

# Q4 Financial Update 2025

# Q4 Financial Update – December 2025

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# Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2025 Q4 financial update.

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

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

At December 31, 2025 Niagara Region has a surplus of \$1,747 thousand related to the General levy programs, a \$4,175 thousand surplus related to Special levy programs, and a \$4,874 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](http://www.niagararegion.ca).

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

Nora Charette, Associate Director of Finance Operations & Systems

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 surplus of \$1,747 at year-end.

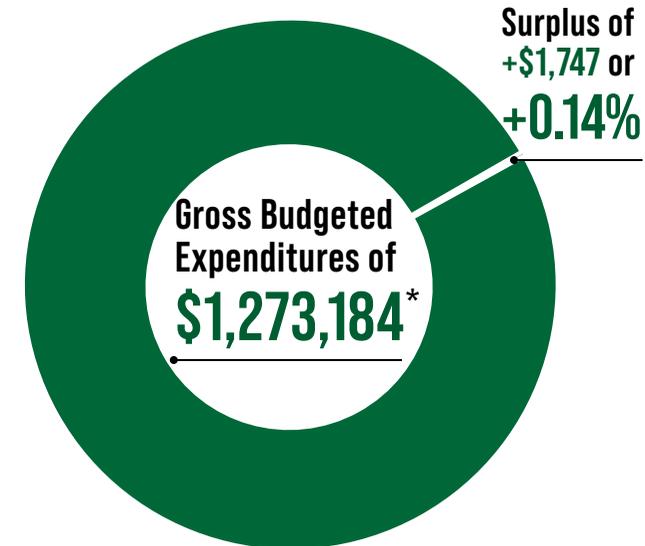
The levy programs, excluding agencies, boards, and commissions (ABCs), are operating at a \$2,626 surplus. This surplus is primarily driven by a favourable variance of \$4,846 in investment income due to higher portfolio rate experienced than budgeted, savings of \$2,014 in computer software support and licensing costs resulting from favourable contracts and timing, and higher than anticipated supplemental tax revenue of \$2,289. The surplus is partially offset by higher overall labour related costs of \$4,353—mainly within Seniors Services due to collective bargaining agreement changes and increased overtime—as well as an unfavourable variance of \$2,510 related to corrections to the brownfield Regional Development Charge reduction program and higher than expected mandatory development charge (DC)

exemptions, partially offset by lower industrial and agriculture DC grants.

Niagara Region's ABCs are operating at a net deficit of \$879 at year-end. The net deficit is primarily driven by the deficit within Niagara Regional Police Service of \$984 as a result in increased training and equipment expenditures associated with the implementation of the Community Safety and Policing Act (CSPA).

It is recommended that the \$1,747 levy surplus in addition to \$399 in net NRPS transfers be transferred to the Taxpayer Relief Reserve for a total contribution of \$2,146. The balance of the Taxpayer Relief reserve is \$37,775 or 4.17 per cent, which is below the minimum funding target of 10 per cent to 15 per cent of the annual budgeted operating expenditures, which is \$90,658 to \$135,987.

### Levy Department and Programs (Including ABC's)



### Financial Statement Highlights

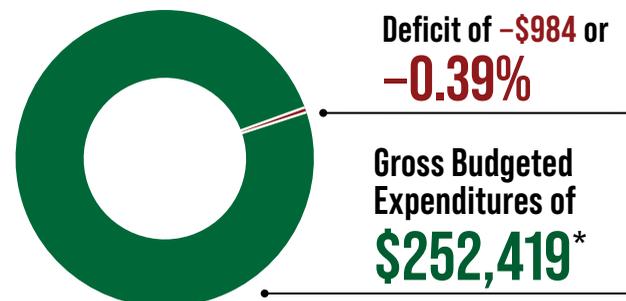
**+\$4,846**  
variance in investment income allocation

**-\$4,353**  
variance in labour related costs

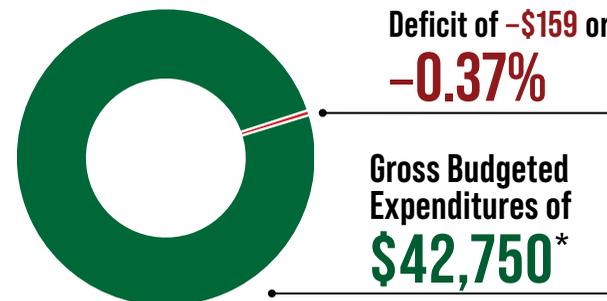
**+\$2,014**  
variance in computer software support and licenses

### Financial Results of Agencies, Boards and Commissions

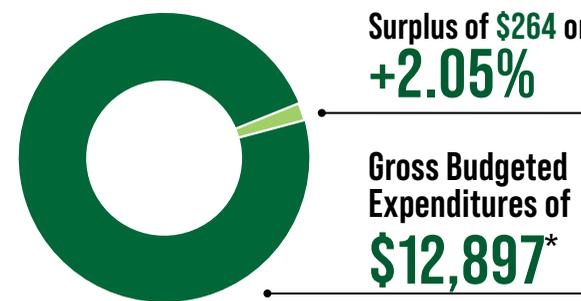
#### Niagara Regional Police Service



#### Niagara Regional Housing



#### Court Services



\*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 surplus of \$4,874 at year-end, which consists of a \$4,345 surplus within the Water division and a \$529 surplus within the Wastewater division.

The Water Services surplus is primarily a result of increased water sales in the amount of \$3,248 due to household and business growth in Niagara as well as warmer and drier conditions through the year. Also contributing to the net surplus at year-end are reduced biosolids collection and disposal costs due to favourable contract pricing in the amount of \$288, labour related savings due to salary gapping of \$157, savings in utilities of \$122, less than anticipated emergency watermain repairs of \$244 and the share of surplus from Water and Wastewater support divisions allocated to Water Services of \$291.

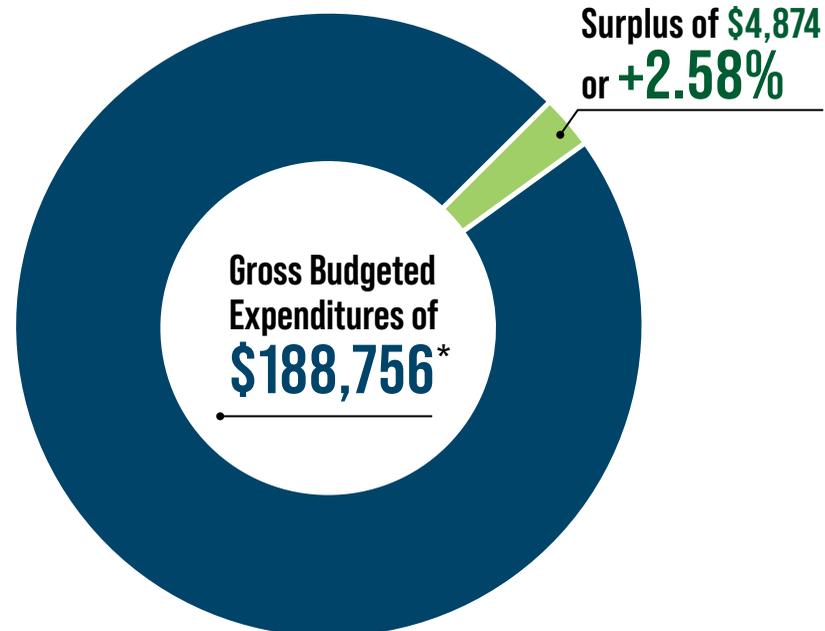
It is recommended that, at year-end, the surplus of \$4,345 be transferred to the Water Capital Reserve. Including the recommended transfer, the Water Capital Reserve would have a balance of \$35,433. The recommendation that the surplus to be transferred to the capital reserve is a result of the Water Stabilization Reserve already having a balance of \$2,993 which is within the funding target of 10 to 15 percent of annual budgeted operating expenditures of \$2,889 to \$4,334.

Wastewater Services is operating at a net surplus of \$529 at year-end. The 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 \$1,077, favourable biosolids collection and disposal contract pricing of \$1,626, and favourable contract pricing and less usage of chemicals in the amount of \$768. These favourable variances are partly offset by \$2,308 in repairs and maintenance costs from aging infrastructure and compliance work and by \$567 in lower than expected by-law charge

revenues due to Council approved hauled sewage rates being below budget estimates.

It is recommended that, at year-end, the surplus of \$529 be transferred to the Wastewater Stabilization Reserve. Including the recommended transfer, the Wastewater Stabilization Reserve will have a balance of \$1,871, which is well below the funding targets. The funding target, of 10 to 15 percent of annual budgeted operating expenditures, is \$7,416 to \$11,124. A minimal balance in the Wastewater Stabilization Reserve limits the ability to address risks in the future.

### Water and Wastewater Operating Surplus



\* Includes transfer, intercompany charges and indirect allocations

### Water Financial Statement Highlights



**+\$3,248**  
variance in water sales

### Wastewater Financial Statement Highlights



**+\$1,626**  
variance in biosolids collection and disposal contract pricing



**-\$2,308**  
variance in repairs and maintenance due to aging infrastructure and equipment



**+\$1,077**  
variance in labour related costs

## Consolidated Operating Funding Surplus/(Deficit) Review

# Waste Management

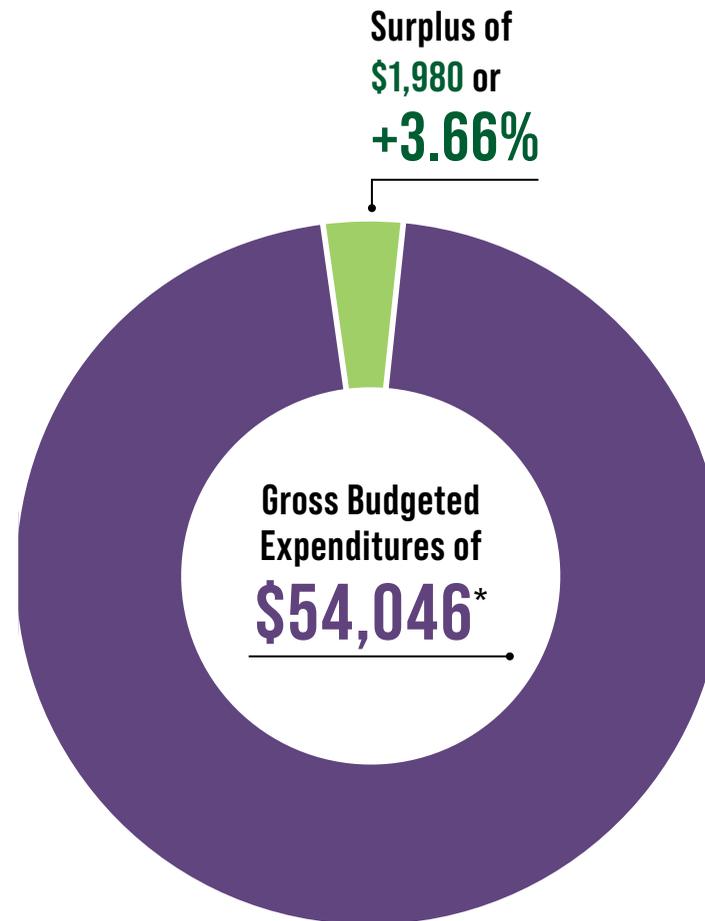
(In thousands of dollars)

Waste Management Services is operating at a net surplus of \$1,980 after indirect allocations at year-end.

The surplus is a result of labour related savings due to salary gapping in the amount of \$251, administrative savings of \$459 due project efficiencies and lower than expected costs to complete strategic initiatives such as the Waste Management Strategic Plan and savings of \$264 due to education campaigns and other promotion items that were delayed due to competing priorities. Also contributing to the favourable variance are savings of \$160 resulting from lower than anticipated costs in operating contracts including base collection costs, leachate processing, and drop-off depot services which are partially offset by costs pertaining to the end of extended producer responsibility transition. The surplus was also a result of savings in cart purchases due to the pending collection changes related to provincial regulations and material processing costs. Contributing to the net operating surplus is higher than anticipated funding for the Region's household hazardous waste drop-off depots of \$166 and Waste Management's portion of incremental property tax remittances of \$197.

It is recommended that, at year-end, the surplus of \$1,980 be transferred to the Waste Management Capital Reserve. Including the recommended transfer, the Waste Management Capital Reserve would have a balance of \$33,450. The recommendation of the surplus to be transferred to the capital reserve is a result of the Waste Management Stabilization Reserve already having a balance of \$7,714 which is slightly above the funding target. The funding target, of 10 to 15 percent of annual budgeted operating expenditures, is \$4,920 to \$7,381.

### Waste Management Operating Surplus



\* Includes transfer, intercompany charges and indirect allocations

### Financial Statement Highlights



**+\$459**  
administrative savings  
due to project efficiencies



**+\$251**  
due to salary gapping



**+\$160**  
due to savings in  
operating contracts

## Consolidated Operating Funding Surplus/(Deficit) Review

# Niagara Transit Commission

(In thousands of dollars)

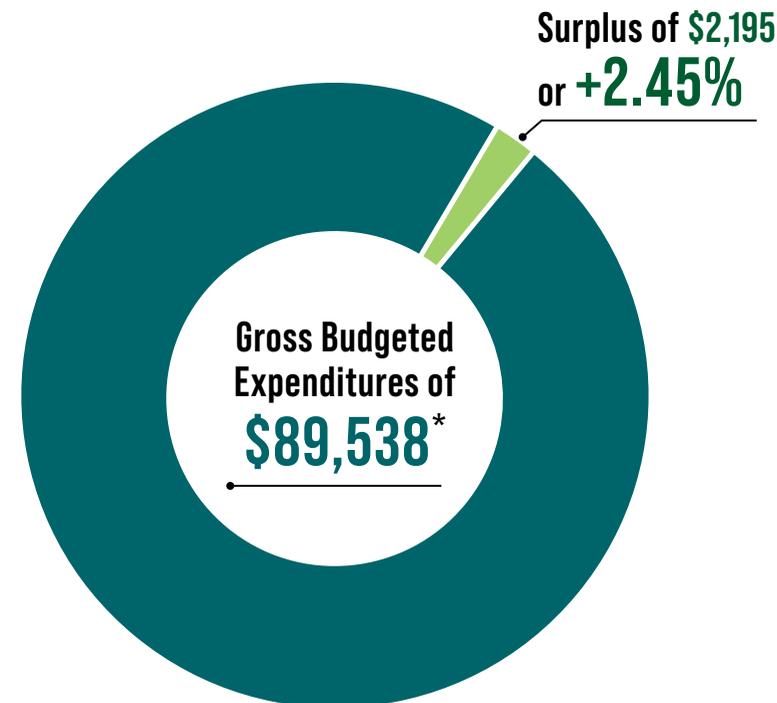
Niagara Transit Commission (NTC) is operating at a net surplus of \$2,195 at year-end.

The surplus is the result of higher than anticipated fare revenue of \$2,404 due to increased ridership excluding UPASS; lower than budgeted fuel costs of \$2,616 due to the removal of the carbon tax effective April 1, 2025, less fuel used by the City of Niagara Falls and Metrolinx, as well as the actual average rate per litre of approximately being less than the budgeted rate per litre; higher than budgeted supplemental tax revenue specific to Transit of \$903; lower than anticipated self-insurance claims and legal premium of \$394; and less spend on administrative costs such as advertising and marketing, education, training and mileage, lease payments and consulting costs of \$663. These are offset by not recognizing budgeted Provincial Gas Tax (PGT) Revenues of \$1,315 as NTC is in a surplus position; higher than budgeted vehicle supply parts and repairs and maintenance due to the aging fleet and delay in receiving new buses of \$1,074; increased labour related costs due to higher than budgeted benefit and overtime costs of \$1,160; less than budgeted fuel reimbursement from the City of Niagara Falls and Metrolinx of \$1,059; and 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 the college's student enrolment of \$518.

It is recommended that, at year-end, the surplus of \$2,195 be transferred to the Niagara Transit Commission Stabilization Reserve. Including the recommended transfer, the Niagara Transit Commission Stabilization reserve has a balance of \$6,000, which is below funding target.

The funding target of 10 to 15 percent of annual budgeted operating expenditures is \$8,283 to \$12,424 for the Niagara Transit Commission Stabilization Reserve. 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



**+\$2,404**  
variance in higher than anticipated fare revenue



**-\$1,315**  
variance in unrecognized Provincial Gas Tax



**+\$2,616**  
savings due to the removal of carbon tax and fuel contract costs



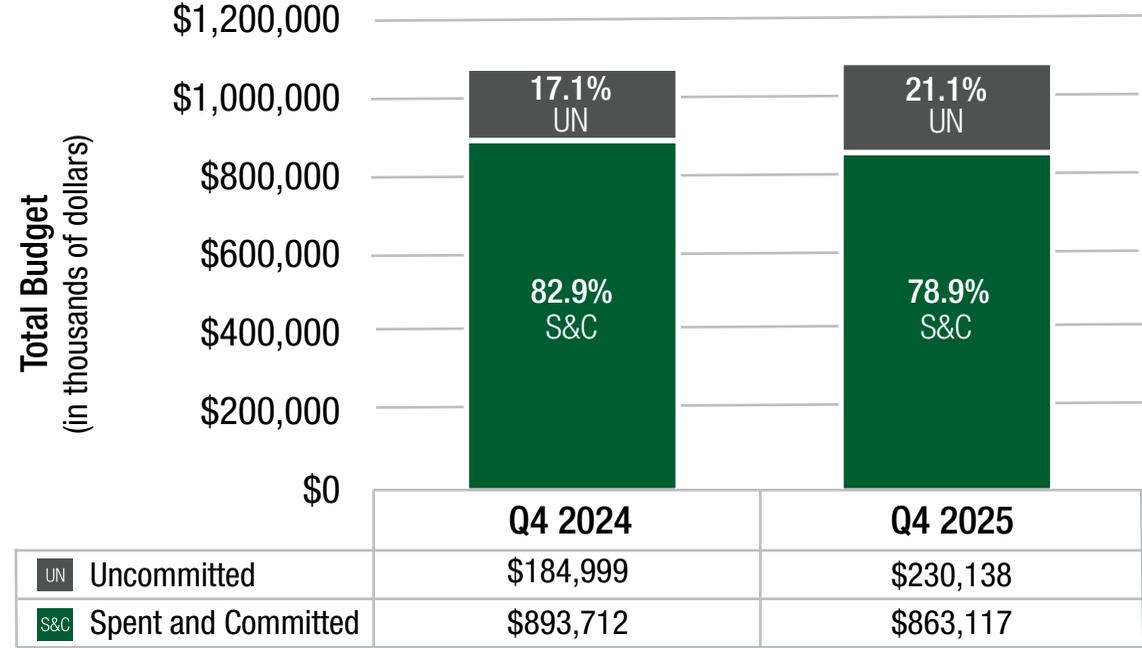
**-\$1,160**  
variance in labour related costs due to benefit and overtime costs

# Capital Highlights

## Levy

### Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



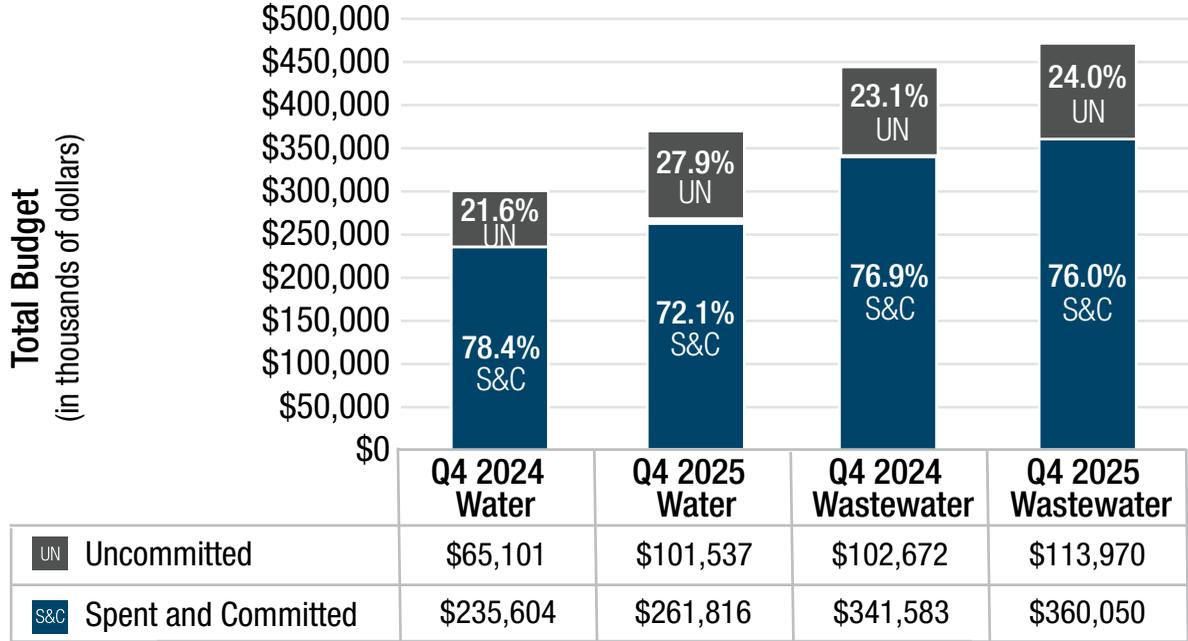
### Year-to-Date Capital Variance Project Transfers (in thousands)



## 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)

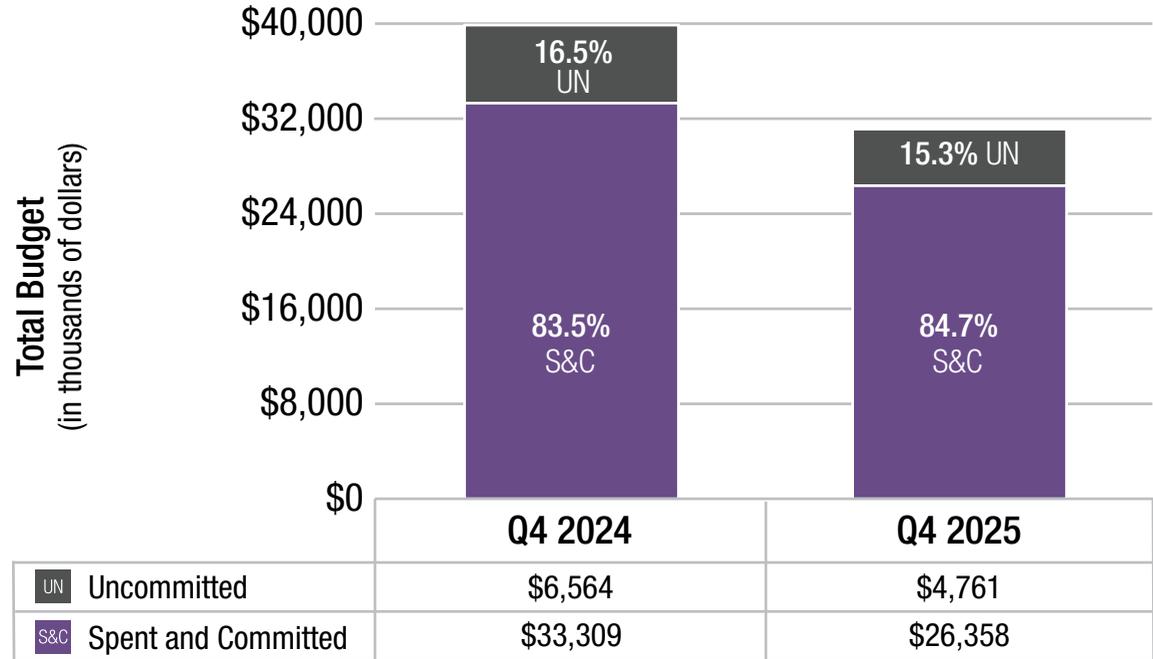


# Capital Highlights

## Waste Management

### Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



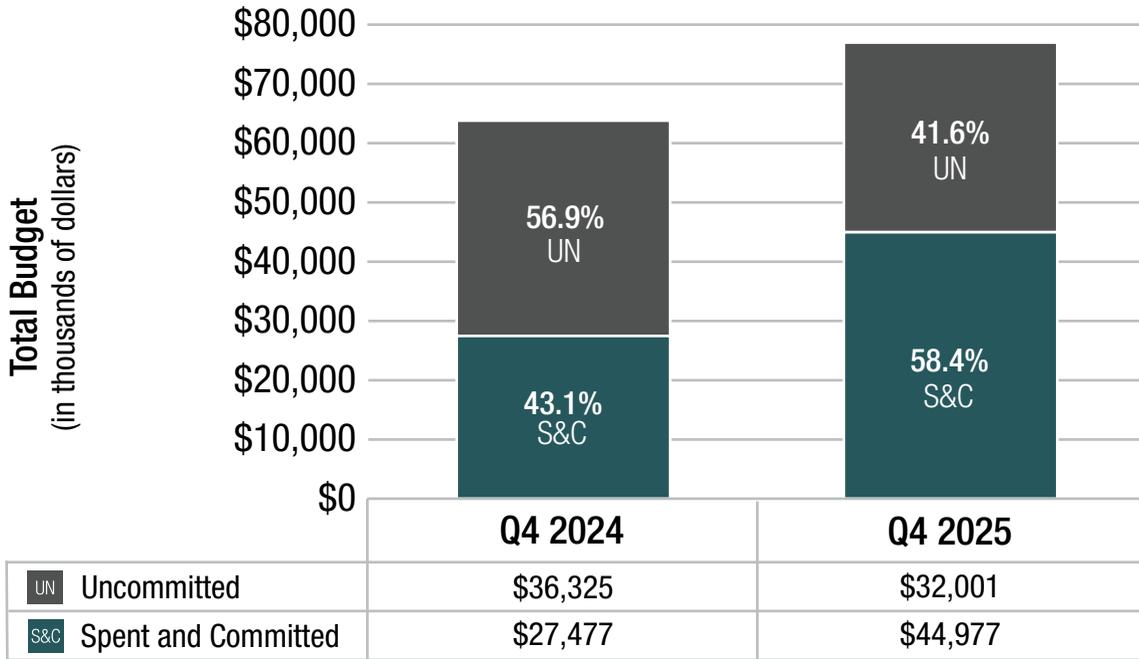
### Year-to-Date Capital Variance Project Transfers (in thousands)



## 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 (in thousands)

During 2025, Niagara Transit Commission closed a project which required a Capital Variance Project to be established



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

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Actual	Q4 Surplus/(Deficit)	Annual Budget	Actual	Q4 Surplus/(Deficit)
<b>GENERAL LEVY SUPPORTED DEPARTMENTS &amp; PROGRAMS</b>						
<b>Regional Departments</b>						
Governance	\$2,395	\$2,152	\$244	\$2,898	\$2,604	\$294
General Government	-\$410,230	-\$408,282	-\$1,948	-\$526,732	-\$524,784	-\$1,948
Office of Deputy CAO	\$10,169	\$9,137	\$1,032	\$9,844	\$7,630	\$2,214
Corporate Administration	\$13,959	\$15,370	-\$1,410	\$4,744	\$4,707	\$37
Corporate Services	\$54,017	\$50,605	\$3,412	\$30	\$41	-\$11
Children's Services	\$6,555	\$5,905	\$649	\$10,364	\$9,790	\$574
Homelessness & Community Engagement Services	\$5,817	\$5,863	-\$47	\$6,770	\$6,824	-\$54
Seniors Services	\$9,634	\$13,376	-\$3,743	\$32,628	\$36,369	-\$3,740
Social Assistance & Employment Opportunities	\$13,209	\$13,068	\$141	\$18,126	\$18,009	\$118
Housing Services	\$29,710	\$28,687	\$1,023	\$27,337	\$26,270	\$1,067
Public Health & Mental Health	\$8,658	\$4,961	\$3,697	\$19,011	\$15,052	\$3,959
Emergency Services	\$32,588	\$32,396	\$192	\$46,551	\$45,794	\$757
Public Works - Transportation	\$30,459	\$31,414	-\$955	\$83,659	\$84,800	-\$1,142
Public Works - Infrastructure Planning & Development	\$2,978	\$2,560	\$418	\$3,604	\$3,103	\$502
<b>Sub-Total - Regional Departments</b>	<b>-\$190,083</b>	<b>-\$192,788</b>	<b>\$2,705</b>	<b>-\$261,165</b>	<b>-\$263,791</b>	<b>\$2,626</b>
<b>Agencies, Boards &amp; Commissions</b>						
Court Services	-\$1,532	-\$1,737	\$205	-\$99	-\$364	\$264
Niagara Regional Housing	\$4,518	\$4,673	-\$156	\$22,582	\$22,740	-\$159
Niagara Regional Police	\$212,456	\$213,048	-\$591	\$230,724	\$231,708	-\$984
Niagara Peninsula Conservation Authority	\$7,959	\$7,959	\$0	\$7,959	\$7,959	\$0
<b>Subtotal Agencies, Boards &amp; Commissions</b>	<b>\$223,401</b>	<b>\$223,943</b>	<b>-\$542</b>	<b>\$261,165</b>	<b>\$262,044</b>	<b>-\$879</b>
<b>Total General Levy Supported Programs</b>	<b>\$33,318</b>	<b>\$31,155</b>	<b>\$2,163</b>	<b>\$0</b>	<b>-\$1,747</b>	<b>\$1,747</b>
<b>Rate Supported Departments &amp; Special Levy</b>						
Rate Supported: Water & Wastewater	-\$22,958	-\$27,909	\$4,950	\$0	-\$4,874	\$4,874
Special Levy: Waste Management	-\$1,861	-\$3,743	\$1,882	\$0	-\$1,980	\$1,980
Special Levy: Niagara Transit Commission	-\$8,498	-\$10,299	\$1,801	\$0	-\$2,195	\$2,195
<b>TOTAL</b>	<b>\$0</b>	<b>-\$10,796</b>	<b>\$10,796</b>	<b>\$0</b>	<b>-\$10,796</b>	<b>\$10,796</b>

# Consolidated Operating Surplus/(Deficit) – Continued

## Variance Analysis (in thousands of dollars)

Niagara Region is operating at a year-end overall surplus of \$10,796.

