

TWENTY 22

Q4 FINANCIAL UPDATE | DECEMBER

Q4 Financial Update – December 2022

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Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2022 Q4 financial update.

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

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

At December 31, 2022 Niagara Region has a deficit of \$2,241 thousand related to the levy programs, a \$438 thousand surplus related to Water and Wastewater programs, and a \$1,177 thousand surplus related to the Waste Management Program.

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

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

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

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

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

Consolidated Operating Funding Surplus/(Deficit) Review

Levy

(in thousands of dollars)

Niagara Region's levy programs are operating at a year-end deficit of \$2,250, inclusive of COVID-19 financial impacts.

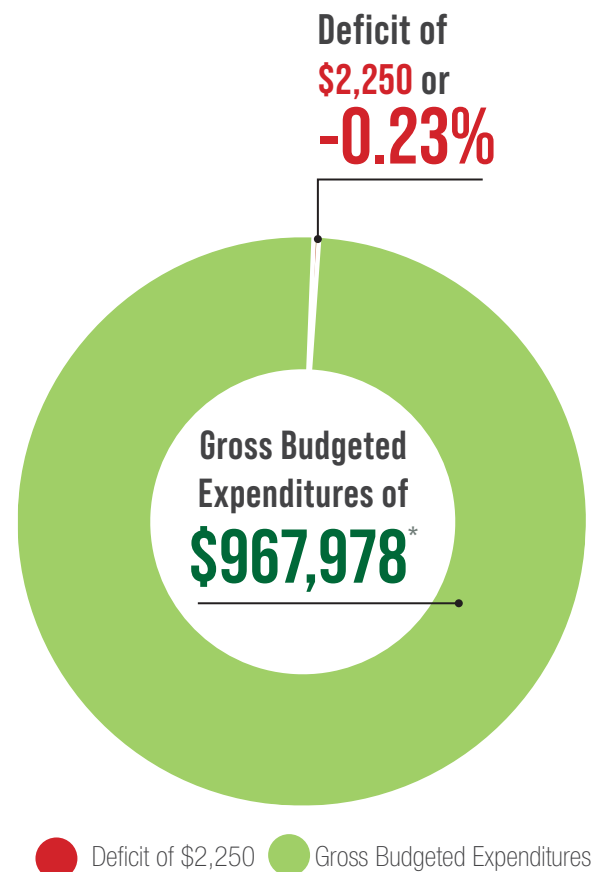
The levy programs excluding agencies, boards and commissions (ABCs) are operating at a year-end deficit of \$1,556. The year-end deficit is largely driven by increased grant costs in general government related to development charge brownfield reduction program transition provisions to December 31, 2022 of \$3,916, agriculture structures of \$5,916 and industrial of \$1,001. This deficit is offset by net corporate labour related gapping of \$4,608 due to delays in filling vacancies and recruitment challenges, savings in consulting fees of \$2,241 resulting from delayed workplans and savings in insurance claim payments of \$1,742. In December, winter storm Elliot had a financial impact on the Niagara Region resulting in incremental levy funded expenses of \$296, primarily due to labour related costs.

Niagara Region's ABCs are operating at a year-end deficit of \$685. The net deficit is primarily driven by lower revenues within Court Services and increased property maintenance costs within Niagara Regional Housing.

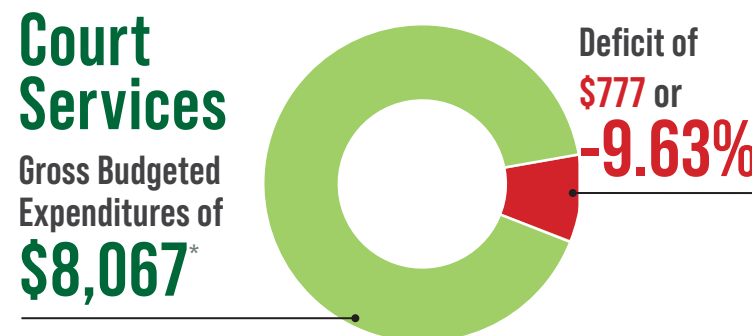
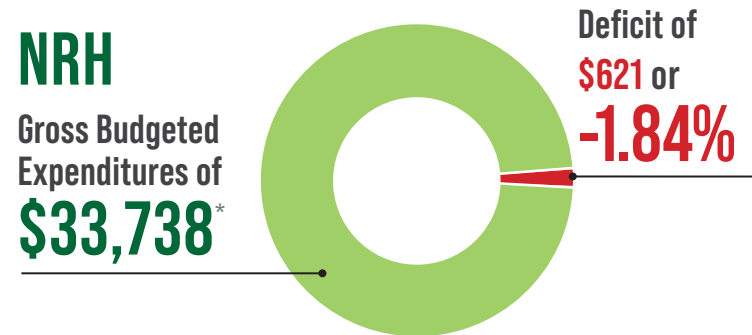
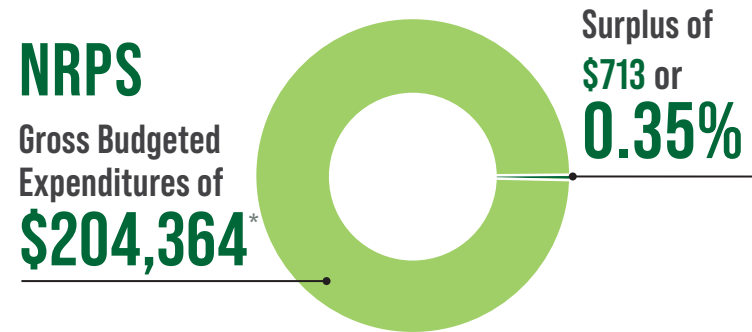
The 2022 approved budget included a net transfer from the Taxpayer Relief reserve of \$25,277 to fund the incremental COVID-19 costs identified. As a result of unbudgeted external funding received during the year, \$22,303 of the originally budgeted transfer will be returned to the Taxpayer Relief Reserve resulting in a net draw of \$2,974.

Including the recommended year-end transfer and the levy deficit of \$2,250, the balance of the Taxpayer Relief reserve is estimated to be \$48,693 or 6.86 per cent, which is below the minimum funding target of 10 per cent to 15 per cent of the annual budgeted operating expenditures, which is \$71,014 to \$106,521.

Levy Department and Programs (Including ABC's)



Financial Results of ABC's



*Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights

-\$10,833

Variance in DC grant payments due to brownfield, agricultural and industrial grant programs.

+\$4,608

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

+\$2,241

Net variance in consulting service expenses resulting from delayed workplans

Consolidated Operating Funding Surplus/(Deficit) Review

Water & Wastewater

(in thousands of dollars)

Water and Wastewater Services have a combined variance of \$438 at year-end, which consists of surpluses of \$256 and \$182 in the Water and Wastewater divisions respectively.

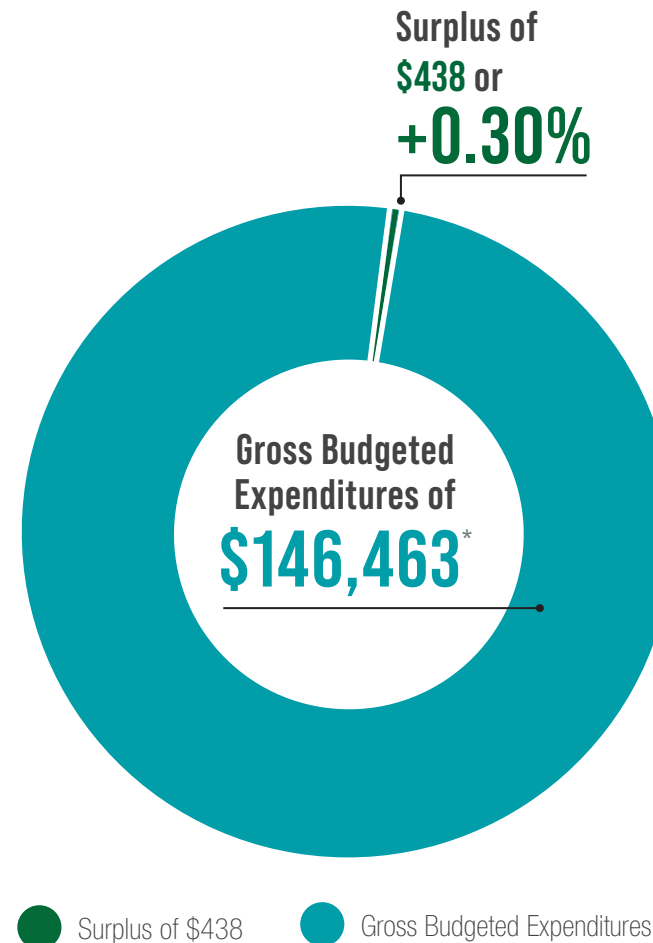
The surplus is primarily attributable to utility savings of \$1,607, savings in labour related costs due to staff movement and vacancies of \$132 and savings of \$268 in telephone, fax and control circuit charges due to cancelling legacy lines. These favourable variances are partially offset by unfavourable variances in sludge management and chemical costs of \$246 and \$956 respectively due to increases in pricing, as well as reduced usage in water sales of \$620. In December, winter storm Elliot had a financial impact on the Niagara Region resulting in incremental water and wastewater rate funded expenses of \$117, driven by increased labour related and utilities costs.

It is recommended that \$49 of the operating surplus in the Water division be transferred to the Water Stabilization Reserve and the remaining surplus of \$207 be transferred to the Water Capital Fund. Additionally, it is recommended that the Wastewater surplus of \$182 be transferred to the Wastewater Stabilization Reserve.

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

Including the recommended year-end transfer, the Water Stabilization Reserve has a balance of \$3,691 and is considered fully funded as the balance is at the funding target of 15 per cent of the annual budgeted operating expenditures. Including the recommended year-end transfer, the Wastewater Stabilization Reserve has a balance of \$5,717, which is below the funding target. Given that the Wastewater Stabilization reserve is below the funding target, this may impact Niagara Region's ability to manage future operational costs and risks.

Water & Wastewater Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights



+\$1,607
Variance in net utility savings

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



-\$1,202
Variance in sludge management and chemical costs

due to increased pricing.



-\$620
Variance water sales
due to reduced usage

Consolidated Operating Funding Surplus/(Deficit) Review

Waste Management

(in thousands of dollars)

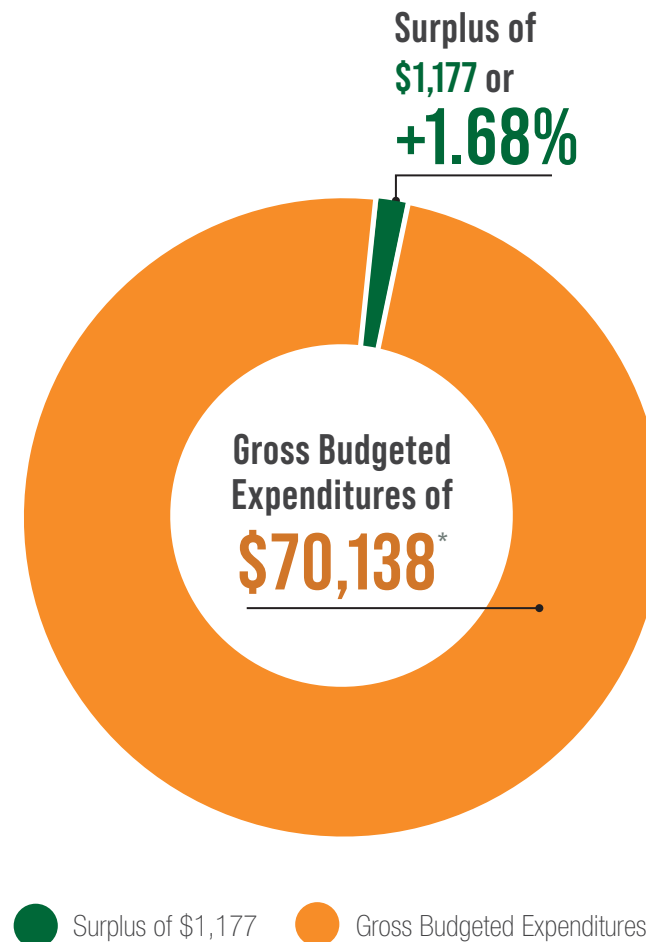
Waste Management Services are operating at a surplus of \$1,177.

The surplus is a result of favourable variances of savings in labour related costs due to vacancies of \$525, higher than anticipated net market revenues from the sale of recyclable commodities arising from increased commodity prices of \$938, in addition to \$163 of savings in utilities costs. These favourable variances are partially offset by unfavourable variances of \$611 from increased cost in base level collection due to CPI and fuel rates.

It is recommended that at year-end operating surplus of \$1,177 in Waste Management be transferred to the Waste Management Stabilization Reserve.

As a result of the year-end transfer, the Waste Management Stabilization Reserve will be at a balance of \$7,280, which is within the funding targets for the Reserve. The funding targets of 10 per cent to 15 per cent of annual budgeted operating expenditures are \$6,588 to \$9,882. Funding in this reserve is being considered in the 2023 budget and a longer sustainable strategy is being developed.

Waste Management Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights



+\$938
Variance in net recycling revenue

resulting from price increases in the recyclable commodity markets.



-\$611
Variance in base level collection

due to consumer price index and fuel rate increases.



+\$525
Variance in labour related costs

due to vacancies.

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

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Annual Actual	Q4 Surplus/(Deficit)	Annual Budget	Annual Actual	Q4 Surplus/(Deficit)
LEVY SUPPORTED DEPARTMENTS & PROGRAMS						
Regional Departments						
Governance	\$2,165	\$1,990	\$175	\$2,599	\$2,439	\$160
General Government	-\$339,653	-\$336,010	-\$3,643	-\$429,338	-\$425,695	-\$3,643
Corporate Administration	\$15,502	\$14,572	\$930	\$7,495	\$6,561	\$934
Corporate Services	\$40,012	\$38,778	\$1,234	\$1,212	\$917	\$294
Community Services	\$55,460	\$55,193	\$267	\$77,564	\$76,675	\$889
Public Health & Emergency Services	\$29,998	\$31,091	-\$1,093	\$48,468	\$49,706	-\$1,238
Public Works - Transportation	\$39,658	\$39,086	\$572	\$80,917	\$79,889	\$1,028
Planning & Development	\$3,939	\$3,927	\$12	\$4,853	\$4,842	\$11
Sub-Total - Regional Departments	-\$152,919	-\$151,373	-\$1,546	-\$206,230	-\$204,666	-\$1,565
Agencies, Boards & Commissions						
Court Services	-\$1,814	-\$1,168	-\$646	-\$639	\$138	-\$777
Niagara Regional Housing	\$3,882	\$4,429	-\$547	\$15,159	\$15,779	-\$621
Niagara Regional Police	\$168,378	\$167,385	\$993	\$185,437	\$184,724	\$713
Niagara Peninsula Conservation Authority	\$6,273	\$6,273	\$0	\$6,273	\$6,273	\$0
Subtotal Agencies, Boards & Commissions	\$176,719	\$176,919	-\$200	\$206,230	\$206,914	-\$685
Total Levy Supported Programs	\$23,800	\$25,546	-\$1,746	\$0	\$2,250	-\$2,250
RATE SUPPORTED DEPARTMENTS						
Public Works - Water & Wastewater	-\$22,074	-\$22,042	-\$32	\$0	-\$438	\$438
Public Works - Waste Management	-\$1,726	-\$2,869	\$1,143	\$0	-\$1,177	\$1,177
Total Rate Supported Departments	-\$23,800	-\$24,911	\$1,111	\$0	-\$1,615	\$1,615
TOTAL	\$0	\$635	-\$635	\$0	\$635	-\$635

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$474,616	\$470,501	\$4,115	0.9%
Administrative	\$39,743	\$29,685	\$10,058	25.3%
Operational & Supply	\$55,369	\$48,955	\$6,414	11.6%
Occupancy & Infrastructure	\$34,334	\$36,110	-\$1,776	-5.2%
Equipment, Vehicles, Technology	\$20,212	\$20,629	-\$417	-2.1%
Community Assistance	\$220,887	\$210,089	\$10,798	4.9%
Partnership, Rebate, Exemption	\$29,291	\$32,213	-\$2,922	-10.0%
Financial Expenditures	\$73,654	\$52,475	\$21,179	28.8%
Total Expenses	\$948,106	\$900,656	\$47,451	5.0%
Taxation	-\$439,487	-\$441,801	\$2,315	0.5%
Federal & Provincial Grants	-\$392,290	-\$395,010	\$2,720	0.7%
By-Law Charges & Sales	-\$21,497	-\$15,924	-\$5,573	-25.9%
Other Revenue	-\$78,873	-\$77,888	-\$985	-1.2%
Total Revenues	-\$932,146	-\$930,623	-\$1,523	-0.2%
Intercompany Charges	-\$2,138	-\$1,921	-\$216	10.1%
Total Intercompany Charges	-\$2,138	-\$1,921	-\$216	10.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$13,822	-\$31,889	\$45,711	330.7%
Transfers From Funds	-\$35,693	-\$50,050	\$14,357	40.2%
Transfers To Funds	\$45,811	\$107,561	-\$61,749	-134.8%
Expense Allocations To Capital	-\$140	-\$76	-\$64	-45.8%
Total Transfers	\$9,978	\$57,434	-\$47,456	-475.6%
Net Expenditure (Revenue) Before Indirect Allocations	\$23,800	\$25,545	-\$1,745	-7.3%
Indirect Allocations & Debt	-\$23,800	-\$23,296	-\$505	-2.1%
Total Indirect Allocations & Debt	-\$23,800	-\$23,296	-\$505	-2.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	\$2,250	-\$2,250	0.0%

Levy – Continued

Variance Analysis (in thousands of dollars)

The 2022 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2022 within Court Services and Transportation Services divisions. The work on the implementation of the program, including the approved changes to the Niagara Region Courts Inter-municipal Agreement, required approvals across the 12 Local Area Municipalities; approvals were finalized in Q2 2022. Staff have continued to coordinate program launch which is anticipated to begin in late Q1 2023. Accordingly, no expenditures were incurred or revenues realized in 2022. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution to the local area municipalities as a result of the delay in this program.

Labour Related Costs – The favourable year-end variance of \$4,115 is driven by corporate staff gapping due to delays in filling vacancies and challenges recruiting. These delays were experienced throughout the corporation with almost all departments experiencing a year-end surplus in labour related costs. Notably, the surplus is driven by gapping in Transportation (\$1,585) Corporate Administration and Corporate Services (\$751 and \$710 respectively) and Planning (\$889). Of the favourable variance, \$531 has been committed to fund temporary Niagara Transit Commission (NTC) FTE's in 2023 necessary to finalize the upload of transit to the NTC.

Administration – The favourable year-end variance of \$10,058 is attributed to lower than budgeted consulting costs (\$5,070) resulting from delayed work plans mainly in public works, savings in insurance claims payouts (\$1,742), savings in Court Services due to delay in Vision Zero, volume of trials, Victim Fine Surcharge (\$1,303). Of the favourable variance, \$4,133 has been encumbered into 2023 and is included in Transfers below.

Operational & Supply – The favourable variance of \$6,414 is primarily due to lower than expected transit expenditure as a result of reduced service levels and ridership, mainly due to the COVID-19 pandemic (\$3,518) and a lower than anticipated need for COVID-19 personal protective equipment and other medical supplies as the Ministry of Health has provided medical supplies for the COVID-19 clinics in PH and there has been less usage by staff in EMS (\$1,072). Of the favourable variance, \$445 has been encumbered into 2023 and is included in Transfers below.

Community Assistance – The favourable variance of \$10,798 is due to variances within the Community Services department mainly within the Children's Services (\$6,347) primarily due to the Canada Wide Early Child Care, Workforce and One Time Transitional grant deferral to support child care expenditures in 2023, which is offset in Federal and Provincial Grants. Additionally, SAEO has experienced lower than budgeted caseload resulting in savings of \$4,131. Of the favourable variance, \$662 has been encumbered into 2023 and is included in Transfers below.

Partnership, Rebate, Exemption – The unfavourable year-end variance of \$2,922 largely relates to development charge grants for Brownfield Reduction Program transition provisions, industrial and agricultural structures (\$11,948). This is partially offset by unspent grant funding for the year for Planning Incentive Grants (\$1,850), Tax Increment Grants (\$342) and Public Realm Grants (\$877) and Gateway Tax Increment Grants (\$4,871). Unspent funding related to these grants has been encumbered and included in Transfers below.

Financial Expenditure – The favourable variance of \$21,179 is primarily a result of the debt charge placeholder (\$18,030) not being required this year, therefore has been transferred to the capital levy as well as favourable variance of tax write-offs related to settled assessment appeals and estimated accrual for significant assessment risk (\$2,898). Overall, less tax write-offs occurred in 2022 than anticipated.

Taxation – The favourable year-end variance of \$2,315 is primarily driven by higher than estimated supplemental taxation revenue.

Federal & Provincial Grants – The favourable year-end variance of \$2,720 is largely attributable to the variances within Public Health (\$6,419), EMS (\$1,461) and general government of (\$1,076) offset by unfavourable variances in the Community Services department (\$7,119) mainly in SAEO and Children's Services. There are many contributors including COVID-19 funding announcements and requirements from COVID-

Levy – Continued

19 protocols, Nurse Retention Funding, changes in caseload resulting in some benefits not being realized, and many other programs factors.

