8				\$797
Niagara Regional Police Services	IT & Network Replacement - 2022	\$923	- \$26				\$897
Niagara Regional Police Services	IT & Network Replacement - 2023	\$224	- \$4				\$219
Niagara Regional Police Services	Network Servers & Workstations - 2024	\$350	\$41				\$391
Niagara Regional Police Services	Desktops/Laptops/Monitors - 2024	\$475	- \$7				\$468
Niagara Regional Police Services	Desktops/Laptops/Monitors - 2025	\$350	\$7				\$357
All inter-project		\$13,382	\$0	\$0	\$0		\$13,382
All Departments	Total	\$24,062	\$3,494	\$1,924	- \$360		\$29,121

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 29 projects were closed between July 1st, 2025, to October 23rd, 2025. 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	EMS Emergency Response Vehicles - 2021	\$365	\$365	\$0	\$0	CVP LEVY	5
Corporate Services	EMS Continuous Positive Airway Pressure Machine	\$265	\$263	\$2	\$2	CVP LEVY	4
Corporate Administration	HR IS Development 2020 NRPS IT & Network	\$200	\$200	\$0	\$0	CVP LEVY	5
Niagara Regional Police Services	Equipment Replacement - 2020	\$697	\$697	\$0	\$0	CVP LEVY	7
Niagara Regional Police Services	Vehicles - 2021 NRPS IT & Network	\$1,323	\$1,323	\$0	\$0	CVP LEVY	6
Niagara Regional Police Services	Equipment Replacement - 2021	\$797	\$797	\$0	\$0	CVP LEVY	6
Niagara Regional Police Services	Vehicles - 2022 NRPS IT & Network	\$1,705	\$1,705	\$0	\$0	CVP LEVY	5
Niagara Regional Police Services	Equipment Replacement - 2022	\$897	\$897	\$0	\$0	CVP LEVY	5
Niagara Regional Police Services	NRPS-IT and Network Servers - 2023	\$219	\$219	\$0	\$0	CVP LEVY	4
Niagara Regional Police Services	NRPS ETU Headsets - 2024	\$32	\$32	\$0	\$0	CVP LEVY	4
Niagara Regional Police Services	NRPS Desktops/Laptops/Monit - 2024	\$468	\$468	\$0	\$0	CVP LEVY	4

Capital Project Closures (in thousands of dollars) - Continued

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Appendix 1

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Public Works - Levy	Structural Rehabilitation - 2019	\$1,000	\$998	\$2	\$2	CVP LEVY	7
Public Works - Levy	Roads Rehabilitation - Miscellaneous - 2020	\$725	\$719	\$6	\$1	CVP LEVY	5
Public Works - Levy	Structure Rehabilitation - 021210-Thompso 2020	\$100	\$0	\$100	\$100	CVP LEVY	8
Public Works - Levy	Structure Rehabilitation - 021215-Thompso 2020	\$100	\$0	\$100	\$100	CVP LEVY	8
Public Works - Levy	Roads Rehabilitation - RR87 Lakeshore Road - 2020	\$300	\$108	\$192	\$192	CVP LEVY	6
Public Works - Levy	Guide Rail Improvement - 2022	\$260	\$260	\$0	\$0	CVP LEVY	5
Public Works - Levy	652 River Road (Welland)	\$15	\$0	\$15	\$0	CVP LEVY	4
Public Works - Levy	Guide Rail Improvement - 2023	\$300	\$300	\$0	\$0	CVP LEVY	4
Total Levy Reporting Projects Closed and Removed from Project Listing		\$9,770	\$9,354	\$416	\$396		
Waste Management	Property Acquisition for Waste Management Site - 2024	\$180	\$0	\$180	\$180	CVR WMT	4
Total Waste Management Projects Closed and Removed from Project Listing		\$180	\$0	\$180	\$180		
Water Works	Water Treatment Plant Upgrade - Niagara Falls	\$4,867	\$4,535	\$331	\$331	CVR WAT	10
Water Works	Watermain Security Study - Decew Water Treatment Plant	\$3,500	\$785	\$2,715	\$1,841	CVR WAT	9
Water Works	Decommissioning Vineland & Jordan Reservoir - 2020	\$80	\$1	\$79	\$79	CVR WAT	6

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)
Total Water Projects Closed and Removed from Project Listing		\$8,447	\$5,321	\$3,126	\$2,252		
Wastewater	Waste Water Master Meter Replacement	\$684	\$636	\$48	\$48	CVR SEW	7
Wastewater	WIFI Expansion at Waste Water Facilities - 2020	\$240	\$202	\$38	\$38	CVR SEW	5
Wastewater	Arena Pumping Station Upgrades - 2021	\$300	\$219	\$81	\$81	CVR SEW	6
Wastewater	WIFI Exp at WW Facilities - 2021	\$100	\$100	\$0	\$0	CVR SEW	4
Wastewater	Alliston Avenue Sewage Pump Station Upgrades - 2025	\$300	\$0	\$300	\$0	CVR SEW	4
Wastewater	Stevensville Sewage Pump Station Upgrades - 2025	\$500	\$0	\$500	\$100	CVR SEW	4
Total Wastewater Projects Closed and Removed from Project Listing		\$2,124	\$1,157	\$967	\$267		
Total Rate Projects Closed and Removed from Project Listing		\$10,571	\$6,478	\$4,093	\$2,518		
Total Projects Closed		\$20,520	\$15,831	\$4,689	\$3,095		

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 \$2,659,549 capital budget managed by Niagara Region, representing 755 sub-projects, total capital spending including commitments to date of \$1,753,986 and budget remaining of \$905,563 after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 319 projects with budgets greater than \$1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than \$1 million	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Community Services	\$3,133	\$714	\$2,419	22.8%
Corporate Administration	\$1,490	\$914	\$576	61.3%
Corporate Services	\$354,044	\$332,669	\$21,376	94.0%
Niagara Regional Housing	\$126,980	\$118,361	\$8,619	93.2%
Niagara Regional Police Services Board	\$30,998	\$23,748	\$7,250	76.6%
Niagara Transit Commission	\$76,978	\$42,132	\$34,847	54.7%
Public Health	\$21,295	\$14,992	\$6,303	70.4%
Public Works - Levy	\$594,511	\$412,480	\$182,030	69.4%
Waste Management	\$31,119	\$26,950	\$4,169	86.6%
Wastewater	\$489,672	\$361,302	\$128,370	73.8%
Water Works	\$373,302	\$276,146	\$97,156	74.0%
Active projects with budgets greater than \$1 million	\$2,103,522	\$1,610,408	\$493,114	76.6%
Uninitiated projects with budgets greater than \$1 million	\$397,222	\$0	\$397,222	0.0%
Total projects with budgets greater than \$1 million	\$2,500,744	\$1,610,408	\$890,336	64.4%
Active projects with budgets less than \$1 million	\$158,173	\$143,578	\$14,595	90.8%
Uninitiated projects with budgets less than \$1 million	\$633	\$0	\$633	0.0%
Total Capital Projects	\$2,659,549	\$1,753,986	\$905,563	66.0%

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 319 projects totaling \$2,500,744 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$1,610,408 representing 64.4 percent of the adjusted capital budget on these active and uninitiated sub-projects.