### Levy Supported Programs

Niagara Region's levy supported programs are operating at a net year-end surplus of \$1,747 before indirect allocations.

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

**Governance** - Governance is at a net surplus of \$244 at year end.

The surplus is mainly due to favourable labour related costs of \$177 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 deficit of \$1,948 at year end.

The deficit is a result of the unfavourable grants and incentives of \$8,453 including Brownfield Regional Development Charges (RDC) Reduction Program, Non-Profit Housing RDC exemption, Additional Dwelling Units RDC exemption, long-term care homes RDC exemption, etc. There was also an unfavourable variance of \$719 in administrative and facilities related costs due to higher than budgeted insurance legal claims, MPAC annual levy and surplus property sales related costs. These unfavourable variances are offset by a favourable variance of \$4,846 in investment income largely due to more cash held in high interest savings accounts and investment portfolio in 2025, and a favourable variance of \$2,289 mainly due to higher than budgeted supplemental taxes revenues.

**Office of Deputy CAO** – The Office of the Deputy CAO is at a net surplus of \$1,032 at year end.

The 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 deficit of \$1,410 at year end.

The deficit is a result of unfavourable labour related costs of \$1,937 and the associated legal costs of \$153. These unfavourable variances are partially offset by favourable Region benefits of \$390 and union chargebacks of \$270.

**Corporate Services** – Corporate Services operated at a net surplus of \$3,412 before indirect allocations.

The surplus is a result of software/hardware support and maintenance cost savings of \$1,878 related to approved but not fully completed IT capital projects, insurance premium savings of \$383, consulting and other professional services of \$894 and spend in legal claim related costs of \$248.

**Community Services – Children's Services** – Children's Services operated at a net surplus of \$649. The favourable variance is mainly due to higher than anticipated full fee child care revenue and increased CWELCC funding allocations for the Region's five directly operated child care centres, both of which provided a one-time opportunity to reduce the Region's levy contribution to childcare while maximizing Ministry of Education (MEDU) funding.

**Community Services - Homelessness Services** – Homelessness Services and Community Engagement is a net deficit of \$47 at year end.

## Consolidated Operating Surplus/(Deficit) – Continued

The deficit is mainly due to the increased costs to operate shelter system being offset by one time federal and provincial grants.

**Community Services - Seniors Services** – Seniors Services is operating at a net deficit of \$3,764 at year-end.

The 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 (\$1,431); an arbitrated award for ONA9 Homes that exceeded the budget (\$1,002); higher than anticipated lieu bank payouts for front-line staff (\$541); increased number of WSIB claims associated with respiratory and gastrointestinal outbreaks (\$304) 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 \$2,309 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 operating at a net surplus of \$141 at year-end.

The nominal surplus is primarily due to postage savings from the postal strike along with efficiencies from technology.

**Community Services - Housing Services** – Housing Services operated at a net surplus of \$1,023 at year-end.

The 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-g 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.

**Public Health and Emergency Services - Public Health and Mental Health** – Public Health and Mental Health is operating at a net surplus of \$3,697 at year-end.

The surplus is primarily due to two major drivers: (1) gapping of temporary vacant positions and turnover of \$2,636 and (2) unbudgeted provincial grants totaling \$741.

**Public Health and Emergency Services - Emergency Services** – Emergency Services operated with a surplus of \$192 at year-end. This is due to higher than budgeted special event revenue of \$451, savings in fuel of \$371, union billings of \$224, and savings in software licenses and maintenance of \$73. These savings are partially offset by a deficit in labour related costs of \$830 due to front line shifts needing to be filled with overtime rather than straight time staff. There are also year-end deficits for equipment costs of \$283, vehicle repairs and maintenance of \$123, linen services of \$60, and external professional and legal costs of \$57.

**Public Works Transportation** – Transportation Services is operating at a net deficit of \$955 at year-end. Of the total year-end deficit, a deficit of \$955 relates to base operations and \$0 relates to Vision Zero (VZ).

The deficit of \$955 related to base operations is a result of higher than anticipated usage of winter sand, winter salt and organic de-icing material of \$860 and annual winter maintenance contracts of \$118 (net) due to harsh winter conditions, higher fleet leasing costs of \$175 and repairs costs of \$167 on aging fleet, lower than anticipated signal maintenance revenue of \$621, partially offset by lower professional services and administrative costs of \$513, lower fuel costs of \$423 and labour related savings due to salary gapping of \$39.

## Consolidated Operating Surplus/(Deficit) – Continued

**Public Works Infrastructure Planning and Development** – Infrastructure Planning and Development is operating at a net surplus of \$418 before indirect allocations at year-end.

The surplus is a result of labour related savings due to staff vacancies across the division of \$1,155 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 \$578.

**Courts Services** – Court Services operated at a surplus of \$264. Of the total year end surplus, \$264 is related to Base operations and \$0 relates to operations associated with the Vision Zero Road Safety Program (VZ).

Base operations distribution to the LAMs is \$364, which is \$264 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 distribution to the LAMs is \$643, which is \$219 below the budgeted distribution of \$862. VZ charging volumes and ticket payments were 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 revenues like Victim Fine Surcharge and indirect costs like adjudication and interpreter expenses.

**Niagara Regional Housing** – Niagara Regional Housing (NRH) operated at a net deficit of \$156 before indirect allocations at year-end.

The 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** – The Niagara Regional Police Service is reporting a year-end net deficit of \$591 before indirect allocations.

This position is primarily attributable to \$417 in training and equipment expenditures associated with the implementation of the Community Safety and Policing Act (CSPA), which will be fully funded through the Police Contingency Reserve. In addition, \$192 in incremental expenditures reflects increased operational demands related to police response to calls for service across the Niagara Region.

**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 surplus after indirect allocations of \$4,874.

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

**Water** – Water Services is operating at a net surplus of \$4,345 at year-end. The surplus is primarily a result of increased water sales in the amount of \$3,248 due to household and business growth in Niagara as well as warmer and drier conditions through the year. Also contributing to the net surplus at year-end are reduced biosolids collection and disposal costs due to favourable contract pricing in the amount of \$288, labour related savings due to salary gapping of \$157, savings in utilities of \$122, less than anticipated

## Consolidated Operating Surplus/(Deficit) – Continued

emergency watermain repairs of \$244 and the share of surplus from Water and Wastewater support divisions allocated to Water Services of \$291.

**Wastewater** – Wastewater Services is operating at a net surplus of \$529 at year-end. The 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 \$1,077, favourable biosolids collection and disposal contract pricing of \$1,626, and favourable contract pricing and less usage of chemicals in the amount of \$768. These favourable variances are partly offset by \$2,308 in repairs and maintenance costs from aging infrastructure and compliance work and by \$567 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 surplus of \$2,195 and \$1,980 respectively.

**Niagara Transit Commission** – Niagara Transit Commission is operating at a net surplus of \$2,195. The surplus is the result of higher than anticipated fare revenue of \$2,404 due to increased ridership excluding UPASS; lower than budgeted fuel costs of \$2,616 due the removal of the carbon tax effective April 1, 2025, less fuel used by the City of Niagara Falls and Metrolinx, as well as the actual average rate per litre of approximately being less than the budgeted rate per litre; higher than budgeted supplemental tax revenue specific to Transit of \$903; lower than anticipated self-insurance claims and legal premium of \$394; and less spend on administrative costs such as advertising and marketing, education, training and mileage, lease payments and consulting costs of \$663. These are offset by not recognizing budgeted Provincial Gas Tax (PGT) Revenues of \$1,315 as NTC is in a surplus position; higher than budgeted vehicle supply parts and repairs and maintenance due to the aging fleet and delay in receiving new buses of \$1,074; increased labour related costs due to higher than budgeted benefit and overtime costs of \$1,160; less than budgeted fuel reimbursement from the City of Niagara Falls and Metrolinx of \$1,059; and 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 the college's student enrollment of \$518.

**Waste Management** – Waste Management Services is operating at a net surplus of \$1,980 after indirect allocations at year-end.

The surplus is a result of labour related savings due to salary gapping in the amount of \$251, administrative savings of \$459 due project efficiencies and lower than expected costs to complete strategic initiatives such as the Waste Management Strategic Plan and savings of \$264 due to education campaigns and other promotion items that were delayed due to competing priorities. Also contributing to the favourable variance are savings of \$160 resulting from lower than anticipated costs in operating contracts including base collection costs, leachate processing, and drop-off depot services which are partially offset by costs pertaining to the end of extended producer responsibility transition. The surplus was also a result of savings in cart purchases due to the pending collection changes related to provincial regulations and material processing costs. Contributing to the net operating surplus is higher than anticipated funding for the Region's household hazardous waste drop-off depots of \$166 and Waste Management's portion of incremental property tax remittances of \$197.

## 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
Labour Related Costs	\$2,231	\$2,054	\$177	7.9%
Administrative	\$155	\$96	\$58	37.6%
Operational & Supply	\$0	\$0	\$0	-14.3%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$2	\$1	\$1	59.9%
Partnership, Rebate, Exemption	\$152	\$11	\$142	93.1%
Total Expenses	\$2,541	\$2,162	\$379	14.9%
Other Revenue	-\$150	-\$11	-\$140	-93.0%
Total Revenues	-\$150	-\$11	-\$140	-93.0%
Intercompany Charges	\$5	\$0	\$4	98.4%
Total Intercompany Charges	\$5	\$0	\$4	98.4%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$2,395	\$2,152	\$244	10.2%
Total Transfers			\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$2,395	\$2,152	\$244	10.2%
Indirect Allocations & Debt	\$503	\$452	\$50	10.0%
Total Indirect Allocations & Debt	\$503	\$452	\$50	10.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$2,898	\$2,604	\$294	10.1%

# 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 operated at a surplus before indirect allocations of \$244 due to the following factors:

**Labour Related Costs** – The favourable variance of \$177 is 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 variance of \$58 is due to less than anticipated travel related expenses, registration fees, consulting costs, and promotional expenses.

**Partnership, Rebate, Exemption** – The favourable variance of \$142 is 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 variance of \$140 is 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
Administrative	\$6,576	\$6,949	-\$373	-5.7%
Occupancy & Infrastructure	\$151	\$552	-\$401	-265.6%
Equipment, Vehicles, Technology	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$46,127	\$48,637	-\$2,510	-5.4%
Financial Expenditures	\$68,893	\$53,939	\$14,954	21.7%
Total Expenses	\$121,747	\$110,078	\$11,669	9.6%
Taxation	-\$557,886	-\$560,247	\$2,361	0.4%
By-Law Charges & Sales	-\$7	-\$3	-\$4	-53.8%
Other Revenue	-\$26,127	-\$28,607	\$2,480	9.5%
Total Revenues	-\$584,020	-\$588,856	\$4,837	0.8%
Intercompany Charges	-\$97	-\$105	\$8	-8.5%
Total Intercompany Charges	-\$97	-\$105	\$8	-8.5%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	-\$462,370	-\$478,884	\$16,514	3.6%
Transfers From Funds	-\$20,117	-\$14,699	-\$5,418	-26.9%
Transfers To Funds	\$72,257	\$85,301	-\$13,044	-18.1%
Total Transfers	\$52,140	\$70,602	-\$18,462	-35.4%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	-\$410,230	-\$408,282	-\$1,948	-0.5%
Indirect Allocations & Debt	-\$116,502	-\$116,502	\$0	0.0%
Total Indirect Allocations & Debt	-\$116,502	-\$116,502	\$0	0.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	-\$526,732	-\$524,784	-\$1,948	0.4%

# 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 deficit before indirect allocations of \$1,948 due to the following factors:

**Administration** – The unfavourable year-to-date variance of \$373 is primarily due to an increase in the accrual for estimated legal claims against the Region of \$102.

**Partnership, Rebate, Exemption** – The unfavourable year-to-date variance of \$2,510 is primarily due to the following:

- Unfavorable variance of \$4,126 for the brownfield RDCs reduction program due to correction of previous years misstatements for a total of \$8,545.
- Unfavorable variance of \$7,553 for the mandatory DC exemptions made up of \$2,223 long-term care home exemption under the Bill 17, \$1,364 NPO housing grant and \$3,966 other mandatory exemptions, which was due to higher than anticipated ancillary dwelling units (ADUs).
- These unfavorable variances were partially offset by the lower than anticipated Development Charge (DC) industrial grants of \$5,845. 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, there was a favourable variance for agriculture grants of \$1,417 as a result of the reduced funding rate from commercial to industrial.

**Financial Expenditures** – The favourable forecasted variance of \$14,954 is mainly due to the favourable variance in debt charges of \$14,413. This is a result of projects with approved debt that has not yet been issued due to timing of actual project spending, which determines the timing of debt issuance. This placeholder for future debt charges is transferred to reserves, see to/from funds section below. Also, the tax write offs are forecasting favourable variance of \$651.

**Other Revenue** – The favorable year-to-date variance of \$2,480 is primarily due to the following:

- Higher than anticipated portfolio investment income of \$8,182 due to reinvestment of PPN disposals after the 2025 budget was created allowing significantly more interest revenue to be recognized.
- Higher than anticipated transfers to Development Charge and Rate reserve funds of \$3,226 due an to increase in average reserve balances. Interest allocation was set at the portfolio rate in 2025 budget methodology which is noted to be lower than the actual 2025 portfolio rate due to budgetary limitations in accordance with Reserve Policy C-F-013.

## General Government - Continued

- Lower than anticipated revenue of \$2,527 due to a delay in sale of surplus property until 2026 which is offset by corresponding favorable variance in to/from funds.

**To/From Funds** – The year-to-date unfavourable variance of \$18,462 is due to the following factors:

This is due to the timing of expected sales of surplus property which are now anticipated in 2026 (\$4,973 year-to-date). 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 \$14,413 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
Labour Related Costs	\$9,438	\$9,013	\$426	4.5%
Administrative	\$3,967	\$1,487	\$2,481	62.5%
Operational & Supply	\$64	\$39	\$26	40.2%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$235	\$241	-\$5	-2.3%
Partnership, Rebate, Exemption	\$215	\$53	\$162	75.5%
Financial Expenditures	\$0	\$0	\$0	0.0%
<b>Total Expenses</b>	<b>\$13,920</b>	<b>\$10,831</b>	<b>\$3,089</b>	<b>22.2%</b>
Federal & Provincial Grants	-\$1,050	\$0	-\$1,050	-100.0%
By-Law Charges & Sales	-\$69	-\$50	-\$20	-28.5%
Other Revenue	-\$1,791	-\$1,305	-\$486	-27.1%
<b>Total Revenues</b>	<b>-\$2,910</b>	<b>-\$1,355</b>	<b>-\$1,555</b>	<b>-53.5%</b>
Intercompany Charges	-\$281	-\$292	\$11	-3.8%
<b>Total Intercompany Charges</b>	<b>-\$281</b>	<b>-\$292</b>	<b>\$11</b>	<b>-3.8%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$10,729</b>	<b>\$9,185</b>	<b>\$1,544</b>	<b>14.4%</b>
Transfers From Funds	-\$669	-\$669	\$0	0.0%
Transfers To Funds	\$109	\$621	-\$512	-471.7%
<b>Total Transfers</b>	<b>-\$560</b>	<b>-\$48</b>	<b>-\$512</b>	<b>-91.5%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$10,169</b>	<b>\$9,137</b>	<b>\$1,032</b>	<b>10.1%</b>
Indirect Allocations & Debt	-\$325	-\$1,507	\$1,182	363.5%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$325</b>	<b>-\$1,507</b>	<b>\$1,182</b>	<b>363.5%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$9,844</b>	<b>\$7,630</b>	<b>\$2,214</b>	<b>22.5%</b>

# 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 operated at a surplus before indirect allocations of \$1,032 due to the following factors:

**Labour Related Costs** – The favourable variance of \$426 is due to vacant positions throughout the year in all divisions.

**Administration** - The favourable variance of \$2,481 is primarily due to the timing of consulting costs related to project work. Included is a favourable variance is \$1,812 for project work that is externally funded which is planned to be completed in 2026 and is partially offset in Federal and Provincial Grants and Other Revenue noted below. Also included are savings of \$356 in consulting costs associated with Development Charge projects which is partially offset in Other Revenue noted below. Committed and unspent consulting of \$222 has been encumbered at year-end and are included, and offset, in the Transfers section below.

**Partnership, Rebate and Exemption** – The favourable variance of \$162 is driven by the timing of project related work. Committed and unspent contributions of \$290 have been encumbered at year-end and are included, and offset, in the Transfers section below.

**Federal and Provincial Grants** – The unfavourable variance of \$1,050 is due to timing of project related revenues which are expected to be received in 2026 which is fully offset in Administration noted above.

**Other Revenue** - The unfavourable variance of \$486 is mainly due to the deferral of external funding revenues related to project work of \$354 which is fully offset in Administration noted above. Also contributing to the unfavourable variance is the reduction of Development Charge revenues of \$132 related to legislative changes effective March 31, 2025, whereby the Region no longer has planning approval authority.

**Transfers** – The unfavourable variance of \$512 is due to the committed and unspent 2025 budget being encumbered at year-end as noted above in Administration and Partnership, Rebate and Exemption.

## 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
Labour Related Costs	\$10,697	\$12,634	-\$1,937	-18.1%
Administrative	\$3,432	\$3,390	\$42	1.2%
Operational & Supply	\$441	\$156	\$285	64.6%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$97	\$18	\$79	81.9%
Partnership, Rebate, Exemption	\$178	\$216	-\$38	-21.1%
Financial Expenditures	\$0	\$1	-\$1	0.0%
<b>Total Expenses</b>	<b>\$14,845</b>	<b>\$16,414</b>	<b>-\$1,569</b>	<b>-10.6%</b>
Federal & Provincial Grants	-\$193	-\$151	-\$42	-21.7%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%
Other Revenue	-\$107	-\$471	\$364	340.5%
<b>Total Revenues</b>	<b>-\$300</b>	<b>-\$622</b>	<b>\$323</b>	<b>107.6%</b>
Intercompany Charges	\$22	\$15	\$7	31.3%
<b>Total Intercompany Charges</b>	<b>\$22</b>	<b>\$15</b>	<b>\$7</b>	<b>31.3%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$14,567</b>	<b>\$15,807</b>	<b>-\$1,240</b>	<b>-8.5%</b>
Transfers From Funds	-\$608	-\$608	\$0	0.0%
Transfers To Funds	\$0	\$170	-\$170	0.0%
<b>Total Transfers</b>	<b>-\$608</b>	<b>-\$437</b>	<b>-\$170</b>	<b>-28.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$13,959</b>	<b>\$15,370</b>	<b>-\$1,410</b>	<b>-10.1%</b>
Indirect Allocations & Debt	-\$9,215	-\$10,663	\$1,448	15.7%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$9,215</b>	<b>-\$10,663</b>	<b>\$1,448</b>	<b>15.7%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$4,744</b>	<b>\$4,707</b>	<b>\$37</b>	<b>0.8%</b>

# 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 operated at a deficit before indirect allocations of \$1,410 due to the following factors:

**Labour Related Costs** – The unfavourable variance of \$1,937 was primarily due to labour relations pressures, including an unfavourable variance in Region benefits of \$390. Additionally included is an unfavourable variance of \$277 of union leader costs which is offset by union chargebacks in other revenues noted below.

**Administration** - The favourable variance of \$42 is mainly driven by timing of consulting costs of \$366, offset by unfavourable external legal costs associated with labour relations of \$153 and unfavourable other professional services costs of \$81. Encumbrances of \$159 have been applied and are included in the transfers below.

**Operational & Supply** - The favourable variance of \$285 is due to timing of corporate training costs. Encumbrances of \$11 have been applied and are included in the transfers below.

**Equipment, Vehicles and Technology** – The favourable variance of \$79 is due to lower than anticipated IT and computer software license expenses.

**Partnership, Rebate, Exemptions** – The unfavourable variance of \$38 is due to the timing of grant program awards within Economic Development.

**Federal & Provincial Grants** – The unfavourable variance of \$42 is mainly due to the timing of Community Economic Development and Diversification Grants.

## Corporate Administration - Continued

**Other Revenue** - The favourable variance of \$364 is mainly due to higher than anticipated union charge backs of \$276 partially offset in Labour Related Costs noted above.

**Transfers** – The unfavourable variance of \$170 is due to 2025 encumbrances for internal audit of waste management of \$107, workforce scheduler implementation of \$30, and leader trainings of \$13.

## 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
Labour Related Costs	\$25,897	\$25,917	-\$20	-0.1%
Administrative	\$11,133	\$9,491	\$1,642	14.8%
Operational & Supply	\$321	\$232	\$88	27.5%
Occupancy & Infrastructure	\$12,357	\$12,371	-\$14	-0.1%
Equipment, Vehicles, Technology	\$6,414	\$4,517	\$1,897	29.6%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$3	-\$3	0.0%
Total Expenses	\$56,121	\$52,530	\$3,591	6.4%
By-Law Charges & Sales	-\$338	-\$385	\$46	13.7%
Other Revenue	-\$1,421	-\$1,353	-\$68	-4.8%
Total Revenues	-\$1,759	-\$1,737	-\$22	-1.2%
Intercompany Charges	-\$131	-\$92	-\$39	29.8%
Total Intercompany Charges	-\$131	-\$92	-\$39	29.8%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$54,231	\$50,701	\$3,530	6.5%
Transfers From Funds	-\$972	-\$972	\$0	0.0%
Transfers To Funds	\$757	\$875	-\$118	-15.6%
Total Transfers	-\$215	-\$97	-\$118	-54.9%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$54,017	\$50,605	\$3,412	6.3%
Indirect Allocations & Debt	-\$53,987	-\$50,564	-\$3,423	-6.3%
Total Indirect Allocations & Debt	-\$53,987	-\$50,564	-\$3,423	-6.3%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$30	\$41	-\$11	-36.5%

# 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 surplus before indirect allocations of \$3,412 due to the following factors:

**Labour Related Costs** – The unfavourable variance of \$20 is due to Corporate Services divisions operating near full complement for the majority of the year.

**Administration** - The favourable variance of \$1,642 is mainly due to savings in insurance premium of \$383, audit fees of \$67, training of \$94, membership fees of \$65 and timing of spend in legal claim related costs of \$248. There was also savings in consulting and other professional services of \$894, of which \$118 has been encumbered at the end of the 2025 year and included in the transfers to reserves variance below. This is partially offset by an unfavourable variance in external legal costs of \$118.

**Equipment, Vehicles, Technology** - The favourable variance of \$1,897 is 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.

**Transfers** - The unfavourable variance of \$118 is due to 2025 encumbrances for social procurement of \$102 and tax advisory consulting of \$16.

## 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
Labour Related Costs	\$11,243	\$11,398	-\$155	-1.4%
Administrative	\$294	\$480	-\$186	-63.1%
Operational & Supply	\$230	\$316	-\$86	-37.5%
Occupancy & Infrastructure	\$38	\$48	-\$10	-26.2%
Equipment, Vehicles, Technology	\$93	\$474	-\$381	-410.7%
Community Assistance	\$186,671	\$128,702	\$57,969	31.1%
Financial Expenditures	\$0	\$2	-\$2	0.0%
Total Expenses	\$198,569	\$141,419	\$57,150	28.8%
Federal & Provincial Grants	-\$193,455	-\$136,459	-\$56,995	-29.5%
By-Law Charges & Sales	-\$547	-\$955	\$408	74.6%
Other Revenue	\$0	-\$65	\$65	0.0%
Total Revenues	-\$194,001	-\$137,479	-\$56,522	-29.1%
Intercompany Charges	\$463	\$435	\$28	6.1%
Total Intercompany Charges	\$463	\$435	\$28	6.1%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$5,030	\$4,374	\$656	13.0%
Transfers To Funds	\$1,524	\$1,531	-\$7	-0.5%
Total Transfers	\$1,524	\$1,531	-\$7	-0.5%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$6,555	\$5,905	\$649	9.9%
Indirect Allocations & Debt	\$3,809	\$3,884	-\$75	-2.0%
Total Indirect Allocations & Debt	\$3,809	\$3,884	-\$75	-2.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$10,364	\$9,790	\$574	5.5%

# 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 centres, 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 centres 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 operated at a net surplus of \$649 (9.9 per cent of the net budget). The following factors contribute to this variance:

**Labour Related Costs** – The unfavourable variance of \$155 is due to additional replacement pay required for the Region's directly operated centres as a result of maximizing operating capacity supported through CWELCC funding allocations.