By-Law Charges & Sales – The unfavourable year-end variance of \$5,573 is attributed to reduced fare revenues as a result of reduced transit ridership and service levels, shortfall of grant funds related to court security and prisoner transport as well as a decrease in NRPS fees for service and monies received from the City of Niagara Falls for hosting two casino properties, and loss of fee revenue associated with Seniors Community Programs that have not operated at full capacity during the COVID-19 pandemic.

Transfers – The unfavourable year-end variance of \$47,456 is mainly attributable to the following; transfer of the debt charge surplus from debt placeholder to the capital reserve committed to the 2023 capital budget (\$18,058) and 2022 encumbrances (\$21,202). The majority of the unfavourable balance at year-end has been offset by favourable variances in the other lines above.

Governance Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$2,005	\$1,941	\$64	3.2%
Administrative	\$155	\$44	\$111	71.8%
Operational & Supply	\$0	\$0	\$0	-237.5%
Equipment, Vehicles, Technology	\$2	\$2	\$1	31.5%
Partnership, Rebate, Exemption	\$152	\$118	\$34	22.5%
Total Expenses	\$2,314	\$2,105	\$210	9.1%
Other Revenue	-\$150	-\$119	-\$31	-20.5%
Total Revenues	-\$150	-\$119	-\$31	-20.5%
Intercompany Charges	\$1	\$5	-\$4	-340.8%
Total Intercompany Charges	\$1	\$5	-\$4	-340.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,165	\$1,990	\$175	8.1%
Total Transfers			\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,165	\$1,990	\$175	8.1%
Indirect Allocations & Debt	\$434	\$449	-\$15	-3.5%
Total Indirect Allocations & Debt	\$434	\$449	-\$15	-3.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,599	\$2,439	\$160	6.2%

Governance - Continued

Variance Analysis (in thousands of dollars)

Governance is operating at a surplus before indirect allocations of \$175. The following factors have contributed to this surplus.

Labour Related Costs – The favourable variance of \$64 are due to an intern vacancy within the Chair's Office, a declined salary increase for the Regional Chair and temporary vacancies of two Councillor positions.

Administration – The favourable variance of \$111 is due to lower than anticipated travel, meals, mileage and registration fees as a result of the COVID-19 pandemic and related restrictions on travel and conferences.

Partnership, Rebate, Exemption – The favourable variance of \$34 is related to timing and actual amount of expenditures associated with the annual charity golf tournament which is dependent on donation revenue. The variances are offset through Other Revenue below.

Other Revenue – The unfavourable variances of \$31 is related to timing and actual number of entrants of the annual charity golf tournament. It is offset by favourable variances in golf tournament expenses within the Partnership, Rebate, and Exemption object of expenditure.

Community Impacts & Achievements

Governance consists of the Members of Council and the Office of the Regional Chair who provide the overall political leadership of the organization.

Project Updates/Accomplishments

- Providing political support where required, on numerous files, including Bill 23 and changes to the planning act, EMS offload delays, public transit, housing, homelessness, long-term care, public health
- Starting work on Council's 2022 – 2026 strategic plan
- Successfully delivered the new councilor orientation in coordination with the Clerk's Office and Corporate Communications
- Acted as the main liaison with provincial and federal ministries and MPPs' offices, advocating on numerous issues and regional priorities

General Government Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Administrative	\$6,358	\$3,845	\$2,513	39.5%
Occupancy & Infrastructure	\$148	\$113	\$35	23.5%
Partnership, Rebate, Exemption	\$21,600	\$25,023	-\$3,423	-15.8%
Financial Expenditures	\$72,079	\$50,829	\$21,250	29.5%
Total Expenses	\$100,185	\$79,810	\$20,375	20.3%
Taxation	-\$439,487	-\$441,801	\$2,315	0.5%
Federal & Provincial Grants	\$0	-\$1,076	\$1,076	0.0%
By-Law Charges & Sales	-\$33	-\$16	-\$17	-50.2%
Other Revenue	-\$18,070	-\$23,269	\$5,200	28.8%
Total Revenues	-\$457,589	-\$466,163	\$8,574	1.9%
Intercompany Charges	-\$80	\$978	-\$1,058	1322.1%
Total Intercompany Charges	-\$80	\$978	-\$1,058	1322.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$357,484	-\$385,375	\$27,891	7.8%
Transfers From Funds	-\$15,139	-\$15,139	\$0	0.0%
Transfers To Funds	\$32,970	\$64,504	-\$31,534	-95.6%
Total Transfers	\$17,831	\$49,365	-\$31,534	-176.8%
Net Expenditure (Revenue) Before Indirect Allocations	-\$339,653	-\$336,010	-\$3,643	-1.1%
Indirect Allocations & Debt	-\$89,685	-\$89,685	\$0	0.0%
Total Indirect Allocations & Debt	-\$89,685	-\$89,685	\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$429,338	-\$425,695	-\$3,643	0.8%

General Government - Continued

Variance Analysis (in thousands of dollars)

General Government is operating at a surplus before indirect allocations of \$3,643 due to the following factors:

Administration – The favourable of \$2,513 is primarily due to the relief of the legal claims accrual against the Region with the offsetting variance in Corporate Services.

Partnership, Rebate, Exemption – The unfavourable variance of \$3,423 is primarily due to the following:

- Higher than anticipated Development Charge (DC) grants of \$11,948 primarily made up of Brownfield (\$3,916), Industrial (\$1,001) and Agricultural (\$5,916) grants.
- Lower than anticipated economic and development grants (\$7,150) made up of Planning Incentive Grants \$1,850, Tax Increment Grants \$342, Public Realm Incentive Program \$877 and Gateway Tax Increment Grants \$4,871. Unspent funding related to these grants has been encumbered at year end through a transfer to reserve.

Financial Expenditures – The favourable variance of \$21,250 is primarily due to the following:

- Favourable variance of \$18,030 is a result of the debt charge placeholder (due to timing of actual project spending, which determines the timing of debt issuance) was not required this year therefore has been transferred to the capital levy reserve in accordance with policy and included in the Transfers to Funds.
- Favourable variance of \$2,898 of tax write-offs related to settled assessment appeals and estimated accrual for significant assessment risk. Overall, less tax write-offs occurred in 2022 than anticipated.

Taxation – The favourable variance of \$2,315 is primarily the result of higher than budgeted supplemental taxes and Payment-in-lieu of taxes. Higher than budgeted supplemental taxes is due to an actual growth rate of 1.78% compared to the budgeted growth rate of 1.4%.

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

Other Revenue – The favourable variance of \$5,200 is primarily related to the transfer from the police development charge reserves of \$6,007 due to recognition of development charge revenue to fund debt related to the police long term accommodation project. This is offset by an unfavourable variance of \$714 related to lower than budgeted proceeds from sale of surplus property.

Intercompany Charges – The unfavourable variance of \$1,058 is primarily due to the allocation of COVID-19 Safe Restart funding to departments as discussed above.

To/From Funds – The unfavourable variance of \$31,533 is attributable to the unused debt charge placeholder being transferred to capital levy reserve fund of \$18,058, transfer to capital reserve of \$6,007 for development charges required to fund the police long term accommodation project and to higher than expected transfers as a result of forecasted encumbrances to be spent in future years for economic and development of \$7,585, including the Smarter Niagara Incentive Program Simple Grants (\$1,387), Waterfront Improvement Program (\$400), Public Realm Incentive Program (\$959), and Gateway Tax Increment Grants (\$4,839).

Community Impacts & Achievements

The General Government department consists of Taxation revenue and costs associated with Property Assessment Services which are provided by the Municipal Property Assessment Corporation (MPAC), investment income on investments held with different institutions (see investment report for further details), economic incentives and other support grants, such as contributions to the Niagara Health System, as well as grants related to development charges, the Smarter Niagara Incentive Program and Canada

General Government - Continued

Summer Games. General Government is also responsible for managing the Region's capital financing sources, such as capital levy reserve contributions and debt charges.

- Council approved 157 Capital projects for 2022 through a \$36,099 reserve contribution to the Capital Levy reserve. Some of the significant capital projects for 2022 included Upgrades to the DeCew wastewater treatment plant (\$19,500), Grimsby watermain replacement (\$2,000), and (\$1,452) for new ambulances and emergency medical equipment.
- Delivered economic incentive grant programs (Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants), partnering with the Local Area Municipalities and not-for-profit organizations to promote culture, public realm and economic growth.
- Successfully funded 113 Capital Projects and 7 Operating projects with \$35.1M and \$7.8M respectively of Development Charges reserves by utilizing a more streamlined and efficient funding process.
- As part of the Development Charges Background Study and By-law update staff engaged with key interested parties on four separate occasions, including the local area municipalities and non-governmental/business associates to clarify definitions and policy to be included in the updated By-law.
- In September 2022 Regional Council approved the first Niagara Region Development Charges Background Study & By-law for Transit Services. This is a result of the Region establishing a new Niagara Transit Commission which will amalgamate each of the local transit services in the Region with the existing Niagara Region Transit service. This Transit Development Charges By-law came into effect on January 1, 2023 and will support the funding of growth related capital expenditures to move to a single Regional transit service.
- In October 2021 Regional Council approved the Niagara Region Incentives Policy (PDS 31-2021) as amended. As a result of this approval discretionary RDC incentive programs have been set up outside of the DC By-law. These programs are aligned with priority areas for incentives as directed by Council. Allowing these policies to exist outside of the DC By-law improves ease of use for the development community and is more adaptable and flexible in advancing Council objectives.
- Total of \$45,906 debentures were issued through the Capital Markets with a term of 10 years and a rate of 4.056% in July:
 - \$15,138 for Regional projects (Roads, Police and Niagara Regional Housing)
 - \$30,768 for Local Area Municipalities (Welland, and St. Catharines)

Corporate Administration Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$12,469	\$12,080	\$389	3.1%
Administrative	\$4,376	\$3,703	\$674	15.4%
Operational & Supply	\$219	\$120	\$99	45.3%
Occupancy & Infrastructure	\$0	\$66	-\$66	0.0%
Equipment, Vehicles, Technology	\$119	\$216	-\$96	-80.7%
Partnership, Rebate, Exemption	\$298	\$309	-\$12	-3.9%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$17,482	\$16,495	\$987	5.6%
Federal & Provincial Grants	-\$80	-\$207	\$127	158.5%
By-Law Charges & Sales	-\$4	-\$3	-\$1	-24.5%
Other Revenue	-\$120	-\$220	\$100	83.3%
Total Revenues	-\$204	-\$429	\$226	110.9%
Intercompany Charges	-\$180	-\$621	\$440	-244.1%
Total Intercompany Charges	-\$180	-\$621	\$440	-244.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$17,098	\$15,445	\$1,653	9.7%
Transfers From Funds	-\$1,686	-\$1,696	\$10	0.6%
Transfers To Funds	\$90	\$823	-\$733	-814.9%
Total Transfers	-\$1,596	-\$873	-\$724	-45.3%
Net Expenditure (Revenue) Before Indirect Allocations	\$15,502	\$14,572	\$930	6.0%
Indirect Allocations & Debt	-\$8,007	-\$8,011	\$4	0.1%
Total Indirect Allocations & Debt	-\$8,007	-\$8,011	\$4	0.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$7,495	\$6,561	\$934	12.5%

Corporate Administration - Continued

Variance Analysis (in thousands of dollars)

Corporate Administration operated at a surplus before indirect allocations of \$930. The following factors have contributed to this surplus.

Administration – The favourable variance of \$674 is driven by consulting and staff development/travel related expenditures. Partially offsetting the favourable variance are labour related external legal cost pressures \$156.

Operational & Supply – The favourable variance of \$99 is due to lower than anticipated corporate training costs.

Equipment, Vehicles and Technology – The unfavourable variance of \$96 is primarily due to unbudgeted new computer software licenses to support strategic planning \$64 and the HR division \$15 along with furniture costs in the CAOs office \$15 and the HR division \$9 offset by the overall departmental surplus.

Partnership, Rebate, Exemption – The unfavourable variance of \$12 due to the timing of grant program awards within Economic Development.

Federal & Provincial Grants – The favourable variance of \$127 is primarily due to increased Invest Canada-Community Initiatives funding by Economic Development.

Other Revenue – The favourable variance of \$100 is primarily due to a benefits claim settlement received in the Human Resources division \$45, a contribution from Destination Ontario \$25 to the Region for the Canada Summer Games 13 for 13 cultural event and funding received from the Local Area Municipalities to support the 2022 Municipal Election \$19.

Intercompany Charges – The favourable variances of \$440 is reflective of the reallocation of wages for staff who have been redeployed to support other Niagara Region departments in need during the COVID-19 pandemic and the allocation of general corporate Safe Restart COVID-19 funding from the Province to fund pandemic-related expenses within Corporate Administration.

Transfers – The unfavourable variance of \$724 are primarily due to the return of reserve funding allocated for COVID-19 costs in the 2022 budget. The reserve funding is replaced with unbudgeted COVID-19 Safe Restart funding received from the provincial government for pandemic-related expenses. In addition, 2022 encumbrances of \$367 will occur for the Culture Survey in Corporate Strategy \$70, Foreign Direct Investment Lead Generation \$48, Agriculture Development Plan \$78, Customer Relationship Management \$75, Training Services Contract \$45, Emerging Sector in depth analysis \$38, and other \$13.

Community Impacts & Achievements

Corporate Administration includes the Chief Administrative Officer's Office, Corporate Strategy & Innovation, Human Resources and Clerks, whose main focus is the general management and support of the other Regional departments. Economic Development is also a part of Corporate Administration and supports the Niagara Region and business communities to compete successfully in Niagara, Ontario and on a global scale.

Corporate Strategy & Innovation

Strategic Communications and Public Affairs

- Delivered a large scale public recruitment campaign for Home Child Care providers.
- Led the creation of an extensive Moving Transit Forward public education and engagement campaign in coordination with local area municipal staff to contribute to Niagara's move to a consolidated transit system
- Supported the launch of NRT OnDemand service in Port Colborne
- Led the development process for the creation of a new website and brand identity for the new Niagara Transit Commission.
- Coordinated and delivered communication activities to launch the new Niagara Transit Commission and new Niagara Region Transit website.
- Supported the delivery of Council orientation and the related communications and design products.

Corporate Administration - Continued

- Led the communication activities on a series of sponsorship announcements for Canada Games Park
- Developed and delivered the grand opening event for Canada Games Park
- Supported the delivery of the Canada Summer Games 13-for-13 festival with Economic Development.
- Led the delivery of project opening events such as a new roundabout in Niagara Falls, the unveiling of a new Pride and Indigenous crosswalks in Thorold, the new Bridge Housing facility in Niagara Falls and the announcement of GO Station developments in St. Catharines and Niagara Falls.
- Continued to promote the #HereForYouNiagara public education campaign on Regional services
- Supported transition of NRH into a new Housing Division within Community Services
- Developed a 2022 Municipal Election Communications Campaign in partnership with local area municipalities and supported the delivery of Municipal Election communication materials and activities with local area municipalities.
- Supported the communications planning and delivery of a Homelessness Post-Pandemic event with Iain DeJong
- Supported the inaugural meeting of the new Niagara Transit Commission

Government Relations

- Attended six delegations with Provincial Ministers at the Association of Ontario Municipalities conference, prepared all briefing material for the Regional Chair, CAO, senior level staff and Local Area Municipality representatives, and sent follow up letters to Provincial Ministries to continue advocacy discussions.
- Engaged in initial discussions with Six Nations of the Grand River and the Mississaugas of the Credit First Nations regarding the potential of hosting Chief and Chair meetings following the nomination of a 2023-26 Regional Chair. Both First Nations expressed interest.
- Prepared material for 2023 Chief and Chair meetings with Mississaugas of the Credit First Nation and Six Nations of the Grand River Elected Council. Both nations have expressed interest in participating. Meetings are anticipated for Q2 2023.
- Created an external working group with municipal counterparts from Clarington, Grande Prairie, St. Albert, Port Moody, Hamilton, Halifax and Vancouver to continue best practice discussions. First meeting is scheduled for February, 2023.
- Revised Indigenous Engagement Procedure – Capital Infrastructure Projects and established new Field Liaison Representatives Agreements with Mississaugas of the Credit First Nation and Six Nations of the Grand River (Q1 2023). Presented updated framework to Public Works staff, Project Managers, and Public Works Officials from the local area municipalities.

Diversity, Equity and Inclusion (DEI) Program

- Finalization of the DEI Action Plan with input from 128 staff and community members
- Creation of DEI Action Plan Report and Executive Summary
- DEI Action Plan endorsed by the DEI Advisory Committee on August 30 2022 and approved by Regional Council on September 22 2022.
- Creation of new Inclusion Communities Niagara Region webpage with updated DEI information and reports
- Internal DEI support for work in Human Resources, Public Works, Public Health, Planning and Development, Community Services
- Contributed to Niagara Region Employer of Choice presentation for recruitment
- Effectively communicated the importance of monthly significant dates relating to diverse cultural and religious events through the Vine Weekly, social media, and CAO messages
- Contributed to recommendations for Long Term Care restorative and multi-faith spaces in new buildings
- Developed Staff, Council, and Volunteer DEI Learning Plans for 2023-2026
- Developed Human Resources specific DEI training
- Created list of resources and content for Valuing DEI section of the corporate learning and development Vine page
- Coordinated monthly DEI meetings with local area municipality representatives

Corporate Administration - Continued

- Support for the final meetings of the Women’s Advisory Committee and the DEI Advisory Committee
- Developed selection criteria for the new Diversity Equity & Inclusion Employee Award of Excellence
- Integrated DEI information in the new Transit Commission orientation package

Indigenous Relations Program

- Conducted two planning sessions with the Joint Roundtable (Niagara Indigenous Community Executives, Niagara Region Corporate Leadership Team, and senior leaders from Niagara Regional Police Service) to establish inter-agency relationships and co-develop the framework for the Indigenous Action Plan.
- Facilitated engagement sessions with two First Nation governments and three community groups with approximately 57 individuals to gather feedback and input on the draft framework for the Action Plan. Governments and organizations engaged include
 - Six Nations of the Grand River First Nation
 - Mississaugas of the Credit First Nation
 - Fort Erie Native Friendship Centre – Life Long Learning, Literacy, and Youth Council
- Week of activities organized and implemented to honour the National Day for Truth and Reconciliation with over 150 staff participants in 9 virtual events and an in person flag raising ceremony.
- Coordinated Orange Shirt campaign with local Friendship Centre (sold 258 shirts, raised \$1,290 for community pantry and \$1,290 for the Orange Shirt Society)
- Continued work of the Staff Indigenous Engagement Working Group
- Created a draft project plan and began the development of a corporate Indigenous Engagement Policy
- Provided recommendations for Indigenous healing and restorative spaces for new buildings in Long Term Care
- A list of Indigenous graphic designers was used to distribute an expression of interest to design the Indigenous Action Plan Report
- Council and staff Indigenous Training Plans have been developed for 2023-2026
- Researched policies about smudging and was able to conduct smudging ceremony in council chambers for National Day for Truth and Reconciliation
- Hosted meetings with counterparts at the City of Guelph and the City of Vancouver to gain an understanding of best practices other municipalities are adopting in relation to First Nations relationship building and internal policy development.
- Celebrated the installation of an Indigenous crosswalk with a launch event with politicians and Indigenous speakers including the crosswalk designer Alyssa General
- Conducted engagement sessions with First Nations governments and urban Indigenous communities to gather feedback and input on a Draft Indigenous Action Plan
- Successfully negotiated a new Field Liaison Representative agreement with the Mississaugas of the Credit First Nation that is valid through until December 31, 2023. A revised agreement is with Six Nations of the Grand River for approval, and negotiations with the Haudenosaunee Development Instituted remain open.
- Successful consultation with two First Nations governments and Urban Indigenous organizations for input on the Official Plan

Corporate Strategy

- Continued to update and maintain the community dashboard to provide residents, businesses and organizations important information about Niagara Region through various themes and indicators.
- Participated in the Municipal Benchmarking Network of Canada program. Ensured successful data collection across 26 service areas. The completed MBNC annual report can be downloaded at <http://mbncanada.ca>
- Implementation of the newly procured strategy reporting tool “Enviso” is underway. The Enviso platform will support providing Council and Region leadership teams with timely updates on the status of projects, as well as dashboards that display key performance indicators for the Organization.

Corporate Administration - Continued

Climate Change

- The Corporate Climate Change Working Group is actively implementing work plan items to support climate change action across the Organization. The multi-departmental team will accelerate climate change programs, policies and initiatives at the Region.
- Organized and hosted the Niagara Region Climate Change Summit on June 28. In partnership with Brock University and the Niagara Peninsula Conservation Authority. 120 participants and event was livestreamed and recorded for the community.
- Formed the Niagara Climate Change Municipal Community of Practice (NCCMCP). The purpose of the NCCMCP is to build a collaborative group involving staff from Niagara Region, the Local Area Municipalities (LAMs), and the Niagara Peninsula Conservation Authority (NPCA) to focus on work concerning climate resilience and adaptation, land development, energy management and local generation, biodiversity, and green infrastructure.
- Completed a corporate greenhouse gas emission inventory. The inventory will be a foundational input to the Corporate Climate Change Strategy.

Clerks

- Organized and delivered orientation training for local area and Regional Councillors.
- Organized and supported inaugural meeting of Regional Council.
- Successful onboarding of new term of Council including Councillor appointments to various Standing and Advisory Committees.
- Providing ongoing support for Niagara Transit Commission.
- Work is ongoing to reinforce the use of R365 for managing electronic records.
- Access and Privacy staff continue work on the implementation of mandatory staff training in privacy and undertaking security assessments.