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Long-term Care Machinery and Equipment - 2023		\$1,743	\$396	\$0	\$40	\$436	\$1,307	25.0%	\$447	\$900	\$0	\$0	2026
Long Term Care Homes Capital Improvement - 2025		\$1,390	\$44	\$0	\$235	\$278	\$1,112	20.0%	\$400	\$700	\$246	\$0	2028
Total Community Services		\$3,133	\$440	\$0	\$275	\$714	\$2,419	22.8%	\$847	\$1,600	\$246	\$0	
Time and Attendance App Upgrade - 2024		\$1,490	\$593	\$22	\$298	\$914	\$576	61.3%	\$774	\$100	\$0	\$0	2026
Total Corporate Administration		\$1,490	\$593	\$22	\$298	\$914	\$576	61.3%	\$774	\$100	\$0	\$0	
68 Church Street Demolition - Niagara Regional Police - 2021		\$3,000	\$794	\$0	\$166	\$960	\$2,040	32.0%	\$100	\$2,106	\$0	\$0	2027
911 Backup Rationalization - 2020		\$13,147	\$2,372	\$18	\$9,702	\$12,092	\$1,055	92.0%	\$750	\$10,007	\$0	\$0	2026
Asset Replacement - 2018		\$2,947	\$2,938	\$0	\$14	\$2,953	- \$6	100.2%	\$8	\$0	\$0	\$0	2025
Asset Replacement - 2020		\$1,894	\$1,890	\$0	\$0	\$1,890	\$4	99.8%	\$4	\$0	\$0	\$0	2025
Canada Summer Games - 2021		\$102,355	\$101,610	\$0	\$206	\$101,816	\$538	99.5%	\$50	\$695	\$0	\$0	2026
Desktop and Laptop Replacement - 2023		\$2,750	\$2,327	\$1	\$51	\$2,380	\$370	86.5%	\$108	\$314	\$0	\$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Emergency Medical Services Central Hub		\$3,895	\$33	\$0	\$845	\$877	\$3,018	22.5%	\$10	\$3,852	\$0	\$0	2032
Emergency Medical Services Facility Welland		\$1,100	\$648	\$0	\$0	\$649	\$451	59.0%	\$452	\$0	\$0	\$0	2025
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$1,750	\$0	\$0	\$1,750	\$0	100.0%	\$0	\$0	\$0	\$0	2025
Extended and Managed Detection Response Threat Tool - 2023		\$1,100	\$1,099	\$0	\$0	\$1,099	\$1	99.9%	\$1	\$0	\$0	\$0	2026
HVAC Replacements		\$1,391	\$1,381	\$0	\$0	\$1,381	\$10	99.3%	\$10	\$0	\$0	\$0	2026
Lighting Retrofit at Meadows of Dorchester		\$1,000	\$947	\$0	\$0	\$947	\$53	94.7%	\$53	\$0	\$0	\$0	2025
Long-term Care Home Redevelopment - 2015		\$85,917	\$84,935	\$111	\$878	\$85,923	- \$7	100.0%	\$871	\$0	\$0	\$0	2028
Main Firewall Replacements - 2024		\$1,100	\$972	\$0	\$0	\$972	\$128	88.4%	\$128	\$0	\$0	\$0	2027
Niagara Falls GO Station Renovations - 2023		\$2,866	\$2,556	\$18	\$108	\$2,682	\$184	93.6%	\$100	\$192	\$0	\$0	2026
Online Planning Portal		\$1,250	\$973	\$72	\$48	\$1,093	\$157	87.5%	\$75	\$130	\$0	\$0	2026
Redevelopment of Linhaven Long Term Care Home - 2020		\$105,652	\$91,762	\$603	\$9,874	\$102,238	\$3,414	96.8%	\$4,000	\$9,288	\$0	\$0	2026
Region Wide - Code & Legislation Compliance - 2024		\$1,000	\$818	\$75	\$111	\$1,003	- \$3	100.3%	\$108	\$0	\$0	\$0	2027
Region Wide Uninterrupted Power Supply Replacement - 2023		\$1,049	\$1,012	\$0	\$21	\$1,033	\$16	98.5%	\$37	\$0	\$0	\$0	2026
Regional Headquarters Generator Replacement		\$2,197	\$2,165	\$0	\$0	\$2,165	\$32	98.5%	\$32	\$0	\$0	\$0	2026
Vehicle Hoist Replacement - St.Catharines Transit		\$1,956	\$1,773	\$0	\$65	\$1,838	\$118	94.0%	\$183	\$0	\$0	\$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Desktop and Laptop Replacement - 2025		\$2,250	\$1,262	\$0	\$57	\$1,319	\$931	58.6%	\$688	\$300	\$0	\$0	2028
Head Quarter IT Equipment (DR SAN) Replacement - 2025		\$2,500	\$1,226	\$0	\$119	\$1,345	\$1,155	53.8%	\$637	\$637	\$0	\$0	2028
Region Wide Building Utilization- 2025		\$1,500	\$36	\$0	\$113	\$149	\$1,351	9.9%	\$250	\$1,214	\$0	\$0	2028
Annual Code & Legal Compliance - 2025		\$1,000	\$89	\$0	\$198	\$287	\$713	28.7%	\$911	\$0	\$0	\$0	2028
Campbell West Geothermal Field - 2025		\$1,400	\$5	\$0	\$1,394	\$1,400	\$0	100.0%	\$1,395	\$0	\$0	\$0	2028
EMS Virgil Construction - 2025		\$4,530	\$5	\$0	\$0	\$5	\$4,525	0.1%	\$496	\$4,029	\$0	\$0	2028
St. Catherine GO Station Renovation - 2023		\$1,550	\$385	\$0	\$38	\$423	\$1,127	27.3%	\$10	\$1,155	\$0	\$0	2026
Total Corporate Services		\$354,044	\$307,762	\$899	\$24,008	\$332,669	\$21,376	94.0%	\$11,465	\$33,918	\$0	\$0	
Annual - Asphalt, Paving and Concrete Replacement Program - 2022		\$1,600	\$1,033	\$0	\$564	\$1,597	\$3	99.8%	\$283	\$283	\$0	\$0	2026
Annual - Building Capital - 2018		\$4,654	\$4,608	\$0	\$45	\$4,654	\$0	100.0%	\$23	\$23	\$0	\$0	2026
Annual - Building Capital - 2019		\$5,454	\$5,392	\$0	\$61	\$5,454	\$0	100.0%	\$31	\$31	\$0	\$0	2026
Annual - Building Capital - 2020		\$3,974	\$3,812	\$0	\$162	\$3,974	\$1	100.0%	\$81	\$81	\$0	\$0	2026
Annual - Building Capital - 2021		\$4,790	\$4,737	\$0	\$53	\$4,790	\$0	100.0%	\$27	\$27	\$0	\$0	2026
Annual - Building Capital - 2023		\$4,700	\$3,853	\$44	\$802	\$4,699	\$1	100.0%	\$401	\$401	\$0	\$0	2026
Annual - Building Capital - 2024		\$5,646	\$4,247	\$423	\$964	\$5,634	\$12	99.8%	\$244	\$732	\$0	\$0	2027
Annual - Grounds Capital - 2020		\$1,010	\$1,009	\$0	\$1	\$1,009	\$0	100.0%	\$1	\$0	\$0	\$0	2026
Annual - Grounds Capital - 2021		\$2,290	\$2,255	\$0	\$9	\$2,264	\$26	98.9%	\$17	\$17	\$0	\$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Grounds Capital - 2023		\$2,800	\$2,569	\$0	\$201	\$2,770	\$30	98.9%	\$116	\$116	\$0	\$0	2026
Annual - Grounds Capital - 2024		\$2,942	\$1,656	\$8	\$974	\$2,638	\$304	89.7%	\$320	\$959	\$0	\$0	2027
Annual - Mechanical & Electrical - 2024		\$2,573	\$1,417	\$24	\$133	\$1,574	\$999	61.2%	\$283	\$850	\$0	\$0	2027
Annual - Mech-Electrical - 2023		\$1,600	\$1,378	\$0	\$220	\$1,599	\$1	99.9%	\$111	\$111	\$0	\$0	2026
Annual - Structural and Foundation Wall Repairs - 2022		\$1,240	\$1,218	\$0	\$22	\$1,239	\$1	99.9%	\$11	\$11	\$0	\$0	2026
Annual - Unit Capital - 2019		\$5,355	\$5,353	\$1	\$2	\$5,356	\$0	100.0%	\$1	\$0	\$0	\$0	2026
Annual - Unit Capital - 2020		\$3,471	\$3,440	\$4	\$33	\$3,477	- \$6	100.2%	\$14	\$14	\$0	\$0	2026
Annual - Unit Capital - 2023		\$4,700	\$4,246	\$33	\$421	\$4,700	\$0	100.0%	\$210	\$210	\$0	\$0	2026
Annual - Unit Capital - 2024		\$5,639	\$3,120	\$79	\$2,440	\$5,639	\$0	100.0%	\$610	\$1,830	\$0	\$0	2027
Geneva Street Development - 2024		\$18,450	\$3,258	\$2	\$14,628	\$17,888	\$562	97.0%	\$4,500	\$10,690	\$0	\$0	2027
Muli-Residential Intensification - Welland - 2020 (Note 1)		\$13,746	\$12,985	\$0	\$0	\$12,985	\$761	94.5%	\$0	\$0	\$0	\$761	2026
Property Acquisition - Fort Erie		\$8,972	\$8,821	\$0	\$252	\$9,073	- \$101	101.1%	\$151	\$0	\$0	\$0	2026
Property Acquisition - Summer Street		\$1,650	\$1,586	\$21	\$17	\$1,623	\$27	98.4%	\$43	\$0	\$0	\$0	2026
Social Housing Assistance Improvement Program - 2018		\$2,683	\$2,608	\$0	\$0	\$2,608	\$75	97.2%	\$0	\$75	\$0	\$0	2026
Welland Homeless Shelter - 2024		\$2,940	\$2,908	\$3	\$25	\$2,935	\$5	99.8%	\$30	\$0	\$0	\$0	2028
Niagara Regional Housing Annual Unit Capital - 2025		\$1,989	\$163	\$0	\$1,647	\$1,810	\$179	91.0%	\$457	\$1,370	\$0	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Niagara Regional Housing Mechanical-Electrical -2025		\$1,041	\$12	\$0	\$0	\$12	\$1,029	1.2%	\$257	\$772	\$0	\$0	2028
Niagara Regional Housing Annual Building Capital - 2025		\$2,545	\$514	\$58	\$822	\$1,393	\$1,152	54.7%	\$493	\$1,480	\$0	\$0	2028
Niagara Regional Housing Annual Grounds Capital - 2025		\$1,525	\$0	\$0	\$1,491	\$1,491	\$34	97.8%	\$381	\$1,144	\$0	\$0	2028
St. Catherine Homeless Shelter - 2025		\$5,500	\$2,505	\$0	\$34	\$2,539	\$2,961	46.2%	\$34	\$2,961	\$0	\$0	2028
Geneva St. Developmnt Phase2 - 2025		\$1,500	\$583	\$0	\$355	\$938	\$562	62.5%	\$100	\$817	\$0	\$0	2028
Total Niagara Regional Housing		\$126,980	\$91,286	\$698	\$26,377	\$118,361	\$8,619	93.2%	\$9,231	\$25,004	\$0	\$761	
Automated Licence Plate Reader		\$1,332	\$1,226	\$0	\$0	\$1,226	\$106	92.0%	\$106	\$0	\$0	\$0	2026
Communications Back-up		\$1,576	\$0	\$0	\$64	\$64	\$1,512	4.0%	\$0	\$1,576	\$0	\$0	2026
Communications Unit Back-up		\$1,000	\$0	\$0	\$0	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2026
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$0	\$0	\$0	\$1,250	0.0%	\$0	\$1,250	\$0	\$0	2026
Enterprise Storage Service - 2024		\$2,500	\$190	\$0	\$0	\$190	\$2,310	7.6%	\$2,310	\$0	\$0	\$0	2027
Fleet Patrol Vehicle Replacement - 2024		\$1,597	\$1,405	\$0	\$64	\$1,469	\$128	92.0%	\$192	\$0	\$0	\$0	2027
Niagrara Regional Police Services NG - 2019		\$2,137	\$1,632	\$0	\$498	\$2,130	\$7	99.7%	\$505	\$0	\$0	\$0	2026
Information Technology Continuity Plan		\$1,500	\$1,114	\$0	\$0	\$1,114	\$386	74.3%	\$386	\$0	\$0	\$0	2026
Vehicles - 2023		\$2,250	\$2,202	\$0	\$48	\$2,250	\$0	100.0%	\$48	\$0	\$0	\$0	2026
Voice Radio System		\$13,296	\$13,294	\$0	\$0	\$13,294	\$1	100.0%	\$1	\$0	\$0	\$0	2026
Police Service Patrol Vehicles Replacement - 2025		\$1,482	\$308	\$0	\$575	\$883	\$599	59.6%	\$1,175	\$0	\$0	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Police Service Use Of Force Update - 2025		\$1,205	\$1,128	\$0	\$0	\$1,128	\$77	93.6%	\$77	\$0	\$0	\$0	2028
Police Service Voice Radio System Replacement - 2025		\$1,122	\$0	\$0	\$0	\$0	\$1,122	0.0%	\$1,122	\$0	\$0	\$0	2028
Total Niagara Regional Police Services Board		\$32,248	\$22,499	\$0	\$1,250	\$23,748	\$8,500	73.6%	\$5,923	\$3,826	\$0	\$0	
12 Hybrid Buses - St.Catharines Transit		\$7,000	\$5,906	\$13	\$91	\$6,009	\$991	85.8%	\$900	\$0	\$181	\$0	2027
19 40' Conventional Diesel Bus Replacement - 2024		\$16,027	\$14,338	\$40	\$98	\$14,477	\$1,550	90.3%	\$100	\$0	\$1,548	\$0	2027
2 40' Conventional Diesel Bus Replacement - 2024 (Note 2)		\$1,668	\$1,650	\$0	\$5	\$1,655	\$13	99.2%	\$5	\$0	\$0	\$13	2027
2 Fare Payment Technology - Niagara Region		\$3,008	\$2,392	\$0	\$0	\$2,392	\$616	79.5%	\$0	\$200	\$416	\$0	2028
8 Fare Payment Technology - St.Catharines Transit		\$3,728	\$0	\$0	\$0	\$0	\$3,728	0.0%	\$200	\$300	\$3,228	\$0	2029
Accessible Bus Replacement - 2024		\$1,999	\$0	\$0	\$1,444	\$1,444	\$555	72.2%	\$0	\$1,999	\$0	\$0	2027
Bus Stops and Shelters		\$2,100	\$0	\$0	\$20	\$20	\$2,080	0.9%	\$0	\$1,500	\$600	\$0	2027
Camera Upgrades - St.Catharines Transit		\$2,127	\$1,597	\$298	\$123	\$2,018	\$109	94.9%	\$232	\$0	\$0	\$0	2026
Conventional Diesel Bus Refurbishment - 2024		\$1,149	\$0	\$0	\$1,149	\$1,149	\$0	100.0%	\$1,149	\$0	\$0	\$0	2027
Niagara Falls Parking and Storage Extension		\$3,850	\$0	\$0	\$0	\$0	\$3,850	0.0%	\$0	\$0	\$3,850	\$0	2028
Scheduling Software - 2024		\$1,000	\$289	\$0	\$554	\$843	\$157	84.3%	\$83	\$245	\$382	\$0	2027
St.Catharines Transit Facility Phase 1		\$1,722	\$883	\$0	\$0	\$883	\$839	51.3%	\$0	\$0	\$839	\$0	2027
St.Catharines Transit Facility Phase 2		\$4,000	\$0	\$0	\$0	\$0	\$4,000	0.0%	\$0	\$0	\$4,000	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
St.Catharines Transit Facility Phase 3		\$2,182	\$0	\$0	\$0	\$0	\$2,182	0.0%	\$0	\$0	\$2,182	\$0	2028
Welland Transit Garage Phase 1 and 2		\$12,320	\$0	\$0	\$0	\$0	\$12,320	0.0%	\$0	\$0	\$12,320	\$0	2029
Replacement Of 10 x 40' Conventional Buses - 2025		\$11,824	\$0	\$0	\$10,600	\$10,600	\$1,224	89.6%	\$0	\$0	\$11,824	\$0	2028
Replacement Of 4 Specialized/Para Transit Buses - 2025		\$1,274	\$0	\$0	\$642	\$642	\$633	50.4%	\$0	\$0	\$1,274	\$0	2028
8 Electric Buses - 2025 (Note 7)	Uninitiated	\$13,200	\$0	\$0	\$0	\$0	\$13,200	0.0%	\$0	\$0	\$0	\$13,200	2028
9 Electric Buses - 2025 (Note 7)	Uninitiated	\$14,850	\$0	\$0	\$0	\$0	\$14,850	0.0%	\$0	\$0	\$0	\$14,850	2028
Electric Equipment & Infrastructure - 2025 (Note 7)	Uninitiated	\$9,395	\$0	\$0	\$0	\$0	\$9,395	0.0%	\$0	\$0	\$0	\$9,395	2028
Electric Phased Equipment & Infrastructure STC - 2025 (Note 7)	Uninitiated	\$4,795	\$0	\$0	\$0	\$0	\$4,795	0.0%	\$0	\$0	\$0	\$4,795	2028
Total Niagara Transit Commission		\$119,218	\$27,056	\$351	\$14,725	\$42,132	\$77,087	35.3%	\$2,669	\$4,245	\$42,645	\$42,253	
Ambulance & Equipment - 2019		\$2,301	\$2,141	\$0	\$0	\$2,141	\$161	93.0%	\$161	\$0	\$0	\$0	2026
Ambulance & Equipment - 2022		\$1,452	\$1,437	\$13	\$0	\$1,450	\$1	99.9%	\$1	\$0	\$0	\$0	2026
Ambulance & Equipment Replacement - 2023		\$3,262	\$3,094	\$0	\$4	\$3,099	\$164	95.0%	\$0	\$168	\$0	\$0	2026
Ambulance & Equipment Replacement - 2024		\$2,991	\$880	\$0	\$1,996	\$2,876	\$115	96.2%	\$0	\$2,111	\$0	\$0	2027
Ambulances - 2023		\$1,133	\$983	\$0	\$0	\$983	\$150	86.7%	\$0	\$151	\$0	\$0	2026
Emergency Medical Services Stretcher and Loader		\$2,818	\$2,400	\$0	\$0	\$2,400	\$418	85.2%	\$418	\$0	\$0	\$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Laptop & iMedic Replacement - 2024		\$1,730	\$535	\$92	\$300	\$928	\$802	53.6%	\$0	\$1,103	\$0	\$0	2027
Mobile Dental Unit - 2021 (Note 2)		\$1,150	\$851	\$0	\$21	\$873	\$277	75.9%	\$10	\$10	\$0	\$279	2026
Ambulance & Equipment Replacement - 2025		\$3,230	\$0	\$0	\$19	\$19	\$3,212	0.6%	\$1,000	\$0	\$2,230	\$0	2028
New Ambulances -2025		\$1,228	\$106	\$0	\$119	\$226	\$1,003	18.4%	\$500	\$0	\$622	\$0	2028
Total Public Health		\$21,295	\$12,427	\$105	\$2,460	\$14,992	\$6,303	70.4%	\$2,090	\$3,542	\$2,852	\$279	
16 Mile Creek Structure Rehabilitation - 2021		\$3,175	\$252	\$5	\$2,901	\$3,159	\$16	99.5%	\$35	\$2,840	\$43	\$0	2027
7th Street Bridge Structure Rehabilitation - 2019		\$3,775	\$359	\$48	\$3,191	\$3,599	\$176	95.3%	\$1,600	\$1,700	\$67	\$0	2027
81-Vinhaven/23rd - Lincoln		\$2,420	\$760	\$0	\$201	\$961	\$1,459	39.7%	\$200	\$1,460	\$0	\$0	2045
Annual - Fleet & Vehicle Replacement Program - 2020		\$2,617	\$2,535	\$0	\$81	\$2,616	\$1	100.0%	\$0	\$82	\$0	\$0	2025
Annual - Fleet & Vehicle Replacement Program - 2022		\$2,853	\$1,526	\$0	\$993	\$2,518	\$335	88.3%	\$0	\$1,328	\$0	\$0	2026
Annual - Fleet Snowplow Replacement - 2024		\$2,697	\$0	\$0	\$2,406	\$2,406	\$291	89.2%	\$0	\$2,697	\$0	\$0	2026
Annual - Fleet Snowplow Replacement Program - 2022		\$3,690	\$0	\$0	\$3,663	\$3,663	\$27	99.3%	\$970	\$2,720	\$0	\$0	2027
Annual - Roads Resurfacing - 2021		\$10,000	\$9,843	\$0	\$56	\$9,899	\$101	99.0%	\$157	\$0	\$0	\$0	2026
Annual - Roads Resurfacing - 2022		\$12,500	\$12,438	\$4	\$47	\$12,489	\$11	99.9%	\$58	\$0	\$0	\$0	2027
Annual - Roads Resurfacing - 2023		\$4,550	\$4,165	\$0	\$227	\$4,393	\$157	96.5%	\$385	\$0	\$0	\$0	2026
Annual - Roads Resurfacing Program - 2024		\$12,000	\$3,688	\$2,301	\$5,039	\$11,029	\$971	91.9%	\$5,039	\$971	\$0	\$0	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Storm Sewer & Culvert Program - 2020 (Note 2)		\$1,154	\$1,152	\$0	\$0	\$1,152	\$2	99.8%	\$0	\$0	\$0	\$2	2026
Annual - Storm Sewers & Culverts - 2023 (Note 2)		\$2,500	\$2,487	\$0	\$10	\$2,497	\$3	99.9%	\$0	\$0	\$0	\$13	2026
Annual - Storm Sewers & Culverts - 2024		\$1,690	\$1,548	\$33	\$113	\$1,694	- \$4	100.2%	\$109	\$0	\$0	\$0	2027
Annual - Structural Rehabilitation - 2016 Program (Note 3)		\$3,460	\$3,378	\$0	\$13	\$3,391	\$69	98.0%	\$20	\$0	\$0	\$62	2026
Annual - Structural Rehabilitation - 2020 Program		\$1,000	\$891	\$0	\$67	\$958	\$42	95.8%	\$0	\$109	\$0	\$0	2026
Annual - Structural Rehabilitation - 2021 Program		\$1,500	\$445	\$0	\$94	\$539	\$961	35.9%	\$3	\$575	\$477	\$0	2027
Annual - Structural Rehabilitation - 2022 Program		\$2,000	\$112	\$0	\$560	\$672	\$1,328	33.6%	\$5	\$1,660	\$223	\$0	2027
Annual - Structural Rehabilitation - Beaver Creek Bridge		\$1,750	\$275	\$0	\$206	\$481	\$1,269	27.5%	\$50	\$0	\$1,425	\$0	2027
Annual - Traffic Signal Program		\$2,945	\$352	\$0	\$46	\$398	\$2,547	13.5%	\$0	\$0	\$2,593	\$0	2027
Capacity Improvements - Charnwood/McLeod		\$11,750	\$562	\$25	\$932	\$1,519	\$10,231	12.9%	\$750	\$1,500	\$8,913	\$0	2030
Capacity Improvements - New Escarpment Crossing		\$4,700	\$1,276	\$0	\$52	\$1,328	\$3,372	28.3%	\$100	\$1,000	\$2,324	\$0	2028
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$15,096	\$14,846	\$0	\$0	\$14,846	\$250	98.3%	\$0	\$250	\$0	\$0	2026
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$13,886	\$12,775	\$0	\$1,058	\$13,833	\$54	99.6%	\$120	\$992	\$0	\$0	2029