**Administrative** – The unfavourable variance of \$186 is due to EarlyON programming materials supported through Ministry of Education funding.

**Equipment, Vehicles and Technology** – The unfavourable variance of \$381 is mainly due to installation of safety barriers required by the Ministry of Education along with equipment required for maximizing operating capacity for the Region's directly operated child care centres. These costs were supported through CWELCC funding allocations.

**Community Assistance** – The favourable variance of \$57,969 is mainly due to a repayable of an operating capacity holdback of CWELCC funds to the Ministry of Education (\$1,700), deferred funding for expansion (\$12,755) and a lower than anticipated allocation to service providers as a result of applying the new CWELCC funding formula and new childcare spaces that are not yet operational (\$45,128). This variance will be offset by reduced Federal and Provincial Grants below.

**Federal & Provincial Grants** – As noted above, the unfavourable variance of \$56,995 relates to the variances outlined in Community Assistance above.

**By-Law Charges & Sales** – The favourable variance of \$408 is due to higher than anticipated full fee revenue from the Region's five 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
Labour Related Costs	\$6,035	\$6,514	-\$479	-7.9%
Administrative	\$206	\$461	-\$255	-123.4%
Operational & Supply	\$1,519	\$1,118	\$401	26.4%
Occupancy & Infrastructure	\$161	\$358	-\$198	-123.1%
Equipment, Vehicles, Technology	\$3	\$2	\$1	29.9%
Community Assistance	\$19,772	\$19,546	\$225	1.1%
<b>Total Expenses</b>	<b>\$27,695</b>	<b>\$28,000</b>	<b>-\$304</b>	<b>-1.1%</b>
Federal & Provincial Grants	-\$35,576	-\$32,018	-\$3,558	-10.0%
Other Revenue	-\$169	-\$222	\$53	31.2%
<b>Total Revenues</b>	<b>-\$35,745</b>	<b>-\$32,239</b>	<b>-\$3,505</b>	<b>-9.8%</b>
Intercompany Charges	\$1,045	\$1,103	-\$58	-5.6%
<b>Total Intercompany Charges</b>	<b>\$1,045</b>	<b>\$1,103</b>	<b>-\$58</b>	<b>-5.6%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$7,005</b>	<b>-\$3,137</b>	<b>-\$3,868</b>	<b>-55.2%</b>
Transfers To Funds	\$12,821	\$9,000	\$3,821	29.8%
<b>Total Transfers</b>	<b>\$12,821</b>	<b>\$9,000</b>	<b>\$3,821</b>	<b>29.8%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$5,817</b>	<b>\$5,863</b>	<b>-\$47</b>	<b>-0.8%</b>
Indirect Allocations & Debt	\$953	\$960	-\$7	-0.8%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$953</b>	<b>\$960</b>	<b>-\$7</b>	<b>-0.8%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$6,770</b>	<b>\$6,824</b>	<b>-\$54</b>	<b>-0.8%</b>

# Homelessness Services and Community Engagement - Continued

## 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 has a year-end operating deficit before indirect allocations of \$47. The following factors contribute to these variances:

**Labour Related Costs** - The unfavorable variance of \$479 is due to higher-than-anticipated staffing and overtime requirements in directly operated shelters and bridge housing.

**Administration** – The unfavorable variance of \$255 is primarily due to Veterans homelessness program costs offset by unbudgeted federal and provincial grants.

**Operational & Supply** – The favorable variance of \$401, respectively are due to \$404 in transitional housing budgeted costs being allocated to community assistance.

**Occupancy & Infrastructure** – The unfavorable variance of \$198 is primarily due to the increase in security costs to support local community.

**Community Assistance** - The favorable variances of \$225, are primarily due to timing of one-time initiatives offset by startup costs associated with the contracting of the two directly operated shelters to an agency.

**Federal & Provincial Grants** – The unfavorable variance of \$3,558, relates to \$3,821 funding received in the HPP investment plan that was allocated to NRH capital projects that will not be recognized until it is spent. Remainder was offset by veteran funding.

**Transfers** – The favourable variance of \$3,821 is primarily due to the timing of HPP capital funding allocated to NRH capital projects that will be recognized once spent.

## 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
Labour Related Costs	\$120,226	\$125,492	-\$5,266	-4.4%
Administrative	\$965	\$1,084	-\$119	-12.4%
Operational & Supply	\$9,745	\$9,777	-\$32	-0.3%
Occupancy & Infrastructure	\$5,714	\$5,736	-\$22	-0.4%
Equipment, Vehicles, Technology	\$2,028	\$2,740	-\$712	-35.1%
Community Assistance	\$10	\$25	-\$15	-148.0%
Financial Expenditures	\$0	\$44	-\$44	0.0%
Total Expenses	\$138,688	\$144,898	-\$6,210	-4.5%
Federal & Provincial Grants	-\$104,494	-\$103,685	-\$810	-0.8%
By-Law Charges & Sales	-\$1,121	-\$1,128	\$7	0.6%
Other Revenue	-\$26,674	-\$28,834	\$2,159	8.1%
Total Revenues	-\$132,290	-\$133,646	\$1,357	1.0%
Intercompany Charges	\$696	\$454	\$243	34.8%
Total Intercompany Charges	\$696	\$454	\$243	34.8%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$7,094	\$11,706	-\$4,611	-65.0%
Transfers To Funds	\$2,411	\$1,563	\$848	35.2%
Total Transfers	\$2,411	\$1,563	\$848	35.2%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$9,505	\$13,269	-\$3,764	-39.6%
Indirect Allocations & Debt	\$22,948	\$22,925	\$23	0.1%
Total Indirect Allocations & Debt	\$22,948	\$22,925	\$23	0.1%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$32,453	\$36,193	-\$3,741	-11.5%

# 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 has an operating deficit before indirect allocations of \$3,764 at year-end. The following factors contributed to this overall variance:

**Labour Related Costs** – The unfavourable variance of \$5,266 is 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), significant lieu bank payouts for front-line staff in Q4 (\$541) 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 (\$1,431).

**Administrative** – The unfavourable variance of \$119 is 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.

**Equipment, Vehicles, Technology** – The unfavourable variance of \$712 is 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 variance of \$810 is 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 variance of \$2,159 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.

**Intercompany Charges** – The favourable variance of \$243 is primarily due to lower than anticipated expenses allocated from Community Services Central Admin.

**Transfer Between Funds** – The favourable 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
Labour Related Costs	\$21,024	\$20,809	\$215	1.0%
Administrative	\$729	\$551	\$178	24.4%
Operational & Supply	\$352	\$49	\$302	85.9%
Occupancy & Infrastructure	\$1	\$19	-\$19	-3745.4%
Equipment, Vehicles, Technology	\$171	\$131	\$40	23.6%
Community Assistance	\$120,458	\$143,231	-\$22,773	-18.9%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%
Total Expenses	\$142,735	\$164,791	-\$22,056	-15.5%
Federal & Provincial Grants	-\$129,536	-\$152,764	\$23,228	17.9%
Other Revenue	-\$15	-\$52	\$37	248.2%
Total Revenues	-\$129,551	-\$152,816	\$23,265	18.0%
Intercompany Charges	\$25	\$1,093	-\$1,068	-4334.6%
Total Intercompany Charges	\$25	\$1,093	-\$1,068	-4334.6%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$13,209	\$13,068	\$141	1.1%
Total Transfers			\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$13,209	\$13,068	\$141	1.1%
Indirect Allocations & Debt	\$4,917	\$4,941	-\$23	-0.5%
Total Indirect Allocations & Debt	\$4,917	\$4,941	-\$23	-0.5%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$18,126	\$18,009	\$118	0.6%

# Social Assistance and Employment Opportunities - Continued

## 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 end operating surplus before indirect allocations of \$141. The following factors contribute to these variances:

**Labour Related Costs** - The favourable variance of \$215 are due to ongoing recruitment and retention challenges.

**Administration** – The favourable variance of \$178 are primarily due to postage savings from the postal strike along with efficiencies from technology.

**Operational & Supply** - The favourable variance of \$302 respectively are due to \$250 in direct client benefits being allocated to community assistance.

**Community Assistance** - The unfavourable forecasted variance of \$22,773 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 variance of \$23,228 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.

**Intercompany Charges** – The unfavourable variance of \$1,068 is primarily due to higher than anticipated expenses allocated from Community Services Central Admin.

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

	Year to Date	Year to Date	Year to Date	
	Budget	Actual	Budget vs Actual Variance Amount	Budget vs Actual Variance Percentage
Labour Related Costs	\$6,826	\$7,085	-\$258	-3.8%
Administrative	\$463	\$248	\$215	46.4%
Operational & Supply	\$125	\$134	-\$9	-7.4%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$154	\$102	\$52	33.6%
Community Assistance	\$39,774	\$35,612	\$4,162	10.5%
Financial Expenditures	\$0	-\$1	\$1	0.0%
<b>Total Expenses</b>	<b>\$47,342</b>	<b>\$43,180</b>	<b>\$4,162</b>	<b>8.8%</b>
Federal & Provincial Grants	-\$16,686	-\$14,949	-\$1,737	-10.4%
By-Law Charges & Sales	-\$271	-\$68	-\$203	-75.1%
Other Revenue	-\$382	-\$1,035	\$654	171.1%
<b>Total Revenues</b>	<b>-\$17,339</b>	<b>-\$16,052</b>	<b>-\$1,287</b>	<b>-7.4%</b>
Intercompany Charges	\$30	\$14	\$15	51.9%
<b>Total Intercompany Charges</b>	<b>\$30</b>	<b>\$14</b>	<b>\$15</b>	<b>51.9%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$30,033</b>	<b>\$27,142</b>	<b>\$2,891</b>	<b>9.6%</b>
Transfers From Funds	-\$1,958	-\$1,958	\$0	0.0%
Transfers To Funds	\$1,635	\$3,503	-\$1,868	-114.2%
<b>Total Transfers</b>	<b>-\$323</b>	<b>\$1,545</b>	<b>-\$1,868</b>	<b>-578.2%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$29,710</b>	<b>\$28,687</b>	<b>\$1,023</b>	<b>3.4%</b>
Indirect Allocations & Debt	-\$2,373	-\$2,417	\$44	1.9%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$2,373</b>	<b>-\$2,417</b>	<b>\$44</b>	<b>1.9%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$27,337</b>	<b>\$26,270</b>	<b>\$1,067</b>	<b>3.9%</b>

# 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 operated at a net operating surplus before indirect allocations of \$1,023. The following factors contribute to this variance:

**Labour Related Costs** – The unfavourable variance of \$258 is 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 variance of \$215 is primarily due to consulting work related to new service agreements for housing providers reaching end of mortgage (EOM) that was budgeted but was not needed, as well as the timing of spend on the building condition assessment work for housing providers to support the EOM strategy. Unspent consulting dollars of \$188 have been encumbered at year-end and are included in Transfers below.

**Equipment, Vehicles and Technology** – The favourable variance of \$52 is 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 favourable variance of \$4,162 is partially due to budget timing of the funding advances for the Canada-Ontario Community Housing Initiative (COCHI) Last Mile and new development funding related to the Lions Douglas Heights Seniors housing development project for \$2,075 that is currently under construction and expected to be completed and funded in 2026, as well as K3D heat control system upgrades for providers. Surplus amounts associated with the K3D systems of \$80 that have been committed to housing providers are included in the 2025 encumbrances in the Transfers below. Also contributing to the surplus are subsidies recovered from housing providers with lower than anticipated rent-gear-to-income (RGI) units, and capital grants of \$1,600 not required for housing providers under the Capital Loan and Grant program or under the EOM strategy as staff continue to work with housing providers on new service agreements as they come to the end of their mortgage term. These surpluses are offset by a higher than anticipated uptake and subsidy cost in the Welcome Home Niagara Homeownership program.

**Federal & Provincial Grants** – The unfavourable variance of \$1,737 is mainly due to lower than budgeted payments to date for the COCHI Last Mile and new development funding for the Lions Douglas Heights Seniors development noted above in Community Assistance, offset by funding allocated to ministry-funded programs, as revenue is recognized based on actual expenses incurred.

**By-Law Charges & Sales** – The unfavourable variance of \$203 is 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.

## Housing Services - Continued

**Other Revenue** – The favourable variance of \$654 is 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.

**Transfers** – The unfavourable variance of \$1,868 is due to 2025 encumbrances for K3D heat control system upgrades of \$80, building condition assessment work for non-profit and co-operative housing providers of \$188, and the transfer back to the Housing Services Reserve of unused funds related to capital subsidy funding for housing providers under the EOM strategy and the capital loan and grant program of \$1,600.

## 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
Labour Related Costs	\$40,533	\$37,897	\$2,636	6.5%
Administrative	\$908	\$764	\$145	15.9%
Operational & Supply	\$5,497	\$5,206	\$292	5.3%
Occupancy & Infrastructure	\$257	\$235	\$23	8.8%
Equipment, Vehicles, Technology	\$449	\$323	\$126	28.1%
Community Assistance	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%
<b>Total Expenses</b>	<b>\$47,645</b>	<b>\$44,424</b>	<b>\$3,221</b>	<b>6.8%</b>
Federal & Provincial Grants	-\$38,984	-\$39,363	\$380	1.0%
By-Law Charges & Sales	-\$91	-\$59	-\$32	-35.3%
Other Revenue	\$0	-\$107	\$107	0.0%
<b>Total Revenues</b>	<b>-\$39,074</b>	<b>-\$39,529</b>	<b>\$455</b>	<b>1.2%</b>
Intercompany Charges	-\$78	-\$100	\$22	-28.2%
<b>Total Intercompany Charges</b>	<b>-\$78</b>	<b>-\$100</b>	<b>\$22</b>	<b>-28.2%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$8,493</b>	<b>\$4,796</b>	<b>\$3,697</b>	<b>43.5%</b>
Transfers To Funds	\$165	\$165	\$0	0.0%
<b>Total Transfers</b>	<b>\$165</b>	<b>\$165</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$8,658</b>	<b>\$4,961</b>	<b>\$3,697</b>	<b>42.7%</b>
Indirect Allocation	\$7,156	\$6,886	\$270	3.8%
Capital Financing Allocation	\$3,198	\$3,205	-\$8	-0.2%
Indirect Allocations & Debt	\$10,353	\$10,091	\$262	2.5%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$10,353</b>	<b>\$10,091</b>	<b>\$262</b>	<b>2.5%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$19,011</b>	<b>\$15,052</b>	<b>\$3,959</b>	<b>20.8%</b>

# Public Health & Mental Health Services - Continued

## 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 broken down to the following divisions: Medical, Clinical Services (including Mental Health), Environmental Health, Family and Community Health, and Health Promotion & Foundational Standards.

## Variance Analysis (in thousands of dollars)

Public Health General and Mental Health is operating at a year-end surplus before indirect allocations of \$3,697. The following major factors contribute to this overall favourable variance:

**Labour Related Costs** – the favourable year-end variance of \$2,636 is primarily due to gapping from temporary vacancies and turnover, including several high value medical positions. \$550 of the gapping is offset with revenue reductions.

**Administrative** – the favourable year-end variance of \$145 is primarily due to underspending in cell charges, travel, marketing, and office expenses, netted with overspending in professional fees related to the recruitment of physicians.

**Operational & Supply** – the favourable year-end variance of \$292 is due to underspending of \$130 Harm Reduction in Motion costs and \$68 HART Hub program costs (both offset with lower grant revenues), underspending of \$100 psychiatrist sessional fees (delay in acquiring a psychiatrist), and \$76 Health Promotion program costs (due to understaffing), netted with \$58 overspending in medical supplies and an \$80 unbudgeted retro psychiatrist grant payout (offset with grant revenue).

**Occupancy & Infrastructure** – the favourable year-end variance of \$23 is due to lower than budgeted leasing and janitorial costs for the Schmon Mental Health offices.

**Equipment, Vehicles, Technology** – the favourable year-end variance of \$126 is due to lower than anticipated spending of \$55 on small tools and equipment (primarily in the dental programs) and \$72 on software.

**Federal & Provincial Grants** – the favourable year-end variance of \$380 is due to unbudgeted one-time 2024-25 provincial grants for Covid/RSV/PHI Practicum totaling \$741 (of which \$455 was booked as a prior period subsidy adjustment), \$197 increase in base funding for the Mental Health programs, \$37 carryover balance of unspent 2024-25 MCCSS grant, unbudgeted one-time Early Psychosis Intervention grant of \$44 and one-time retro psychiatrist grant of \$80 (offset with higher program costs), netted with a \$336 reduction in the medical top-up and IPAC Hub grants (offset with gapping) and a \$130 reduction of the Health Canada grant for the Harm Reduction in Motion initiative (offset with lower program costs).

**Other Revenue** – the favourable year-end variance of \$107 reflects a one-time Niagara Health grant of \$68 (offset with a labour cost increase), and unbudgeted union billings of \$22.

## 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
Labour Related Costs	\$67,508	\$68,338	-\$830	-1.2%
Administrative	\$775	\$782	-\$7	-0.9%
Operational & Supply	\$5,336	\$4,928	\$408	7.6%
Occupancy & Infrastructure	\$642	\$700	-\$58	-9.0%
Equipment, Vehicles, Technology	\$2,880	\$2,842	\$38	1.3%
Financial Expenditures	\$0	\$2	-\$2	0.0%
<b>Total Expenses</b>	<b>\$77,141</b>	<b>\$77,591</b>	<b>-\$451</b>	<b>-0.6%</b>
Federal & Provincial Grants	-\$44,913	-\$44,934	\$20	0.0%
By-Law Charges & Sales	-\$3	-\$4	\$1	43.2%
Other Revenue	-\$686	-\$1,424	\$738	107.6%
<b>Total Revenues</b>	<b>-\$45,603</b>	<b>-\$46,362</b>	<b>\$759</b>	<b>1.7%</b>
Intercompany Charges	\$2,614	\$2,610	\$4	0.2%
<b>Total Intercompany Charges</b>	<b>\$2,614</b>	<b>\$2,610</b>	<b>\$4</b>	<b>0.2%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$34,152</b>	<b>\$33,840</b>	<b>\$313</b>	<b>0.9%</b>
Transfers From Funds	-\$1,862	-\$1,862	\$0	0.0%
Transfers To Funds	\$298	\$419	-\$121	-40.5%
<b>Total Transfers</b>	<b>-\$1,564</b>	<b>-\$1,443</b>	<b>-\$121</b>	<b>-7.7%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$32,588</b>	<b>\$32,396</b>	<b>\$192</b>	<b>0.6%</b>
Indirect Allocations & Debt	\$13,963	\$13,398	\$565	4.0%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$13,963</b>	<b>\$13,398</b>	<b>\$565</b>	<b>4.0%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$46,551</b>	<b>\$45,794</b>	<b>\$757</b>	<b>1.6%</b>

# 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 a favourable year-end variance of \$192 before indirect allocations. The following major factors contribute to this favourable variance:

**Labour Related Costs** – the unfavourable year variance of \$830 is primarily due to higher than budgeted overtime and lieu costs of \$1,212, salaries of \$89 and shift premium of \$54. This is partially offset by savings in benefits such as health and dental coverage of \$319 as well as lower than budgeted spending on WSIB of \$224.

**Administration** – the unfavourable year-end variance of \$7 is primarily driven by an unfavourable variance of \$65 in external legal fees associated with the latest collective agreement. This is partially offset by lower than budgeted staff development costs with a favourable year-end variance of \$57.

**Operational & Supply** – the favourable year-end variance of \$408 is due to savings in program supplies and services of \$343, medical supplies of \$64, and community paramedicine remote patient monitoring services of \$54. This is partially offset by an unfavourable variance in linen services due to a new contract of \$60.

**Occupancy & Infrastructure** – The unfavourable year-end variance of \$58 is due to higher than budgeted lease costs.

**Equipment, Vehicles, Technology** – the favourable year-end variance of \$38 is due to lower than budgeted fuel costs of \$371 and software license and support costs of \$73. This is offset by unfavourable variances in vehicle repair and maintenance costs of \$123 equipment costs of \$283.

**Federal & Provincial Grants** – the favourable year-end variance of \$20 is mainly due to unbudgeted one-time and base ministry funding in Ambulance Communications of \$278 and one-time funding in Community Paramedicine for a social prescribing program of \$20. This is offset by returnables in the community paramedicine programs of \$171.

**Other Revenue** – the favourable year-end variance is \$738 and is driven by higher than budgeted revenue from special events of \$451, with the majority of this related to evacuees from Manitoba that were temporarily housed in Niagara. In addition, there were higher than budgeted revenues from union billings of \$224 and proceeds from the sale of vehicles of \$121 (offset below in transfers).

**Transfers to Reserve** – the unfavourable year-end variance is \$121 and is the revenue amount received from the sale of vehicles which is transferred back to reserves to support future capital purchases.

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

	Year to Date	Year to Date	Year to Date	Year to Date
	Budget	Actual	Budget vs Actual Variance Amount	Budget vs Actual Variance Percentage
Labour Related Costs	\$19,472	\$19,430	\$42	0.2%
Administrative	\$3,988	\$1,509	\$2,478	62.1%
Operational & Supply	\$12,185	\$12,211	-\$26	-0.2%
Occupancy & Infrastructure	\$847	\$742	\$104	12.3%
Equipment, Vehicles, Technology	\$4,740	\$4,427	\$313	6.6%
Partnership, Rebate, Exemption	\$507	\$307	\$200	39.5%
Financial Expenditures	\$0	-\$6	\$6	0.0%
<b>Total Expenses</b>	<b>\$41,738</b>	<b>\$38,620</b>	<b>\$3,118</b>	<b>7.5%</b>
By-Law Charges & Sales	-\$2,244	-\$1,927	-\$317	-14.1%
Other Revenue	-\$781	-\$800	\$19	2.4%
<b>Total Revenues</b>	<b>-\$3,025</b>	<b>-\$2,727</b>	<b>-\$298</b>	<b>-9.9%</b>
Intercompany Charges	-\$6,267	-\$4,532	-\$1,735	27.7%
<b>Total Intercompany Charges</b>	<b>-\$6,267</b>	<b>-\$4,532</b>	<b>-\$1,735</b>	<b>27.7%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$32,446</b>	<b>\$31,361</b>	<b>\$1,085</b>	<b>3.3%</b>
Transfers From Funds	-\$2,710	-\$2,710	\$0	0.0%
Transfers To Funds	\$863	\$2,807	-\$1,945	-225.5%
Expense Allocations To Capital	-\$140	-\$45	-\$95	-67.6%
<b>Total Transfers</b>	<b>-\$1,987</b>	<b>\$52</b>	<b>-\$2,039</b>	<b>-102.6%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$30,459</b>	<b>\$31,414</b>	<b>-\$955</b>	<b>-3.1%</b>
Indirect Allocations & Debt	\$53,200	\$53,387	-\$187	-0.4%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$53,200</b>	<b>\$53,387</b>	<b>-\$187</b>	<b>-0.4%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$83,659</b>	<b>\$84,800</b>	<b>-\$1,142</b>	<b>-1.4%</b>

# Public Works Transportation - Continued

## What does Transportation Services do?

Transportation Services is responsible for the planning, design, construction, operation and maintenance of approx. 1,737 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 deficit before indirect allocations of \$955, with the factors noted below contributing to this deficit.

Of the total deficit noted above, a deficit of \$955 relates to base operations and \$0 relates to Vision Zero Road Safety Program (VZRSP). Effective November 14, 2025, the Province of Ontario terminated the use of all municipal Automated Speed Enforcement cameras. As a result, there are variances between VZRSP budget and actual operating results included in the results below.

**Labour Related Costs** – The favourable variance of \$42 is primarily due to delays in filling vacant positions. Savings related to VZRSP are \$3.

**Administration** – The favourable variance of \$2,478 is primarily due to VZRSP savings of \$1,966 with remainder of \$512 in base operations due to: timing differences in anticipated consulting fees of \$107; savings in legal and other professional service fees of \$260; reduced staff development of \$51; and other administrative costs of \$94. Of this unspent budget, \$1,123 for future consulting engagements has been included in the 2025 encumbrances reported in Transfers to Funds.

**Operational & Supply** – The unfavourable variance of \$26 is due to: harsh winter conditions resulting in higher than anticipated usage of winter sand, winter salt, snow fence and organic de-icing material of \$860; higher annual winter maintenance contracts of \$427; and higher forestry contracts of \$140; offset by savings related to VZRSP of \$506; lower usage of traffic signal, sign, pavement marking materials and contracts of \$435; lower usage of patrol yard hired equipment services and storm sewer drain maintenance of \$315; lower usage of other program specific supplies and materials of \$68. 2025 encumbrances reported in Transfers to Funds include \$868 committed to future public works hired equipment services.

**Occupancy & Infrastructure** – The favourable variance of \$104 is due to lower than anticipated electricity costs of \$56 and lower other occupancy and infrastructure services of \$48.

**Equipment, Vehicles, Technology** – The favourable variance of \$313 is primarily due to: lower fuel costs of \$423 on lower fuel prices; lower vehicle parts supply costs of \$171; and savings related to VZRSP of \$243 on equipment rentals; offset by higher external repairs of \$338 and higher leasing costs of \$175 on an aging fleet; and minor equipment and technology costs of \$11.

**Partnership, Rebate, Exemption** – The favourable variance of \$200 is due to lower than anticipated Local Area Municipality (LAM) grants associated with Greater Niagara Circle Route initiatives and bicycle network facilities funding for LAMs of \$160, and VZRSP grant funding of \$40. Of this unspent budget, \$173 for future grant funding has been included in the 2025 encumbrances reported in Transfers to Funds.

**By-Law Charges & Sales Costs** – The unfavourable variance of \$317 is primarily due to lower than anticipated signal maintenance revenue of \$621 from deferred new LAM signal builds and other by-law charges of \$6 offset by higher-than-expected vehicle accident damage recoveries of \$310.

## Public Works Transportation - Continued

**Other Revenue** – The favourable variance of \$19 is primarily to higher other revenue and expense reimbursement of \$130 offset by lower proceeds from sale of equipment of \$111.

**Intercompany Charges** – The unfavourable variance of \$1,735 is due to lower allocations from Courts Services related to VZRSP of \$1,586 and lower Fleet and other allocations of \$149.