Human Resources

- Provided corporate-wide human resources support of the COVID-19 pandemic:
 - Continuing to support recruitment and selection, for roles to support essential business continuity to deliver services to our most vulnerable residents.
 - Support the gradual decommissioning of some COVID-19 specific programming and redeployment of staff.
 - Supported the development and implementation of Return to the Workplace and Hybrid Work Arrangement program, along with completion of an employee hybrid work survey and updating of the program.
 - Created and managed employment related employee communication tools, health and safety fact sheets, etc.
 - Continued policy development or modification to support staff in areas of attendance management, compensation, leaves of absence for childcare or eldercare obligations, and increased mental health programs.
 - Continued work implementing and managing COVID-19 Vaccination Policy.
 - Consultation & support for corporate business continuity and recovery planning.
 - Representation from staff in the Logistics and Health and Safety operations sections of the Regional Emergency Operations Centre.
 - Salary data and analysis to support financial reporting and funding requirements.
 - Continued implementation of Provincial directives concerning Paid Infectious Disease Leave funding and addressed recent changes to the PSW wage enhancement.
 - Continued participation in Regional, Single Tier and LAM HR Working Groups to ensure coordination and alignment in delivery of programs and policies.
- Supported Regional Transit transition project through providing HR consultation to project leads and preparation for shared service delivery functions specific to HR operational requirements. Implemented applications, technology and business processes to ensure critical services were in place for January 1, 2023 Niagara Transit go live date. Led and coordinated working groups with Niagara Transit and LAM's to

Corporate Administration - Continued

ensure seamless transition of employee services shared service requirements in the areas of payroll, benefits, pension, and EAP administration.

- Continued work on development of People Strategy refresh four-phase plan to support action item of Council's Shape Niagara Implementation Plan; Phases 1 -3 completed, Phase 4 commencement.
- Supported Business Continuity Planning within operating departments, and the development of the Corporate Labour Disruption Plan ensuring critical and essential services continue to be provided to our clients and residents of the Region in the event of any labour disruption.
- Implementation of three-year renewal Collective Agreement with CUPE Local 1287.
- Supporting the development of a Long Term Care Attraction/Recruitment Strategy to support future staffing needs for our residents. Scoped and engaged new interviewing technology to enhance and expedite the hiring manager and candidate experience, and improve overall outcomes.
- Conducted a benefits Marketing RFP for existing benefit plans.
- Began development and consultation for HRIS strategy to identify and make recommendations for human resource technology requirements to meet current and future business needs.
- Completed HRIS technology project with Public Health EMS to deliver functionality for enhanced scheduling and timekeeping automation to ensure staffing levels are met particularly during peak demands. New technology implementation also included automated attendance call out system to expedite the filling of vacant shifts 24/7, and introduced manager and leader self-service capabilities to improve overall complex scheduling and staffing requirements for paramedics.
- Supported business continuity during winter storm event in December.

Economic Development

- 10 Year Economic Development Strategy, "Inspire.Invest.Grow.", was approved by Council.
- RFP's were issued to identify and validate emerging markets and to create a 5 year Agriculture Economic Development Action Plan as identified as a priorities of "Inspire.Invest.Grow." and engagements are currently ongoing.
- Foreign Direct Investment (FDi) activities resulted in 168 leads with 23 new international prospect companies, with 6 site visits from companies headquartered in Italy / Australia / UK and South Korea.
- Domestic FDi included engagement with Angel Investors Ontario, CCCA Board and Business Development and Wet Lab Market events
- International Foreign Direct Investment (FDi) activities targeted markets in NYC, Boston, Chicago, Hanover (Germany), Paris (France), Amsterdam (The Netherlands), Stockholm (Sweden), Copenhagen (Denmark) and Oslo (Norway).
- Our Hamilton Niagara Partnership sponsorship of the LatAM Startups Bootcamp (October 2022) has resulted in 3 companies relocating their businesses to Spark Niagara in Niagara Falls.
- Presentations have been delivered to delegations from the State of Zacatecas, Mexico, a Finnish commercial real estate developers, the American Wire Cloth Institute, and at Hamilton-Niagara's Trade Accelerator Program
- Delegations hosted for 13 Mayors from the North-East Ohio Mayors association as well as for 12 Latin American companies interested in locating to the Niagara Region
- Niagara Economic Development approved 17 Industrial DC Grant applications resulting in 293 new jobs, retaining 234 jobs, and supporting over \$58 million in new construction.
- 1 new gateway CIP application was received and approved supporting the creation of 112 new jobs and \$9.7 million in new investment.
- Siltech Investment– Collaborative effort with Region of Niagara Economic Development (NED), Region of Niagara Planning, Ministry of Economic Development Job Creation and Trade (MEDJCT), Ministry of Transportation (MIT) and Town of Fort Erie to implement funding and infrastructure improvements to accommodate a \$62M development – 35 new jobs – and research and development on site.
- Research and Analysis supported 41 inquiries from institutions, businesses, local municipalities and stakeholders.

Corporate Administration - Continued

- Completed Niagara Economic Update and presented at the Niagara Economic Summit and to PEDC.
- Completed Niagara Agriculture Profile and Economic Impact Analysis using the 2021 Census of Agriculture data to be presented to PEDC in summer 2023.
- Completed an economic impact analysis of Niagara's Regional Active Economy and presented the results at the Niagara Active Economy Summit.
- Completed Regional Active Economy analysis that will be presented at Brock's Active Economy Summit, in partnership with Niagara Economic Development, on November 23
- Completed Niagara Economic Update that will be promoted online and presented at Niagara Economic Summit on November 8
- Funding administration to local area municipalities for 13 grant requests for economic development initiatives and buy local campaigns/events totaling \$130,000
- RFP issued for Agriculture Economic Development Action Plan
- Local municipal partnership in hosting Ontario Culinary Tourism Alliance in Town of Lincoln
- Engagement with Brock NCO Agri-Innovation Research and Municipal Agriculture Learning Network
- 80,000 unique visitors from 152 counties to the Economic Development website (NiagaraCanada.ca) and 60,000+ on the immigration relocation website (WelcomeNiagaraCanada.ca)
- Promotional campaign for Niagara Circle Route - includes GPS route maps, National Post article outlining the health benefits of multi-use paths.
- Coordinated Region's 13 for 13 event for Canada Summer Games, in collaboration with multiple corporate departments. The eleven hour event drew a diverse crowd of approximately 26,000 visitors and featured media coverage from multiple outlets, incorporating a strong lens of family entertainment and DEI programming.
- Formation of the Trade and Industrial Development Alliance (Region of Niagara Economic Development, City of Thorold, Biovold Canada Inc., GIO Rail, Federal Marine Terminals, St. Lawrence Seaway Management Corporation)
- Customer Relationship Management (CRM) software to be implemented and in progress to track trends, organize the sales funnel process and develop reporting mechanisms for Planning and Economic Development Committee
- Renewal of Innovate Niagara Funding Agreement – Assisting our local Research and Innovation Centre (RIC) in incubating and graduating creative talent in the technology space and helping them scale their businesses.

Corporate Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$22,019	\$21,310	\$710	3.2%
Administrative	\$8,273	\$7,762	\$511	6.2%
Operational & Supply	\$409	\$216	\$194	47.3%
Occupancy & Infrastructure	\$10,301	\$8,323	\$1,979	19.2%
Equipment, Vehicles, Technology	\$3,851	\$3,499	\$351	9.1%
Financial Expenditures	\$0	\$11	-\$11	0.0%
Total Expenses	\$44,854	\$41,120	\$3,734	8.3%
Federal & Provincial Grants	-\$71	-\$78	\$7	9.3%
By-Law Charges & Sales	-\$528	-\$332	-\$196	-37.0%
Other Revenue	-\$1,106	-\$1,427	\$321	29.0%
Total Revenues	-\$1,705	-\$1,837	\$132	7.7%
Intercompany Charges	\$138	-\$745	\$883	640.5%
Total Intercompany Charges	\$138	-\$745	\$883	640.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$43,286	\$38,539	\$4,748	11.0%
Transfers From Funds	-\$3,277	-\$3,398	\$121	3.7%
Transfers To Funds	\$2	\$3,637	-\$3,635	0.0%
Total Transfers	-\$3,274	\$239	-\$3,514	-107.3%
Net Expenditure (Revenue) Before Indirect Allocations	\$40,012	\$38,778	\$1,234	3.1%
Indirect Allocations & Debt	-\$38,801	-\$37,861	-\$940	-2.4%
Total Indirect Allocations & Debt	-\$38,801	-\$37,861	-\$940	-2.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,212	\$917	\$294	24.3%

Corporate Services - Continued

Variance Analysis (in thousands of dollars)

Corporate Services operated at a surplus before indirect allocations of \$1,234 due to the following factors:

Labour Related Costs – The favourable variance of \$710 is due to vacant positions through the year in all Corporate Services divisions.

Administration – The favourable variance of \$511 is mainly due to savings in consulting (\$1,046), training (\$121), Regional insurance premium (\$119), Legal costs related to insurance claims (\$96) and first party claim payouts (\$325), which is partially offset by third party claim payouts (\$1,125) and non-insurable claims payouts (\$150).

Operational & Supply – The favourable variance of \$194 is mainly due to savings in photocopier usage costs (\$58) and decreased usage of COVID safety supplies (\$112).

Occupancy & Infrastructure – The favourable variance of \$1,979 is mainly due to operating savings realized by the delayed purchase of the GO stations (\$1,010), a reduction in reserve funded enhanced cleaning at Regional administrative facilities as a COVID prevention measure (\$892) and savings on various maintenance costs of Regional facilities (\$77).

Equipment, Vehicles, Technology – The favourable variance of \$351 is due primarily to delayed spend of operating costs related to approved IT capital projects.

By-Law Charges & Sales – The unfavourable variance of \$196 is due primarily to rental income not realized by the delayed purchase of the GO stations.

Other Revenue – The favourable variance of \$321 is mainly due to recognition of DC revenue to fund the DC background study, and costs recovered from participating local area municipalities for GIS software licensing.

Intercompany Charges – The favourable variance of \$883 is primarily due to the reallocation of wages for staff who have been redeployed to support other Niagara Region departments in need of resources to support the COVID-19 pandemic.

Transfers – The unfavourable variance of \$3,514 is mainly due to operating savings realized by the delayed purchase of the GO stations being returned to capital reserve at year end (\$941), unspent COVID funding returned to the taxpayer relief reserve (\$1,756), as well as 2022 encumbrances for building condition assessments (\$147), property valuations (\$400), CRTC Application for Rural High-Speed Internet (\$400), and legal costs related to DC by-law appeals (\$269).

Community Impacts & Achievements

Asset Management Office

- Continuing development of a corporate capital project delivery framework including monitoring and reporting Key Performance Indicators (KPI's) and supporting the Enterprise Content Management system.
- Drafted a governance framework for artifacts to support the corporate asset management system.

Business Licensing

- Continue processing, and issuance of business licenses including fee payments and response to enforcement and inspection requirements throughout 2022.
- Implementation of the “on-line” licensing application process and payment process for all license types in Q2/Q3 2022.
- Implementation of the Resolver CORE licensing/incident/inspection/ enforcement database in Q1 2022.
- Organize and provide temporary external staff for Mass Immunization clinic security, support the opening and closing of various Mass Immunization clinics throughout Niagara Region and rollback these resources as Pandemic Response Measures receded in 2022.

Corporate Services - Continued

- Support the re-establishment of dormant licensed business operations in Niagara Region as Pandemic Response Measures rescinded and reopening measures were implemented in Q2/Q3 2022.
- Continue with support and review of the Draft Conduct of Persons by-law for Niagara Region throughout 2022.
- Support encampment review efforts on Niagara Region owned properties Q2/Q3 2022.
- Review business licensing bylaws implemented in Q3 2021.

Construction, Energy and Facilities Management

- Resumed in person Regional Council and Committee meetings at Region headquarters.
- Completed the Digital Modernization review of Customer Services for Regional Headquarters and developed three year plan to modernize the customer service experience at the Region.
- Continue to support the Public Health mass immunization plan and vaccine clinics across the Region. Provided logistics and operational support including clinic setup, supply chain management, facility planning, coordination of service contracts and security and distribution of COVID-19 vaccines and immunization supplies for mass immunization clinics.
- Nearing completion of the audit of Publicly Accessed Region facilities for AODA Accessibility compliance.
- Successfully added several Regional Transit buildings to portfolio. Responsible for operations, maintenance and capital repairs.
- Continuing to work with Region Transit Commission to work out operational processes and responsibilities.
- Completed Heritage Impact Assessment on St. Catharines GO station. Moving ahead with design options for Heritage Committee proposal.
- Initiated Room Booking Policy & Procedure development for Regional Headquarters and external client bookings of meeting rooms to align with Regional Fees and Charges By-law.
- Design phase for new Next Generation Back Up 911 facility underway.

Financial Management and Planning

- Completion of the 2021 year-end and reporting of the financial results to Corporate Services Committee and Audit Committee.
- Monitoring, reporting and compliance with agreements for upper levels of government COVID-19 funding.
- Publication of the 2022 Budget Summary and 2021 Annual Report.
- Awarded GFOA's Distinguished Budget Presentation Award.
- S&P rating increase from AA stable to AA+.
- DC By-law approved on August 25th to take effect on September 1, 2022 and Transit DC By-law approved on September 29th to take effect on January 1, 2023.
- Supporting implementation of Niagara Transit commission with preparation of Municipal Services By-law, Municipal Transfer Agreement, Budget and implementation of shared financial services and systems.
- Progressing with establishing PeopleSoft Financials ERP for the City of St. Catharines with award of implementation partner, staff resourcing and preparation of agreements.
- Supported financial modelling and strategy of the approved 2021 Asset Management Plan.
- Prepared the financial analysis to support the decision making of the disposition of MRF RFP.
- Developed the 2023 Budget Strategy and preparing budget to address updated asset management plan funding requirements, extraordinary inflation and sustainment of existing services.
- Completed financial analysis of impacts of Bill 23 with recommended strategies to fund shortfalls in revenue.
- Supported Canada Summer Games audits, Vision Zero net revenue analysis, Incentive Review policy and procedures, Housing Services financial analysis and

Corporate Services - Continued

provincial grant applications for CMHC and Rapid Housing Initiative funding, Waste Management Extended Producer Responsibility financial forecasts.

- Supported go live of the Niagara Transit Commission with negotiations of Municipal Transfer Agreement and other operating agreements, established financial and procurement systems, system training, securing financial support staff, Board approval of first budget and requisition.

Legal Services

- Legal advice to support the advancement of corporate priority projects including:
 - Support for the successful completion of regional transit consolidation including legal advice, insurance/risk management support and numerous agreements necessary to transfer operational responsibility for transit to the Niagara Transit Commission effective January 1, 2023;
 - Continued support for the transition arising from the Material Recycling Facility Opportunity Review including preparations for closing of the transaction expected to occur in April 2023;
 - Supporting the consortium partners in legacy planning and deliverables related to Canada Games Park;
 - Strategic advice and transactional support for the GO Implementation Office including railway station enhancement;
 - Support for establishing PeopleSoft Financials ERP shared services arrangement with the City of St. Catharines including RFP preparation and necessary agreements.
- Ongoing legal support to all departments related to various capital projects and operations including real estate transactions, procurements, agreements, by-law reviews, risk management advice and litigation.

Procurement and Strategic Acquisitions

- Continuation of weekly meetings on Procurement Project Prioritization for review and assign essential capital and operational projects.
- Facilitation of over 210 Formal Procurements resulting in approximately \$113 million in Awarded Contract value.
- Launched a “virtual RFP Evaluation” pilot which allows evaluators to evaluate submissions through the Region’s bidding portal (bids&tenders™) in real-time through a process that is fully automated, using individual dashboards which allow evaluators to disclose a conflict of interest, acknowledge evaluator instructions, complete evaluations and submit scoring electronically.
- Continued support for Public Health in negotiating and securing various vaccine and storage locations.
- Facilitated 20+ agreements involving License/Leasing, Property Acquisitions, and other indemnity agreements.
- Continued support of EMS station requirements.
- Continued support of Transportation Capital road reconstruction projects involving 70 property acquisitions over 10 road projects.
- Property acquisitions to support Wastewater Treatment Plant improvements in Welland and a new facility in Niagara Falls along with continued support of Water Wastewater Capital projects involving multiple locations for Sewage Pump Stations, elevated water tanks, and force main sewers.

Information Technology Services

- Negotiated with local area municipalities and mapping technology vendor to bring all 12 LAMs under a single enterprise license agreement helping to reduce overall software costs and provide enhanced mapping services.
- Continue to support Public Health mass immunization clinics’ technology platforms in the Niagara region.
- Addition of new vaccine “booster” metrics into the COVAX system and updated corresponding internal and public facing reporting (all vaccine doses beyond the 2nd).

Corporate Services - Continued

- Assisted PH by developing and reporting on metrics for COVID vaccine coverage rates in schools.
- Completed large cyber security audit to ensure appropriate controls are in place to prevent, detect and respond to potential cyber incidents.
- Implemented technology solution to better manage the full lifecycle of physical corporate records.
- Completed proof of concept for improved legal case management software and now proceeding with full implementation.
- Assisted planning in successfully developing and publishing web mapping applications to support the official plan – NES for environmental mapping data and to collect public comments about the proposed changes to the official plan.
- Developed collaboratively with our LAMs and other public sector agencies like Brock University and Niagara Parks Commission a shared (content and financial) RFP to acquire 2023 aerial photography for the extent of Niagara Region.
- Provided mapping data for the NRPS dive team to help identify underwater hazards and improve the divers safety when in the water.

Community Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$131,428	\$133,732	-\$2,303	-1.8%
Administrative	\$1,801	\$2,358	-\$557	-31.0%
Operational & Supply	\$15,420	\$14,797	\$624	4.0%
Occupancy & Infrastructure	\$4,752	\$6,001	-\$1,249	-26.3%
Equipment, Vehicles, Technology	\$2,790	\$2,544	\$246	8.8%
Community Assistance	\$220,887	\$210,073	\$10,814	4.9%
Financial Expenditures	\$0	-\$14	\$14	0.0%
Total Expenses	\$377,078	\$369,490	\$7,587	2.0%
Federal & Provincial Grants	-\$296,483	-\$289,364	-\$7,119	-2.4%
By-Law Charges & Sales	-\$4,206	-\$3,588	-\$618	-14.7%
Other Revenue	-\$24,903	-\$23,630	-\$1,274	-5.1%
Total Revenues	-\$325,593	-\$316,582	-\$9,011	-2.8%
Intercompany Charges	\$562	\$1,030	-\$468	-83.4%
Total Intercompany Charges	\$562	\$1,030	-\$468	-83.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$52,047	\$53,939	-\$1,892	-3.6%
Transfers From Funds	-\$1,118	-\$5,645	\$4,527	405.0%
Transfers To Funds	\$4,531	\$6,899	-\$2,368	-52.3%
Total Transfers	\$3,413	\$1,254	\$2,159	63.3%
Net Expenditure (Revenue) Before Indirect Allocations	\$55,460	\$55,193	\$267	0.5%
Indirect Allocations & Debt	\$22,104	\$21,482	\$622	2.8%
Total Indirect Allocations & Debt	\$22,104	\$21,482	\$622	2.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$77,564	\$76,675	\$889	1.1%

Community Services - Continued

Variance Analysis (in thousands of dollars)

Community Services operated at a net surplus of \$267 (0.4 per cent of the net budget). The following factors contribute to these variances:

Labour Related Costs – The unfavourable variance of \$2,303 is primarily due to staffing pressures in long-term care (LTC) homes and child care centres. Staff vacancies in SAEO and housing slightly offset this budget pressure.

Administrative – The unfavourable variance of \$557 is primarily due to work force training expenditures in Children's Services of \$188 offset by savings in Community Assistance, as well as external legal expenses and education/training for staff in Seniors Services \$219.

Operational & Supply – The favourable variance of \$624 is due to the following:

- Homelessness: The favourable variance of \$547 is due to actual COVID-related costs included in other object of expenditure lines to maximize funding and support to community, and timing of program implementation associated with Provincial fiscal year funding which goes to March 31, 2023.
- Seniors: The unfavourable variance of \$118 is primarily due to the rising cost of raw food for LTC residents.
- SAEO: The favourable variance of \$195 is due to less than budgeted program mileage costs and lower than budgeted program expenses for Local Immigration Partnership (LIPS) as costs will be incurred in 2023.

Occupancy & Infrastructure – The unfavourable variance of \$1,249 is due to the high numbers of LTC residents who require contracted out one-on-one support (related to unsafe responsive behaviors and isolation requirements), resource requirements to support ongoing mandatory screening in the LTC sector, a grounds maintenance contract that came in exceptionally high through the RFP process, and an increase in repairs and maintenance costs in our child care centers.

Equipment, Vehicles, Technology – The favourable variance of \$246 is mainly due to lower than anticipated costs related to infection control and prevention measures (IPAC), minor capital expenses and medical safety technology for the LTC homes, slightly offset by unbudgeted costs required to update SAEO software.