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Capacity Improvements - RR10 Livingston/QEW-GR		\$35,830	\$2,958	\$0	\$22,037	\$24,995	\$10,835	69.8%	\$250	\$22,000	\$10,622	\$0	2028
Capacity Improvements - RR98 Montrose Road		\$75,222	\$37,988	\$0	\$1,642	\$39,630	\$35,592	52.7%	\$600	\$18,000	\$18,634	\$0	2030
Environmental Assessment - RR 42 Ontario Street		\$22,705	\$17,523	\$0	\$887	\$18,410	\$4,295	81.1%	\$50	\$5,132	\$0	\$0	2026
Four Mile Pond Culvert - 2024		\$1,000	\$156	\$22	\$294	\$472	\$528	47.2%	\$250	\$0	\$572	\$0	2027
Griffin Street RR 20 Rehabilitation - 2019		\$9,700	\$418	\$0	\$6,991	\$7,409	\$2,291	76.4%	\$1,000	\$5,991	\$2,291	\$0	2027
Highway 20 Structure Rehabilitation - 2020		\$2,500	\$0	\$0	\$0	\$0	\$2,500	0.0%	\$0	\$2,500	\$0	\$0	2028
Illumination Program - 2020		\$1,000	\$709	\$0	\$35	\$744	\$256	74.4%	\$0	\$291	\$0	\$0	2026
Intersection - RR20 Industrial Park to Townline Phase 2		\$3,681	\$3,617	\$0	\$1	\$3,618	\$63	98.3%	\$63	\$0	\$0	\$0	2028
Intersection Improvement - RR 100 Four Mile Creek - 2019		\$3,000	\$585	\$0	\$427	\$1,012	\$1,988	33.7%	\$250	\$2,165	\$0	\$0	2030
Intersection Improvement - RR 49 McLeod Road - 2020 (Note 1)		\$1,700	\$2	\$0	\$0	\$2	\$1,698	0.1%	\$50	\$0	\$0	\$1,648	2026
Intersection Improvement - RR 55 Niagara St - 2020		\$4,450	\$108	\$0	\$290	\$398	\$4,052	9.0%	\$290	\$2,000	\$2,052	\$0	2027
Intersection Improvement - RR24 Victoria Ave		\$5,700	\$1,790	\$5	\$3,596	\$5,391	\$309	94.6%	\$50	\$3,854	\$0	\$0	2026
Intersection Improvement -RR81 King St at Main & Nineteenth		\$1,400	\$1,294	\$0	\$0	\$1,294	\$106	92.5%	\$50	\$56	\$0	\$0	2027
JR Stork Structure - 2018		\$12,000	\$486	\$22	\$6,749	\$7,257	\$4,743	60.5%	\$50	\$11,442	\$0	\$0	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$861	\$0	\$57	\$917	\$83	91.7%	\$0	\$139	\$0	\$0	2026
Roads Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$633	\$0	\$185	\$818	\$182	81.8%	\$0	\$300	\$67	\$0	2026
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,478	\$0	\$0	\$3,478	\$315	91.7%	\$0	\$315	\$0	\$0	2026
Roads Rehabilitation - RR 27 Main St West from Prince Charles Dr to Niagara St		\$5,800	\$39	\$0	\$0	\$39	\$5,761	0.7%	\$250	\$5,250	\$261	\$0	2027
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$4,808	\$1,075	\$23	\$2,137	\$3,236	\$1,572	67.3%	\$250	\$3,460	\$0	\$0	2031
Roads Rehabilitation - RR 67 Pine St		\$1,150	\$21	\$9	\$0	\$30	\$1,120	2.6%	\$100	\$1,020	\$0	\$0	2027
Roads Rehabilitation - RR 72 Louth St - 2019		\$1,100	\$436	\$0	\$35	\$471	\$629	42.8%	\$35	\$629	\$0	\$0	2027
Roads Rehabilitation - RR1 Albert/Lakeshore		\$7,540	\$7,226	\$0	\$0	\$7,226	\$314	95.8%	\$314	\$0	\$0	\$0	2025
Roads Rehabilitation - RR20 Lundy's Lane		\$4,200	\$518	\$0	\$1,642	\$2,160	\$2,040	51.4%	\$100	\$1,542	\$2,040	\$0	2027
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$702	\$0	\$0	\$702	\$1,073	39.5%	\$100	\$973	\$0	\$0	2030
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$6,600	\$678	\$29	\$421	\$1,129	\$5,471	17.1%	\$50	\$5,843	\$0	\$0	2028
Roads Rehabilitation - RR529 Webber to River		\$3,350	\$2,157	\$0	\$270	\$2,427	\$923	72.4%	\$200	\$500	\$493	\$0	2027
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$17,765	\$25	\$3,728	\$21,518	\$3,782	85.1%	\$250	\$3,228	\$4,032	\$0	2027
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2 (Note 1)		\$7,622	\$6,361	\$0	\$79	\$6,440	\$1,182	84.5%	\$79	\$182	\$0	\$1,000	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Rehabilitation - RR69 Wessel/Centre Phase 3 (Note 1)		\$7,969	\$5,187	\$0	\$422	\$5,610	\$2,359	70.4%	\$550	\$1,231	\$0	\$1,000	2026
Roads Rehabilitation - RR81 Durham to Lincoln (Note 5)		\$9,745	\$1,400	\$0	\$7,791	\$9,191	\$554	94.3%	\$25	\$13,053	\$0	- \$4,732	2028
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,610	\$0	\$0	\$2,610	\$190	93.2%	\$190	\$0	\$0	\$0	2026
Roads Rehabilitation Miscellaneous Construction Program		\$1,000	\$330	\$0	\$0	\$330	\$670	33.0%	\$100	\$200	\$370	\$0	2028
RR102 Bridge Structure - 2024		\$4,000	\$106	\$38	\$127	\$272	\$3,728	6.8%	\$250	\$3,605	\$0	\$0	2027
RR19 Gilmore Intersection Improvement - 2023		\$1,000	\$150	\$0	\$190	\$340	\$660	34.0%	\$200	\$300	\$350	\$0	2028
RR512 Livingston Capacity Improvement - 2020		\$1,237	\$284	\$110	\$827	\$1,221	\$15	98.8%	\$100	\$500	\$242	\$0	2035
RR69 - Victoria to Rosedene		\$6,800	\$2,518	\$1,224	\$2,952	\$6,694	\$106	98.4%	\$1,500	\$1,559	\$0	\$0	2027
Structural Rehabilitation - 045205 Oswego Creek		\$8,425	\$845	\$34	\$5,187	\$6,066	\$2,359	72.0%	\$250	\$3,500	\$3,796	\$0	2030
Structural Rehabilitation - East Main St. Bridge West of RR84		\$3,775	\$3,180	\$0	\$26	\$3,206	\$570	84.9%	\$50	\$200	\$346	\$0	2029
Structural Rehabilitation - Glenridge Ave Bridge Rehab over CNR tracks		\$8,500	\$353	\$1	\$3,409	\$3,764	\$4,736	44.3%	\$25	\$500	\$7,620	\$0	2027
Structural Rehabilitation - Hydro Canal North		\$6,877	\$3,371	\$458	\$2,592	\$6,421	\$456	93.4%	\$2,149	\$900	\$0	\$0	2026
Structural Rehabilitation - Niagara St. Bridge		\$2,600	\$506	\$0	\$1,145	\$1,651	\$949	63.5%	\$500	\$1,594	\$0	\$0	2028
Structural Rehabilitation - RR 81 Retaining Wall - 22		\$1,550	\$397	\$0	\$24	\$420	\$1,130	27.1%	\$50	\$500	\$603	\$0	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Structural Rehabilitation - RR12 Mountain St Retaining Wall		\$5,500	\$206	\$0	\$53	\$258	\$5,242	4.7%	\$10	\$250	\$5,034	\$0	2027
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$34,655	\$20,592	\$3,332	\$10,474	\$34,399	\$256	99.3%	\$10,000	\$730	\$0	\$0	2027
Structural Rehabilitation Hwy20		\$5,351	\$4,851	\$0	\$169	\$5,021	\$331	93.8%	\$150	\$150	\$200	\$0	2029
Structural Replacement - RR81 20 Mile Arch Bridge		\$10,463	\$6,891	\$887	\$1,823	\$9,601	\$862	91.8%	\$1,500	\$1,185	\$0	\$0	2028
Thorold Yard Interior - 2024		\$1,800	\$111	\$0	\$1,604	\$1,715	\$85	95.3%	\$100	\$1,589	\$0	\$0	2026
Transporation Master Plan - 2024		\$1,000	\$25	\$0	\$665	\$690	\$310	69.0%	\$49	\$487	\$439	\$0	2027
Niagara West Service Centre		\$1,500	\$176	\$30	\$234	\$440	\$1,060	29.3%	\$235	\$1,059	\$0	\$0	2026
Road Rehabilitation-York Rd. From Dorr Rd. To Glendale Ave.		\$2,325	\$23	\$0	\$0	\$23	\$2,302	1.0%	\$20	\$1,000	\$1,282	\$0	2031
Road Rehabilitation-Main St. From Lock St. To Ann St. - 2017 (Note 2)		\$1,375	\$333	\$0	\$13	\$346	\$1,029	25.2%	\$0	\$0	\$0	\$1,042	2027
Capacity Improvements-Merritt Rd. - 2017		\$1,625	\$614	\$0	\$12	\$626	\$999	38.5%	\$0	\$1,011	\$0	\$0	2030
Unit #296 - Vacuum Truck (Note 2)		\$1,261	\$1,257	\$0	\$0	\$1,257	\$4	99.7%	\$0	\$0	\$0	\$4	2025
Structure Rehabilitation - Glendale Ave Bridge - 2020		\$8,950	\$253	\$6	\$235	\$494	\$8,456	5.5%	\$250	\$4,000	\$4,441	\$0	2027
Capacity Improvements-Rice Rd. - 2021		\$1,000	\$0	\$0	\$0	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2030
Intersection Imprvment-RR81 St.Paul St. W At Vansickle Rd. - 2021		\$1,600	\$105	\$0	\$420	\$526	\$1,074	32.9%	\$400	\$500	\$595	\$0	2027
Road Rehabilitation-Caistorville - 2022		\$1,385	\$197	\$0	\$168	\$366	\$1,019	26.4%	\$168	\$1,019	\$0	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Road Rehabilitation-Eagle Bowen - 2022		\$2,250	\$29	\$1	\$1,221	\$1,252	\$998	55.6%	\$5	\$1,000	\$1,214	\$0	2029
Capacity Imprvoement Hwy 20-Smithville		\$1,150	\$8	\$0	\$1,101	\$1,109	\$41	96.4%	\$171	\$971	\$0	\$0	2026
Road Rehabilitation-York Road.		\$1,000	\$0	\$0	\$0	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2026
Storm Sewer Asset Management Program - 2024		\$1,884	\$329	\$157	\$1,115	\$1,601	\$283	85.0%	\$210	\$1,188	\$0	\$0	2027
Road Rehabilitation-Stanley Ave. From Murray St. To Peer Ln. - 2024		\$1,000	\$0	\$0	\$0	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2027
Road Safety Strategic Plan - 2024		\$1,750	\$393	\$0	\$277	\$670	\$1,080	38.3%	\$650	\$707	\$0	\$0	2027
Fleet Pickup Trucks - 2025		\$1,005	\$93	\$0	\$856	\$949	\$56	94.4%	\$0	\$912	\$0	\$0	2028
Fleet Dump Plow Trucks - 2025		\$3,858	\$0	\$0	\$3,747	\$3,747	\$111	97.1%	\$0	\$3,858	\$0	\$0	2028
Fleet Crew Dump Trucks - 2025		\$1,803	\$0	\$0	\$1,764	\$1,764	\$38	97.9%	\$0	\$1,803	\$0	\$0	2028
Road Emergency Construction - 2025		\$1,000	\$0	\$0	\$0	\$0	\$1,000	0.0%	\$0	\$700	\$300	\$0	2028
Road Rehabilitation-Niagara Stone Rd Line 1 - 2025		\$6,400	\$26	\$5	\$6,342	\$6,373	\$27	99.6%	\$369	\$5,000	\$1,000	\$0	2028
Road Rehabilitation-North Service Rd. - 2025		\$1,000	\$1	\$0	\$0	\$1	\$999	0.1%	\$100	\$500	\$399	\$0	2028
Roads Resurfacing Program - 2025		\$13,000	\$2,723	\$3,623	\$5,326	\$11,673	\$1,327	89.8%	\$5,326	\$1,327	\$0	\$0	2028
Road Rehabilitation-Stanley Ave. From Hwy 420 To Peer Ln - 2025		\$1,000	\$6	\$0	\$0	\$6	\$994	0.6%	\$0	\$994	\$0	\$0	2028
Structure Rehabilitation RR81 Forty Mile - 2020		\$1,200	\$682	\$0	\$0	\$682	\$518	56.8%	\$100	\$418	\$0	\$0	2031
Public Works - Roads & Fleet		\$564,004	\$246,415	\$12,460	\$135,774	\$394,650	\$169,354	70.0%	\$40,034	\$179,696	\$85,358	\$39	