**Transfers to Funds** – The unfavourable variance of \$2,039 relates primarily to 2025 encumbrances of \$2,164 and reduced expense allocations to capital of \$94, offset by lower transfer of Automated Enforcement, through the VZRSP, net revenues of \$219 to its dedicated reserve for future use.

## 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
Labour Related Costs	\$5,058	\$3,904	\$1,155	22.8%
Administrative	\$477	\$497	-\$20	-4.2%
Operational & Supply	\$16	\$25	-\$9	-52.3%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$15	\$15	\$0	0.3%
Financial Expenditures	\$0	\$6	-\$6	0.0%
<b>Total Expenses</b>	<b>\$5,567</b>	<b>\$4,447</b>	<b>\$1,120</b>	<b>20.1%</b>
By-Law Charges & Sales	-\$1,806	-\$1,229	-\$578	-32.0%
Other Revenue	\$0	-\$18	\$18	0.0%
<b>Total Revenues</b>	<b>-\$1,806</b>	<b>-\$1,247</b>	<b>-\$560</b>	<b>-31.0%</b>
Intercompany Charges	-\$563	-\$506	-\$57	10.1%
<b>Total Intercompany Charges</b>	<b>-\$563</b>	<b>-\$506</b>	<b>-\$57</b>	<b>10.1%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$3,198</b>	<b>\$2,694</b>	<b>\$503</b>	<b>15.7%</b>
Transfers From Funds	-\$219	-\$219	\$0	0.0%
Transfers To Funds	\$0	\$85	-\$85	0.0%
<b>Total Transfers</b>	<b>-\$219</b>	<b>-\$134</b>	<b>-\$85</b>	<b>-38.9%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$2,978</b>	<b>\$2,560</b>	<b>\$418</b>	<b>14.0%</b>
Indirect Allocations & Debt	\$626	\$542	\$84	13.4%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$626</b>	<b>\$542</b>	<b>\$84</b>	<b>13.4%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$3,604</b>	<b>\$3,103</b>	<b>\$502</b>	<b>13.9%</b>

# Public Works – Levy (Infrastructure Planning & Development) – Continued

## 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 operated at a net operating surplus before indirect allocations of \$418 due to the following factors:

**Labour Related Costs** – The favourable variance of \$1,155 is 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 unfavourable variance of \$20 is driven by higher than anticipated external legal services required to support OLT hearings. The unfavourable variance is partially offset by lower than anticipated consulting services required in 2025. Unspent administrative dollars of \$85 have been encumbered at year end and are included in Transfers To Funds below.

**By-Law Charges & Sales** – The unfavourable variance of \$578 is due to lower than budgeted application review fees.

**Other Revenue** – The favourable variance of \$18 is due to revenue received for staff secondments. This revenue offsets labour related costs.

**Intercompany Charges** – The unfavourable variance of \$57 is due to lower than budgeted allocation of staffing resources to Water and Wastewater due to labour related savings.

**Transfers To Funds** – the unfavourable variance of \$85 is the unspent 2025 budget being encumbered into 2026.

## 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
Labour Related Costs	\$3,322	\$2,703	\$619	18.6%
Administrative	\$3,351	\$2,301	\$1,049	31.3%
Operational & Supply	\$1,184	\$1,207	-\$23	-1.9%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$57	\$54	\$3	5.3%
Financial Expenditures	\$209	\$124	\$85	40.6%
<b>Total Expenses</b>	<b>\$8,122</b>	<b>\$6,389</b>	<b>\$1,733</b>	<b>21.3%</b>
Other Revenue	-\$12,996	-\$9,881	-\$3,115	-24.0%
<b>Total Revenues</b>	<b>-\$12,996</b>	<b>-\$9,881</b>	<b>-\$3,115</b>	<b>-24.0%</b>
Intercompany Charges	\$3,142	\$1,555	\$1,586	50.5%
<b>Total Intercompany Charges</b>	<b>\$3,142</b>	<b>\$1,555</b>	<b>\$1,586</b>	<b>50.5%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$1,732</b>	<b>-\$1,937</b>	<b>\$205</b>	<b>11.8%</b>
Transfers To Funds	\$200	\$200	\$0	0.0%
<b>Total Transfers</b>	<b>\$200</b>	<b>\$200</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$1,532</b>	<b>-\$1,737</b>	<b>\$205</b>	<b>13.4%</b>
Indirect Allocations & Debt	\$1,433	\$1,374	\$59	4.1%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$1,433</b>	<b>\$1,374</b>	<b>\$59</b>	<b>4.1%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$99</b>	<b>-\$364</b>	<b>\$264</b>	<b>-265.7%</b>

# 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 operated at a surplus after indirect allocations of \$264 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 equal distribution to the LAMs and the Region each is \$1,007 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 \$364 each, an increase of \$264 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 \$643 each, a decrease of \$219 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 variance is \$619. In Base operations, the favourable variance is \$329 due to position gapping. In VZ operations, the favourable variance is \$290 due to budgeted positions in VZ which were not filled throughout the year as well as the Provincial government repealing the authority for municipalities to operate Automated Speed Enforcement (ASE) effective November 14, 2025.

**Administrative** – the total favourable variance is \$1,049. In Base operations, the unfavourable variance of \$114 is due to higher than budgeted Payticket online payments, Victim Fine Surcharge costs and Part III Prosecution costs. In VZ operations, the favourable variance of \$1,163 is 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 variance is \$23. In Base operations, the unfavourable variance of \$298 is 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 favourable variance of \$275 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 variance is \$85. In Base operations, the favourable variance of \$65 is 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 variance is \$3,115. In Base operations, the favourable variance of \$475 is 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

## Court Services - Continued

delinquent revenues to ensure better oversight of revenues during the reforecasting and budgeting processes. In VZ operations, the unfavourable variance is \$3,590. 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 end of 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 variances of \$1,586 is 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
Labour Related Costs	\$394	\$385	\$9	2.3%
Administrative	\$638	\$618	\$20	3.1%
Operational & Supply	\$65	\$104	-\$39	-60.1%
Occupancy & Infrastructure	\$21,061	\$22,538	-\$1,477	-7.0%
Equipment, Vehicles, Technology	\$171	\$289	-\$117	-68.3%
Community Assistance	\$0	\$0	\$0	0.0%
Financial Expenditures	\$348	\$486	-\$137	-39.5%
<b>Total Expenses</b>	<b>\$22,678</b>	<b>\$24,420</b>	<b>-\$1,742</b>	<b>-7.7%</b>
Federal & Provincial Grants	-\$191	-\$191	\$0	0.0%
Other Revenue	-\$19,978	-\$20,875	\$898	4.5%
<b>Total Revenues</b>	<b>-\$20,168</b>	<b>-\$21,066</b>	<b>\$898</b>	<b>4.5%</b>
Intercompany Charges	-\$581	-\$1,269	\$688	-118.5%
<b>Total Intercompany Charges</b>	<b>-\$581</b>	<b>-\$1,269</b>	<b>\$688</b>	<b>-118.5%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$1,929</b>	<b>\$2,084</b>	<b>-\$156</b>	<b>-8.1%</b>
Transfers To Funds	\$2,589	\$2,589	\$0	0.0%
<b>Total Transfers</b>	<b>\$2,589</b>	<b>\$2,589</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$4,518</b>	<b>\$4,673</b>	<b>-\$156</b>	<b>-3.4%</b>
Indirect Allocations & Debt	\$18,064	\$18,067	-\$3	0.0%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$18,064</b>	<b>\$18,067</b>	<b>-\$3</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$22,582</b>	<b>\$22,740</b>	<b>-\$159</b>	<b>-0.7%</b>

# 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 service.

## Variance Analysis (in thousands)

Niagara Regional Housing (NRH) operated at a deficit before indirect allocations of \$156 due to the following factors:

**Operational and Supply** – The unfavourable variance of \$39 is mainly due to supplies purchased for the owned units for pest control, such as bedding and linen supplies.

**Occupancy and Infrastructure** – The unfavourable variance of \$1,477 is due to several 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 because 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 variance of \$117 is due to increased equipment and appliance repair and replacement costs within the owned units.

**Financial Expenditures** – The unfavourable variance of \$137 is primarily the result of higher than anticipated write-offs on uncollectable tenant rents.

**Other Revenue** – The favourable variance of \$898 is 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 variance of \$688 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
Labour Related Costs	\$212,794	\$213,157	-\$363	-0.2%
Administrative	\$4,879	\$5,429	-\$550	-11.3%
Operational & Supply	\$3,157	\$3,974	-\$818	-25.9%
Occupancy & Infrastructure	\$396	\$406	-\$9	-2.4%
Equipment, Vehicles, Technology	\$10,181	\$9,655	\$526	5.2%
Financial Expenditures	\$0	\$1	-\$1	0.0%
Total Expenses	\$231,407	\$232,622	-\$1,215	-0.5%
Federal & Provincial Grants	-\$10,971	-\$11,123	\$152	1.4%
By-Law Charges & Sales	-\$5,495	-\$5,096	-\$399	-7.3%
Other Revenue	-\$4,946	-\$5,787	\$841	17.0%
Total Revenues	-\$21,412	-\$22,006	\$594	2.8%
Intercompany Charges	-\$2,210	-\$2,241	\$30	-1.4%
Total Intercompany Charges	-\$2,210	-\$2,241	\$30	-1.4%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$207,784	\$208,375	-\$591	-0.3%
Transfers From Funds	-\$283	-\$283	\$0	0.0%
Transfers To Funds	\$4,955	\$4,955	\$0	0.0%
Total Transfers	\$4,672	\$4,672	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$212,456	\$213,048	-\$591	-0.3%
Indirect Allocations & Debt	\$18,267	\$18,661	-\$393	-2.2%
Total Indirect Allocations & Debt	\$18,267	\$18,661	-\$393	-2.2%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$230,724	\$231,708	-\$984	-0.4%

# 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 year ending December 31, 2025, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations deficit of \$591. Two reserve transfers have been recommended including a transfer to the Ontario Police Video Training Alliance (OPVTA) reserve of \$18 to reflect a program surplus and a transfer from the Police Contingency reserve of \$417 to offset 2025 one-time expenditures related to the implementation of the Community Safety and Policing Act. The remaining deficit of \$192 will be offset by the consolidated levy surplus in accordance with the Operating Surplus/Deficit Policy. The following factors contributed to this deficit:

**Labour Related Costs** – For the year ending December 31, 2025, compensation costs were above the approved budget by \$363, representing 0.2% of the total compensation budget.

Unbudgeted expenditures in the amount of \$219 related to the G7 Conference, and CSPA training reported in the deficit figure noted above are equally offset by unbudgeted funding from grants and reserves.

Civilian salaries were \$1,589 above the approved budget, which is primarily attributable to costs associated with backfilling essential positions during long-term employee absences. To maintain service levels, additional staffing resources were required, leading to higher-than-budgeted salary costs.

Uniform salaries were \$820 above the approved budget mainly due to overtime related to extraordinary events such as the G7 Conference, the temporary influx of residents due to the Manitoba wildfires, the prolonged response to an armed and barricaded incident in Welland, other major investigations, CSPA training, and new secondment agreements.

Expenditures from normal operations were mitigated by savings from actual claims submissions for group health benefits resulting in a surplus to the Administrative Services Only plan. Further, savings in all group benefits were attributable to lower-than-budgeted regular salary costs for the year. While the savings to regular wages were offset by increased overtime expenditures, overtime has a lower impact on group benefit calculations. As a result, overall benefit premium costs were lower-than-budgeted.

**Administration** – For the year ending December 31, 2025, administrative costs were above the approved budget by \$550, representing 11.3% of the total administrative budget.

Unbudgeted expenditures in the amount of \$108 associated with professional development related to mandatory training under the CSPA will be offset from funds set aside in the Police Contingency Reserve.

Costs associated with overages from normal operations are mainly due to pressures in the categories of mandatory training and travel costs, and medical evaluation expenses. Staff development expenditures exceeded budget due to higher accommodation costs for members attending mandatory training at the Ontario Police College, where on-site lodging availability has been limited and prioritized for recruit training. Additional costs were also incurred for one-time training associated with the implementation of the CSPA.

Employee medical expenses have increased based on current recruitment requirements for constables, special constables, auxiliary police, and communicators. Medical testing

## Niagara Regional Police Services - Continued

involves both psychological and physical testing for new recruits, as well as psychological safeguarding programs for existing service members.

**Operational & Supply** – For the year ending December 31, 2025, operational and supply costs were above the approved budget by \$818, representing 25.9% of the total operational and supply budget.

Unbudgeted expenditures in the amount of \$721 associated with G7 Conference, Project Road King and one-time costs associated with the implementation of the CSPA will be offset with external funding and the Police Contingency Reserve.

Included in the unfavourable variance noted above are extraordinary costs resulting from normal operations. This overage was mainly related to policing services provided by other police agencies related to the prolonged response to an armed and barricaded incident.

**Occupancy & Infrastructure** – For the year ending December 31, 2025, occupancy and infrastructure costs were above the approved budget by \$9, which represents 2.4% of the total occupancy and infrastructure budget.

Unbudgeted expenditures in the amount of \$45 was incurred in this category related to the purchase of lockers and other equipment to hold the new C8 rifles as a requirement of the CSPA. This expenditure is offset by funds set aside in the Police Contingency Reserve to offset one-time costs associated with the implementation of the CSPA.

**Equipment, Vehicles, Technology** – For the year ending December 31, 2025, equipment, vehicles, and technology costs were below the approved budget by \$526, representing 5.2% of the total equipment, vehicles, and technology budget.

This favourable variance is mainly due to lower-than-expected fuel prices and savings on tires, vehicle parts, and self-insured vehicle repairs

**Revenues** – For the year ending December 31, 2025, revenues were above the approved budget by \$594, representing 2.8% of the total revenue budget. Revenue category is comprised of three main revenue sub-categories – grant funding, user fee and other revenue that have contributed to the surplus reported within the revenue and recoveries category.

For the period ending December 31, 2025, the Service reported an additional \$152 from grant programs.

A shortfall of \$688 court security grant funding was more than offset by unbudgeted grant revenues received for NG911, the G7 Conference, Victim Support, Criminal Intelligence Service Ontario (CISO), and Youth in Policing. While this results in a favourable position from a gross funding perspective, the NG911, G7 Conference, Victim Support, and CISO grants are fully offset by corresponding expenditures. As a result, these additional revenues do not improve the Service's net financial position.

For the period ending December 31, 2025, the Service had a shortfall of \$399 in user fee revenue.

This loss is mainly due to the reductions in monies received from the City of Niagara Falls for casino funding. The Service receives 18% of casino funding to a maximum of \$4,200 per annum. The City of Niagara Falls received a total of \$18,400 in funding from Ontario Lottery and Gaming Corporation in January to December 2025. As such, the Service received \$3,312 for the year, creating a shortfall of \$1,176 from the maximum funding levels and \$588 from the budget. This loss of revenue is partially offset by an increase in user fees and special duty revenue.

For the period ending December 31, 2025, the Service reported additional revenue of \$841 in the other revenues sub-category.

## Niagara Regional Police Services - Continued

The main contributing factor in this sub-category is revenues received from third party agencies to cover their share of cost agreements for the P25 radio system and police agency share of costs associated with project Road King, unbudgeted secondment agreements and proceeds from sale of end-of-life vehicles.

**Indirect Allocations** – For the year ending December 31, 2025, indirect allocations and debt were above the approved budget by \$393, representing 2.2% of the total 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 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. The current favourable variance is resulting from allocations for legal expenses for self-insurance claims.

The net expenditure budget after indirect allocations results in a net deficit of \$935,863.95; this deficit is reduced to \$537 when the recommended transfers from reserves are included.

**Conclusion** – The detailed variance analysis has been prepared based on results of operations as at December 31, 2025. The Service and Board had a combined net expenditure before indirect allocations deficit of \$192 from normal operations that represents 0.1% of the total budget for the year. The Service incurred significant expenses related to 3 extraordinary events; all of which the Service was able recoup the costs (CSPA, G7 Conference, and Project Road King) from alternate funding sources.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Partnership, Rebate, Exemption	\$7,959	\$7,959	\$0	0.0%
Total Expenses	\$7,959	\$7,959	\$0	0.0%
Total Revenues			\$0	0.0%
Total Intercompany Charges			\$0	0.0%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$7,959	\$7,959	\$0	0.0%
Total Transfers			\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$7,959	\$7,959	\$0	0.0%
Total Indirect Allocations & Debt			\$0	0.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$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
Labour Related Costs	\$31,532	\$29,406	\$2,127	6.7%
Administrative	\$6,589	\$3,241	\$3,347	50.8%
Operational & Supply	\$21,929	\$19,384	\$2,545	11.6%
Occupancy & Infrastructure	\$20,006	\$21,596	-\$1,590	-7.9%
Equipment, Vehicles, Technology	\$7,861	\$9,293	-\$1,431	-18.2%
Community Assistance	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$10,073	\$1,798	\$8,275	82.1%
Financial Expenditures	\$0	-\$33	\$33	0.0%
<b>Total Expenses</b>	<b>\$97,991</b>	<b>\$84,684</b>	<b>\$13,307</b>	<b>13.6%</b>
Taxation	-\$173,548	-\$176,797	\$3,248	1.9%
By-Law Charges & Sales	-\$2,507	-\$1,938	-\$569	-22.7%
Other Revenue	-\$7,595	-\$1,934	-\$5,662	-74.5%
<b>Total Revenues</b>	<b>-\$183,651</b>	<b>-\$180,669</b>	<b>-\$2,983</b>	<b>-1.6%</b>
Intercompany Charges	\$2,997	\$2,937	\$60	2.0%
<b>Total Intercompany Charges</b>	<b>\$2,997</b>	<b>\$2,937</b>	<b>\$60</b>	<b>2.0%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$82,663</b>	<b>-\$93,048</b>	<b>\$10,384</b>	<b>12.6%</b>
Transfers From Funds	-\$5,105	-\$2,922	-\$2,182	-42.7%
Transfers To Funds	\$64,809	\$68,061	-\$3,252	-5.0%
<b>Total Transfers</b>	<b>\$59,705</b>	<b>\$65,139</b>	<b>-\$5,434</b>	<b>-9.1%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$22,958</b>	<b>-\$27,909</b>	<b>\$4,950</b>	<b>21.6%</b>
Indirect Allocations & Debt	\$22,958	\$23,035	-\$76	-0.3%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$22,958</b>	<b>\$23,035</b>	<b>-\$76</b>	<b>-0.3%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$0</b>	<b>-\$4,874</b>	<b>\$4,874</b>	<b>0.0%</b>

# 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 concluded 2025 at a surplus of \$4,874 after indirect allocations. This consists of \$4,345 for Water and \$529 for Wastewater, due to the following factors:

**Labour Related Costs** – The favourable variance of \$2,127 are due to staffing vacancies resulting from retirements, transfers and challenges recruiting qualified staff across all divisions.

**Administration** – The favourable variance of \$3,347 is largely due to multi-year consulting projects such as the 2026 Master Servicing Plan (MSP) as well as asset management initiatives. The overall favourable consulting variance is \$3,122. Unspent consulting dollars of \$2,824 have been encumbered into 2026 and are included in Transfers below. The gross 2026 MSP encumbrance of \$1,532 is funded by development charges and will be encumbered into 2026 with no impact to Transfers. Also contributing to the favourable variance are less than anticipated operating legal and other professional services costs of \$45.

**Operational & Supply** – The favourable variance of \$2,545 is primarily due to reduced contract pricing for biosolid collection and disposal. The favourable variance attributed to reduced biosolids collection and disposal costs is \$1,914. Also contributing to the favourable variance are savings in chemical costs of \$805 due to favourable contract pricing as well as less usage due to a reduction wastewater flows in 2025.

**Occupancy & Infrastructure** – The unfavourable variance of \$1,590 is largely attributable to building and grounds repairs and maintenance work required to maintain aging infrastructure in all divisions. The unfavourable variance attributed to building and grounds repairs and maintenance is \$1,545.

**Equipment, Vehicles, Technology** – The unfavourable variance of \$1,431 is primarily due to urgent repairs and maintenance compliance work required in Wastewater as a result of aging infrastructure.

**Partnership, Rebate, Exemption** - The favourable variance of \$8,275 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 variance of \$3,248 is 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 unfavourable variance of \$569 is primarily a result of 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.

## Water & Wastewater Services - Continued

**Other Revenue** – The unfavourable variance of \$5,662 is largely due to the timing of development charge revenue recognition to fund the CSO program and the 2026 MSP.

**Transfers** - The unfavourable year-end variance of \$5,434 is primarily due to previously encumbered CSO funds committed to local municipalities but not yet paid. The amount of CSO funding encumbered into 2026 is \$3,750 as discussed in the Partnership, Rebate, Exemption section. Unspent consulting encumbered into 2026 as discussed in the Administration section above totaled \$1,292. An amount of \$392 was transferred back to the Wastewater stabilization reserve as a result of surplus CSO funds on closed legacy projects.

**Indirect Allocations** - The unfavourable variance of \$76 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
Labour Related Costs	\$4,542	\$4,291	\$251	5.5%
Administrative	\$2,522	\$1,119	\$1,403	55.6%
Operational & Supply	\$38,229	\$37,988	\$241	0.6%
Occupancy & Infrastructure	\$1,134	\$1,109	\$25	2.2%
Equipment, Vehicles, Technology	\$355	\$301	\$54	15.2%
Partnership, Rebate, Exemption	\$235	\$184	\$51	21.7%
Financial Expenditures	\$154	\$157	-\$3	-2.0%
<b>Total Expenses</b>	<b>\$47,170</b>	<b>\$45,149</b>	<b>\$2,022</b>	<b>4.3%</b>
Taxation	-\$46,416	-\$46,613	\$197	0.4%
By-Law Charges & Sales	-\$5,371	-\$5,398	\$27	0.5%
Other Revenue	-\$892	-\$1,097	\$204	22.9%
<b>Total Revenues</b>	<b>-\$52,680</b>	<b>-\$53,107</b>	<b>\$428</b>	<b>0.8%</b>
Intercompany Charges	\$411	\$389	\$22	5.4%
<b>Total Intercompany Charges</b>	<b>\$411</b>	<b>\$389</b>	<b>\$22</b>	<b>5.4%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$5,098</b>	<b>-\$7,570</b>	<b>\$2,472</b>	<b>48.5%</b>
Transfers From Funds	-\$1,366	-\$1,366	\$0	0.0%
Transfers To Funds	\$4,603	\$5,193	-\$590	-12.8%
<b>Total Transfers</b>	<b>\$3,237</b>	<b>\$3,827</b>	<b>-\$590</b>	<b>-18.2%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$1,861</b>	<b>-\$3,743</b>	<b>\$1,882</b>	<b>101.1%</b>
Indirect Allocations & Debt	\$1,861	\$1,764	\$98	5.2%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$1,861</b>	<b>\$1,764</b>	<b>\$98</b>	<b>5.2%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$0</b>	<b>-\$1,980</b>	<b>\$1,980</b>	<b>0.0%</b>

# 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 operated at a net operating surplus after indirect allocations of \$1,980 due to the following factors:

**Labour Related Costs** – the favourable variance of \$251 is due to salary gapping within the division.

**Administrative** – the favourable variance of \$1,403 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. Also contributing to the timing difference is work related to the procurement of the Region's next waste collection contract. Unspent consulting dollars of \$536 have been encumbered at year-end and are included in Transfers To Funds below. Contributing to the favourable variance are project efficiencies and lower than expected costs to complete the WMSP and AMP of \$343 and \$24, respectively, and lower than anticipated costs of \$92 for a Fairness Advisor supporting the Region's next waste collection contract. Adding to the favourable variance is a surplus in advertising and promotion of \$264 due to budgeting for education campaigns and other promotional items that were delayed in 2025 due to prioritizing work related to the Blue Box transition. Items were either eliminated or reduced when preparing the 2026 Promotion and Education budget.

**Operational & Supply** – the favourable variance of \$241 is due to savings in leachate processing costs and environmental monitoring services of \$497, lower than budgeted costs for material processing and drop-off depot services of \$262 due to lower than anticipated tonnes and savings in landfill operation services of \$110 due to lower than budgeted contract provisional items. Also contributing to the favourable variance are lower than anticipated base collection contract costs, specifically related to unit count and diesel fuel increases of \$433, and savings of \$113 in cart purchases due to the pending collection changes related to provincial regulations. The favourable variance is partially offset by costs pertaining to the end of the extended producer responsibility transition. Unspent operational dollars of \$45 have been encumbered at year end and are included in Transfers To Funds below.

**Equipment, Vehicles, Technology** – the favourable variance of \$54 is 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 and pump station repairs at Humberstone landfill.

**Partnership, Rebate and Exemption** – the favourable variance of \$51 is mainly due to lower than anticipated tipping fee exemptions for registered charities at the Region's landfill sites due to lower than anticipated tonnes.

**Taxation** – the favourable variance of \$197 is due to Waste Management's portion of the incremental property tax remittances over and above the tax levy amounts exceeding the budgeted amount. Supplemental tax billings are \$116, while the remaining \$81 consists of Payment-in-Lieu (PIL) billings.

**Other Revenue** – the favourable variance of \$204 is mainly due to higher than anticipated funding received for the Region's household hazardous waste drop-off depots.

**Transfers To Funds** – the unfavourable variance of \$590 is the unspent 2025 budget being encumbered into 2026.

## 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
Labour Related Costs	\$47,207	\$48,367	-\$1,160	-2.5%
Administrative	\$3,918	\$2,215	\$1,703	43.5%
Operational & Supply	\$7,940	\$7,864	\$76	1.0%
Occupancy & Infrastructure	\$1,429	\$1,323	\$106	7.4%
Equipment, Vehicles, Technology	\$15,865	\$14,367	\$1,498	9.4%
Partnership, Rebate, Exemption	\$1	\$37	-\$37	-7163.4%
Financial Expenditures	\$129	\$370	-\$240	-185.6%
Total Expenses	\$76,489	\$74,543	\$1,946	2.5%
Taxation	-\$63,530	-\$64,700	\$1,170	1.8%
Federal & Provincial Grants	-\$511	-\$471	-\$40	-7.8%
By-Law Charges & Sales	-\$19,697	-\$21,881	\$2,184	11.1%
Other Revenue	-\$4,242	-\$2,099	-\$2,143	-50.5%
Total Revenues	-\$87,980	-\$89,150	\$1,170	1.3%
Intercompany Charges	\$0	-\$1	\$1	0.0%
Total Intercompany Charges	\$0	-\$1	\$1	0.0%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	-\$11,491	-\$14,608	\$3,117	27.1%
Transfers From Funds	-\$1,556	-\$1,556	\$0	0.0%
Transfers To Funds	\$4,549	\$5,865	-\$1,316	-28.9%
Total Transfers	\$2,993	\$4,309	-\$1,316	-44.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	-\$8,498	-\$10,299	\$1,801	21.2%
Indirect Allocations & Debt	\$8,498	\$8,104	\$395	4.6%
Total Indirect Allocations & Debt	\$8,498	\$8,104	\$395	4.6%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$0	-\$2,195	\$2,195	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-end surplus after indirect allocations of \$2,195 due to the following factors:

**Labour Related Costs** – The unfavourable year-end variance of \$1,160 is due to greater than budgeted actual benefits for unionized staff, higher than budgeted overtime in fleet maintenance, and an adjustment to record the actual benefit deficit identified by the provider.

