

Q2 Financial Update 2025

Q2 Financial Update – June 2025

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Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2025 Q2 financial update.

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

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

At June 30, 2025 Niagara Region has a deficit of \$3,066 thousand related to the General levy programs, a \$1,584 thousand surplus related to Special levy programs, and a \$3,931 thousand surplus related to the Water & Wastewater Program.

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

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

Erin Amirault, Associate Director of Financial Management & Planning

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

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

Consolidated Operating Funding Surplus/(Deficit) Review

Levy

(In thousands of dollars)

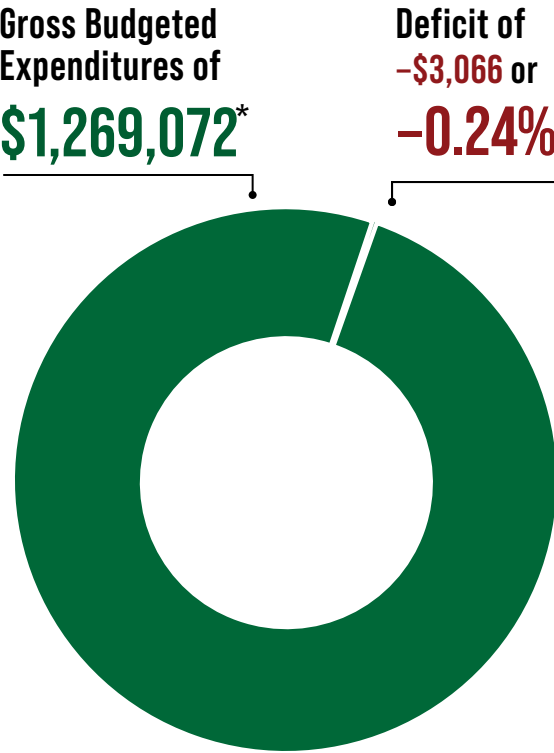
Niagara Region’s levy programs are operating at a net forecasted deficit of \$3,066.

The levy programs excluding agencies, boards, and commissions are operating at a forecasted deficit of \$1,561. This forecasted deficit is driven by higher-than-expected labour related costs of \$2,723 primarily within seniors services and an unfavourable variance within other revenue of \$1,813 related to investment market conditions. These unfavourable variances are partially offset by a favourable variance of \$2,810 related to tax write-offs.

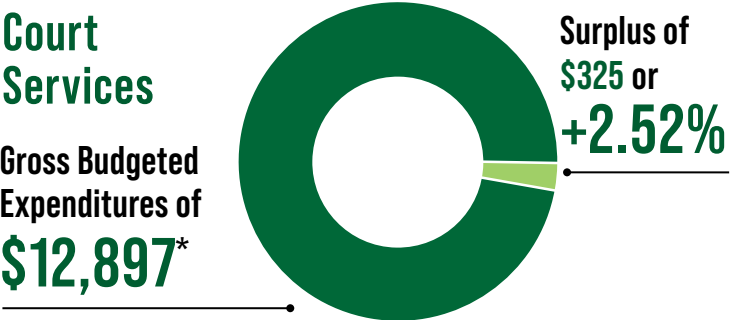
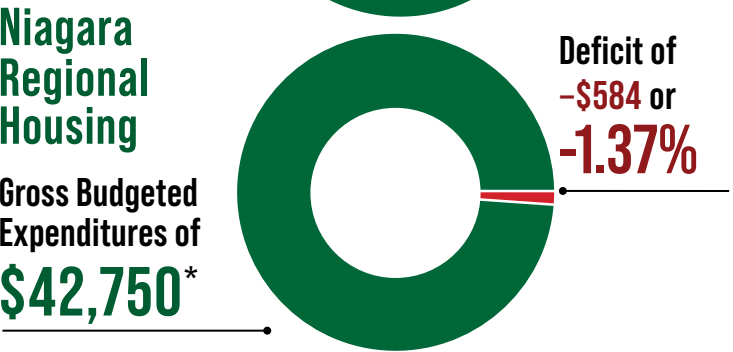
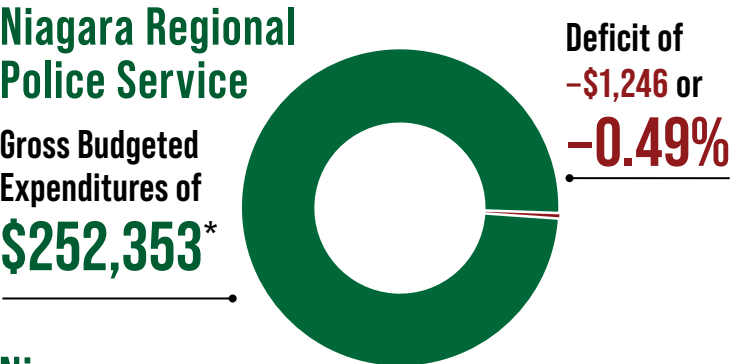
Niagara Region’s agencies, boards, and commissions are operating at a forecasted net deficit of \$1,505. The net deficit is primarily driven by the forecasted deficit within Niagara Regional Police Service of \$1,246. The Niagara Regional Police Service deficit is driven by a shortfall of court security and prisoner transportation and casino revenues of \$1,188.

It is recommended that, at year-end, the forecasted operating deficit of \$3,066 be funded by the Taxpayer Relief Reserve, resulting in a net draw of \$3,066. The balance of the Taxpayer Relief Reserve is forecasted to be \$32,564 or 3.60per cent. This is below the minimum funding target of 10 per cent to 15per cent of the annual budgeted operating expenditures which is \$90,336 to \$135,505.

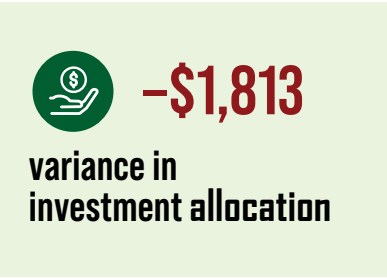
Levy Department and Programs
(Including ABC's)



Financial Results of Agencies, Boards and Commissions



Financial Statement Highlights



*Includes transfer, intercompany charges and indirect allocations

Consolidated Operating Funding Surplus/(Deficit) Review

Water and Wastewater

(In thousands of dollars)

Water and Wastewater Services are operating at a forecasted surplus of \$3,931 at year-end, which consists of a Water surplus of \$2,810 at year-end and a Wastewater surplus of \$1,121 at year-end.

The forecasted surplus within the Water division is primarily attributed to increased water sales of \$2,069 due to household and business growth in Niagara as well as warmer and drier conditions through the year. Also contributing to the forecasted net surplus at year-end are reduced biosolids collection and disposal costs due to favourable contract pricing of \$257.

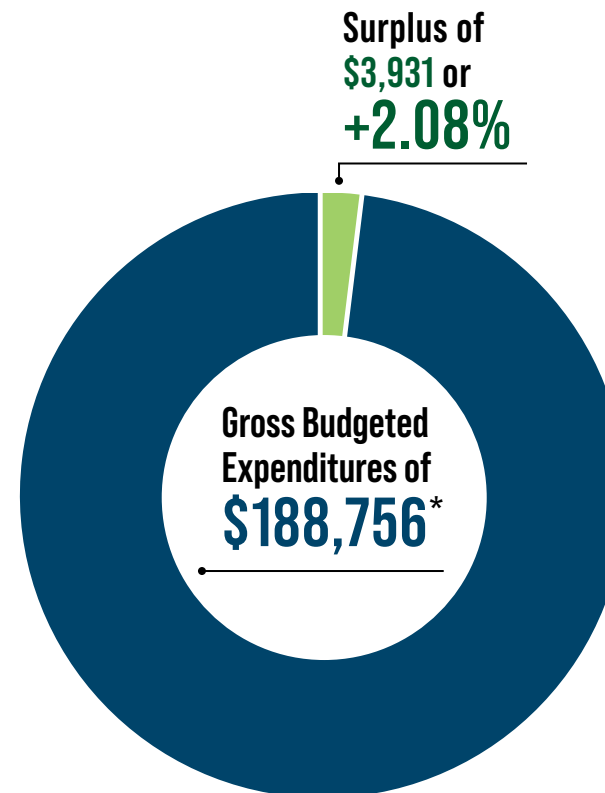
It is recommended that, at year-end, the forecasted surplus of \$2,810 be transferred to the Water Capital Reserve given that the Water Stabilization Reserve is already within the funding targets. The funding target of 10 to 15 per cent of annual budgeted operating expenditures is \$2,889 to \$4,334. The Water Stabilization Reserve is forecasted to have a balance of \$3,022 at year-end.

The forecasted surplus within the Wastewater division of \$1,1121 is driven by labour related savings due to salary gapping and delays in hiring vacant positions of \$720, favourable biosolids collection and disposal contract pricing of \$1,682, and favourable contract pricing for chemicals of \$184. These favourable variances are partly offset by higher-than-expected repairs and maintenance costs from aging infrastructure and compliance work of \$1,138, and lower than expected by-law charge revenues due to Council-approved hauled sewage rates being below budget estimates of \$387.

It is recommended that, at year-end, the forecasted surplus of \$1,121 be transferred to the Wastewater Stabilization Reserve. The funding target of 10 to 15 per cent of annual budgeted operating expenditures is \$7,416 to \$11,124. Including the forecasted surplus, the Wastewater Stabilization Reserve is forecasted to have a balance of \$2,077 which is below the funding targets.

The funding target of 10 to 15 per cent of annual budgeted operating expenditures is \$7.4 million to \$11.1 million. Including the forecasted surplus, the Wastewater Stabilization Reserve is forecasted to have a balance of \$2.1 million which is below the funding targets.

Water and Wastewater Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Water Financial Statement Highlights



+\$2,069
variance in water sales

Wastewater Financial Statement Highlights



+\$1,682
variance in biosolids
collection and disposal
contract pricing



-\$1,138
variance in repairs and
maintenance due to aging
infrastructure and equipment



+\$720
variance in labour
related costs

Consolidated Operating Funding Surplus/(Deficit) Review

Niagara Transit Commission

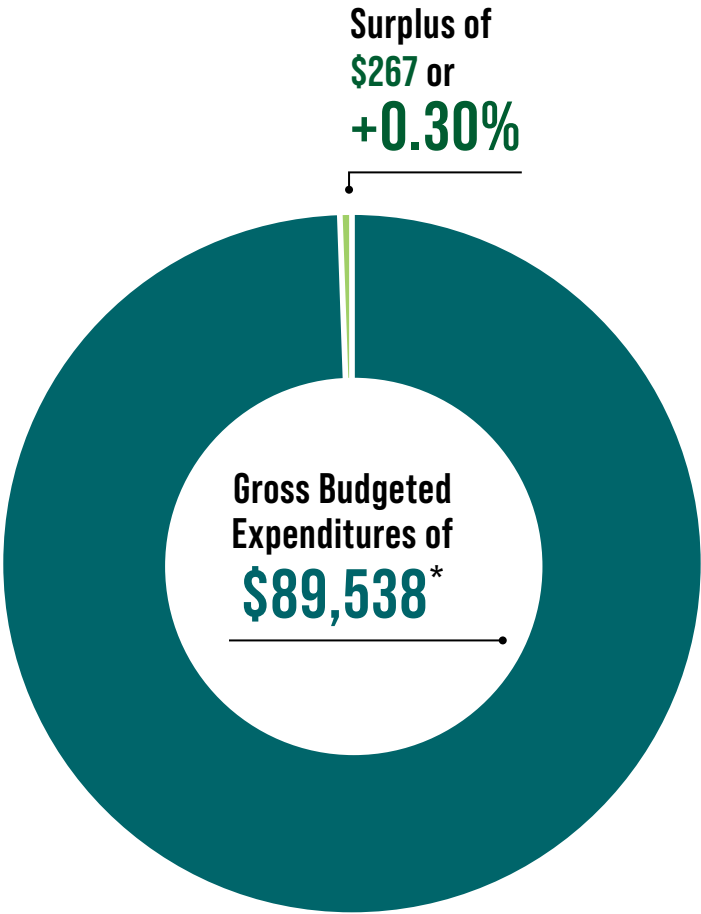
(In thousands of dollars)

Niagara Transit Commission is operating at a net forecasted surplus of \$267 at year-end.




The forecasted surplus is primarily attributed to higher than anticipated fare revenue of \$1,760 due to increased ridership coupled with savings related to the removal of carbon tax from fuel and lower fuel contracts costs per litre of \$1,773. These savings are partially offset by unfavourable labour related costs of \$744 due to greater than budgeted benefits for unionized staff and overtime in fleet maintenance; incremental vehicle supply parts and repairs and maintenance costs due to aging fleet and delay in receiving new buses of \$1,099; as well as the strategy to not recognize the budgeted Provincial Gas Tax of \$1,315 given that Niagara Transit Commission is in a forecasted surplus position. The unrecognized Provincial Gas Tax will be available for future capital and/or operating use.

It is recommended that, at year-end, the forecasted operating surplus of \$267 be transferred to the Niagara Transit Commission Stabilization Reserve resulting in a balance of \$4,108. Like other stabilization reserves, the funding target of for this reserve is 10 to 15 per cent of annual budgeted operating expenditures, or \$8,304 to \$12,456. 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



Financial Statement Highlights

	+\$1,760 Variance in higher than anticipated fare revenue
	-\$1,315 Variance in unrecognized Provincial Gas Tax
	+\$1,773 Savings due to the removal of carbon tax and fuel contract costs

* Includes transfer, intercompany charges and indirect allocations

Consolidated Operating Funding Surplus/(Deficit) Review

Waste Management

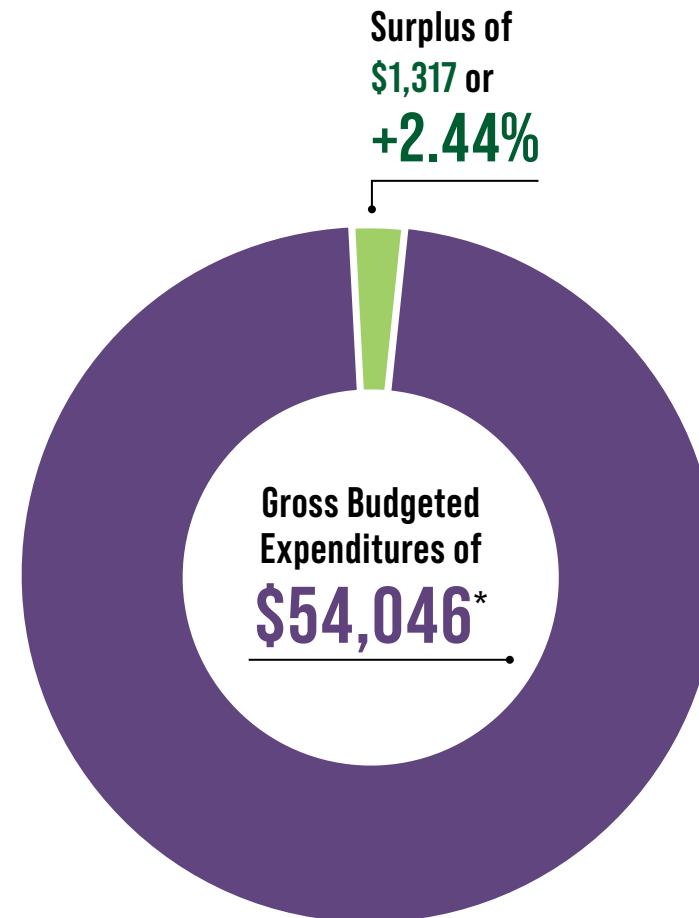
(In thousands of dollars)

Waste Management Services is operating at a forecasted surplus of \$1,317 at year-end.

The forecasted surplus is a result of administrative savings of \$281 related to lower than anticipated required consulting mainly driven by the Waste Management Strategic Plan, savings of \$246 resulting from lower than anticipated costs in operating contracts including base collection, landfill operations, drop-off depot services and material processing costs, as well as labour related savings due to salary gapping of \$136. Additionally, by-law charges and sales revenue are higher than anticipated due to tipping fees collected at the landfills of \$250 and recycling revenue from the sale of scrap metal of \$58, while other revenue is forecasting a favourable variance due to funding for the Region's household hazardous waste drop-off depots of \$77.

It is recommended that, at year-end, the forecasted operating surplus of \$1,317 be transferred to the Waste Management Capital Reserve given that the Waste Management Stabilization reserve is already within funding targets. The funding targets of 10 to 15 per cent of annual budgeted operating expenditures is \$4,920 to \$7,381. The Waste Management Stabilization Reserve is forecasted to have a balance of \$7,794 at year-end.

Waste Management Operating Surplus



Financial Statement Highlights



+\$308

higher than anticipated
tipping fees and recycling
revenue from scrap metal



+\$246

lower than anticipated costs
in operating contracts



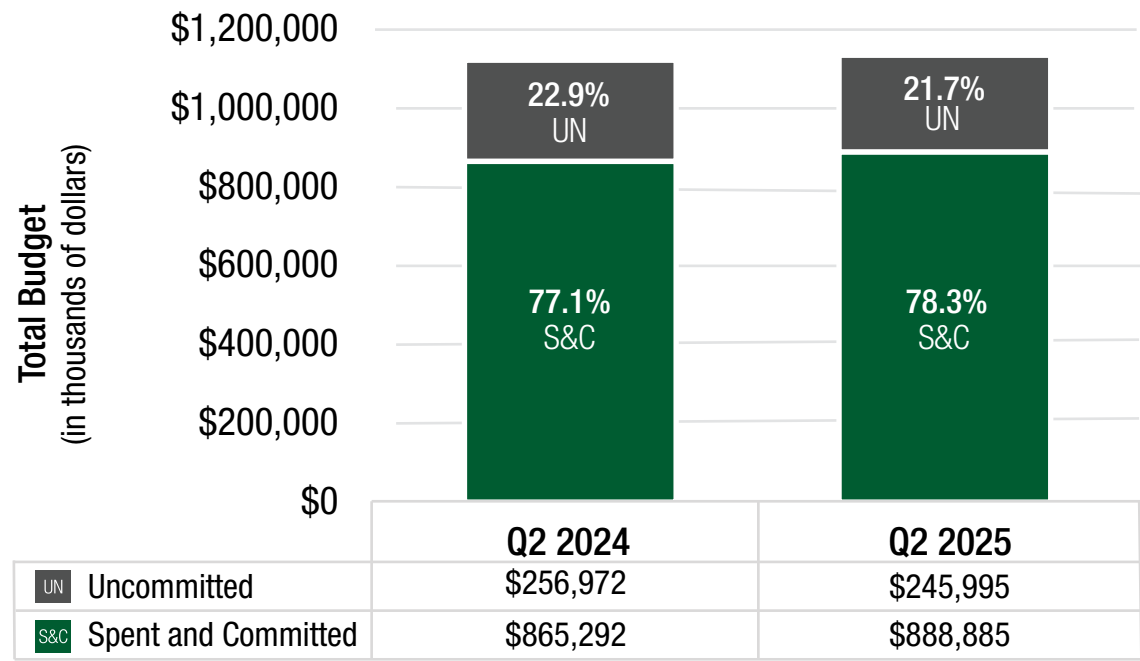
+\$281

lower than anticipated
consulting costs

* Includes transfer, intercompany charges and indirect allocations

Levy

Project Budgets Spent and/or Committed at Quarter End
Active projects with budgets greater than \$1 million.

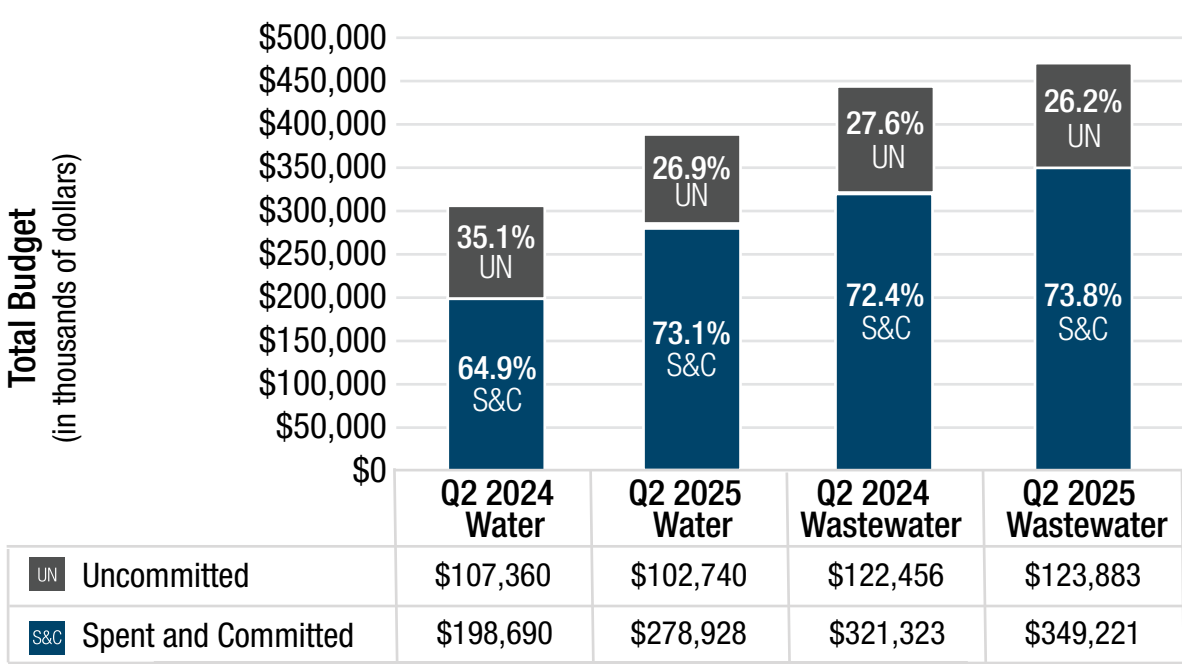


Year-to-Date Capital Variance Project Transfers



Water and Wastewater

Project Budgets Spent and/or Committed at Quarter End
Active projects with budgets greater than \$1 million.



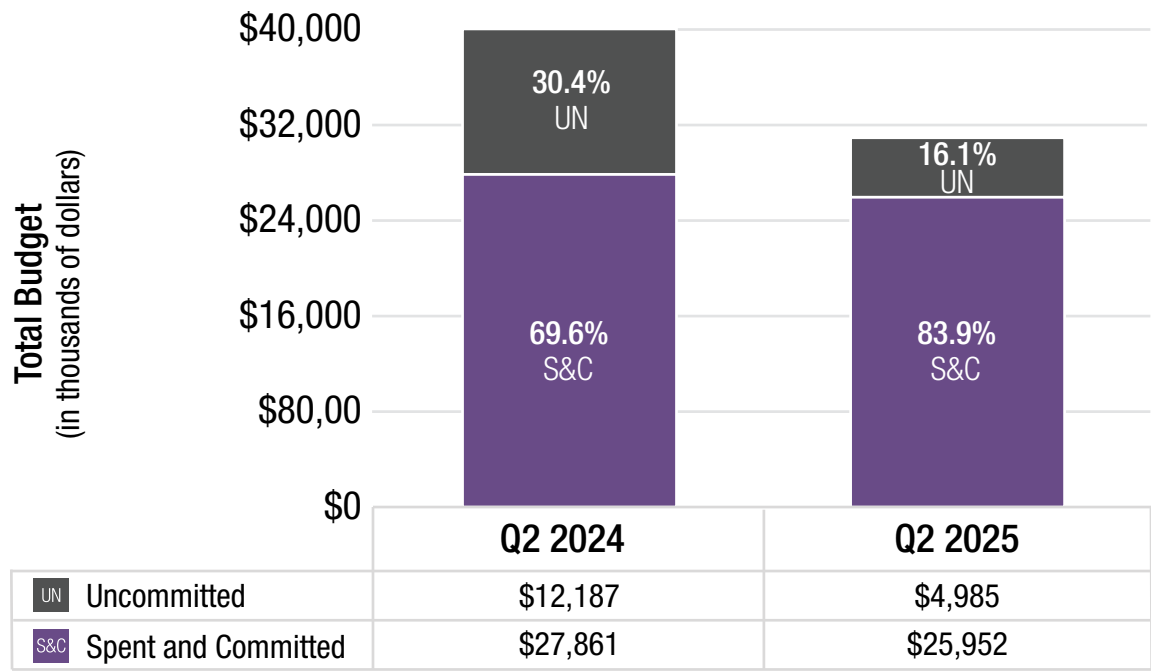
Year-to-Date Capital Variance Project Transfers



Waste Management

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



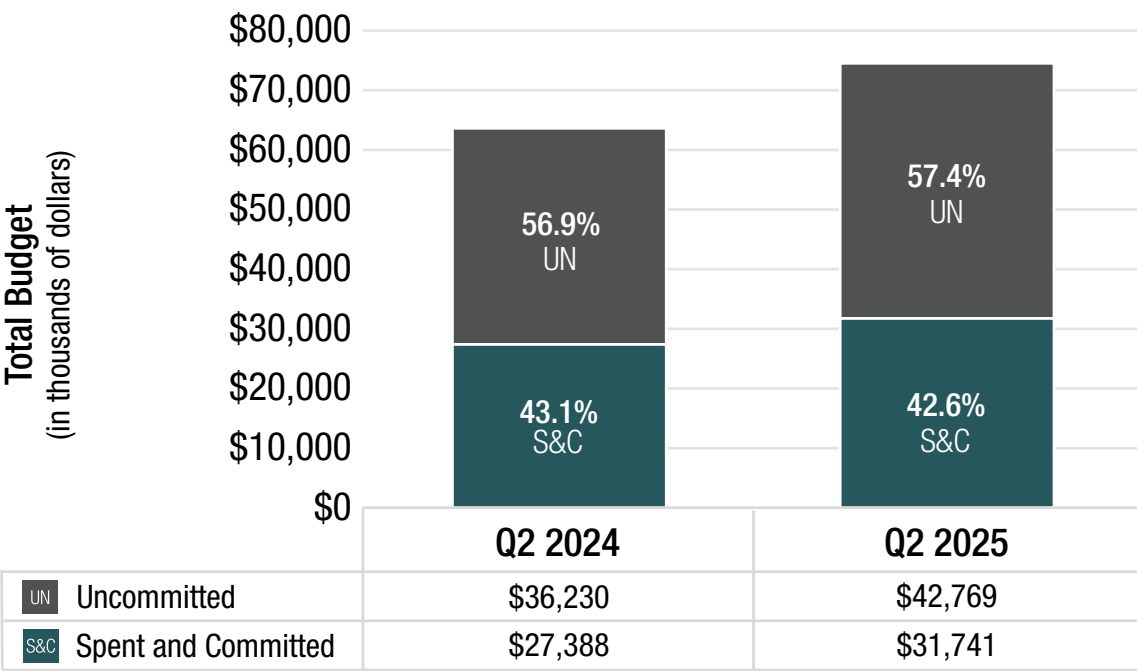
Year-to-Date Capital Variance Project Transfers



Niagara Transit Commission

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than \$1 million.



Year-to-Date Capital Variance Project Transfers

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

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

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Annual Forecast	Q2 Forecasted Surplus/(Deficit)	Annual Budget	Annual Forecast	Q2 Forecasted Surplus/(Deficit)
GENERAL LEVY SUPPORTED DEPARTMENTS & PROGRAMS						
Regional Departments						
Governance	\$2,395	\$2,303	\$92	\$2,898	\$2,790	\$108
General Government	-\$410,230	-\$407,206	-\$3,024	-\$526,732	-\$523,708	-\$3,024
Office of Deputy CAO	\$10,222	\$9,498	\$725	\$9,897	\$8,379	\$1,518
Corporate Administration	\$13,906	\$13,897	\$9	\$4,691	\$4,595	\$96
Corporate Services	\$54,017	\$52,716	\$1,300	\$30	\$39	-\$9
Children's Services	\$6,555	\$6,573	-\$18	\$10,364	\$10,387	-\$23
Homelessness & Community Engagement Services	\$5,147	\$5,168	-\$21	\$6,147	\$6,202	-\$54
Seniors Services	\$9,505	\$12,266	-\$2,761	\$32,453	\$34,944	-\$2,491
Social Assistance & Employment Opportunities	\$14,506	\$14,514	-\$7	\$19,424	\$19,399	\$25
Housing Services	\$29,210	\$29,090	\$120	\$26,837	\$26,767	\$70
Public Health & Mental Health	\$8,758	\$5,988	\$2,770	\$19,111	\$15,955	\$3,156
Emergency Services	\$32,488	\$32,785	-\$297	\$46,451	\$46,544	-\$92
Public Works - Transportation	\$33,475	\$34,489	-\$1,014	\$87,301	\$88,141	-\$840
Sub-Total - Regional Departments	-\$190,045	-\$187,919	-\$2,126	-\$261,127	-\$259,566	-\$1,561
Agencies, Boards & Commissions						
Court Services	-\$1,532	-\$1,797	\$265	-\$99	-\$425	\$325
Niagara Regional Housing	\$4,518	\$4,538	-\$21	\$22,582	\$23,166	-\$584
Niagara Regional Police	\$212,456	\$213,257	-\$800	\$230,724	\$231,969	-\$1,246
Niagara Peninsula Conservation Authority	\$7,959	\$7,959	\$0	\$7,959	\$7,959	\$0
Subtotal Agencies, Boards & Commissions	\$223,401	\$223,957	-\$556	\$261,165	\$262,670	-\$1,505
Total General Levy Supported Programs	\$33,355	\$36,038	-\$2,683	\$37	\$3,103	-\$3,066
Rate Supported Departments & Special Levy						
Rate Supported: Water & Wastewater	-\$22,996	-\$26,829	\$3,833	-\$37	-\$3,969	\$3,931
Special Levy: Waste Management	-\$1,861	-\$3,126	\$1,264	\$0	-\$1,317	\$1,317
Special Levy: Niagara Transit Commission	-\$8,498	-\$8,533	\$35	\$0	-\$267	\$267
TOTAL	\$0	-\$2,449	\$2,449	\$0	-\$2,449	\$2,449

Consolidated Operating Surplus/(Deficit) – Continued

Variance Analysis (in thousands of dollars)

Niagara Region is operating at a year-end overall surplus of \$2,449.