Community Assistance – The favourable variance \$10,814 is due to the following:

- Childrens: The favourable variance of \$6,347 is primarily due to the Canada Wide Early Child Care, Workforce and the One Time Transitional grant deferral of \$6,086 to support child care expenditures in 2023, which is offset in Federal and Provincial Grants.
- Homelessness: The unfavourable variance of \$216 is due to unbudgeted payments to flow Provincial funding to two agencies through the approved agreements within the Home for Good capital program, offset in Federal and Provincial Grants.
- SAEO: The favourable variance of \$3,568 is due to a number of factors, including the budget being prepared based on an estimated caseload increase and benefits as per Ministry forecasts that were higher compared to actuals (\$4,131), which is 100% offset by a reduction in Federal and Provincial Grants below; housing stability plan costs allocated to Homelessness (\$800); Due to timing of budget spend, surplus amounts associated with the Niagara Prosperity Initiative (NPI) contracts which have been committed to agencies have been included in the 2022 encumbrances in the Transfers below.; and reimbursement of unspent NPI funds from United Way (\$219) for the administration/costs of the prior year's program. This is offset by greater than budgeted issuance of life stabilization benefits (e.g. bus transportation, phone, internet, etc.) (\$1,893) for social assistance recipients.
- Housing Services: The favourable variance of \$1,114 is primarily due to budget timing of spend for ministry-funded programs with a March 31 year-end, K3D heat control system upgrades for providers, and capital grants issued to housing providers under the Capital Loan and Grant program. Surplus amounts associated with the K3D systems (\$103) and the Capital Loan and Grant program (\$458) that have been committed to housing providers are included in the 2022 encumbrances in the Transfers below.

Community Services - Continued

Federal & Provincial Grants – The unfavourable variance \$7,119 are due to the following:

- **Childrens:** The unfavourable variance of \$5,928 is primarily due to funding that was carried forward to 2023 to support child care expenditures.
- **Homelessness:** The favourable variance of \$380 is mainly related to unbudgeted Provincial funding received in order to flow payments to two agencies through the Home for Good capital program agreements and the timing of federal fiscal program revenue recognized to cover expenses incurred.
- **Seniors:** The favorable variance \$3,253 is primarily related to the timing of confirmed LTC prevention and containment funding (\$1,426), prevention and containment funding received for the prior year (\$386), PSW Wage Enhancement funding/expenses higher than budget (\$483) and High Intensity Needs funding (\$797) issued by the Ministry of Long-Term Care (MLTC).
- **SAEO:** The unfavourable variance of \$3,975 is mainly due to expected caseloads and benefits not realized. The variance is 100% offset by the reduction in benefits issued reported above in Community Assistance.
- **Housing Services:** The unfavourable variance of \$850 is due to lower than budgeted spend to date for fiscal ministry-funded programs noted above in Community Assistance, as revenue is recognized based on actual expenses incurred.

By-Law Charges & Sales – The unfavourable variance \$618 is due to the following:

- **Childrens:** The favourable variance \$132 is due to higher than anticipated full fee revenue from the Region's five directly-operated child care centres.
- **Seniors:** The unfavorable variance \$750 reflect the loss of fee revenue in Seniors Community Programs due to the suspension of some in-person programming related to COVID-19 restrictions. This is offset with lower than budgeted expenditures for mileage, meal costs and program staffing, some of which were redeployed to support the LTC homes at the beginning of the year.

Other Revenue – The unfavourable variance \$1,274 is due to lower than anticipated accommodation fees collected within the long-term care homes due to empty beds, which are being held temporarily vacant in order to isolate new admissions.

Intercompany Charges – The unfavourable variance of \$468 is mainly due to the reallocation of wages for staff who have been redeployed from other Niagara Region departments to support essential Seniors Services programs in need during the COVID-19 pandemic (\$467), and costs allocated to Homelessness for transportation supports for clients and EMS outreach program eligible under COVID-specific funding within Homelessness (\$239).

Transfers – The favourable variance of \$2,159 is due to recognizing additional transfer from reserves for the purposes of funding incremental COVID costs in the long-term care homes (\$2,944). This favourable variance is offset by an unfavourable variance in Housing Services of \$679 mainly due to 2022 encumbrances for K3D heat control system upgrades (\$103), capital grants to housing providers (\$458), and equipment for programming space (\$17), and the transfer back to the Housing Services Reserve of unused funds related to the capital loan and grant program. In addition, there is also a 2022 encumbrance of \$101 for commitments under the Niagara Prosperity Initiative contracts.

Community Services - Continued

Community Impacts & Achievements

Children Services

- Late in 2022, the Province released notional childcare space expansion targets and criteria for priority neighbourhoods. Children's Services is working with the province to confirm priority neighbourhoods and Niagara Region's allocation in light of recent population growth.
- Children's Services has locally implemented the Canada-Wide Early Learning and Child Care (CWELCC) Strategy to reduce licensed child care fees for parents of children 0-6 years of age by 52.75 percent. Approximately 96% of child care service providers in Niagara Region have opted into CWELCC. Children's Services will continue the reduction in fees for eligible service providers in accordance with provincial guidelines in 2023.
- The lack of Registered Early Childhood Educators (RECE) continues to strain service providers' operations and meet child care demand. The Province is consulting on how to address the issue and Children's Services has actively participated in these consultations. Children's Services also continues to implement pilot projects/initiatives and allocate one-time provincial Workforce Funding to support the retention and recruitment of RECE's.

Senior Services

- The LTC homes continue to implement COVID-19 risk mitigation measures as per MLTC and Public Health guidance.
- The LTC homes implemented the Infection Prevention and Control (IPC) module on the electronic medical record platform. This software supports the reduction of unnecessary antibiotic usage and health care associated infections. It also allows for better analysis in real-time to allow instant access to infection information in one place, empowering teams to respond to infection and outbreaks more quickly.
- Seniors Services has continued to make significant progress working in collaboration with Human Resources on recruitment efforts. By end of year 2022 all long-standing vacancies were successfully filled and recruitment is now focused on addressing the regular cycle of vacancies arising related to maternity leaves, retirements etc.
- Seniors Services introduced a pilot program in 2021 to examine the effectiveness of incorporating a Nurse Practitioner into the long-term care home care team. The pilot program was very successful and in Q4 2022 Seniors Services leveraged dedicated provincial funding for Nurse Practitioners to add this position to two further long-term care homes. Nurse Practitioners support the team to address complex care needs and effectively decrease the need for transfer to acute care.

Homelessness and Community Engagement

- Received approval for a 10 bed recuperative bed facility supporting homeless persons exiting hospital with acute medical issues that require respite to recover within 4-6 weeks.
- Recognized by Built for Zero Canada as achieving Reaching Home status through Niagara Region's Coordinated Access Guide, this guide provides a road map from entry points in to the homelessness system to exits points that include Housing First and other supportive housing programs in the region.
- Recognized by Built for Zero Canada Veterans as achieving a quality veteran By Name List, we can now identify every veteran experiencing homelessness by name and provide appropriate intervention and housing supports.
- Conducted a post pandemic review with all homeless agencies.

Social Assistance and Employment Opportunities

- Niagara's Ontario Works year end caseload experienced a 15% increase in 2022 compared to 2021. The Province has forecasted an increase of 14% in 2023 and an additional 8% in 2024.
- 2022 average monthly intake has increased by 44% compared to 2021.

Community Services - Continued

- In 2022, SAEO staff scheduled over 97,000 appointments with clients (e.g. crisis response, assessments, file updates, wellness checks, etc.)
- Average number of social assistance clients and low income individuals issued Housing Stability Benefits (last month's rent, moving/storage costs and rental arrears) and intensive case management increased by 24% in 2022, compared to 2021.
- Niagara Prosperity Initiative programs have been successfully implemented to support over 14,000 people living in poverty in six (6) areas of focus: Adverse Childhood Experience, Food Access, Housing, Domestic Violence, Indigenous Wellbeing, and Living Wage.

Housing Services

- Brock University Public Health students interviewed Centre Street senior tenants in their ninth "Through Their Eyes" project in the NRH seniors community. The project matches Brock students with senior tenants to study infrastructure, housing, social supports and other features that make a community age-friendly.
- The pilot Community Programs Coordinators (CPCs) in Housing Provider communities (non-profit, co-operatives and rent supplement units) supported 42 households, helping to prevent eviction and maintain successful tenancies.
- 85 Canada Ontario Housing Benefit (COHB) applications were prepared and submitted to the Ministry, and 30 applications were approved by the Ministry.
- The Welcome Home Niagara home ownership program had six successful closings in 2022. This program makes home ownership a reality for low-to-moderate income households in Niagara.
- By the end of 2022, the Niagara Renovates program funded 26 homeowners to complete housing repairs or modifications for persons with disabilities. 24 recipients were low-to-moderate income homeowners and two were landlords owning multi-unit properties with affordable units.
- A total of \$2,946,166 was allocated for Housing Provider Capital Repairs in 2022. The amount included Canada-Ontario Community Housing Initiative (COCHI) funding of \$1,644,106 and Ontario Priorities Housing Initiative (OPHI) funding in the amount of \$1,302,060.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$109,142	\$107,805	\$1,337	1.2%
Administrative	\$2,656	\$2,227	\$429	16.2%
Operational & Supply	\$8,257	\$7,185	\$1,072	13.0%
Occupancy & Infrastructure	\$809	\$2,120	-\$1,311	-162.0%
Equipment, Vehicles, Technology	\$2,455	\$3,548	-\$1,093	-44.5%
Community Assistance	\$0	\$16	-\$16	0.0%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$123,319	\$122,899	\$420	0.3%
Federal & Provincial Grants	-\$84,750	-\$92,774	\$8,024	9.5%
By-Law Charges & Sales	-\$146	-\$34	-\$112	-76.8%
Other Revenue	-\$852	-\$1,430	\$578	67.9%
Total Revenues	-\$85,748	-\$94,238	\$8,490	9.9%
Intercompany Charges	\$2,277	\$2,352	-\$75	-3.3%
Total Intercompany Charges	\$2,277	\$2,352	-\$75	-3.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$39,849	\$31,013	\$8,835	22.2%
Transfers From Funds	-\$9,966	-\$19,647	\$9,681	97.1%
Transfers To Funds	\$116	\$19,725	-\$19,609	-16931.6%
Total Transfers	-\$9,850	\$78	-\$9,928	-100.8%
Net Expenditure (Revenue) Before Indirect Allocations	\$29,998	\$31,091	-\$1,093	-3.6%
Indirect Allocations & Debt	\$18,469	\$18,615	-\$146	-0.8%
Total Indirect Allocations & Debt	\$18,469	\$18,615	-\$146	-0.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$48,467	\$49,706	-\$1,239	-2.6%

Public Health & Emergency Services - Continued

Variance Analysis (in thousands of dollars)

Public Health (PH) and Emergency Services (ES) is operating with an annual unfavourable variance of \$1,093 before indirect allocations primarily attributed to ES as PH incremental costs were entirely funded by the Ministry. Individual factors are as follows:

Labour Related Costs – The favourable variance of \$1,337 is due to the following:

- PH: The favourable variance of \$3,125 is primarily due to:
 - The transition of the Pandemic division into the Clinical division has reduced staffing, as the number of vaccinations administered has decreased, resulting in an annual variance of \$2,396 in COVID-19. This surplus is partially offset by redeployed staff costs reflected in intercompany charges.
 - Base programming annual favourable variance of \$730 is due the redeployment of staff to COVID-19 operations in the first quarter of 2022
- ES: The unfavourable variance of \$1,559 is mainly due to COVID replacement pay and benefits of \$601, overtime due to offload delays of \$849, pay in lieu of benefits for increased use of part time staff of \$437, and WSIB costs of \$342. This is partially offset in non-covid labour related costs with a favourable annual variance of \$435 mainly due to the Community Paramedicine Long-Term Care (CPLTC) program not being fully operational and challenges filling replacement shifts. These shifts are therefore often filled at overtime rates, or by part time staff.

Administrative – The favourable variance of \$429 is mainly due to savings in ES in staff development costs due to COVID-19 and staffing shortages that limits staff development opportunities. In the general PH program, there is a favourable variance of \$61 which is made up of an unfavourable variance in base program of \$323 for staff development and other training programs that are being utilized to aid in staff retention and satisfaction as well as training for new staff. The COVID-19 program offsets this with favourable variances in office supplies, advertising/promotions, travel & meals, and other miscellaneous supplies of \$384 for the year.

Operational & Supply – The favourable variance of \$1,072 is due to COVID-19 personal protective equipment and other medical supplies. The Ministry of Health has provided medical supplies for the COVID-19 clinics in PH and there has been less usage by staff in ES.

Occupancy & Infrastructure – The unfavourable variance of \$1,311 is primarily made up of an unfavorable variance in COVID-19 in the Mass Immunizations clinics of \$693. Leases, janitorial services and security were not budgeted for as the magnitude of the clinics were unknown at the time the budget was developed. In addition, ES has an unfavourable variance of \$551 mainly because of the construction of the new ES CPLTC facility, which is fully funded by the Ministry of Long Term Care.

Equipment, Vehicles, Technology – The unfavourable variance of \$1,093 is driven by increased fuel costs of \$391 in ES. In addition, furniture, equipment, and vehicles purchased for the new CPLTC program resulted in an annual unfavourable variance of \$395 (CPLTC items are funded by the MOLTC).

Federal & Provincial Grants – The annual favourable variance of \$8,024 is due to the following:

- PH: The favourable variance of \$6,419 is mainly driven by Ministry of Health One-time Funding for COVID-19 in which confirmation was received in Q4 that all COVID-19 operations will be fully funded. Therefore, no transfer from tax payer relief required. Part of this variance includes favourable year-end variances of \$1,000 in the Nurse Retention Funding and School Focused Nurse Funding in COVID-19, and a 1% increase to Mandatory Base funding from the Ministry of Health of \$177.
- ES: The favourable variance of \$1,461 is driven by unbudgeted COVID-19 funding from the Ministry of Health of \$890, one-time funding received for ES dispatch for WSIB and Emergency Communications Nurses of \$917. This is partially offset by Offload Nursing returnable of \$473.

By-Law Charges & Sales – The unfavourable variance of \$112 is primarily driven from the PH general program. The Environmental Health program was expected to restart their food handler course this year but has been delayed to a 2024 start due to vendor

Public Health & Emergency Services - Continued

delays in programming amounting to \$60 and the clinical services division has seen a decrease of \$48 in sales on their program supplies.

Other Revenue – The favourable variance of \$578 is split between PH and ES. The PH variance is driven by \$200 from IPAC reimbursement and \$50 from an OFS secondment, both with offsetting labour related costs. ES has a favourable variance in Other Revenue of \$272 comprised of \$145 in proceeds from sales of Ambulances, \$77 in increased billings to outside agencies and special events, and \$27 in higher than budgeted union billings.

Intercompany Charges – The unfavourable variance of \$75 is mainly driven by re-deployed staff coming from other departments outside of PH. A transfer from COVID-19 operations to base programming of \$805 was completed to maximize the Board of Health base budget prior to utilizing COVID-19 funding. This intercompany transfer of \$805 has a bottom line zero impact.

Transfers – The unfavourable variance of \$9,928 is due to budgeted Taxpayer Relief Reserve funding that was replaced with COVID-19 funding from the Ministry of Health, as well as a transfer back to reserve in ES for the proceeds due to sale of vehicles.

Community Impacts & Achievements

Mandatory and Related Programs

Public Health

- Scaling up of PH operations in base program areas that have immense recovery and catch-up efforts, including School Health, Dental Health, Vaccinations, Sexual Health, parenting, child health, and family home visiting. Catch-up vaccinations for school children and sexually transmitted infection treatment and prevention have been particular priorities.
- Continuation of PH management of the COVID-19 pandemic response. Core activities include outbreak management, case follow-up and contact tracing for higher risk populations and settings, infection prevention and control inspections, collaboration with health care providers, and communicating and informing the public.
- Ongoing efforts to immunize Niagara's population to COVID-19, with particular focus on vaccinating children age 6 mnths-5 yrs, as well as fall booster doses to adults.
- PH is continuing to move forward the Health Promotion Project; understanding that 75% of morbidity and mortality is due to chronic diseases (alcohol, tobacco, unhealthy eating and lack of physical activity) using Evidence Informed Decision Making to develop the best interventions to address Niagara's biggest health priorities, and consolidating resources to have a critical mass of effort on these.
- PH scaled-up case follow-up, contact tracing, and vaccination for MPox (previously called Monkeypox) in Q3 due to the emergency of the global outbreak, particularly elsewhere in the GTA. Q4 saw a reduction in efforts as the outbreak came under control in Canada, though efforts in Q4 remained above baseline.

Mental Health

- Continued in-person work with clients in the community and in the office with enhanced infection prevention measures in place
- Additional treatment and support groups have been added. All group activity is in-person
- Quality improvement efforts centered around:
 - Implementing the Health Quality Ontario standard for Schizophrenia Care in the Community
 - Improving fidelity to the standards of care for Assertive Community Treatment, Flexible Assertive Community Treatment, and Early Psychosis Intervention
- Participating in the Mental Health and Addictions Working Group of the Niagara Ontario Health Team, focusing on system planning in the areas of case management and coordinated access

Public Health & Emergency Services - Continued

Emergency Services

Emergency Medical Services

- Niagara Emergency Medical Services (NES), similar to other services around the country, is experiencing record call volume increases for ES responses, projected to reach 19% over previous year's record high.
- The time spent by paramedics waiting in hospitals to transfer care of patients continues to track at record highs, with ED closures related to hospital staffing becoming increasingly prevalent in Ontario. This has placed considerable stress on the ES system to ensure community safety and response time reliability for critically ill people. Approval for temporarily adding 2.5 additional ambulances staffed in May 2022 did mitigate the potential for significantly deteriorating ES response times.
- The call volume and offloads have also placed considerable stress on the first responders, specifically paramedics and emergency medical dispatchers. This has resulted in significant increases in sick time and WSIB.

Emergency Management

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

Fire Coordinator

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

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

- Revised response plan in partnership with NRPS and municipal fire services in implementation phase.
- Continued training of team members to support pandemic response as well as CBRNE events.

911 PSAP

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

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$17,549	\$15,658	\$1,891	10.8%
Administrative	\$6,105	\$3,015	\$3,090	50.6%
Operational & Supply	\$27,653	\$23,983	\$3,669	13.3%
Occupancy & Infrastructure	\$663	\$636	\$28	4.2%
Equipment, Vehicles, Technology	\$3,095	\$3,336	-\$242	-7.8%
Partnership, Rebate, Exemption	\$767	\$348	\$419	54.6%
Financial Expenditures	\$0	\$35	-\$35	0.0%
Total Expenses	\$55,832	\$47,010	\$8,821	15.8%
Federal & Provincial Grants	-\$545	-\$669	\$125	22.9%
By-Law Charges & Sales	-\$8,806	-\$5,419	-\$3,387	-38.5%
Other Revenue	-\$3,165	-\$580	-\$2,584	-81.7%
Total Revenues	-\$12,515	-\$6,669	-\$5,846	-46.7%
Intercompany Charges	-\$2,305	-\$2,315	\$10	-0.4%
Total Intercompany Charges	-\$2,305	-\$2,315	\$10	-0.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$41,011	\$38,026	\$2,985	7.3%
Transfers Between Funds	-\$1,353	\$1,060	-\$2,413	-178.3%
Total Transfers	-\$1,353	\$1,060	-\$2,413	-178.3%
Net Expenditure (Revenue) Before Indirect Allocations	\$39,658	\$39,086	\$572	1.4%
Indirect Allocations & Debt	\$41,260	\$40,803	\$456	1.1%
Total Indirect Allocations & Debt	\$41,260	\$40,803	\$456	1.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$80,917	\$79,889	\$1,028	1.3%

Public Works Transportation - Continued

Variance Analysis (in thousands of dollars)

Public Works Levy operated at a surplus before indirect allocations of \$572, with the factors noted below contributing to this surplus.

The 2022 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2022; in conjunction with the Courts Services division. The work on the implementation of the program, including the approved changes to the Niagara Region Courts Inter-municipal Agreement, required approvals across the 12 Local Area Municipalities; approvals were finalized in Q2 2022. Staff have continued to coordinate program launch which is anticipated to begin in Q2 2023. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution to the local area municipalities as a result of the delay.

Labour Related Costs – The favourable variance of \$1,891 is primarily due to delays in filling vacant positions. Savings related to Vision Zero are \$189. Of this unspent budget, \$531 has been committed to fund temporary Niagara Transit Commission (NTC) FTE's in 2023 necessary to finalize the upload of transit to the NTC.

Administration – The favourable variance of \$3,090 is primarily due to consulting services savings of \$2,373 due to lower than anticipated NTC transition related costs, information and promotions savings of \$163 and Vision Zero savings of \$954 offset by higher professional fees and other administrative expenses of \$400. Of this unspent budget, \$1,094 has been committed to future consulting engagements and advertising and promotions, and is included in the 2022 encumbrances reported in Transfers to Funds.

Operational & Supply – The favourable variance of \$3,669 is primarily due to transit expenditure savings of \$3,518 as a result of reduced service levels and ridership. Niagara Regional Transit Services (NRT) operated 28% under budget for service hours for the year and Niagara Specialized Transit (NST) trips were 23% less than budget for the year. Savings related to Vision Zero are \$100. Of this unspent budget, \$283 has been committed to future public works hired equipment services and \$100 for NTC transitional uniform costs, and are included in the 2022 encumbrances reported in Transfers to Funds.

Equipment, Vehicles, Technology – The unfavourable variance of \$242 is due to higher vehicle parts, repairs & maintenance costs of \$405 on an aging fleet, higher fuel costs of \$143, safety and e-test costs of \$45 required for NTC fleet, and \$134 for minor equipment and technology costs offset by savings related to Vision Zero of \$485. \$516 has been committed to future NTC transition costs, and is included in the 2022 encumbrances reported in Transfers to Funds.

Partnership, Rebate, Exemption – The favourable variance of \$419 is due to lower than anticipated Local Area Municipality (LAM) grants associated with bicycle network facilities funding for LAMs. Of this unspent budget, \$250 has been committed to Greater Niagara Circle Route initiatives and \$210 to future LAM grants for bicycle network facilities, and are included in the 2022 encumbrances reported in Transfers to Funds.