**Administrative** – The favourable year-end variance of \$1,703 is due to the timing of spend related to consulting and branding projects totaling \$1,130 which have been encumbered at 2025 year-end and included in the Transfers variance below. There was less than budgeted advertising required by the end of year of \$130, less education, training, mileage of \$203 in order to focus on many initiatives, and less than budgeted consulting dollars of \$213.

**Occupancy & Infrastructure** – The favourable year-end variance of \$106 is due to lower than anticipated building repairs and maintenance costs.

**Equipment, Vehicles, Technology** - The favourable year-end variance of \$1,498 is mainly attributable to the removal of the carbon tax on fuel as well as the actual average cost per litre of fuel totaling \$1,557. In addition, the forecasted fuel usage by the City of Niagara Falls and Metrolinx is less than budgeted by \$890 and \$169 respectively which is offset in unfavourable variances below in Other Revenue. As well, there was less than budgeted lubricant costs of \$215 and savings in fuel and repair costs related to the reduction in the UPASS contract for Niagara College of \$191. The favourable variances are offset by incremental costs relating to the write-off of obsolete inventory of \$230 and incremental vehicle supply parts and repairs and maintenance due to the aging fleet and delay in receiving new buses of \$1,265.

**Financial Expenditures** – The unfavourable year-end variance of \$240 is mainly related to higher than budgeted tax write-offs identified by the local area municipalities due to changes in assessments.

**Taxation** – The favourable year-end variance of \$1,170 is related to higher than budgeted transit special levy supplemental tax revenues collected by the local area municipalities as a result of changes in assessments from growth in the Region.

**By-Law Charges & Sales** – The favourable year-end variance \$2,184 is mainly due to higher than anticipated fare revenue of \$2,404 resulting from increased ridership excluding UPASS ridership. There is also a favourable variance related to providing summer service with Brock University of \$213. These are 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-end variance of \$2,143 is mainly due to the strategy to not recognize the budgeted Provincial Gas Tax revenue of \$1,315 as NTC is in a year-end 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 of \$890 and Metrolinx of \$169 resulting in decreased fuel costs within Equipment, Vehicles, Technology as noted above. This is slightly offset by a favourable variance of \$136 relating to unbudgeted

## Niagara Transit Commission - Continued

revenues to reimburse Metrolinx for utility costs for the storage of vehicles from 2023-2025.

**Transfers** – The unfavourable year-end variance of \$1,316 is due to goods and services that have been encumbered at the end of the year. This includes branding and consulting formal procurements of \$1,130 and fare media passes and technology upgrades that have been procured in 2025, but goods and services have not yet been received of \$186.

**Indirect Allocations** – The favourable year-end variance of \$395 is mainly due to less than expected costs related to insurance premiums and self-insurance claims.

## 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 \$112,563 since Q3 2025. The decrease is primarily caused by budget reductions (\$3,710) and project closures (\$117,200). This decrease is offset by gross budget adjustments (\$7,250) and transfers from capital variance projects (\$1,097).

12 capital projects of the 712 capital sub-projects, with budgets totalling approximately \$355,615 (levy \$9,652/ rate \$345,963) remain uninitiated at December 31st, 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
<b>2024 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2024</b>	<b>\$1,194,001</b>	<b>\$114,945</b>	<b>\$1,149,260</b>	<b>\$2,458,206</b>
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
<b>2025 Total Adjusted Program (excluding Capital Variance Projects) at July 23, 2025</b>	<b>\$1,256,149</b>	<b>\$161,117</b>	<b>\$1,257,744</b>	<b>\$2,675,010</b>
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
<b>2025 Total Adjusted Budget (excluding Capital Variance Projects) at October 23, 2025</b>	<b>\$1,247,513</b>	<b>\$163,262</b>	<b>\$1,248,773</b>	<b>\$2,659,549</b>
Gross Budget Adjustment (including transfers from operating)	\$7,120	\$130	\$0	\$7,250
Transfer from Capital Variance	\$1,021	\$0	\$76	\$1,097
Budget Reductions on Active Capital Projects *	-\$1,360	\$0	-\$2,350	-\$3,710
Projects Closed	-\$50,160	-\$42,240	-\$24,800	-\$117,200
<b>2025 Total Adjusted Budget (excluding Capital Variance Projects) at December 31, 2025</b>	<b>\$1,204,135</b>	<b>\$121,152</b>	<b>\$1,221,699</b>	<b>\$2,546,986</b>

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

## Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments, transfers from the capital variance project, budget reductions and transfer to operations during Q4 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	Software upgrade for Business Licensing	\$0	\$109				\$109
Corporate Services	Region HQ - Vaccine Room Renovation	\$0	\$204				\$204
Corporate Services	Region HQ - Vaccine Room Electrical	\$0	\$206				\$206
Corporate Services	Region HQ - CE Public Health Reception	\$0	\$117				\$117
Corporate Services	Branscombe Child Care Centre Expansion	\$0	\$554				\$554
Corporate Services	St Catharines Terminal Office Renovation	\$0	\$50				\$50
Public Health	EMS Inventory Software	\$100		\$15			\$115
Public Works - Levy	RR69 - Wessel/Centre Phase 3 - Lincoln	\$7,969			-\$1,000	CV - Levy \$900K DC \$100K	\$6,969
Public Works - Levy	RR1 Albert/Lakeshore-Fort Erie	\$7,540		\$360	-\$360	Other external	\$7,540
Public Works - Levy	RR81 - Durham/Lincoln	\$9,745	\$4,441	\$146			\$14,332
Public Works - Levy	Structural Rehab - 7th St Bridge	\$3,775	\$700				\$4,475
Public Works - Levy	Road Safety Initiatives - 2025	\$0	\$240				\$240
Public Works - Levy	New Backhoe Loader - Smithville	\$0		\$350			\$350
Niagara Regional Housing	NRH Annual New Development Planning - 2025	\$200	\$500				\$700
Niagara Regional Housing	Welland Homeless Shelter	\$2,940		\$150			\$3,090
<b>All Levy Departments</b>		<b>\$29,129</b>	<b>\$7,120</b>	<b>\$1,021</b>	<b>-\$1,360</b>		<b>\$35,910</b>
Niagara Transit Commission	Transit Renovations	\$0	\$80				\$80
Niagara Transit Commission	Transit Property Signage	\$0	\$50				\$50
<b>All Special Levy Departments</b>		<b>\$0</b>	<b>\$130</b>	<b>\$0</b>	<b>\$0</b>		<b>\$130</b>
Water	Decew Water Treatment Plant Phase 2 Upgrades	\$2,000			-\$1,650	CV - Water \$1650K	\$350

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

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Wastewater	Welland Wastewater Treatment Plant Phase 2 Upgrade	\$2,400			- \$700	CV - Wastewater \$700K	\$1,700
Wastewater	Erie Rd Pumping Station Upgrade	\$350		\$76			\$426
<b>All Rate Departments</b>		<b>\$4,750</b>	<b>\$0</b>	<b>\$76</b>	<b>- \$2,350</b>		<b>\$2,476</b>
<b>All Departments</b>	<b>Total</b>	<b>\$33,879</b>	<b>\$7,250</b>	<b>\$1,097</b>	<b>- \$3,710</b>		<b>\$38,516</b>

## Capital Project Closures (in thousands of dollars)

Projects are closed throughout the year. When projects are closed, surplus funds are transferred to Capital Variance Projects that have been set up in various functional areas (levy-supported and water / wastewater / waste management capital projects). For projects that are not funded from the general capital levy or rate reserves, any surpluses identified through the closeout report would be returned to the specific source reserve for future use and reported as part of the year-end transfer report. The following 51 projects were closed between October 24th, 2025, to December 31st, 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	Campbell West Reception Renovation	\$259	\$251	\$8	\$9	CVP LEVY	12
Corporate Services	Bldg Sys - Comm Srvs Well-HVAC	\$1,391	\$1,381	\$10	\$10	CVP LEVY	11
Corporate Services	Building Int-68 Church Lifecycle - 2017	\$195	\$195	\$0	\$0	CVP LEVY	9
Corporate Services	Building Site-HQ Generator Replacement - 2018	\$2,197	\$2,168	\$29	\$29	CVP LEVY	9
Corporate Services	Social Housing ASD Reqs - 2018	\$1,750	\$1,750	\$0	\$0	CVP LEVY	8
Corporate Services	Ener-MoD Lighting Retrofit - 2022	\$1,000	\$947	\$53	\$53	CVP LEVY	5
Corporate Services	Building Ext-PW Smith Roof Replacement - 2020	\$534	\$514	\$20	\$20	CVP LEVY	5
Corporate Services	Building Auto Redesign - 2020	\$150	\$143	\$7	\$7	CVP LEVY	5
Corporate Services	Building Int-NRHQ Security Upgrade - 2020	\$260	\$255	\$5	\$5	CVP LEVY	4
Corporate Services	AODA Compliance - 2021	\$740	\$726	\$14	\$14	CVP LEVY	4
Corporate Services	EMS Fleet-Leasehold Improvement - 2022	\$500	\$484	\$16	\$16	CVP LEVY	5
Corporate Services	Smithville Yard-Ext Windows - 2022	\$120	\$96	\$24	\$24	CVP LEVY	4
Corporate Services	Asbestos Management Site Reviews - 2022	\$45	\$37	\$8	\$8	CVP LEVY	4
Corporate Services	Generator Fuel Store Tanks - 2023	\$250	\$187	\$63	\$63	CVP LEVY	4
Corporate Services	Gun Range Ceiling - 2023	\$163	\$154	\$9	\$9	CVP LEVY	1
Corporate Services	Childcare-Interior Paint - 2024	\$120	\$119	\$1	\$1	CVP LEVY	4
Police Service	Voice Radio System	\$13,296	\$13,294	\$1	\$1	Police Capital Levy Reserve	13
Police Service	NRPS Auto Fingerprint Check - 2021	\$125	\$115	\$10	\$10	Police Capital Levy Reserve	6
Police Service	NRPS - Rapid Deploy Plate - 2022	\$223	\$194	\$29	\$29	Police Capital Levy Reserve	5

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

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Police Service	NRPS-Increase Fleet Quant - 2024	\$866	\$866	\$0	\$0	Police Capital Levy Reserve	4
Police Service	NRPS-Multi Use Tac Robot - 2023	\$473	\$471	\$2	\$2	Police Capital Levy Reserve	4
Police Service	NRPS-Diving Helmet - 2023	\$20	\$19	\$0	\$0	Police Capital Levy Reserve	4
Police Service	NRPS-Range Target System - 2023	\$187	\$165	\$22	\$22	Police Capital Levy Reserve	4
Police Service	NRPS-Applicant Track System - 2023	\$220	\$196	\$24	\$24	Police Capital Levy Reserve	4
Police Service	NRPS Safety Helmets - 2024	\$13	\$12	\$2	\$2	Police Capital Levy Reserve	4
Police Service	NRPS Biomed Freezer - 2024	\$10	\$8	\$2	\$2	Police Capital Levy Reserve	4
Police Service	NRPS Intoxilyzer - 2024	\$22	\$22	\$0	\$0	Police Capital Levy Reserve	4
Police Service	NRPS Fleet Special Vehicle Replacement - 2024	\$273	\$273	\$0	\$0	Police Capital Levy Reserve	4
Police Service	NRPS Night Vision Replacement - 2024	\$74	\$74	\$0	\$0	Police Capital Levy Reserve	4
Public Health	Ambulance & Equipment Replacement - 2022	\$1,452	\$1,450	\$1	\$1	Police Capital Levy Reserve	5
Public Works Levy	1-Albert/Lakeshore-FE	\$7,540	\$7,226	\$314	\$0	CVP LEVY	10
Public Works Levy	Unit #296 - Vacuum Truck	\$1,261	\$1,257	\$4	\$4	CVP LEVY	6
Public Works Levy	Intellgnt Transport Sys	\$300	\$297	\$3	\$1	CVP LEVY	6
Public Works Levy	TS Advance Design - 2020	\$50	\$50	\$0	\$0	CVP LEVY	5
Public Works Levy	LTC - Vehicle Replacement - 2023	\$50	\$48	\$2	\$2	CVP LEVY	4
Public Works Levy	Small Tools - 2025	\$40	\$37	\$3	\$3	CVP LEVY	4
Niagara Regional Housing	NRH Multi Residence Main Street East - 2020	\$13,746	\$12,985	\$762	\$100	CVP LEVY	6
Niagara Regional Housing	NRH Annual New Development - 2023	\$200	\$75	\$125	\$125	CVP LEVY	4
Public Works Levy	WM - Vehicle Replacement - 2023	\$45	\$34	\$11	\$11	CVR WMT	4

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

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
<b>Total Levy Reporting Projects Closed and Removed from Project Listing</b>		<b>\$50,160</b>	<b>\$48,572</b>	<b>\$1,588</b>	<b>\$611</b>		
Transit	8 Electric Buses - 2025	\$13,200	\$0	\$13,200	\$0	EXTERNAL	4
Transit	9 Electric Buses - 2025	\$14,850	\$0	\$14,850	\$0	EXTERNAL	4
Transit	Electric Equipment & Infrastructure - 2025	\$9,395	\$0	\$9,395	\$0	EXTERNAL	4
Transit	Electric Phased Equipment & Infra STC - 2025	\$4,795	\$0	\$4,795	\$0	EXTERNAL	4
<b>Total Niagara Transit Commission Projects Closed and Removed from Project Listing</b>		<b>\$42,240</b>	<b>\$0</b>	<b>\$42,240</b>	<b>\$0</b>		
Water Works	WTP-DeCew Intake Building - 2018	\$5,449	\$5,157	\$291	\$291	CVR WAT	8
Water Works	GAC Replacement Program - 2021	\$2,500	\$2,062	\$438	\$438	CVR WAT	5
Water Works	New Main in Central FE - 2021	\$400	\$268	\$132	\$65	CVR WAT	5
<b>Total Water Projects Closed and Removed from Project Listing</b>		<b>\$8,349</b>	<b>\$7,488</b>	<b>\$861</b>	<b>\$794</b>		
Wastewater	NOTL WWTP Decommissioning	\$2,700	\$721	\$1,979	\$183	CVR SEW	18
Wastewater	WWTP DECOM-Pt Robinson LAG - 2018	\$550	\$529	\$21	\$21	CVR SEW	9
Wastewater	Dain City FM Replacement - 2018	\$12,252	\$11,075	\$1,177	\$1,047	CVR SEW	8
Wastewater	Anger Ave WWTP Grit Upgrade - 2020	\$250	\$117	\$133	\$133	CVR SEW	8
Wastewater	Hurricane Road SPS Pump Replacement - 2023	\$700	\$302	\$398	\$58	CVR SEW	4
<b>Total Wastewater Projects Closed and Removed from Project Listing</b>		<b>\$16,452</b>	<b>\$12,743</b>	<b>\$3,709</b>	<b>\$1,442</b>		
<b>Total Rate Projects Closed and Removed from Project Listing</b>		<b>\$24,800</b>	<b>\$20,231</b>	<b>\$4,570</b>	<b>\$2,236</b>		
<b>Total Projects Closed</b>		<b>\$117,200</b>	<b>\$68,802</b>	<b>\$48,398</b>	<b>\$2,847</b>		

## Capital Project Summary (in thousands of dollars)

Once a project is initiated, multiple projects may be set up to manage the overall project. Illustrated below is the \$2,546,986 capital budget managed by Niagara Region, representing 712 sub-projects, total capital spending including commitments to date of \$1,663,014 and budget remaining of \$883,972 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	\$984	\$2,149	31.4%
Corporate Administration	\$1,490	\$669	\$821	44.9%
Corporate Services	\$347,707	\$326,717	\$20,990	94.0%
Niagara Regional Housing	\$113,384	\$105,155	\$8,229	92.7%
Niagara Regional Police Services Board	\$17,702	\$12,600	\$5,102	71.2%
Niagara Transit Commission	\$76,978	\$44,977	\$32,001	58.4%
Public Health	\$19,844	\$13,548	\$6,296	68.3%
Public Works - Levy	\$589,996	\$403,445	\$186,551	68.4%
Waste Management	\$31,119	\$26,358	\$4,761	84.7%
Wastewater	\$474,020	\$360,050	\$113,970	76.0%
Water Works	\$363,353	\$261,816	\$101,537	72.1%
Active projects with budgets greater than \$1 million	\$2,038,726	\$1,556,318	\$482,407	76.3%
Uninitiated projects with budgets greater than \$1 million	\$354,982	\$0	\$354,982	0.0%
Total projects with budgets greater than \$1 million	\$2,393,708	\$1,556,318	\$837,389	65.0%
Active projects with budgets less than \$1 million	\$152,646	\$106,695	\$45,950	69.9%
Uninitiated projects with budgets less than \$1 million	\$633	\$0	\$633	0.0%
<b>Total Capital Projects</b>	<b>\$2,546,986</b>	<b>\$1,663,014</b>	<b>\$883,972</b>	<b>65.3%</b>

## Capital Project Forecast (in thousands of dollars)

A detailed analysis of capital sub-projects with budgets greater than \$1 million is presented below. There are a total of 301 projects totaling \$2,393,708 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$1,556,318 representing 65.0 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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
		\$1,743	\$410	\$6	\$260	\$677	\$1,066	38.8%	\$900	\$427	\$0	\$0	2027
		\$1,390	\$65	\$5	\$237	\$307	\$1,083	22.1%	\$700	\$620	\$0	\$0	2027
		<b>\$3,133</b>	<b>\$476</b>	<b>\$11</b>	<b>\$498</b>	<b>\$984</b>	<b>\$2,149</b>	<b>31.4%</b>	<b>\$1,600</b>	<b>\$1,047</b>	<b>\$0</b>	<b>\$0</b>	
		\$1,490	\$489	\$54	\$126	\$669	\$821	44.9%	\$947	\$0	\$0	\$0	2026
		<b>\$1,490</b>	<b>\$489</b>	<b>\$54</b>	<b>\$126</b>	<b>\$669</b>	<b>\$821</b>	<b>44.9%</b>	<b>\$947</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
		\$3,000	\$803	\$0	\$2,068	\$2,871	\$129	95.7%	\$2,197	\$0	\$0	\$0	2027
		\$13,147	\$3,701	\$396	\$7,999	\$12,097	\$1,051	92.0%	\$9,050	\$0	\$0	\$0	2027
		\$2,947	\$2,938	\$0	\$14	\$2,953	-\$6	100.2%	\$8	\$0	\$0	\$0	2026
		\$1,894	\$1,890	\$0	\$0	\$1,890	\$4	99.8%	\$4	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Canada Summer Games - 2021		\$102,355	\$101,664	\$127	\$25	\$101,816	\$538	99.5%	\$564	\$0	\$0	\$0	2026
Desktop and Laptop Replacement - 2023		\$2,750	\$2,366	\$1	\$11	\$2,379	\$371	86.5%	\$383	\$0	\$0	\$0	2026
Emergency Medical Services Central Hub		\$3,895	\$47	\$8	\$800	\$855	\$3,040	22.0%	\$600	\$3,240	\$0	\$0	2032
Emergency Medical Services Facility Welland		\$1,100	\$650	\$5	\$59	\$713	\$387	64.9%	\$445	\$0	\$0	\$0	2026
Extended and Managed Detection Response Threat Tool - 2023		\$1,100	\$1,099	\$0	\$0	\$1,099	\$1	99.9%	\$1	\$0	\$0	\$0	2026
Long-term Care Home Redevelopment - 2015		\$85,917	\$85,175	\$33	\$678	\$85,886	\$30	100.0%	\$709	\$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	\$2,588	\$29	\$55	\$2,672	\$194	93.2%	\$249	\$0	\$0	\$0	2026
Online Planning Portal		\$1,250	\$973	\$0	\$150	\$1,123	\$127	89.8%	\$277	\$0	\$0	\$0	2026
Redevelopment of Linhaven Long Term Care Home - 2020		\$105,652	\$91,670	\$2,758	\$6,345	\$100,773	\$4,879	95.4%	\$11,225	\$0	\$0	\$0	2026
Region Wide - Code & Legislation Compliance - 2024		\$1,000	\$877	\$52	-\$16	\$913	\$87	91.3%	\$71	\$0	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Region Wide Uninterrupted Power Supply Replacement - 2023		\$1,049	\$1,012	\$0	\$21	\$1,033	\$16	98.5%	\$37	\$0	\$0	\$0	2026
Vehicle Hoist Replacement - St.Catharines Transit		\$1,956	\$1,773	\$0	\$0	\$1,773	\$183	90.7%	\$183	\$0	\$0	\$0	2026
Desktop and Laptop Replacement - 2025		\$2,250	\$1,264	\$0	\$57	\$1,321	\$929	58.7%	\$986	\$0	\$0	\$0	2028
Head Quarter IT Equipment (DR SAN) Replacement - 2025		\$2,500	\$1,295	\$0	\$0	\$1,295	\$1,205	51.8%	\$1,205	\$0	\$0	\$0	2028
Region Wide Building Utilization- 2025		\$1,500	\$40	\$0	\$116	\$156	\$1,344	10.4%	\$1,460	\$0	\$0	\$0	2028
Annual Code & Legal Compliance - 2025		\$1,000	\$145	\$5	\$145	\$295	\$705	29.5%	\$851	\$0	\$0	\$0	2028
Campbell West Geothermal Field - 2025		\$1,400	\$33	\$28	\$1,339	\$1,400	\$0	100.0%	\$1,339	\$0	\$0	\$0	2028
EMS Virgil Construction - 2025		\$4,530	\$8	\$0	\$0	\$8	\$4,522	0.2%	\$4,522	\$0	\$0	\$0	2028
St. Catherine GO Station Renovation - 2023		\$1,550	\$386	\$0	\$38	\$424	\$1,126	27.3%	\$1,164	\$0	\$0	\$0	2026
<b>Total Corporate Services</b>		<b>\$347,707</b>	<b>\$303,370</b>	<b>\$3,441</b>	<b>\$19,905</b>	<b>\$326,717</b>	<b>\$20,990</b>	<b>94.0%</b>	<b>\$37,656</b>	<b>\$3,240</b>	<b>\$0</b>	<b>\$0</b>	
Annual - Asphalt, Paving and Concrete		\$1,600	\$1,091	\$0	\$507	\$1,597	\$3	99.8%	\$509	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Replacement Program - 2022													
Annual - Building Capital - 2018		\$4,654	\$4,636	\$0	\$17	\$4,653	\$1	100.0%	\$17	\$0	\$0	\$0	2026
Annual - Building Capital - 2019		\$5,454	\$5,392	\$4	\$1	\$5,397	\$57	99.0%	\$58	\$0	\$0	\$0	2026
Annual - Building Capital - 2020		\$3,974	\$3,813	\$0	\$161	\$3,974	\$1	100.0%	\$162	\$0	\$0	\$0	2026
Annual - Building Capital - 2021		\$4,790	\$4,737	\$37	\$16	\$4,790	\$0	100.0%	\$16	\$0	\$0	\$0	2026
Annual - Building Capital - 2023		\$4,700	\$3,994	\$28	\$498	\$4,520	\$180	96.2%	\$678	\$0	\$0	\$0	2026
Annual - Building Capital - 2024		\$5,646	\$5,204	\$21	\$301	\$5,527	\$119	97.9%	\$421	\$0	\$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	\$2,277	\$0	\$13	\$2,290	\$0	100.0%	\$13	\$0	\$0	\$0	2026
Annual - Grounds Capital - 2023		\$2,800	\$2,600	\$0	\$192	\$2,792	\$8	99.7%	\$200	\$0	\$0	\$0	2026
Annual - Grounds Capital - 2024		\$2,942	\$2,155	\$0	\$644	\$2,799	\$143	95.1%	\$787	\$0	\$0	\$0	2027
Annual - Mechanical & Electrical - 2024		\$2,573	\$1,539	\$2	\$147	\$1,687	\$886	65.6%	\$1,033	\$0	\$0	\$0	2027
Annual - Mech-Electrical - 2023		\$1,600	\$1,462	\$0	\$93	\$1,554	\$46	97.1%	\$138	\$0	\$0	\$0	2026
Annual - Structural and Foundation Wall Repairs - 2022		\$1,240	\$1,218	\$0	\$22	\$1,239	\$1	99.9%	\$22	\$0	\$0	\$0	2026
Annual - Unit Capital - 2019		\$5,355	\$5,353	\$0	\$0	\$5,354	\$2	100.0%	\$2	\$0	\$0	\$0	2026
Annual - Unit Capital - 2020		\$3,471	\$3,446	\$0	\$1	\$3,447	\$24	99.3%	\$25	\$0	\$0	\$0	2026
Annual - Unit Capital - 2023		\$4,700	\$4,438	\$70	\$224	\$4,732	- \$32	100.7%	\$192	\$0	\$0	\$0	2026
Annual - Unit Capital - 2024		\$5,639	\$3,783	\$607	\$720	\$5,111	\$528	90.6%	\$1,249	\$0	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Geneva Street Development - 2024		\$18,450	\$5,550	\$640	\$11,729	\$17,920	\$530	97.1%	\$11,260	\$1,000	\$0	\$0	2027
Property Acquisition - Fort Erie		\$8,972	\$8,821	\$0	\$185	\$9,007	- \$35	100.4%	\$151	\$0	\$0	\$0	2026
Property Acquisition - Summer Street		\$1,650	\$1,611	\$0	\$18	\$1,628	\$22	98.7%	\$39	\$0	\$0	\$0	2026
Social Housing Assistance Improvement Program - 2018		\$2,683	\$2,608	\$0	\$0	\$2,608	\$75	97.2%	\$75	\$0	\$0	\$0	2026
Welland Homeless Shelter - 2024		\$3,090	\$2,908	\$0	\$25	\$2,932	\$158	94.9%	\$182	\$0	\$0	\$0	2028
Niagara Regional Housing Annual Unit Capital - 2025		\$1,989	\$304	\$13	\$1,597	\$1,914	\$75	96.2%	\$1,171	\$502	\$0	\$0	2028
Niagara Regional Housing Mechanical-Electrical -2025		\$1,041	\$15	\$0	\$5	\$20	\$1,021	1.9%	\$718	\$308	\$0	\$0	2028
Niagara Regional Housing Annual Building Capital - 2025		\$2,545	\$793	\$4	\$746	\$1,543	\$1,002	60.6%	\$1,224	\$525	\$0	\$0	2028
Niagara Regional Housing Annual Grounds Capital - 2025		\$1,525	\$246	\$0	\$1,245	\$1,491	\$34	97.8%	\$895	\$384	\$0	\$0	2028
St. Catherine Homeless Shelter - 2025		\$5,500	\$2,705	\$22	\$15	\$2,741	\$2,759	49.8%	\$2,773	\$0	\$0	\$0	2028
Geneva St. Developmnt Phase2 - 2025		\$1,500	\$583	\$0	\$297	\$880	\$620	58.6%	\$917	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
<b>Total Niagara Regional Housing</b>		<b>\$113,384</b>	<b>\$84,290</b>	<b>\$1,446</b>	<b>\$19,418</b>	<b>\$105,155</b>	<b>\$8,229</b>	<b>92.7%</b>	<b>\$24,929</b>	<b>\$2,718</b>	<b>\$0</b>	<b>\$0</b>	
Automated Licence Plate Reader (Note 1)		\$1,332	\$1,226	\$0	\$0	\$1,226	\$106	92.0%	\$0	\$0	\$0	\$106	2026
Communications Back-up		\$1,576	\$64	\$0	\$0	\$64	\$1,512	4.0%	\$1,512	\$0	\$0	\$0	2026
Communications Unit Back-up		\$1,000	\$0	\$0	\$0	\$0	\$1,000	0.0%	\$1,000	\$0	\$0	\$0	2026
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$0	\$0	\$0	\$1,250	0.0%	\$1,250	\$0	\$0	\$0	2026
Enterprise Storage Service - 2024		\$2,500	\$190	\$6	\$2,080	\$2,276	\$224	91.0%	\$2,304	\$0	\$0	\$0	2027
Fleet Patrol Vehicle Replacement - 2024		\$1,597	\$1,458	\$10	\$59	\$1,528	\$70	95.6%	\$129	\$0	\$0	\$0	2027
Niagara 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
Police Service Patrol Vehicles Replacement - 2025		\$1,482	\$885	\$0	\$0	\$885	\$598	59.7%	\$598	\$0	\$0	\$0	2028
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