Levy Supported Programs

Niagara Region’s levy supported programs are operating at a net forecasted deficit of \$2,683 before indirect allocations.

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

Governance - Governance is at a net forecasted surplus of \$92 at year end.

The forecasted surplus is mainly due to favourable labour related costs of \$82 due to a declined salary increase to offset the federal income tax exemption for the Regional Chair, short term vacancies of Council Members and a decline in contributions to Statutory Benefits within Council.

General Government – General Government is at a net forecasted deficit of \$3,112 at year end.

The forecasted deficit is a result of higher than budgeted Development Charge Grants of \$5,753, specifically Ancillary Dwelling units (\$8,666) and is partially offset by favourable forecasted variances related to a reduction in legal liability accrual of \$1,324 from forecasted claims being settled.

Office of Deputy CAO – The Office of the Deputy CAO is at a net forecasted surplus of \$775 at year end.

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

Corporate Administration – Corporate Administration is at a net forecasted surplus of \$9 at year end.

The forecasted nominal surplus is a result of unfavourable labour related costs offset by Region benefits and union chargebacks.

Corporate Services – Corporate Services is at a net forecasted surplus of \$1,300 before indirect allocations at year end.

The forecasted surplus is a result of GO station maintenance costs of \$567, insurance premium savings of \$306, and software/hardware support and maintenance cost savings of \$1,896 related to approved but not fully completed IT capital projects. These favourable forecasted variances are partially offset by unfavourable variances in legal claim payouts of \$975, labour related cost pressures of \$235 due to operating near full complement and tenant vacancies at Regional buildings of \$245.

Community Services – Children’s Services – Children’s Services is operating at a forecasted year-end net deficit of \$18.

The forecasted variance is primarily due to a repayable of an operating capacity holdback of CWELCC funds to the Ministry of Education (\$1,700) and lower than anticipated allocation to service providers as a result of applying the new CWELCC funding formula (\$2,885) being offset by reduced Provincial funding.

Community Services - Homelessness Services – Homelessness Services and Community Engagement is forecasting a deficit of \$21 at year-end.

The forecasted nominal deficit is mainly due to the increased costs to operate shelters inclusive of families being offset by one time funding sources that will end March 31, 2026.

Community Services - Housing Services – Housing Services is operating at a net forecasted surplus of \$120 at year-end.

Consolidated Operating Surplus/(Deficit) – Continued

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

Community Services - Seniors Services – Seniors Services is operating at a net forecasted deficit of \$2,761 at year-end.

The forecasted deficit is primarily a result of several factors: the CUPE 1263 agreement change, which necessitated a one-time payout for part-time staff vacation banks (\$1,536); an arbitrated award for ONA9 Homes that exceeded the budget (\$802); increased overtime costs due to staffing needs during outbreaks and new admissions support at Gilmore Lodge (\$978); and reduced MLTC funding for Linhaven because of a delayed opening (\$1,817, including \$895 related to the Construction Funding Subsidy which will not be transferred to reserve as budgeted). However, the projected deficit is partially mitigated by \$2,057 in additional funding from participation in the Preceptor Resource and Education Program for Long-Term Care.

Community Services – Social Assistance Employment Opportunities (SAEO) –

Social Assistance and Employment Opportunities is forecasting a deficit of \$30 at year-end.

The projected nominal deficit is primarily due to SAEO adjusting client benefit policy and staffing model to respond to the increased caseload pressure.

Public Health and Mental Health - Public Health and Mental Health – Public Health and Mental Health is operating at a net forecasted surplus of \$2,770 at year-end.

The forecasted surplus is primarily due to two major drivers: (1) gapping of temporary vacant positions of \$2,116 (of which \$613 relates to high value medical positions and \$261 is offset with reductions in revenue) and (2) unbudgeted one-time provincial grants of \$720 (of which \$455 is booked as a prior period subsidy adjustment). These favourable variances are netted with higher than budgeted costs for professional recruitment fees and two planned room renovation projects in Clinical Services.

Emergency Services – Emergency Services is operating with a forecasted deficit of \$297 for year-end. This is mainly due to front line shifts needing to be filled with overtime rather than straight time staff resulting in a forecasted deficit of \$471 in wages. There are also forecasted deficits for WSIB of \$255, equipment costs of \$141, external professional and legal costs of \$92, medical supplies of \$91, vehicle repair and maintenance of \$84, and linen services of \$61. These pressures are partially offset by higher than budgeted special event revenue of \$507, one-time provincial Ministry funding of \$250, and savings in fuel of \$193.

Public Works Transportation – Transportation Services is operating at a forecasted net deficit of \$1,466 at year-end. Of the total forecasted year-end deficit, a deficit of \$1,466 relates to base operations and \$0 relates to Vision Zero (VZ).

The forecasted deficit of \$1,466 related to base operations is a result of higher than anticipated usage of winter sand, winter salt and organic de-icing material of \$604 and annual winter maintenance contracts of \$140 (net) due to harsh winter conditions, higher labour related costs of \$485, higher fleet leasing costs of \$220, and lower than anticipated signal maintenance revenue of \$400, offset by lower fuel costs of \$250 and other net operating expenses of \$133.

Public Works Infrastructure Planning and Development – Infrastructure Planning and Development is operating at a forecasted surplus before indirect allocations of \$451.

The forecasted surplus is a result of labour related savings due to staff vacancies across the division of \$628. This favourable variance is partially offset by lower than budgeted application review fees of \$135.

Courts Services – Court Services is operating a forecasted year end surplus of \$325. Of the total forecasted year end deficit, \$325 is related to Base operations and \$0 relates to operations associated with the Vision Zero Road Safety Program (VZ).

Consolidated Operating Surplus/(Deficit) – Continued

Base operations are forecasting a year-end distribution to the LAMs of \$425, which is \$325 above the budgeted distribution of \$100. The increase in the distribution is mostly tied to higher than anticipated anomalous high-fine payments which occur outside the normal course of operations.

VZ operations are forecasting a net revenue year-end distribution of \$1,040, which is \$178 above the budgeted distribution of \$863. VZ charging volumes and ticket payments are forecasted lower than anticipated partially due to labour disruptions at Canada Post. The lower revenues have been partially offset by lower than anticipated operating costs directly related to the increased revenues like Victim Fine Surcharge and indirect costs like adjudication and interpreter expenses.

Niagara Regional Housing – Niagara Regional Housing (NRH) is operating at a net forecasted deficit of \$21 before indirect allocations at year-end.

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

Niagara Regional Police Service – Niagara Regional Police Service is operating at a forecasted year end net operating deficit of \$800. The forecasted deficit is a result of

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

Rate Supported Programs

Niagara Region's rate supported programs are operating at a net forecasted surplus of \$3,931 after indirect allocations.

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

Water – Water Services is operating at a forecasted net surplus of \$2,810 at year-end. The forecasted surplus is primarily a result of increased water sales in the amount of \$2,069 due to household and business growth in Niagara as well as warmer and drier conditions through the year. Also contributing to the forecasted net surplus at year-end are reduced biosolids collection and disposal costs due to favourable contract pricing in the amount of \$257, labour related savings due to salary gapping of \$82, and favourable contract pricing for chemicals of \$54.

Wastewater – Wastewater Services is operating at a forecasted net surplus of \$1,121 at year-end. The forecasted surplus is a result of labour related savings due to salary gapping and delays in hiring vacant positions in the amount of \$720, favourable biosolids collection and disposal contract pricing of \$1,682, and favourable contract pricing for chemicals of \$184. These favourable variances are partly offset by \$1,138 in repairs and maintenance costs from aging infrastructure and compliance work and by \$387 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 net \$1,584 forecast and forecasted surplus of \$267 and deficit of \$1,317 respectively.

Niagara Transit Commission – Niagara Transit Commission is operating at a forecasted net surplus of \$267. The forecasted surplus is the result of higher than anticipated fare revenues of \$1,760 due to increased ridership excluding UPASS; lower than budgeted fuel costs of \$2,803n due the removal of the carbon tax effective April 1, less fuel used by the City of Niagara Falls and Metrolinx as well as the actual average rate per litre of approximately \$1.23 (inclusive of non-recoverable HST) being less than the budgeted

Consolidated Operating Surplus/(Deficit) – Continued

rate per litre of \$1.54 (inclusive of non-recoverable HST); lower than anticipated self-insurance claims and legal premium of \$232. These are offset by not recognizing budgeted Provincial Gas Tax Revenues of \$1,315 as NTC is in a forecasted surplus position; higher than budgeted vehicle supply parts and repairs and maintenance due to the aging fleet and delay in receiving new buses of \$1,099; less than budgeted fuel reimbursement from the City of Niagara Falls and Metrolinx of \$1,030; less than budgeted revenues from the Niagara College UPASS agreement beginning September 1, 2025 and the 2024/2025 year-end reconciliation due to a decline in enrollment of \$516 and increased labour related costs due to higher than budgeted benefit and overtime costs of \$744.

Waste Management – is operating at a forecasted year end net operating surplus of \$1,317.

The forecasted surplus is a result of labour related savings due to salary gapping in the amount of \$136, and administrative savings of \$250 due to lower than estimated Waste Management Strategic Plan costs which were encumbered in the prior year. Also contributing to the favourable variance are savings of \$282 resulting from lower than anticipated costs in operating contracts including base collection, landfill operations, drop-off depot services and material processing costs. Waste Management is forecasting higher than anticipated tipping fees collected at the landfills of \$250, recycling revenue from the sale of scrap metal of \$58 and funding for the Region’s household hazardous waste drop-off depots of \$77 which are contributing to the forecasted net operating surplus.

Governance Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$1,112	\$1,035	\$78	7.0%	\$2,231	\$2,149	\$82	3.7%
Administrative	\$77	\$54	\$23	30.2%	\$155	\$147	\$8	4.9%
Operational & Supply	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$1	\$1	\$0	43.2%	\$2	\$2	\$0	21.6%
Partnership, Rebate, Exemption	\$1	\$0	\$1	100.0%	\$152	\$153	\$0	0.0%
Total Expenses	\$1,192	\$1,089	\$103	8.6%	\$2,541	\$2,451	\$90	3.5%
Other Revenue	\$0	\$0	\$0	0.0%	-\$150	-\$150	\$0	0.0%
Total Revenues	\$0	\$0	\$0	0.0%	-\$150	-\$150	\$0	0.0%
Intercompany Charges	\$2	\$0	\$2	98.5%	\$5	\$2	\$2	49.3%
Total Intercompany Charges	\$2	\$0	\$2	98.5%	\$5	\$2	\$2	49.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,195	\$1,089	\$105	8.8%	\$2,395	\$2,303	\$92	0.0%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$1,195	\$1,089	\$105	8.8%	\$2,395	\$2,303	\$92	3.8%
Indirect Allocations & Debt	\$279	\$260	\$19	6.8%	\$503	\$487	\$16	3.1%
Total Indirect Allocations & Debt	\$279	\$260	\$19	6.8%	\$503	\$487	\$16	3.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,474	\$1,350	\$124	8.4%	\$2,898	\$2,790	\$108	3.7%

Governance - Continued

What does Governance do?

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

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

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

Variance Analysis (in thousands of dollars)

Governance is operating at a year-to-date surplus before indirect allocations of \$105 with a forecasted surplus of \$92 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$78 and \$82 respectively are due to the Regional Chair declining an increase in salary to offset the removal of the one-third federal income tax exemption for individuals holding public office positions, as well as short term vacancies of Council members and a decline in contributions to statutory benefits amongst Council.

Administration – The favourable year-to-date variances of \$23 are due to timing of anticipated travel, meals, mileage, and registration fees. The forecasted variance of \$8 is due to lower than anticipated mileage reimbursements for the remainder of the year.

General Government Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Administrative	\$3,288	\$4,231	-\$943	-28.7%	\$6,576	\$5,419	\$1,157	17.6%
Occupancy & Infrastructure	\$58	\$250	-\$191	-328.4%	\$151	\$537	-\$386	-255.9%
Equipment, Vehicles, Technology	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$28,772	\$20,783	\$7,989	27.8%	\$46,127	\$46,185	-\$58	-0.1%
Financial Expenditures	\$15,249	\$16,308	-\$1,059	-6.9%	\$68,893	\$52,543	\$16,350	23.7%
Total Expenses	\$47,367	\$41,571	\$5,796	12.2%	\$121,747	\$104,685	\$17,062	14.0%
Taxation	-\$260,453	-\$241,910	-\$18,543	-7.1%	-\$557,886	-\$557,886	\$0	0.0%
By-Law Charges & Sales	-\$4	-\$2	-\$2	-53.3%	-\$7	-\$5	-\$2	-26.7%
Other Revenue	-\$13,063	-\$8,808	-\$4,255	-32.6%	-\$26,127	-\$17,966	-\$8,160	-31.2%
Total Revenues	-\$273,520	-\$250,720	-\$22,800	-8.3%	-\$584,020	-\$575,858	-\$8,162	-1.4%
Intercompany Charges	-\$38	-\$43	\$5	-13.4%	-\$97	-\$97	\$0	0.0%
Total Intercompany Charges	-\$38	-\$43	\$5	-13.4%	-\$97	-\$97	\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$226,191	-\$209,192	-\$16,999	-7.5%	-\$462,370	-\$471,270	\$8,900	0.0%
Transfers From Funds	-\$16,073	-\$16,073	\$0	0.0%	-\$20,117	-\$14,699	-\$5,418	-26.9%
Transfers To Funds	\$36,128	\$32,422	\$3,707	10.3%	\$72,257	\$78,762	-\$6,505	-9.0%
Total Transfers	\$20,056	\$16,349	\$3,707	18.5%	\$52,140	\$64,064	-\$11,923	-22.9%
Net Expenditure (Revenue) Before Indirect Allocations	-\$206,135	-\$192,843	-\$13,292	6.4%	-\$410,230	-\$407,206	-\$3,024	0.7%
Indirect Allocations & Debt	-\$70,088	-\$70,490	\$402	0.6%	-\$116,502	-\$116,502	\$0	0.0%
Total Indirect Allocations & Debt	-\$70,088	-\$70,490	\$402	0.6%	-\$116,502	-\$116,502	\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$276,224	-\$263,333	-\$12,890	-4.7%	-\$526,732	-\$523,708	-\$3,024	-0.6%

General Government - Continued

What does General Government do?

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

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

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

Variance Analysis (in thousands of dollars)

General Government is operating at a year-to-date deficit before indirect allocations of \$13,292 and is forecasting an overall deficit before indirect allocations of \$3,024 at year-end due to the following factors:

Administration – The unfavourable year-to-date variance of \$943 is primarily due to an increase in the accrual for estimated legal claims against the Region of \$850. The favorable forecasted variance of \$1,157 relates to a reduction in legal liability accrual as a result of the anticipated legal claims to be paid in the last half of the year.

Partnership, Rebate, Exemption – The favourable year-to-date variance of \$7,989 is primarily due to the timing of Planning Incentive Grants \$234, Public Realm Incentive Program \$619, Gateway Tax Increment Grants \$2,940, and Development Charge (DC) grants of \$4,029. The unfavourable forecasted variance of \$58 largely relates to higher mandatory DC grants and exemptions than budgeted of \$11,154 (\$10,666 relates to funding of ancillary dwelling units (ADUs) which are exempted as a result of Bill 23), offset by less than budgeted non-mandatory DC grants and exemptions of \$10,819. The positive variance in non-mandatory DC grants and exemptions is a result of the timing of phase two of the Asahi Kasei development industrial DC grant of \$5,418 (offset by reduced transfer from reserve, see to/from funds section below).

Financial Expenditures – The unfavourable year-to-date variance of \$1,059 is a result of timing differences related to tax write offs of \$294, timing differences in interest charges of \$1,767 and principal payments of \$121, offset by timing differences in debt recovery for interest of \$1,122 and principal of \$125. The favourable forecasted variance of \$16,350 is a result of forecasted surplus related to tax write-offs of \$2,810, as well as the debt charge placeholder of \$13,662 (due to timing of actual project spending, which determines the timing of debt issuance) which is transferred to reserves, see to/from funds section below.

Other Revenue – The year-to-date and forecasted unfavourable variances of \$4,255 and \$8,160 respectively are a result of higher than anticipated interest transfers to Development Charge reserve funds due to a higher than budgeted interest allocation rate (\$3,816 and \$7,632 respectively), as well as a delay in sale of surplus property until 2026 (\$3,707 and \$7,157 respectively). The delay in sale of surplus property is offset by a corresponding favourable variance in to/from funds. These unfavourable variances are offset by higher than budgeted portfolio investment income related to reinvestment of disposals after the 2025 budget was created accruing more interest than anticipated (\$2,910 and \$5,819 respectively).

General Government - Continued

To/From Funds – The year-to-date favourable variance of \$3,707 and forecasted unfavourable variance of \$11,923 are due to timing of expected sales of surplus property which are now anticipated in 2026 (\$3,707 year-to-date and \$7,157 forecasted). This is resulting in less proceeds being transferred to the capital levy reserve as budgeted in 2025. In addition, the forecasted variance reflects a reduced transfer from reserve related to the Asahi Kasei development industrial DC grant of \$5,418 and the unused debt charge placeholder of \$13,662 being transferred to capital reserves.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$4,703	\$4,415	\$288	6.1%	\$9,582	\$9,161	\$421	4.4%
Administrative	\$2,991	\$745	\$2,247	75.1%	\$3,792	\$3,417	\$375	9.9%
Operational & Supply	\$45	\$13	\$32	71.6%	\$90	\$28	\$62	68.7%
Occupancy & Infrastructure	\$0	\$0	\$0	N/A	\$1	\$0	\$1	100.0%
Equipment, Vehicles,Technology	\$131	\$97	\$34	25.9%	\$262	\$274	-\$12	-4.6%
Partnership, Rebate, Exemption	\$167	\$1	\$166	99.3%	\$215	\$213	\$1	0.5%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$8,039	\$5,271	\$2,767	34.4%	\$13,942	\$13,094	\$848	6.1%
Federal & Provincial Grants	-\$960	\$0	-\$960	-100.0%	-\$960	-\$960	\$0	0.0%
By-Law Charges & Sales	-\$35	-\$5	-\$30	-85.2%	-\$69	-\$56	-\$14	-19.7%
Other Revenue	-\$1,239	-\$534	-\$705	-56.9%	-\$1,741	-\$1,611	-\$129	-7.4%
Total Revenues	-\$2,233	-\$539	-\$1,695	-75.9%	-\$2,770	-\$2,627	-\$143	-5.2%
Intercompany Charges	-\$141	-\$88	-\$53	37.4%	-\$281	-\$301	\$20	-7.0%
Total Intercompany Charges	-\$141	-\$88	-\$53	37.4%	-\$281	-\$301	\$20	-7.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$5,665	\$4,645	\$1,020	18.0%	\$10,891	\$10,166	\$725	0.0%
Transfers From Funds	-\$629	-\$629	\$0	0.0%	-\$669	-\$669	\$0	0.0%
Total Transfers	-\$629	-\$629	\$0	0.0%	-\$669	-\$669	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$5,035	\$4,015	\$1,020	20.3%	\$10,222	\$9,498	\$725	7.1%
Indirect Allocations & Debt	-\$55	-\$666	\$611	1105.7%	-\$325	-\$1,119	\$794	244.0%
Total Indirect Allocations & Debt	-\$55	-\$666	\$611	1105.7%	-\$325	-\$1,119	\$794	244.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$4,980	\$3,349	\$1,631	32.8%	\$9,897	\$8,379	\$1,518	15.3%

Office of Deputy CAO – Continued

What does the Office of the Deputy CAO do?

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

Variance Analysis (in thousands of dollars)

The Office of the Deputy CAO is operating at a year-to-date surplus before indirect allocations of \$1,020 with a forecasted surplus of \$725 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$288 and \$421 are due to vacant positions through the year in all Office of the Deputy CAO divisions.

Administration - The favourable year-to-date variance of \$2,247 is driven by timing of consulting costs related to project work. The favourable forecasted variance of \$375 is mainly driven by savings in consulting costs associated with Development Charge projects which is partially offset in Other Revenue noted below.

Operational & Supply – The favourable year-to-date and forecasted variances of \$32 and \$62 are mainly driven by savings in communication program costs and uniform costs for the Business Licensing area.

Equipment, Vehicles and Technology – The favourable year-to-date variance of \$34 is due to timing of software implementation. The unfavourable forecasted variance of \$12 reflects the completion of that work.

Partnership, Rebate and Exemption – The favourable year-to-date variance of \$166 is driven by the timing of project related work. The favourable forecasted variance of \$1 reflects the completion of this work.

Federal and Provincial Grants – The unfavourable year-to-date variance of \$960 is due to timing of project related revenues which are forecasted to be fully received by the end of the year.

By-Law Charges and Sales – The unfavourable year-to-date and forecasted variances of \$30 and \$14 are driven by the revenue loss associated with to the legislation changes noted below.

Other Revenue - The unfavourable year-to-date variance of \$705 is mainly due to timing of revenues related to project work. The unfavourable forecasted variance of \$129 is due to a reduction of Development Charge revenues related to legislative changes effective March 31, 2025, whereby the Region no longer has planning approval authority.

Corporate Administration Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$5,301	\$5,558	-\$256	-4.8%	\$10,697	\$11,072	-\$375	-3.5%
Administrative	\$1,850	\$1,867	-\$17	-0.9%	\$3,359	\$3,335	\$24	0.7%
Operational & Supply	\$221	\$72	\$148	67.2%	\$441	\$389	\$52	11.9%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$48	\$15	\$34	69.4%	\$97	\$63	\$34	34.6%
Partnership, Rebate, Exemption	\$109	\$103	\$6	5.3%	\$198	\$258	-\$59	-30.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$7,530	\$7,616	-\$86	-1.1%	\$14,792	\$15,117	-\$325	-2.2%
Federal & Provincial Grants	-\$118	-\$77	-\$41	-34.7%	-\$193	-\$195	\$2	1.0%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	-\$54	-\$304	\$251	468.3%	-\$107	-\$435	\$328	306.2%
Total Revenues	-\$171	-\$381	\$210	122.4%	-\$300	-\$629	\$330	109.9%
Intercompany Charges	\$11	\$6	\$5	43.9%	\$22	\$17	\$5	22.0%
Total Intercompany Charges	\$11	\$6	\$5	43.9%	\$22	\$17	\$5	22.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$7,369	\$7,241	\$128	1.7%	\$14,514	\$14,504	\$9	0.0%
Transfers From Funds	-\$371	-\$371	\$0	0.0%	-\$608	-\$608	\$0	0.0%
Total Transfers	-\$371	-\$371	\$0	0.0%	-\$608	-\$608	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$6,998	\$6,869	\$128	1.8%	\$13,906	\$13,897	\$9	0.1%
Indirect Allocations & Debt	-\$4,488	-\$4,383	-\$105	-2.3%	-\$9,215	-\$9,301	\$86	0.9%
Total Indirect Allocations & Debt	-\$4,488	-\$4,383	-\$105	-2.3%	-\$9,215	-\$9,301	\$86	0.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,510	\$2,486	\$24	0.9%	\$4,691	\$4,595	\$96	2.0%

Corporate Administration - Continued

What does Corporate Administration do?

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

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

The Office of the CAO directly oversees the following areas:

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

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

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

Variance Analysis (in thousands of dollars)

Corporate Administration is operating at a year-to-date surplus before indirect allocations of \$128 with a forecasted surplus of \$9 due to the following factors:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of \$256 and \$375 respectively are primarily due to labour relations pressures. The unfavourable forecasted variance of \$1,071 in labour (inclusive of \$235 in union chargebacks related to the variance in other revenue, below) is offset by a favourable variance in Region benefits of \$695.

Administration - The unfavourable year-to-date variance of \$17 is driven by higher than budgeted legal costs within labour relations offset by timing of spend within other areas. The forecasted favourable variance of \$24 is savings within consulting of \$164 offset by higher than budgeted external legal costs related to labour relations of \$141.

Operational & Supply - The favourable year-to-date variance of \$148 is due to timing of corporate training costs which is forecasted to have a favourable balance at year-end of \$52.

Equipment, Vehicles and Technology – The favourable year-to-date and forecasted variances of \$34 and \$34 respectively are due to lower than anticipated IT and software license expenses.

Partnership, Rebate, Exemptions – The favourable year-to-date variance of \$6 is due to the timing of grant program awards within Economic Development. The unfavourable forecasted variance of \$59 is due to the additions of the Partnerships agreements.

Corporate Administration - Continued

Federal & Provincial Grants – The unfavourable year-to-date variance of \$41 is due to the timing of Can Export grants which will be fully received by year end.

Other Revenue - The favourable year-to-date and forecasted variances of \$251 and \$328 are mainly due to higher than anticipated union charge backs offset in labour related costs.

Corporate Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$12,835	\$12,658	\$177	1.4%	\$25,897	\$26,131	-\$235	-0.9%
Administrative	\$5,804	\$4,526	\$1,278	22.0%	\$10,883	\$11,619	-\$736	-6.8%
Operational & Supply	\$160	\$82	\$79	49.1%	\$321	\$197	\$124	38.6%
Occupancy & Infrastructure	\$6,556	\$6,323	\$233	3.6%	\$12,357	\$11,790	\$567	4.6%
Equipment, Vehicles, Technology	\$3,207	\$2,259	\$948	29.6%	\$6,414	\$4,518	\$1,896	29.6%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$2	-\$2	0.0%	\$0	\$2	-\$2	0.0%
Total Expenses	\$28,562	\$25,849	\$2,713	9.5%	\$55,871	\$54,257	\$1,614	2.9%
By-Law Charges & Sales	-\$169	-\$81	-\$88	-52.1%	-\$338	-\$93	-\$245	-72.5%
Other Revenue	-\$576	-\$424	-\$152	-26.5%	-\$1,171	-\$1,195	\$24	2.0%
Total Revenues	-\$745	-\$505	-\$241	-32.3%	-\$1,509	-\$1,288	-\$221	-14.7%
Intercompany Charges	-\$74	-\$86	\$11	-15.2%	-\$131	-\$38	-\$92	70.7%
Total Intercompany Charges	-\$74	-\$86	\$11	-15.2%	-\$131	-\$38	-\$92	70.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$27,743	\$25,259	\$2,484	9.0%	\$54,231	\$52,931	\$1,300	0.0%
Transfers From Funds	-\$838	-\$838	\$0	0.0%	-\$972	-\$972	\$0	0.0%
Transfers To Funds	\$378	\$378	\$0	0.0%	\$757	\$757	\$0	0.0%
Total Transfers	-\$459	-\$459	\$0	0.0%	-\$215	-\$215	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$27,283	\$24,799	\$2,484	9.1%	\$54,017	\$52,716	\$1,300	2.4%
Indirect Allocations & Debt	-\$27,272	-\$24,840	-\$2,432	-8.9%	-\$53,987	-\$52,677	-\$1,310	-2.4%
Total Indirect Allocations & Debt	-\$27,272	-\$24,840	-\$2,432	-8.9%	-\$53,987	-\$52,677	-\$1,310	-2.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$12	-\$41	\$52	445.0%	\$30	\$39	-\$9	-31.5%

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 year-to-date surplus before indirect allocations of \$2,484 and are forecasting a surplus of \$1,300 due to the following factors:

Labour Related Costs – The favourable year-to-date variance of \$177 is due to vacant positions through the year in all Corporate Services divisions. The unfavourable forecasted variance of \$235 is due to operating near full complement in all Corporate Services divisions.

Administration - The favourable year-to-date variance of \$1,278 is mainly due to timing of spend in first- and third-party claim payouts of \$435, timing of insurance settlement related fees costs related to legal claims of \$127, consulting of \$468, insurance premium of \$86 and training of \$73. The unfavourable forecasted variance of \$736 is mainly due to legal claim payouts in alignment to prior years trending of \$975 and insurance settlement related fees of \$158, partially offset by savings on insurance premium of \$306.

Occupancy & Infrastructure - The favourable year-to-date and forecasted variances of \$233 and \$567 are mainly due to savings on the maintenance of the GO stations as well as natural gas utility costs.

Equipment, Vehicles, Technology - The favourable year-to-date and forecasted variances of \$948 and \$1,896 are due primarily to delayed spend of operating costs related to approved IT capital projects and net savings on large support and licensing contracts within IT.

By-Law Charges & Sales - The unfavourable year-to-date and forecasted variances of \$88 and \$245 are due primarily to tenant vacancies at Regional buildings.

Corporate Services - Continued

Intercompany Charges - The unfavourable forecasted variance of \$92 is due primarily to lower usage of corporate photocopiers resulting in a lower than budgeted chargeback to departments.