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
GO Transit		\$23,542	\$11,849	\$0	\$384	\$12,233	\$11,309	52.0%	\$0	\$5,000	\$6,693	\$0	2027
GO Transit	Uninitiated	\$8,402	\$0	\$0	\$0	\$0	\$8,402	0.0%	\$0	\$0	\$8,402	\$0	2027
Customer Service Strategic Priority		\$2,165	\$891	\$0	\$0	\$891	\$1,274	41.2%	\$0	\$1,274	\$0	\$0	2026
St.Catharines Go Precinct - 2020		\$4,800	\$4,682	\$0	\$24	\$4,706	\$94	98.1%	\$100	\$18	\$0	\$0	2026
Total GO Transit		\$38,909	\$17,422	\$0	\$409	\$17,831	\$21,078	45.8%	\$100	\$6,292	\$15,095	\$0	
Total Public Works - Levy		\$602,913	\$263,837	\$12,460	\$136,183	\$412,480	\$190,432	68.4%	\$40,134	\$185,989	\$100,454	\$39	
15-Bridge-Drop-Off Depot (Note 2)		\$3,775	\$3,544	\$181	\$50	\$3,775	\$0	100.0%	\$25	\$0	\$0	\$25	2025
Annual - Miscellaneous Enhancements and Replacements - 2024		\$1,360	\$263	\$31	\$357	\$651	\$709	47.9%	\$250	\$700	\$116	\$0	2027
Glenridge - Leachate Collection System (Note 2)		\$2,175	\$2,065	\$0	\$44	\$2,109	\$66	97.0%	\$60	\$0	\$0	\$50	2026
Glenridge - Passive Gas System (Note 2)		\$3,984	\$3,205	\$0	\$458	\$3,663	\$321	91.9%	\$20	\$450	\$0	\$309	2026
Humberstone - Infrastructure Upgrades (Note 2)		\$10,726	\$9,760	\$0	\$224	\$9,984	\$742	93.1%	\$20	\$750	\$0	\$196	2026
Mountain - Leachate Collection System Upgrade		\$3,602	\$1,564	\$362	\$799	\$2,725	\$877	75.6%	\$600	\$1,076	\$0	\$0	2026
Quarry Site Improvements		\$4,147	\$919	\$0	\$3,114	\$4,033	\$114	97.3%	\$500	\$2,500	\$227	\$0	2027
Construction of the End Use Works/Naturalization Site		\$1,350	\$10	\$0	\$0	\$10	\$1,340	0.7%	\$20	\$20	\$1,300	\$0	2027
Total Waste Management		\$31,119	\$21,329	\$574	\$5,046	\$26,950	\$4,169	86.6%	\$1,495	\$5,496	\$1,643	\$580	
Baker Road Waste Water Treatment Plant Capacity Expansion - 2023		\$1,500	\$207	\$0	\$649	\$855	\$645	57.0%	\$325	\$500	\$468	\$0	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Bal Harbor Sewer Pump Station Electrical - 2020 (Note 2)		\$2,200	\$182	\$0	\$783	\$966	\$1,234	43.9%	\$1,200	\$680	\$120	\$18	2027
Bender Hill Sewage Pump Station Upgrade - 2017 (Note 4)		\$8,911	\$514	\$0	\$43	\$558	\$8,353	6.3%	\$100	\$4,000	\$4,300	- \$3	2028
Dain City SPS Upgrade - 2019		\$8,171	\$528	\$0	\$10	\$538	\$7,633	6.6%	\$50	\$4,000	\$3,593	\$0	2028
Decommission Grassy Brook Sewage Pump Station	Uninitiated	\$1,139	\$0	\$0	\$0	\$0	\$1,139	0.0%	\$0	\$300	\$839	\$0	2028
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake (Note 1)		\$2,700	\$718	\$0	\$0	\$718	\$1,982	26.6%	\$0	\$0	\$0	\$1,982	2026
Digester & Sludge Management Program - 2024 (Note 2)		\$2,500	\$0	\$0	\$0	\$0	\$2,500	0.0%	\$5	\$0	\$0	\$2,495	2027
Digester & Sludge Program - 2020 (Note 2)		\$2,450	\$512	\$0	\$204	\$716	\$1,734	29.2%	\$5	\$35	\$0	\$1,898	2026
Digester & Sludge Program - 2021 (Note 1)		\$2,300	\$2,037	\$0	\$124	\$2,161	\$139	94.0%	\$144	\$0	\$0	\$119	2025
Digester Management - CB, WE, PW - 2023		\$4,000	\$301	\$0	\$704	\$1,005	\$2,995	25.1%	\$25	\$883	\$2,790	\$0	2028
Forcemain Replacement Beaverdams Sewage Pump Station		\$9,700	\$3,840	\$5	\$2,852	\$6,697	\$3,003	69.0%	\$2,342	\$3,513	\$0	\$0	2027
Forcemain Replacement Carleton Pump Station (Note 2)		\$1,185	\$1,179	\$0	\$5	\$1,184	\$1	99.9%	\$1	\$0	\$0	\$5	2025
Forcemain Replacement East Side Sewage Pump Station		\$52,785	\$1,294	\$6	\$37,080	\$38,381	\$14,404	72.7%	\$4,000	\$21,000	\$26,484	\$0	2028
Forcemain Replacement Jordan Valley Sewage Pump Station (Note 2)		\$3,175	\$476	\$0	\$2,206	\$2,683	\$492	84.5%	\$20	\$2,020	\$650	\$9	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Generator Replacement - Seaway Wastewater Treatment Plant (Note 2)		\$3,375	\$496	\$4	\$2,359	\$2,859	\$516	84.7%	\$250	\$2,600	\$0	\$25	2027
Lagoon Upgrade program - Stevensville/Douglastown		\$12,300	\$8,510	\$0	\$803	\$9,313	\$2,987	75.7%	\$150	\$1,000	\$2,640	\$0	2028
Lakewood Garden Sewage Pump Station Upgrade - 2020 (Note 2)		\$3,100	\$251	\$0	\$1,789	\$2,040	\$1,060	65.8%	\$20	\$1,520	\$1,300	\$9	2027
Mill St Area Sanitary - 2021 (Note 3)		\$1,650	\$1,205	\$0	\$102	\$1,307	\$343	79.2%	\$10	\$102	\$0	\$333	2026
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,450	\$1,407	\$0	\$884	\$2,291	\$159	93.5%	\$521	\$521	\$0	\$0	2026
Niagara Falls Overflow Diversion - McLeod	Uninitiated	\$1,891	\$0	\$0	\$0	\$0	\$1,891	0.0%	\$0	\$300	\$1,591	\$0	2028
Ontario St Pump Station Upgrades - 2021		\$2,100	\$843	\$0	\$612	\$1,455	\$645	69.3%	\$550	\$707	\$0	\$0	2028
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,700	\$1,516	\$0	\$145	\$1,661	\$39	97.7%	\$10	\$174	\$0	\$0	2026
Pump Station Improvement Program - Catharine St (Note 2)		\$5,428	\$3,398	\$24	\$848	\$4,271	\$1,157	78.7%	\$1,500	\$500	\$0	\$6	2026
Pump Station Improvement Program - Cole Farm		\$5,450	\$4,816	\$0	\$515	\$5,331	\$119	97.8%	\$558	\$76	\$0	\$0	2026
Pump Station Improvement Program - Design (Note 2)		\$5,711	\$5,129	\$0	\$423	\$5,553	\$158	97.2%	\$120	\$460	\$0	\$2	2027
Pump Station Improvement Program - East Side Port Colborne (Note 6)		\$5,500	\$560	\$0	\$0	\$560	\$4,940	10.2%	\$0	\$0	\$6,000	- \$1,060	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Improvement Program - Lakeshore Road (Note 2)		\$7,400	\$869	\$0	\$5,882	\$6,751	\$649	91.2%	\$100	\$5,000	\$1,425	\$6	2027
Pump Station Improvement Program - Laurie Ave		\$7,200	\$2,812	\$0	\$1,853	\$4,666	\$2,534	64.8%	\$3,861	\$527	\$0	\$0	2026
Pump Station Improvement Program - Mewburn (Note 2)		\$8,735	\$965	\$0	\$13	\$978	\$7,757	11.2%	\$13	\$4,000	\$3,750	\$7	2027
Pump Station Improvement Program - Shirley Road		\$3,900	\$474	\$2	\$2,307	\$2,784	\$1,116	71.4%	\$2,775	\$649	\$0	\$0	2026
Pump Station Improvement Program - Woodsview		\$2,920	\$423	\$0	\$81	\$504	\$2,416	17.3%	\$250	\$2,248	\$0	\$0	2027
Renown SPS Upgrade - 2019 (Note 2)		\$1,750	\$577	\$0	\$955	\$1,532	\$218	87.5%	\$40	\$876	\$245	\$12	2027
Seaway Wastewater Treatment Plant Ferric Upgrade - 2020 (Note 2)		\$2,950	\$1,417	\$0	\$1,401	\$2,818	\$132	95.5%	\$300	\$1,200	\$0	\$33	2027
Sewer & Forcemain Program - Dain City (Note 3)		\$12,252	\$11,071	\$0	\$0	\$11,071	\$1,181	90.4%	\$250	\$0	\$0	\$931	2026
Sewer & Forcemain Program - Tupper Dr Trunk		\$6,410	\$3,636	\$0	\$666	\$4,302	\$2,108	67.1%	\$0	\$1,500	\$1,274	\$0	2029
Sewer Relining Program (Note 2)		\$1,361	\$1,354	\$0	\$7	\$1,360	\$0	100.0%	\$0	\$0	\$0	\$7	2028
Sewer Trunk Rehabilitation - Thundering Waters (Note 2)		\$11,300	\$451	\$931	\$9,687	\$11,069	\$231	98.0%	\$4,500	\$5,417	\$0	\$1	2026
Sludge Septic Haulage Program - 2021		\$2,000	\$156	\$0	\$234	\$390	\$1,610	19.5%	\$50	\$1,300	\$494	\$0	2027
South Niagara Falls Wastewater Treatment		\$600	\$0	\$0	\$0	\$0	\$600	0.0%	\$0	\$550	\$50	\$0	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Plant - Black Horse Pump Station													
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station	Uninitiated	\$5,312	\$0	\$0	\$0	\$0	\$5,312	0.0%	\$0	\$0	\$5,312	\$0	2027
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station	Uninitiated	\$3,322	\$0	\$0	\$0	\$0	\$3,322	0.0%	\$0	\$0	\$3,322	\$0	2029
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St	Uninitiated	\$5,921	\$0	\$0	\$0	\$0	\$5,921	0.0%	\$0	\$0	\$5,921	\$0	2029
South Niagara Falls Wastewater Treatment Plant Outfall		\$780	\$25	\$0	\$509	\$534	\$247	68.4%	\$250	\$150	\$355	\$0	2030
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	\$4,962	\$0	\$0	\$0	\$0	\$4,962	0.0%	\$0	\$0	\$4,962	\$0	2030
South Niagara Falls Wastewater Treatment Plant Trunk		\$6,264	\$1,244	\$77	\$4,885	\$6,205	\$59	99.1%	\$800	\$4,144	\$0	\$0	2029
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	\$101,557	\$0	\$0	\$0	\$0	\$101,557	0.0%	\$0	\$556	\$101,001	\$0	2029
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	\$19,612	\$0	\$0	\$0	\$0	\$19,612	0.0%	\$0	\$0	\$19,612	\$0	2029
Spring Gardens Sewer Pump Station Upgrade - 2021		\$13,026	\$476	\$0	\$10,825	\$11,301	\$1,725	86.8%	\$10	\$7,000	\$5,540	\$0	2028
SPS & FM Upgrade at City Hall - Port Colborne - 2018		\$6,039	\$567	\$6	\$33	\$607	\$5,432	10.0%	\$10	\$3,000	\$2,455	\$0	2028
Storage Facility Upgrade - Garner Road		\$6,590	\$583	\$2	\$359	\$943	\$5,647	14.3%	\$0	\$2,000	\$4,005	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Streamside SPS Upgrade - 2023		\$1,473	\$25	\$0	\$0	\$25	\$1,448	1.7%	\$0	\$1,448	\$0	\$0	2026
Trunk Sewer Quaker Road - 2020 (Note 2)		\$15,728	\$13,806	\$390	\$1,108	\$15,304	\$424	97.3%	\$1,200	\$330	\$0	\$3	2026
Waste Water Treatment Plant Digester Upgrade - Anger Ave - 2018 (Note 2)		\$2,150	\$424	\$0	\$1,088	\$1,512	\$638	70.3%	\$300	\$800	\$620	\$6	2027
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$46,044	\$18,470	\$365	\$12,687	\$31,522	\$14,522	68.5%	\$1,000	\$8,500	\$17,710	\$0	2030
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls	Uninitiated	\$201,614	\$0	\$0	\$0	\$0	\$201,614	0.0%	\$0	\$0	\$201,614	\$0	2030
Wastewater Treatment Plant Electrical Upgrade - Seaway - 2019 (Note 2)		\$1,295	\$110	\$0	\$37	\$147	\$1,148	11.4%	\$0	\$900	\$240	\$45	2027
Wastewater Treatment Plant Infl Channel - Seaway - 2019 (Note 2)		\$10,745	\$1,892	\$163	\$6,403	\$8,458	\$2,287	78.7%	\$750	\$6,000	\$1,900	\$40	2028
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$37,991	\$10	\$417	\$38,418	\$1,082	97.3%	\$417	\$100	\$982	\$0	2028
Wastewater Treatment Plant Upgrade - Niagara Falls		\$62,031	\$56,309	\$76	\$5,142	\$61,527	\$503	99.2%	\$503	\$5,142	\$0	\$0	2026
Wastewater Treatment Plant Upgrade - Port Weller Note 3)		\$5,170	\$2,993	\$0	\$1,185	\$4,178	\$992	80.8%	\$250	\$50	\$0	\$1,877	2026
Wastewater Treatment Plant Upgrade - Welland		\$24,373	\$22,991	\$0	\$841	\$23,832	\$541	97.8%	\$100	\$1,281	\$0	\$0	2026
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$643	\$0	\$712	\$1,355	\$1,045	56.5%	\$1,300	\$457	\$0	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wastewater Treatment Plant WGB Upgrades - Port Dalhousie - 2021 (Note 3)		\$5,900	\$766	\$16	\$4,582	\$5,364	\$536	90.9%	\$1,833	\$2,749	\$0	\$536	2026
Pump Station Upgrade-Victoria Ave. - 2020		\$8,200	\$495	\$0	\$4,686	\$5,181	\$3,019	63.2%	\$385	\$7,320	\$0	\$0	2026
SCADA Server Refresh - 2023 (Note 1)		\$1,345	\$352	\$0	\$0	\$352	\$993	26.2%	\$0	\$0	\$0	\$993	2026
Wastewater Sustainability Upgrades - 2025 (Note 2)		\$4,000	\$949	\$0	\$295	\$1,244	\$2,756	31.1%	\$1,300	\$1,750	\$0	\$1	2028
Smithville Trunk Upgrade - 2025		\$1,000	\$8	\$0	\$661	\$669	\$331	66.9%	\$250	\$600	\$142	\$0	2028
West Main St. Sanitary Imprvovement - 2025		\$2,500	\$1	\$0	\$0	\$1	\$2,499	0.0%	\$0	\$1,000	\$1,499	\$0	2028
Digester and Sludge Management Program - 2025		\$4,000	\$1	\$0	\$1,291	\$1,292	\$2,708	32.3%	\$25	\$830	\$3,144	\$0	2028
Total Wastewater		\$835,002	\$225,248	\$2,077	\$133,977	\$361,302	\$473,699	43.3%	\$34,728	\$124,266	\$438,350	\$10,333	
Bemis ET Replacement - 2021 (Note 1)		\$2,500	\$274	\$2	\$62	\$338	\$2,162	13.5%	\$0	\$1,162	\$0	\$1,062	2028
Decew High Lift Pump Sizing		\$2,731	\$2,364	\$0	\$210	\$2,574	\$157	94.3%	\$367	\$0	\$0	\$0	2025
DeCew Low Lift Booster - 2019		\$14,707	\$8,931	\$1	\$3,339	\$12,271	\$2,436	83.4%	\$500	\$4,274	\$1,000	\$0	2027
DeCew Plant 1 Mixing System - 2021		\$1,850	\$165	\$0	\$17	\$183	\$1,667	9.9%	\$0	\$1,200	\$485	\$0	2028
DeCew Water Treatment Plant Intake Building (Note 1)		\$5,449	\$5,153	\$2	\$200	\$5,355	\$93	98.3%	\$50	\$0	\$0	\$244	2025
Elevated Tank - New - Fort Erie		\$23,755	\$3,072	\$3	\$18,685	\$21,760	\$1,995	91.6%	\$2,000	\$15,000	\$3,680	\$0	2028
Elevated Tank - New - Pelham		\$2,820	\$1,018	\$21	\$964	\$2,002	\$818	71.0%	\$400	\$900	\$481	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Elevated Tank Replacement - Lundy's Lane (Note 4)		\$3,500	\$303	\$0	\$106	\$409	\$3,091	11.7%	\$100	\$2,000	\$1,100	- \$3	2027
Glendale Watermain Valves - 2023		\$1,000	\$1	\$0	\$0	\$1	\$999	0.1%	\$0	\$800	\$199	\$0	2027
Granular Activated Carbon Replacement Program - 2021		\$2,500	\$2,061	\$0	\$416	\$2,477	\$23	99.1%	\$439	\$0	\$0	\$0	2025
Meter Replacement Program (Note 1)		\$3,900	\$3,668	\$0	\$204	\$3,872	\$28	99.3%	\$50	\$0	\$0	\$182	2025
Miscellaneous Program - System Storage - Grimsby		\$20,914	\$19,829	\$0	\$143	\$19,972	\$942	95.5%	\$0	\$600	\$485	\$0	2027
New Transm Main in Smithville - 2021		\$8,789	\$22	\$0	\$0	\$22	\$8,767	0.3%	\$0	\$0	\$8,767	\$0	2028
Pumping Station Upgrades - Shoalts Drive		\$1,900	\$550	\$3	\$795	\$1,348	\$552	70.9%	\$50	\$700	\$597	\$0	2028
Reservoir & Storage Program - 2021		\$3,000	\$1,784	\$0	\$585	\$2,369	\$631	79.0%	\$616	\$600	\$0	\$0	2026
Reservoir and Storage Program - 2019 (Note 2)		\$4,050	\$164	\$0	\$0	\$164	\$3,886	4.0%	\$50	\$2,500	\$1,300	\$36	2027
St.Davids Chlorination Facility Upgrade - 2020		\$2,750	\$238	\$0	\$24	\$262	\$2,488	9.5%	\$612	\$1,900	\$0	\$0	2027
Transmission Main over Welland River		\$4,080	\$6	\$0	\$0	\$6	\$4,074	0.2%	\$50	\$500	\$3,524	\$0	2027
TruckMain Upgrade - Grimsby Water Treatment Plant - 2022 (Note 2)		\$1,675	\$377	\$0	\$173	\$550	\$1,125	32.9%	\$5	\$188	\$0	\$1,105	2030
Valve Rehabilitation - Drummond Road		\$3,200	\$164	\$0	\$37	\$201	\$2,999	6.3%	\$50	\$2,986	\$0	\$0	2027
Water Treatment Plant Expansion - Grimsby		\$6,500	\$598	\$0	\$411	\$1,009	\$5,491	15.5%	\$100	\$1,335	\$4,467	\$0	2030
Water Treatment Plant Raw Water Intake - Niagara Falls		\$4,771	\$2,975	\$7	\$217	\$3,199	\$1,572	67.1%	\$109	\$1,681	\$0	\$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Water Treatment Plant Roadway & Parking Lot - Grimsby (Note 2)		\$2,130	\$2,105	\$0	\$5	\$2,110	\$20	99.0%	\$0	\$1	\$0	\$24	2026
Water Treatment Plant Upgrade - Decew Falls - 2016		\$45,350	\$33,234	\$0	\$9,196	\$42,431	\$2,919	93.6%	\$5,000	\$7,116	\$0	\$0	2027
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020 (Note 1)		\$2,000	\$274	\$0	\$0	\$274	\$1,726	13.7%	\$0	\$300	\$50	\$1,376	2028
Water Treatment Plant Upgrade - Niagara Falls - 2018 (Note 2)		\$6,815	\$3,538	\$0	\$1,824	\$5,362	\$1,453	78.7%	\$1,820	\$1,400	\$25	\$32	2027
Water Treatment Plant Upgrade - Port Colborne		\$11,700	\$10,671	\$0	\$767	\$11,437	\$263	97.8%	\$800	\$229	\$0	\$0	2026
Water Treatment Plant Upgrade - Rosehill - 2017 (Note 1)		\$2,686	\$599	\$0	\$465	\$1,064	\$1,622	39.6%	\$100	\$1,000	\$986	\$1	2028
Water Treatment Plant Upgrade - Rosehill (Note 1)		\$15,000	\$14,452	\$0	\$0	\$14,452	\$548	96.3%	\$0	\$0	\$0	\$548	2025
Water Treatment Plant Upgrade - Welland - 2017		\$15,000	\$3,512	\$0	\$590	\$4,102	\$10,898	27.3%	\$800	\$2,550	\$8,138	\$0	2028
Watermain Program - Along CNR Grimsby (Note 3)		\$23,425	\$21,049	\$0	\$2,031	\$23,080	\$345	98.5%	\$200	\$500	\$0	\$1,676	2026
Watermain Program - Barrick Road		\$51,207	\$486	\$4	\$38,431	\$38,921	\$12,286	76.0%	\$5,000	\$25,000	\$20,718	\$0	2028
Watermain Program - Welland Canal Extension		\$15,160	\$669	\$35	\$13,173	\$13,877	\$1,283	91.5%	\$3,000	\$10,000	\$1,456	\$0	2027
Watermain Program - Welland East and West (Note 4)		\$4,800	\$4,631	\$0	\$145	\$4,777	\$23	99.5%	\$88	\$104	\$0	- \$23	2027
Watermain Replacement - Vineland 19th Street and Glen Road		\$1,502	\$1,490	\$0	\$0	\$1,490	\$12	99.2%	\$12	\$0	\$0	\$0	2025