Federal & Provincial Grants – The favourable variance of \$125 is primarily due to the additional funding provided by the Ministry of Transportation under the fourth phase of the transit safe restart funding program, announced in December 2022.

By-Law Charges & Sales Costs – The unfavourable variance of \$3,387 is primarily due to reduced fare revenues of \$2,159 as a result of reduced ridership, lower than anticipated signal maintenance revenue of \$921 from deferred new LAM signal builds, lane marking revenue of \$129, signs revenue of \$90 and lower than expected other fee revenue of \$88.

Other Revenue – The unfavourable variance of \$2,584 is primarily due to the deficit related to Vision Zero of \$2,479, with the balance of the deficit due to lower proceeds from sale of equipment of \$80 and other revenue shortfalls of \$25.

Transfers to Funds – The unfavourable variance of \$2,413 relates primarily to 2022 encumbrances of \$3,104 (\$1,982 for Transit and \$1,112 for Public Works), reduced expense allocations to capital of \$64 and other transfers to reserve funds of \$13, offset by increased transfers from reserves of \$18 and surplus from Vision Zero of \$750.

Public Works Transportation - Continued

Community Impacts & Achievements

- Transition activities led by the Region related to the establishment of the Niagara Transit Commission (NTC) continued through Q4 2022, in anticipation of the assumption of operational responsibility by the NTC on January 1, 2023. Transition milestones related to operational needs and transit facilities were in focus. The Region and municipalities of St. Catharines, Niagara Falls, Welland and Fort Erie executed the comprehensive Municipal Transfer Agreements (MTAs). Staff also developed a robust assessment of outstanding financial liabilities and prepared a consolidated 2023 budget which the Board passed for Council's consideration, ensured all transferring fleet were successfully inspected and licensed for Day 1, and successfully transitioned all transit staff across the existing providers to their new roles in the NTC.
- In partnership with Metrolinx and VIA Rail, the Region announced that it had purchased both the property and buildings at both St. Catharines and Niagara Falls VIA Rail stations. This exciting development in the Region's GO Station Development Strategy signaled significant movement on advancing Council's Strategic Priority as the new train stations prepare for increased GO Train service in the future as new multi-modal mobility hubs as part of the GO Station Precinct area redevelopments.
- In 2022, improvements were made to the ride quality of approximately 35 lane kilometers of Regional Roads across a number of municipalities. Region and City Staff celebrated the opening of the new roundabout at Bridge Street and Victoria Avenue in Niagara Falls. Dominion Road reconstruction, including a new roundabout in Fort Erie, is substantially complete. Pelham Road reconstruction in Lincoln is underway and the opening of Ontario's first Diverging Diamond Interchange on Glendale Avenue in Niagara-on-the-Lake was completed in 2022 with the construction of a Roundabout at Glendale Avenue and York Road to commence in the spring.
- The Region's Transportation Planning department has initiated the Vision Zero Road Safety Plan to enhance safety and community wellbeing for Niagara's residents and visitors. A comprehensive 5 year Road Safety Strategic Action Plan is underway; focused on reducing traffic-related fatalities and serious injuries on Niagara's streets. The Plan addresses safety for the most vulnerable users of our transportation system (pedestrians, school children, older adults and cyclists) and encourages a multi-modal transportation system. There are thirteen (13) community safety zones throughout the Region since 2019/2022. Automated Enforcement - Red Light Camera and Automated Speed Enforcement - to be launched in early 2023.
- Transportation Master Plan (TMP) strategic projects, including the St. Paul Street West CNR Bridge, York Road & Four Mile Creek Rd intersection improvements, Bridge Street Reconstruction, Casablanca Boulevard Reconstruction, Thorold Stone Road Extension and Merritt Road & Rice Rd Expansion are all underway in varying stages of project life cycle. All of these initiatives serve to support multi-modal travel demands and capacity improvements, active transportation and GO Initiatives.
- Complete Street Design Manual project has extensive engagement with local area municipalities and key stakeholders to set the policies, streets concepts and design features across the Region. This will result in better livable streets by incorporating specific engineering details and features unique to the Niagara Region.
- Access Management Policies and Guidelines review is underway in consultation with local area municipalities, local BIAs, transit authorities and Active Transportation committees to establish criteria related to development applications to support road safety and enhance the movement of people & goods on the Regional Road System.
- Operations has moved winter maintenance into full swing and has acted quickly to service the transportation system when inclement weather arrives. Winter Storm Elliott was handled very well by staff and Region resources were able to assist our local area municipalities to get through the storm.
- Transportation Integrated Services has been making great strides on the asset management side of the business with the formalization of an Asset Management Steering Committee. Fleet Services completed the preparation of the Region's winter fleet and continues to support winter operations as required.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$5,906	\$5,141	\$765	13.0%
Administrative	\$2,452	\$1,089	\$1,363	55.6%
Operational & Supply	\$23	\$12	\$11	48.6%
Occupancy & Infrastructure	\$0	\$1	-\$1	0.0%
Equipment, Vehicles, Technology	\$36	\$40	-\$3	-9.6%
Partnership, Rebate, Exemption	\$90	\$30	\$60	66.4%
Total Expenses	\$8,508	\$6,313	\$2,195	25.8%
Federal & Provincial Grants	\$0	-\$1	\$1	0.0%
By-Law Charges & Sales	-\$1,834	-\$1,567	-\$267	-14.5%
Other Revenue	-\$1,778	-\$564	-\$1,214	-68.3%
Total Revenues	-\$3,611	-\$2,132	-\$1,479	-41.0%
Intercompany Charges	-\$428	-\$487	\$58	-13.6%
Total Intercompany Charges	-\$428	-\$487	\$58	-13.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$4,468	\$3,695	\$773	17.3%
Transfers From Funds	-\$535	-\$535	\$0	0.0%
Transfers To Funds	\$7	\$768	-\$761	-11362.1%
Total Transfers	-\$529	\$233	-\$761	-144.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,939	\$3,927	\$12	0.3%
Indirect Allocations & Debt	\$914	\$915	-\$1	-0.1%
Total Indirect Allocations & Debt	\$914	\$915	-\$1	-0.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$4,853	\$4,842	\$11	0.2%

Planning & Development - Continued

Variance Analysis (in thousands of dollars)

Planning and Development operated at a surplus before indirect allocations of \$12. The following factors have contributed to this surplus.

Labour Related Costs – The favourable variance of \$765 is due to staff vacancies resulting from staff movement and difficulty recruiting senior professional planner, development technician and septic inspector positions.

Administration – The favourable variance of \$1,363 is due to the timing of consulting expenditures involving the new Niagara Official Plan (NOP) and secondary plans. The delay in NOP expenditure is a direct result of the provincial decision to release revised provincial growth plans, guidance material and the related process. The plan was adopted by Niagara Regional Council with Provincial approval on November 4, 2022. Additional spend to support implementation will occur after final approval. This was partially offset by increased external legal fees due to planning matters before the Ontario Land Tribunal \$178.

Partnership, Rebate, Exemption – The favourable variance of \$60 is due to agricultural grants not accessed in 2022.

By-Law Charges & Sales – The unfavourable variance of \$267 is due to lower than anticipated development planning application fees. The volumes of applications were negatively impacted due to the uncertainty surrounding Bill 23 and Bill 109.

Other Revenue – The unfavourable variance of \$1,214 are due to a decreased transfer of development charge revenue. The development charge revenue is matched to expenditures to partially fund the Niagara Official Plan and secondary or district plans and offsets the favourable administration for consulting expenditures.

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

Transfers – The unfavourable variance of \$761 is primarily due to the 2022 encumbrance for Glendale Secondary Plan \$508. The encumbered funds will be used in future years to complete the project. Encumbrances for Region Model Urban Design guidelines, Tree Canopy Assessment and Housing Affordability and Growth Plan also form part of the unfavourable transfer variance.

Community Impacts & Achievements

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

Project Updates/Accomplishments

- Council adopted the Niagara Official Plan (NOP) at its June 23, 2022 meeting
- The completed NOP was submitted to the Province for approval on June 30, 2022 in advance of the Provincial conformity deadline of July 1, 2022
- As of November 4, 2022, Provincial approval of the NOP was still pending
- Supported the development of procedures to assist with the implementation of the new and revised incentives programs while continuing to deliver existing programs
- Work on the Greening Strategy is advancing since the launch of the project, which saw 7000 trees planted at Decew Falls and has expanded to include the natural asset inventory and tree canopy assessment.

Planning & Development - Continued

Other Initiatives

Leading/Supporting the following Regional Council's Strategic Priorities:

- Implementing GO Hub and Transit Stations Strategy, Streamlining Process for Development Approvals, Facilitating Development Solutions, Grant and Incentive Programs, Affordable Housing and the Housing Action Plan and the Airport Strategy

Growing Niagara

- Leading the 2021 Water & Wastewater (W&WW) Master Servicing Plan Update (MSPU)
- Niagara 2051 – Coordination of Corporate Projects to accommodate growth out to 2051, including the Development Charges By-Law and Background Study, and the W&WW MSPU, and Transportation Project Updates
- Terms of Reference and MOU finalized for Ontario Street, St. Catharines Secondary Plan
- Launched a series of Census summary reports
- Re-initiation of the Region's Employment Survey
- Providing assistance with development of the Master Community Plan for Smithville
- Supporting major development initiatives and alignment with growth infrastructure.
- 33% increase in development application revenues from 2020 to 2021 (review of 826 development applications in 2021)
- Development of Niagara Region Stormwater Management Guidelines with Local Municipal and NPCA technical steering committee –Information Report to Planning and Development Committee in September 2022

Supporting Local Communities, Fostering Great Development

- Implementing a new development tracking system that will be used to intake development applications, track DC payments, and monitor growth and capacity
- Developing and implementing wet weather management programs and education in partnership with the Local Area Municipalities and the Combined Sewer Overflow Program
- Advancement of plans for former and residual sites associated with the redevelopment of long-term care (LTC) builds at Linhaven in St. Catharines and Gilmore Lodge in Fort Erie.
- Continuing to work with the Joint Agency Review Teams to guide quarry applications in the City of Niagara Falls, the City of Port Colborne and the Township of Wainfleet
- Developing a business case for the Glendale Eco Park site and pursuing land securement for the site
- Working with the agricultural community to streamline provincial regulations related to on-farm uses
- Working with the City of Niagara Falls in advancing infrastructure works and planning approvals for the South Niagara Falls Hospital
- Working with our 12 Area Municipalities to help streamline development approval process to address Bill 109 changes
- Updating our Environmental Impact Study Guidelines for the consistent application of regional and local *environmental impact study* related policy, which will contribute to a balanced approach to development and conservation across the Region.
- Actively working with the Area Municipalities and the NPCA on transition related to Bill 23 by exploring opportunities for Service Level Agreements

Building Great Communities – Urban Design and Landscape Architecture

- On-going work associated with the 2022 Niagara Biennial Design Awards which celebrate design excellence of built environment throughout the Region.
- Regional facilities and streetscapes in core areas through the Public Realm Investment Program
- Providing assistance to several communities with urban design solutions
- Implementing the Transportation Master Plan through Complete Streets

Court Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$2,847	\$2,035	\$812	28.5%
Administrative	\$2,754	\$1,451	\$1,303	47.3%
Operational & Supply	\$881	\$16	\$865	98.1%
Occupancy & Infrastructure	\$1	\$0	\$1	95.9%
Equipment, Vehicles, Technology	\$14	\$17	-\$3	-22.0%
Financial Expenditures	\$198	\$178	\$20	10.3%
Total Expenses	\$6,696	\$3,698	\$2,998	44.8%
Federal & Provincial Grants	\$0	-\$5	\$5	0.0%
Other Revenue	-\$8,707	-\$5,057	-\$3,650	-41.9%
Total Revenues	-\$8,707	-\$5,062	-\$3,645	-41.9%
Intercompany Charges	-\$4	-\$4	\$0	-7.5%
Total Intercompany Charges	-\$4	-\$4	\$0	-7.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$2,014	-\$1,368	-\$646	-32.1%
Transfers To Funds	\$200	\$200	\$0	0.0%
Total Transfers	\$200	\$200	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,814	-\$1,168	-\$646	-35.6%
Indirect Allocations & Debt	\$1,175	\$1,306	-\$131	-11.1%
Total Indirect Allocations & Debt	\$1,175	\$1,306	-\$131	-11.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$639	\$138	-\$777	121.6%

Court Services - Continued

Variance Analysis (in thousands of dollars)

Court Services operated at a deficit after indirect allocations of \$777 due to the factors as described below.

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

Distribution to Local Area Municipalities – The total distribution to the local area municipalities and the Region for the year is forecasted to be a recovery of \$138, a reduction from the budgeted \$639 distribution. This is due to significantly lower than expected fine revenues resulting from court closures due to lack of judicial resources, a substantial reduction in charging volumes, an increase in delinquent fine rates and a pause on the collection enforcement fines at the start of 2022. The revenue reductions have been partially offset by savings realized as a result of the reduced court matters.

Labour Related Costs – The favourable variance is \$812. Savings related to Vision Zero are \$626, with the balance related to active vacancy management to help manage budget pressures and challenges in recruiting.

Administrative – The favourable variance is \$1,303. Savings related to Vision Zero are \$905 with the balance of the surplus is largely due to reduced savings in costs related to trial matters. Reduced costs include lower adjudication costs, Part III prosecution costs and interpreter expenses as a result of the reduced volume of trials, in addition to lower than anticipated Victim Fine Surcharge and ICON processing costs as a result of reduced ticket volumes and fine payments.

Operational & Supply – The favourable variance of \$865 (including Vision Zero savings of \$95) is largely related to reduction in the budgeted distribution to the local area municipalities as noted above. The favourable variance is partially offset by higher than anticipated payments to other POA courts for fines collected on their behalf, which is fully offset by reduced infraction revenues.

Equipment, Vehicles & Technology – The unfavourable variance of \$3 is related to higher than anticipated costs for computer software licenses required for operations.

Financial Expenditures – The favourable variance of \$20 is related to lower than anticipated collection charges which is correlated with the reduced delinquent fine revenues.

Other Revenue – The unfavourable variance is \$3,650 with \$1,626 of the deficit relating to Vision Zero. The non-Vision Zero deficit, amounting to \$2,024 is driven by lower than budgeted infraction revenues (\$1,664) and lower than budgeted delinquent fine revenues (\$361). These deficits are driven by various external factors which are outside of Court Services' control such as; a significant decrease in charging volumes laid by enforcement agencies, limited judicial resources which caused court closures and/or reductions in court time allocated to Niagara thereby resulting in deferred convictions and delays in revenue collection, increase in applications for extension of time to pay which leads to delays in payment timeframes, delinquent fine rates are at their highest level since tracking of this metric begin in 2015 and an increase in requests for trials thereby delaying disposition of matters.

Community Impacts & Achievements

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

- Following the resumption of in-person court matters as permitted by the Ministry of the Attorney General (MAG), Niagara Court Services launched hybrid court as of April 4,

Court Services - Continued

2022, allowing individuals to participate in their court matters either virtually or in-person.

- All three courtrooms are equipped with the necessary processes and technology to conduct hybrid court matters, including Zoom licenses, document cameras, graphics processors, power/HDMI cables and refined camera views.
- In July 2022, Court Services launched a “virtual payment counter” to allow individuals attending Early Resolution matters via Zoom to complete payment electronically immediately following their court matter. With a 40% uptake rate, this innovative solution has yielded positive impacts from both a customer service and financial perspective; providing more seamless service delivery by removing the need for defendants attending virtually to contact the office separately via telephone or attend in-person following their court matter to complete payment.
- As an ongoing health and safety measure, Court Services continues to safeguard the wellbeing of all staff and visitors to the courthouse through daily HVAC measurements and reporting, as per MAG requirements.
- Court Services is presently scheduling January 2022 matters for trial dates in May 2023.
- As of December 31, 2022 Court Services has received approximately 2,035 cases related to the COVID-19 Pandemic (Reopening/Quarantine/Emergency Measures/Bylaw) since March 2020.
- With in-person matters resuming in April 2022, Court Services has continued to see an increase in the number of visitors to the courthouse compared to the same time periods in 2020 and 2021. However, the customer service wait times for individuals attending the courthouse building continue to be significantly reduced as a result of the introduction of the new Court Customer Service Representative roles in late 2021.
- Court Services team has focused their efforts on ongoing transparent communication with stakeholders; including enforcement agencies, judiciary, and legal professionals. This has helped keep all parties informed, and allowed staff to remain responsive to their needs and maintain business continuity throughout the pandemic.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$335	\$346	-\$11	-3.4%
Administrative	\$776	\$410	\$366	47.1%
Operational & Supply	\$58	\$61	-\$3	-4.7%
Occupancy & Infrastructure	\$17,361	\$18,681	-\$1,321	-7.6%
Equipment, Vehicles, Technology	\$133	\$167	-\$34	-25.8%
Community Assistance	\$0	\$0	\$0	0.0%
Financial Expenditures	\$1,377	\$1,435	-\$58	-4.2%
Total Expenses	\$20,040	\$21,101	-\$1,061	-5.3%
Federal & Provincial Grants	-\$814	-\$814	\$0	0.0%
Other Revenue	-\$16,948	-\$18,239	\$1,291	7.6%
Total Revenues	-\$17,762	-\$19,053	\$1,291	7.3%
Intercompany Charges	-\$173	-\$138	-\$35	20.0%
Total Intercompany Charges	-\$173	-\$138	-\$35	20.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,105	\$1,910	\$195	9.3%
Transfers From Funds	-\$817	-\$817	\$0	0.0%
Transfers To Funds	\$2,594	\$3,336	-\$742	-28.6%
Total Transfers	\$1,777	\$2,519	-\$742	-41.8%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,882	\$4,429	-\$547	-14.1%
Indirect Allocations & Debt	\$11,277	\$11,351	-\$74	-0.7%
Total Indirect Allocations & Debt	\$11,277	\$11,351	-\$74	-0.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$15,159	\$15,779	-\$621	-4.1%

Niagara Regional Housing - Continued

Variance Analysis (in thousands of dollars)

Niagara Regional Housing (NRH) operated at a deficit before indirect allocations of \$547 due to the following factors:

Administrative – The favourable variance of \$366 is primarily due to the timing consulting work related to building condition assessments, which was awarded at the end of 2022 and will start in 2023. The costs for the work (\$400) are committed and included in the 2022 encumbrance reported below in Transfers to Funds. This favourable variance is offset by external legal costs related to a claim settlement.

Occupancy and Infrastructure – The unfavourable variance of \$1,321 is due to higher than anticipated property maintenance as a result of inflationary cost pressures and increased repairs and work arising from resuming inspections of units after the COVID-19 pandemic and an increased number of move-outs, as well as additional work arising from deferred capital projects that is putting a pressure on the operating budget. In addition, property tax and grounds maintenance contract costs have experienced inflationary cost increases which have contributed to the variance. These increases are offset by lower than anticipated costs related to COVID-19 contracts related to cleaning and security services (\$342).

Equipment, Vehicles & Technology – The unfavourable variance of \$34 is primarily the result of purchases of replacement appliances, which were budgeted as part of the move-out costs above within Occupancy and Infrastructure.

Financial Expenditures – The unfavourable variance of \$58 is due to higher than anticipated write-offs on uncollectable tenant rents.

Other Revenue – The favourable variance of \$1,291 is primarily related to higher than anticipated rental revenues due to an end to the provincially-mandated rent freeze or an increase in the minimum rental rates, as well as more tenants paying market rents that are now in a position to do so. In addition, there is an increase in the maintenance charge revenues arising from increased unit inspections, increased investment income and a legal claim settlement payment arising from an incident in a prior year.

Intercompany Charges – The unfavourable variance of \$35 is due to the reduced allocation of funding from the Homelessness division as a result of the later than anticipated operational start of the supportive housing units.

Transfers – The unfavourable variance of \$742 is due to the 2022 encumbrance of \$400 related to the building condition assessment consulting work, as well as the return to reserves of funding allocated for COVID-19 costs in the 2022 budget as a result of reduced pandemic-related expenditures in the year (\$342).

Community Impacts & Achievements

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

- The Canadian Mortgage and Housing Corporation (CMHC) announced available funding in December that will facilitate the rehabilitation and upgrading of NRH's owned housing stock related to reductions in greenhouse gas emissions, energy efficiency and accessibility. NRH will leverage funding of \$16.5 million, which will support 30% of the capital costs and will significantly reduce the existing NRH capital backlog by 97%.
- Construction was ongoing for the 43-unit apartment building on York Street in Welland. This project was 75% done at the end of 2022 and has an estimated completion date of May 2023.
- Site Plan Approval and Building Permit were received for the 18-unit apartment building on Crescent Road in Fort Erie. This building will provide housing for women and children fleeing violence and will be operated by Niagara Region Community Services. This project was 10% complete at the end of 2022 and has an estimated completion date of April 2024. The tender for construction was issued in January 2023.