Childrens Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$5,451	\$5,379	\$72	1.3%	\$11,005	\$11,042	-\$37	-0.3%
Administrative	\$143	\$105	\$38	26.8%	\$294	\$333	-\$39	-13.2%
Operational & Supply	\$109	\$126	-\$17	-15.7%	\$218	\$255	-\$38	-17.3%
Occupancy & Infrastructure	\$18	\$25	-\$7	-41.5%	\$36	\$50	-\$14	-39.4%
Equipment, Vehicles, Technology	\$46	\$65	-\$19	-40.6%	\$93	\$253	-\$160	-172.6%
Community Assistance	\$91,551	\$56,592	\$34,960	38.2%	\$186,969	\$182,864	\$4,104	2.2%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$97,318	\$62,291	\$35,027	36.0%	\$198,614	\$194,798	\$3,816	1.9%
Federal & Provincial Grants	-\$95,939	-\$59,275	-\$36,664	-38.2%	-\$192,945	-\$188,722	-\$4,224	-2.2%
By-Law Charges & Sales	-\$273	-\$455	\$182	66.5%	-\$547	-\$906	\$359	65.6%
Other Revenue	\$0	-\$15	\$15	0.0%	\$0	-\$23	\$23	0.0%
Total Revenues	-\$96,212	-\$59,744	-\$36,468	-37.9%	-\$193,492	-\$189,650	-\$3,842	-2.0%
Intercompany Charges	\$232	\$224	\$8	3.2%	\$463	\$456	\$8	1.6%
Total Intercompany Charges	\$232	\$224	\$8	3.2%	\$463	\$456	\$8	1.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,338	\$2,771	-\$1,433	-107.2%	\$5,585	\$5,603	-\$18	0.0%
Transfers To Funds	\$970	\$970	\$0	0.0%	\$970	\$970	\$0	0.0%
Total Transfers	\$970	\$970	\$0	0.0%	\$970	\$970	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,308	\$3,741	-\$1,433	-62.1%	\$6,555	\$6,573	-\$18	-0.3%
Indirect Allocations & Debt	\$2,500	\$2,513	-\$14	-0.5%	\$3,809	\$3,814	-\$4	-0.1%
Total Indirect Allocations & Debt	\$2,500	\$2,513	-\$14	-0.5%	\$3,809	\$3,814	-\$4	-0.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$4,807	\$6,254	-\$1,447	-30.1%	\$10,364	\$10,387	-\$23	-0.2%

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 is operating at a year-to-date deficit before indirect allocations of \$1,433 and is forecasting a deficit of \$18 at year end. The following factors contributed to this overall variance:

Equipment, Vehicles and Technology – The unfavourable year-to-date and forecasted variances of \$19 and \$160 are due to higher than anticipated replacement of equipment at the Region’s five directly operated centres.

Community Assistance – The favourable variance year-to-date of \$34,960 is due to the timing of funding flowed to childcare agencies in the community. The forecasted favourable variance of \$4,104 is primarily due to a repayable of an operating capacity holdback of CWELCC funds to the Ministry of Education (\$1,700) and lower than anticipated allocation to service providers as a result of applying the new CWELCC funding formula (\$2,885). This variance will be offset by reduced Federal and Provincial Grants below.

Federal & Provincial Grants – As noted above, the unfavourable year-to-date and forecasted variances of \$36,664 and \$4,224 respectively relate to the variances in Community Assistance as noted above.

By-Law Charges & Sales – The favourable year-to-date and forecasted variances of \$182 and \$359 are 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	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$3,267	\$3,515	-\$248	-7.6%	\$6,599	\$6,804	-\$205	-3.1%
Administrative	\$106	\$267	-\$161	-152.3%	\$208	\$235	-\$27	-13.2%
Operational & Supply	\$800	\$595	\$205	25.7%	\$1,600	\$1,398	\$203	12.7%
Occupancy & Infrastructure	\$95	\$122	-\$27	-28.3%	\$191	\$236	-\$46	-23.9%
Equipment, Vehicles, Technology	\$1	\$1	\$0	39.3%	\$3	\$2	\$1	37.2%
Community Assistance	\$9,705	\$9,605	\$99	1.0%	\$19,094	\$18,738	\$357	1.9%
Total Expenses	\$13,975	\$14,106	-\$131	-0.9%	\$27,695	\$27,413	\$282	1.0%
Federal & Provincial Grants	-\$23,138	-\$21,695	-\$1,442	-6.2%	-\$35,576	-\$35,838	\$262	0.7%
Other Revenue	-\$85	-\$18	-\$66	-78.4%	-\$169	-\$37	-\$133	-78.4%
Total Revenues	-\$23,222	-\$21,714	-\$1,509	-6.5%	-\$35,745	-\$35,874	\$130	0.4%
Intercompany Charges	\$356	\$399	-\$43	-12.1%	\$247	\$590	-\$343	-138.9%
Total Intercompany Charges	\$356	\$399	-\$43	-12.1%	\$247	\$590	-\$343	-138.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$8,892	-\$7,209	-\$1,683	-18.9%	-\$7,802	-\$7,871	\$69	0.0%
Transfers To Funds	\$12,130	\$10,464	\$1,667	13.7%	\$12,821	\$12,911	-\$90	-0.7%
Total Transfers	\$12,130	\$10,464	\$1,667	13.7%	\$12,821	\$12,911	-\$90	-0.7%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,239	\$3,255	-\$16	-0.5%	\$5,019	\$5,040	-\$21	-0.4%
Indirect Allocations & Debt	\$542	\$579	-\$37	-6.7%	\$953	\$977	-\$25	-2.6%
Total Indirect Allocations & Debt	\$542	\$579	-\$37	-6.7%	\$953	\$977	-\$25	-2.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$3,781	\$3,833	-\$53	-1.4%	\$5,972	\$6,017	-\$45	-0.8%

What does Homelessness Services and Community Engagement do?

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

Variance Analysis (in thousands of dollars)

Homelessness Services and Community Engagement has a year-to-date operating deficit before indirect allocations of \$16 and is forecasting a deficit of \$21 at year-end. The following factors contribute to these variances:

Labour Related Costs - The unfavorable year-to-date and forecasted variance of \$248 and \$205 is due to higher-than-anticipated staffing and overtime requirements in directly operated shelters.

Operational & Supply – The favorable year-to-date and forecasted variances of \$205 and \$203, respectively, are attributed to lower-than-expected expenses for raw food purchases, laundry supplies, and other program-specific services.

Community Assistance - The favorable year-to-date and forecasted variances of \$99 and \$357, respectively, are primarily due timing on one-time initiatives offset by transition costs associated with the contracting of the two directly operated shelters to an agency.

Federal & Provincial Grants – The favorable forecasted variance of \$262 is related to veteran funding carried forward into 2025.

Intercompany Charges – The unfavorable year-to-date and forecasted variances of \$43 and \$343, respectively, are primarily due to higher-than-anticipated costs for Buchanan permanent supportive housing and shelter operations maintained by Niagara Regional Housing.

Seniors Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$59,523	\$62,790	-\$3,268	-5.5%	\$120,226	\$124,144	-\$3,918	-3.3%
Administrative	\$529	\$689	-\$160	-30.3%	\$965	\$1,149	-\$184	-19.1%
Operational & Supply	\$4,871	\$4,713	\$158	3.2%	\$9,745	\$9,544	\$201	2.1%
Occupancy & Infrastructure	\$3,022	\$2,638	\$383	12.7%	\$5,714	\$5,260	\$453	7.9%
Equipment, Vehicles, Technology	\$1,047	\$1,710	-\$662	-63.3%	\$2,028	\$2,579	-\$551	-27.2%
Community Assistance	\$5	\$14	-\$9	-166.9%	\$10	\$21	-\$11	-103.1%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$68,996	\$72,554	-\$3,558	-5.2%	\$138,688	\$142,697	-\$4,010	-2.9%
Federal & Provincial Grants	-\$51,797	-\$51,693	-\$104	-0.2%	-\$104,494	-\$103,194	-\$1,300	-1.2%
By-Law Charges & Sales	-\$561	-\$550	-\$11	-1.9%	-\$1,121	-\$1,105	-\$16	-1.4%
Other Revenue	-\$13,337	-\$15,056	\$1,719	12.9%	-\$26,674	-\$28,278	\$1,603	6.0%
Total Revenues	-\$65,694	-\$67,299	\$1,604	2.4%	-\$132,290	-\$132,577	\$287	0.2%
Intercompany Charges	\$348	\$283	\$66	18.8%	\$696	\$631	\$66	9.4%
Total Intercompany Charges	\$348	\$283	\$66	18.8%	\$696	\$631	\$66	9.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$3,650	\$5,538	-\$1,888	-51.7%	\$7,094	\$10,751	-\$3,657	0.0%
Transfers To Funds	\$758	\$758	\$0	0.0%	\$2,411	\$1,515	\$895	37.1%
Total Transfers	\$758	\$758	\$0	0.0%	\$2,411	\$1,515	\$895	37.1%
Net Expenditure (Revenue) Before Indirect Allocations	\$4,407	\$6,295	-\$1,888	-42.8%	\$9,505	\$12,266	-\$2,761	-29.1%
Indirect Allocations & Debt	\$12,348	\$12,210	\$139	1.1%	\$22,948	\$22,678	\$270	1.2%
Total Indirect Allocations & Debt	\$12,348	\$12,210	\$139	1.1%	\$22,948	\$22,678	\$270	1.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$16,756	\$18,505	-\$1,750	-10.4%	\$32,453	\$34,944	-\$2,491	-7.7%

Senior Services - Continued

What does Seniors Services do?

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

Variance Analysis (in thousands of dollars)

Seniors Services is operating at a year-to-date deficit before indirect allocations of \$1,888 and is forecasting a deficit of \$2,761 at year end. The following factors contributed to this overall variance:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of \$3,268 and \$3,918 are primarily due to a change in the CUPE1263 collective agreement which resulted in a one-time pay out of vacation banks for part-time staff (\$1,536). Also contributing to the unfavourable variance is the arbitrated award for ONA9 Homes which was higher than budget (\$802) 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 (\$978).

Administrative – The unfavourable year-to-date and forecasted variances of \$160 and \$184 are primarily due to unbudgeted internet and cable tv services at Gilmore Lodge, which is offset by a favourable variance in other revenue where funding was recovered, as well as legal expenses incurred to support arbitration process for collective agreements.

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances of \$383 and \$453 are primarily due to lower than budgeted gas and electricity rates for LTC homes as well as lower than anticipated expenses compared to budget on the new LTC homes grounds contract.

Equipment, Vehicles, Technology – The unfavourable year-to-date and forecasted variances of \$662 and \$551 are primarily due to additional equipment expenses based on approved funding under Ontario Health’s Local Priorities Fund and 2024-25 funding from MLTC which was carried over under the Minor Capital Program

Federal & Provincial Grants – The unfavourable year-to-date and forecasted variances of \$104 and \$1,300 are primarily due to lower than anticipated MLTC funding for Linhaven due to the later than expected opening date (\$1,817) which is partially offset by the favourable variance under transfer between funds. Also offsetting this variance is additional funding received under Ontario Health’s local priorities fund (\$276), MLTC Minor Capital Funding that was carried over from 2024 (\$202)

Other Revenue – The favourable year-to-date and forecasted variances of \$1,719 and \$1,603 is primarily due to funding received from Seniors Services participation in the Preceptor Resource and Education Program for Long-Term Care, a program offered by the Centres for Learning, Research and Innovation.

Transfer Between Funds – The favourable forecasted variance of \$895 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 to transfer to reserve.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$10,411	\$10,223	\$187	1.8%	\$21,024	\$20,823	\$201	1.0%
Administrative	\$365	\$288	\$77	21.1%	\$729	\$759	-\$30	-4.1%
Operational & Supply	\$174	\$23	\$150	86.5%	\$352	\$297	\$55	15.5%
Occupancy & Infrastructure	\$0	\$18	-\$18	N/A	\$1	\$37	-\$36	N/A
Equipment, Vehicles, Technology	\$86	\$49	\$37	43.1%	\$171	\$97	\$74	43.4%
Community Assistance	\$60,464	\$71,185	-\$10,721	-17.7%	\$120,458	\$146,404	-\$25,945	-21.5%
Partnership, Rebate, Exemption	\$0	\$695	-\$695	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$71,499	\$82,481	-\$10,982	-15.4%	\$142,735	\$168,417	-\$25,682	-18.0%
Federal & Provincial Grants	-\$64,768	-\$77,527	\$12,759	19.7%	-\$129,536	-\$155,256	\$25,720	19.9%
Other Revenue	-\$8	-\$30	\$23	300.7%	-\$15	-\$38	\$23	150.3%
Total Revenues	-\$64,775	-\$77,557	\$12,781	19.7%	-\$129,551	-\$155,294	\$25,743	19.9%
Intercompany Charges	\$426	\$794	-\$368	-86.3%	\$1,322	\$1,390	-\$68	-5.1%
Total Intercompany Charges	\$426	\$794	-\$368	-86.3%	\$1,322	\$1,390	-\$68	-5.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$7,150	\$5,719	\$1,431	20.0%	\$14,506	\$14,514	-\$7	0.0%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$7,150	\$5,719	\$1,431	20.0%	\$14,506	\$14,514	-\$7	0.0%
Indirect Allocations & Debt	\$2,747	\$2,767	-\$20	-0.7%	\$4,917	\$4,885	\$32	0.7%
Total Indirect Allocations & Debt	\$2,747	\$2,767	-\$20	-0.7%	\$4,917	\$4,885	\$32	0.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$9,897	\$8,486	\$1,411	14.3%	\$19,424	\$19,399	\$25	0.1%

What does Social Assistance and Employment Opportunities do?

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

Variance Analysis (in thousands of dollars)

Social Assistance and Employment Opportunities is operating a year-to-date operating surplus before indirect allocations of \$1,411 and is forecasting a deficit of \$7 at year-end. The following factors contribute to these variances:

Labour Related Costs - The favourable year-to-date and forecasted variances of \$187 and \$201 respectively due ongoing recruitment and retention challenges.

Community Assistance - The unfavourable year-to-date and forecasted variance of \$10,721 and \$25,945 is due to the budget being based on estimated caseload increases from Ministry forecasts, which were lower than the actual caseloads, which results in an increase in client benefits. These increases are primarily offset by the favourable variance in provincial revenues, as detailed below.

Federal & Provincial Grants - The favourable year-to-date and forecasted variance of \$12,759 and \$25,720 is a result from the budget being based on estimated caseload increases from Ministry forecasts, which were lower than the actual caseloads, which results in an increase in client benefits. These favorable variances are offset by the unfavourable variance in Community Assistance issued, as noted above.

Housing Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$3,358	\$3,424	-\$66	-2.0%	\$6,826	\$7,014	-\$187	-2.7%
Administrative	\$242	\$108	\$135	55.5%	\$463	\$465	-\$2	-0.5%
Operational & Supply	\$63	\$74	-\$11	-16.8%	\$125	\$136	-\$11	-8.5%
Occupancy & Infrastructure	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Equipment, Vehicles, Technology	\$77	\$73	\$3	4.4%	\$154	\$110	\$44	28.5%
Community Assistance	\$18,278	\$17,839	\$439	2.4%	\$37,124	\$37,531	-\$407	-1.1%
Financial Expenditures	\$0	-\$1	\$1	0.0%	\$0	-\$1	\$1	0.0%
Total Expenses	\$22,018	\$21,518	\$500	2.3%	\$44,692	\$45,256	-\$564	-1.3%
Federal & Provincial Grants	-\$7,473	-\$6,872	-\$600	-8.0%	-\$14,036	-\$14,089	\$53	0.4%
By-Law Charges & Sales	-\$135	-\$52	-\$83	-61.3%	-\$271	-\$141	-\$130	-48.1%
Other Revenue	-\$174	-\$926	\$752	433.3%	-\$382	-\$1,135	\$753	197.1%
Total Revenues	-\$7,782	-\$7,851	\$69	0.9%	-\$14,689	-\$15,364	\$676	4.6%
Intercompany Charges	-\$235	-\$243	\$8	-3.4%	-\$470	-\$478	\$8	-1.7%
Total Intercompany Charges	-\$235	-\$243	\$8	-3.4%	-\$470	-\$478	\$8	-1.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$14,001	\$13,425	\$577	4.1%	\$29,533	\$29,413	\$120	0.0%
Transfers From Funds	-\$438	-\$438	\$0	0.0%	-\$1,958	-\$1,958	\$0	0.0%
Transfers To Funds	\$818	\$818	\$0	0.0%	\$1,635	\$1,635	\$0	0.0%
Total Transfers	\$379	\$379	\$0	0.0%	-\$323	-\$323	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$14,381	\$13,804	\$577	4.0%	\$29,210	\$29,090	\$120	0.4%
Indirect Allocations & Debt	-\$1,046	-\$1,064	\$19	1.8%	-\$2,373	-\$2,323	-\$50	-2.1%
Total Indirect Allocations & Debt	-\$1,046	-\$1,064	\$19	1.8%	-\$2,373	-\$2,323	-\$50	-2.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$13,335	\$12,740	\$595	4.5%	\$26,837	\$26,767	\$70	0.3%

Housing Services - Continued

What does Housing Services do?

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

Variance Analysis (in thousands of dollars)

Housing Services is operating at a year-to-date operating surplus of \$577 and is forecasting a surplus of \$120 at year-end. The following factors contribute to these variances:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of \$66 and \$187 respectively are due to additional temporary staff positions required to support the growing needs of the division and programs, including a continuously increasing housing waitlist and the operation and maintenance of new community housing and supportive housing units, as well as emergency shelters.

Administrative – The favourable year-to-date variance of \$135 is primarily due to the budgeted timing of consulting work related to new building condition assessments for housing providers to support the end of mortgage strategy, which is anticipated to be completed by year-end, as indicated with a forecasted unfavourable variance of \$2.

Equipment, Vehicles and Technology – The favourable year-to-date and forecasted variances of \$3 and \$44 respectively are the result of annual computer licensing support costs related to the new Integrated Housing System that were lower than anticipated, as the implementation of the system is in progress.

Community Assistance - The favourable year-to-date variance of \$439 is primarily due to budget timing of spend for ministry-funded programs with a fiscal year-end of March 31 and the capital subsidy to be allocated to non-profit and co-operative housing providers, which are anticipated to be fully maximized by the end of the year, as well as subsidies recovered from housing providers with lower than anticipated rent-geared-to-income (RGI) units. This favourable variance is offset by a higher than anticipated uptake and subsidy cost in the Welcome Home Niagara Homeownership program, which is resulting in an unfavourable forecasted variance of \$407 for the year.

Federal & Provincial Grants – The unfavourable year-to-date variance of \$600 is due to lower than budgeted spend to date for ministry-funded programs noted above in Community Assistance, as revenue is recognized based on actual expenses incurred and is expected to be recognized by the end of the year. The forecasted favourable variance of \$53 for the year is due to timing of recognition of revenue for the fiscal programs that ended in March 2025.

By-Law Charges & Sales – The unfavourable year-to-date and forecasted variances of \$83 and \$130 respectively are due to lower than budgeted billings to non-profit housing providers for new development project management services and to third-party service providers for property management services.

Other Revenue – The favourable year-to-date and forecasted variance of \$752 is primarily due to higher than anticipated revenue recognized through the Revolving Loan Fund due to increased spend in the Welcome Home Niagara Homeownership program.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$20,061	\$18,708	\$1,353	6.7%	\$40,427	\$38,311	\$2,116	5.2%
Administrative	\$453	\$439	\$14	3.0%	\$907	\$913	-\$6	-0.7%
Operational & Supply	\$2,875	\$2,630	\$245	8.5%	\$5,394	\$5,300	\$94	1.7%
Occupancy & Infrastructure	\$129	\$119	\$10	7.4%	\$257	\$492	-\$235	-91.3%
Equipment, Vehicles, Technology	\$213	\$127	\$86	40.5%	\$428	\$298	\$130	30.3%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$23,731	\$22,023	\$1,707	7.2%	\$47,413	\$45,314	\$2,098	4.4%
Federal & Provincial Grants	-\$19,478	-\$20,093	\$615	3.2%	-\$38,487	-\$38,977	\$491	1.3%
By-Law Charges & Sales	-\$45	-\$39	-\$6	-14.1%	-\$91	-\$83	-\$7	-7.8%
Other Revenue	\$0	-\$130	\$130	0.0%	\$0	-\$191	\$191	0.0%
Total Revenues	-\$19,524	-\$20,262	\$738	3.8%	-\$38,577	-\$39,251	\$674	1.7%
Intercompany Charges	-\$39	-\$36	-\$3	7.0%	-\$78	-\$75	-\$3	3.5%
Total Intercompany Charges	-\$39	-\$36	-\$3	7.0%	-\$78	-\$75	-\$3	3.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$4,168	\$1,726	\$2,443	58.6%	\$8,758	\$5,988	\$2,770	0.0%
Total Transfers	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$4,168	\$1,726	\$2,443	58.6%	\$8,758	\$5,988	\$2,770	31.6%
Indirect Allocations & Debt	\$6,070	\$5,837	\$232	3.8%	\$10,353	\$9,967	\$386	3.7%
Total Indirect Allocations & Debt	\$6,070	\$5,837	\$232	3.8%	\$10,353	\$9,967	\$386	3.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$10,238	\$7,563	\$2,675	26.1%	\$19,111	\$15,955	\$3,156	16.5%

What does Public Health & Mental Health do?

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

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

Variance Analysis (in thousands of dollars)

Public Health General and Mental Health have a combined year-end operating underspend before indirect allocations of \$2,770. The following major factors contribute to this favourable variance:

Labour Related Costs – the favourable year-to-date and forecasted variances of \$1,353 and \$2,116 respectively are primarily due to gapping of several temporary vacant positions, including three high value positions (Associated Medical Officers of Health, Medical Chief of Staff), as well as delays in filling positions at the start of the year following the rollout of the 2025 PH reorg. \$261 of gapping is offset with reductions in revenue.

Administration – the unfavourable forecasted variance of \$6 is due to overspending in professional recruitment fees and training costs, offset with savings in cell phone charges (reduced vendor contract) and travel costs.

Operational & Supply – the favourable year-to-date and forecasted variances of \$245 and \$94 respectively are due to underspending of the Health Canada grant (Harm Reduction in Motion program) and ICDS transition costs, offset with overspends in program travel and supplies.

Occupancy & Infrastructure – the unfavourable forecasted variance of \$235 is primarily due to two planned room renovation projects in Clinical Services (funded and offset by gapping dollars).

Equipment, Vehicles, Technology – the favourable year-to-date and forecasted variances of \$86 and \$130 respectively are due to lower than anticipated spending on small tools, equipment, and software.

Federal & Provincial Grants – the favourable year-to-date and forecasted variances of \$615 and \$491 respectively are due to \$720 one-time provincial COVID/RSV grants (of which \$455 was booked as a prior period subsidy adjustment), \$67 carryover of 2024-25 MCCSS grant, and \$80 retro psychiatrist grant, offset with a reduction in spending of medical top-up grant (\$162), IPAC Hub grant (\$130), Health Canada grant (\$76) and MH sessional fees (\$5)

Other Revenue – the favourable year-to-date and forecasted variances of \$130 and \$191 respectively are primarily due to a one-time Niagara Health grant of \$73 and accrued salary reimbursement of \$90 from Gateway for Hart Hub project manager.

Emergency Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$33,572	\$33,396	\$175	0.5%	\$67,409	\$68,134	-\$726	-1.1%
Administrative	\$388	\$409	-\$21	-5.5%	\$775	\$866	-\$92	-11.8%
Operational & Supply	\$2,692	\$2,579	\$114	4.2%	\$5,335	\$5,397	-\$62	-1.2%
Occupancy & Infrastructure	\$321	\$356	-\$35	-11.0%	\$642	\$729	-\$86	-13.5%
Equipment, Vehicles, Technology	\$1,440	\$1,332	\$108	7.5%	\$2,880	\$2,910	-\$30	-1.0%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$38,413	\$38,073	\$339	0.9%	\$77,041	\$78,037	-\$997	-1.3%
Federal & Provincial Grants	-\$22,457	-\$21,958	-\$498	-2.2%	-\$44,913	-\$45,163	\$250	0.6%
By-Law Charges & Sales	-\$2	-\$2	\$0	27.7%	-\$3	-\$4	\$1	28.8%
Other Revenue	-\$343	-\$435	\$92	26.7%	-\$686	-\$1,193	\$507	73.9%
Total Revenues	-\$22,801	-\$22,395	-\$406	-1.8%	-\$45,603	-\$46,360	\$758	1.7%
Intercompany Charges	\$1,303	\$1,381	-\$78	-5.9%	\$2,614	\$2,672	-\$58	-2.2%
Total Intercompany Charges	\$1,303	\$1,381	-\$78	-5.9%	\$2,614	\$2,672	-\$58	-2.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$16,914	\$17,059	-\$144	-0.9%	\$34,052	\$34,349	-\$297	0.0%
Transfers From Funds	-\$931	-\$931	\$0	0.0%	-\$1,862	-\$1,862	\$0	0.0%
Transfers To Funds	\$268	\$268	\$0	0.0%	\$298	\$298	\$0	0.0%
Total Transfers	-\$663	-\$663	\$0	0.0%	-\$1,564	-\$1,564	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$16,252	\$16,396	-\$144	-0.9%	\$32,488	\$32,785	-\$297	-0.9%
Indirect Allocations & Debt	\$10,769	\$10,458	\$311	2.9%	\$13,963	\$13,758	\$205	1.5%
Total Indirect Allocations & Debt	\$10,769	\$10,458	\$311	2.9%	\$13,963	\$13,758	\$205	1.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$27,021	\$26,854	\$167	0.6%	\$46,451	\$46,544	-\$92	-0.2%

Emergency Services - Continued

What does Emergency Services do?

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

Variance Analysis (in thousands of dollars)

Emergency Services has an unfavourable year-to-date (YTD) operating variance of \$144 before indirect allocations and a forecasted year-end unfavourable variance of \$297. The following major factors contribute to these unfavourable variances:

Labour Related Costs – the favourable YTD variance of \$175 is primarily due savings in front line regular time salaries of \$526 and corresponding benefits of \$136. This is partially offset by higher than budgeted overtime and lieu costs of \$487. The forecasted year-end unfavourable variance is \$726. There is a forecasted favourable variance in regular time salaries of \$481, however the unfavourable variance for overtime and lieu is expected to increase to \$888. There is also expected to be an unfavourable variance for WSIB costs of \$255.

Administration – the unfavourable YTD variance of \$21 is primarily driven by external legal fees associated with the latest collective agreement. The forecasted unfavourable variance is \$92.

Operational & Supply – the favourable YTD variance of \$114 is due to savings in program supplies and services of \$171. This is partially offset by unfavourable variances in linen services due to a new contract of \$30, and medical supplies of \$27. The forecasted unfavourable year-end variance is \$62 comprised of a favourable variance for program supplies and services of \$90, but offset by unfavourable variances in medical supplies of \$91 and linen services of \$61.

Occupancy & Infrastructure – The unfavourable YTD variance of \$35 and forecasted unfavourable year-end variance of \$86 is due to higher than budgeted lease costs.

Equipment, Vehicles, Technology – the favourable YTD variance of \$108 is due to lower than budgeted fuel costs of \$167 and computer software costs of \$49. This is offset by unfavourable variances in vehicle repair and maintenance costs of \$60 equipment costs of \$49. The forecasted year-end unfavourable variance is \$30 which is made up of forecasted savings in fuel of \$193, but unfavourable variances in equipment costs of \$141 vehicle repair and maintenance of \$84.

Federal & Provincial Grants – the unfavourable YTD variance of \$498 is mainly due to the timing of the 2025 Land Ambulance Service Grant (LASG) funding which has not yet been received, \$857. This is partially offset by unbudgeted one-time ministry funding in Ambulance Communications of \$316. The forecasted favourable year-end variance is \$250 which is comprised of the \$316 one-time Ambulance Communications funding and partially offset by LASG funding that was overbudgeted.