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Watermain Replacement Ontario St Lincoln - 2020		\$22,336	\$15,708	\$0	\$170	\$15,877	\$6,459	71.1%	\$6,029	\$600	\$0	\$0	2026
Watermain Replacement Victoria Ave King - 2020		\$2,150	\$1,879	\$0	\$223	\$2,102	\$48	97.7%	\$200	\$71	\$0	\$0	2026
York Road Watermain Replace - 2021		\$11,800	\$3,750	\$1,031	\$5,386	\$10,167	\$1,633	86.2%	\$4,019	\$3,000	\$0	\$0	2027
Watermain Replacement-JR Stork - 2021		\$3,200	\$13	\$0	\$2,161	\$2,175	\$1,025	68.0%	\$0	\$2,500	\$687	\$0	2027
Roof Replacement Program - 2021		\$4,200	\$458	\$0	\$83	\$541	\$3,659	12.9%	\$200	\$1,000	\$2,542	\$0	2028
UV disinfection system - 2024		\$2,500	\$0	\$0	\$0	\$0	\$2,500	0.0%	\$1,800	\$700	\$0	\$0	2027
Water Sustainability Upgrades - 2025 (Note 2)		\$4,000	\$50	\$7	\$1,506	\$1,563	\$2,437	39.1%	\$1,500	\$2,440	\$0	\$3	2028
Total Water Works		\$373,302	\$172,287	\$1,115	\$102,744	\$276,146	\$97,156	74.0%	\$36,115	\$96,837	\$60,686	\$6,263	
Total Projects with remaining budgets greater than \$1 million		\$2,500,744	\$1,144,765	\$18,302	\$447,341	\$1,610,408	\$890,336	64.4%	\$145,472	\$484,822	\$646,876	\$60,507	

- Note 1: As of the date of this report, the surplus is expected to be returned to the respective reserves or CVP in 2025.
- Note 2: As of the date of this report, the surplus is expected to be returned to the respective reserves or CVP however, the timing remains undetermined.
- Note 3: The project is expected to be closed with the surplus returned to the CVP at the end of the warranty period.
- Note 4: The project is expected to experience inflationary pressures requiring additional funds however, the timing of the CVP request remains undetermined.
- Note 5: Subsequent to the change in scope/Inflationary pressure, the project requires additional funds and a request to Council was approved at October 2025 Council.
- Note 6: Subsequent to the change in scope/Inflationary pressure, the project requires additional funds and a request to Council will be submitted however, the timing remains undetermined.
- Note 7: Funding approval for the uninitiated projects was denied, and they are scheduled to be closed in Q4 2025.