Niagara Regional Housing - Continued

- Work at 52 Ormond Avenue is ongoing and expected to be completed at the end of March 2023.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$170,916	\$170,453	\$463	0.3%
Administrative	\$4,037	\$3,781	\$255	6.3%
Operational & Supply	\$2,448	\$2,565	-\$117	-4.8%
Occupancy & Infrastructure	\$298	\$169	\$129	43.4%
Equipment, Vehicles, Technology	\$7,717	\$7,259	\$457	5.9%
Financial Expenditures	\$0	\$3	-\$3	0.0%
Total Expenses	\$185,415	\$184,230	\$1,185	0.6%
Federal & Provincial Grants	-\$9,546	-\$10,022	\$475	5.0%
By-Law Charges & Sales	-\$5,940	-\$4,964	-\$976	-16.4%
Other Revenue	-\$3,076	-\$3,354	\$278	9.0%
Total Revenues	-\$18,563	-\$18,340	-\$223	-1.2%
Intercompany Charges	-\$1,945	-\$1,976	\$31	-1.6%
Total Intercompany Charges	-\$1,945	-\$1,976	\$31	-1.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$164,908	\$163,915	\$993	0.6%
Transfers From Funds	-\$365	-\$365	\$0	0.0%
Transfers To Funds	\$3,835	\$3,835	\$0	0.0%
Total Transfers	\$3,470	\$3,470	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$168,378	\$167,385	\$993	0.6%
Indirect Allocations & Debt	\$17,059	\$17,340	-\$281	-1.6%
Total Indirect Allocations & Debt	\$17,059	\$17,340	-\$281	-1.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$185,437	\$184,724	\$713	0.4%

Niagara Regional Police Services - Continued

Variance Analysis (in thousands of dollars)

For the period ending December 31, 2022, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations surplus of \$1,004. Included in this surplus is a recommended transfer from Ontario Police Video Training Alliance (OPVTA) reserves of \$11, to offset a deficit for activities related to OPVTA programs. The surplus consists of a \$704 surplus attributable to the Service and a \$300 surplus attributable to the Police Service Board. The following factors contributed to this surplus:

Labour Related Costs – Compensation expense was below the approved budget by \$463. This favorable variance is from an overall net savings to salary and benefits resulting from the lag in recruitment to fill both uniform and civilian vacancies; that was partially offset by an increase usage of overtime and temporary replacement civilian staff to cover vacancies in key areas.

Administrative – Administrative expenses were below approved budget by \$255. This favorable variance is mainly the result of savings This favorable variance results mainly from savings in budgeted external legal services reported within the Police Service Board. The Board is responsible to pay for all legal expenses of the Police Service which are incurred as a result of Human Rights applications, contract negotiations, grievances, and legal indemnification costs for police service members (i.e. Special Investigations Unit related matters). The number of matters adjudicated varies year to year.

Operational & Supply – Operational and supply costs were above the approved budget by \$117. The unfavorable variance is mainly resulting from unbudgeted expenses related to spending from an in-year grant award. This grant program was approved after the formulation of the 2022 Budget and therefore is reported as an unbudgeted expense. These expenses were totally offset with the receipt of additional Provincial grant funding provided from the province and is reported in the revenue section.

Occupancy & Infrastructure – Occupancy and infrastructure costs were below the approved budget by \$129. This favorable variance is the result from savings This favorable variance is the result of unspent budget funds within the minor building renovation account.

Equipment, Vehicles & Technology – Equipment, vehicles, and technology costs were below the approved budget by \$457. This favorable variance is mainly due to unspent budget funds within computer software support, equipment repairs and maintenance agreements mainly due to the deferral of IT maintenance projects. However, there was a significant offsetting item as fuel was unfavorable by \$318. This unfavorable variance is mainly due to the increase in the price of fuel which was budgeted at \$1.25/litre.

Intercompany Charges – Intercompany charges were below the approved budget by \$31. Intercompany Charges represent expenses incurred for services provided by Niagara Region, with the annual budget being determined by the Region. Examples include vehicle and equipment repair, and recycling. Intercompany Charges also include funds received from Niagara Region to offset operating expenses of the 911 program.

Reserve Transfers – Reserve transfers were above the approved budget by \$11. The Ontario Police Video Training Alliance (OPVTA) reserve transfer of \$11 represents the funds transferred from the OPVTA Reserve fund to offset the annual deficit resulting from the 2022 OPVTA financial activity. Any surplus or deficits resulting from the OPVTA yearly financial operations is transferred to or from the OPVTA Reserve fund.

Recoveries & Revenues – Revenues and recoveries were below the approved budget by \$223. Fees for Service were under budget by \$976, mainly due to a \$790 revenue shortfall from the City of Niagara Falls for casino-related activities. The City of Niagara Falls transfers 18% of actual Casino Revenue to the Police Service Board to a maximum of \$4,200. For the 2022-year, Casino revenues totaled \$18,900 which were below pre-Covid levels. Offsetting the unfavorable fees for service was Provincial grant revenues of \$475 mainly due to the Community Safety & Policing renewal for years 2022 thru to 2025 and secondment revenues of \$278 for in-year appointments of two Service officers

Niagara Regional Police Services - Continued

to the Provincial Guns & Gangs Joint Task Force and the Weapons Enforcement Joint Task Force.

Conclusion – The detailed variance analysis has been prepared based on results of operations as of December 31, 2022. The Service experienced a budget surplus of \$704 from normal operations combined with a budget surplus of \$300 from the Board Office for an overall net surplus of \$1,004.

NPCA Statement of Operations (in thousands of dollars)

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

Niagara Peninsula Conservation Authority - Continued

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

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$25,539	\$25,408	\$132	0.5%
Administrative	\$3,322	\$2,674	\$648	19.5%
Operational & Supply	\$15,008	\$16,187	-\$1,180	-7.9%
Occupancy & Infrastructure	\$18,422	\$17,208	\$1,214	6.6%
Equipment, Vehicles, Technology	\$6,424	\$6,687	-\$262	-4.1%
Partnership, Rebate, Exemption	\$13,035	\$1,415	\$11,619	89.1%
Financial Expenditures	\$0	-\$29	\$29	0.0%
Total Expenses	\$81,750	\$69,550	\$12,200	14.9%
Taxation	-\$131,859	-\$131,239	-\$620	-0.5%
Federal & Provincial Grants	\$0	-\$33	\$33	0.0%
By-Law Charges & Sales	-\$1,539	-\$1,754	\$215	14.0%
Other Revenue	-\$7,238	-\$1,618	-\$5,621	-77.7%
Total Revenues	-\$140,637	-\$134,644	-\$5,993	-4.3%
Intercompany Charges	\$1,983	\$1,784	\$199	10.0%
Total Intercompany Charges	\$1,983	\$1,784	\$199	10.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$56,904	-\$63,310	\$6,406	11.3%
Transfers From Funds	-\$5,826	-\$1,034	-\$4,792	-82.3%
Transfers To Funds	\$40,655	\$42,302	-\$1,647	-4.0%
Total Transfers	\$34,829	\$41,268	-\$6,438	-18.5%
Net Expenditure (Revenue) Before Indirect Allocations	-\$22,074	-\$22,042	-\$32	-0.1%
Indirect Allocations & Debt	\$22,074	\$21,604	\$470	2.1%
Total Indirect Allocations & Debt	\$22,074	\$21,604	\$470	2.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$438	\$438	0.0%

Water & Wastewater Services - Continued

Variance Analysis (in thousands of dollars)

Water & Wastewater services concluded 2022 at a surplus of \$438 after indirect allocations. This consists of \$256 for Water and \$182 for WW, due to the following factors:

Labour Related Costs – The favourable variances of \$132 are due to staffing vacancies in both the water and wastewater divisions.

Administration – The favourable variance of \$648 is primarily due to lower than expected consulting expenses of which \$400 is due to timing and will be encumbered in 2023. Telephone, fax and control circuit charges have a favourable year-end variance of \$268 due to cancelling of legacy lines to a more cost efficient alternative. Partially offsetting the favourable year-to-date variances are increased legal costs in Wastewater of \$183.

Operational & Supply – There is an unfavourable variance of \$1,180 primarily driven by increased chemical & sludge collection costs. Sludge collection and disposal costs ended the year with an unfavorable variance of \$246 due to continued compliance issues at the Niagara Falls WWTP and cost escalations due to rising fuel costs. Chemical costs have a year-end variance of \$956 as a result of escalating contracted chemical costs.

Occupancy & Infrastructure – There is a favourable variance of \$1,214 which is largely attributable to lower than expected utility costs of \$1,607 due to favourable electricity pricing and plant utility optimization efforts. Partially offsetting these favourable variances are unfavourable variances in repairs and maintenance (R&M) for buildings of \$385 and \$242 in R&M Grounds caused by increased pricing and additional work done in Area 3 Wastewater. Additional unfavourable year-end variances of \$150 for watermain R&M due to required repair for watermain breaks, valve installation and valve repairs that occurred throughout the year.

Equipment, Vehicles, Technology – The unfavourable variance of \$262 is driven primarily by Equipment R&M due to increased pricing and volume of repairs due to aging infrastructure in Wastewater.

Partnership, Rebate, Exemption – The favourable variance of \$11,619 is primarily due to combined sewer overflow (CSO) funds committed to local area municipalities but not yet paid. All committed CSO funding not spent has been encumbered into future year budgets.

Taxation – The unfavourable variance of \$620 are a result of decreased water sales in January, September & October.

Other Revenue – There is an unfavourable year-end variance of \$5,621 which is mainly due to timing of development charge revenue recognition to fund the CSO program.

Transfers – The unfavourable variance of \$6,438 is due to previously encumbered CSO funds committed to local municipalities but not yet paid. Any remaining balance related to the CSO program has been encumbered into the 2023 wastewater budget.

Community Impacts & Achievements

- For 2022, the Water and Wastewater Division treated 56,239 ML of water at its 6 Water Treatment Plants and distributed this to the municipalities through 313 km of trunk water mains. The Division treated 72,799 ML of wastewater at its 11 Wastewater Treatment Plants collected by 145 km of gravity trunk sewers, 112 Sewage Pumping Stations and 160 km of sewage forcemains. The Garner Road Biosolids Facility received 387 ML of treatment plant residues for further reuse.
- Secondary Treatment upgrades are underway at the Niagara Wastewater Treatment Plant in an effort to regain compliance at the site with our internal and external partners
- Completion of the Strategic Plan for Water/Wastewater. Work is currently underway to develop the associated implementation and communication plan which is expected to roll out in 2023
- Successful completion of the 2022 Water Wagon Season where Niagara's safe, reliable and high quality drinking water services were promoted (and demonstrated) to over 230,000 attendees at 34 unique events throughout the community. Planning

Water & Wastewater Services - Continued

and preparations are underway for the 2023 Water Wagon season and the return to an in-person Children's Water Festival to be held at Brock University in April of 2023.

- Completion of several control retrofit upgrades and SCADA control panel replacements using internal resources
- Worked collaboratively with operations and maintenance to complete several process optimization initiatives, including chemical and utility consumption analysis across Wastewater resulting in new process specific design standards and templates
- Approval awarded to initiate the creation of a new optimization and integration team in the Wastewater division to increase focus on efficiency and consistency in system operations

Capital Projects & Asset Management:

- W-WW has approximately 222 active capital projects with a \$1.02 Billion total budget including the following highlighted projects:
 - Port Dalhousie WWTP Upgrades expected completion July 2023
 - Grimsby Water Storage Tank and Watermain expected completion March 2023
 - Dain City Sewage Pumping Station Forcemain Phases 4a and 5 construction completed Fall 2022, Phase 4b expecting completion by Q3 2023
 - Port Colborne Water Treatment Plant construction in progress, expected completion Q3 2023
 - Bemis Park Elevated Tank Environmental Assessment and Conceptual Design expecting completion Q2 2023, with design of EST and Shoalts Reservoir upgrades following
 - Welland Water Treatment Plant at 75% design completion expected to be completed in Q3 2023
 - Thundering Waters and Niagara Parkway Trunk Sewer Rehabilitation at 95% design completion with expected completion in February 2023
 - South Niagara Falls Wastewater Treatment Plant Municipal Schedule "C" Class Environmental Assessment completed September 26, 2022.
- With the completion of the Corporate Asset Management Plan, W-WW has obtained a new baseline to determine the backlog in overdue investments as well as forecast of future investment needs
- Delivered a completely revised and significantly augmented Strategic Plan for the Asset Management Section
- Undertook a comparative review of the Divisional Asset management for 2016 and 2022
- Developed a revised, needs-based approach of the Annual Capital Budget for 2023 including a revision of the Capital Planning procedure
- Asset management Section has commenced the planning of the Financial Plan Update 2024
- Asset management Section has initiated a review of its methodology to determine long-term capital needs forecasting and financing
- Asset Management Section has commenced the implementation of its Capital Planning Decision Support System.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Labour Related Costs	\$3,995	\$3,470	\$525	13.1%
Administrative	\$2,195	\$576	\$1,620	73.8%
Operational & Supply	\$54,970	\$56,157	-\$1,187	-2.2%
Occupancy & Infrastructure	\$1,557	\$1,307	\$250	16.1%
Equipment, Vehicles, Technology	\$1,180	\$1,069	\$111	9.4%
Partnership, Rebate, Exemption	\$225	\$90	\$134	59.8%
Financial Expenditures	\$0	-\$107	\$107	0.0%
Total Expenses	\$64,122	\$62,562	\$1,560	2.4%
Taxation	-\$42,813	-\$42,813	\$0	0.0%
Federal & Provincial Grants	\$0	-\$1	\$1	0.0%
By-Law Charges & Sales	-\$17,051	-\$18,047	\$996	5.8%
Other Revenue	-\$6,510	-\$6,380	-\$131	-2.0%
Total Revenues	-\$66,375	-\$67,241	\$866	1.3%
Intercompany Charges	\$154	\$137	\$17	11.3%
Total Intercompany Charges	\$154	\$137	\$17	11.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$2,098	-\$4,543	\$2,444	116.5%
Transfers From Funds	-\$3,763	-\$3,763	\$0	0.0%
Transfers To Funds	\$4,136	\$5,437	-\$1,301	-31.5%
Total Transfers	\$372	\$1,674	-\$1,301	-349.5%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,726	-\$2,869	\$1,143	66.2%
Indirect Allocations & Debt	\$1,726	\$1,692	\$34	2.0%
Total Indirect Allocations & Debt	\$1,726	\$1,692	\$34	2.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$1,177	\$1,177	0.0%

Waste Management Services - Continued

Variance Analysis (in thousands of dollars)

Waste Management Services operated at a surplus after indirect allocations of \$1,177 due to the following factors:

Labour Related Costs – The favourable variance of \$525 is due primarily to salary gapping and position vacancy management. Included in this favourable variance is \$127 of savings related to a temporary position funded from the Waste Management Stabilization reserve. This funding has been transferred back to reserve and is included in Transfers below.

Administrative – The favourable variance of \$1,620 is largely from unspent consulting dollars (\$1,370), which is mainly due to the timing of spend on the Waste Management Long-Term Strategic Plan (LTSP) as a result of being unsuccessful in obtaining a consultant, excess soil disposal study as well as printing costs for collection guides distributed in Q1 2023. The favourable variances related to the LTSP soil depot assessment and collection guide costs (totaling \$1,085) have been encumbered into the 2023 budget and are included in Transfers below. Savings related to staff development costs (\$41) which have trended lower than budgeted throughout the pandemic and lower than anticipated expenditures tied to educational campaigns (\$60) are also included in the year-end favourable variance.

Operational & Supply – The unfavourable variance of \$1,187 is largely driven by higher than anticipated operational contract costs which are subject to annual escalations based on CPI and fuel rates. As a result of these uncontrollable economic impacts, operational contract costs are higher than what was budgeted when the 2022 budget was prepared. Also contributing to the unfavourable variance is higher than budgeted leachate processing fees (\$154) due to higher than anticipated processing rates as well as higher flow volumes due to a wet spring, higher than budgeted recyclable purchases (\$394). Although there has been a significant downturn noted in the commodity market for recyclables beginning in Q3, the first half of the year saw extremely high commodity rates which directly impacted the cost to purchase recyclables. The year-end unfavourable variance is a result of the high recycling purchases in the first half of the year and partially offset by the lower costs in Q3 and Q4. The increased costs related to recyclable purchases are offset by revenue received through the sale of these recyclable materials.

Occupancy & Infrastructure – The favourable variance of \$250 is a result of lower than anticipated utility costs (\$163) as well as lower than anticipated spending in relation to repairs and maintenance costs (\$67).

By-Law Charges & Sales – The favourable variance of \$996 is largely due to an overall higher than budgeted net revenues received from the sale of recyclable commodities (\$938). The first half of the year saw extremely high commodity rates for recyclables and, beginning in the third quarter, the commodity markets took a significant downturn in which the rates for these recyclable materials fell significantly. The net favourable variance is a result of the high commodity prices in the first half of the year and is partially offset by the lower than budgeted recycling revenues in the second half of the year. Also included in the favourable variance is a favourable variance relating to garbage bag tags (\$71) due to a higher volume of tags sold during the year. These favourable variances have been offset by lower than anticipated tipping fees at the Region's landfill sites (\$97).

Transfers – The unfavourable variance of \$1,301 is mainly due to encumbrance of \$1,085 relating to the LTSP, excess soil disposal study and printing of the 2023 collection guides, the transfer of unspent funding related to 2022 budgeted COVID-19 costs transferred back to the Region's Taxpayer Relief Reserve (\$89), and unused one-time funding returned to the Waste Management Stabilization Reserve (\$127) as noted above.

Community Impacts & Achievements

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

Waste Management Services - Continued

processing contract, policy development, capital program delivery and supporting outreach and communications programs.

- Implementation of an illegal dumping campaign to address the issue of illegal dumping in the Niagara Region.
- As a result of increasing organics tonnages, staff engaged in negotiations with Walkers Environmental Group to secure additional processing capacity to support Niagara's increasing organics capacity needs.
- The request for proposal (RFP) for Niagara Region's Waste Management Long-Term Strategic Plan was issued August 8, 2022 and closed in September with no bids received, primarily due to consultant resource limitations and the scope of the project. The multi-phase project encompasses technical requirements, as well as research and stakeholder engagement components, and will take over a year to complete. A separate RFQ for the financial and tonnage modeling requirements was issued in December 2022 and awarded in January 2023. The research and reporting requirements have been separated into a new RFP (2023-RFP-13) to be issued in Q1 2023, and the stakeholder consultation requirements will also be issued in a separate RFP (2023-RFP-14).
- Disposition of Niagara Region owned Material Recycling Facility:
 - A negotiated request for proposal was issued in December 2021.
 - Following a public procurement process Emterra Environmental Inc. was the successful purchaser of the MRF, with a closing date of April 21, 2023.
- Continue to investigate, assess and mitigate any environmental impacts related to the two open and twelve closed landfill sites.
- Staff have undertaken a review and provided preliminary recommendations regarding the final producer-responsibility regulation for the residential Blue Box program. Under the regulation, Niagara Region would transition from the current Blue Box program to the full producer-responsibility model no later than January 1, 2024. More detailed analysis and final recommendations regarding Niagara Region's role in continuing the provision of a subset of Blue Box services will be forthcoming in Q1 2023 to Q2 2023.
- Niagara Region won the Municipal Waste Association's 2022 Promotion & Education Awards Gold Award for its "See it. Report It. Stop It." Illegal dumping campaign in the Campaign - Large Municipality category. This campaign supported education on the financials, environmental, and community consequences of illegal dumping, info on proper disposal methods, and awareness on how to report illegal dumping.
- On September 1, the operation contract for the Humberstone Landfill successfully transitioned to Future Waste Systems.
- Optimization of the closed and open landfill monitoring program is continuing. This project includes applying to the MECP to reduce the scope of the monitoring program resulting in reducing costs to the Region.
- In October 2021, the Household Hazardous Waste (HHW) program transitioned to producers who are now responsible for the management of designated materials. The Region's current HHW program remains unchanged.
- Student outreach to Brock University and Niagara College including student mail outs to welcome off campus students and inform them of their collection services, and attendance at orientation events to drive uptake in containers and further educate on waste app and other service info.
- Resumed in-person presentations in both assembly and classroom format, mascot appearances also resumed at these events to increase engagement and increased attendance at in-person events for the first time since 2019

Capital

- Work was completed on the RFPQ and RFT for Phase 3 of the Landfill Gas Collection and Control System at the Humberstone Landfill. Construction will commence in early 2023
- Exterior upgrades to the Niagara Road 12 Admin Building were completed in 2022 including replacing building windows, garage doors and repairs to the concrete sidewalks around the perimeter of the building. The design of upgrades to the interior of the Admin Building started in Q4 2022.

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

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

Department	Adjustment Amount	Adjustment Description
Original Budget Revenue & Expenditures	\$1,119,989	
Community Services	\$352	To record revised funding and related expenditures for additional housing allowances under the Social Infrastructure Fund.
Community Services	\$608	To record revised funding and related expenditures for the provincial Homelessness Prevention Plan. (COM 10-2022)
Community Services	\$1,343	To record revised funding and related expenditures for the provincial Reaching Home program. (COM 11-2022)
Community Services	\$2,744	To record revised funding and related expenditures for one-time provincial childcare funding. (COM 7-2022)
Community Services	\$4,346	To record revised funding and related expenditures for the provincial Social Services Relief Fund. (COM 14-2022)
Community Services	\$16,020	To record in year funding from the federal and provincial government to support the first phase of the Ontario Wide Early Learning and Child Care Ontario plan to provide child care fee reduction payments and to support workforce compensation (COM 19-2022)
Community Services	\$8,377	To record revised funding and related expenditures for additional funding from the Ministry of Long-Term Care to address on-going COVID-19 pressures, staffing pressures and to support the continuance of the step-down unit pilot program at the T. Roy Adams Behavioural Support Unit (COM 23-2022)
Community Services	\$2,353	To record incremental Social Services Relief funding to cover COVID costs from April 1st 2022 to December 31st 2022. Approved by PHSSC on June 14th and by council as per report (COM 18-2022)
Community Services	\$1,790	To record an increase to the previously adopted 2022 Regional Municipality of Niagara operating budget, in the amount of \$1,789,965, to be fully funded through the Ministry of Long-Term Care (COM 32-2022)
Corporate Services	\$46	To record additional development charge revenue required to accommodate increased scope for the Development Charges background study.
Corporate Services	\$17,096	To record the 2022 Encumbrance budget adjustment as detailed in the 2021 Year-End Results & Transfer report (CSD 9-2022).