Other Revenue – the favourable YTD variance is \$92 and is driven by higher than budgeted revenue from special events. The forecasted year-end favourable variance is \$507 and is also driven by higher than budgeted special event revenue, much of which will be due to evacuees from Manitoba that are currently being housed in Niagara.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$9,664	\$9,965	-\$301	-3.1%	\$19,472	\$19,940	-\$468	-2.4%
Administrative	\$1,355	\$723	\$632	46.7%	\$3,988	\$3,294	\$694	17.4%
Operational & Supply	\$5,919	\$6,363	-\$444	-7.5%	\$12,185	\$13,163	-\$978	-8.0%
Occupancy & Infrastructure	\$423	\$349	\$74	17.5%	\$847	\$780	\$66	7.9%
Equipment, Vehicles, Technology	\$2,337	\$2,271	\$66	2.8%	\$4,740	\$4,761	-\$20	-0.4%
Partnership, Rebate, Exemption	\$30	\$0	\$30	99.6%	\$507	\$507	\$0	0.0%
Financial Expenditures	\$0	-\$11	\$11	0.0%	\$0	-\$9	\$9	0.0%
Total Expenses	\$19,728	\$19,660	\$69	0.3%	\$41,738	\$42,435	-\$697	-1.7%
By-Law Charges & Sales	-\$612	-\$653	\$41	6.7%	-\$2,244	-\$2,246	\$2	0.1%
Other Revenue	-\$349	-\$334	-\$15	-4.3%	-\$744	-\$748	\$4	0.6%
Total Revenues	-\$961	-\$987	\$26	2.7%	-\$2,988	-\$2,994	\$7	0.2%
Intercompany Charges	-\$2,432	-\$2,502	\$70	-2.9%	-\$6,267	-\$5,720	-\$547	8.7%
Total Intercompany Charges	-\$2,432	-\$2,502	\$70	-2.9%	-\$6,267	-\$5,720	-\$547	8.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$16,335	\$16,171	\$164	1.0%	\$32,484	\$33,721	-\$1,237	0.0%
Transfers From Funds	-\$590	-\$590	\$0	0.0%	-\$2,710	-\$2,710	\$0	0.0%
Transfers To Funds	-\$103	\$527	-\$631	-609.7%	\$863	\$1,041	-\$178	-20.7%
Expense Allocations To Capital	-\$70	-\$20	-\$50	-71.4%	-\$140	-\$90	-\$50	-35.7%
Total Transfers	-\$763	-\$83	-\$681	-89.2%	-\$1,987	-\$1,759	-\$228	-11.5%
Net Expenditure (Revenue) Before Indirect Allocations	\$15,572	\$16,088	-\$517	-3.3%	\$30,496	\$31,962	-\$1,466	-4.8%
Indirect Allocations & Debt	\$35,553	\$35,548	\$6	0.0%	\$53,200	\$53,194	\$6	0.0%
Total Indirect Allocations & Debt	\$35,553	\$35,548	\$6	0.0%	\$53,200	\$53,194	\$6	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$51,125	\$51,636	-\$511	-1.0%	\$83,696	\$85,156	-\$1,460	-1.7%

Public Works Transportation - Continued

What does Transportation Services do?

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

Variance Analysis (in thousands of dollars)

Public Works – Levy (Transportation) operated at a year-to-date deficit before indirect allocations of \$517 and are forecasting a year-end deficit of \$1,466 due to the factors as described below.

Of the total year-to-date deficit noted above, a deficit of \$517 relates to base operations and a surplus of \$0 relates to Vision Zero Road Safety Program. Of the total forecasted year-end deficit noted above, a deficit of \$1,466 relates to base operations and a surplus of \$0 relates to Vision Zero.

Labour Related Costs – The unfavourable year-to-date and forecasted variances are \$301 and \$468, respectively. Forecasted deficit is primarily due to filled positions being above budgeted salary gapping. Forecasted savings related to Vision Zero are \$17.

Administration – The favourable year-to-date and forecasted variances are \$632 and \$694, respectively. Base services have a forecasted surplus of \$116 related to lower other administrative expenses. Forecasted savings related to Vision Zero are \$578 due to reduced Joint Processing Centre and consulting costs.

Operational & Supply – The unfavourable year-to-date and forecasted variances are \$444 and \$978, respectively. Year-to-date and forecasted deficit in base services are \$568 and \$1,028, respectively, while year-to-date and forecasted savings in Vision Zero are \$124 and \$50, respectively. Forecasted deficit in base services of \$1,028 is primarily due to higher costs on annual winter maintenance contracts of \$415 and higher than anticipated usage of winter sand, winter salt, snow fence and organic de-icing material of \$604 due to harsh winter conditions, and timing differences in use of hired equipment and other program specific materials of \$9.

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances are \$74 and \$66, respectively. Forecasted savings in base services of \$63 relate primarily to lower than anticipated electricity costs of \$31 and lower other occupancy and infrastructure services of \$32. Forecasted savings related to Vision Zero are \$3.

Equipment, Vehicles, Technology – The favourable year-to-date variance is \$66 while the unfavourable forecasted variance is \$20. Forecasted deficit in base services of \$20 relates to higher leasing costs of \$220 and external repairs costs of \$162 on aging fleet and higher costs in other equipment, vehicle, and technology of \$38 offset by lower fuel usage of \$250 and lower vehicle parts supply costs of \$150. Forecasted savings related to Vision Zero are \$0.

By-Law Charges & Sales Costs – The favourable year-to-date and forecasted variances are \$41 and \$2, respectively. The forecasted savings are primarily due to increased vehicle accident damage recoveries of \$426 offset by lower than anticipated signal maintenance revenue of \$400 and lower lane marking and other revenue of \$24.

Other Revenue – The unfavourable year-to-date variance is \$15 while the favourable forecasted variance of \$4 due to higher other expense reimbursements.

Intercompany Charges – The favourable year-to-date variance is \$70, and the unfavourable forecasted variance is \$547. Of the total forecasted year-end deficit, \$81

Public Works Transportation - Continued

relates to base operations on lower net recovery of Fleet and other intercompany charges and \$466 relates to lower net recovery related to Vision Zero.

Transfers – The unfavourable year-to-date and forecasted variances are \$681 and \$228, respectively. Forecasted deficit is due to higher transfer to reserve fund of \$178 from forecasted surplus related to Vision Zero, and lower recovery of vehicle and equipment costs of \$50 transferred from operating expense to capital projects within base services.

Public Works – Levy (Infrastructure Planning & Development) (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$2,513	\$1,952	\$561	22.3%	\$5,058	\$4,431	\$628	12.4%
Administrative	\$348	\$289	\$59	16.9%	\$477	\$503	-\$26	-5.4%
Operational & Supply	\$8	\$13	-\$5	-58.2%	\$16	\$21	-\$5	-29.1%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$8	\$9	-\$1	-13.0%	\$15	\$17	-\$1	-6.5%
Total Expenses	\$2,877	\$2,263	\$614	21.3%	\$5,567	\$4,971	\$596	10.7%
By-Law Charges & Sales	-\$903	-\$754	-\$149	-16.5%	-\$1,806	-\$1,671	-\$135	-7.5%
Other Revenue	\$0	-\$9	\$9	0.0%	\$0	-\$28	\$28	0.0%
Total Revenues	-\$903	-\$763	-\$140	-15.5%	-\$1,806	-\$1,700	-\$107	-5.9%
Intercompany Charges	-\$282	-\$244	-\$38	13.5%	-\$563	-\$525	-\$38	6.8%
Total Intercompany Charges	-\$282	-\$244	-\$38	13.5%	-\$563	-\$525	-\$38	6.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,693	\$1,257	\$436	25.7%	\$3,198	\$2,746	\$451	0.0%
Transfers From Funds	-\$219	-\$219	\$0	0.0%	-\$219	-\$219	\$0	0.0%
Total Transfers	-\$219	-\$219	\$0	0.0%	-\$219	-\$219	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$1,473	\$1,037	\$436	29.6%	\$2,978	\$2,527	\$451	15.2%
Indirect Allocations & Debt	\$367	\$256	\$111	30.3%	\$626	\$458	\$168	26.9%
Total Indirect Allocations & Debt	\$367	\$256	\$111	30.3%	\$626	\$458	\$168	26.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,840	\$1,293	\$547	29.7%	\$3,604	\$2,985	\$620	17.2%

What does Infrastructure Planning and Development do?

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

Variance Analysis (in thousands of dollars)

Infrastructure Planning and Development is operating at year-to-date surplus before indirect allocations of \$436 with a forecasted surplus of \$451 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of \$561 and \$628 are due to staff vacancies across the division.

Administrative – The favourable year-to-date variance of \$59 is driven by timing of consulting expenditures. The unfavourable forecasted variance of \$26 reflects this work being completed by year end in addition to higher than anticipated external legal services required to support OLT hearings.

By-Law Charges & Sales – The unfavourable year-to-date and forecasted variance of \$149 and \$135 is due to lower than budgeted application review fees.

Other Revenue – The favourable year-to-date and forecasted variance of \$9 and \$28 is due to revenue received for staff secondments. This revenue offsets labour related costs.

Intercompany Charges – The unfavourable year-to-date and forecasted variance of \$38 is due to lower than budgeted allocation of staffing resources to Water and Wastewater due to labour related savings.

Court Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$1,643	\$1,326	\$317	19.3%	\$3,322	\$2,993	\$329	9.9%
Administrative	\$1,681	\$1,277	\$404	24.0%	\$3,351	\$2,692	\$659	19.7%
Operational & Supply	\$204	\$1,024	-\$820	-401.0%	\$1,184	\$1,620	-\$436	-36.8%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$28	\$16	\$12	43.0%	\$57	\$54	\$3	5.3%
Financial Expenditures	\$105	\$66	\$39	36.9%	\$209	\$133	\$76	36.3%
Total Expenses	\$3,661	\$3,709	-\$48	-1.3%	\$8,122	\$7,492	\$630	7.8%
Other Revenue	-\$5,440	-\$5,795	\$355	6.5%	-\$12,996	-\$12,162	-\$834	-6.4%
Total Revenues	-\$5,440	-\$5,795	\$355	6.5%	-\$12,996	-\$12,162	-\$834	-6.4%
Intercompany Charges	\$870	\$1,017	-\$148	-17.0%	\$3,142	\$2,673	\$469	14.9%
Total Intercompany Charges	\$870	\$1,017	-\$148	-17.0%	\$3,142	\$2,673	\$469	14.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$909	-\$1,068	\$159	17.5%	-\$1,732	-\$1,997	\$265	0.0%
Transfers To Funds	\$100	\$100	\$0	0.0%	\$200	\$200	\$0	0.0%
Total Transfers	\$100	\$100	\$0	0.0%	\$200	\$200	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$809	-\$968	\$159	-19.7%	-\$1,532	-\$1,797	\$265	-17.3%
Indirect Allocations & Debt	\$603	\$546	\$57	9.4%	\$1,433	\$1,372	\$61	4.2%
Total Indirect Allocations & Debt	\$603	\$546	\$57	9.4%	\$1,433	\$1,372	\$61	4.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$206	-\$422	\$216	105.1%	-\$99	-\$425	\$325	327.3%

Court Services - Continued

What does Court Services do?

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

Variance Analysis (in thousands of dollars)

Court Services is operating at a total year-to-date surplus after indirect allocations of \$216 with a forecasted surplus of \$325 related to base operations (meaning operations excluding revenues and expenditures related to the Vision Zero Road Safety Program (VZ) due to the factors as described below.

Distribution to Local Area Municipalities – the total distribution to the LAMs and the Region is equally forecasted to be \$1,465 for both Base and VZ operations combined and is a result of factors described below.

In Base operations, the total distribution to the LAMs and the Region for the year is forecasted to be \$425 each, an increase of \$325 from the budgeted \$100 distribution. The increase in the distribution is a consequence of higher than anticipated anomalous high-fine payments which occur outside the normal course of operations. Further details are discussed below.

In VZ operations, the total distribution to the LAMs and the Region is forecasted to be \$1,040 each and is mainly due to lower than anticipated net expenses. Further details are discussed below.

Labour Related Costs – the total favourable year-to-date and forecasted variances are \$317 and \$329 respectively. In Base operations, the favourable year-to-date and forecasted variances are \$183 and \$180 respectively due to position gapping. In VZ operations, the favourable year-to-date and forecasted variances are \$134 and \$149 respectively due to budgeted positions in VZ which have not yet been filled. As part of the ongoing launch of the VZ program, Court Services is assessing staffing needs on an ongoing basis and hiring positions only as necessary.

Administrative – the total favourable year-to-date and forecasted variances are \$404 and \$659 respectively. In Base operations, the favourable forecasted variance of \$114 is due to lower than budgeted Victim Fine Surcharge costs, partially offset by a higher than budgeted Payticket online payment services and Part III Prosecution costs. In VZ operations, the favourable year-to-date and forecasted variances of \$418 and \$545 are due to lower than anticipated Victim Fine Surcharge, adjudication costs and interpreter expenses which are a direct result of lower than anticipated charging volumes and revenues.

Operational & Supply – the total unfavourable year-to-date and forecasted variances are \$820 and \$436 respectively. In Base operations, the unfavourable year-to-date and forecasted variances of \$214 and \$310 respectively are largely due to the distribution to LAMs as noted above as well as lower than budgeted revenues collected for other POAs. In VZ operations, the unfavourable year-to-date and forecasted variances of \$606 and \$126 respectively, are due to higher than budgeted distribution to LAMs as referenced above and partially offset by savings in budgeted call-in prosecutor costs.

Financial Expenditures – the total favourable year-to-date and forecasted variances are \$39 and \$76 respectively. In Base operations, the favourable year-to-date and forecasted

Court Services - Continued

variances of \$31 and \$61 respectively are largely due to savings on collections commission fees as a result of the effective efforts of internal collections before delinquent revenue is sent to collections agencies.

Other Revenue – the total favourable year-to-date variance is \$355 and forecasted unfavourable variance is \$834. In Base operations, the year-to-date and forecasted variances of \$239 and \$296 are due to higher than anticipated revenues; this includes \$344 representing anomalous high-fine payments, outside of the normal course of operating results. These high-fine payments are tracked separately from regular infraction and delinquent revenues to ensure better oversight of revenues during the reforecasting and budgeting processes. In VZ operations, the unfavourable forecasted variance is \$1,130. VZ charging volumes and ticket payments are lower than anticipated partially as a result of the labour disruptions at Canada Post. Charging volumes of Automated Speed Enforcement (ASE) and Red Light Camera (RLC) tickets are outside the control of Court Services and since Q1, the volumes have been increasing and are anticipated to stabilize throughout the remainder of the year.

Intercompany Charges – the total unfavourable year-to-date variance of \$148 is due to a misalignment in the spread of the annual VZ budget. The favourable forecasted variance of \$469 is almost entirely due to lower than anticipated transfer of net VZ revenues to the Transportation division to cover the operating expenditures directly related to VZ within that area, as well as the transfer of the Region’s share of VZ net revenues per the Inter-Municipal Agreement.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$197	\$197	\$0	0.3%	\$394	\$394	\$0	0.1%
Administrative	\$315	\$299	\$16	5.0%	\$638	\$625	\$13	2.1%
Operational & Supply	\$63	\$90	-\$27	-44.0%	\$65	\$94	-\$29	-45.3%
Occupancy & Infrastructure	\$10,705	\$11,378	-\$673	-6.3%	\$21,061	\$22,012	-\$951	-4.5%
Equipment, Vehicles, Technology	\$86	\$137	-\$51	-60.0%	\$171	\$223	-\$51	-29.9%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$174	\$251	-\$77	-44.3%	\$348	\$450	-\$102	-29.3%
Total Expenses	\$11,540	\$12,352	-\$812	-7.0%	\$22,678	\$23,799	-\$1,121	-4.9%
Federal & Provincial Grants	-\$95	-\$95	\$0	0.0%	-\$191	-\$191	\$0	0.0%
Other Revenue	-\$9,949	-\$10,346	\$397	4.0%	-\$19,978	-\$20,684	\$706	3.5%
Total Revenues	\$10,045	-\$10,442	\$397	4.0%	-\$20,168	-\$20,875	\$706	3.5%
Intercompany Charges	-\$288	-\$682	\$393	-136.5%	-\$581	-\$974	\$393	-67.7%
Total Intercompany Charges	-\$288	-\$682	\$393	-136.5%	-\$581	-\$974	\$393	-67.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,207	\$1,228	-\$22	-1.8%	\$1,929	\$1,949	-\$21	0.0%
Transfers To Funds	\$1,295	\$1,295	\$0	0.0%	\$2,589	\$2,589	\$0	0.0%
Total Transfers	\$1,295	\$1,295	\$0	0.0%	\$2,589	\$2,589	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,501	\$2,523	-\$22	-0.9%	\$4,518	\$4,538	-\$21	-0.5%
Indirect Allocations & Debt	\$9,487	\$9,487	\$0	0.0%	\$18,064	\$18,628	-\$564	-3.1%
Total Indirect Allocations & Debt	\$9,487	\$9,487	\$0	0.0%	\$18,064	\$18,628	-\$564	-3.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$11,988	\$12,010	-\$22	-0.2%	\$22,582	\$23,166	-\$584	-2.6%

Niagara Regional Housing - Continued

What does Niagara Regional Housing do?

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

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

Variance Analysis (in thousands)

Niagara Regional Housing (NRH) is operating at a year-to-date deficit before indirect allocations of \$22, with a forecasted deficit of \$21 due to the following factors:

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

Operational and Supply – The unfavourable year-to-date and forecasted variances of \$27 and \$29 respectively are due to supplies purchased for the owned units for pest control, such as bedding and linen supplies.

Occupancy and Infrastructure – The unfavourable year-to-date and forecasted variances of \$673 and \$951 respectively are due to a number of factors including inflationary cost pressures, including higher than anticipated utility costs, building maintenance and unit turnover costs. In addition, there are increased costs for the Buchanan permanent supportive housing operations in Niagara Falls as a result of turnover of units, which is offset through the Intercompany Charges from the Homelessness division below. These increased costs are offset by lower than anticipated snow removal and grounds contract costs.

Equipment, Vehicles and Technology – The unfavourable year-to-date and forecasted variances of \$51 are due to higher than anticipated equipment and appliance repair costs within the owned units.

Financial Expenditures – The unfavourable year-to-date and forecasted variances of \$77 and \$102 are primarily the result of higher than anticipated write-offs on uncollectable tenant rents.

Other Revenue – The favourable year-to-date and forecasted variances of \$397 and \$706 respectively are related to higher than anticipated rental revenues as a result of more tenants paying market rents due to few housing options available for tenants who are now in a position to pay affordable market rates. In addition, there is an increase in the maintenance charge revenues arising from unit inspections and increased investment income arising from higher bank balances due to the timing of bank transfers.

Intercompany Charges – The favourable year-to-date and forecasted variance of \$393 is due to the increased allocation of funding from the Homelessness division for the higher than anticipated costs for the Buchanan permanent supportive housing operations in Niagara Falls as a result of costs arising from the turnover of units.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$103,673	\$103,139	\$534	0.5%	\$212,794	\$213,081	-\$288	-0.1%
Administrative	\$2,410	\$2,524	-\$114	-4.7%	\$4,818	\$4,818	\$0	0.0%
Operational & Supply	\$1,653	\$1,661	-\$9	-0.5%	\$3,152	\$3,469	-\$317	-10.0%
Occupancy & Infrastructure	\$198	\$300	-\$102	-51.5%	\$396	\$466	-\$70	-17.7%
Equipment, Vehicles, Technology	\$5,204	\$4,927	\$276	5.3%	\$10,181	\$10,223	-\$42	-0.4%
Financial Expenditures	\$0	\$2	-\$2	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$113,137	\$112,554	\$583	0.5%	\$231,341	\$232,057	-\$716	-0.3%
Federal & Provincial Grants	-\$5,590	-\$5,256	-\$333	-6.0%	-\$10,971	-\$10,614	-\$357	-3.3%
By-Law Charges & Sales	-\$2,718	-\$2,534	-\$184	-6.8%	-\$5,495	-\$4,995	-\$500	-9.1%
Other Revenue	-\$2,430	-\$2,505	\$75	3.1%	-\$4,881	-\$4,881	\$0	0.0%
Total Revenues	-\$10,737	-\$10,295	-\$443	-4.1%	-\$21,347	-\$20,490	-\$857	-4.0%
Intercompany Charges	-\$1,101	-\$1,164	\$63	-5.7%	-\$2,210	-\$2,267	\$56	-2.5%
Total Intercompany Charges	-\$1,101	-\$1,164	\$63	-5.7%	-\$2,210	-\$2,267	\$56	-2.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$101,299	\$101,095	\$204	0.2%	\$207,784	\$209,300	-\$1,516	0.0%
Transfers From Funds	-\$125	-\$125	\$0	0.0%	-\$283	-\$283	\$0	0.0%
Transfers To Funds	\$2,478	\$2,478	\$0	0.0%	\$4,955	\$4,239	\$716	14.5%
Total Transfers	\$2,352	\$2,352	\$0	0.0%	\$4,672	\$3,956	\$716	15.3%
Net Expenditure (Revenue) Before Indirect Allocations	\$103,651	\$103,448	\$204	0.2%	\$212,456	\$213,257	-\$800	-0.4%
Indirect Allocations & Debt	\$7,987	\$7,675	\$312	3.9%	\$18,267	\$18,713	-\$445	-2.4%
Total Indirect Allocations & Debt	\$7,987	\$7,675	\$312	3.9%	\$18,267	\$18,713	-\$445	-2.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$111,638	\$111,122	\$516	0.5%	\$230,724	\$231,969	-\$1,246	-0.5%

Niagara Regional Police Services - Continued

What does Niagara Regional Police Service do?

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

Variance Analysis (in thousands of dollars)

For the period ending June 30, 2025, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations surplus of \$204. The Service is forecasting a \$800 deficit position before indirect allocations by the end of this fiscal year.

The main contributing factors include lower-than-expected casino revenue resulting from a decrease in Ontario Lottery and Gaming Corporation (OLG) funding provided to the City of Niagara Falls accompanied by a decrease in grant funding provided for Court Security and Prisoner Transportation (CSPT) offset by a budget surplus in compensation related to a lag in actual benefit expenditures anticipated to be spent in the fourth quarter.

For the period ending June 30, spending related to the implementation of the Community Safety & Policing Act (CSPA) of \$418 has been incurred and is included in these results. These costs will be offset by a request for a year-end transfer from the Police Contingency reserve where \$1,023 of the \$1,910 funds remain available. As part of the 2023-year end surplus, Council approved the transfer of funds to the Police Contingency Reserve to offset one-time expenses related to the implementation of the CSPA. The Service continues to track any one-time spending related to this initiative to ensure that the funds set aside are used for its intended purpose.

The Service is forecasting a deficit of \$800 before indirect allocations based on the following contributing factors:

- The shortfall from the CSPT revenue for this year is \$688 deficit.
- 2025 casino revenue will remain on par with previous year's revenue which results in a \$500 deficit from the 2025 budget.
- Offsetting these two deficits is one time grant funding to recover NG911 operating expenditures received in the amount of \$331; and
- All expenditure for the year will result in a minor surplus.

Included in the year end forecast projection is anticipated spending of \$716 related to the implementation of the CSPA. For the year 2025, all expenses incurred from this initiative will be offset by a transfer from the Police contingency reserve to a maximum of \$1,023.

Labour Related Costs – For the period ending June 30, compensation costs were below the approved budget by \$534. This favorable variance is the result of budget surplus in benefit expenses which are expected to be spent by year end as well as savings to sick leave payouts resulting from lower-than-expected retirements of staff with eligible accumulated old sick bank. These surpluses were partially offset by overages in civilian salaries mainly to support staffing in operationally essential units such as Communications, Central Holding and Records.

Based on information gathered to date, the Service is forecasting compensation costs to be on-budget by year-end exclusive of any one-time CSPA expenditures incurred. Costs incurred as a result of CSPA implementation will be offset with a year-end transfer from Police contingency reserve fund.

Administration – For the period ending June 30, administrative costs were above the approved budget by \$114, representing 4.8% of the total administrative budget. The unfavorable variance results are primarily from increased spending of \$163 to staff development for attending specific courses required under the CSPA. Costs incurred because of CSPA implementation will be offset with a year-end transfer from Police contingency reserve fund. In addition, the Service is experiencing overage in expenses incurred for pre-hire medical assessments. Helping to mitigate these overages are savings realized for external professional services.

Based on year-to-date results, the Service is forecasting administrative costs, exclusive of one-time CSPA expenditures, to be on-budget by year-end.

Niagara Regional Police Services - Continued

Operational & Supply – For the period ending June 30, operational and supply costs were above the approved budget by \$9. This unfavorable variance includes expenditures of \$203 for ammunition and arsenal supplies to support training for the new regulation under the CSPA that requires all frontline officers to be equipped with proper use of force equipment to handle an active shooter incident.

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

Occupancy & Infrastructure – For the period ending June 30, occupancy and infrastructure costs were above the approved budget by \$102. This unfavorable variance is the result of the timing of the minor building renovations and includes \$40 of spending for lockers to store use of force equipment regulated under the CSPA.

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

Equipment, Vehicles, Technology – For the period ending June 30, equipment, vehicles, and technology costs were below the approved budget by \$276. This favorable variance is primarily the result of savings realized with the purchase of gasoline for Service vehicles. For the quarter, the average fuel price of \$1.45/litre was below the budgeted rate of \$1.59/litre.

Based on year-to-date results, the Service is forecasting occupancy and infrastructure costs to be on-budget for year-end.

Revenues – For the period ending June 30, revenues were below the approved budget by \$443. Provincial Grant Funding was below budget as a result of a reduction in CSPT funding. Once the current year commenced, the Service was advised that 2025 CSPT funding would be \$6,245, a reduction of \$770 from the previous year. This resulted in an unfavourable budget variance of \$344 for the period ending.

Revenues derived from fees for service are below budget due to reduced OLG monies received from the City of Niagara Falls for casino funding. The Service receives 18% of the amount provided to the City of Niagara Falls from the OLG to a maximum of \$4,200, per annum. For the period of January to June 2025 the city received \$9,827 in funding from OLG. Accordingly, the Service received \$1,724 for the period, creating a shortfall of \$226 from the planned budget.

The Service is forecasting a year end net deficit in revenues of \$857. This is mainly due to the lower-than-expected grant funding for CSPT, \$688, and loss from casino revenue, \$500. A partial offset to this deficit is additional funding of \$331 recently announced by the Provincial Government to support the implementation of the Next Generation 9-1-1.

Indirect Allocations – For the period ending June 30, 2025, indirect allocations and debt were below the approved budget by \$445. The main cause of the overage is recent payouts for a number of resolutions from third party claims made against the Service and Board.

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

NPCA Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Partnership, Rebate, Exemption	\$3,980	\$3,980	\$0	0.0%	\$7,959	\$7,959	\$0	0.0%
Total Expenses	\$3,980	\$3,980	\$0	0.0%	\$7,959	\$7,959	\$0	0.0%
Total Revenues	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Intercompany Charges	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$3,980	\$3,980	\$0	0.0%	\$7,959	\$7,959	\$0	0.0%
Total Transfers	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,980	\$3,980	\$0	0.0%	\$7,959	\$7,959	\$0	0.0%
Total Indirect Allocations & Debt	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$3,980	\$3,980	\$0	0.0%	\$7,959	\$7,959	\$0	0.0%

Niagara Peninsula Conservation Authority - Continued

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

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$15,660	\$14,381	\$1,279	8.2%	\$31,532	\$30,076	\$1,456	4.6%
Administrative	\$4,700	\$840	\$3,860	82.1%	\$6,589	\$6,400	\$189	2.9%
Operational & Supply	\$10,777	\$9,321	\$1,456	13.5%	\$21,929	\$20,003	\$1,926	8.8%
Occupancy & Infrastructure	\$10,714	\$11,466	-\$752	-7.0%	\$20,006	\$20,555	-\$549	-2.7%
Equipment, Vehicles, Technology	\$3,931	\$4,706	-\$776	-19.7%	\$7,861	\$8,824	-\$963	-12.2%
Partnership, Rebate, Exemption	\$5,037	\$482	\$4,555	90.4%	\$10,073	\$10,109	-\$36	-0.4%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$50,818	\$41,197	\$9,621	18.9%	\$97,991	\$95,968	\$2,023	2.1%
Taxation	-\$86,014	-\$87,499	\$1,485	1.7%	-\$173,548	-\$175,617	\$2,069	1.2%
By-Law Charges & Sales	-\$1,254	-\$914	-\$339	-27.1%	-\$2,507	-\$2,121	-\$387	-15.4%
Other Revenue	-\$4,840	-\$578	-\$4,262	-88.1%	-\$7,633	-\$7,666	\$34	0.4%
Total Revenues	-\$92,107	-\$88,991	-\$3,116	-3.4%	-\$183,689	-\$185,404	\$1,715	0.9%
Intercompany Charges	\$1,497	\$1,403	\$95	6.3%	\$2,997	\$2,902	\$95	3.2%
Total Intercompany Charges	\$1,497	\$1,403	\$95	6.3%	\$2,997	\$2,902	\$95	3.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$39,792	-\$46,391	\$6,599	16.6%	-\$82,701	-\$86,534	\$3,833	0.0%
Transfers From Funds	-\$2,916	-\$1,591	-\$1,325	-45.4%	-\$5,105	-\$5,105	\$0	0.0%
Transfers To Funds	\$32,405	\$32,405	\$0	0.0%	\$64,809	\$64,809	\$0	0.0%
Total Transfers	\$29,489	\$30,813	-\$1,325	-4.5%	\$59,705	\$59,705	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$10,304	-\$15,578	\$5,274	-51.2%	-\$22,996	-\$26,829	\$3,833	-16.7%
Indirect Allocations & Debt	\$9,093	\$9,074	\$19	0.2%	\$22,958	\$22,860	\$98	0.4%
Total Indirect Allocations & Debt	\$9,093	\$9,074	\$19	0.2%	\$22,958	\$22,860	\$98	0.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$1,211	-\$6,504	\$5,293	437.2%	-\$37	-\$3,969	\$3,931	10483.6%

Water & Wastewater Services - Continued

What does Water and Wastewater Services do?

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

Variance Analysis (in thousands of dollars)

Water & Wastewater services is operating at a year-to-date surplus of \$5,293 after indirect allocations with a forecasted surplus of \$3,931 due to the following factors:

Labour Related Costs – The favourable year-to-date variance of \$1,279 and forecasted favourable year-end variance of \$1,456 are due to staffing vacancies across all divisions.