Capital Variance Project Summary (in thousands of dollars)

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

Transfers to the CVP do not require approval. Requests less than \$250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requests in excess of \$250, one-time or cumulative on a project, require Council approval. Throughout the year, the balances of the CVPs are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve following Council approval. During Q3 2025, 83% of projects closed with a surplus.

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, 2024	\$5,760	\$1,000	\$11,712	\$13,319	\$31,791
Transfer to Active Capital Projects	- \$2,933	- \$762	- \$1,246	- \$3,436	- \$8,376
Budget Reductions on Active Capital Projects	\$3,511	\$813	\$140	\$813	\$5,276
Transfers from Closed Capital Projects	\$639	\$519	\$2,800	\$1,658	\$5,616
Balance at July 23, 2025	\$6,977	\$1,570	\$13,406	\$12,353	\$34,306
Transfer to Active Capital Projects	- \$910	- \$54	- \$960	\$0	- \$1,924
Budget Reductions on Active Capital Projects	\$0	\$56	\$0	\$0	\$56
Transfers from Closed Capital Projects	\$396	\$180	\$267	\$2,252	\$3,095
Balance at October 23, 2025	\$6,463	\$1,752	\$12,713	\$14,605	\$35,533

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	1,562,404	
Community Services	2,136	To record additional provincial grant funding from the Ministry of Education to support capital expansions for non-profit child care providers, as well as add multiple full-time equivalent positions funded through the Canada-Wide Early Learning and Child Care (CWELCC) program to support the Region's directly operated child care centers.
Community Services	431	To record increased federal revenue from Public Safety Canada's Building Safer Communities Fund (BSCF), announced after the 2025 budget was approved.
Community Services	835	To record additional funding for the Reaching Home program. The funding will support Buchannon avenue supportive housing and will fund a Homelessness Specialist and increased contracts with community agencies.
Community Services	469	To record additional funding from the Homelessness Prevention Program (HPP). Expenses are being reallocated from Social Assistance and Employment Opportunities to maximize HPP funding in support of homelessness initiatives.
Community Services	770	To record funding for Unsheltered Homelessness and Encampments Initiatives per COM 5-2025. This funding will support programs addressing homelessness and encampments.
Community Services	1,756	To record funding for Unsheltered Homelessness and Encampments initiatives per COM 5-2025 and transfer it to the capital budget to replace levy funding for the St. Catharines permanent shelter project.
Community Services	509	To record one time funding announced by the ministry of education for the EarlyON Program. These expenditures will be used to address rising operational costs and stabilize program service levels.
Corporate Services	27,996	To record 2025 encumbrance adjustment as detailed in the 2024 Year-End Results and Transfer Report as per CSD 8-2025.
Corporate Services	250	To record additional consulting expenditure budget related to the 2027 Development Charge Background Study. These expenditures are fully funded from Development Charge revenue.
Corporate Administration	43	To record in-year funding from the CanExport federal program. The grant will be used to support project(s) aimed at enhancing economic investment in Niagara communities.

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

CSD 65-2025

Appendix 1

Department	Adjustment Amount	Adjustment Description
Niagara Regional Police Services	346	To record approved budget adjustments from the Niagara Regional Police Service (NRPS) related to secondment and grant revenues for equipment and staffing costs.
Niagara Regional Police Services	163	To record the Border Enforcement Security Task Force (BEST) secondment, beginning in March 2025 as detailed in CL-C 31-2025.
Niagara Regional Police Services	25	To record a donation from the Estate of Irene Gladwell to support canine program supplies, consolidate Court Security costs and office supply budgets to boost overall operational efficiency in-line with the new organizational structure.
Niagara Transit Commission	167	To record funding from the signing of the new Pattison agreement, beginning March 1, 2025, outlined in report NTC 37-2025. This funding covers cleaning and maintenance costs for 342 bus stops and shelters now owned by Niagara Transit Commission.
Office of the Deputy CAO	1,607	To record external funding from various sources including local area municipalities, agricultural agencies, the Province and the Canadian Infrastructure Bank to support the Niagara Irrigation Initiative referenced in PDS 9-2025.
Office of the Deputy CAO	90	To record additional consulting budget for expenditures related to the Community Energy Plan. These costs are funded through grants from the Province, contributions from Enbridge Inc, and the repurposing of exisiting grant budgets.
Public Health	624	To record grant revenue from Health Canada for the Harm Reduction in Motion program.
Public Works - Levy	1,498	To record a Budget Amendment approved by council in PW 16-2025 to fund expenditures related to the Road Safety Plan.
Total Budget Adjustment	39,715	
December 31, 2025 Adjusted Budget	1,602,119	

Reserve Summary (in thousands of dollars)

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

At December 31, 2025 the Region's consolidated and uncommitted reserve balance is \$238,274 (\$264,540 at December 31, 2024). The ratio of debt to reserves is an important marker of fiscal sustainability. The lower the ratio, the more financial flexibility that is available to respond to new requirements, and the more secure Niagara Region's overall financial position. The Region's debt to reserve ratio (which includes reserves and development charges and gas tax deferred revenues) stands at 53% (58% at December 31, 2024)

Description	Balances at December 31, 2024	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at September 30, 2025	Forecast Transfers from Operating	Forecast Transfers to Operating	Forecast Interest	Year-end Transfers*	Balances at December 31, 2025	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2025
Wastewater Capital	\$26,637	\$28,819	\$0	-\$37,995	\$581	\$18,042	\$16,373	\$0	\$194	\$0	\$34,609	\$0	\$34,609
Water Capital	\$45,495	\$19,788	\$0	-\$50,549	\$794	\$15,528	\$7,013	\$0	\$265	\$3,958	\$26,764	\$0	\$26,764
Waste Management	\$30,467	\$1,334	\$0	-\$1,530	\$800	\$31,071	\$445	\$0	\$267	\$2,283	\$34,064	\$0	\$34,064
General Capital Levy ¹	\$17,405	\$44,336	-\$249	-\$69,713	\$0	-\$8,221	\$26,890	-\$83	\$0	\$0	\$18,586	\$0	\$18,586
Infrastructure Deficit	\$108	\$3,040	\$0	-\$4,100	\$0	-\$952	\$1,013	\$0	\$0	\$0	\$61	\$0	\$61
Court Services	\$4,301	\$150	\$0	\$0	\$0	\$4,451	\$50	\$0	\$0	\$0	\$4,501	\$0	\$4,501
Facility Renewal													
NRH Owned Units	\$1,923	\$2,228	\$0	-\$3,719	\$0	\$432	\$743	\$0	\$0	\$0	\$1,175	\$0	\$1,175
Ontario Police Video	\$41	\$0	\$0	\$0	\$0	\$41	\$0	\$0	\$0	\$0	\$41	\$0	\$41
Training Alliance													
Police Capital Levy	\$1,073	\$1,688	\$0	-\$2,555	\$0	\$206	\$563	\$0	\$0	\$0	\$769	\$0	\$769
Police Vehicle and Equipment	\$90	\$1,691	\$0	-\$2,214	\$0	-\$433	\$564	\$0	\$0	\$0	\$131	\$0	\$131
Replacement													
Transit Capital	\$1,631	\$3,250	\$0	-\$2,494	\$53	\$2,440	\$1,083	\$0	\$18	\$0	\$3,541	\$0	\$3,541
Total Capital Reserves	\$129,171	\$106,324	-\$249	\$174,869	\$2,228	\$62,605	\$54,737	-\$83	\$744	\$6,241	\$124,242	\$0	\$124,242
Wastewater Stabilization	\$1,022	\$0	-\$23	\$0	-\$45	\$954	\$0	-\$8	\$9	\$1,228	\$2,183	\$0	\$2,183
Water Stabilization	\$2,951	\$0	-\$23	\$0	\$77	\$3,005	\$0	-\$8	\$26	\$0	\$3,023	\$0	\$3,023

Description	Balances at December 31, 2024	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at September 30, 2025	Forecast Transfers from Operating	Forecast Transfers to Operating	Forecast Interest	Year-end Transfers*	Balances at December 31, 2025	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2025
Waste Management Stabilization	\$7,802	\$0	-\$263	\$0	\$276	\$7,815	\$0	-\$88	\$68	\$0	\$7,795	\$0	\$7,795
Transit Stabilization	\$3,628	\$0	\$0	\$0	\$183	\$3,811	\$0	\$0	\$32	\$316	\$4,159	\$0	\$4,159
Encumbrance	\$11,851	\$0	-\$7,018	\$0	\$0	\$4,833	\$0	-\$4,833	\$0	\$0	\$0	\$0	\$0
Taxpayer Relief	\$38,535	\$1,525	-\$7,907	\$0	\$0	\$32,155	\$508	\$2,663	\$0	-\$3,190	\$32,136	\$0	\$32,136
Police Contingency	\$1,977	\$187	-\$114	\$0	\$0	\$2,050	\$62	-\$49	\$0	\$0	\$2,063	\$0	\$2,063
Police Services Board Contingency	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$242
Total Corporate Stabilization Reserves	\$68,008	\$1,712	-\$15,348	\$0	\$491	\$54,865	\$570	-\$2,323	\$135	-\$1,646	\$51,601	\$0	\$51,601
Circle Route Initiatives	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$1,133
Hospital Contribution	\$14,965	\$1,661	-\$10,500	\$0	\$0	\$6,126	\$554	\$0	\$0	\$0	\$6,680	\$0	\$6,680
Social Housing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Road Safety Program	\$1,498	\$653	-\$683	\$0	\$0	\$1,468	-\$423	-\$913	\$0	\$0	\$132	\$0	\$132
Housing Services	\$9,783	\$1,226	-\$600	\$0	\$0	\$10,409	\$409	-\$1,000	\$0	\$0	\$9,818	\$0	\$9,818
Total Specified Contribution Reserves	\$27,379	\$3,540	-\$11,783	\$0	\$0	\$19,136	\$540	-\$1,913	\$0	\$0	\$17,763	\$0	\$17,763
Future Benefit Costs	\$24,454	\$0	-\$187	\$0	\$0	\$24,267	\$0	-\$62	\$0	\$0	\$24,205	\$0	\$24,205
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270
Landfill Liability	\$4,117	\$2,118	\$0	\$1,801	\$160	\$8,196	\$706	\$0	\$53	\$0	\$8,955	\$0	\$8,955
Police Accumulated Sick Leave	\$230	\$0	-\$90	\$0	\$0	\$140	\$0	-\$30	\$0	\$0	\$110	\$0	\$110
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$4,270	\$150	\$0	\$0	\$0	\$4,420	\$50	\$0	\$0	\$0	\$4,470	\$0	\$4,470
Transit Future Benefit	\$489	\$0	\$0	\$0	\$13	\$502	\$0	\$0	\$4	\$0	\$506	\$0	\$506

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2024	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at September 30, 2025	Forecast Transfers from Operating	Forecast Transfers to Operating	Forecast Interest	Year- end Transfers*	Balances at December 31, 2025	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2025
Total Future Liability Reserves	\$39,982	\$2,268	-\$277	\$1,801	\$173	\$43,947	\$756	-\$92	\$57	\$0	\$44,668	\$0	\$44,668
Total (Excluding Deferred Revenues)	\$264,540	\$113,844	-\$27,657	\$173,068	\$2,892	\$180,551	\$56,603	-\$4,411	\$936	\$4,595	\$238,274	\$0	\$238,274

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

The strategy allows Council the opportunity to utilize net land sales directly for housing opportunities as these arise. Below is a summary of net proceeds collected and projects where investments have been made under this strategy as of December 31, 2025.