## 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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
<b>Total Niagara Regional Police Services Board</b>		<b>\$18,952</b>	<b>\$9,898</b>	<b>\$16</b>	<b>\$2,686</b>	<b>\$12,600</b>	<b>\$6,352</b>	<b>66.5%</b>	<b>\$8,932</b>	<b>\$0</b>	<b>\$0</b>	<b>\$106</b>	
12 Hybrid Buses - St.Catharines Transit (Note 2)		\$7,000	\$6,745	\$0	\$1	\$6,745	\$255	96.4%	\$0	\$0	\$0	\$255	2026
19 40' Conventional Diesel Bus Replacement - 2024 (Note 2)		\$16,027	\$14,450	\$0	\$0	\$14,450	\$1,577	90.2%	\$0	\$0	\$0	\$1,577	2027
2 40' Conventional Diesel Bus Replacement - 2024 (Note 2)		\$1,668	\$1,667	\$0	\$0	\$1,667	\$1	100.0%	\$0	\$0	\$0	\$1	2027
2 Fare Payment Technology - Niagara Region		\$3,008	\$2,392	\$0	\$0	\$2,392	\$616	79.5%	\$200	\$200	\$216	\$0	2028
8 Fare Payment Technology - St.Catharines Transit		\$3,728	\$0	\$0	\$0	\$0	\$3,728	0.0%	\$500	\$950	\$2,278	\$0	2029
Accessible Bus Replacement - 2024		\$1,999	\$0	\$0	\$1,444	\$1,444	\$555	72.2%	\$1,999	\$0	\$0	\$0	2027
Bus Stops and Shelters		\$2,100	\$20	\$0	\$2,080	\$2,100	\$0	100.0%	\$1,500	\$580	\$0	\$0	2027
Camera Upgrades - St.Catharines Transit		\$2,127	\$1,474	\$99	\$487	\$2,060	\$67	96.9%	\$553	\$0	\$0	\$0	2026
Conventional Diesel Bus Refurbishment - 2024		\$1,149	\$383	\$766	\$0	\$1,149	\$0	100.0%	\$0	\$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	\$362	\$172	\$310	\$844	\$156	84.4%	\$245	\$220	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
St.Catharines Transit Facility Phase 1		\$1,722	\$883	\$0	\$0	\$883	\$839	51.3%	\$0	\$0	\$839	\$0	2028
St.Catharines Transit Facility Phase 2		\$4,000	\$0	\$0	\$0	\$0	\$4,000	0.0%	\$0	\$0	\$4,000	\$0	2029
St.Catharines Transit Facility Phase 3		\$2,182	\$0	\$0	\$0	\$0	\$2,182	0.0%	\$0	\$0	\$2,182	\$0	2029
Welland Transit Garage Phase 1 and 2		\$12,320	\$0	\$0	\$0	\$0	\$12,320	0.0%	\$0	\$5,000	\$7,320	\$0	2028
Replacement Of 10 x 40' Conventional Buses - 2025		\$11,824	\$0	\$0	\$10,600	\$10,600	\$1,224	89.6%	\$0	\$11,824	\$0	\$0	2028
Replacement Of 4 Specialized/Para Transit Buses - 2025		\$1,274	\$0	\$0	\$642	\$642	\$633	50.4%	\$0	\$1,274	\$0	\$0	2028
<b>Total Niagara Transit Commission</b>		<b>\$76,978</b>	<b>\$28,377</b>	<b>\$1,038</b>	<b>\$15,563</b>	<b>\$44,977</b>	<b>\$32,001</b>	<b>58.4%</b>	<b>\$4,998</b>	<b>\$20,048</b>	<b>\$20,685</b>	<b>\$1,833</b>	
Ambulance & Equipment - 2019		\$2,301	\$2,141	\$0	\$0	\$2,141	\$161	93.0%	\$161	\$0	\$0	\$0	2026
Ambulance & Equipment Replacement - 2023		\$3,262	\$3,102	\$10	\$2	\$3,115	\$148	95.5%	\$150	\$0	\$0	\$0	2026
Ambulance & Equipment Replacement - 2024		\$2,991	\$879	\$402	\$1,607	\$2,888	\$103	96.6%	\$710	\$1,000	\$0	\$0	2027
Ambulances - 2023		\$1,133	\$983	\$0	\$0	\$983	\$150	86.7%	\$150	\$0	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Laptop & iMedic Replacement - 2024		\$1,730	\$581	\$359	- \$48	\$892	\$838	51.6%	\$790	\$0	\$0	\$0	2027
Mobile Dental Unit - 2021 (Note 2)		\$1,150	\$872	\$0	\$0	\$872	\$278	75.8%	\$10	\$0	\$0	\$268	2026
Ambulance & Equipment Replacement - 2025		\$3,230	\$19	\$0	\$14	\$33	\$3,198	1.0%	\$1,000	\$212	\$2,000	\$0	2028
New Ambulances -2025		\$1,228	\$226	\$0	\$0	\$226	\$1,003	18.4%	\$803	\$200	\$0	\$0	2028
<b>Total Public Health</b>		<b>\$19,844</b>	<b>\$11,202</b>	<b>\$772</b>	<b>\$1,575</b>	<b>\$13,548</b>	<b>\$6,296</b>	<b>68.3%</b>	<b>\$4,191</b>	<b>\$1,412</b>	<b>\$2,000</b>	<b>\$268</b>	
16 Mile Creek Structure Rehabilitation - 2021		\$3,175	\$279	\$14	\$2,864	\$3,157	\$18	99.4%	\$2,882	\$0	\$0	\$0	2027
7th Street Bridge Structure Rehabilitation - 2019		\$4,475	\$1,275	\$802	\$1,229	\$3,307	\$1,168	73.9%	\$2,398	\$0	\$0	\$0	2027
81-Vinhaven/23rd - Lincoln		\$2,420	\$894	\$0	\$69	\$963	\$1,457	39.8%	\$1,526	\$0	\$0	\$0	2045
Annual - Fleet & Vehicle Replacement Program - 2020		\$2,617	\$2,535	\$0	\$81	\$2,616	\$1	100.0%	\$82	\$0	\$0	\$0	2026
Annual - Fleet & Vehicle Replacement Program - 2022		\$2,853	\$1,555	\$0	\$1,108	\$2,663	\$191	93.3%	\$1,299	\$0	\$0	\$0	2026
Annual - Fleet Snowplow Replacement - 2024		\$2,697	\$0	\$0	\$2,406	\$2,406	\$291	89.2%	\$2,697	\$0	\$0	\$0	2027
Annual - Fleet Snowplow Replacement Program - 2022		\$3,690	\$0	\$0	\$3,663	\$3,663	\$27	99.3%	\$3,690	\$0	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Roads Resurfacing - 2021		\$10,000	\$9,769	\$0	\$130	\$9,899	\$101	99.0%	\$231	\$0	\$0	\$0	2026
Annual - Roads Resurfacing - 2022		\$12,500	\$12,488	\$0	\$27	\$12,516	- \$16	100.1%	\$12	\$0	\$0	\$0	2027
Annual - Roads Resurfacing - 2023		\$4,550	\$4,159	\$0	\$24	\$4,182	\$368	91.9%	\$391	\$0	\$0	\$0	2027
Annual - Roads Resurfacing Program - 2024		\$12,000	\$7,495	\$2,839	\$628	\$10,961	\$1,039	91.3%	\$1,667	\$0	\$0	\$0	2027
Annual - Storm Sewer & Culvert Program - 2020		\$1,154	\$1,152	\$0	\$0	\$1,152	\$2	99.8%	\$2	\$0	\$0	\$0	2026
Annual - Storm Sewers & Culverts - 2023		\$2,500	\$2,489	\$0	\$0	\$2,489	\$11	99.6%	\$11	\$0	\$0	\$0	2026
Annual - Storm Sewers & Culverts - 2024		\$1,690	\$1,663	\$0	\$0	\$1,663	\$27	98.4%	\$27	\$0	\$0	\$0	2027
Annual - Structural Rehabilitation - 2016 Program		\$3,460	\$3,378	\$0	\$13	\$3,391	\$69	98.0%	\$82	\$0	\$0	\$0	2026
Annual - Structural Rehabilitation - 2020 Program		\$1,000	\$893	\$0	\$67	\$960	\$40	96.0%	\$107	\$0	\$0	\$0	2026
Annual - Structural Rehabilitation - 2021 Program		\$1,500	\$445	\$0	\$94	\$539	\$961	35.9%	\$1,055	\$0	\$0	\$0	2028
Annual - Structural Rehabilitation - 2022 Program		\$2,000	\$125	\$0	\$560	\$684	\$1,316	34.2%	\$1,875	\$0	\$0	\$0	2026
Annual - Structural Rehabilitation -		\$1,750	\$326	\$80	\$76	\$482	\$1,268	27.5%	\$25	\$1,250	\$70	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Beaver Creek Bridge													
Annual - Traffic Signal Program		\$2,945	\$504	\$2	\$382	\$887	\$2,058	30.1%	\$1,000	\$1,439	\$0	\$0	2027
Capacity Improvements - Charnwood/McLeod		\$11,750	\$524	\$127	\$780	\$1,431	\$10,319	12.2%	\$600	\$10,498	\$0	\$0	2030
Capacity Improvements - New Escarpment Crossing		\$4,700	\$1,288	\$0	\$40	\$1,328	\$3,372	28.3%	\$750	\$1,250	\$1,412	\$0	2029
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$15,096	\$14,848	\$0	\$0	\$14,848	\$248	98.4%	\$248	\$0	\$0	\$0	2026
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$13,886	\$12,810	\$0	\$996	\$13,806	\$80	99.4%	\$1,076	\$0	\$0	\$0	2029
Capacity Improvements - RR10 Livingston/QEW-GR		\$35,830	\$3,118	\$204	\$21,872	\$25,194	\$10,636	70.3%	\$5,000	\$11,000	\$16,509	\$0	2030
Capacity Improvements - RR98 Montrose Road		\$75,222	\$38,136	\$39	\$1,592	\$39,767	\$35,456	52.9%	\$17,000	\$20,048	\$0	\$0	2030
Environmental Assessment - RR 42 Ontario Street		\$22,705	\$17,551	\$0	\$861	\$18,412	\$4,294	81.1%	\$5,154	\$0	\$0	\$0	2026
Four Mile Pond Culvert - 2024		\$1,000	\$167	\$11	\$274	\$452	\$548	45.2%	\$25	\$750	\$47	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Griffin Street RR 20 Rehabilitation - 2019		\$9,700	\$645	\$233	\$6,552	\$7,430	\$2,270	76.6%	\$6,552	\$2,270	\$0	\$0	2027
Highway 20 Structure Rehabilitation - 2020		\$2,500	\$0	\$0	\$0	\$0	\$2,500	0.0%	\$2,500	\$0	\$0	\$0	2028
Illumination Program - 2020		\$1,000	\$727	\$0	\$17	\$744	\$256	74.4%	\$273	\$0	\$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	\$592	\$9	\$405	\$1,005	\$1,995	33.5%	\$2,399	\$0	\$0	\$0	2030
Intersection Improvement - RR 49 McLeod Road - 2020 (Note 2)		\$1,700	\$2	\$0	\$0	\$2	\$1,698	0.1%	\$100	\$0	\$0	\$1,598	2026
Intersection Improvement - RR 55 Niagara St - 2020		\$4,450	\$113	\$2	\$284	\$399	\$4,051	9.0%	\$3,000	\$1,335	\$0	\$0	2027
Intersection Improvement - RR24 Victoria Ave		\$5,700	\$1,810	\$5	\$3,603	\$5,419	\$281	95.1%	\$3,785	\$100	\$0	\$0	2027
Intersection Improvement - RR81 King St at Main & Nineteenth		\$1,400	\$1,295	\$0	\$0	\$1,295	\$105	92.5%	\$105	\$0	\$0	\$0	2027
JR Stork Structure - 2018		\$12,000	\$758	\$6	\$6,534	\$7,298	\$4,702	60.8%	\$11,086	\$150	\$0	\$0	2027
Roads Facility Program - Patrol Yard		\$1,000	\$861	\$0	\$57	\$917	\$83	91.7%	\$139	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Improvement - 2019													
Roads Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$633	\$0	\$185	\$818	\$182	81.8%	\$367	\$0	\$0	\$0	2026
Roads Reconstruction - RR20 Station/Rice (Note 1)		\$3,793	\$3,478	\$0	\$0	\$3,478	\$315	91.7%	\$0	\$0	\$0	\$315	2026
Roads Rehabilitation - RR 27 Main St West from Prince Charles Dr to Niagara St		\$5,800	\$42	\$0	\$0	\$42	\$5,758	0.7%	\$4,500	\$1,258	\$0	\$0	2027
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$4,808	\$1,533	\$17	\$1,648	\$3,198	\$1,611	66.5%	\$3,258	\$0	\$0	\$0	2031
Roads Rehabilitation - RR 67 Pine St		\$1,150	\$22	\$0	\$0	\$22	\$1,128	1.9%	\$1,128	\$0	\$0	\$0	2027
Roads Rehabilitation - RR 72 Louth St - 2019		\$1,100	\$437	\$0	\$35	\$472	\$628	42.9%	\$100	\$500	\$63	\$0	2028
Roads Rehabilitation - RR20 Lundy's Lane		\$4,200	\$529	\$0	\$1,634	\$2,162	\$2,038	51.5%	\$3,671	\$0	\$0	\$0	2026
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$702	\$0	\$0	\$702	\$1,073	39.5%	\$1,073	\$0	\$0	\$0	2030
Roads Rehabilitation - RR49 Hydro Power Canal to		\$6,600	\$688	\$49	\$426	\$1,163	\$5,437	17.6%	\$5,863	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wilson Cres Phase 2													
Roads Rehabilitation - RR529 Webber to River (Note 1)		\$3,350	\$2,157	\$0	\$270	\$2,427	\$923	72.4%	\$500	\$0	\$0	\$693	2026
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$17,772	\$83	\$3,566	\$21,422	\$3,878	84.7%	\$7,445	\$0	\$0	\$0	2027
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2 (Note 1)		\$7,622	\$6,361	\$0	\$79	\$6,440	\$1,182	84.5%	\$100	\$0	\$0	\$1,161	2027
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$6,969	\$5,201	\$0	\$417	\$5,618	\$1,351	80.6%	\$1,000	\$768	\$0	\$0	2027
Roads Rehabilitation - RR81 Durham to Lincoln		\$14,332	\$1,510	\$1	\$11,672	\$13,183	\$1,149	92.0%	\$12,321	\$500	\$0	\$0	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	\$335	\$0	\$0	\$335	\$665	33.5%	\$100	\$350	\$215	\$0	2028
RR102 Bridge Structure - 2024		\$4,000	\$151	\$7	\$78	\$236	\$3,764	5.9%	\$384	\$3,458	\$0	\$0	2027
RR19 Gilmore Intersection		\$1,000	\$150	\$0	\$190	\$340	\$660	34.0%	\$200	\$300	\$350	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Improvement - 2023													
RR512 Livingston Capacity Improvement - 2020		\$1,237	\$251	\$1	\$825	\$1,077	\$160	87.1%	\$500	\$485	\$0	\$0	2035
RR69 - Victoria to Rosedene		\$6,800	\$2,787	\$1,731	- \$512	\$4,006	\$2,794	58.9%	\$1,782	\$500	\$0	\$0	2027
Structural Rehabilitation - 045205 Oswego Creek		\$8,425	\$823	\$11	\$5,175	\$6,010	\$2,415	71.3%	\$6,000	\$1,591	\$0	\$0	2030
Structural Rehabilitation - East Main St. Bridge West of RR84 (Note 3)		\$3,775	\$3,180	\$0	\$26	\$3,206	\$569	84.9%	\$50	\$0	\$0	\$545	2026
Structural Rehabilitation - Glenridge Ave Bridge Rehab over CNR tracks		\$8,500	\$370	\$0	\$3,400	\$3,770	\$4,730	44.3%	\$300	\$500	\$7,330	\$0	2028
Structural Rehabilitation - Hydro Canal North		\$6,877	\$5,152	\$24	\$355	\$5,532	\$1,345	80.4%	\$1,000	\$701	\$0	\$0	2027
Structural Rehabilitation - Niagara St. Bridge		\$2,600	\$513	\$0	\$1,145	\$1,658	\$942	63.8%	\$700	\$1,387	\$0	\$0	2028
Structural Rehabilitation - RR 81 Retaining Wall - 22		\$1,550	\$397	\$0	\$24	\$420	\$1,130	27.1%	\$300	\$400	\$453	\$0	2028
Structural Rehabilitation - RR12 Mountain St Retaining Wall		\$5,500	\$206	\$0	\$53	\$259	\$5,241	4.7%	\$250	\$0	\$5,044	\$0	2027
Structural Rehabilitation -		\$34,655	\$25,876	\$4,666	\$3,870	\$34,412	\$243	99.3%	\$3,113	\$1,000	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
RR81 St Paul West CNR Bridge													
Structural Rehabilitation Hwy20 (Note 3)		\$5,351	\$4,851	\$0	\$169	\$5,021	\$331	93.8%	\$100	\$0	\$0	\$400	2026
Structural Replacement - RR81 20 Mile Arch Bridge		\$10,463	\$7,701	\$537	-\$92	\$8,146	\$2,316	77.9%	\$1,700	\$524	\$0	\$0	2028
Thorold Yard Interior - 2024		\$1,800	\$111	\$0	\$1,604	\$1,715	\$85	95.3%	\$1,689	\$0	\$0	\$0	2027
Transporation Master Plan - 2024		\$1,000	\$45	\$23	\$622	\$690	\$310	69.0%	\$593	\$339	\$0	\$0	2027
Niagara West Service Centre		\$1,500	\$201	\$19	\$191	\$410	\$1,090	27.3%	\$144	\$1,137	\$0	\$0	2027
Road Rehabilitation-York Rd. From Dorr Rd. To Glendale Ave.		\$2,325	\$23	\$7	-\$7	\$23	\$2,302	1.0%	\$295	\$2,000	\$0	\$0	2031
Road Rehabilitation-Main St. From Lock St. To Ann St. - 2017 (Note 2)		\$1,375	\$345	\$0	\$2	\$347	\$1,028	25.2%	\$0	\$0	\$0	\$1,030	2027
Capacity Improvements-Merritt Rd. - 2017		\$1,625	\$621	\$0	\$7	\$628	\$997	38.6%	\$500	\$504	\$0	\$0	2030
Structure Rehabilitation - Glendale Ave Bridge - 2020		\$8,950	\$236	\$38	\$184	\$459	\$8,491	5.1%	\$2,000	\$6,000	\$676	\$0	2028
Capacity Improvements-Rice Rd. - 2021		\$1,000	\$0	\$0	\$0	\$0	\$1,000	0.0%	\$1,000	\$0	\$0	\$0	2030
Intersection Imprvement-RR81 St.Paul St.		\$1,600	\$148	\$55	\$324	\$526	\$1,074	32.9%	\$350	\$450	\$598	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
W At Vansickle Rd. - 2021													
Road Rehabilitation-Caistorville - 2022		\$1,385	\$199	\$0	\$167	\$367	\$1,018	26.5%	\$593	\$593	\$0	\$0	2028
Road Rehabilitation-Eagle Bowen - 2022		\$2,250	\$31	\$0	\$1,021	\$1,052	\$1,198	46.8%	\$1,000	\$1,219	\$0	\$0	2029
Capacity Imprvoement Hwy 20-Smithville		\$1,150	\$92	\$0	\$1,017	\$1,109	\$41	96.4%	\$529	\$529	\$0	\$0	2027
Road Rehabilitation-York Road.		\$1,000	\$0	\$0	\$0	\$0	\$1,000	0.0%	\$1,000	\$0	\$0	\$0	2030
Storm Sewer Asset Management Program - 2024		\$1,884	\$458	\$75	\$911	\$1,444	\$440	76.6%	\$1,000	\$351	\$0	\$0	2027
Road Rehabilitation-Stanley Ave. From Murray St. To Peer Ln. - 2024		\$1,000	\$0	\$0	\$0	\$0	\$1,000	0.0%	\$250	\$450	\$300	\$0	2028
Road Safety Strategic Plan - 2024		\$1,750	\$453	\$0	\$225	\$678	\$1,072	38.8%	\$600	\$697	\$0	\$0	2027
Fleet Pickup Trucks - 2025		\$1,005	\$145	\$63	\$747	\$955	\$50	95.0%	\$797	\$0	\$0	\$0	2028
Fleet Dump Plow Trucks - 2025		\$3,858	\$0	\$0	\$3,747	\$3,747	\$111	97.1%	\$3,858	\$0	\$0	\$0	2028
Fleet Crew Dump Trucks - 2025		\$1,803	\$252	\$0	\$1,341	\$1,593	\$209	88.4%	\$1,551	\$0	\$0	\$0	2028
Road Emergency Construction - 2025		\$1,000	\$0	\$0	\$0	\$0	\$1,000	0.0%	\$700	\$0	\$300	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Road Rehabilitation-Niagara Stone Rd Line 1 - 2025		\$6,400	\$38	\$1	\$6,334	\$6,373	\$27	99.6%	\$6,200	\$161	\$0	\$0	2028
Road Rehabilitation-North Service Rd. - 2025		\$1,000	\$6	\$0	\$901	\$907	\$93	90.7%	\$950	\$44	\$0	\$0	2028
Roads Resurfacing Program - 2025		\$13,000	\$8,031	\$924	\$2,742	\$11,697	\$1,303	90.0%	\$4,045	\$0	\$0	\$0	2028
Road Rehabilitation-Stanley Ave. From Hwy 420 To Peer Ln - 2025		\$1,000	\$6	\$0	\$0	\$6	\$994	0.6%	\$350	\$450	\$194	\$0	2028
Structure Rehabilitation RR81 Forty Mile - 2020		\$1,200	\$688	\$0	\$0	\$688	\$512	57.3%	\$350	\$162	\$0	\$0	2031
<b>Public Works - Roads &amp; Fleet</b>		<b>\$559,489</b>	<b>\$258,830</b>	<b>\$12,704</b>	<b>\$114,008</b>	<b>\$385,543</b>	<b>\$173,946</b>	<b>68.9%</b>	<b>\$169,255</b>	<b>\$79,397</b>	<b>\$33,560</b>	<b>\$5,743</b>	
GO Transit		\$23,542	\$11,851	\$0	\$450	\$12,301	\$11,241	52.3%	\$11,691	\$0	\$0	\$0	2027
GO Transit	Uninitiated	\$8,402	\$0	\$0	\$0	\$0	\$8,402	0.0%	\$8,402	\$0	\$0	\$0	2027
Customer Service Strategic Priority		\$2,165	\$891	\$0	\$1	\$892	\$1,273	41.2%	\$637	\$637	\$0	\$0	2027
St.Catharines Go Precinct - 2020		\$4,800	\$4,685	\$0	\$24	\$4,709	\$91	98.1%	\$115	\$0	\$0	\$0	2026
<b>Total GO Transit</b>		<b>\$38,909</b>	<b>\$17,426</b>	<b>\$0</b>	<b>\$476</b>	<b>\$17,902</b>	<b>\$21,007</b>	<b>46.0%</b>	<b>\$20,846</b>	<b>\$637</b>	<b>\$0</b>	<b>\$0</b>	
<b>Total Public Works - Levy</b>		<b>\$598,398</b>	<b>\$276,256</b>	<b>\$12,704</b>	<b>\$114,484</b>	<b>\$403,445</b>	<b>\$194,953</b>	<b>67.4%</b>	<b>\$190,101</b>	<b>\$80,034</b>	<b>\$33,560</b>	<b>\$5,743</b>	
15-Bridge-Drop-Off Depot (Note 1)		\$3,775	\$3,732	\$5	\$35	\$3,772	\$2	99.9%	\$0	\$0	\$0	\$38	2026
Annual - Miscellaneous		\$1,360	\$461	\$50	\$214	\$725	\$635	53.3%	\$750	\$99	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Enhancements and Replacements - 2024													
Glenridge - Leachate Collection System (Note 3)		\$2,175	\$2,065	\$0	\$44	\$2,110	\$65	97.0%	\$10	\$0	\$0	\$100	2026
Glenridge - Passive Gas System (Note 3)		\$3,984	\$3,273	\$1	\$391	\$3,664	\$320	92.0%	\$400	\$0	\$0	\$310	2026
Humberstone - Infrastructure Upgrades (Note 2)		\$10,726	\$9,762	\$4	\$220	\$9,985	\$741	93.1%	\$750	\$0	\$0	\$210	2026
Mountain - Leachate Collection System Upgrade (Note 1)		\$3,602	\$1,955	\$3	\$99	\$2,058	\$1,545	57.1%	\$1,000	\$250	\$0	\$394	2027
Quarry Site Improvements		\$4,147	\$1,655	\$4	\$2,374	\$4,033	\$114	97.3%	\$2,300	\$188	\$0	\$0	2027
Construction of the End Use Works/Naturalization Site		\$1,350	\$11	\$0	\$0	\$11	\$1,339	0.8%	\$50	\$650	\$639	\$0	2028
<b>Total Waste Management</b>		<b>\$31,119</b>	<b>\$22,915</b>	<b>\$67</b>	<b>\$3,376</b>	<b>\$26,358</b>	<b>\$4,761</b>	<b>84.7%</b>	<b>\$5,260</b>	<b>\$1,186</b>	<b>\$639</b>	<b>\$1,052</b>	
Baker Road Waste Water Treatment Plant Capacity Expansion - 2023		\$1,500	\$260	\$11	\$851	\$1,121	\$379	74.8%	\$1,229	\$0	\$0	\$0	2026
Bal Harbor Sewer Pump Station Electrical - 2020 (Note 2)		\$2,200	\$204	\$0	\$945	\$1,149	\$1,051	52.2%	\$1,480	\$0	\$0	\$516	2026
Bender Hill Sewage Pump		\$8,911	\$517	\$79	\$142	\$738	\$8,173	8.3%	\$4,000	\$4,000	\$300	\$15	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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Station Upgrade - 2017 (Note 2)													
Dain City SPS Upgrade - 2019		\$8,171	\$531	\$0	\$6,724	\$7,255	\$916	88.8%	\$3,500	\$3,000	\$1,140	\$0	2028
Decommission Grassy Brook Sewage Pump Station	Uninitiated	\$1,139	\$0	\$0	\$0	\$0	\$1,139	0.0%	\$0	\$0	\$1,139	\$0	2031
Digester & Sludge Management Program - 2024 (Note 2)		\$2,500	\$0	\$0	\$0	\$0	\$2,500	0.0%	\$100	\$1,000	\$0	\$1,400	2027
Digester & Sludge Program - 2020 (Note 1)		\$2,450	\$512	\$0	\$204	\$716	\$1,734	29.2%	\$35	\$0	\$0	\$1,903	2026
Digester & Sludge Program - 2021 (Note 1)		\$2,300	\$2,140	\$5	-\$3	\$2,142	\$158	93.1%	\$5	\$0	\$0	\$150	2026
Digester Management - CB, WE, PW - 2023		\$4,000	\$347	\$78	\$669	\$1,094	\$2,906	27.4%	\$883	\$1,500	\$1,191	\$0	2028
Forcemain Replacement Beaverdams Sewage Pump Station		\$9,700	\$3,909	\$2,293	\$2,750	\$8,952	\$748	92.3%	\$3,148	\$350	\$0	\$0	2027
Forcemain Replacement Carleton Pump Station (Note 1)		\$1,185	\$1,179	\$0	\$18	\$1,197	-\$12	101.0%	\$0	\$0	\$0	\$6	2024
Forcemain Replacement East Side Sewage Pump Station		\$52,785	\$2,892	\$676	\$23,545	\$27,112	\$25,673	51.4%	\$36,900	\$11,817	\$500	\$0	2028
Forcemain Replacement Jordan Valley		\$3,175	\$488	\$5	\$2,194	\$2,688	\$487	84.7%	\$1,500	\$900	\$280	\$1	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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Sewage Pump Station (Note 2)													
Generator Replacement - Seaway Wastewater Treatment Plant (Note 2)		\$3,375	\$629	\$49	\$2,178	\$2,857	\$518	84.6%	\$1,500	\$1,150	\$0	\$46	2027
Lagoon Upgrade program - Stevensville/Douglstown		\$12,300	\$8,511	\$0	\$1,617	\$10,128	\$2,172	82.3%	\$1,000	\$1,000	\$1,789	\$0	2028
Lakewood Garden Sewage Pump Station Upgrade - 2020 (Note 2)		\$3,100	\$253	\$0	\$1,789	\$2,042	\$1,058	65.9%	\$80	\$0	\$0	\$2,767	2027
Mill St Area Sanitary - 2021 (Note 1)		\$1,650	\$1,205	\$85	\$17	\$1,308	\$342	79.3%	\$20	\$0	\$0	\$339	2026
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,450	\$1,444	\$171	\$677	\$2,291	\$159	93.5%	\$752	\$84	\$0	\$0	2027
Niagara Falls Overflow Diversion - McLeod	Uninitiated	\$1,891	\$0	\$0	\$0	\$0	\$1,891	0.0%	\$0	\$0	\$1,891	\$0	2031
Ontario St Pump Station Upgrades - 2021 (Note 2)		\$2,100	\$956	\$155	\$715	\$1,825	\$275	86.9%	\$275	\$600	\$0	\$115	2028
Pump Station Capacity Expansion Program - Odour Control - Smithville (Note 3)		\$1,700	\$1,526	\$0	\$143	\$1,669	\$31	98.2%	\$40	\$0	\$0	\$134	2026
Pump Station Improvement		\$5,428	\$4,497	\$454	\$388	\$5,338	\$90	98.3%	\$1,500	\$500	\$0	-\$1,523	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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Program - Catharine St (Note 4)													
Pump Station Improvement Program - Cole Farm		\$5,450	\$4,877	\$99	\$458	\$5,434	\$16	99.7%	\$474	\$0	\$0	\$0	2026
Pump Station Improvement Program - Design (Note 1)		\$5,711	\$5,142	\$44	\$371	\$5,556	\$155	97.3%	\$371	\$0	\$0	\$155	2027
Pump Station Improvement Program - East Side Port Colborne		\$5,500	\$560	\$0	\$0	\$560	\$4,940	10.2%	\$0	\$4,940	\$0	\$0	2027
Pump Station Improvement Program - Lakeshore Road (Note 2)		\$7,400	\$869	\$0	\$5,882	\$6,751	\$649	91.2%	\$150	\$6,000	\$375	\$6	2028
Pump Station Improvement Program - Laurie Ave		\$7,200	\$3,462	\$156	\$1,361	\$4,979	\$2,221	69.2%	\$3,224	\$358	\$0	\$0	2027
Pump Station Improvement Program - Mewburn (Note 2)		\$8,735	\$970	\$56	\$6,260	\$7,285	\$1,450	83.4%	\$500	\$5,500	\$1,700	\$10	2028
Pump Station Improvement Program - Shirley Road		\$3,900	\$474	\$0	\$2,307	\$2,782	\$1,118	71.3%	\$3,426	\$0	\$0	\$0	2026
Pump Station Improvement Program - Woodsvew		\$2,920	\$423	\$0	\$81	\$504	\$2,416	17.3%	\$375	\$1,873	\$250	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Renown SPS Upgrade - 2019 (Note 2)		\$1,750	\$595	\$23	\$865	\$1,483	\$267	84.7%	\$850	\$270	\$0	\$12	2027
Seaway Wastewater Treatment Plant Ferric Upgrade - 2020 (Note 2)		\$2,950	\$1,676	\$476	\$671	\$2,822	\$128	95.7%	\$775	\$0	\$0	\$23	2027
Sewer & Forcemain Program - Tupper Dr Trunk		\$6,410	\$3,657	\$2	\$655	\$4,314	\$2,096	67.3%	\$600	\$600	\$1,550	\$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	\$6,250	\$159	\$4,668	\$11,078	\$222	98.0%	\$4,668	\$0	\$0	\$222	2026
Sludge Septic Haulage Program - 2021		\$2,000	\$180	\$8	\$205	\$393	\$1,607	19.7%	\$1,300	\$512	\$0	\$0	2027
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station		\$600	\$0	\$0	\$0	\$0	\$600	0.0%	\$0	\$0	\$600	\$0	2031
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	2031
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	2031
South Niagara Falls Wastewater Treatment Plant	Uninitiated	\$5,921	\$0	\$0	\$0	\$0	\$5,921	0.0%	\$0	\$0	\$5,921	\$0	2031