Administration – There is a favourable year-to-date variance of \$3,860 and a forecasted favourable year-end variance of \$189. The year-to-date variance is largely due to the timing of consulting engagements. The forecasted favourable year-end variance is primarily a result of less than anticipated external legal costs.

Operational & Supply –The favourable year-to-date variance of \$1,456 and forecasted favourable year-end variance of \$1,926 are primarily due to reduced contract pricing for biosolid collection and disposal. The forecasted favourable year-end variance attributed to reduced biosolids collection and disposal costs is \$1,682. Also contributing to the forecasted favourable year end-variance are savings in chemical costs of \$238 due to favourable contract pricing.

Occupancy & Infrastructure – There is an unfavourable year-to-date variance of \$752 and forecasted unfavourable year-end variance of \$549. The year-to-date and forecasted unfavourable variances are largely attributable to necessary repairs and maintenance in aging Water and Wastewater facilities.

Equipment, Vehicles, Technology – The unfavourable year-to-date variance of \$776 and forecasted unfavourable year-end variance of \$963 are primarily due to urgent equipment compliance work required in Wastewater as a result of aging infrastructure.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$4,555 is primarily due to combined sewer overflow (CSO) funds committed to local area municipalities but not yet paid. All CSO funding not spent in the year will be encumbered into future year budgets.

Taxation - The favourable year-to-date variance of \$1,485 and forecasted favourable year-end variance of \$2,069 are a result of increased water sales due to household and business growth in Niagara as well as warmer and drier conditions through the year.

By-Law Charges & Sales – There is an unfavourable year-to-date variance of \$339 with a forecasted unfavourable year-end variance of \$387 primarily due to less hauled sewage revenues than budgeted. The 2025 hauled sewage revenue budget was based on a revenue increase under two tier rate structure whereas a one tier rate structure was adopted by Council post budget preparation.

Other Revenue – There is an unfavourable year-to-date variance of \$4,262 with a forecasted favourable year-end variance of \$34. The year-to-date variance is mainly due to timing of development charge revenue recognition to fund the CSO program and master servicing plan (MSP).

Water & Wastewater Services - Continued

Transfers - The unfavourable year-to-date variance of \$1,325 is primarily due to previously encumbered CSO funds committed to local municipalities but not yet paid. Any remaining balance related to the CSO program will be encumbered into the 2026 Wastewater budget.

Indirect Allocations - The forecasted favourable year-end variance of \$98 is primarily due to insurance premium savings.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$2,239	\$2,087	\$153	6.8%	\$4,542	\$4,406	\$136	3.0%
Administrative	\$1,538	\$613	\$925	60.1%	\$2,522	\$2,219	\$303	12.0%
Operational & Supply	\$18,336	\$18,111	\$225	1.2%	\$38,229	\$37,884	\$345	0.9%
Occupancy & Infrastructure	\$569	\$429	\$140	24.6%	\$1,134	\$1,108	\$26	2.3%
Equipment, Vehicles, Technology	\$168	\$170	-\$2	-1.2%	\$355	\$366	-\$11	-3.1%
Partnership, Rebate, Exemption	\$115	\$80	\$35	30.6%	\$235	\$200	\$35	15.0%
Financial Expenditures	\$0	-\$1	\$1	0.0%	\$154	\$153	\$1	0.4%
Total Expenses	\$22,965	\$21,489	\$1,476	6.4%	\$47,170	\$46,335	\$835	1.8%
Taxation	-\$22,584	-\$22,603	\$19	0.1%	-\$46,416	-\$46,435	\$19	0.0%
By-Law Charges & Sales	-\$2,335	-\$2,631	\$296	12.7%	-\$5,371	-\$5,667	\$296	5.5%
Other Revenue	-\$446	-\$712	\$265	59.5%	-\$892	-\$997	\$105	11.7%
Total Revenues	-\$25,365	-\$25,946	\$581	2.3%	-\$52,680	-\$53,100	\$420	0.8%
Intercompany Charges	\$206	\$233	-\$27	-13.3%	\$411	\$402	\$10	2.3%
Total Intercompany Charges	\$206	\$233	-\$27	-13.3%	\$411	\$402	\$10	2.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$2,194	-\$4,224	\$2,029	92.5%	-\$5,098	-\$6,362	\$1,264	0.0%
Transfers From Funds	-\$1,029	-\$1,029	\$0	0.0%	-\$1,366	-\$1,366	\$0	0.0%
Transfers To Funds	\$2,301	\$2,301	\$0	0.0%	\$4,603	\$4,603	\$0	0.0%
Total Transfers	\$1,273	\$1,273	\$0	0.0%	\$3,237	\$3,237	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$922	-\$2,951	\$2,029	-220.2%	-\$1,861	-\$3,126	\$1,264	-67.9%
Indirect Allocations & Debt	\$1,016	\$965	\$51	5.0%	\$1,861	\$1,809	\$52	2.8%
Total Indirect Allocations & Debt	\$1,016	\$965	\$51	5.0%	\$1,861	\$1,809	\$52	2.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$94	-\$1,986	\$2,080	2210.0%	\$0	-\$1,317	\$1,317	0.0%

Waste Management Services - Continued

What does Waste Management Services do?

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

Variance Analysis (in thousands of dollars)

Waste Management Services is operating at year-to-date surplus after indirect allocations of \$2,080 with a forecasted surplus of \$1,317 due to the following factors:

Labour Related Costs – the favourable year-to-date and forecasted variances of \$153 and \$136 is mainly due to salary gapping within the division.

Administrative – the favourable year-to-date and forecasted variances of \$925 and \$303 is due to timing of budget spend of consulting services, related to the ongoing Waste Management Strategic Plan (WMSP), the Asset Management Plan (AMP) to conduct asset condition assessments and a one-time consulting engagement to conduct household waste composition studies. Consulting services for the AMP and one-time consulting engagements are forecasted to be spent by the end of the year, and the WMSP is forecasted to have a surplus of \$250 due to requiring lower than estimated costs to complete the plan. The budget for the WMSP was encumbered from the prior year and the surplus will be transferred at year-end in accordance with the Region’s Reserve policy.

Operational & Supply – the favourable year-to-date and forecasted variances of \$225 and \$345 is due to lower than anticipated base collection contract escalations, specifically related to unit count increase and diesel fuel adjustments and lower than anticipated costs in some operating contracts including landfill operations, and recycling and household hazardous waste drop-off depot services. Contributing to the forecasted variance are savings from lower than budgeted processing costs for recycling and organic materials due to lower than anticipated tonnes.

Occupancy & Infrastructure – the favourable year-to-date variance of \$140 and \$26 is due to the timing of budget spend for grounds maintenance at the Region’s landfill sites. The favourable year-to-date variance is partially offset by increased security services required at Humberstone landfill to reduce vandalism and theft.

Equipment, Vehicles, Technology – the unfavourable year-to-date and forecasted variances of \$2 and \$11 is mainly due to higher than anticipated scale repairs at Humberstone.

Partnership, Rebate and Exemption – the favourable year-to-date and forecasted variances of \$35 are due to lower than anticipated tipping fee exemptions for registered charities at the Region’s landfill sites.

By-Law Charges & Sales – the favourable year-to-date and forecasted variance of \$296 is due to higher than budgeted tipping fees at the Region’s landfill sites, higher than budgeted garbage tag sales and higher than budgeted recycling revenue due to higher than anticipated scrap metal rates in the first half of the year. The favourable variance is partially offset by lower than anticipated tipping fees for registered charities at the Region’s landfill sites.

Other Revenue – the favourable year-to-date and forecasted variances of \$265 and \$105 respectively is due to higher than anticipated funding received for the Region’s household hazardous waste drop-off depots. The forecasted surplus has been reduced to reflect higher than anticipated funding receivable estimated for the first half of the year.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	\$23,375	\$23,705	-\$330	-1.4%	\$47,207	\$47,951	-\$744	-1.6%
Administrative	\$2,333	\$1,219	\$1,114	47.8%	\$4,134	\$4,049	\$85	2.1%
Operational & Supply	\$4,001	\$3,805	\$196	4.9%	\$7,940	\$8,062	-\$122	-1.5%
Occupancy & Infrastructure	\$741	\$791	-\$50	-6.7%	\$1,429	\$1,395	\$34	2.4%
Equipment, Vehicles, Technology	\$8,085	\$7,198	\$887	11.0%	\$15,865	\$14,191	\$1,674	10.6%
Partnership, Rebate, Exemption	\$0	\$1	-\$1	0.0%	\$1	\$1	-\$1	-188.5%
Financial Expenditures	\$0	\$7	-\$7	0.0%	\$129	\$136	-\$7	-5.1%
Total Expenses	\$38,535	\$36,726	\$1,809	4.7%	\$76,705	\$75,785	\$920	1.2%
Taxation	-\$28,618	-\$28,634	\$16	0.1%	-\$63,530	-\$63,546	\$16	0.0%
Federal & Provincial Grants	-\$426	-\$263	-\$163	-38.2%	-\$511	-\$469	-\$42	-8.3%
By-Law Charges & Sales	-\$9,779	-\$11,085	\$1,306	13.3%	-\$19,697	-\$21,233	\$1,536	7.8%
Other Revenue	-\$2,038	-\$963	-\$1,074	-52.7%	-\$4,242	-\$1,847	-\$2,395	-56.5%
Total Revenues	-\$40,860	-\$40,945	\$84	0.2%	-\$87,980	-\$87,096	-\$885	-1.0%
Intercompany Charges	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Intercompany Charges	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$2,325	-\$4,219	\$1,894	81.4%	-\$11,276	-\$11,310	\$35	0.0%
Transfers From Funds	-\$909	-\$909	\$0	0.0%	-\$1,556	-\$1,556	\$0	0.0%
Transfers To Funds	\$2,167	\$2,167	\$0	0.0%	\$4,333	\$4,333	\$0	0.0%
Total Transfers	\$1,258	\$1,258	\$0	0.0%	\$2,778	\$2,778	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,067	-\$2,961	\$1,894	-177.4%	-\$8,498	-\$8,533	\$35	-0.4%
Indirect Allocations & Debt	\$3,560	\$3,232	\$329	9.2%	\$8,498	\$8,266	\$232	2.7%
Total Indirect Allocations & Debt	\$3,560	\$3,232	\$329	9.2%	\$8,498	\$8,266	\$232	2.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,493	\$271	\$2,222	89.1%	\$0	-\$267	\$267	0.0%

Niagara Transit Commission - Continued

What does Niagara Transit Commission do?

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

Variance Analysis (in thousands of dollars)

The NTC is operating at year-to-date surplus after indirect allocations of \$2,222 with a forecasted surplus of \$267 due to the following factors:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of \$330 and \$744 are due to greater than budgeted actual benefits for unionized staff and higher than budgeted overtime in fleet maintenance. The forecast also includes a year-end payment for the expected deficit in benefits identified by the provider.

Administrative – The favourable year-to-date variance of \$1,114 is attributable to the budget timing and spend related to consulting and advertising and branding projects which are expected to be incurred by the end of the year.

Operational & Supply – The favourable year-to-date variance of \$196 is due to the timing of uniform and license renewals which is spent in the fall. These costs will be spent by the end of the year. There is an unfavourable forecasted variance of \$122 due to slightly higher than budgeted specialized service costs.

Equipment, Vehicles, Technology - The favourable year-to-date and forecasted variances of \$887 and \$1,674 are mainly attributable to the removal of the carbon tax on fuel and to the actual average cost per litre. The favourable forecasted variance related to the removal of Carbon tax and the fuel contract costs being less than the budgeted cost per litre is \$1,773. In addition, the forecasted fuel usage by the City of Niagara Falls and Metrolinx is less than budgeted by \$1,030 which is offset in less than budgeted revenues below in Other Revenue. The forecasted favourable variance is offset by incremental vehicle supply parts and repairs and maintenance due to the aging fleet and delay in receiving new buses of \$1,099.

Federal & Provincial Grants – The unfavourable year-to-date variance of \$163 relates to the timing of spend and corresponding matching of revenues related to the administrative costs of an Investing in Canada Infrastructure Program ICIP-NIR-07 relating to the MasterPlan.

By-Law Charges & Sales – The favourable year-to-date and forecasted variances of \$1,306 and \$1,536 are mainly due to higher than anticipated fare revenue. There is a forecasted favourable variance of \$1,760 in fare revenues due to increased ridership excluding UPASS ridership. There is also a forecasted favourable variance related to providing summer service with Brock University of \$213. This is offset by the reduction relating to the year-end reconciliation of the UPASS agreement with Niagara College of \$102 and the reduction to the new contract beginning September 1, 2025 of \$416.

Other Revenue – The unfavourable year-to-date and forecasted variances of \$1,074 and \$2,395 are mainly due to the strategy to not recognize the budgeted Provincial Gas Tax revenue of \$1,315 as NTC is in a forecasted surplus position. The unrecognized Provincial Gas Tax will be available for future capital and/or operating use. In addition, there is less than budgeted fuel reimbursement revenue from the City of Niagara Falls and Metrolinx totaling \$1,030 resulting in decreased fuel costs within Equipment, Vehicles, Technology as noted above.

Indirect Allocations – The favourable year-to-date and forecasted variances of \$329 and \$232 are 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 increased by \$228,039 since Q4 2024. The increase is primarily caused by the 2025 Capital Budget approval (\$376,112), gross budget adjustments (\$26,828) and transfers from capital variance projects (\$8,376) and a reopened closed project (\$15,005). This increase is offset by budget reductions (\$24,027) and project closures (\$185,491).

12 capital projects of the 783 capital sub-projects, with budgets totalling approximately \$369,949 (levy \$9,652/ rate \$360,298) remain uninitiated at June 30th, 2025. A summary of the levy and rate impact of Niagara Regions total capital program during the year is presented below:

Capital Program Reconciliation	Levy Programs	Special Levy Programs	Rate Programs	Adjusted Program
2024 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2024	\$1,194,001	\$114,945	\$1,149,260	\$2,458,206
Council Approved 2025 Budget	\$152,795	\$58,220	\$165,097	\$376,112
Gross Budget Adjustment (including transfers from operating)	\$7,896	\$241	\$18,692	\$26,828
Transfer from Capital Variance Project	\$2,933	\$762	\$4,682	\$8,376
Budget Reductions on Active Capital Projects *	- \$7,328	- \$1,750	- \$14,949	- \$24,027
Previously Closed Projects Reopened	\$15,005			\$15,005
Projects Closed	- \$109,153	- \$11,301	- \$65,038	- \$185,491
2025 Total Adjusted Program (excluding Capital Variance Projects) at July 23, 2025	\$1,256,149	\$161,117	\$1,257,744	\$2,675,010

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

Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments, transfers from the capital variance project, budget reductions and transfer to operations during Q1 & Q2 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	911 Backup Rationalization	\$11,784	\$463	\$900			\$13,147
Corporate Services	Niagara Regional Police Gun Range Ceiling	\$163		\$70	- \$70	External Funding	\$163
Corporate Services	Welland Child Care Centre -Interiro Renovation - CWELCC	\$0	\$250				\$250
Corporate Services	Fort Erie Child Care Centre -Interior Renovation - CWELCC	\$0	\$390				\$390
Corporate Services	Branscombe Child Care Centre Interior Renovation -CWELCC	\$0	\$330				\$330
Emergency Services	Emergency Response Vehicle Replacement - 2023	\$394		\$32			\$426
Emergency Services	New Emergency Response Vehicle - 2023	\$332		\$106			\$438
Emergency Services	Emergency Response Vehicle Replacement - 2024	\$526		\$43			\$569
Emergency Services	New Emergency Response Vehicle - 2025	\$182	\$238		- \$22	DC - EMS	\$398
Emergency Services	Emergency Response Vehicle Replacement - 2025	\$552		\$161			\$712
Niagara Regional Housing	St.Catharines Homeless Shelter - 2025	\$5,500	\$1,756		- \$1,756	CV - Levy	\$5,500
Niagara Regional Housing	Welland Homeless Shelter - 2024	\$2,840		\$100			\$2,940
Public Works - Levy	New Escarpment Crossing	\$4,700	\$150		- \$150	Debt	\$4,700
Public Works - Levy	RR 87-Townline/Four Mile Creek - NOTL	\$9,900			- \$19	CV - Levy	\$9,881
Public Works - Levy	RR 10-Livingston/QEW - Grimsby	\$29,830	\$312		- \$312	Debt	\$29,830
Public Works - Levy	RR 27-E Main St @CNR - Welland	\$4,800			- \$1,025	CV - Levy	\$3,775
Public Works - Levy	RR 69-Wessel/Centre PH3 - Lincoln	\$8,000			- \$31	CV - Levy	\$7,969
Public Works - Levy	RR 1-Albert/Lakeshore- Fort Erie	\$6,899			- \$19	CV - Levy	\$6,880
Public Works - Levy	Rds Rehab - RR42 Ontario St	\$18,261			- \$16	CV - Levy	\$18,245
Public Works - Levy	RR 27-PCD/Lincoln-Welland	\$4,200			- \$9	CV - Levy	\$4,191
Public Works - Levy	Structural Rehab - JR Stork 038205-St. Catharines	\$10,075	\$500		- \$500	Debt	\$10,075
Public Works - Levy	Unit #296 - Vacuum Truck	\$510	\$606				\$1,116
Public Works - Levy	Structural Rehab - RR81 Forty Mile	\$600	\$100		- \$100	Debt	\$600

Capital Budget Adjustments (in thousands of dollars) - Continued

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Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Works - Levy	Structural Rehab - RR12 Mountain S	\$5,500	\$500		- \$500	Debt	\$5,500
Public Works - Levy	Structural Rehab - 021210-Thompson	\$100	\$100		- \$100	Debt	\$100
Public Works - Levy	Structural Rehab - Glendale Ave	\$8,500	\$200		- \$200	Debt	\$8,500
Public Works - Levy	Structural Rehab - 021215-Thompson	\$100	\$100		- \$100	Debt	\$100
Public Works - Levy	Structural Rehab - Lakeport Road	\$100	\$100		- \$100	Debt	\$100
Public Works - Levy	Structural Rehab - 054205-Prince	\$150	\$150		- \$150	Debt	\$150
Public Works - Levy	Structural Rehab - 020215-Hwy 20	\$2,500	\$500		- \$500	Debt	\$2,500
Public Works - Levy	Structural Rehab - 020220 Hwy20 Br	\$6,000			- \$649	CV - Levy \$635K DC - Roads \$14K	\$5,351
Public Works - Levy	Structural Rehab - 116215 Stevensville	\$1,000			- \$1,000	Reserves - Levy	\$0
Public Works - Levy	Roads Rehab - RR42 Carlton QE	\$671		\$79			\$750
Public Works - Levy	Roads Rehab - RR116 Eagle Bowen	\$1,250	\$1,000				\$2,250
Public Works - Levy	Structural Rehab - 12 Mile Creek Bridge	\$750		\$100			\$850
Public Works - Levy	Capacity Improvement - 20 Hwy 20 Smithville	\$1,000	\$150				\$1,150
Public Works - Levy	Storm Sewer Asset Management Program	\$900		\$984			\$1,884
Public Works - Levy	Brine Station Rehab 4 Yards	\$400		\$250			\$650
Public Works - Levy	Annual Tree Planting Program - 2024	\$0		\$108			\$108
All Levy Departments		\$148,968	\$7,896	\$2,933	- \$7,328		\$152,469
Niagara Transit Commission	17 Niagara Falls 1 Chair-a-van Transit Bus	\$143	\$38				\$181
Niagara Transit Commission	26 Niagara Fall Chair a van Growth Buses	\$100	\$81				\$181
Niagara Transit Commission	Refurbish Conventional Bus - ICIP-NIR-08	\$1,071	\$78				\$1,149
Niagara Transit Commission	BusTime - GTFS Real Time Feed	\$0	\$44				\$44
Waste Management	Quarry-Site Improvement	\$3,385		\$762			\$4,147

Capital Budget Adjustments (in thousands of dollars) - Continued

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Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Waste Management	Glenridge-Passive Gas System	\$4,484			- \$500	CV - WasteMgmt \$45K Landfill Liability - \$455K	\$3,984
Waste Management	Humberstone - Infrastructure Upgrades	\$11,476			- \$750	CV - WasteMgmt	\$10,726
Waste Management	Mountain GW Treatment LCS Upgrade	\$4,102			- \$500	CV - WasteMgmt \$19K Landfill Liability - \$481K	\$3,602
All Special Levy Departments		\$24,761	\$241	\$762	- \$1,750		\$24,014
Wastewater	Forcemain Replacement - Beaverdams Sewage Pump Station	\$9,015	\$548	\$137			\$9,700
Wastewater	Wastewater Treatment Plant Capacity Expansion - South Niagara Falls	\$247,658	\$10,224		- \$10,224	Debt	\$247,658
Wastewater	Sewage Pumping Station Upgrade - Catharine St	\$2,688	\$456	\$684			\$3,828
Wastewater	Decomissioning - Biggar Lagoon	\$340			- \$200	CV - Wastewater \$140K DC - Wastewater \$60K	\$140
Wastewater	Trunk Sewer - Quaker Rd	\$7,462	\$3,177	\$353			\$10,992
Wastewater	Biosolids Turning Lane - Garner	\$750		\$40			\$790
Wastewater	Sewage Pumping Station Upgrade - Streamside	\$1,314	\$127	\$32			\$1,473
Water Works	Watermain Program - Welland Canal Extension	\$6,769	\$2,566	\$3,174			\$12,509
Water Works	Pumping Station Upgrades - Shoalts Drive	\$1,400	\$400	\$100			\$1,900
Water Works	Watermain Replacement - Vineland 19th Street and Glen Road	\$1,472		\$30			\$1,502
Water Works	Watermain Replacement - Victoria Ave King	\$2,350			- \$200	CV - Water	\$2,150
Water Works	Decomissioning - Vineland & Jordan Reservoir	\$280			- \$200	CV - Water	\$80
Water Works	New Transmission Main in Smithville	\$7,463	\$1,193	\$133			\$8,789

Capital Budget Adjustments (in thousands of dollars) - Continued

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Appendix 1

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Water Works	New Trunk Main -Grmsby Water Treatement Plan	\$5,800			- \$4,125	CV - Water \$412K DC - Water \$3,713K	\$1,675
All Rate Departments		\$294,762	\$18,692	\$4,682	- \$14,949		\$303,187
Corporate Services	St Catharines GO Station Renovation	\$650	\$900				\$1,550
Public Works - Levy	GO Transit	\$32,844	- \$900				\$31,944
Niagara Regional Police Services	Radio UPS Battery Replacement	\$40	- \$40				\$0
Niagara Regional Police Services	Network Servers & Work Stations	\$575	\$40				\$615
Niagara Regional Police Services	Dive Truck	\$415	\$2				\$417
Niagara Regional Police Services	Emergency Task Unit Headsets	\$35	- \$2				\$32
All inter-project		\$34,559	\$0	\$0	\$0		\$34,559
All Departments	Total	\$503,050	\$26,828	\$8,376	- \$24,027		\$514,228

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 57 projects were closed between January 1st, 2025 to July 23rd, 2025. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Office of Deputy CAO	Print Shop Equipment - 2025	\$65	\$57	\$8	\$8	CVP LEVY	4
Corporate Services	Long-term Accommodations - NRPS	\$69,119	\$67,759	\$1,360	\$1	CVP LEVY	16
Community Services	Headquarters D2	\$488	\$477	\$10	\$10	CVP LEVY	5
Niagara Regional Police Services	Long Term Care Home Roof Replacement - 2020	\$180	\$179	\$1	\$1	CVP LEVY	4
	UPS Batteries Replacement						
Public Works - Levy	SPS Improvements - McLeod Rd at Stanley Ave - 2017	\$2,360	\$2,189	\$171	\$171	CVP LEVY	8
Public Works - Levy	Roads Rehabilitation - RR87 Townline/Four Mile Creek	\$9,881	\$9,705	\$176	\$176	CVP LEVY	12
Public Works - Levy	Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St	\$4,741	\$4,591	\$150	\$18	CVP LEVY	10
Public Works - Levy	Intersection Improvement - RR57 Cardinal - 2018	\$150	\$0	\$150	\$0	CVP LEVY	8
Public Works - Levy	Intersection Improvement - RR46 Geneva Street - 2019	\$1,000	\$967	\$33	\$33	CVP LEVY	7
Public Works - Levy	Structure Rehab - Lakeport Road - 2020	\$100	\$82	\$18	\$18	CVP LEVY	10
Public Works - Levy	Structure Rehab - 054205-Prince - 2020	\$150	\$79	\$71	\$71	CVP LEVY	6
Public Works - Levy	Structure Rehab -048205-Niagara - 2022	\$100	\$3	\$97	\$97	CVP LEVY	4
Public Works - Levy	Vision Zero - 2020	\$594	\$592	\$2	\$1	CVP LEVY	6
Public Works - Levy	Small Tools & Equipment Program - 2019	\$80	\$80	\$0	\$0	CVP LEVY	6
Public Works - Levy	Small Tools & Equipment	\$50	\$50	\$0	\$0	CVP LEVY	7
Public Works - Levy	Fleet Vehicle Unit # 480-23	\$70	\$63	\$7	\$7	CVP LEVY	0
Public Works - Levy	Fleet Transport Operations - 2023-24	\$65	\$58	\$7	\$0	CVP LEVY	4
Public Works - Levy	Backhoe Loader Unit #11 - 2023	\$300	\$286	\$14	\$14	CVP LEVY	1

Capital Project Closures (in thousands of dollars) - Continued

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Appendix 1

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Public Works - Levy	Structural Engineering - 2018	\$400	\$399	\$1	\$1	CVP LEVY	8
Public Works - Levy	Structural Engineering Study for Future - 2019	\$200	\$195	\$5	\$5	CVP LEVY	7
Public Works - Levy	Development Projects - 2022	\$399	\$0	\$399	\$0	CVP LEVY	4
Public Works - Levy	Development Projects - 2023	\$500	\$0	\$500	\$0	CVP LEVY	4
Public Works - Levy	South Ridge Development Project	\$16	\$0	\$16	\$0	CVP LEVY	2
Niagara Regional Housing	New Building, Carlton Street, St. Catharines	\$14,980	\$14,967	\$13	\$260	NRH OWNED UNIT	10
Niagara Regional Housing	Annual Emergency Capital Program - 2021	\$200	\$200	\$0	\$0	NRH OWNED UNIT	5
Niagara Regional Housing	Playground Equipment - 2022	\$115	\$115	\$0	\$0	NRH OWNED UNIT	4
Niagara Regional Housing	St.Catharines Emergency Shelter - 2023	\$2,850	\$2,843	\$7	\$7	CVP LEVY	4
Total Levy Reporting Projects Closed and Removed from Project Listing		\$109,153	\$105,935	\$3,218	\$900		
Niagara Transit Commission	Transmission Jack - 2025	\$40	\$11	\$29	\$29	EXTERNAL	4
Niagara Transit Commission	Niagara Falls Refurbishment of 2 40 ft Buses - 2022	\$766	\$766	\$0	\$0	EXTERNAL	3
Niagara Transit Commission	Fuel System Upgrade-ICIP-NIF-10	\$287	\$283	\$4	\$0	EXTERNAL	3
Total Niagara Transit Commision Projects Closed and Removed from Project Listing		\$1,093	\$1,061	\$33	\$29		
Waste Management	Compost Pad - 2021	\$520	\$495	\$25	\$25	CVR WMT	5
Waste Management	Road Expans Brock Lands - 2022	\$2,000	\$0	\$2,000	\$0	CVR WMT	4

Capital Project Closures (in thousands of dollars) - Continued

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Appendix 1

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Waste Management	Annual Program Waste Management Misc. - 2020	\$226	\$223	\$3	\$3	CVR WMT	5
Waste Management	Annual Program Waste Management Misc. - 2021	\$165	\$151	\$14	\$14	CVR WMT	4
Waste Management	Humberstone-LGCCS Phase 3 - 2021	\$3,492	\$3,419	\$73	\$73	CVR WMT	4
Waste Management	Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation	\$3,805	\$3,402	\$403	\$403	CVR WMT	9
Total Waste Management Projects Closed and Removed from Project Listing		\$10,208	\$7,689	\$2,519	\$519		
Water Works	DeCew UV Upgrade - 2019	\$1,550	\$457	\$1,093	\$1,093	CVR WAT CVR	8
Water Works	Fuel Tank Replacement - 2018	\$220	\$37	\$183	\$183	WAT/CVR SEW	7
Water Works	Chemical System Upgrade Program - 2018	\$250	\$229	\$21	\$21	CVR WAT	7
Water Works	Chemical System Upgrade Program - 2020	\$250	\$247	\$3	\$3	CVR WAT	5
Water Works	Decom Carlton St. Reservoir - 2020	\$300	\$34	\$266	\$266	CVR WAT	7
Water Works	Grimsby WTP New Outfall - 2021	\$223	\$181	\$42	\$42	CVR WAT	5
Water Works	Watermain Replacement Stork Br	\$150	\$17	\$133	\$133	CVR WAT	7
Total Water Projects Closed and Removed from Project Listing		\$2,943	\$1,202	\$1,741	\$1,741		
Wastewater	Pump Station Improvement Program - George St - 2018	\$2,850	\$2,582	\$268	\$268	CVR SEW	8
Wastewater	Pump Station Improvement Program - Hunters Point - 2019	\$1,170	\$1,085	\$85	\$75	CVR SEW	7
Wastewater	Miscellaneous Program - Chemical System Upgrades - 2017	\$2,100	\$1,989	\$111	\$111	CVR SEW	9
Wastewater	Forcemain Replacement Campden Sewage Pump Station	\$1,120	\$986	\$134	\$13	CVR SEW	7
Wastewater	Pump Station Improvement Program - Garrison Rd, William St	\$3,285	\$3,185	\$99	\$88	CVR SEW	10