	Amount
2025 net proceeds for sales under \$25,000	\$ 22
2025 net proceeds for sales under \$35,000	\$ 43
20001466 - 21-NRPS 68 Church Demolition	\$ (3,000)
Funds available/(funds pre-committed)	\$ (2,935)

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2024	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 /Intensification)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Year to Date Interest allocation	Balance at September 30, 2025	Forecasted Transfers from Revenues	Forecasted Interest	Capital Commitments *	Operating Commitments **	Balance Available at December 31, 2025***
Development Charges- General Government	\$2,612	\$121	\$57	\$6	-\$126	\$0	\$70	\$2,739	\$17	\$23	\$0	-\$519	\$2,260
Development Charges- Police Services	\$1,276	\$400	\$223	\$21	-\$662	-\$687	\$24	\$596	\$60	\$8	-\$90	-\$221	\$354
Development Charges- Roads	\$128,126	\$11,984	\$6,636	\$698	-\$10	-\$3,713	\$3,582	\$147,304	\$1,989	\$1,194	-\$115,177	-\$28	\$35,283
Development Charges- Sewer	\$122,463	\$8,793	\$5,235	\$529	-\$464	-\$10,178	\$3,279	\$129,657	\$1,507	\$1,093	-\$54,124	-\$1,665	\$76,467
Development Charges- Water	\$69,265	\$4,777	\$2,867	\$285	-\$129	-\$3,607	\$1,881	\$75,338	\$810	\$627	-\$63,669	\$0	\$13,107
Development Charges- Emergency Medical	\$3,645	\$319	\$159	\$19	\$0	-\$239	\$99	\$4,003	\$53	\$33	-\$2,504	\$0	\$1,586
Development Charges-LT Care	\$2,568	\$1,508	\$744	\$88	\$0	-\$521	\$92	\$4,478	\$250	\$31	-\$1,980	\$0	\$2,779
Development Charges- POA	\$466	\$6	\$1	\$0	\$0	\$0	\$12	\$484	\$0	\$4	\$0	\$0	\$489
Development Charges- Health	\$2,494	\$12	\$1	\$0	\$0	\$0	\$66	\$2,573	\$0	\$22	\$0	\$0	\$2,595

Deferred Revenue Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2024	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 /Intensification)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Year to Date Interest allocation	Balance at September 30, 2025	Forecasted Transfers from Revenues	Forecasted Interest	Capital Commitments *	Operating Commitments **	Balance Available at December 31, 2025***
Development Charges- Social Housing	\$376	\$79	\$0	\$0	\$0	-\$139	\$0	\$316	\$0	\$0	-\$8	\$0	\$307
Development Charges- Waste Division	\$4,114	\$230	\$93	\$12	-\$23	-\$199	\$110	\$4,338	\$35	\$37	-\$132	-\$8	\$4,271
Development Charges- Transit Services	\$5,121	\$707	\$369	\$35	\$0	-\$2	\$150	\$6,380	\$102	\$50	-\$2,475	\$0	\$4,056
Development Charges- Public Works (Facilities & Fleet)	\$2,139	\$349	\$212	\$20	\$0	\$0	\$64	\$2,784	\$58	\$21	\$0	\$0	\$2,863
Subtotal Developmen t Charges	\$344,664	\$29,286	\$16,596	\$1,713	-\$1,413	-\$19,285	\$9,429	\$380,990	\$4,881	\$3,143	-\$240,158	-\$2,440	\$146,416
Federal Gas Tax	\$52,499	\$7,826	\$0	\$0	\$0	-\$18,443	\$1,244	\$43,126	\$7,826	\$415	-\$47,221		\$4,147
Provincial Gas Tax	\$15,390	\$6,860	\$0	\$0	\$0	-\$5,700	\$455	\$17,005	\$1,711	\$152	-\$10,057	\$0	\$8,812
Subtotal Gas Tax	\$67,889	\$14,686	\$0	\$0	\$0	-\$24,143	\$1,699	\$60,132	\$9,538	\$566	-\$57,278	\$0	\$12,958
Total	\$412,554	\$43,972	\$16,596	\$1,713	-\$1,413	-\$43,428	\$11,128	\$441,122	\$14,419	\$3,709	-\$297,436	-\$2,440	\$159,374

* Interest allocated to Deferred Revenue accounts based on the Region's year-to-date annualized portfolio return of 3.51%.

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.

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

Deferred Revenue Summary (in thousands of dollars) - Continued

Table 1 - Summary of All Mandatory and Discretionary Grants, per Regional Development Charge Bylaw (2025)

Grant Category	Actuals		Total	Forecast	Annual Actuals/Forecast	Annual Budget	Annual Variance
	Q1-Q2	Q3					
Mandatory Exemptions:							
Bill 23 Phase-In (M)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bill 23 Purpose-Built Rental Discounts (M)	\$701	\$1,012	\$1,713	\$500	\$2,213	500	-\$1,713
Bill 23 Intensification RDC Reductions (M)	\$6,342	\$1,771	\$8,114	-\$1,012	\$7,102	4,116	-\$2,986
Board of Education (M)	\$37	\$106	\$143	\$50	\$193	\$0	-\$193
Bill 17 Long-term Care Home Development (M)	\$0	\$2,223	\$2,223	\$0	\$2,223	\$0	-\$2,223
Subtotal - Mandatory Exemptions	\$7,080	\$5,113	\$12,193	-\$462	\$11,731	\$4,616	-\$7,116
Brownfield - (D) ²	\$0	\$401	\$401	\$4,419	\$4,820	\$4,820	\$0
Smart Growth Niagara - (D)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Agriculture - (D)	\$605	\$1,497	\$2,102	\$500	\$2,602	\$4,574	\$1,972
Place of Worship - (D)	\$0	\$21	\$21	\$75	\$96	\$96	\$0
Non-Profit Housing (Bill 23) - (M)	\$113	\$906	\$1,019	\$0	\$1,019	\$618	-\$402
Afford. Rental Housing - (D)	\$0	\$0	\$0	\$0	\$0	\$948	\$948
Hotel/Motel - (D)	\$0	\$17	\$17	\$358	\$375	\$375	\$0
Subtotal - Other Economic Incentives	\$719	\$2,842	\$3,560	\$5,352	\$8,912	\$11,431	\$2,519
Non-Profit - (D)¹	\$0	\$0	\$0	\$50	\$50	\$50	\$0
50% Industrial Expansion - (M)	\$244	\$264	\$508	\$508	\$1,016		
Industrial and Gateway - (D) ³	\$294	\$1,754	\$2,048	\$492	\$2,540		
Subtotal - Industrial and Gateway	\$538	\$2,018	\$2,556	\$1,000	\$3,556	\$8,634	\$5,078
Total	\$8,336	\$9,972	\$18,309	\$5,940	\$24,249	\$24,731	\$482

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

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

Deferred Revenue Summary (in thousands of dollars) - Continued

¹⁻³**Table 2 - Details for Application Based Regional Development Charge Grants (2025)**

¹**2025 Non-Profit RDC Grant Applicants and Approved Amounts**

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2025
Gillian's Place	Jan 30, 2025	Office Space	St. Catharines	\$86	\$86
Pleasant Manor Retirement Village	Apr 25, 2025	Walkway between new and the existing building	Niagara-on-the-Lake	\$27	\$27
Habitat for Humanity Niagara	Jul 29, 2025	Residential Townhouses	Welland	\$132	\$132
Lions Douglas Heights Senior Residence Inc.	Aug 14, 2025	Apartment Complex	Fort Erie	\$774	\$774
Total				\$1,019	\$1,019

²**2025 Brownfield RDC Reduction Program Applicants and Approved Amounts**

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2025
Grants Application Prior to 2022 ^{1,2}						
574 King St	Apr 25, 2018	Apartment Complex	Welland	\$63	\$63	\$0
181 Queen St	May 2, 2018	Residential Subdivision	Thorold	\$27,869	\$3,919	\$401
105 Highway 20	Sep 4, 2018	Mixed Use Multi-Res/Commercial	Pelham	\$308	\$268	\$0
Hibbard St	Oct 5, 2018	Condominium Complex	Fort Erie	\$153	\$149	\$0
27 John St	Oct 22, 2018	Condominium Complex	Grimsby	Pending	Pending	\$0
439 King St	Mar 8, 2019	Retirement Complex	Welland	\$827	\$827	\$0
405 Merritt St	Dec 9, 2018	Residential Subdivision	St. Catharines	\$63	\$63	\$0
7070 Montrose Road	Feb 1, 2021	Retirement Complex	Niagara Falls	\$70	\$70	\$0
3 Abbott St	Sep 28, 2021	Residential Townhouses	St. Catharines	\$1,809	\$1,809	\$0
5820 Robinson Street	Nov 14, 2018	Residential Townhouses	Niagara Falls	\$704	\$0	\$0
4263 Fourth Ave	Feb 18, 2021	Residential Townhouses	Niagara Falls	\$569	\$569	\$0

Deferred Revenue Summary (in thousands of dollars) - Continued

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2025
3659 Stanley Ave	Oct 4, 2021	Commercial Office Space, Storage Facility	Niagara Falls	\$1,020	\$94	\$0
401 Canal Street	Feb 25, 2021	Residential, Park, School and Open space	Welland	\$33,043	\$6,155	\$0
57 Carlisle Street	Jun 23, 2022	Apartment Complex	St. Catharines	\$3,238	\$3,238	\$0
Total				\$69,736	\$17,225	\$401

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.

³2025 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2025
Applications:					
7874 Blackburn Parkway	Jan 20, 2025	Manufacture pillows	Niagara Falls	\$107	\$107
368 Enterprise Drive	Mar 18, 2025	Vertical Farm	Welland	\$187	\$187
365 Four Mile Creek Road	Apr 13, 2024	Cold storage	Niagara-on-the-Lake	\$247	\$247
5288 Fly road	May 8, 2024	Winery	Lincoln	\$191	\$191
129 South Service Road, Grimsby	Feb 19, 2025	Manufacture and assemble prefab buildings	Grimsby	\$958	\$958
474 Gilmore Road	Apr 11, 2025	Produce, process, manufacture and store mushroom capsules	Fort Erie	\$33	\$33
1389 Effingham Street	Aug 5, 2025	Winery	Pelham	\$21	\$21
5088 Highway 140	Jul 17, 2024	Manufacture lithium-ion battery separators	Port Colborne	\$304	\$304
Total				\$2,048	\$2,048

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	- \$104,931	- \$34,660	- \$139,591	
<u>Additional operating reserve transfers (to)/from reserves:</u>				
2025 Encumbrances	\$7,018	\$4,833	\$11,851	2025 Encumbrances (CSD 8-2025)
Capital Levy	\$5,582	- \$3,350	\$2,232	Transfer of expected sales of surplus property which are now anticipated in 2026 resulting in less proceeds being transferred to the capital levy reserve as budgeted in 2025
Road Safety Program	\$579	\$1,519	\$2,098	Transfer of net surplus for Vision Zero Road Safety Program to reserves for future use
Capital Levy	\$400	- \$6,006	- \$5,606	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Levy)
Hospital Contribution	\$2,625	- \$2,625	\$0	Annual forecast to(from) reserves nets to zero due to timing of transfers
Water Capital	\$0	- \$416	- \$416	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Water)
Wastewater Capital	\$0	- \$6,766	- \$6,766	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Wastewater)
General Capital Levy	\$0	- \$464	- \$464	Transfer to reserve for ministry funding received for capital project related to Homelessness

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
Police Contingency	\$114	\$49	\$163	Transfer from reserves to fund training costs related to the implementation of the Community Safety & Policing Act. (CL-C 60-2024)
Taxpayer Relief	\$0	- \$5,114	- \$5,114	Transfer to reserve related to the Asahi Kasei development industrial DC grant
All Special Levy and Rate Reserves	- \$466	- \$126	- \$592	Interest income allocation to reserve at average portfolio rate which was higher than budgeted per reserve policy C-F-013
Net operating transfers to reserves	- \$89,079	- \$53,127	- \$142,206	

Capital Reserve Transfer Reconciliation (in thousands of dollars)

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Council approved net capital transfers per 2024 Budget	\$174,158	Reserve Transfers to capital projects
<u>Q1 and Q2 additional capital reserve transfers:</u>		
General Capital Levy	\$2,712	Unallocated budgeted debt charges to substitute approved and unissued debt for Levy funded projects from previous years projects per CSD 64-2024
NRH Owned Units	- \$261	To close projects 20000152, 20001577 and 20001340 returning unused funds to reserve
NRH Owned Units	- \$143	Returning funds to reserve for various NRH capital projects where alternative funding from Canada Mortgage and Housing Corporation (CMCH) was utilized
Landfill Liability	- \$2,937	Returning funds to reserve for reduction in purchase order and funding sources for project 20000167 and 20000887
<u>Q3 additional capital reserve transfers:</u>		
Landfill Liability	- \$304	Returning funds to reserve for reduction in budget for project 20001954
NRH Owned Units	- \$157	Returning funds from Capital for close out of Julius Court/275 Welland Ave acquisition
Net capital transfers	\$173,068	

Investment Report (in thousands of dollars)

Investment income during Q3 on the primary portfolio amounted to \$9,140, which is comprised of investment portfolio income including interest and gains/losses on sale of investments as well as interest on cash balances.

Investment Performance

Investment Income Before Transfers to Reserves:

Favourable investment income in Q3 of \$2,328 is a result of being able to realize more monthly income than originally budgeted for in 2025. The 2025 budget methodology was finalized when the portfolio was still holding approximately \$120M worth of PPNs, these PPNs were unable to realize monthly interest income resulting in a large reduction to the 2025 portfolio income. All PPNs were sold in Q4 2024 and reinvested into bonds with an average yield of approximately 4.18% representing a significant increase to 2025 actual monthly income not reflected in the 2025 budget methodology.