## 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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Forcemain - Peel St													
South Niagara Falls Wastewater Treatment Plant Outfall		\$780	\$30	\$0	\$192	\$222	\$559	28.4%	\$162	\$397	\$0	\$0	2031
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	\$4,962	\$0	\$0	\$0	\$0	\$4,962	0.0%	\$0	\$713	\$4,440	\$0	2031
South Niagara Falls Wastewater Treatment Plant Trunk		\$6,264	\$1,500	\$61	\$4,542	\$6,102	\$162	97.4%	\$162	\$0	\$0	\$0	2030
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	\$101,557	\$0	\$0	\$0	\$0	\$101,557	0.0%	\$1,838	\$5,000	\$99,261	\$0	2030
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	\$19,612	\$0	\$0	\$0	\$0	\$19,612	0.0%	\$0	\$0	\$19,612	\$0	2031
Spring Gardens Sewer Pump Station Upgrade - 2021		\$13,026	\$486	\$0	\$113	\$599	\$12,427	4.6%	\$7,000	\$3,800	\$1,740	\$0	2028
SPS & FM Upgrade at City Hall - Port Colborne - 2018		\$6,039	\$568	\$0	\$33	\$601	\$5,438	9.9%	\$500	\$3,000	\$1,971	\$0	2028
Storage Facility Upgrade - Garner Road (Note 2)		\$6,590	\$584	\$0	\$344	\$928	\$5,662	14.1%	\$1,000	\$1,000	\$4,000	\$6	2029
Streamside SPS Upgrade - 2023		\$1,473	\$26	\$0	\$0	\$26	\$1,447	1.7%	\$0	\$1,447	\$0	\$0	2027
Trunk Sewer Quaker Road - 2020 (Note 4)		\$15,728	\$15,047	\$0	\$124	\$15,170	\$558	96.4%	\$15,000	\$0	\$0	-\$14,318	2026
Waste Water Treatment Plant		\$2,150	\$434	\$10	\$1,070	\$1,515	\$635	70.4%	\$100	\$750	\$845	\$10	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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Digester Upgrade - Anger Ave - 2018 (Note 2)													
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$46,044	\$32,645	\$422	\$11,426	\$44,493	\$1,551	96.6%	\$1,551	\$0	\$0	\$0	2031
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls	Uninitiated	\$201,614	\$0	\$0	\$0	\$0	\$201,614	0.0%	\$6,949	\$41,218	\$164,873	\$0	2031
Wastewater Treatment Plant Electrical Upgrade - Seaway - 2019 (Note 2 )		\$1,295	\$110	\$0	\$37	\$147	\$1,148	11.4%	\$200	\$950	\$0	\$35	2027
Wastewater Treatment Plant Infl Channel - Seaway - 2019		\$10,745	\$2,700	\$485	\$5,120	\$8,305	\$2,440	77.3%	\$4,500	\$1,500	\$1,560	\$0	2028
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$37,997	\$0	\$405	\$38,402	\$1,098	97.2%	\$400	\$1,103	\$0	\$0	2028
Wastewater Treatment Plant Upgrade - Niagara Falls		\$62,031	\$56,760	\$1,445	\$3,426	\$61,631	\$399	99.4%	\$3,749	\$77	\$0	\$0	2027
Wastewater Treatment Plant Upgrade - Port Weller (Note 2)		\$5,170	\$3,005	\$27	\$1,149	\$4,182	\$988	80.9%	\$800	\$188	\$0	\$1,149	2027
Wastewater Treatment Plant		\$24,373	\$23,167	\$137	\$532	\$23,836	\$537	97.8%	\$1,069	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Upgrade - Welland													
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$1,700	\$644	\$0	\$712	\$1,356	\$344	79.8%	\$800	\$256	\$0	\$0	2027
Wastewater Treatment Plant WGB Upgrades - Port Dalhousie - 2021 (Note 2)		\$5,900	\$1,124	\$445	\$3,643	\$5,211	\$689	88.3%	\$3,643	\$0	\$0	\$689	2026
Pump Station Upgrade-Victoria Ave. - 2020		\$8,200	\$491	\$35	\$4,738	\$5,264	\$2,936	64.2%	\$6,907	\$767	\$0	\$0	2027
SCADA Server Refresh - 2023 (Note 1)		\$1,345	\$352	\$0	\$0	\$352	\$993	26.2%	\$0	\$0	\$0	\$993	2026
Wastewater Sustainability Upgrades - 2025		\$4,000	\$1,139	\$89	\$1,655	\$2,883	\$1,117	72.1%	\$2,772	\$0	\$0	\$0	2028
Smithville Trunk Upgrade - 2025		\$1,000	\$9	\$10	\$582	\$602	\$398	60.2%	\$400	\$580	\$0	\$0	2028
West Main St. Sanitary Imprvovement - 2025		\$2,500	\$4	\$0	\$0	\$4	\$2,496	0.1%	\$1,000	\$1,496	\$0	\$0	2028
Digester and Sludge Management Program - 2025 (Note 2)		\$4,000	\$82	\$0	\$1,211	\$1,293	\$2,707	32.3%	\$630	\$2,500	\$0	\$788	2028
<b>Total Wastewater</b>		<b>\$819,350</b>	<b>\$241,392</b>	<b>\$8,248</b>	<b>\$110,410</b>	<b>\$360,050</b>	<b>\$459,300</b>	<b>43.9%</b>	<b>\$135,791</b>	<b>\$112,697</b>	<b>\$325,562</b>	<b>- \$4,340</b>	
Bemis ET Replacement - 2021		\$2,500	\$291	\$11	\$35	\$336	\$2,164	13.4%	\$1,000	\$1,198	\$0	\$0	2028
Decew High Lift Pump Sizing (Note 3)		\$2,731	\$2,371	\$0	\$210	\$2,581	\$150	94.5%	\$15	\$0	\$0	\$345	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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
DeCew Low Lift Booster - 2019		\$14,707	\$10,263	\$338	\$1,777	\$12,377	\$2,329	84.2%	\$2,329	\$1,777	\$0	\$0	2027
DeCew Plant 1 Mixing System - 2021		\$1,850	\$166	\$0	\$17	\$183	\$1,667	9.9%	\$1,200	\$484	\$0	\$0	2028
Elevated Tank - New - Fort Erie (Note 2)		\$23,755	\$7,465	\$198	\$14,107	\$21,770	\$1,985	91.6%	\$12,000	\$4,000	\$90	\$2	2028
Elevated Tank - New - Pelham		\$2,820	\$1,199	\$83	\$826	\$2,108	\$712	74.7%	\$750	\$788	\$0	\$0	2028
Elevated Tank Replacement - Lundy's Lane (Note 2)		\$3,500	\$333	\$69	\$82	\$484	\$3,016	13.8%	\$1,900	\$1,195	\$0	\$3	2027
Glendale Watermain Valves - 2023		\$1,000	\$6	\$0	\$204	\$209	\$791	20.9%	\$775	\$219	\$0	\$0	2027
Meter Replacement Program (Note 1)		\$3,900	\$3,671	\$0	\$133	\$3,803	\$97	97.5%	\$0	\$0	\$0	\$229	2026
Miscellaneous Program - System Storage - Grimsby		\$20,914	\$19,837	\$0	\$143	\$19,979	\$935	95.5%	\$500	\$578	\$0	\$0	2027
New Transm Main in Smithville - 2021		\$8,789	\$23	\$0	\$0	\$23	\$8,766	0.3%	\$0	\$8,766	\$0	\$0	2028
Pumping Station Upgrades - Shoalts Drive		\$1,900	\$615	\$71	\$662	\$1,348	\$552	70.9%	\$700	\$514	\$0	\$0	2028
Reservoir & Storage Program - 2021		\$3,000	\$1,789	\$6	\$580	\$2,374	\$626	79.1%	\$1,206	\$0	\$0	\$0	2026
Reservoir and Storage Program - 2019 (Note 2)		\$4,050	\$166	\$0	\$3,256	\$3,422	\$628	84.5%	\$2,500	\$1,350	\$0	\$34	2027
St.Davids Chlorination Facility Upgrade - 2020		\$2,750	\$222	\$38	-\$15	\$246	\$2,504	8.9%	\$1,890	\$600	\$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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Transmission Main over Welland River		\$4,080	\$8	\$0	\$0	\$8	\$4,072	0.2%	\$2,000	\$1,000	\$1,072	\$0	2028
TruckMain Upgrade - Grimsby Water Treatment Plant - 2022 (Note 1)		\$1,675	\$400	\$17	\$126	\$543	\$1,132	32.4%	\$150	\$0	\$0	\$1,108	2030
Valve Rehabilitation - Drummond Road		\$3,200	\$164	\$37	\$0	\$201	\$2,999	6.3%	\$2,999	\$0	\$0	\$0	2026
Water Treatment Plant Expansion - Grimsby		\$6,500	\$654	\$48	\$311	\$1,013	\$5,487	15.6%	\$1,335	\$3,025	\$1,438	\$0	2030
Water Treatment Plant Raw Water Intake - Niagara Falls		\$4,771	\$2,963	\$80	\$131	\$3,174	\$1,597	66.5%	\$1,728	\$0	\$0	\$0	2026
Water Treatment Plant Roadway & Parking Lot - Grimsby (Note 1)		\$2,130	\$2,105	\$0	\$5	\$2,110	\$20	99.0%	\$1	\$0	\$0	\$24	2026
Water Treatment Plant Upgrade - Decew Falls - 2016		\$45,350	\$36,754	\$551	\$5,135	\$42,439	\$2,911	93.6%	\$5,135	\$2,911	\$0	\$0	2027
Water Treatment Plant Upgrade - Niagara Falls - 2018 (Note 2)		\$6,815	\$3,561	\$18	\$1,788	\$5,367	\$1,448	78.7%	\$2,800	\$400	\$0	\$36	2027
Water Treatment Plant Upgrade - Port Colborne (Note 3)		\$11,700	\$10,727	\$0	\$716	\$11,443	\$257	97.8%	\$300	\$0	\$0	\$673	2026
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$617	\$4	\$446	\$1,067	\$1,619	39.7%	\$300	\$500	\$1,265	\$0	2029
Water Treatment Plant Upgrade - Rosehill (Note 1)		\$15,000	\$14,452	\$0	\$0	\$14,452	\$548	96.3%	\$0	\$0	\$0	\$548	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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Water Treatment Plant Upgrade - Welland - 2017		\$15,000	\$3,726	\$56	\$334	\$4,115	\$10,885	27.4%	\$2,000	\$7,000	\$2,218	\$0	2028
Watermain Program - Along CNR Grimsby (Note 1)		\$23,425	\$21,162	\$2	\$1,921	\$23,085	\$340	98.5%	\$250	\$0	\$0	\$2,012	2026
Watermain Program - Barrick Road		\$51,207	\$2,072	\$676	\$24,795	\$27,543	\$23,664	53.8%	\$36,300	\$11,659	\$500	\$0	2028
Watermain Program - Welland Canal Extension		\$15,160	\$3,712	\$1,087	\$9,057	\$13,856	\$1,304	91.4%	\$1,304	\$9,057	\$0	\$0	2027
Watermain Program - Welland East and West		\$4,800	\$4,631	\$51	\$94	\$4,777	\$23	99.5%	\$118	\$0	\$0	\$0	2027
Watermain Replacement - Vineland 19th Street and Glen Road		\$1,502	\$1,490	\$0	\$0	\$1,490	\$12	99.2%	\$12	\$0	\$0	\$0	2026
Watermain Replacement Ontario St Lincoln - 2020		\$22,336	\$15,673	\$96	\$108	\$15,877	\$6,460	71.1%	\$6,567	\$0	\$0	\$0	2026
Watermain Replacement Victoria Ave King - 2020 (Note 2)		\$2,150	\$1,888	\$0	\$220	\$2,108	\$42	98.1%	\$220	\$0	\$0	\$42	2026
York Road Watermain Replace - 2021		\$11,800	\$5,201	\$279	\$3,710	\$9,190	\$2,610	77.9%	\$5,620	\$700	\$0	\$0	2027
Watermain Replacement-JR Stork - 2021		\$3,200	\$16	\$0	\$2,161	\$2,177	\$1,023	68.0%	\$2,300	\$500	\$384	\$0	2028
Roof Replacement		\$4,200	\$499	\$26	\$16	\$541	\$3,659	12.9%	\$1,500	\$1,500	\$659	\$16	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	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Program - 2021 (Note 2)													
UV disinfection system - 2024		\$2,500	\$0	\$0	\$1,707	\$1,707	\$793	68.3%	\$2,500	\$0	\$0	\$0	2026
Water Sustainability Upgrades - 2025		\$4,000	\$1,076	\$89	\$1,122	\$2,288	\$1,712	57.2%	\$2,834	\$0	\$0	\$0	2028
<b>Total Water Works</b>		<b>\$363,353</b>	<b>\$181,968</b>	<b>\$3,931</b>	<b>\$75,918</b>	<b>\$261,816</b>	<b>\$101,537</b>	<b>72.1%</b>	<b>\$105,037</b>	<b>\$59,721</b>	<b>\$7,626</b>	<b>\$5,071</b>	
<b>Total Projects with remaining budgets greater than \$1 million</b>		<b>\$2,393,708</b>	<b>\$1,160,633</b>	<b>\$31,726</b>	<b>\$363,959</b>	<b>\$1,556,318</b>	<b>\$837,389</b>	<b>65.0%</b>	<b>\$519,441</b>	<b>\$282,103</b>	<b>\$390,072</b>	<b>\$9,733</b>	

Note 1: As of the date of this report, the surplus is expected to be returned to the respective reserves or CVP in 2026.

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: Subsequent to the change in scope/Inflationary pressure, the project requires additional funds and a request to Council was approved in 2026.

## 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 Q4 2025, 77% 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	Niagara Transit Commission	Total Programs
<b>Balance at December 31, 2024</b>	<b>\$5,760</b>	<b>\$1,000</b>	<b>\$11,712</b>	<b>\$13,319</b>	<b>\$0</b>	<b>\$31,791</b>
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
<b>Balance at July 23, 2025</b>	<b>\$6,977</b>	<b>\$1,570</b>	<b>\$13,406</b>	<b>\$12,353</b>	<b>\$0</b>	<b>\$34,306</b>
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	\$29	\$3,095
<b>Balance at October 23, 2025</b>	<b>\$6,463</b>	<b>\$1,752</b>	<b>\$12,713</b>	<b>\$14,605</b>	<b>\$29</b>	<b>\$35,533</b>
Transfer to Active Capital Projects	-\$1,021		-\$76			-\$1,097
Budget Reductions on Active Capital Projects	\$900		\$700	\$1,650		\$3,250
Transfers from Closed Capital Projects	\$506	\$11	\$1,442	\$794		\$2,754
<b>Balance at December 31, 2025</b>	<b>\$6,848</b>	<b>\$1,763</b>	<b>\$14,779</b>	<b>\$17,049</b>	<b>\$29</b>	<b>\$40,439</b>
Returned to Capital Reserves as per CSD 6-2026*	-\$1,125			-\$8,500		-\$9,625
<b>Uncommitted Balance at December 31, 2025</b>	<b>\$5,723</b>	<b>\$1,763</b>	<b>\$14,779</b>	<b>\$8,549</b>	<b>\$29</b>	<b>\$30,814</b>

\*\$1,125 has been returned to the General Capital Levy and is committed to the 2026 budget.

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

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

Department	Adjustment Amount	Adjustment Description
<b>Original Budget Revenue &amp; Expenditures</b>	<b>1,562,404</b>	
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.
Community Services	2,650	To record funding from the Ministry of Municipal Affairs and Housing for the Canada-Ontario Community Housing Initiative. The funds will be utilized to support community housing providers per COM 8-2025.
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.

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

Department	Adjustment Amount	Adjustment Description
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.
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 Regional Police Services	66	To record in-year adjustments related to New Generation 911 (NG911) integration and the use of an estate donation. The adjustments will reflect the costs and recoveries associated with adding the Niagara Parks Police to the Service's NG911 system and will increase Program Activity Supplies for the Canine Unit.
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	140	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 existing grant budgets.
Public Health	624	To record grant revenue from Health Canada for the Harm Reduction in Motion program.
Public Health	443	To record grant funding for the implementation of a new Housing First Assertive Community Treatment Team (HFACTT). The adjustment will add operating costs fully funded by Gateway and aligns with Council-approved staffing for the HFACTT team.
Public Health	48	To transfer a year-to-date levy operating surplus from Public Health to the capital project for a Ground Floor Power Upgrade. The adjustment will allocate available surplus from Vaccine Preventable Diseases, which includes a prior-year one-time subsidy pickup.