Capital Project Closures (in thousands of dollars) - Continued

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Appendix 1

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Wastewater	Trunk Sewer Rehab - Bartlett	\$532	\$419	\$113	\$113	CVR SEW	9
Wastewater	Fuel Tank Replace - 2018	\$650	\$370	\$280	\$280	CVR SEW	7
Wastewater	Corporate WIFI Expansion - 2022	\$100	\$99	\$1	\$1	CVR SEW	4
Wastewater	Niagara Falls WWTP Build - 2020	\$400	\$134	\$266	\$266	CVR SEW	7
Wastewater	Niagara Falls WWTP HVAC Upgrade - 2023	\$150	\$0	\$150	\$150	CVR SEW	4
Wastewater	Wastewater Garner Rd. Forcemain Design - 2022	\$40	\$18	\$22	\$22	CVR SEW	2
Wastewater	Wastewater Port Weller Primary Upgrade - 2022	\$500	\$6	\$494	\$494	CVR SEW	4
Wastewater	Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake	\$47,895	\$47,625	\$270	\$429	CVR SEW	16
Wastewater	Niagara On The Lake WWTP Building Maintenance	\$370	\$5	\$365	\$365	CVR SEW	4
Wastewater	Pump Station Improvement Program - Riverview SPS	\$934	\$893	\$41	\$41	CVR SEW	9
Total Wastewater Projects Closed and Removed from Project Listing		\$62,095	\$59,397	\$2,698	\$2,716		
Total Rate Projects Closed and Removed from Project Listing		\$65,038	\$60,599	\$4,439	\$4,458		
Total Projects Closed		\$185,491	\$175,283	\$10,208	\$5,905		

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 \$2,675,010 capital budget managed by Niagara Region, representing 783 sub-projects, total capital spending including commitments to date of \$1,684,258 and budget remaining of \$990,752 after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 323 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	\$523	\$2,610	16.7%
Corporate Administration	\$1,490	\$859	\$630	57.7%
Corporate Services	\$353,644	\$332,010	\$21,635	93.9%
Niagara Regional Housing	\$126,980	\$112,755	\$14,225	88.8%
Niagara Regional Police Services Board	\$34,027	\$26,136	\$7,890	76.8%
Niagara Transit Commission	\$74,510	\$31,741	\$42,769	42.6%
Public Health	\$21,295	\$15,178	\$6,118	71.3%
Public Works - Levy	\$594,311	\$401,410	\$192,901	67.5%
Waste Management	\$30,938	\$25,952	\$4,985	83.9%
Wastewater	\$473,104	\$349,221	\$123,883	73.8%
Water Works	\$381,669	\$278,928	\$102,740	73.1%
Active projects with budgets greater than \$1 million	\$2,095,100	\$1,574,714	\$520,386	75.2%
Uninitiated projects with budgets greater than \$1 million	\$412,190	\$0	\$412,190	0.0%
Total projects with budgets greater than \$1 million	\$2,507,290	\$1,574,714	\$932,576	62.8%
Active projects with budgets less than \$1 million	\$167,088	\$109,544	\$57,543	65.6%
Uninitiated projects with budgets less than \$1 million	\$633	\$0	\$633	0.0%
Total Capital Projects	\$2,675,010	\$1,684,258	\$990,752	63.0%

Capital Project Forecast (in thousands of dollars)

A detailed analysis of capital sub-projects with budgets greater than \$1 million is presented below. There are a total of 323 projects totaling \$2,507,290 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$1,574,714 representing 62.8 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 and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Long-term Care Machinery and Equipment - 2023		\$1,743	\$396	\$1,347	22.7%	\$647	\$700	\$0	\$0	2026
Long Term Care Homes Capital Improvemrnt - 2025		\$1,390	\$126	\$1,264	9.1%	\$447	\$700	\$240	\$0	2028
Total Community Services		\$3,133	\$523	\$2,610	16.7%	\$1,094	\$1,400	\$240	\$0	
Time and Attendance App Upgrade - 2024		\$1,490	\$859	\$630	57.7%	\$882	\$100	\$0	\$0	2026
Total Corporate Administration		\$1,490	\$859	\$630	57.7%	\$882	\$100	\$0	\$0	
68 Church Street Demolition - Niagara Regional Police - 2021		\$3,000	\$888	\$2,112	29.6%	\$200	\$2,022	\$0	\$0	2026
911 Backup Rationalization - 2020		\$13,147	\$12,057	\$1,090	91.7%	\$9,153	\$2,000	\$0	\$0	2026
Asset Replacement - 2018 (Note 1)		\$2,947	\$2,939	\$8	99.7%	\$0	\$0	\$0	\$8	2025
Asset Replacement - 2020 (Note 1)		\$1,894	\$1,890	\$4	99.8%	\$0	\$0	\$0	\$4	2025
Canada Summer Games - 2021		\$102,355	\$102,316	\$38	100.0%	\$782	\$0	\$0	\$0	2026
Desktop and Laptop Replacement - 2023		\$2,750	\$2,377	\$373	86.4%	\$150	\$314	\$0	\$0	2026
Emergency Medical Services Central Hub		\$3,895	\$851	\$3,044	21.9%	\$695	\$3,193	\$0	\$0	2032

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Emergency Medical Services Facility Welland		\$1,100	\$643	\$457	58.5%	\$458	\$0	\$0	\$0	2025
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$1,750	\$0	100.0%	\$0	\$0	\$0	\$0	2025
Extended and Managed Detection Response Threat Tool - 2023 (Note 1)		\$1,100	\$1,099	\$1	99.9%	\$0	\$0	\$0	\$1	2026
HVAC Replacements		\$1,391	\$1,381	\$10	99.3%	\$10	\$0	\$0	\$0	2025
Lighting Retrofit at Meadows of Dorchester		\$1,000	\$947	\$53	94.7%	\$53	\$0	\$0	\$0	2025
Long-term Care Home Redevelopment - 2015		\$85,917	\$85,888	\$28	100.0%	\$1,272	\$0	\$0	\$0	2028
Main Firewall Replacements - 2024		\$1,100	\$974	\$126	88.5%	\$128	\$0	\$0	\$0	2027
Niagara Falls GO Station Renovations - 2023		\$2,866	\$2,663	\$203	92.9%	\$547	\$0	\$0	\$0	2025
Online Planning Portal		\$1,250	\$1,021	\$229	81.7%	\$200	\$150	\$0	\$0	2026
Redevelopment of Linhaven Long Term Care Home - 2020		\$105,652	\$102,373	\$3,279	96.9%	\$15,474	\$0	\$0	\$0	2026
Region Wide - Code & Legislation Compliance - 2024		\$1,000	\$925	\$75	92.5%	\$492	\$0	\$0	\$0	2027
Region Wide Uninterrupted Power Supply Replacement - 2023		\$1,049	\$1,032	\$17	98.4%	\$43	\$0	\$0	\$0	2026
Regional Headquarters Generator Replacement		\$2,197	\$2,163	\$34	98.5%	\$34	\$0	\$0	\$0	2025
Vehicle Hoist Replacement - St.Catharines Transit		\$1,956	\$1,572	\$384	80.4%	\$449	\$0	\$0	\$0	2026
Desktop and Laptop Replacement - 2025		\$2,250	\$1,313	\$937	58.3%	\$790	\$300	\$0	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Head Quarter IT Equipment (DR SAN) Replacement - 2025		\$2,500	\$1,226	\$1,274	49.0%	\$637	\$637	\$0	\$0	2028
Region Wide Building Utilization-2025 (Note 2)		\$1,500	\$314	\$1,186	20.9%	\$637	\$637	\$0	\$214	2028
Annual Code & Legal Compliance - 2025		\$1,000	\$95	\$905	9.5%	\$976	\$0	\$0	\$0	2028
Campbell West Geothermal Field - 2025		\$1,000	\$895	\$105	89.5%	\$1,000	\$0	\$0	\$0	2028
EMS Virgil Construction - 2025		\$4,530	\$3	\$4,527	0.1%	\$498	\$4,029	\$0	\$0	2028
St. Catherine GO Station Renovation - 2023		\$1,550	\$414	\$1,136	26.7%	\$499	\$679	\$0	\$0	2026
Total Corporate Services		\$353,644	\$332,010	\$21,635	93.9%	\$35,175	\$13,961	\$0	\$227	
Annual - Asphalt, Paving and Concrete Replacement Program - 2022		\$1,600	\$1,590	\$10	99.4%	\$585	\$0	\$0	\$0	2025
Annual - Building Capital - 2018		\$4,654	\$4,653	\$1	100.0%	\$46	\$0	\$0	\$0	2025
Annual - Building Capital - 2019		\$5,454	\$5,454	\$0	100.0%	\$62	\$0	\$0	\$0	2025
Annual - Building Capital - 2020		\$3,974	\$3,969	\$5	99.9%	\$167	\$0	\$0	\$0	2025
Annual - Building Capital - 2021		\$4,790	\$4,790	\$0	100.0%	\$53	\$0	\$0	\$0	2025
Annual - Building Capital - 2023		\$4,700	\$4,615	\$85	98.2%	\$928	\$0	\$0	\$0	2026
Annual - Building Capital - 2024		\$5,646	\$5,644	\$2	100.0%	\$905	\$905	\$0	\$0	2027
Annual - Grounds Capital - 2020		\$1,010	\$1,009	\$0	100.0%	\$1	\$0	\$0	\$0	2025
Annual - Grounds Capital - 2021		\$2,290	\$2,240	\$50	97.8%	\$83	\$0	\$0	\$0	2025
Annual - Grounds Capital - 2023		\$2,800	\$2,770	\$30	98.9%	\$234	\$0	\$0	\$0	2026
Annual - Grounds Capital - 2024		\$2,942	\$2,193	\$749	74.5%	\$895	\$895	\$0	\$0	2027
Annual - Mechanical & Electrical - 2024		\$2,573	\$1,368	\$1,205	53.1%	\$704	\$704	\$0	\$0	2027
Annual - Mech-Electrical - 2023		\$1,600	\$1,593	\$7	99.6%	\$230	\$0	\$0	\$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Structural and Foundation Wall Repairs - 2022		\$1,240	\$1,239	\$1	99.9%	\$22	\$0	\$0	\$0	2025
Annual - Unit Capital - 2019		\$5,355	\$5,355	\$0	100.0%	\$2	\$0	\$0	\$0	2025
Annual - Unit Capital - 2020		\$3,471	\$3,469	\$2	99.9%	\$45	\$0	\$0	\$0	2025
Annual - Unit Capital - 2023		\$4,700	\$4,538	\$162	96.6%	\$504	\$0	\$0	\$0	2026
Annual - Unit Capital - 2024		\$5,639	\$5,522	\$117	97.9%	\$1,501	\$1,501	\$0	\$0	2027
Geneva Street Development - 2024		\$18,450	\$17,882	\$568	96.9%	\$7,000	\$10,718	\$0	\$0	2027
Muli-Residential Intensification - Welland - 2020 (Note 3)		\$13,746	\$12,882	\$865	93.7%	\$100	\$0	\$0	\$768	2025
Property Acquisition - Fort Erie		\$8,972	\$8,563	\$409	95.4%	\$663	\$0	\$0	\$0	2025
Property Acquisition - Summer Street (Note 3)		\$1,650	\$1,577	\$73	95.6%	\$50	\$0	\$0	\$47	2025
Social Housing Assistance Improvement Program - 2018		\$2,683	\$2,608	\$75	97.2%	\$75	\$0	\$0	\$0	2025
Welland Homeless Shelter - 2024		\$2,940	\$2,912	\$28	99.0%	\$81	\$0	\$0	\$0	2028
Niagara Regional Housing Annual Unit Capital - 2025		\$1,989	\$182	\$1,807	9.1%	\$961	\$961	\$0	\$0	2028
Niagara Regional Housing Mechanical-Electrical -2025		\$1,041	\$12	\$1,029	1.2%	\$521	\$521	\$0	\$0	2028
Niagara Regional Housing Annual Building Capital - 2025		\$2,545	\$753	\$1,792	29.6%	\$1,118	\$1,118	\$0	\$0	2028
Niagara Regional Housing Annual Grounds Capital - 2025		\$1,525	\$0	\$1,525	0.0%	\$763	\$763	\$0	\$0	2028
St. Catherine Homeless Shelter - 2025		\$5,500	\$2,505	\$2,995	45.5%	\$2,995	\$0	\$0	\$0	2028
Geneva St. Developmnt Phase2 - 2025		\$1,500	\$869	\$631	58.0%	\$500	\$475	\$0	\$0	2028
Total Niagara Regional Housing		\$126,980	\$112,755	\$14,225	88.8%	\$21,794	\$18,561	\$0	\$815	
Automated Licence Plate Reader		\$1,332	\$1,226	\$106	92.0%	\$106	\$0	\$0	\$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Communications Back-up		\$1,576	\$73	\$1,503	4.6%	\$0	\$1,576	\$0	\$0	2026
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2026
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$0	\$1,250	\$0	\$0	2026
Enterprise Storage Service - 2024		\$2,500	\$190	\$2,310	7.6%	\$2,310	\$0	\$0	\$0	2027
Fleet Patrol Vehicle Replacement - 2024		\$1,597	\$1,468	\$130	91.9%	\$246	\$0	\$0	\$0	2027
Niagara Regional Police Services NG - 2019		\$2,137	\$2,130	\$7	99.7%	\$904	\$0	\$0	\$0	2026
Information Technology Continuity Plan		\$1,500	\$1,114	\$386	74.3%	\$386	\$0	\$0	\$0	2026
Vehicles - 2021		\$1,328	\$1,323	\$4	99.7%	\$4	\$0	\$0	\$0	2026
Vehicles - 2022		\$1,716	\$1,705	\$11	99.4%	\$11	\$0	\$0	\$0	2026
Vehicles - 2023		\$2,305	\$2,250	\$54	97.6%	\$264	\$0	\$0	\$0	2026
Voice Radio System		\$13,296	\$13,286	\$9	99.9%	\$9	\$0	\$0	\$0	2026
Police Service Patrol Vehicles Replacement - 2025		\$1,413	\$390	\$1,023	27.6%	\$1,207	\$0	\$0	\$0	2028
Police Service Use Of Force Update - 2025		\$1,205	\$981	\$224	81.4%	\$1,036	\$0	\$0	\$0	2028
Police Service Voice Radio System Replacement - 2025		\$1,122	\$0	\$1,122	0.0%	\$1,122	\$0	\$0	\$0	2028
Total Niagara Regional Police Services Board		\$35,277	\$26,136	\$9,140	74.1%	\$7,606	\$3,826	\$0	\$0	
12 Hybrid Buses - St.Catharines Transit		\$7,000	\$6,808	\$192	97.3%	\$6,918	\$0	\$0	\$0	2025
19 40' Convential Diesel Bus Replacement - 2024		\$16,027	\$13,443	\$2,584	83.9%	\$5,049	\$0	\$0	\$0	2027
2 40' Convential Diesel Bus Replacement - 2024		\$1,668	\$2,607	- \$940	156.3%	\$23	\$0	\$0	\$0	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
2 Fare Payment Technology - Niagara Region		\$3,008	\$2,392	\$616	79.5%	\$0	\$200	\$416	\$0	2029
8 Fare Payment Technology - St.Catharines Transit		\$3,728	\$0	\$3,728	0.0%	\$0	\$500	\$3,228	\$0	2029
Accessible Bus Replacement - 2024		\$1,999	\$1,444	\$555	72.2%	\$0	\$1,999	\$0	\$0	2027
Bus Stops and Shelters		\$2,100	\$0	\$2,100	0.0%	\$0	\$1,500	\$600	\$0	2027
Camera Upgrades - St.Catharines Transit		\$2,127	\$1,530	\$597	71.9%	\$400	\$427	\$0	\$0	2027
Conventional Diesel Bus Refurbishment - 2024		\$1,149	\$1,149	\$0	100.0%	\$1,149	\$0	\$0	\$0	2027
Niagara Falls Parking and Storage Extension		\$3,850	\$0	\$3,850	0.0%	\$0	\$0	\$3,850	\$0	2030
Scheduling Software - 2024		\$1,000	\$843	\$157	84.3%	\$83	\$245	\$382	\$0	2027
St.Catharines Transit Facility Phase 1		\$1,722	\$883	\$839	51.3%	\$0	\$0	\$1,017	\$0	2030
St.Catharines Transit Facility Phase 2		\$4,000	\$0	\$4,000	0.0%	\$0	\$0	\$4,000	\$0	2030
St.Catharines Transit Facility Phase 3		\$2,182	\$0	\$2,182	0.0%	\$0	\$0	\$2,182	\$0	2030
Welland Transit Garage Phase 1 and 2		\$12,320	\$0	\$12,320	0.0%	\$0	\$0	\$12,320	\$0	2030
Replacement Of 10 x 40' Conventional Buses - 2025		\$9,356	\$0	\$9,356	0.0%	\$0	\$9,356	\$0	\$0	2028
Replacement Of 4 Specialized/Para Transit Buses - 2025		\$1,274	\$642	\$633	50.4%	\$0	\$1,274	\$0	\$0	2028
8 Electric Buses - 2025 (Note 7)	Uninitiated	\$13,200	\$0	\$13,200	0.0%	\$0	\$0	\$0	\$13,200	2028
9 Electric Buses - 2025 (Note 7)	Uninitiated	\$14,850	\$0	\$14,850	0.0%	\$0	\$0	\$0	\$14,850	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Electric Equipment & Infrastructure - 2025 (Note 7)	Uninitiated	\$9,395	\$0	\$9,395	0.0%	\$0	\$0	\$0	\$9,395	2028
Electric Phased Equipment & Infrastructure STC - 2025 (Note 7)	Uninitiated	\$4,795	\$0	\$4,795	0.0%	\$0	\$0	\$0	\$4,795	2028
Total Niagara Transit Commission		\$116,750	\$31,741	\$85,009	27.2%	\$13,621	\$15,502	\$27,994	\$42,240	
Ambulance & Equipment - 2019		\$2,301	\$2,141	\$161	93.0%	\$150	\$11	\$0	\$0	2026
Ambulance & Equipment - 2022		\$1,452	\$1,423	\$29	98.0%	\$33	\$0	\$0	\$0	2025
Ambulance & Equipment Replacement - 2023		\$3,262	\$3,083	\$179	94.5%	\$190	\$0	\$0	\$0	2025
Ambulance & Equipment Replacement - 2024		\$2,991	\$2,851	\$139	95.3%	\$1,000	\$1,135	\$0	\$0	2026
Ambulances - 2023		\$1,133	\$980	\$154	86.4%	\$56	\$100	\$0	\$0	2026
Emergency Medical Services Stretcher and Loader		\$2,818	\$2,400	\$418	85.2%	\$418	\$0	\$0	\$0	2025
Laptop & iMedic Replacement - 2024		\$1,730	\$1,434	\$296	82.9%	\$800	\$801	\$0	\$0	2026
Mobile Dental Unit - 2021 (Note 2)		\$1,150	\$866	\$284	75.3%	\$20	\$0	\$0	\$288	2026
Ambulance & Equipment Replacement - 2025		\$3,230	\$0	\$3,230	0.0%	\$1,500	\$500	\$1,230	\$0	2027
New Ambulances -2025		\$1,228	\$0	\$1,228	0.0%	\$500	\$0	\$728	\$0	2027
Total Public Health		\$21,295	\$15,178	\$6,118	71.3%	\$4,666	\$2,546	\$1,958	\$288	
16 Mile Creek Structure Rehabilitation - 2021		\$3,175	\$3,170	\$5	99.9%	\$250	\$2,703	\$0	\$0	2028
7th Street Bridge Structure Rehabilitation - 2019		\$3,775	\$3,541	\$234	93.8%	\$1,750	\$1,500	\$229	\$0	2027
81-Vinhaven/23rd - Lincoln		\$2,420	\$960	\$1,460	39.7%	\$801	\$860	\$0	\$0	2045
Annual - Fleet & Vehicle Replacement Program - 2020		\$2,617	\$2,537	\$80	96.9%	\$82	\$0	\$0	\$0	2025

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Fleet & Vehicle Replacement Program - 2022		\$2,853	\$2,303	\$551	80.7%	\$1,328	\$0	\$0	\$0	2025
Annual - Fleet Snowplow Replacement - 2024		\$2,697	\$2,406	\$291	89.2%	\$2,672	\$25	\$0	\$0	2026
Annual - Fleet Snowplow Replacement Program - 2022		\$3,690	\$3,663	\$27	99.3%	\$3,690	\$0	\$0	\$0	2027
Annual - Roads Resurfacing - 2021		\$10,000	\$9,899	\$101	99.0%	\$231	\$0	\$0	\$0	2026
Annual - Roads Resurfacing - 2022		\$12,500	\$12,461	\$39	99.7%	\$220	\$0	\$0	\$0	2027
Annual - Roads Resurfacing - 2023		\$4,550	\$3,859	\$691	84.8%	\$945	\$0	\$0	\$0	2026
Annual - Roads Resurfacing Program - 2024		\$12,000	\$11,104	\$896	92.5%	\$5,643	\$850	\$0	\$0	2027
Annual - Storm Sewer & Culvert Program - 2020		\$1,154	\$1,152	\$2	99.8%	\$2	\$0	\$0	\$0	2026
Annual - Storm Sewers & Culverts - 2023		\$2,500	\$2,497	\$3	99.9%	\$13	\$0	\$0	\$0	2026
Annual - Storm Sewers & Culverts - 2024		\$1,690	\$1,668	\$22	98.7%	\$864	\$0	\$0	\$0	2027
Annual - Structural Rehabilitation - 2016 Program (Note 1)		\$3,460	\$3,391	\$69	98.0%	\$0	\$0	\$0	\$82	2025
Annual - Structural Rehabilitation - 2019 Program (Note 1)		\$1,000	\$998	\$2	99.8%	\$0	\$0	\$0	\$2	2025
Annual - Structural Rehabilitation - 2020 Program		\$1,000	\$999	\$1	99.9%	\$126	\$0	\$0	\$0	2026
Annual - Structural Rehabilitation - 2021 Program		\$1,500	\$1,108	\$392	73.9%	\$1,055	\$0	\$0	\$0	2028
Annual - Structural Rehabilitation - 2022 Program		\$2,000	\$109	\$1,891	5.4%	\$950	\$941	\$0	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Structural Rehabilitation - Beaver Creek Bridge		\$1,750	\$481	\$1,269	27.5%	\$225	\$0	\$1,250	\$0	2028
Annual - Traffic Signal Program		\$2,945	\$396	\$2,549	13.4%	\$100	\$200	\$2,295	\$0	2027
Capacity Improvements - Charnwood/McLeod		\$11,750	\$1,466	\$10,284	12.5%	\$750	\$1,500	\$9,133	\$0	2030
Capacity Improvements - New Escarpment Crossing		\$4,700	\$1,328	\$3,372	28.3%	\$200	\$1,000	\$2,224	\$0	2028
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$15,096	\$14,846	\$250	98.3%	\$250	\$0	\$0	\$0	2026
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$13,886	\$13,487	\$399	97.1%	\$600	\$521	\$0	\$0	2028
Capacity Improvements - RR10 Livingston/QEW-GR		\$35,830	\$24,565	\$11,265	68.6%	\$100	\$11,000	\$22,204	\$0	2029
Capacity Improvements - RR98 Montrose Road		\$75,222	\$39,725	\$35,497	52.8%	\$2,000	\$25,000	\$10,366	\$0	2029
Environmental Assessment - RR 42 Ontario Street		\$22,705	\$18,409	\$4,297	81.1%	\$5,187	\$0	\$0	\$0	2026
Four Mile Pond Culvert - 2024		\$1,000	\$448	\$552	44.8%	\$400	\$0	\$508	\$0	2028
Griffin Street RR 20 Rehabilitation - 2019		\$9,700	\$8,890	\$810	91.6%	\$4,000	\$5,331	\$0	\$0	2027
Highway 20 Structure Rehabilitation - 2020		\$2,500	\$0	\$2,500	0.0%	\$2,500	\$0	\$0	\$0	2028
Illumination Program - 2020		\$1,000	\$727	\$273	72.7%	\$50	\$244	\$0	\$0	2026
Intersection - RR20 Industrial Park to Townline Phase 2		\$3,681	\$3,618	\$63	98.3%	\$63	\$0	\$0	\$0	2028
Intersection Improvement - RR 100 Four Mile Creek - 2019		\$3,000	\$993	\$2,007	33.1%	\$500	\$1,934	\$0	\$0	2030

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Intersection Improvement - RR 49 McLeod Road - 2020 (Note 1)		\$1,700	\$2	\$1,698	0.1%	\$50	\$0	\$0	\$1,648	2025
Intersection Improvement - RR 55 Niagara St - 2020		\$4,450	\$393	\$4,057	8.8%	\$500	\$2,000	\$1,885	\$0	2028
Intersection Improvement - RR24 Victoria Ave		\$5,700	\$5,375	\$325	94.3%	\$50	\$3,878	\$0	\$0	2028
Intersection Improvement -RR81 King St at Main & Nineteenth (Note 1)		\$1,400	\$1,294	\$106	92.5%	\$0	\$0	\$0	\$106	2025
JR Stork Structure - 2018		\$12,000	\$7,232	\$4,768	60.3%	\$100	\$11,000	\$442	\$0	2027
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$917	\$83	91.7%	\$25	\$114	\$0	\$0	2026
Roads Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$826	\$174	82.6%	\$25	\$350	\$0	\$0	2026
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,478	\$315	91.7%	\$25	\$290	\$0	\$0	2026
Roads Rehabilitation - RR 27 Main St West from Prince Charles Dr to Niagara St		\$5,800	\$37	\$5,763	0.6%	\$2,000	\$3,763	\$0	\$0	2027
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$4,808	\$3,183	\$1,626	66.2%	\$1,500	\$2,323	\$0	\$0	2031
Roads Rehabilitation - RR 67 Pine St		\$1,150	\$11	\$1,139	1.0%	\$0	\$1,139	\$0	\$0	2027
Roads Rehabilitation - RR 72 Louth St - 2019		\$1,100	\$469	\$631	42.7%	\$40	\$300	\$325	\$0	2029
Roads Rehabilitation - RR1 Albert/Lakeshore (Note 1)		\$7,540	\$7,226	\$314	95.8%	\$0	\$0	\$0	\$314	2025
Roads Rehabilitation - RR20 Lundy's Lane		\$4,200	\$2,156	\$2,044	51.3%	\$200	\$3,515	\$0	\$0	2028
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$700	\$1,075	39.5%	\$200	\$500	\$375	\$0	2030