Budget vs Actual before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Forecast	Total
Budget	\$6,722	\$7,113	\$6,812	\$7,181	\$27,828
Actual	\$8,540	\$8,689	\$9,140	\$9,374	\$35,743
Variance	\$1,818	\$1,576	\$2,328	\$2,193	\$7,915

Year-to-date cumulative portfolio return:

Q1	Q2	Q3	Q4
3.40%	3.47%	3.51%	N/A

Investment Income After Transfers to Reserves:

Investment income is favourable by \$233 in Q3 after allocations to deferred revenues and rate reserves due to minimal changes in reserve balances from Q2 to Q3, therefore less pressure on interest allocation from realized portfolio income. New investments were added during Q3 at an average yield of 3.76% from trades and reinvestments, cash balances held in high interest savings accounts were larger than initially budgeted for, both factors contributed to the favourable realized portfolio income.

Budget vs Actual after Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Forecast	Total
Budget	\$6,722	\$7,113	\$6,812	\$7,181	\$27,828
Budgeted Investment gain/loss	\$0	\$0	\$0	\$0	\$0
Net Budget Transfers	-\$2,493	-\$2,492	-\$2,494	-\$2,493	-\$9,972
Budget (Net)	\$4,229	\$4,621	\$4,318	\$4,688	\$17,856
Actual	\$8,540	\$8,689	\$9,140	\$9,374	\$35,743
Net Actual Transfers	-\$4,589	-\$4,587	-\$4,589	-\$4,589	-\$18,354
Actual (Net)	\$3,951	\$4,102	\$4,551	\$4,785	\$17,389
Variance	-\$278	-\$519	\$233	\$97	-\$467

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

- 53.7% Regional reserves and reserve funds (including development charge reserves); and
- 46.3% Capital Works-In-Progress (capital funding approved in current/previous year's budgets)

Investment Term Holdings

Funds	Book Value	Weight
< 5 Yr	\$303,629	26.3%
5 Yr - 10 Yr	\$390,328	33.8%
10+ Yr	\$213,523	18.5%
Subtotal (Investments)	\$907,480	78.6%
Cash	\$217,951	18.9%
Sinking Fund (Incl.Cash)	\$29,410	2.5%
Total Portfolio	\$1,154,841	100.0%

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings by Institution	Policy Percentage Limits
Bank of Montreal	Banks	\$98,000	10.48%	25.00%
Bank of Nova Scotia	Banks	\$40,000	4.28%	25.00%
Canadian Imperial Bank of Commerce	Banks	\$77,990	8.34%	25.00%
National Bank of Canada	Banks	\$43,061	4.60%	25.00%
Royal Bank of Canada	Banks	\$191,857	20.51%	25.00%
Toronto Dominion Bank	Banks	\$10,176	1.09%	25.00%
Total	Banks	\$461,085	49.29%	60.00%
Meridian Credit Union	Credit Union	\$5,000	0.53%	10.00%
Total	Credit Union	\$5,000	0.53%	15.00%
City of Hamilton	Municipal	\$9,176	0.98%	10.00%
City of Montreal	Municipal	\$9,957	1.06%	10.00%
City of Toronto	Municipal	\$13,379	1.43%	10.00%
City of Vancouver	Municipal	\$9,280	0.99%	10.00%
County of Wellington	Municipal	\$852	0.09%	10.00%
Quebec City	Municipal	\$4,974	0.53%	10.00%
Region of Halton	Municipal	\$1,520	0.16%	10.00%
Region of Peel	Municipal	\$2,200	0.24%	10.00%
Region of Waterloo	Municipal	\$26,570	2.84%	10.00%
Region of York	Municipal	\$5,000	0.53%	10.00%
Region of Durham	Municipal	\$16,536	1.77%	10.00%
Ville de Longueuil	Municipal	\$3,084	0.33%	10.00%
York Sinking Fund Debenture	Municipal	\$1,778	0.19%	10.00%
Total	Municipal	\$104,306	11.15%	40.00%
Newfoundland and Labrador Hydro	Provincial	\$8,658	0.93%	25.00%
Ontario Hydro	Provincial	\$8,597	0.92%	25.00%
Province of Alberta	Provincial	\$6,180	0.66%	25.00%
Province of British Columbia	Provincial	\$3,441	0.37%	25.00%
Province of Manitoba	Provincial	\$49,523	5.29%	25.00%
Province of New Brunswick	Provincial	\$2,629	0.28%	25.00%
Province of Newfoundland	Provincial	\$62,179	6.65%	25.00%
Province of Nova Scotia	Provincial	\$9,807	1.05%	25.00%
Province of Ontario	Provincial	\$95,122	10.17%	25.00%
Province of Prince Edward Island	Provincial	\$1,753	0.19%	25.00%
Province of Quebec	Provincial	\$91,263	9.76%	25.00%
Province of Saskatchewan	Provincial	\$4,997	0.53%	25.00%
Quebec Hydro	Provincial	\$12,569	1.34%	25.00%
Total	Provincial	\$356,717	38.14%	75.00%
Region of Niagara Debentures	Municipal	\$3,330	0.36%	100.00%
Canada Housing Trust	Federal	\$4,942	0.53%	100.00%
Total	Federal	\$4,942	0.53%	100.00%
Total Niagara Region Investments (excl Cash)		\$935,379	100.00%	100.00%
General Chequing *	Cash	\$88,075		
High Interest Savings Accounts	Cash	\$119,348		
NRH	Cash	\$10,528		

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings by Institution	Policy Percentage Limits
Sinking Fund	Cash	\$1,511		
Total		\$219,462		
TOTAL including Cash		\$1,154,841		

Note: Holdings by institution exclude cash balances

* Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits or the NRH general operating account and payroll trust accounts. Balances include USD funds converted at quarter end-spot rate of 1.3921

Debt Report (in thousands of dollars)

On October 20, 2025, S&P (Standard & Poor's) reaffirmed Niagara's rating of AA+. The rating reflects the views on Canadian municipal governments' improved institutional framework. The rating also incorporates S&P's opinion of Niagara's exceptional liquidity, strong budgetary performance and financial management, and moderate debt burden. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

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

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

Department	Total Debt as at December 31, 2024 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2025	Annual Repayment Limits**
General Government	\$16,532	\$0	-\$1,976	-\$51	-\$168	\$0	\$14,338	
Police	\$70,923	\$0	-\$3,807	-\$189	-\$993	\$9,010	\$74,944	
Transportation	\$95,378	\$0	-\$10,785	-\$218	-\$443	\$41,747	\$125,679	
Public Health	\$8,399	\$0	-\$440	\$0	-\$44	\$3,037	\$10,952	
Community Services	\$76,549	\$0	-\$1,823	\$0	-\$1,413	\$79,884	\$153,196	
NRH	\$27,892	\$0	-\$4,994	\$0	-\$207	\$6,742	\$29,433	
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Levy	\$295,673	\$0	-\$23,825	-\$458	-\$3,268	\$140,420	\$408,542	
Niagara Transit Commission	\$11,027	\$0	-\$1,748	\$0	-\$167	\$0	\$9,112	
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Special Levy	\$11,027	\$0	-\$1,748	\$0	-\$167	\$0	\$9,112	
Wastewater	\$64,074	\$0	-\$2,173	-\$965	-\$475	\$282,023	\$342,484	
Water	\$21,524	\$0	-\$333	-\$240	-\$251	\$6,424	\$27,124	

Debt Report (in thousands of dollars) - Continued

Total Rate	\$85,598	\$0	-\$2,506	-\$1,205	-\$726	\$288,447	\$369,608	
Total Niagara Region	\$392,298	\$0	-\$28,079	-\$1,663	-\$4,161	\$428,867	\$787,262	5.10%
Fort Erie	\$9,266	\$0	-\$979	\$0	-\$184	\$0	\$8,103	1.69%
Grimsby	\$8,631	\$0	-\$443	\$0	-\$206	\$0	\$7,982	1.42%
Lincoln	\$30,294	\$4,910	-\$576	\$0	-\$294	\$0	\$34,334	5.05%
NOTL	\$8,051	\$1,740	-\$472	\$0	-\$145	\$0	\$9,173	3.76%
Niagara Falls	\$75,431	\$0	-\$4,203	\$0	-\$1,227	\$0	\$70,001	3.71%
Pelham	\$24,275	\$0	-\$1,879	\$0	-\$195	\$0	\$22,201	9.39%
Port Colborne	\$24,968	\$0	-\$1,027	\$0	-\$164	\$0	\$23,777	4.61%
St. Catharines	\$93,997	\$0	-\$12,555	-\$226	-\$391	\$0	\$80,825	8.76%
Thorold	\$299	\$0	-\$95	\$0	-\$51	\$0	\$153	0.31%
Wainfleet	\$5,431	\$0	-\$371	\$0	\$0	\$0	\$5,060	3.60%
Welland	\$64,087	\$9,874	-\$8,022	\$0	-\$514	\$0	\$65,425	13.67%
West Lincoln	\$21,116	\$0	-\$780	\$0	-\$163	\$0	\$20,173	7.37%
NPCA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Debt Assumed for Others (External)	\$365,846	\$16,524	-\$31,402	-\$226	-\$3,534	\$0	\$347,207	
Total Niagara Region & External	\$758,144	\$16,524	-\$59,481	-\$1,889	-\$7,695	\$428,867	\$1,134,469	

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

**2024 FIR data used for ARL calculation where available and 2022 FIR data used where 2023 FIRs were not available. ARL calculations also include forecasted debt charges for year-to-date debt issuances where applicable.

Many of the schedules have been rounded to thousands to emphasize the most important digits; making the schedules easier to read and for trends to be spotted and understood. Rounding will occasionally result in a "rounding error," which is the difference between the result produced using exact arithmetic and the result produced using rounded arithmetic (if you were to use your calculator and add up the rounded figures in the schedules).

Accounts Receivable Aging Report (in thousands of dollars)

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

Customer Name	Amount Over 120	Explanation of Account	Status
City of St. Catharines	\$35	Municipal portion for Phase 1 facility upgrade – owed from 2024 amalgamation transfer to enable full ICIP claim.	Collection to continue
City of Welland	\$151	In Feb. 2021 Welland deducted \$546 of Niagara Region accounts payable (AP) invoices against balance due on 2020 year-end tax reconciliation bill, and in Jun. 2021 deducted another \$605 in AP invoices against the balance due on the May 2021 water and waste-water bill. Of the \$1,151 deducted, \$1,000 is resolved and \$151 remains in dispute regarding Transportation project cost sharing; discussions with Welland staff continue.	Collection to continue
Town of Grimsby (RDC)	\$401	2018 Regional Development Charges invoice; litigation was commenced to pursue recovery.	In litigation
Walsh Canada	\$184	Billings to Contractor related to the new Gilmore Lodge building. Contractor disputing responsibility and Project Manager continues to try and resolve. Total amount owing may be deducted from final payment now that construction is complete.	Collection to continue
Zurich Insurance Company	\$230	Surety payments for Welland Wastewater Treatment Plant upgrades- discussion over taxes is holding up payment. Public Works staff working with Zurich to get a resolution.	Collection to continue
Long Term Care Resident (32707253)	\$94	Resident is still active but did not make regular payments for a lengthy period. As of Jan. 2025, the client's old age security benefits were redirected to the Long-Term Care home to partially cover new monthly accommodation fees. Finance continues to work with Long Term Care staff on collection efforts to mitigate risk, including consultation with legal services.	Collection to continue
TOTAL	\$1,095		

Consolidated Statement of Financial Position (in thousands of dollars)

The consolidated statement of financial position is prepared in accordance with Canadian public sector accounting standards (“PSAS”) and includes all unfunded liabilities, impacts of amortization and capital fund activity. This report is unaudited and prepared with information as at November 13, 2025.

	Sep. 30, 2025	Dec. 31, 2024
FINANCIAL ASSETS		
Cash	\$ 183,847	\$ 157,706
Investments (page 112)	907,481	910,908
Accounts receivable	107,323	146,570
Other current assets	163	327
Tangible capital assets held for sale	400	400
Debt Recoverable from others (page 116)	350,742	356,643
	1,549,956	1,581,757
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	163,900	200,708
Employee future benefits	151,355	151,355
Deferred revenue	476,128	471,392
Unfunded contaminated sites	3,563	576
Asset Retirement Obligation	140,275	151,110
Long-term liabilities	712,518	758,144
Capital lease obligation	3,968	4,018
	1,651,707	1,737,303
Net debt	(101,751)	(155,546)
NON-FINANCIAL ASSETS		
Tangible capital assets	2,564,985	2,496,831
Inventory	13,516	12,926
Prepaid expenses	24,116	30,485
Other investment	1,575	875
	2,604,192	2,541,117
Accumulated surplus	\$ 2,502,441	\$ 2,385,571

ACCUMULATED SURPLUS RECONCILIATION:

	Sep. 30, 2025	Dec. 31, 2024
Invested in tangible capital assets	\$ 2,199,240	\$ 2,100,153
Capital fund – unexpended capital financing	391,682	242,636
Operating fund	1,583	(14,364)
Canada Games Park	23,066	24,416
Unfunded asset retirement obligation	(140,275)	(81,392)
Unfunded contaminated sites liability	(3,563)	(576)
Unfunded employee future benefits & post-employment liabilities	(149,843)	(149,843)
Total surplus	2,321,890	2,121,030
Total reserves and reserves funds (page 100)	180,551	264,541
Total accumulated surplus	\$ 2,502,441	\$ 2,385,571

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, 2025. 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 though indirect allocations & debt.

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

Definition of Report Rows – Revenues

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

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

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

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

Definition of Report Rows – Intercompany Charges

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

Definition of Report Rows – Transfers

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

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

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

Definition of Report Rows – Indirect Allocation & Debt

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

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

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