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

Department	Adjustment Amount	Adjustment Description
Corporate Services	\$6,083	To record the related development charge funding from 2021 and prior years for the Combined Sewer Overflow program, Master Servicing Plans for Water and Wastewater and Development Charge Background study that were encumbered into 2022 (CSD 9-2022).
Corporate Services	\$232	To record a change in accounting treatment to include the charity golf tournaments as part of Regional operations (Andy Koschok and Regional Chair)
Niagara Regional Police Services	\$87	To record grant funding for the purchase of equipment
Niagara Regional Police Services	\$124	To record in year receipt of grant funding for the NRPS Emergency Service Division. The grant was invoiced to the Criminal Intelligence Service of Ontario (CISO) and has been subsequently paid.
Planning and Development	\$42	To record the revenue collected from the annual Regional Planning Commissioners of Ontario in the form of membership fees from various municipalities (RPCO) utilized for consulting expenses supporting Planning Commissioners in Ontario on new and emerging planning initiatives.
Planning and Development	\$808	To record increasing expenses that will be funded by the development applicant as per the Fees and Charges by-law
Public Health and Emergency Services	\$52	To record funding received for Infection Prevention and Control to support 2 new positions (IPAC specialists) (PHD-C 3-2022)
Public Health and Emergency Services	-\$12	To record a reduction in funding for Healthy Babies Healthy Children program due to the elimination of a position for a portion of the year
Public Health and Emergency Services	\$60	To record one-time funding from the Ministry of Health to support 6 additional Public Health Practicums
Public Health and Emergency Services	\$169	To record one-time funding from the Ministry of Health for Safe Injection Sites and Smoke Free Ontario equipment (PHD-C 3-2022)
Public Health and Emergency Services	\$284	To record revised funding from the Ministry of Health for the Ontario Seniors Dental Care Program (PHD-C 3-2022)
Public Health and Emergency Services	\$99	To record funding from FACS for an additional Public Health Nurse in the Healthy Babies program
Public Health and Emergency Services	\$20	To record one-time funding from the Ministry of Health for the replacement of a vaccine refrigerator (PHD-C 3-2022)

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

Department	Adjustment Amount	Adjustment Description
Public Health and Emergency Services	\$915	To record one-time funding from the Ministry of Health for the School Focused Nurses Initiative to reflect extension of the program as well as one-time funding for the Temporary Retention Incentive for Nurses (PHD-C 3-2022)
Public Health and Emergency Services	-\$132	To record divestment of Niagara Region Mental Health's Telemedicine Service and reallocation of resources to Early Intervention (PHD-C 5-2022)
Transportation and Transit	\$545	To record Transit Safe Restart Governance funding as well as Audit and Accountability Phase 3 funding
Total Budget Adjustment	\$64,451	
Total Budget Amendment	-	
December 31, 2022 Adjusted Budget	\$1,184,440	

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, 2022 the Region's forecasted consolidated and uncommitted reserve balance was \$272,182 (\$289,705 at December 31, 2021). The ratio of debt to reserves is an important marker of fiscal sustainability. A ratio of less than 1 shows that if revenues were to decline, the Region would have other resources to meet its obligations. Conversely, if the ratio was greater than 1, it can indicate vulnerability to economic downturns. The Region's debt to reserve ratio including unissued debt is 3.24 (2.89 at December 31, 2021).

Description	Balances at December 31, 2021	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at December 31, 2022 before Transfers	Forecasted Year-end Transfers*	Forecasted Balances at December 31, 2022	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2022
Wastewater Capital	\$16,516	\$26,680	\$0	-\$29,961	\$569	\$13,804	\$0	\$13,804	\$0	\$13,804
Water Capital	\$70,908	\$22,536	\$0	-\$32,378	\$966	\$62,032	\$207	\$62,239	\$0	\$62,239
Waste Management	\$11,572	\$1,779	\$0	-\$6,054	\$616	\$7,913	\$0	\$7,913	\$0	\$7,913
General Capital Levy	\$18,632	\$41,249	-\$1,922	-\$36,099	\$0	\$21,860	\$0	\$21,860	-\$150	\$21,710
Infrastructure Deficit	\$574	\$4,053	\$0	-\$4,300	\$0	\$327	\$0	\$327	\$0	\$327
Court Services Facility Renewal	\$3,701	\$200	\$0	\$0	\$0	\$3,901	\$0	\$3,901	\$0	\$3,901
NRH Owned Units ¹	\$8,598	\$2,739	-\$400	-\$1,593	\$0	\$9,344	\$0	\$9,344	\$0	\$9,344
NRPS Long-Term Accommodation (LTA)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ontario Police Video Training Alliance	\$112	\$0	\$0	\$0	\$0	\$112	-\$11	\$101	\$0	\$101
Police Capital Levy	\$330	\$1,550	\$0	-\$1,461	\$0	\$419	\$0	\$419	\$0	\$419
Police Vehicle and Equipment Replacement	\$24	\$2,085	\$0	-\$2,078	\$0	\$31	\$0	\$31	\$0	\$31
Total Capital Reserves	\$130,967	\$102,871	-\$2,322	-\$113,924	\$2,151	\$119,743	\$196	\$119,939	-\$150	\$119,789
Wastewater Stabilization	\$5,326	\$0	\$0	\$0	\$209	\$5,535	\$182	\$5,717	\$0	\$5,717
Water Stabilization	\$3,530	\$0	\$0	\$0	\$112	\$3,642	\$49	\$3,691	\$0	\$3,691
Waste Management Stabilization	\$8,606	\$128	-\$2,819	\$0	\$187	\$6,102	\$1,177	\$7,279	\$0	\$7,279
Encumbrance	\$17,097	\$16,349	-\$12,244	\$0	\$0	\$21,202	\$0	\$21,202	\$0	\$21,202
Investment Income Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxpayer Relief ^{2, 3}	\$61,600	\$25,483	-\$36,140	\$0	\$0	\$50,943	-\$2,239	\$48,693	\$0	\$48,693
Police Contingency	\$954	\$0	\$0	\$0	\$0	\$954	\$0	\$954	\$0	\$954

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2021	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at December 31, 2022 before Transfers	Forecasted Year-end Transfers*	Forecasted Balances at December 31, 2022	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2022
Police Services Board Contingency	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$242	\$0	\$242
Total Corporate Stabilization Reserves	\$97,355	\$41,960	-\$51,203	\$0	\$508	\$88,620	-\$831	\$87,787	\$0	\$87,787
Ambulance Communication	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Circle Route Initiatives	\$1,133	\$0	\$0	\$0	\$0	\$1,133	\$0	\$1,133	\$0	\$1,133
Hospital Contribution	\$8,100	\$2,435	\$0	\$0	\$0	\$10,535	\$0	\$10,535	\$0	\$10,535
Housing Services	\$7,871	\$1,169	-\$401	\$0	\$0	\$8,639	\$0	\$8,639	\$0	\$8,639
Total Specified Contribution Reserves	\$17,104	\$3,604	-\$401	\$0	\$0	\$20,307	\$0	\$20,307	\$0	\$20,307
Future Benefit Costs ⁴	\$25,149	\$0	-\$195	\$0	\$0	\$24,954	\$0	\$24,954	\$0	\$24,954
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270	\$0	\$2,270
Smart Growth	\$201	\$24	\$0	\$0	\$0	\$225	\$0	\$225	\$0	\$225
Landfill Liability	\$10,164	\$2,357	\$0	-\$4,479	\$143	\$8,185	\$0	\$8,185	\$0	\$8,185
Police Accumulated Sick Leave	\$996	\$0	-\$365	\$0	\$0	\$631	\$0	\$631	\$0	\$631
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$3,670	\$200	\$0	\$0	\$0	\$3,870	\$0	\$3,870	\$0	\$3,870
Total Future Liability Reserves	\$46,602	\$2,581	-\$560	-\$4,479	\$143	\$44,287	\$0	\$44,287	\$0	\$44,287
Total (Excluding Deferred Revenues)	\$292,028	\$151,016	-\$54,486	-\$118,403	\$2,802	\$272,957	-\$635	\$272,311	-\$150	\$272,161

*Subject to Council approval in CSD 20-2023

¹Opening Balance at December 31, 2021 includes \$313 that was transferred to the NRH Owned Units reserve from the general operating surplus as approved through CSD 45-2022.

²Opening Balance at December 31, 2021 includes \$713 that was transferred to the Taxpayer Relief reserve from the general operating surplus as approved through CSD 45-2022.

³Opening Balance at December 31, 2021 includes \$230 from the NRH Rent Supplements reserve, which was closed and balance transferred as approved through CSD 45-2022.

⁴Opening Balance at December 31, 2021 includes \$793 from the NRH Employee Future Benefits reserve, which was closed and balance transferred as approved through CSD 45-2022.

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2021	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at December 31, 2022	Capital Commitments *	Operating Commitments **	Balance Available at December 31, 2022
Development Charges-General Government	\$1,905	\$793	\$202	- \$651	\$0	\$55	\$2,304	\$0	- \$1,129	\$1,175
Development Charges-Police Services	\$5,274	\$1,411	\$404	- \$6,007	-\$1	\$79	\$1,159	\$0	\$0	\$1,159
Development Charges-Roads	\$80,957	\$24,652	\$8,132	- \$30	- \$18,468	\$2,103	\$97,345	- \$68,852	\$0	\$28,493
Development Charges-Sewer	\$72,806	\$12,253	\$5,927	- \$855	- \$3,091	\$1,976	\$89,016	- \$26,181	\$0	\$62,835
Development Charges-Water	\$36,435	\$8,661	\$3,760	- \$227	- \$3,034	\$1,014	\$46,608	- \$16,754	\$0	\$29,855
Development Charges-Emergency Medical	\$2,284	\$584	\$150	- \$0	- \$29	\$65	\$3,054	- \$281	\$0	\$2,773
Development Charges-LT Care	\$9,228	\$4,127	\$898	- \$0	- \$7,931	\$192	\$6,513	- \$14,094	\$0	- \$7,580
Development Charges-POA	\$146	\$173	\$39	\$0	\$0	\$6	\$364	\$0	\$0	\$364
Development Charges-Health	\$1,603	\$459	\$60	- \$0	\$0	\$46	\$2,168	\$0	\$0	\$2,168
Development Charges-Social Housing	- \$2,308	\$3,756	\$800	- \$0	- \$2,544	\$32	- \$264	- \$3,111	\$0	- \$3,375
Development Charges-Waste Division	\$3,938	\$1,293	\$340	- \$30	-\$9	\$117	\$5,650	- \$208	\$0	\$5,443
Development Charges-Public Works (Facilities & Fleet)	\$0	\$111	\$106	\$0	\$0	\$2	\$219	\$0	\$0	\$219
Subtotal Development Charges	\$212,269	\$58,272	\$20,816	- \$7,801	- \$35,107	\$5,687	\$254,137	- \$129,480	- \$1,129	\$123,528
Federal Gas Tax	\$44,251	\$14,205	\$0	\$0	- \$12,794	\$1,111	\$46,773	- \$41,012	\$0	\$5,761
Provincial Gas Tax	\$2,574	\$1,142	\$0	\$0	\$0	\$64	\$3,780	\$0	\$0	\$3,780
Subtotal Gas Tax	\$46,825	\$15,347	\$0	\$0	- \$12,794	\$1,175	\$50,553	- \$41,012	\$0	\$9,541
Total	\$259,094	\$73,619	\$20,816	- \$7,801	- \$47,901	\$6,862	\$304,691	- \$170,492	- \$1,129	\$133,070

Deferred Revenue Summary (in thousands of dollars) - Continued

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

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

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

Grant Category	Actuals		Total	Annual Budget	Annual Variance
	Q1-Q3	Q4			
Other Economic Incentives:					
50% Industrial - (M)	\$349	\$7	\$356		
Brownfield - (D) ²	\$1,031	\$6,209	\$7,240		
Smart Growth Niagara - (D)	\$503	\$0	\$503		
Long-Term Care Facility - (D)	\$0	\$0	\$0		
Board of Education - (M)	\$186	\$0	\$186		
NRH - (D)	\$0	\$0	\$0		
Parking garage - (D)	\$0	\$0	\$0		
Agriculture - (D)	\$5,598	\$1,846	\$7,444		
Place of Worship - (D)	\$0	\$0	\$0		
Intensification RDC Reductions - (M)	\$1,899	\$655	\$2,555		
Hotels/Motels - (D)	\$0	\$0	\$0		
Other (D)	\$187	\$0	\$187		
Non-Profit Afford. Rental Housing	\$0	\$0	\$0		
Subtotal - Other Economic Incentives	\$9,754	\$8,718	\$18,472	\$7,568	-\$10,904
Non-Profit - (D)¹	\$88	\$52	\$140	\$250	\$110
Industrial and Gateway - (D)³	\$2,204	\$0	\$2,204	\$1,050	-\$1,154
Total	\$12,046	\$8,770	\$20,816	\$8,868	-\$11,948

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

Deferred Revenue Summary (in thousands of dollars) - Continued

2022 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2022
Q1-Q4 Applications: Christian Horizons	Mar 31, 2022	Non-profit affordable housing units	Grimsby	\$88	\$88
Habitat For Humanity	Nov 10, 2022	Non-profit affordable housing construction	Thorold	\$52	\$52
Total				\$140	\$140

2022 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2022
Grants Application Prior to 2022 ^{1,2}				\$31,867	\$2,223	\$0
4263 Fourth Ave	Feb 18, 2021	Residential Townhouses	Niagara Falls	\$1,031	\$1,031	\$1,031
401 Canal Street	Feb 25, 2021	Residential, park, school and open space	Welland	\$11,938	\$6,115	\$6,115
3631 Stanley Ave	Oct 4, 2021	Commercial office space, storage facility	Niagara Falls	Pending ²	\$94	\$94
Total				\$44,836	\$9,463	\$7,240

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

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

Deferred Revenue Summary (in thousands of dollars) - Continued

2022 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2022
Q1-Q4 Applications:					
13371 Pettit Rd	Feb 7, 2022	New Production Facility for soaps and chemicals	Fort Erie	\$1,154	\$1,154
156 Berryman Ave	Mar 1, 2022	Manufacturing facility expansion	St. Catharines	\$102	\$102
18 Commerce Pl	Mar 8, 2022	New Production Facility for lighting and light fixtures	St. Catharines	\$53	\$53
4639 Bartlett Rd	May 4, 2022	Mixed Use Tenanted Industrial Plaza	Lincoln	\$193	\$193
4500 Montrose Rd	Apr 8, 2022	Manufacturing facility for millwork fixtures	Niagara Falls	\$38	\$38
925 Line 2 Rd	May 27, 2022	Winery production facility expansion	Niagara-on-the-Lake	\$68	\$68
4566 Delta Way	Jun 16, 2022	Expansion of facility producing waterproofing material	Lincoln	\$188	\$188
Bartlett Rd Lot 6 Plan 157	Jun 28, 2022	Manufacturing of custom design electrical equipment	Lincoln	\$353	\$353
1909 Allanport Rd	Jul 11, 2022	Manufacturing of electrical power and control panels	Thorold	\$53	\$53
Total				\$2,204	\$2,204

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). The reserve and reserve funds policy requires a report outlining any year-to-date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds not approved in the initial annual budget.

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Council approved net operating transfers to reserves, including interest allocation to reserves	- \$46,596	
<i><u>Additional operating reserve transfers (to)/from reserves:</u></i>		
All Rate Reserves	- \$2,233	Interest income allocation to reserve forecasted at Bank of Canada rate which was higher then budgeted
2021 Encumbrances	\$17,096	2021 Encumbrances (CSD 9-2022)
2022 Encumbrances	-\$21,202	2022 Encumbrances (CSD 20-2023)
Wastewater Capital	- \$492	Underspent CSO projects closed during the year, transfer amount back to Wastewater Capital Reserve
Capital Levy	\$714	Budgeted Transfer to reserve for proceeds on sale of surplus properties not completed in 2022 (in alignment with Procurement By-Law)
Capital Levy	- \$941	Transfer back to reserve for unused funds - Niagara Falls and St. Catharines GO Stations not fully operational (in alignment with budget planning By-law)
Capital Levy	- \$126	Transfer back to general capital levy of proceeds from disposition of assets for Public Health and Emergency Medical Services
Capital Levy	- \$15,952	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Levy)

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Water Capital	- \$388	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Water)
Wastewater Capital	- \$7,726	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Wastewater)
Housing Services	- \$103	Transfer of unspent funds from Capital Loan and Grant program to reserve
Waste Management Stabilization	- \$128	Transfer of unspent funds due to an unfilled position to reserve
Hospital Contribution	\$1,000	Reversal of budgeted transfer to reserve to fund commitment to Hospice Niagara for 2022 as per CSD 11-2023
Tax Payer Relief	- \$22,256	Transfer back to reserve for unused funds, COVID-19 external funding received to fund 2022 budgeted COVID-related expenditures
Net operating transfers to reserves	-\$99,332	

Capital Reserve Transfer Reconciliation (in thousands of dollars)

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

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

Encumbrance Summary (in thousands of dollars)

Encumbrance accounting is a mechanism to facilitate the accounting of goods and services where an obligation to purchase has occurred but the goods or services had not been received by year end. Public sector accounting requires the Niagara Region to follow accrual based accounting. This creates a funding complication in that goods or services contracted before year end and received subsequent to year end would not be matched to their budgeted funding. Encumbrance accounting was introduced to effectively transfer the budgeted funding for goods and services where a purchase order, contract or other commitment exists, to an encumbrance reserve at year end. Below is a detailed summary of 2022 encumbrances by department.

	2022	2021	2020	2019	2018
Governance	\$0	\$0	\$0	\$0	\$0
General Government	\$7,585	\$6,209	\$5,369	\$4,463	\$3,363
Corporate Administration	\$367	\$373	\$309	\$84	\$135
Corporate Services	\$1,244	\$933	\$125	\$198	\$779
Community Services	\$678	\$0	\$55	\$289	\$36
Planning & Development Services	\$760	\$535	\$607	\$664	\$1,881
Public Health	\$0	\$0	\$0	\$65	\$1,318
Economic Development	\$0	\$0	\$0	\$0	\$285
Niagara Regional Housing	\$400	\$698	\$1,149	\$735	\$371
Public Works - Transit	\$1,982	\$0	\$0	\$0	\$0
Public Works - Transportation	\$1,122	\$1,816	\$938	\$849	\$735
Public Works - Waste Management	\$1,085	\$832	\$706	\$810	\$932
Public Works - Water/ Wastewater *	\$5,979	\$5,700	\$7,017	\$8,220	\$9,659
Council Direction (CSD 21-2019)	\$0	\$0	\$0	\$0	\$1,828
TOTAL	\$21,202	\$17,096	\$16,275	\$16,377	\$21,322

* The Public Works - Water/Wastewater 2022 Encumbrance includes \$10,915 (\$5,547 funded from reserves as summarized above, \$5,368 funded from development charges) related to the Combined Sewer Overflow (CSO) program. Managing this program through the operating budget rather than capital budget began in 2015. \$1,702 remains in capital projects related to the CSO program from 2008 through 2014.

Notes:

- \$13,799 of the total encumbrances in 2022 (2021 - \$12,024) relate to incentive and grant programs.