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2 (Note 2)		\$6,600	\$768	\$5,832	11.6%	\$1,000	\$4,976	\$0	\$1	2028
Roads Rehabilitation - RR529 Webber to River (Note 1)		\$3,350	\$2,427	\$923	72.4%	\$0	\$0	\$0	\$1,193	2025
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$21,079	\$4,221	83.3%	\$1,500	\$6,067	\$0	\$0	2027
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2 (Note 1)		\$7,622	\$7,215	\$407	94.7%	\$50	\$0	\$0	\$1,211	2025
Roads Rehabilitation - RR69 Wessel/Centre Phase 3 (Note 1)		\$7,969	\$5,570	\$2,398	69.9%	\$1,314	\$0	\$0	\$1,500	2026
Roads Rehabilitation - RR81 Durham to Lincoln		\$9,745	\$9,061	\$684	93.0%	\$200	\$8,155	\$0	\$0	2028
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,610	\$190	93.2%	\$190	\$0	\$0	\$0	2026
Roads Rehabilitation Miscellaneous Construction Program		\$1,000	\$328	\$672	32.8%	\$672	\$0	\$0	\$0	2026
RR102 Bridge Structure - 2024		\$4,000	\$196	\$3,804	4.9%	\$200	\$3,789	\$0	\$0	2028
RR19 Gilmore Intersection Improvement - 2023		\$1,000	\$340	\$660	34.0%	\$200	\$300	\$350	\$0	2028
RR512 Livingston Capacity Improvement - 2020		\$1,237	\$1,072	\$164	86.7%	\$150	\$750	\$174	\$0	2035
RR69 - Victoria to Rosedene		\$6,800	\$4,713	\$2,087	69.3%	\$4,500	\$1,737	\$0	\$0	2027
Structural Rehabilitation - 045205 Oswego Creek		\$8,425	\$6,008	\$2,417	71.3%	\$1,200	\$6,389	\$0	\$0	2030
Structural Rehabilitation - East Main St. Bridge West of RR84		\$3,775	\$3,205	\$570	84.9%	\$500	\$96	\$0	\$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Structural Rehabilitation - Glenridge Ave Bridge Rehab over CNR tracks		\$8,500	\$3,654	\$4,846	43.0%	\$1,000	\$2,000	\$5,159	\$0	2029
Structural Rehabilitation - Hydro Canal North		\$6,877	\$5,518	\$1,360	80.2%	\$5,000	\$443	\$0	\$0	2026
Structural Rehabilitation - Niagara St. Bridge		\$2,600	\$1,647	\$953	63.4%	\$1,000	\$1,097	\$0	\$0	2028
Structural Rehabilitation - RR 81 Retaining Wall - 22		\$1,550	\$420	\$1,130	27.1%	\$100	\$500	\$563	\$0	2027
Structural Rehabilitation - RR12 Mountain St Retaining Wall		\$5,500	\$257	\$5,243	4.7%	\$5,299	\$0	\$0	\$0	2027
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$34,655	\$34,384	\$272	99.2%	\$18,900	\$227	\$0	\$0	2027
Structural Rehabilitation Hwy20 (Note 1)		\$5,351	\$5,021	\$331	93.8%	\$0	\$0	\$0	\$500	2025
Structural Replacement - RR81 20 Mile Arch Bridge		\$10,463	\$8,987	\$1,476	85.9%	\$4,000	\$1,255	\$0	\$0	2028
Thorold Yard Interior - 2024		\$1,800	\$1,714	\$86	95.2%	\$100	\$1,590	\$0	\$0	2027
Transporation Master Plan - 2024		\$1,000	\$945	\$55	94.5%	\$245	\$636	\$98	\$0	2027
Niagara West Service Centre		\$1,500	\$410	\$1,090	27.3%	\$294	\$1,090	\$0	\$0	2026
Road Rehabitilation-York Rd. From Dorr Rd. To Glendale Ave.		\$2,325	\$19	\$2,306	0.8%	\$2,306	\$0	\$0	\$0	2031
Road Rehabitilation-Main St. From Lock St. To Ann St. - 2017		\$1,375	\$332	\$1,043	24.1%	\$0	\$1,043	\$0	\$0	2027
Capacity Improvements-Merritt Rd. - 2017		\$1,625	\$624	\$1,001	38.4%	\$750	\$263	\$0	\$0	2030
Unit #296 - Vacuum Truck		\$1,261	\$1,257	\$4	99.7%	\$4	\$0	\$0	\$0	2025
Structure Rehabilitation - Glendale Ave Bridge - 2020		\$8,950	\$485	\$8,465	5.4%	\$300	\$4,000	\$4,426	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Capacity Improvements-Rice Rd. - 2021		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2030
Intersection Imprvment-RR81 St.Paul St. W At Vansickle Rd. - 2021		\$1,600	\$526	\$1,074	32.9%	\$200	\$190	\$1,205	\$0	2027
Road Rehabiltilation-Caistorville - 2022		\$1,385	\$365	\$1,020	26.3%	\$200	\$989	\$0	\$0	2028
Road Rehabilitation-Eagle Bowen - 2022		\$2,250	\$1,249	\$1,001	55.5%	\$500	\$1,724	\$0	\$0	2029
Capacity Imprvoement Hwy 20-Smithville		\$1,150	\$1,108	\$42	96.4%	\$286	\$857	\$0	\$0	2026
Road Rehabilitation-York Road.		\$1,000	\$0	\$1,000	0.0%	\$1,000	\$0	\$0	\$0	2026
Storm Sewer Asset Management Program - 2024		\$1,884	\$1,435	\$449	76.2%	\$845	\$1,001	\$0	\$0	2027
Road Rehabilitation-Stanley Ave. From Murray St. To Peer Ln. - 2024		\$1,000	\$0	\$1,000	0.0%	\$50	\$475	\$475	\$0	2030
Road Safety Strategic Plan - 2024		\$1,750	\$434	\$1,316	24.8%	\$1,000	\$699	\$0	\$0	2027
Fleet Pickup Trucks - 2025		\$1,005	\$702	\$303	69.8%	\$955	\$50	\$0	\$0	2028
Fleet Dump Plow Trucks - 2025		\$3,858	\$3,747	\$111	97.1%	\$3,808	\$25	\$25	\$0	2028
Fleet Crew Dump Trucks - 2025		\$1,803	\$1,756	\$46	97.4%	\$1,712	\$90	\$0	\$0	2028
Road Emergency Construction - 2025		\$1,000	\$0	\$1,000	0.0%	\$750	\$250	\$0	\$0	2028
Road Rehabilitation-Niagara Stone Rd Line 1 - 2025		\$6,400	\$63	\$6,337	1.0%	\$75	\$6,325	\$0	\$0	2028
Road Rehabiltilation- North Service Rd. - 2025		\$1,000	\$0	\$1,000	0.0%	\$250	\$500	\$250	\$0	2028
Roads Resurfacing Program - 2025		\$13,000	\$11,523	\$1,477	88.6%	\$12,600	\$400	\$0	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Road Rehabilitation-Stanley Ave. From Hwy 420 To Peer Ln - 2025		\$1,000	\$0	\$1,000	0.0%	\$50	\$475	\$475	\$0	2030
Public Works - Roads & Fleet		\$563,804	\$383,680	\$180,123	68.1%	\$117,518	\$144,236	\$64,433	\$6,557	
GO Transit (Note 5)		\$23,542	\$12,232	\$11,310	52.0%	\$5,000	\$0	\$6,798	\$0	2027
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	38.3%	\$0	\$0	\$8,402	\$0	2027
Customer Service Strategic Priority		\$2,165	\$799	\$1,366	36.9%	\$500	\$500	\$366	\$0	2027
St.Catharines Go Precinct - 2020		\$4,800	\$4,698	\$102	97.9%	\$100	\$26	\$0	\$0	2026
Total GO Transit		\$38,909	\$17,730	\$21,179	45.6%	\$5,600	\$526	\$15,566	\$0	
Total Public Works - Levy		\$602,713	\$401,410	\$201,303	66.6%	\$123,118	\$144,762	\$80,000	\$6,557	
15-Bridge-Drop-Off Depot (Note 4)		\$3,594	\$3,594	\$0	100.0%	\$250	\$0	\$0	- \$181	2025
Annual - Miscellaneous Enhancements and Replacements - 2024		\$1,360	\$626	\$734	46.0%	\$1,050	\$108	\$0	\$0	2027
Glenridge - Leachate Collection System (Note 3)		\$2,175	\$2,108	\$67	96.9%	\$20	\$0	\$0	\$91	2026
Glenridge - Passive Gas System (Note 3)		\$3,984	\$3,662	\$322	91.9%	\$250	\$0	\$0	\$532	2026
Humberstone - Infrastructure Upgrades (Note 2)		\$10,726	\$9,881	\$845	92.1%	\$350	\$450	\$0	\$177	2026
Mountain - Leachate Collection System Upgrade		\$3,602	\$2,045	\$1,558	56.8%	\$1,580	\$200	\$1,357	\$0	2027
Quarry Site Improvements		\$4,147	\$4,028	\$119	97.1%	\$2,500	\$917	\$0	\$0	2026
Construction of the End Use Works/Naturalization Site		\$1,350	\$8	\$1,342	0.6%	\$150	\$1,192	\$0	\$0	2027
Total Waste Management		\$30,938	\$25,952	\$4,985	83.9%	\$6,150	\$2,866	\$1,357	\$620	

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Baker Road Waste Water Treatment Plant Capacity Expansion - 2023 (Note 2)		\$1,500	\$826	\$674	55.1%	\$327	\$327	\$0	\$715	2026
Bal Harbor Sewer Pump Statation Electrical - 2020		\$2,200	\$1,807	\$393	82.1%	\$1,000	\$1,023	\$0	\$0	2026
Bender Hill Sewage Pump Station Upgrade - 2017		\$8,911	\$555	\$8,356	6.2%	\$50	\$4,000	\$4,350	\$0	2028
Dain City SPS Upgrade - 2019		\$8,171	\$537	\$7,634	6.6%	\$50	\$3,500	\$4,096	\$0	2028
Decommission Grassy Brook Sewage Pump Station	Uninitiated	\$1,139	\$0	\$1,139	0.0%	\$0	\$300	\$839	\$0	2028
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake (Note 1)		\$2,700	\$768	\$1,932	28.4%	\$500	\$0	\$0	\$1,535	2026
Digester & Sludge Management Program - 2024		\$2,500	\$0	\$2,500	0.0%	\$150	\$2,350	\$0	\$0	2027
Digester & Sludge Program - 2020		\$2,450	\$715	\$1,735	29.2%	\$40	\$1,899	\$0	\$0	2026
Digester & Sludge Program - 2021 (Note 1)		\$2,300	\$2,152	\$148	93.6%	\$125	\$0	\$0	\$147	2025
Digester Management - CB, WE, PW - 2023		\$4,000	\$676	\$3,324	16.9%	\$676	\$3,031	\$0	\$0	2026
Forcemain Replacement Beaverdams Sewage Pump Station		\$9,700	\$6,693	\$3,007	69.0%	\$2,935	\$2,935	\$0	\$0	2026
Forcemain Replacement Carleton Pump Station (Note 1)		\$1,185	\$1,184	\$1	99.9%	\$0	\$0	\$0	\$6	2025
Forcemain Replacement East Side Sewage Pump Station		\$52,785	\$38,319	\$14,466	72.6%	\$15,500	\$16,080	\$19,966	\$0	2027
Forcemain Replacement Jordan Valley Sewage Pump Station (Note 2)		\$3,175	\$660	\$2,515	20.8%	\$50	\$2,000	\$650	\$27	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Generator Replacement - Seaway Wastewater Treatment Plant (Note 2)		\$3,375	\$2,855	\$520	84.6%	\$2,500	\$475	\$0	\$16	2027
Lagoon Upgrade program - Stevensville/Douglastown		\$12,300	\$9,313	\$2,987	75.7%	\$800	\$1,500	\$1,490	\$0	2028
Lakewood Garden Sewage Pump Station Upgrade - 2020		\$3,100	\$2,039	\$1,061	65.8%	\$100	\$1,500	\$1,250	\$0	2027
Mill St Area Sanitary - 2021 (Note 3)		\$1,650	\$1,304	\$346	79.0%	\$5	\$102	\$0	\$341	2026
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,450	\$2,217	\$233	90.5%	\$691	\$461	\$0	\$0	2026
Niagara Falls Overflow Diversion - McLeod	Uninitiated	\$1,891	\$0	\$1,891	0.0%	\$0	\$300	\$1,591	\$0	2028
Ontario St Pump Station Upgrades - 2021 (Note 2)		\$2,100	\$1,383	\$717	65.8%	\$328	\$328	\$0	\$798	2028
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,700	\$1,633	\$67	96.1%	\$50	\$100	\$62	\$0	2027
Pump Station Improvement Program - Catharine St (Note 6)		\$3,828	\$2,619	\$1,209	68.4%	\$2,000	\$500	\$0	- \$1,204	2026
Pump Station Improvement Program - Cole Farm		\$5,450	\$5,281	\$169	96.9%	\$1,024	\$140	\$0	\$0	2026
Pump Station Improvement Program - Design		\$5,711	\$5,584	\$127	97.8%	\$925	\$0	\$0	\$0	2025
Pump Station Improvement Program - East Side Port Colborne		\$5,500	\$560	\$4,940	10.2%	\$0	\$100	\$4,840	\$0	2028
Pump Station Improvement Program - Lakeshore Road (Note 2)		\$7,400	\$6,751	\$649	91.2%	\$50	\$500	\$5,975	\$6	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Improvement Program - Laurie Ave		\$7,200	\$4,629	\$2,571	64.3%	\$5,624	\$767	\$0	\$0	2026
Pump Station Improvement Program - Mewburn (Note 2)		\$8,735	\$977	\$7,758	11.2%	\$90	\$1,000	\$6,668	\$13	2028
Pump Station Improvement Program - Shirley Road		\$3,900	\$2,778	\$1,122	71.2%	\$2,775	\$657	\$0	\$0	2026
Pump Station Improvement Program - Woodsvew		\$2,920	\$504	\$2,416	17.3%	\$499	\$1,998	\$0	\$0	2027
Renown SPS Upgrade - 2019 (Note 2)		\$1,750	\$1,513	\$237	86.5%	\$200	\$822	\$165	\$32	2027
Seaway Wastewater Treatment Plant Ferric Upgrade - 2020 (Note 2)		\$2,950	\$2,561	\$389	86.8%	\$1,000	\$1,100	\$0	\$48	2027
Sewer & Forcemain Program - Dain City (Note 3)		\$12,252	\$11,236	\$1,016	91.7%	\$250	\$0	\$0	\$949	2026
Sewer & Forcemain Program - Tupper Dr Trunk (Note 2)		\$6,410	\$4,618	\$1,792	72.1%	\$800	\$1,000	\$1,000	\$11	2027
Sewer Relining Program (Note 1)		\$1,361	\$1,360	\$0	100.0%	\$0	\$0	\$0	\$7	2028
Sewer Trunk Rehabilitation - Thundering Waters		\$11,300	\$10,999	\$301	97.3%	\$5,000	\$5,959	\$0	\$0	2026
Sludge Septic Haulage Program - 2021		\$2,000	\$393	\$1,607	19.6%	\$150	\$1,300	\$429	\$0	2027
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station		\$600	\$0	\$600	0.0%	\$0	\$550	\$50	\$0	2027
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station	Uninitiated	\$5,312	\$0	\$5,312	0.0%	\$0	\$0	\$5,312	\$0	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station	Uninitiated	\$3,322	\$0	\$3,322	0.0%	\$0	\$0	\$3,322	\$0	2029
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St	Uninitiated	\$5,921	\$0	\$5,921	0.0%	\$0	\$0	\$5,921	\$0	2029
South Niagara Falls Wastewater Treatment Plant Outfall (Note 5)		\$780	\$528	\$252	67.7%	\$500	\$261	\$3	- \$3	2030
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	\$4,962	\$0	\$4,962	0.0%	\$0	\$239	\$4,723	\$0	2030
South Niagara Falls Wastewater Treatment Plant Trunk		\$6,264	\$6,057	\$207	96.7%	\$500	\$800	\$4,045	\$0	2030
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	\$101,557	\$0	\$101,557	0.0%	\$0		\$101,557	\$0	2030
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	\$19,612	\$0	\$19,612	0.0%	\$0	\$0	\$19,612	\$0	2029
Spring Gardens Sewer Pump Station Upgrade - 2021		\$13,026	\$11,193	\$1,833	85.9%	\$406	\$11,704	\$500	\$0	2027
SPS & FM Upgrade at City Hall - Port Colborne - 2018		\$6,039	\$588	\$5,451	9.7%	\$200	\$2,500	\$2,784	\$0	2028
Storage Facility Upgrade - Garner Road (Note 2)		\$6,590	\$942	\$5,648	14.3%	\$200	\$3,000	\$2,800	\$14	2028
Streamside SPS Upgrade - 2023		\$1,473	\$23	\$1,450	1.5%	\$0	\$1,450	\$0	\$0	2026
Trunk Sewer Quaker Road - 2020 (Note 2)		\$15,728	\$14,847	\$881	94.4%	\$4,500	\$350	\$0	\$23	2026
Waste Water Treatment Plant Digester Upgrade - Anger Ave - 2018 (Note 2)		\$2,150	\$1,511	\$639	70.3%	\$100	\$100	\$1,620	\$1	2028
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$31,076	\$30,835	\$241	99.2%	\$8,500	\$5,000	\$28	\$0	2030

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls	Uninitiated	\$216,582	\$0	\$216,582	0.0%	\$0	\$0	\$216,582	\$0	2030
Wastewater Treatment Plant Electrical Upgrade - Seaway - 2019 (Note 2)		\$1,295	\$147	\$1,148	11.4%	\$75	\$1,100	\$0	\$10	2027
Wastewater Treatment Plant Infl Channel - Seaway - 2019 (Note 2)		\$10,745	\$8,386	\$2,359	78.0%	\$3,000	\$6,450	\$0	\$22	2027
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$38,392	\$1,108	97.2%	\$209	\$209	\$1,108	\$0	2028
Wastewater Treatment Plant Upgrade - Niagara Falls		\$62,031	\$61,583	\$448	99.3%	\$6,000	\$1,204	\$0	\$0	2026
Wastewater Treatment Plant Upgrade - Port Weller (Note 2)		\$5,170	\$4,168	\$1,002	80.6%	\$503	\$0	\$0	\$1,711	2026
Wastewater Treatment Plant Upgrade - Welland		\$24,373	\$23,835	\$538	97.8%	\$1,200	\$187	\$0	\$0	2026
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$642	\$1,758	26.8%	\$1,300	\$458	\$0	\$0	2028
Wastewater Treatment Plant WGB Upgrades - Port Dalhousie - 2021 (Note 2)		\$5,900	\$5,334	\$566	90.4%	\$2,369	\$3,007	\$0	\$32	2026
Pump Station Upgrade-Victoria Ave. - 2020		\$8,200	\$590	\$7,610	7.2%	\$772	\$6,945	\$0	\$0	2026
SCADA Server Refresh - 2023 (Note 1)		\$1,345	\$352	\$993	26.2%	\$0	\$0	\$0	\$993	2026
Wastewater Sustainability Upgrades - 2025		\$4,000	\$650	\$3,350	16.2%	\$2,000	\$1,865	\$0	\$0	2028
Smithville Trunk Upgrade - 2025		\$1,000	\$2	\$998	0.2%	\$200	\$598	\$200	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
West Main St. Sanitary Imprvoment - 2025		\$2,500	\$0	\$2,500	0.0%	\$900	\$1,000	\$600	\$0	2028
Digester and Sludge Management Program - 2025		\$4,000	\$611	\$3,389	15.3%	\$450	\$3,299	\$250	\$0	2028
Total Wastewater		\$833,402	\$349,221	\$484,180	41.9%	\$80,148	\$110,327	\$424,387	\$6,249	
Bemis ET Replacement - 2021		\$2,500	\$332	\$2,168	13.3%	\$244	\$2,000	\$0	\$0	2028
Decew High Lift Pump Sizing		\$2,731	\$2,565	\$166	93.9%	\$417	\$0	\$0	\$0	2025
DeCew Low Lift Booster - 2019		\$14,707	\$11,841	\$2,865	80.5%	\$3,616	\$3,616	\$0	\$0	2027
DeCew Plant 1 Mixing System - 2021		\$1,850	\$183	\$1,667	9.9%	\$0	\$842	\$842	\$0	2028
DeCew Water Treatment Plant Intake Building		\$5,449	\$5,352	\$97	98.2%	\$102	\$199	\$0	\$0	2026
Elevated Tank - New - Fort Erie (Note 2)		\$23,755	\$21,021	\$2,734	88.5%	\$8,000	\$10,000	\$4,870	\$8	2029
Elevated Tank - New - Pelham		\$2,820	\$1,961	\$859	69.5%	\$600	\$400	\$276	\$0	2028
Elevated Tank Replacement - Lundy's Lane (Note 2)		\$3,500	\$367	\$3,133	10.5%	\$100	\$2,000	\$1,000	\$113	2027
Glendale Watermain Valves - 2023 (Note 2)		\$1,000	\$1	\$999	0.1%	\$90	\$899	\$0	\$10	2027
Granular Activated Carbon Replacement Program - 2021		\$2,500	\$2,470	\$30	98.8%	\$446	\$0	\$0	\$0	2025
Meter Replacement Program		\$3,900	\$3,871	\$29	99.2%	\$204	\$29	\$0	\$0	2026
Miscellaneous Program - System Storage - Grimsby (Note 2)		\$20,914	\$19,965	\$950	95.5%	\$200	\$500	\$0	\$409	2026
New Transm Main in Smithville - 2021		\$8,789	\$20	\$8,769	0.2%	\$0	\$0	\$8,769	\$0	2028
Pumping Station Upgrades - Shoalts Drive		\$1,900	\$1,443	\$457	75.9%	\$600	\$800	\$1,183	\$0	2028
Reservoir & Storage Program - 2021		\$3,000	\$2,359	\$641	78.6%	\$426	\$800	\$0	\$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Reservoir and Storage Program - 2019 (Note 2)		\$4,050	\$162	\$3,888	4.0%	\$1,500	\$2,400	\$0	\$3	2027
St.Davids Chlorination Facility Upgrade - 2020		\$2,750	\$259	\$2,491	9.4%	\$1,715	\$800	\$0	\$0	2026
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.2%	\$2,400	\$1,674	\$0	\$0	2027
TruckMain Upgrade - Grimsby Water Treatment Plant - 2022		\$1,675	\$531	\$1,144	31.7%	\$257	\$1,089	\$0	\$0	2030
Valve Rehabilitation - Drummond Road		\$3,200	\$200	\$3,000	6.3%	\$46	\$3,000	\$0	\$0	2027
Water Treatment Plant Expansion - Grimsby		\$6,500	\$997	\$5,503	15.3%	\$466	\$5,463	\$0	\$0	2030
Water Treatment Plant Raw Water Intake - Niagara Falls		\$4,771	\$3,184	\$1,587	66.7%	\$2,000	\$138	\$0	\$0	2026
Water Treatment Plant Roadway & Parking Lot - Grimsby (Note 2)		\$2,130	\$2,110	\$20	99.0%	\$0	\$20	\$0	\$5	2026
Water Treatment Plant Upgrade - Decew Falls - 2016		\$45,350	\$42,425	\$2,925	93.6%	\$7,397	\$7,397	\$0	\$0	2027
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		\$2,000	\$273	\$1,727	13.6%	\$150	\$1,577	\$0	\$0	2028
Water Treatment Plant Upgrade - Niagara Falls - 2015 (Note 1)		\$4,867	\$4,555	\$312	93.6%	\$312	\$0	\$0	\$20	2025
Water Treatment Plant Upgrade - Niagara Falls - 2018		\$6,815	\$5,338	\$1,477	78.3%	\$3,000	\$1,313	\$0	\$0	2026
Water Treatment Plant Upgrade - Port Colborne		\$11,700	\$11,433	\$267	97.7%	\$800	\$271	\$0	\$0	2026
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$1,053	\$1,633	39.2%	\$200	\$1,000	\$907	\$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Water Treatment Plant Upgrade - Rosehill (Note 2)		\$15,000	\$14,452	\$548	96.3%	\$547	\$0	\$0	\$1	2025
Water Treatment Plant Upgrade - Welland - 2017		\$15,000	\$4,093	\$10,907	27.3%	\$0	\$8,000	\$3,731	\$0	2028
Watermain Program - Along CNR Grimsby (Note 3)		\$23,425	\$23,073	\$352	98.5%	\$400	\$0	\$0	\$1,985	2025
Watermain Program - Barrick Road		\$51,207	\$38,103	\$13,104	74.4%	\$15,500	\$18,665	\$16,604	\$0	2027
Watermain Program - Welland Canal Extension		\$15,160	\$13,830	\$1,330	91.2%	\$5,000	\$9,000	\$544	\$0	2027
Watermain Program - Welland East and West (Note 2)		\$4,800	\$4,790	\$10	99.8%	\$10	\$0	\$0	\$159	2027
Watermain Replacement - Vineland 19th Street and Glen Road		\$1,502	\$1,490	\$12	99.2%	\$12	\$0	\$0	\$0	2025
Watermain Replacement Ontario St Lincoln - 2020		\$22,336	\$15,900	\$6,436	71.2%	\$6,417	\$300	\$0	\$0	2026
Watermain Replacement Victoria Ave King - 2020		\$2,150	\$2,109	\$41	98.1%	\$200	\$80	\$0	\$0	2026
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E (Note 2)		\$3,500	\$2,044	\$1,456	58.4%	\$500	\$500	\$456	\$1,458	2027
York Road Watermain Replace - 2021		\$11,800	\$9,158	\$2,642	77.6%	\$7,966	\$3,000	\$0	\$0	2027
Watermain Replacement-JR Stork - 2021 (Note 2)		\$3,200	\$2,174	\$1,026	67.9%	\$35	\$2,515	\$250	\$398	2027
Roof Replacement Program - 2021 (Note 2)		\$4,200	\$458	\$3,742	10.9%	\$100	\$2,000	\$1,600	\$42	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2025 Forecasted Expenditures	2026 Forecasted Expenditures	2027 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
UV disinfection system - 2024		\$2,500	\$0	\$2,500	0.0%	\$1,800	\$700	\$0	\$0	2027
Water Sustainability Upgrades - 2025		\$4,000	\$977	\$3,023	24.4%	\$1,987	\$2,000	\$0	\$0	2028
Total Water Works		\$381,669	\$278,928	\$102,740	73.1%	\$75,762	\$94,989	\$41,032	\$4,609	
Total Projects with remaining budgets greater than \$1 million		\$2,507,290	\$1,574,714	\$932,576	62.8%	\$370,017	\$408,840	\$576,968	\$61,603	

- Note 1: At the time of report preparation, the surplus is anticipated to be returned to respective reserves or CVP in 2025.
- Note 2: Project is anticipated to be closed and surplus returned to CVP at the end of warranty period.
- Note 3: At the time of report preparation, the surplus is anticipated to be returned to respective reserves or CVP, however timing is undetermined
- Note 4: Project is being completed in conjunction with partner, as of the Q4 report, timing of when the funds will be spent is not able to be determined. If it is determined that the funds will not be required, the project will be closed and returned to the Capital Variance Project
- Note 5: Project is expected to have inflationary pressures requiring additional funds. A CVP request will be submitted in 2025.
- Note 6: Project is expected to have inflationary pressures requiring additional funds. The timing of the request to council is undetermined.
- Note 7: Project has grown in scope and complexity requiring additional funds. Request has been submitted to council for approval with the 2025 capital budget.
- Note 8: Project is under review with the developer to potentially reduce the scope of the project. Any additional funding requirements will be sourced through 80% DC and 20% CVP.
- Note 9: Project is expected to have inflationary pressures requring additional funds. Council report is in the process of being prepared and will be presented to council in 2025.
- Note 10: Projects showing a negative budget remaining balance at Q4 are under investigation and the commitments will be corrected in Q1 2025.

Capital Variance Project Summary (in thousands of dollars)

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

Transfers to the CVP do not require approval. Requests less than \$250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requests in excess of \$250, one-time or cumulative on a project, require Council approval. Throughout the year, the balances of the CVPs are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve following Council approval. During Q1 and Q2 2025, 86% of projects closed with a surplus.

Excess funds will remain in the CVP to provide more flexibility to address inflationary costs pressures.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water	Total Programs
Balance at December 31, 2024	\$5,760	\$1,000	\$11,712	\$13,319	\$31,791
Transfer to Active Capital Projects	- \$2,933	- \$762	- \$1,246	- \$3,436	- \$8,376
Budget Reductions on Active Capital Projects	\$3,511	\$813	\$140	\$813	\$5,276
Transfers from Closed Capital Projects	\$639	\$519	\$2,800	\$1,658	\$5,616
Balance at July 23, 2025	\$6,977	\$1,570	\$13,406	\$12,353	\$34,306

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

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

Department	Adjustment Amount	Adjustment Description
Original Budget Revenue & Expenditures	1,562,404	
Community Services	2,136	To record additional provincial grant funding from the Ministry of Education to support capital expansions for non-profit child care providers, as well as add multiple full-time equivalent positions funded through the Canada-Wide Early Learning and Child Care (CWELCC) program to support the Region's directly operated child care centers.
Community Services	431	To record increased federal revenue from Public Safety Canada's Building Safer Communities Fund (BSCF), announced after the 2025 budget was approved.
Community Services	835	To record additional funding for the Reaching Home program. The funding will support Buchannon avenue supportive housing and will fund a Homelessness Specialist and increased contracts with community agencies.
Community Services	469	To record additional funding from the Homelessness Prevention Program (HPP). Expenses are being reallocated from Social Assistance and Employment Opportunities to maximize HPP funding in support of homelessness initiatives.
Community Services	770	To record funding for Unsheltered Homelessness and Encampments Initiatives per COM 5-2025. This funding will support programs addressing homelessness and encampments.
Community Services	1,756	To record funding for Unsheltered Homelessness and Encampments initiatives per COM 5-2025 and transfer it to the capital budget to replace levy funding for the St. Catharines permanent shelter project.
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 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.