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

Department	Adjustment Amount	Adjustment Description
Public Health	6	To transfer a year-to-date levy operating surplus from Public Health to the capital project for Front Reception Alterations. The adjustment will allocate available operating surplus from Vaccine & Preventable Diseases toward the required capital work, including a portion related to a prior-year subsidy adjustment.
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.
<b>Total Budget Adjustment</b>	<b>42,978</b>	
<b>December 31, 2025, Adjusted Budget</b>	<b>1,605,382</b>	

## Reserve Summary (in thousands of dollars)

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

At December 31, 2025 the Region's consolidated and uncommitted reserve balance is \$267,709 (\$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 51% (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 December 31, 2025	Year-end Transfers*	Balances at December 31, 2025	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2025
Wastewater Capital	\$26,637	\$45,658	\$0	-\$37,994	\$753	\$35,053	\$0	\$35,055	\$0	\$35,055
Water Capital	\$45,495	\$26,811	\$0	-\$50,549	\$831	\$22,588	\$12,845	\$35,433	\$0	\$35,433
Waste Management	\$30,467	\$1,779	\$0	-\$1,530	\$756	\$31,472	\$1,980	\$33,450	\$0	\$33,450
General Capital Levy <sup>1</sup>	\$17,405	\$70,886	-\$332	-\$69,713	\$0	\$18,246	\$1,125	\$19,371	\$0	\$19,371
Infrastructure Deficit	\$108	\$4,053	\$0	-\$4,100	\$0	\$61	\$0	\$61	\$0	\$61
Court Services Facility Renewal	\$4,301	\$200	\$0	\$0	\$0	\$4,501	\$0	\$4,501	\$0	\$4,501
NRH Owned Units	\$1,923	\$2,971	\$0	-\$3,655	\$0	\$1,239	\$0	\$1,239	\$0	\$1,239
Ontario Police Video Training Alliance	\$41	\$0	\$0	\$0	\$0	\$41	\$18	\$59	\$0	\$59
Police Capital Levy	\$1,073	\$2,250	\$0	-\$2,463	\$0	\$860	\$0	\$860	\$0	\$860
Police Vehicle and Equipment Replacement	\$90	\$2,255	\$0	-\$2,214	\$0	\$131	\$0	\$131	\$0	\$131
Transit Capital	\$1,631	\$4,333	\$0	-\$2,494	\$63	\$3,533	\$0	\$3,533	\$0	\$3,533
<b>Total Capital Reserves</b>	<b>\$129,171</b>	<b>\$161,196</b>	<b>-\$332</b>	<b>-\$174,712</b>	<b>\$2,403</b>	<b>\$117,725</b>	<b>\$15,968</b>	<b>\$133,693</b>	<b>\$0</b>	<b>\$133,693</b>
Wastewater Stabilization	\$1,022	\$392	-\$30	\$0	-\$42	\$1,342	\$529	\$1,871	\$0	\$1,871
Water Stabilization	\$2,951	\$0	-\$30	\$0	\$72	\$2,993	\$0	\$2,993	\$0	\$2,993
Waste Management Stabilization	\$7,802	\$0	-\$350	\$0	\$262	\$7,714	\$0	\$7,714	\$0	\$7,714
Transit Stabilization	\$3,628	\$0	\$0	\$0	\$177	\$3,805	\$2,195	\$6,000	\$0	\$6,000
Encumbrance	\$11,851	\$9,632	-\$10,061	\$0	\$0	\$11,422	\$0	\$11,422	\$0	\$11,422

## 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 December 31, 2025	Year-end Transfers*	Balances at December 31, 2025	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2025
Taxpayer Relief	\$38,535	\$2,033	-\$4,941	\$0	\$0	\$35,629	\$2,146	\$37,775	\$0	\$37,775
Police Contingency	\$1,977	\$250	-\$163	\$0	\$0	\$2,064	-\$417	\$1,647	\$0	\$1,647
Police Services Board Contingency	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$242	\$0	\$242
<b>Total Corporate Stabilization Reserves</b>	<b>\$68,008</b>	<b>\$12,307</b>	<b>-\$15,575</b>	<b>\$0</b>	<b>\$469</b>	<b>\$65,211</b>	<b>\$4,453</b>	<b>\$69,664</b>	<b>\$0</b>	<b>\$69,664</b>
Circle Route Initiatives	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$1,133	\$0	\$1,133
Hospital Contribution	\$14,965	\$2,215	-\$10,500	\$0	\$0	\$6,680	\$0	\$6,680	\$0	\$6,680
Social Housing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Road Safety Program	\$1,498	\$644	-\$1,629	\$0	\$0	\$513	\$0	\$513	\$0	\$513
Housing Services	\$9,783	\$3,235	-\$1,600	\$0	\$0	\$11,418	\$0	\$11,418	\$0	\$11,418
<b>Total Specified Contribution Reserves</b>	<b>\$27,379</b>	<b>\$6,094</b>	<b>-\$13,729</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,744</b>	<b>\$0</b>	<b>\$19,744</b>	<b>\$0</b>	<b>\$19,744</b>
Future Benefit Costs	\$24,454	\$0	-\$250	\$0	\$0	\$24,204	\$0	\$24,204	\$0	\$24,204
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270	\$0	\$2,270
Landfill Liability	\$4,117	\$2,824	\$0	\$1,801	\$159	\$8,901	\$0	\$8,901	\$0	\$8,901
Police Accumulated Sick Leave	\$230	\$0	-\$120	\$0	\$0	\$110	\$0	\$110	\$0	\$110
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$4,270	\$200	\$0	\$0	\$0	\$4,470	\$0	\$4,470	\$0	\$4,470
Transit Future Benefit	\$489	\$0	\$0	\$0	\$12	\$501	\$0	\$501	\$0	\$501
<b>Total Future Liability Reserves</b>	<b>\$39,982</b>	<b>\$3,024</b>	<b>-\$370</b>	<b>\$1,801</b>	<b>\$171</b>	<b>\$44,608</b>	<b>\$0</b>	<b>\$44,608</b>	<b>\$0</b>	<b>\$44,608</b>
<b>Total (Excluding Deferred Revenues)</b>	<b>\$264,540</b>	<b>\$182,621</b>	<b>-\$30,006</b>	<b>-\$172,911</b>	<b>\$3,043</b>	<b>\$247,287</b>	<b>\$20,421</b>	<b>\$267,709</b>	<b>\$0</b>	<b>\$267,709</b>

\*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.

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

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
<b>2024 net proceeds for sales</b>	\$ 22
<b>2025 net proceeds for sales</b>	\$ 4,973
<b>20001466 - 21-NRPS 68 Church Demolition</b>	\$ (3,000)
<b>Funds available/(funds pre-committed)</b>	<b>\$ 1,995</b>

## 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 December 31, 2025	Unearned Revenues (Deferrals)	Capital Commitments **	Operating Commitments ***	Balance Available at December 31, 2025****
Development Charges-General Government	\$2,612	\$129	\$102	\$6	-\$147	\$0	\$66	\$2,768	\$19	\$0	-\$498	\$2,289
Development Charges-Police Services	\$1,276	\$440	\$319	\$21	-\$883	-\$687	\$23	\$509	\$68	-\$90	\$0	\$488
Development Charges-Roads	\$128,126	\$13,341	\$8,197	\$710	-\$10	-\$4,510	\$3,410	\$149,264	\$2,257	-\$117,558	-\$28	\$33,936
Development Charges-Sewer	\$122,463	\$9,682	\$6,355	\$538	-\$1,240	-\$13,163	\$3,079	\$127,713	\$1,710	-\$50,236	-\$1,431	\$77,755
Development Charges-Water	\$69,265	\$5,236	\$3,651	\$289	-\$157	-\$8,889	\$1,723	\$71,118	\$920	-\$58,320	\$0	\$13,718
Development Charges-Emergency Medical	\$3,645	\$355	\$190	\$19	\$0	-\$509	\$91	\$3,792	\$61	-\$2,268	\$0	\$1,585
Development Charges-LT Care	\$2,568	\$1,678	\$971	\$89	\$0	-\$889	\$90	\$4,506	\$283	-\$1,611	\$0	\$3,178
Development Charges-POA	\$466	\$5	\$11	\$0	\$0	\$0	\$12	\$493	\$0	\$0	\$0	\$493
Development Charges-Health	\$2,494	\$9	\$29	\$0	\$0	\$0	\$62	\$2,595	\$0	\$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 December 31, 2025	Unearned Revenues (Deferrals)	Capital Commitments **	Operating Commitments ***	Balance Available at December 31, 2025****
Development Charges-Social Housing	\$376	\$588	\$219	\$0	\$0	-\$139	\$0	\$1,044	\$0	-\$508	\$0	\$535
Development Charges-Waste Division	\$4,114	\$253	\$160	\$13	-\$30	-\$210	\$104	\$4,404	\$40	-\$122	-\$8	\$4,315
Development Charges-Transit Services	\$5,121	\$788	\$403	\$35	\$0	-\$2	\$143	\$6,488	\$112	-\$2,475	\$0	\$4,125
Development Charges-Public Works (Facilities & Fleet)	\$2,139	\$395	\$231	\$21	\$0	\$0	\$62	\$2,847	\$66	\$0	\$0	\$2,912
<b>Subtotal Development Charges</b>	<b>\$344,664</b>	<b>\$32,899</b>	<b>\$20,837</b>	<b>\$1,741</b>	<b>-\$2,467</b>	<b>-\$28,998</b>	<b>\$8,865</b>	<b>\$377,541</b>	<b>\$5,534</b>	<b>-\$233,188</b>	<b>-\$1,964</b>	<b>\$147,923</b>
Federal Gas Tax	\$52,499	\$15,653	\$0	\$0	\$0	-\$28,541	\$1,138	\$40,749	\$0	-\$37,823	\$0	\$2,926
Provincial Gas Tax	\$15,390	\$8,571	\$0	\$0	\$0	-\$6,109	\$411	\$18,263	\$0	-\$8,971	\$0	\$9,292
<b>Subtotal Gas Tax</b>	<b>\$67,889</b>	<b>\$24,224</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$34,650</b>	<b>\$1,548</b>	<b>\$59,011</b>	<b>\$0</b>	<b>-\$46,793</b>	<b>\$0</b>	<b>\$12,218</b>
<b>Total</b>	<b>\$412,554</b>	<b>\$57,123</b>	<b>\$20,837</b>	<b>\$1,741</b>	<b>-\$2,467</b>	<b>-\$63,648</b>	<b>\$10,413</b>	<b>\$436,552</b>	<b>\$5,534</b>	<b>-\$279,981</b>	<b>-\$1,964</b>	<b>\$160,141</b>

## 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	Annual Budget	Annual Variance
	Q1-Q3	Q4			
Mandatory Exemptions:					
Bill 23 Phase-In (M)	\$0	\$0	\$0	\$0	\$0
Bill 23 Purpose-Built Rental Discounts (M)	\$1,713	\$28	\$1,741	500	-\$1,241
Bill 23 Intensification RDC Reductions (M)	\$8,114	-\$1,360	\$6,753	4,116	-\$2,638
Board of Education (M)	\$143	\$850	\$993	\$0	-\$993
Bill 17 Long-term Care Home Development (M)	\$2,223	\$0	\$2,223	\$0	-\$2,223
Non-Profit Housing (Bill 23) - (M) <sup>1</sup>	\$1,019	\$56	\$1,075	\$618	-\$458
<b>Subtotal - Mandatory Exemptions</b>	<b>\$13,212</b>	<b>-\$426</b>	<b>\$12,786</b>	<b>\$5,233</b>	<b>-\$7,553</b>
Brownfield - (D) <sup>2</sup>	\$401	\$8,545	\$8,946	\$4,820	-\$4,126
Smart Growth Niagara - (D)	\$0	\$0	\$0	\$0	\$0
Agriculture - (D)	\$2,102	\$1,055	\$3,157	\$4,574	\$1,417
Place of Worship - (D)	\$21	\$0	\$21	\$96	\$75
Afford. Rental Housing - (D)	\$0	\$0	\$0	\$948	\$948
Hotel/Motel - (D)	\$17	\$168	\$185	\$375	\$190
<b>Subtotal - Other Economic Incentives</b>	<b>\$2,541</b>	<b>\$9,768</b>	<b>\$12,308</b>	<b>\$10,813</b>	<b>-\$1,495</b>
<b>Non-Profit - (D)<sup>1</sup></b>	<b>\$0</b>	<b>\$50</b>	<b>\$50</b>	<b>\$50</b>	<b>\$0</b>
50% Industrial Expansion - (M)	\$508	\$70	\$578		
Industrial and Gateway - (D) <sup>3</sup>	\$2,048	\$163	\$2,211	\$8,634	\$5,845
<b>Subtotal - Industrial and Gateway</b>	<b>\$2,556</b>	<b>\$233</b>	<b>\$2,789</b>	<b>\$8,634</b>	<b>\$5,845</b>
<b>Total</b>	<b>\$18,309</b>	<b>\$9,625</b>	<b>\$27,934</b>	<b>\$24,731</b>	<b>-\$3,203</b>

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

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

<sup>1-3</sup>**Table 2 - Details for Application Based Regional Development Charge Grants (2025)**

### <sup>1</sup>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
Red Roof Retreat	Sep 18, 2025	Group Home	Niagara-on-the-Lake	\$56	\$56
The Hope Centre	Oct 28, 2025	Residential Units	Welland	\$50	\$50
<b>Total</b>				<b>\$1,125</b>	<b>\$1,125</b>

### <sup>2</sup>2025 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid / Adjusted 2025
Grants Application Prior to 2022 <sup>4</sup>						
574 King St	Apr 25, 2018	Apartment Complex	Welland	\$63	\$63	\$0
181 Queen St	May 2, 2018	Residential Subdivision	Thorold	\$27,869	\$4,511	\$992
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
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

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

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid / Adjusted 2025
4263 Fourth Ave	Feb 18, 2021	Residential Townhouses	Niagara Falls	\$569	\$569	\$0
3659 Stanley Ave	Oct 4, 2021	Commercial Office Space, Storage Facility	Niagara Falls	\$1,020	\$379	\$285
401 Canal Street	Feb 25, 2021	Residential, Park, School and Open space	Welland	\$11,938	\$7,705	\$2,216
475, 555, 635 Canal Street	Feb 25, 2021	Residential, Park, School and Open space	Welland	\$20,146	\$3,140	\$3,140
57 Carlisle Street	Jun 23, 2022	Apartment Complex	St. Catharines	\$3,238	\$2,380	-\$859
40 Woodburn Avenue	Aug 2, 2019	Residential Subdivision	St. Catharines	\$3,325	\$3,171	\$3,171
<b>Total</b>				<b>\$72,103</b>	<b>\$25,105</b>	<b>\$8,946</b>

<sup>4</sup>Grants awarded in prior years may be paid in current or future periods depending on the timing of building permit issuance.

### <sup>3</sup>2025 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-chain transportation, handling services and temperature-controlled 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
413 Lakeshore Road	Oct 27, 2025	Precision machining and equipment installations	St. Catharines	\$92	\$92
6 Vaughan Rd	Oct 21, 2025	Cannabis production and processing	Welland	\$71	\$71
<b>Total</b>				<b>\$2,211</b>	<b>\$2,211</b>

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

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
<b>Council approved net operating transfers to reserves, including interest allocation to reserves</b>	<b>- \$126,443</b>	
<u>Additional operating reserve transfers (to)/from reserves:</u>		
2025 Encumbrances	- \$11,422	2025 Encumbrances (CSD 8-2025)
Capital Levy	\$2,527	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	\$219	Transfer of net surplus for Vision Zero Road Safety Program to reserves for future use
Capital Levy	- \$5,662	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Levy)
Water Capital	- \$427	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Water)
Wastewater Capital	- \$7,233	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Wastewater)
Housing Services	- \$1,600	Transfer back to reserve of unused/surplus funds related to Capital Loan and Grant program and Housing Provider Capital Subsidy funding
Wastewater Stabilization	- \$392	To transfer back to reserve pertaining to closed project (Wastewater)
Taxpayer Relief	- \$5,418	Transfer to reserve related to the Asahi Kasei development industrial DC grant
All Special Levy and Rate Reserves	\$193	Interest income allocation to reserve at average portfolio rate which was higher than budgeted per reserve policy C-F-013
<b>Net operating transfers to reserves</b>	<b>- \$155,658</b>	

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

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A 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
<b>Council approved net capital transfers per 2024 Budget</b>	<b>\$174,158</b>	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
<u>Q4 additional capital reserve transfers:</u>		
Police Capital Levy	- \$92	To close various projects returning unused funds to reserve
NRH Owned Units	- \$64	Returning funds to reserve for various NRH capital projects where alternative funding from Canada Mortgage and Housing Corporation (CMCH) was utilized
<b>Net capital transfers</b>	<b>\$172,911</b>	

# Investment Report (in thousands of dollars)

Investment income during Q4 on the primary portfolio amounted to \$9,530, 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 Q4 of \$2,349 is a combination of more cash held in high interest savings accounts than anticipated and reinvestment of Principal Protected Note disposals after the 2025 budget was finalized allowing significantly more interest revenue to be recognized throughout 2025.

Budget vs Actual before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total
Budget	\$6,722	\$7,113	\$6,812	\$7,181	\$27,828
Actual	\$8,540	\$8,689	\$9,140	\$9,530	\$35,899
Variance	\$1,818	\$1,576	\$2,328	\$2,349	\$8,071

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

Q1	Q2	Q3	Q4
3.40%	3.47%	3.51%	3.59%

### Investment Income After Transfers to Reserves:

Investment income is favourable by \$6,034 in Q4 after allocations to deferred revenues and rate reserves due to applying a lower rate of return for the interest allocation. In accordance with Reserve Policy C-F-013, interest is to be allocated to reserves at the average rate of return from the portfolio unless the rate is not achievable given budgetary limitations, interest is then to be allocated at highest rate possible but at no less than the budgeted amount of interest. The portfolio return used in the 2025 budget methodology (2.47%) was applied as it was assessed to be appropriate for the budgetary limitations in 2025.

Budget vs Actual after Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	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	\$9,530	\$35,899
Net Actual Transfers	-\$2,493	-\$6,461	-\$5,436	\$1,192	-\$13,198
Actual (Net)	\$6,047	\$2,228	\$3,704	\$10,722	\$22,701
Variance	\$1,818	-\$2,393	-\$614	\$6,034	\$4,845

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

As at December 31, 2025 the Regional investment portfolio had an adjusted book value of \$1.126 billion. The portfolio is currently composed of the following:

- 60.7% Regional reserves and reserve funds (including development charge reserves); and
- 39.3% Capital Works-In-Progress (capital funding approved in current/previous year's budgets)

## Investment Term Holdings

Funds	Book Value	Weight
< 5 Yr	\$437,284	38.8%
5 Yr - 10 Yr	\$286,366	
10+ Yr	\$187,062	16.6%
Subtotal (Investments)	\$910,712	80.8%
Cash	\$186,070	
Sinking Fund (Incl.Cash)	\$29,694	
<b>Total Portfolio</b>	<b>\$1,126,476</b>	<b>100.0%</b>

## 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	10.44%	25.00%
Bank of Nova Scotia	Banks	\$40,000	4.26%	25.00%
Canadian Imperial Bank of Commerce	Banks	\$77,992	8.31%	25.00%
National Bank of Canada	Banks	\$43,046	4.59%	25.00%
Royal Bank of Canada	Banks	\$191,850	20.44%	25.00%
Toronto Dominion Bank	Banks	\$10,169	1.08%	25.00%
<b>Total</b>	<b>Banks</b>	<b>\$461,058</b>	<b>49.12%</b>	<b>60.00%</b>
Meridian Credit Union	Credit Union	\$5,000	0.53%	10.00%
<b>Total</b>	<b>Credit Union</b>	<b>\$5,000</b>	<b>0.53%</b>	<b>15.00%</b>
City of Guelph	Municipal	\$1,310	0.14%	10.00%
City of Hamilton	Municipal	\$9,177	0.98%	10.00%
City of Montreal	Municipal	\$9,959	1.06%	10.00%
City of Toronto	Municipal	\$13,398	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	\$4,975	0.53%	10.00%
Region of Halton	Municipal	\$1,520	0.16%	10.00%
Region of Peel	Municipal	\$2,198	0.23%	10.00%
Region of Waterloo	Municipal	\$26,566	2.83%	10.00%
Region of York	Municipal	\$5,000	0.53%	10.00%
Region of Durham	Municipal	\$16,536	1.76%	10.00%
Ville de Longueuil	Municipal	\$3,081	0.33%	10.00%
York Sinking Fund Debenture	Municipal	\$1,777	0.19%	10.00%
<b>Total</b>	<b>Municipal</b>	<b>\$105,630</b>	<b>11.25%</b>	<b>40.00%</b>
Newfoundland and Labrador Hydro	Provincial	\$8,608	0.92%	25.00%
Ontario Hydro	Provincial	\$8,651	0.92%	25.00%
Province of Alberta	Provincial	\$6,186	0.66%	25.00%
Province of British Columbia	Provincial	\$3,450	0.37%	25.00%
Province of Manitoba	Provincial	\$49,852	5.31%	25.00%
Province of New Brunswick	Provincial	\$2,643	0.28%	25.00%
Province of Newfoundland	Provincial	\$62,433	6.65%	25.00%
Province of Nova Scotia	Provincial	\$9,883	1.05%	25.00%
Province of Ontario	Provincial	\$95,760	10.20%	25.00%
Province of Prince Edward Island	Provincial	\$1,762	0.19%	25.00%
Province of Quebec	Provincial	\$91,777	9.78%	25.00%
Province of Saskatchewan	Provincial	\$4,998	0.53%	25.00%
Quebec Hydro	Provincial	\$12,702	1.35%	25.00%
<b>Total</b>	<b>Provincial</b>	<b>\$358,705</b>	<b>38.21%</b>	<b>75.00%</b>
<b>Region of Niagara Debentures</b>	<b>Municipal</b>	<b>\$3,329</b>	<b>0.35%</b>	<b>100.00%</b>
Canada Housing Trust	Federal	\$4,943	0.53%	100.00%
<b>Total</b>	<b>Federal</b>	<b>\$4,943</b>	<b>0.53%</b>	<b>100.00%</b>
<b>Total Niagara Region Investments (excl Cash)</b>		<b>\$938,664</b>	<b>100.00%</b>	<b>100.00%</b>
General Chequing *	Cash	\$48,500		
High Interest Savings Accounts	Cash	\$136,230		

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings by Institution	Policy Percentage Limits
NRH	Cash	\$1,340		
Sinking Fund	Cash	\$1,742		
<b>Total</b>		<b>\$187,812</b>		
<b>TOTAL including Cash</b>		<b>\$1,126,476</b>		

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 1.3706

## 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	Total Debt as at December 31, 2025 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2025	Annual Repayment Limits**
General Government	\$16,532	\$0	-\$2,144	-\$58	\$14,330	\$0	\$0	\$14,332	
Police	\$70,923	\$0	-\$4,800	-\$215	\$65,908	\$0	\$9,010	\$74,918	
Transportation	\$95,378	\$0	-\$11,228	-\$249	\$83,901	\$0	\$41,747	\$125,648	
Public Health	\$8,399	\$0	-\$484	\$0	\$7,915	\$0	\$3,037	\$10,952	
Community Services	\$76,549	\$0	-\$3,236	\$0	\$73,313	\$0	\$79,884	\$153,197	
NRH	\$27,892	\$0	-\$5,201	\$0	\$22,691	\$0	\$6,742	\$29,433	
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Levy</b>	<b>\$295,673</b>	<b>\$0</b>	<b>-\$27,093</b>	<b>-\$522</b>	<b>\$268,058</b>	<b>\$0</b>	<b>\$140,420</b>	<b>\$408,480</b>	
Niagara Transit Commission	\$11,027	\$0	-\$1,915	\$0	\$9,112	\$0	\$0	\$9,112	
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Special Levy</b>	<b>\$11,027</b>	<b>\$0</b>	<b>-\$1,915</b>	<b>\$0</b>	<b>\$9,112</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,112</b>	
Wastewater	\$64,074	\$0	-\$2,648	-\$965	\$60,461	\$0	\$282,023	\$342,484	

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

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	Total Debt as at December 31, 2025 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2025	Annual Repayment Limits**
Water	\$21,524	\$0	-\$585	-\$240	\$20,699	\$0	\$6,424	\$27,123	
<b>Total Rate</b>	<b>\$85,598</b>	<b>\$0</b>	<b>-\$3,233</b>	<b>-\$1,205</b>	<b>\$81,160</b>	<b>\$0</b>	<b>\$288,447</b>	<b>\$369,607</b>	
<b>Total Niagara Region</b>	<b>\$392,298</b>	<b>\$0</b>	<b>-\$32,241</b>	<b>-\$1,727</b>	<b>\$358,330</b>	<b>\$0</b>	<b>\$428,867</b>	<b>\$787,199</b>	<b>5.10%</b>
Fort Erie	\$9,266	\$0	-\$1,163	\$0	\$8,103	\$0	\$0	\$8,103	1.69%
Grimsby	\$8,631	\$0	-\$648	\$0	\$7,983	\$0	\$0	\$7,983	1.42%
Lincoln	\$30,294	\$24,008	-\$870	\$0	\$53,432	\$0	\$0	\$53,432	4.19%
NOTL	\$8,051	\$1,740	-\$617	\$0	\$9,173	\$0	\$0	\$9,173	3.56%
Niagara Falls	\$75,431	\$12,000	-\$5,429	\$0	\$82,002	\$0	\$0	\$82,002	3.66%
Pelham	\$24,275	\$0	-\$2,075	\$0	\$22,200	\$0	\$0	\$22,200	9.39%
Port Colborne	\$24,968	\$0	-\$1,191	\$0	\$23,777	\$0	\$0	\$23,777	3.97%
St. Catharines	\$93,997	\$9,300	-\$12,947	-\$258	\$90,092	\$0	\$0	\$90,092	8.18%
Thorold	\$299	\$0	-\$146	\$0	\$153	\$0	\$0	\$153	0.31%
Wainfleet	\$5,431	\$0	-\$371	\$0	\$5,060	\$0	\$0	\$5,060	3.60%
Welland	\$64,087	\$10,763	-\$8,536	\$0	\$66,314	\$0	\$0	\$66,314	10.47%
West Lincoln	\$21,116	\$0	-\$944	\$0	\$20,172	\$0	\$0	\$20,172	7.37%
NPCA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Debt Assumed for Others (External)</b>	<b>\$365,846</b>	<b>\$57,811</b>	<b>-\$34,937</b>	<b>-\$258</b>	<b>\$388,461</b>	<b>\$0</b>	<b>\$0</b>	<b>\$388,461</b>	
<b>Total Niagara Region &amp; External</b>	<b>\$758,144</b>	<b>\$57,811</b>	<b>-\$67,178</b>	<b>-\$1,985</b>	<b>\$746,791</b>	<b>\$0</b>	<b>\$428,867</b>	<b>\$1,175,660</b>	

\*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.

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

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 Q4 Financial Update

Customer Name	Amount Over 120	Explanation of Account	Status
City of Welland	\$151	Initial balance of \$1,151 arose in Feb 2021 regarding Transportation project cost sharing. \$1,000 was resolved between 2021-2025 leaving final balance in 2025 Q4 of \$151. After final discussions, expect payment to be received in full in either 2026 Q1 or Q2.	Collection to continue
Town of Grimsby (RDC)	\$401	2018 Regional Development Charges invoice; litigation was commenced to pursue recovery with no significant updates.	In litigation
Walsh Canada	\$184	Billings to Contractor related to the new Gilmore Lodge building. Contractor disputed responsibility. After discussions between the Project Manager and Walsh, Walsh agrees that they are responsible for the costs and settlement expected to be finalized. Do not currently have a timeline on settlement.	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)	\$98	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	\$1,064		

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

The consolidated statement of financial position is prepared in accordance with Canadian public sector accounting standards ("PSAS") and includes all unfunded liabilities, impacts of amortization and capital fund activity. This report is unaudited and prepared with information as at February 4, 2026.

	Dec. 31, 2025	Dec. 31, 2024
<b>FINANCIAL ASSETS</b>		
Cash	\$ 184,000	\$ 157,706
Investments (page 118)	910,712	910,908
Accounts receivable	193,212	146,570
Other current assets	121	327
Tangible capital assets held for sale	400	400
Debt Recoverable from others (page 121)	388,461	356,643
	<b>1,676,906</b>	<b>1,581,757</b>
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities	237,357	200,708
Employee future benefits	162,334	151,355
Deferred revenue	487,733	471,392
Unfunded contaminated sites	0	576
Asset Retirement Obligation	140,275	151,110
Long-term liabilities	745,862	758,144
Capital lease obligation	3,951	4,018
	<b>1,781,075</b>	<b>1,737,303</b>
Net debt	<b>(104,169)</b>	<b>(155,546)</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	2,628,893	2,496,831
Inventory	12,924	12,926
Prepaid expenses	36,028	30,485
Other investment	1,575	875
	<b>2,679,420</b>	<b>2,541,117</b>
Accumulated surplus	<b>\$ 2,575,251</b>	<b>\$ 2,385,571</b>

## ACCUMULATED SURPLUS RECONCILIATION:

	Dec. 31, 2025	Dec. 31, 2024
Invested in tangible capital assets	\$ 2,267,541	\$ 2,100,153
Capital fund – unexpended capital financing	391,528	242,636
Operating fund	2,019	(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	(160,774)	(149,843)
Total surplus	<b>2,307,542</b>	<b>2,121,030</b>
Total reserves and reserves funds (page 107)	<b>267,709</b>	<b>264,541</b>
Total accumulated surplus	<b>\$ 2,575,251</b>	<b>\$ 2,385,571</b>

# 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.

# Explanation of Statement of Operations - Continued

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

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

## 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.

# Q4 Financial Update 2025

Niagara  Region

 Growing  
Better  
Together