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

CSD 42-2025
Appendix 1

Department	Adjustment Amount	Adjustment Description
Niagara Regional Police Services	25	To record a donation from the Estate of Irene Gladwell to support canine program supplies, consolidate Court Security costs and office supply budgets to boost overall operational efficiency in-line with the new organizational structure.
Niagara Transit Commission	167	To record funding from the signing of the new Pattison agreement, beginning March 1, 2025 outlined in report NTC 37-2025. This funding covers cleaning and maintenance costs for 342 bus stops and shelters now owned by Niagara Transit Commission.
Office of the Deputy CAO	1,607	To record external funding from various sources including local area municipalities, agricultural agencies, the Province and the Canadian Infrastructure Bank to support the Niagara Irrigation Initiative referenced in PDS 9-2025.
Public Health	624	To record grant revenue from Health Canada for the Harm Reduction in Motion program.
Public Works - Levy	1,498	To record a Budget Amendment approved by council in PW 16-2025 to fund expenditures related to the Road Safety Plan.
Total Budget Adjustment	38,865	
December 31, 2025 Adjusted Budget	1,601,270	

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 \$225,165 (\$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 gax tax deferred revenues) stands at 58% (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	Forecast Transfers from Operating	Forecast Transfers to Operating	Forecast Interest	Year-end Transfers*	Balances at December 31, 2025	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2025
Wastewater Capital	\$26,637	\$19,213	\$0	-\$37,995	\$299	\$8,154	\$25,986	\$0	\$299	-\$4,634	\$29,805	\$0	\$29,805
Water Capital	\$45,495	\$13,192	\$0	-\$50,549	\$465	\$8,603	\$13,610	\$0	\$465	\$2,810	\$25,488	\$0	\$25,488
Waste Management	\$30,467	\$890	\$0	-\$1,530	\$522	\$30,349	\$890	\$0	\$522	\$1,317	\$33,075	\$0	\$33,075
General Capital Levy ¹	\$17,405	\$29,536	-\$166	-\$69,713	\$0	-\$22,938	\$36,267	-\$166	\$0	\$0	\$13,163	\$0	\$13,163
Infrastructure Deficit	\$108	\$2,027	\$0	-\$4,100	\$0	-\$1,965	\$2,027	\$0	\$0	\$0	\$62	\$0	\$62
Court Services Facility Renewal	\$4,301	\$100	\$0	\$0	\$0	\$4,401	\$100	\$0	\$0	\$0	\$4,501	\$0	\$4,501
NRH Owned Units	\$1,923	\$1,486	\$0	-\$3,876	\$0	-\$467	\$1,486	\$0	\$0	\$0	\$1,019	\$0	\$1,019
Ontario Police Video Training Alliance	\$41	\$0	\$0	\$0	\$0	\$41	\$0	\$0	\$0	\$0	\$41	\$0	\$41
Police Capital Levy	\$1,073	\$1,125	\$0	-\$2,555	\$0	-\$357	\$409	\$0	\$0	\$0	\$52	\$0	\$52
Police Vehicle and Equipment Replacement	\$90	\$1,128	\$0	-\$2,214	\$0	-\$996	\$1,128	\$0	\$0	\$0	\$132	\$0	\$132
Transit Capital	\$1,631	\$2,167	\$0	-\$2,494	\$25	\$1,329	\$2,167	\$0	\$25	\$0	\$3,521	\$0	\$3,521
Total Capital Reserves	\$129,171	\$70,864	-\$166	-\$175,026	\$1,311	\$26,154	\$84,070	-\$166	\$1,311	-\$507	\$110,859	\$0	\$110,859
Wastewater Stabilization	\$1,022	\$0	-\$15	\$0	-\$54	\$953	\$0	-\$15	\$17	\$1,121	\$2,076	\$0	\$2,076
Water Stabilization	\$2,951	\$0	-\$15	\$0	\$50	\$2,986	\$0	-\$15	\$51	\$0	\$3,022	\$0	\$3,022

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	Forecast Transfers from Operating	Forecast Transfers to Operating	Forecast Interest	Year- end Transfers*	Balances at December 31, 2025	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2025
Waste Management Stabilization	\$7,802	\$0	-\$175	\$0	\$208	\$7,835	\$0	-\$175	\$134	\$0	\$7,794	\$0	\$7,794
Transit Stabilization	\$3,628	\$0	\$0	\$0	\$150	\$3,778	\$0	\$0	\$64	\$267	\$4,109	\$0	\$4,109
Encumbrance	\$11,851	\$0	-\$6,793	\$0	\$0	\$5,058	\$0	-\$5,058	\$0	\$0	\$0	\$0	\$0
Taxpayer Relief	\$38,535	\$1,016	-\$5,355	\$0	\$0	\$34,198	\$1,016	\$415	\$0	-\$3,066	\$32,563	\$0	\$32,563
Police Contingency	\$1,977	\$125	-\$65	\$0	\$0	\$2,037	\$125	-\$98	\$0	\$0	\$2,064	\$0	\$2,064
Police Services Board Contingency	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$242
Total Corporate Stabilization Reserves	\$68,008	\$1,141	-\$12,418	\$0	\$354	\$57,087	\$1,141	-\$4,946	\$266	-\$1,678	\$51,870	\$0	\$51,870
Circle Route Initiatives	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$1,133
Hospital Contribution	\$14,965	\$1,107	-\$10,500	\$0	\$0	\$5,572	\$1,107	\$0	\$0	\$0	\$6,679	\$0	\$6,679
Social Housing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Road Safety Program	\$1,498	\$527	-\$169	\$0	\$0	\$1,856	-\$1,394	\$0	\$0	\$0	\$462	\$0	\$462
Housing Services	\$9,783	\$818	-\$200	\$0	\$0	\$10,401	\$818	-\$1,400	\$0	\$0	\$9,819	\$0	\$9,819
Total Specified Contribution Reserves	\$27,379	\$2,452	-\$10,869	\$0	\$0	\$18,962	\$531	-\$1,400	\$0	\$0	\$18,093	\$0	\$18,093
Future Benefit Costs	\$24,454	\$0	-\$125	\$0	\$0	\$24,329	\$0	-\$125	\$0	\$0	\$24,204	\$0	\$24,204
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270
Landfill Liability	\$4,117	\$1,412	\$0	\$1,497	\$97	\$7,123	\$1,412	\$0	\$97	\$0	\$8,632	\$0	\$8,632
Police Accumulated Sick Leave	\$230	\$0	-\$60	\$0	\$0	\$170	\$0	-\$60	\$0	\$0	\$110	\$0	\$110
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$4,270	\$100	\$0	\$0	\$0	\$4,370	\$100	\$0	\$0	\$0	\$4,470	\$0	\$4,470
Transit Future Benefit	\$489	\$0	\$0	\$0	\$8	\$497	\$0	\$0	\$8	\$0	\$505	\$0	\$505

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	Forecast Transfers from Operating	Forecast Transfers to Operating	Forecast Interest	Year- end Transfers*	Balances at December 31, 2025	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2025
Total Future Liability Reserves	\$39,982	\$1,512	-\$185	\$1,497	\$105	\$42,911	\$1,512	-\$185	\$105	\$0	\$44,343	\$0	\$44,343
Total (Excluding Deferred Revenues)	\$264,540	\$75,969	-\$23,638	-\$173,529	\$1,770	\$145,112	\$87,254	-\$6,697	\$1,682	-\$2,185	\$225,165	\$0	\$225,165

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

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

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

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2024	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers from Reserves (Bill 23 Impacts - Phase In/Rental Discounts)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at June 30, 2025	Forecast Transfers from Revenue	Forecast Interest	Committed to Capital *	Committed to Operating **	Balance Available at December 31, 2025
Development Charges-General Government	\$2,612	\$73	\$28	\$2	-\$49	\$0	\$46	\$2,711	\$105	\$46	\$0	-\$663	\$2,199
Development Charges-Police Services	\$1,276	\$258	\$100	\$9	-\$441	-\$145	\$20	\$1,076	\$371	\$20	-\$632	-\$441	\$394
Development Charges-Roads	\$128,126	\$7,831	\$3,092	\$286	\$0	\$13	\$2,318	\$141,665	\$12,371	\$2,318	-\$118,903	\$0	\$37,451
Development Charges-Sewer	\$122,463	\$5,831	\$2,372	\$216	-\$228	-\$2,199	\$2,174	\$130,629	\$9,371	\$2,174	-\$62,163	-\$2,084	\$77,928
Development Charges-Water	\$69,265	\$3,123	\$1,293	\$116	-\$56	-\$2,150	\$1,221	\$72,812	\$5,040	\$1,221	-\$66,662	\$0	\$12,411
Development Charges-Emergency Medical	\$3,645	\$212	\$79	\$8	\$0	-\$122	\$65	\$3,886	\$332	\$65	-\$2,620	\$0	\$1,663
Development Charges-LT Care	\$2,568	\$978	\$368	\$36	\$0	-\$303	\$54	\$3,701	\$1,554	\$54	-\$2,198	\$0	\$3,110
Development Charges-POA	\$466	\$2	\$1	\$0	\$0	\$0	\$8	\$476	\$0	\$8	\$0	\$0	\$484
Development Charges-Health	\$2,494	\$1	\$1	\$0	\$0	\$0	\$43	\$2,539	\$0	\$43	\$0	\$0	\$2,583

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)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at June 30, 2025	Forecast Transfers from Revenue	Forecast Interest	Committed to Capital *	Committed to Operating **	Balance Available at December 31, 2025
Development Charges-Social Housing****	\$376	\$0	\$0	\$0	\$0	-\$133	\$0	\$243	\$0	\$0	-\$164	\$0	\$78
Development Charges-Waste Division	\$4,114	\$139	\$53	\$5	-\$15	-\$56	\$72	\$4,312	\$220	\$72	-\$148	-\$15	\$4,441
Development Charges-Transit Services	\$5,121	\$471	\$159	\$14	\$0	\$7	\$94	\$5,866	\$633	\$94	-\$2,484	\$0	\$4,110
Development Charges-Public Works (Facilities & Fleet)	\$2,139	\$241	\$92	\$8	\$0	\$0	\$40	\$2,520	\$358	\$40	\$0	\$0	\$2,918
Subtotal Development Charges	\$344,664	\$19,158	\$7,636	\$701	-\$790	-\$5,089	\$6,156	\$372,436	\$30,357	\$6,156	-\$255,974	-\$3,203	\$149,770
Federal Gas Tax	\$52,499	\$0	\$0	\$0	\$0	-\$7,931	\$841	\$45,409	\$15,653	\$841	-\$57,732		\$4,170
Provincial Gas Tax	\$15,390	\$1,726	\$0	\$0	-\$548	\$0	\$299	\$16,867	\$6,846	\$299	-\$15,099	-\$767	\$8,147
Subtotal Gas Tax	\$67,889	\$1,726	\$0	\$0	-\$548	-\$7,931	\$1,141	\$62,276	\$22,498	\$1,140	-\$72,831	-\$767	\$12,317
Total	\$412,554	\$20,884	\$7,636	\$701	-\$1,337	-\$13,021	\$7,296	\$434,712	\$52,855	\$7,296	-\$328,805	-\$3,970	\$162,087

* Interest allocated to Deferred Revenue accounts based on the Region's year-to-date annualized portfolio return of 3.47%.

Deferred Revenue Summary (in thousands of dollars) - Continued

** The capital commitments included represent all approved capital project expenditures budgeted to be funded by development charges and/or federal/provincial gas tax. Each quarter and/or year end a review of the status of the respective capital projects is completed and revenue earned is allocated accordingly. Note that Development Charges - Police Services and Development Charges - Sewer both have committed to development charge debt repayment.

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

*** Negative balances after commitments for individual reserves are as a result timing differences between when growth projects are initiated and the anticipate future inflow of DC receipts.

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

Deferred Revenue Summary (in thousands of dollars) - Continued

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

Grant Category	Actuals		Total	Forecast	Annual Actuals/Forecast	Annual Budget	Annual Variance
	Q1	Q2					
Mandatory Exemptions:							
Bill 23 Phase-In (M)	\$0	\$0	\$0	\$0	\$0		
Bill 23 Purpose-Built Rental Discounts (M)	\$377	\$324	\$701	\$701	\$1,401		
Bill 23 Intensification RDC Reductions (M)	\$2,875	\$3,468	\$6,342	\$6,343	\$12,685		
Board of Education (M)	\$13	\$25	\$37	\$37	\$75		
Bill 17 Long-term Care Home Development (M)	\$0	\$0	\$0	\$2,000	\$2,000		
Subtotal - Mandatory Exemptions	\$3,264	\$3,816	\$7,080	\$9,080	\$16,161	\$4,616	-\$11,545
Brownfield - (D) ²	\$0	\$0	\$0	\$4,820	\$4,820	\$4,820	\$0
Smart Growth Niagara - (D)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Agriculture - (D)	\$66	\$539	\$605	\$605	\$1,210	\$4,574	\$3,364
Place of Worship - (D)	\$0	\$0	\$0	\$96	\$96	\$96	\$0
Non-Profit Housing (Bill 23) - (M)	\$86	\$27	\$113	\$113	\$226	\$618	\$391
Afford. Rental Housing - (D)	\$0	\$0	\$0	\$0	\$0	\$948	\$948
Other - (D)	\$0	\$0	\$0	\$375	\$375	\$375	\$0
Subtotal - Other Economic Incentives	\$152	\$567	\$719	\$6,009	\$6,728	\$11,431	\$4,703
Non-Profit - (D)¹	\$0	\$0	\$0	\$50	\$50	\$50	\$0
50% Industrial Expansion - (M)	\$0	\$0	\$0	\$0	\$0		
Industrial and Gateway - (D) ³	\$215	\$323	\$538	\$1,590	\$2,128		
Subtotal - Industrial and Gateway	\$215	\$323	\$538	\$1,590	\$2,128	\$8,634	\$6,506
Total	\$3,631	\$4,705	\$8,336	\$16,729	\$25,066	\$24,731	-\$335

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

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

Deferred Revenue Summary (in thousands of dollars) - Continued

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

¹2025 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2025
No applicants					
Total				\$0	\$0

²2025 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2025
Grants Application Prior to 2022 ^{1,2}						
574 King St	Apr 25, 2018	Apartment complex	Welland	\$63	\$63	\$0
181 Queen St	May 2, 2018	Residential Subdivision	Thorold	\$27,869	\$3,519	\$0
105 Highway 20	Sep 4, 2018	Mixed use multi-res/commercial	Pelham	\$308	\$268	\$0
Hibbard St	Oct 5, 2018	Condominium complex	Fort Erie	\$153	\$149	\$0
27 John St	Oct 22, 2018	Condominium complex	Grimsby	Pending	Pending	\$0
439 King St	Mar 8, 2019	Retirement complex	Welland	\$827	\$827	\$0
405 Merritt St	Dec 9, 2018	Residential Subdivision	St. Catharines	\$63	\$63	\$0
7070 Montrose Road	Feb 1, 2021	Retirement complex	Niagara Falls	\$70	\$70	\$0
3 Abbott St	Sep 28, 2021	Residential Townhouses	St. Catharines	\$1,809	\$1,809	\$0
5820 Robinson Street	Nov 14, 2018	Residential Townhouses	Niagara Falls	\$704	\$0	\$0
4263 Fourth Ave	Feb 18, 2021	Residential Townhouses	Niagara Falls	\$569	\$569	\$0
3659 Stanley Ave	Oct 4, 2021	Commercial office space, storage facility	Niagara Falls	\$445	\$94	\$0
401 Canal Street	Feb 25, 2021	Residential, park, school and open space	Welland	\$11,938	\$6,155	\$0
57 Carlisle Street	Jun 23, 2022	Apartment Complex	St. Catharines	\$3,238	\$3,238	\$0
Total				\$48,057	\$16,825	\$0

Deferred Revenue Summary (in thousands of dollars) - Continued

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

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

³2025 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2025
Applications:					
368 Enterprise Drive	Mar 18, 2025	Vertical Farm	Welland	\$307	\$307
1201 Egerter Road	Oct 25, 2024	Industrial Manufacturing Facility	Thorold	\$15	\$15
Total				\$323	\$323

Operating Reserve Transfer Reconciliation (in thousands of dollars)

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Council approved net operating transfers to reserves, including interest allocation to reserves	- \$69,771	- \$69,819	- \$139,591	
<u>Additional operating reserve transfers (to)/from reserves:</u>				
2024 Encumbrances	\$6,793	\$5,058	\$11,851	2024 Encumbrances (CSD 8-2024)
Capital Levy	\$3,707	\$3,450	\$7,157	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	\$8	\$1,760	\$1,768	Transfer of net surplus for Vision Zero Road Safety Program to reserves for future use
Capital Levy	\$0	- \$5,576	- \$5,576	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Levy)
Hospital Contribution	\$5,250	- \$5,250	\$0	Annual forecast to(from) reserves nets to zero due to timing of transfers
Water Capital	\$0	- \$418	- \$418	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Water)
Wastewater Capital	\$0	- \$6,773	- \$6,773	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Wastewater)
Police Contingency	\$65	\$98	\$163	Transfer from reserves to fund training costs related to the implementation of the Community Safety & Policing Act. (CL-C 60-2024)

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Police Capital	\$0	\$716	\$716	Transfer from reserves to fund various service projects per Region policy C-F-004
Taxpayer Relief	\$0	- \$5,418	- \$5,418	Transfer to reserve related to the Asahi Kasei development industrial DC grant
All Special Levy and Rate Reserves	- \$153	- \$65	- \$218	Interest income allocation to reserve at average portfolio rate which was higher than budgeted per reserve policy C-F-013
Net operating transfers to reserves	- \$54,101	- \$82,237	- \$136,339	

Capital Reserve Transfer Reconciliation (in thousands of dollars)

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Council approved net capital transfers per 2024 Budget	\$174,158	Reserve Transfers to capital projects
<u>Q1 and Q2 additional capital reserve transfers:</u>		
General Capital Levy	\$2,712	Unallocated budgeted debt charges to subtitue 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
Net capital transfers	\$173,529	

Investment Report (in thousands of dollars)

Investment income during Q2 on the primary portfolio amounted to \$8,805, which is comprised of investment portfolio income including interest and gains on sale of investments as well as interest on cash balances.

Investment Performance

Investment Income Before Transfers to Reserves:

Investment income in Q2 2025 was \$1,576 higher than budgeted, with a full-year forecast now \$6,753 above budget. This is due to higher monthly income than originally planned. When the 2025 budget was set, the portfolio held about \$120 million in Principal Protected Notes (PPNs), which do not generate income until sold. As a result, no income from these investments was included in the 2025 budget. All PPNs were sold in Q4 2024 (after the budget was finalized) and reinvested into bonds earning an average yield of 4.18%. These new investments generate steady monthly income, leading to a significant increase in actual investment income not captured in the original 2025 budget.

Budget vs Actual before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Forecast	Q4 Forecast	Total
Budget	\$6,722	\$7,113	\$6,812	\$7,181	\$27,828
Actual	\$8,540	\$8,689	\$8,547	\$8,805	\$34,581
Variance	\$1,818	\$1,576	\$1,735	\$1,624	\$6,753

Year-to-date cumulative portfolio return:

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

Investment Income After Transfers to Reserves:

After transfers to rate reserves and reserve funds (including development charge reserve funds), Q2 2025 investment income was \$364 below budget, with the full-year forecast being \$1,184 lower than budgeted. The shortfall is due to higher-than-anticipated transfers to reserves. This was driven by two key factors: higher reserve balances in Q2 2025 than projected, and a stronger-than-expected actual portfolio return of 3.47%, compared to the 2.47% rate used in the budget. As a result, a larger portion of investment income was allocated to reserves, reducing the amount available to offset general levy operating budget.

Budget vs Actual after Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Forecast	Q4 Forecast	Total
Budget	\$6,722	\$7,113	\$6,812	\$7,181	\$27,828
Net Budget Transfers	-\$2,493	-\$2,492	-\$2,494	-\$2,493	-\$9,972
Budget after Net Transfers	\$4,229	\$4,621	\$4,318	\$4,688	\$17,856
Actual	\$8,540	\$8,689	\$8,547	\$8,805	\$34,581
Net Actual Transfers	-\$4,522	-\$4,432	-\$4,434	-\$4,433	-\$17,821
Actual after Net Transfers	\$4,018	\$4,257	\$4,113	\$4,372	\$16,760
Variance	-\$211	-\$364	-\$205	-\$316	-\$1,096

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

As at June 30, 2025 the Regional investment portfolio had an adjusted book value of \$1.114 billion. The portfolio is currently composed of 36.8% Regional reserves and reserve funds (including development charge reserve funds) and 63.2% Capital Works-In-Progress (capital funding approved in current/previous year's budgets).

Investment Term Holdings

Funds	Book Value	Weight
< 5 Yr	\$327,084	29.1%
5 Yr - 10 Yr	\$390,425	34.7%
10+ Yr	\$213,067	19.0%
Subtotal (Investments)	\$930,575	82.8%
Cash	\$164,168	14.6%
Sinking Fund (Incl.Cash)	\$29,356	2.6%
Total Portfolio	\$1,124,099	100.0%

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings by Institution	Policy Percentage Limits
Bank of Montreal	Banks	\$126,000	13.15%	25.00%
Bank of Nova Scotia	Banks	\$45,000	4.70%	25.00%
Canadian Imperial Bank of Commerce	Banks	\$77,989	8.14%	25.00%
National Bank of Canada	Banks	\$43,076	4.49%	25.00%
Royal Bank of Canada	Banks	\$191,864	20.02%	25.00%
Toronto Dominion Bank	Banks	\$10,183	1.06%	25.00%
Total	Banks	\$494,111	51.55%	60.00%
Meridian Credit Union	Credit Union	\$5,000	0.52%	10.00%
Total	Credit Union	\$5,000	0.52%	15.00%
City of Hamilton	Municipal	\$9,176	0.96%	10.00%
City of Montreal	Municipal	\$9,954	1.04%	10.00%
City of Ottawa	Municipal	\$0	0.00%	10.00%
City of Toronto	Municipal	\$13,359	1.39%	10.00%
City of Vancouver	Municipal	\$9,280	0.97%	10.00%
County of Wellington	Municipal	\$852	0.09%	10.00%
Quebec City	Municipal	\$0	0.00%	10.00%
Region of Halton	Municipal	\$1,520	0.16%	10.00%
Region of Peel	Municipal	\$2,203	0.23%	10.00%
Region of Waterloo	Municipal	\$26,575	2.77%	10.00%
Region of York	Municipal	\$5,000	0.52%	10.00%
Region of Durham	Municipal	\$16,535	1.73%	10.00%
Ville de Laval	Municipal	\$0	0.00%	10.00%
Ville de Longueuil	Municipal	\$3,086	0.32%	10.00%
York Sinking Fund Debenture	Municipal	\$1,779	0.19%	10.00%
Total	Municipal	\$99,318	10.36%	40.00%
Newfoundland and Labrador Hydro	Provincial	\$8,707	0.91%	25.00%
Ontario Hydro	Provincial	\$8,543	0.89%	25.00%
Province of Alberta	Provincial	\$6,174	0.64%	25.00%
Province of British Columbia	Provincial	\$3,431	0.36%	25.00%
Province of Manitoba	Provincial	\$49,195	5.13%	25.00%
Province of New Brunswick	Provincial	\$2,615	0.27%	25.00%
Province of Newfoundland	Provincial	\$65,650	6.85%	25.00%
Province of Nova Scotia	Provincial	\$9,730	1.02%	25.00%
Province of Ontario	Provincial	\$87,749	9.16%	25.00%
Province of Prince Edward Island	Provincial	\$1,744	0.18%	25.00%
Province of Quebec	Provincial	\$90,750	9.47%	25.00%
Province of Saskatchewan	Provincial	\$4,997	0.52%	25.00%
Quebec Hydro	Provincial	\$12,436	1.30%	25.00%
Total	Provincial	\$351,719	36.70%	75.00%
Region of Niagara Debentures	Municipal	\$3,332	0.35%	100.00%
Canada Housing Trust	Federal	\$4,940	0.52%	100.00%
Total	Federal	\$4,940	0.52%	100.00%
Total Niagara Region Investments (excl Cash)		\$958,420	100.00%	100.00%

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings by Institution	Policy Percentage Limits
General Chequing *	Cash	\$26,338		
High Interest Savings Accounts	Cash	\$128,119		
NRH	Cash	\$9,711		
Sinking Fund	Cash	\$1,511		
Total		\$165,679		
TOTAL including Cash		\$1,124,099		

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 1.3643.

Debt Report (in thousands of dollars)

On October 8, 2024, S&P (Standard & Poor's) reaffirmed Niagara's rating of AA+. The rating reflects the views on Canadian municipal governments' improved institutional framework. The rating also incorporates S&P's opinion of Niagara's exceptional liquidity, strong budgetary performance and financial management, and moderate debt burden. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

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

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

Department	Total Debt as at December 31, 2024 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2025	Annual Repayment Limits**
General Government	\$16,532	\$0	-\$676	-\$48	-\$1,468	\$0	\$14,340	
Police	\$70,923	\$0	-\$993	-\$178	-\$3,806	\$9,010	\$74,956	
Transportation	\$95,378	\$0	-\$672	-\$205	-\$10,556	\$41,747	\$125,692	
Public Health	\$8,399	\$0	-\$84	\$0	-\$400	\$3,037	\$10,952	
Community Services	\$76,549	\$0	-\$1,550	\$0	-\$1,686	\$79,884	\$153,196	
NRH	\$27,892	\$0	-\$281	\$0	-\$4,920	\$6,742	\$29,433	
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Levy	\$295,673	\$0	-\$4,256	-\$431	-\$22,836	\$140,420	\$408,569	
Niagara Transit Commission	\$11,027	\$0	-\$165	\$0	-\$1,750	\$0	\$9,112	
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Special Levy	\$11,027	\$0	-\$165	\$0	-\$1,750	\$0	\$9,112	
Wastewater	\$64,074	\$0	-\$2,081	-\$910	-\$567	\$282,023	\$342,539	

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	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2025	Annual Repayment Limits**
Water	\$21,524	\$0	-\$251	-\$226	-\$333	\$6,274	\$26,988	
Total Rate	\$85,598	\$0	-\$2,332	-\$1,136	-\$900	\$288,297	\$369,527	
Total Niagara Region	\$392,298	\$0	-\$6,753	-\$1,567	-\$25,486	\$428,717	\$787,208	5.10%
Fort Erie	\$9,266	\$0	-\$309	\$0	-\$855	\$0	\$8,102	1.69%
Grimsby	\$8,631	\$0	-\$203	\$0	-\$446	\$0	\$7,982	1.11%
Lincoln	\$30,294	\$2,079	-\$425	\$0	-\$445	\$0	\$31,503	2.99%
NOTL	\$8,051	\$1,740	-\$198	\$0	-\$419	\$0	\$9,173	3.90%
Niagara Falls	\$75,431	\$0	-\$2,287	\$0	-\$3,143	\$0	\$70,001	4.03%
Pelham	\$24,275	\$0	-\$345	\$0	-\$1,730	\$0	\$22,200	9.39%
Port Colborne	\$24,968	\$0	-\$440	\$0	-\$751	\$0	\$23,777	4.61%
St. Catharines	\$93,997	\$0	-\$736	-\$213	-\$12,210	\$0	\$80,838	8.76%
Thorold	\$299	\$0	-\$72	\$0	-\$74	\$0	\$153	0.04%
Wainfleet	\$5,431	\$0	-\$220	\$0	-\$150	\$0	\$5,061	3.60%
Welland	\$64,087	\$9,874	-\$514	\$0	-\$8,023	\$0	\$65,424	12.47%
West Lincoln	\$21,116	\$0	-\$428	\$0	-\$516	\$0	\$20,172	7.37%
NPCA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Debt Assumed for Others (External)	\$365,846	\$13,693	-\$6,177	-\$213	-\$28,762	\$0	\$344,386	
Total Niagara Region & External	\$758,144	\$13,693	-\$12,930	-\$1,780	-\$54,248	\$428,717	\$1,131,594	

*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 Q2 Financial Update.

Customer Name	Amount Over 120	Explanation of Account	Status
City of Welland	\$151	In Feb. 2021 Welland deducted \$546 of Niagara Region accounts payable (AP) invoices against balance due on 2020 year-end tax reconciliation bill, and in Jun. 2021 deducted another \$605 in AP invoices against the balance due on the May 2021 water and waste-water bill. Of the \$1,151 deducted, \$1,000 is resolved and \$151 remains in dispute regarding Transportation project cost sharing; discussions with Welland staff continue.	Collection to continue
Town of Grimsby (RDC)	\$401	2018 Regional Development Charges invoice; litigation was commenced to pursue recovery.	In litigation
Go Green Fibre	\$89	2022 recycling end market customer invoices; litigation was commenced to pursue recovery.	In litigation
Walsh Canada	\$184	Billings to Contractor related to the new Gilmore Lodge building. Contractor disputing responsibility and Project Manager continues to try and resolve. Total amount owing may be deducted from final payment now that construction is complete.	Collection to continue
Zurich Insurance Company	\$230	Surety payments for Welland Wastewater Treatment Plant upgrades- discussion over taxes is holding up payment. Public Works staff working with Zurich to get a resolution.	Collection to continue
Long Term Care Resident (32707253)	\$90	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	\$1,145		

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 July 25, 2025.

	Jun. 30, 2025	Dec. 31, 2024
FINANCIAL ASSETS		
Cash	\$ 159,793	\$ 157,706
Investments (page 113)	930,575	910,908
Accounts receivable	44,590	146,570
Other current assets	219	327
Tangible capital assets held for sale	400	400
Debt Recoverable from others (page 116)	373,148	356,643
	1,508,725	1,581,757
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	122,641	200,708
Employee future benefits	151,355	151,355
Deferred revenue	465,422	471,392
Unfunded contaminated sites	0	576
Asset Retirement Obligation	140,275	151,110
Long-term liabilities	757,126	758,144
Capital lease obligation	3,985	4,018
	1,644,367	1,737,303
Net debt	(135,642)	(155,546)
NON-FINANCIAL ASSETS		
Tangible capital assets	2,510,808	2,496,831
Inventory	12,633	12,926
Prepaid expenses	36,679	30,485
Other investment	1,575	875
	2,561,695	2,541,117
Accumulated surplus	\$ 2,426,053	\$ 2,385,571

Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region’s financial activity as of December 31, 2025. These statements have been compiled by Corporate Services and the departments have validated the information and provided commentary.

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

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

Definition of Column Headings

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

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

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

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

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

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

Definition of Report Rows – Expenditures

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

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

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

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

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

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

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

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

Definition of Report Rows – Revenues

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

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

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

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

Definition of Report Rows – Intercompany Charges

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

Definition of Report Rows – Transfers

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

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

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

Definition of Report Rows – Indirect Allocation & Debt

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

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

Q2 Financial Update 2025