Encumbrance Detail (in thousands of dollars)

Description	Amount
General Government	
Public Realm Investment Program	
RR18 (Ontario St.), RR81 (King St.)*	\$10
Civic Square Revitalization*	\$30
East Fonthill Servicing RR20 & Rice Road*	\$12
RR27 Welland Parkette Hellems/East Main St*	\$20
RR54 Pelham Port Robinson Rice Rd Parkette*	\$30
Downtown Beamsville Beautification Projects*	\$31
Jordan Hollow Cultural Park*	\$83
Pelham Arches Lighting and Streetscape*	\$10
Trees and Transit Shelters on Rice Road*	\$30
Oakes Park - Canada Summer Games Plaza*	\$25
Dominion & Lakeshore Road Roundabout Landscaping & Gateway*	\$80
Casablanca Road Streetscape Features*	\$125
Victoria Ave and Bridge Street Roundabout Gateway Features*	\$75
Coronation Park RR81 Streetscape*	\$44
West Lincoln Square Furniture*	\$20
19th St, Main St, King St, Lincoln	\$100
Lundy's Lane (between #7077 to 7225), Niagara Falls	\$14
Niagara Stone Rd, Virgil, Niagara-on-the-Lake	\$120
120 Killaly St & Elm St, Port Colborne	\$45
12 East Main St & The Boardwalk, Welland	\$55
	\$959
Gateway - Tax Increment Grant	
287 Silverthorne/Buchner*	4,839
Waterfront Improvement Program	
Millennium Recreation Trail*	400
Smarter Niagara Incentive Program	
Building and Facade Improvement Grant/Loan Program	287
CIP/MasterPlans/Official Plans Grant Program	376
ESA Phase II (Risk Assessment Plan)	126
Heritage Restoration and Improvement Grant	40
Residential Grant/Loan Program	558
	1,387
Total Encumbrances for General Government	\$7,585
Corporate Administration	
Economic Development - Study and Lead Generation*	48
Recruitment for the Medical Officer of Health*	13
Contract for Training Services	45
Microsoft Dynamics Project	75
Culture Survey	70
Emerging Sector In-Depth Analysis	38
Agriculture Sector Economic Development Action Plan	78
Total Encumbrance for Corporate Administration	\$367
Corporate Services	
City of St. Catharines Tax Appeal Cost Share*	28
Property Valuations*	400
CRTC Application for Rural Highspeed Internet*	400
Development Charge by-law Appeal	259
Facilities Building Condition Assessments	147
Bill 23 Impact on Development Charges by-law	10
Total Encumbrance for Corporate Services	\$1,244

Encumbrance Detail (in thousands of dollars) – Continued

Description	Amount
Community Services	
K3D Thermostat Technology*	103
Capital Loan & Grant Program - Grant Portion 2021*	58
Capital Loan & Grant Program - Grant Portion 2022	400
Common Programming Space Furniture	17
Niagara Prosperity Initiative	100
Total Encumbrance for Community Services	\$678
Planning & Development	
Niagara Official Plan*	140
Housing Affordability and Growth Plan	47
Glendale Secondary Plan	508
Tree Canopy Assessment	65
Total Encumbrance for Planning and Development	\$760
Niagara Regional Housing	
Building Condition Assessments	400
Total Encumbrance for Niagara Regional Housing	\$400
Public Works - Transit	
Back-ordered IT Components	\$30
Replacement Passes	\$92
Uniforms	\$100
Launch Advertising	\$115
Employee Benefits Review	\$77
ADP Payroll Configuration Costs	\$90
Technology for Board Members	\$43
Vehicle Purchases	\$240
Temporary Transitional Staffing	\$531
Install and Migrate Fuel Management and Gas Detection System	\$139
Environment Site Assessment	\$290
Transit Commission Transition Costs - Various	\$235
Total Encumbrance for Public Works - Transit	\$1,982
Public Works - Transportation	
Catch Basin Cleaning*	\$208
Cityworks Software Upgrade*	33
Greater Niagara Circle Route - Extension of the Welland Canal Parkway Trail*	200
Greater Niagara Circle Route - Wayfinding Initiatives*	50
Bicycle Facilities Grant 2021*	60
Bicycle Facilities Grant 2022	150
Transportation Planning Policy Development	183
Engineering Services for In-Service Road Safety Audit	33
Spring Hazard Tree Removal	45
Pavement Management Study	62
Bridge Condition Study	31
Consulting Services Supporting Launch of Automated Speed Enforcement	37
Engineering Services for Curve Warning Signs review	30
Total Encumbrance for Public Works - Transportation	\$1,122
Public Works - Waste Management	
Long-Term Waste Management Strategic Plan*	437

Encumbrance Detail (in thousands of dollars) – Continued

Description	Amount
Closed Landfill Assessment	22
2023 Collection Guide Printing	63
WMSP Stakeholder Engagement	500
WMSP Lifecycle Assessment	24
WMSP Financial and Tonnage Modeling	39
Total Encumbrance for Public Works - Waste Management	\$1,085
Public Works - Water/Wastewater**	
Master Service Plans*	196
ESRI Utility Network Implementation	104
Asset Valuation and Loss Control for Insurance	50
Asset Management Initiative Transition	25
Combined Sewer Overflow Funding - 2015 Program (at 75%)*	4
Combined Sewer Overflow Funding - 2016 Program (at 75%)*	48
Combined Sewer Overflow Funding - 2017 Program (at 75%)*	217
Combined Sewer Overflow Funding - 2018 Program (at 50%)*	655
Combined Sewer Overflow Funding - 2019 Program (at 50%)*	687
Combined Sewer Overflow Funding - 2020 Program (at 50%)*	903
Combined Sewer Overflow Funding - 2021 Program (at 50%)*	1,790
Combined Sewer Overflow Funding - 2022 Program (at 50%)	1,300
Total Encumbrance for Public Works - Water/Wastewater	\$5,979
TOTAL 2022 ENCUMBRANCE	\$21,202

* Encumbrance balance carried over in part or fully from 2021

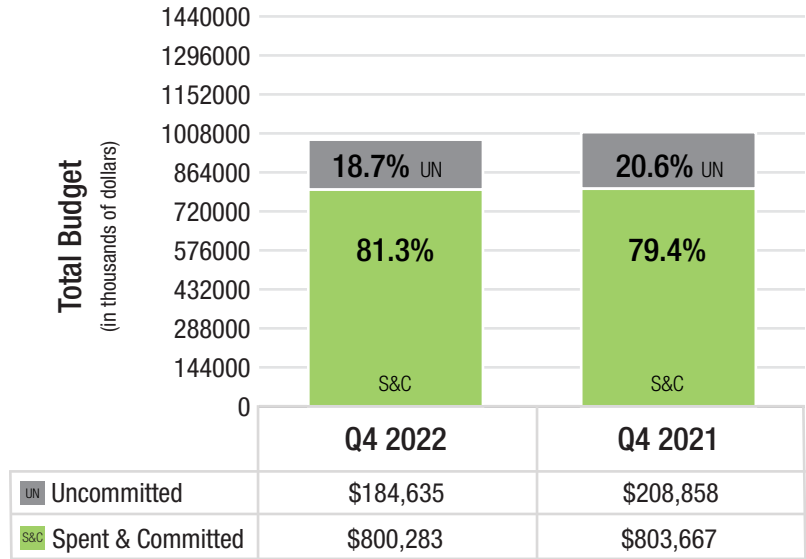
** The Public Works - Water/Wastewater 2022 Encumbrance includes \$10,915 (\$5,547 funded from reserves as summarized above, \$5,368 funded from development charges) related to the Combined Sewer Overflow (CSO) program. Managing this program through the operating budget rather than capital budget began in 2015. \$1,702 remains in capital projects related to the CSO program from 2008 through 2014.

Capital Highlights

Levy

Project Budgets Spent and/or Committed at Quarter End

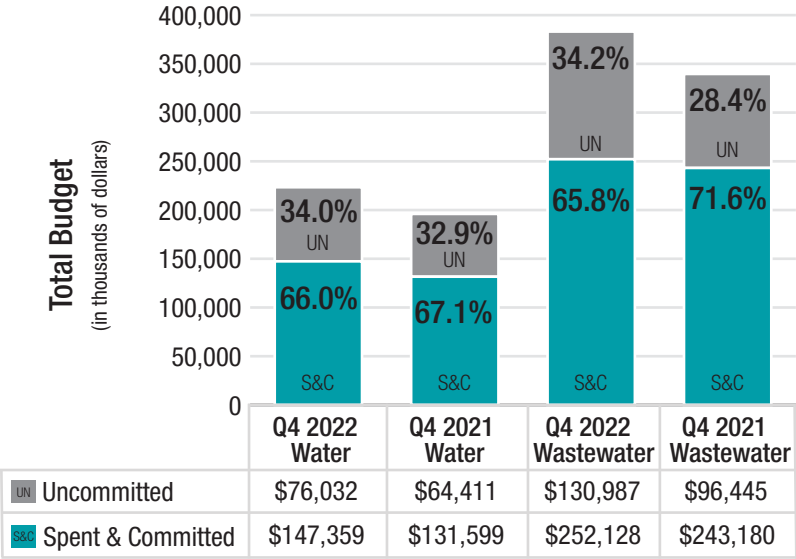
Active projects with budgets greater than \$1 million.



Water & Wastewater

Project Budgets Spent and/or Committed at Quarter End

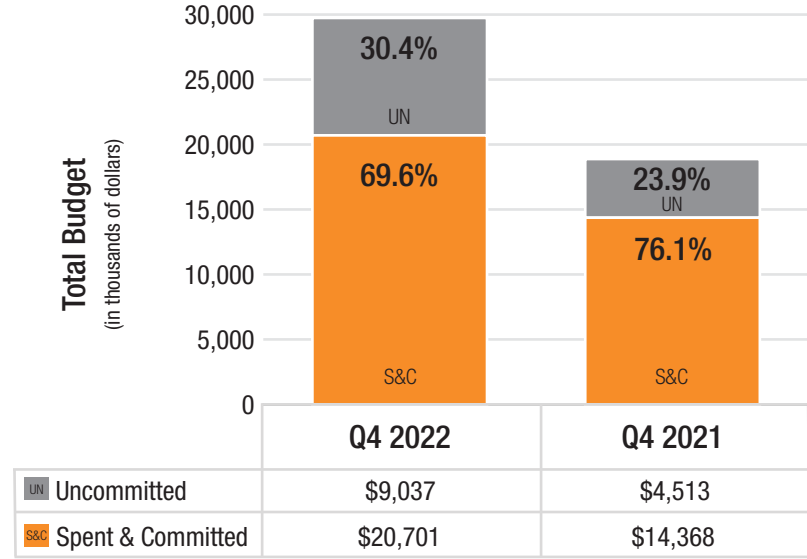
Active projects with budgets greater than \$1 million.



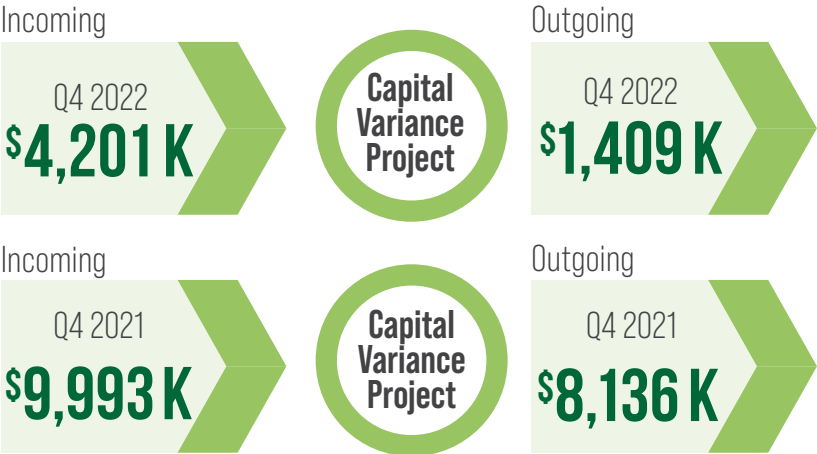
Waste Management

Project Budgets Spent and/or Committed at Quarter End

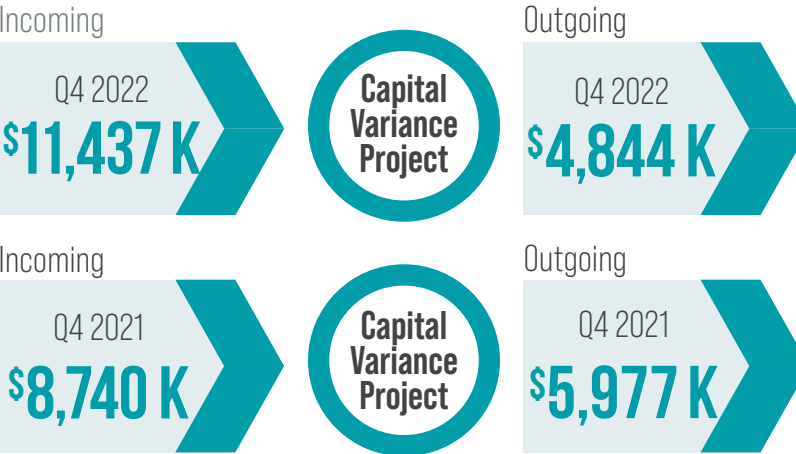
Active projects with budgets greater than \$1 million.



Year-to-Date Capital Variance Project Transfers



Year-to-Date Capital Variance Project Transfers



Year-to-Date Capital Variance Project Transfers



Capital Summary (in thousands of dollars)

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

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

Capital Budget Reconciliation

The capital program managed by Niagara Region has decreased by \$14,951 since Q3 2022. This decrease is primarily caused by projects closed (\$14,975) and gross budget reductions (\$200). The decrease is mitigated by transfers from capital variance projects (\$224).

14 capital projects of the 594 capital sub-projects, with budgets totalling approximately \$375,478 (levy \$14,547 / rate \$360,931) remain uninitiated at December 31, 2022. A summary of the levy and rate impact of Niagara Regions total capital program during the year is presented below:

Capital Program Reconciliation	Levy Programs	Rate Programs	Adjusted Program
2021 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2021	\$1,094,773	\$886,976	\$1,981,749
Council Approved 2022 Budget	\$127,907	\$199,982	\$327,889
Gross Budget Adjustment (including transfers from operating)	\$3,119	\$2,238	\$5,358
Transfer from Capital Variance Project	\$766	\$1,232	\$1,997
Budget Reductions on Active Capital Projects *	-\$35,157	-\$5,726	-\$40,883
Projects Closed	-\$114,001	-\$25,766	-\$139,767
2022 Total Adjusted Program (excluding Capital Variance Projects) at July 25, 2022	\$1,077,407	\$1,058,937	\$2,136,344
Gross Budget Adjustment (including transfers from operating)	\$11,753	\$11,577	\$23,330
Transfer from Capital Variance	\$519	\$727	\$1,246
Budget Reductions on Active Capital Projects *	-\$340	-\$10,220	-\$10,560
Projects Closed	-\$1,188	-\$2,295	-\$3,483
2022 Total Adjusted Budget (excluding Capital Variance Projects) at October 25, 2022	\$1,088,151	\$1,058,726	\$2,146,877
Gross Budget Adjustment (including transfers from operating)	-\$202	\$2	-\$200
Transfer from Capital Variance	\$124	\$100	\$224
Budget Reductions on Active Capital Projects *	\$0	\$0	\$0
Projects Closed	-\$10,130	-\$4,846	-\$14,975
2022 Total Adjusted Budget (excluding Capital Variance Projects) at December 31, 2022	\$1,077,943	\$1,053,983	\$2,131,926

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

Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments, transfers from the capital variance project, budget reductions and transfer to operations during Q4 of 2022 per the budget control policy 2017-63.

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Corporate Services	20- IT Asset Replacement	\$1,864	\$30				\$1,894
Public Works - Levy	20 Ann-Storm Sewers & Culverts	\$1,100		\$54			\$1,154
Public Works - Levy	20 Vision Zero	\$750	-\$231				\$519
Public Works - Levy	Fleet Vehicle Unit #480-23	\$0		\$70			\$70
All Levy Departments		\$3,714	-\$202	\$124	\$0		\$3,636
Wastewater	20-Quaker Rd Trunk Sewer	\$368	\$2				\$371
Water	20-WM Replc Ontario St Lincoln	\$500		\$100			\$600
All Rate Departments		\$868	\$2	\$100	\$0		\$971
Niagara Regional Police Services	19 - NRPS Drug & Expl. Detect	\$40	-\$5				\$35
Niagara Regional Police Services	22 - NRPS - Breath Alcohol Test	\$32	\$5				\$37
Niagara Regional Police Services	20- NRPS Vehicle Replacement	\$1,523	-\$20				\$1,503
Niagara Regional Police Services	22-Ann-NRPS - Vehicle Replace	\$1,928	\$20				\$1,948
Niagara Regional Police Services	S.P.I.R.I.T.	\$8,610	-\$20				\$8,590
Niagara Regional Police Services	22-NRPS - IT & Network Equip	\$903	\$20				\$923
All inter-project		\$13,037	\$0	\$0	\$0	\$0	\$13,037
All Departments	Total	\$4,582	-\$200	\$224	\$0	\$0	\$4,607

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 10 projects were closed between October 26 to December 31, 2022. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Emergency Services	Ambulance Electronic Lock Boxes	\$210	\$193	\$17	\$17	CVP Levy	8
Emergency Services	Chemical, Biological Radioactive, Nuclear, Explosive Decontamination Unit	\$300	\$229	\$71	\$71	CVP Levy	6
Public Works - Levy	Intersection Improvement - RR46 Geneva/St. Paul	\$5,389	\$5,139	\$250	\$109	CVP Levy	14
Public Works - Levy	Signalized Intersection Rebuild at Welland Ave and Court St	\$240	\$230	\$10	\$10	CVP Levy	6
Public Works - Levy	Multi-Use Path Connecting Schmon Pkwy to Hwy 406	\$875	\$868	\$7	\$0	CVP Levy	6
Public Works - Levy	Transportation Infrastructure Means Protection	\$3,116	\$3,066	\$50	\$50	CVP Levy	4
Total Levy Reporting Projects Closed and Removed from Project Listing		\$10,130	\$9,724	\$406	\$258		
Waste Management	Recycle Loader Replacement	\$306	\$306	\$0	\$0	CVP WMT	5
Total Waste Management Projects Closed and Removed from Project Listing		\$306	\$306	\$0	\$0		
Wastewater	Pump Station Improvement Program - Haulage Road	\$2,150	\$1,980	\$170	\$170	CVP SEW	8
Wastewater	Seaway Contact Tank Modification	\$250	\$66	\$184	\$184	CVP SEW	2
Total Wastewater Projects Closed and Removed from Project Listing		\$2,400	\$2,046	\$354	\$354		
Water Works	Watermain Program - St. Davids Rd Phase 2	\$2,140	\$2,140	\$0	\$0	CVP WAT	5
Total Wastewater Projects Closed and Removed from Project Listing		\$2,140	\$2,140	\$0	\$0		
Total Rate Projects Closed and Removed from Project Listing		\$4,846	\$4,491	\$355	\$355		
Total Projects Closed		\$14,975	\$14,215	\$761	\$613		

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 \$2,131,926 capital budget managed by Niagara Region, representing 594 sub-projects, total capital spending including commitments to date of \$1,294,392 and budget remaining of \$837,534 after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 223 projects with budgets greater than \$1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than \$1 million	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Corporate Services	\$409,988	\$388,787	\$21,201	94.8%
Niagara Regional Housing	\$88,017	\$76,673	\$11,344	87.1%
Niagara Regional Police Services Board	\$40,167	\$33,399	\$6,767	83.2%
Planning	\$3,294	\$3,256	\$38	98.8%
Public Health	\$14,208	\$12,583	\$1,625	88.6%
Public Works - Levy	\$429,244	\$285,584	\$143,660	66.5%
Waste Management	\$29,738	\$20,701	\$9,037	69.6%
Wastewater	\$383,115	\$252,128	\$130,987	65.8%
Water Works	\$223,391	\$147,359	\$76,032	66.0%
Active projects with budgets greater than \$1 million	\$1,621,161	\$1,220,470	\$400,691	75.3%
Uninitiated projects with budgets greater than \$1 million	\$374,845	\$0	\$374,845	0.0%
Total projects with budgets greater than \$1 million	\$1,996,006	\$1,220,470	\$775,536	61.1%
Active projects with budgets less than \$1 million	\$135,288	\$73,922	\$61,366	54.6%
Uninitiated projects with budgets less than \$1 million	\$632	\$0	\$632	0.0%
Total Capital Projects	\$2,131,926	\$1,294,392	\$837,534	60.7%

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 223 projects totaling \$1,996,006 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$1,220,471 representing 61.1 per cent of the adjusted capital budget on these active and uninitiated sub-projects.

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
2021 Canada Summer Games (Note 5)		\$102,711	\$103,627	- \$915	100.9%	\$0	\$0	\$0	- \$849	2023
911 Backup Rationalization - 2020 (Note 2)		\$8,760	\$1,802	\$6,958	20.6%	\$6,958	\$0	\$0	\$719	2023
Asset Replacement - 2018 (Note 7)		\$2,947	\$2,938	\$9	99.7%	\$79	\$0	\$0	- \$31	2023
Asset Replacement - 2019		\$2,288	\$2,238	\$50	97.8%	\$40	\$0	\$0	\$0	2023
Asset Replacement - 2020		\$1,894	\$1,756	\$137	92.7%	\$170	\$0	\$0	\$0	2023
Customer Service Strategic Priority		\$1,685	\$1,450	\$235	86.1%	\$898	\$0	\$0	\$0	2026
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	0.0%	\$0	\$3,895	\$0	\$0	2024
Emergency Medical Services Facility Welland		\$1,100	\$474	\$626	43.1%	\$626	\$0	\$0	\$0	2025
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$0	\$1,750	0.0%	\$1,750	\$0	\$0	\$0	2025
HVAC Replacements		\$1,391	\$1,358	\$32	97.7%	\$214	\$0	\$0	\$0	2023
Lighting Retrofit at Meadows of Dorchester		\$1,000	\$955	\$45	95.5%	\$960	\$0	\$0	\$0	2023
Long-term Accommodations - NRPS D1 (Note 2)		\$20,654	\$20,622	\$32	99.8%	\$32	\$0	\$0	\$12	2023

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Long-term Accommodations - NRPS Headquarters D2		\$67,760	\$67,758	\$2	100.0%	\$2	\$0	\$0	\$0	2022
Long-term Care Home Redevelopment - 2015		\$85,917	\$82,606	\$3,311	96.1%	\$36,066	\$4,106	\$0	\$0	2028
Niagara Regional Police Emergency Services Roof Replacement (Note 3)		\$1,033	\$971	\$61	94.1%	\$0	\$0	\$0	\$127	2023
Online Planning Portal		\$1,250	\$893	\$357	71.4%	\$1,013	\$0	\$0	\$0	2023
Redevelopment of Linhaven Long Term Care Home - 2020		\$105,652	\$97,193	\$8,459	92.0%	\$55,145	\$10,935	\$0	\$0	2024
Regional Headquarters Generator Replacement		\$2,197	\$2,145	\$52	97.6%	\$119	\$0	\$0	\$0	2023
Total Corporate Services		\$413,883	\$388,787	\$25,096	93.9%	\$104,072	\$18,936	\$0	- \$22	
Annual - Asphalt, Paving and Concrete Replacement Program - 2022		\$1,600	\$1,540	\$60	96.2%	\$1,363	\$0	\$0	\$0	2025
Annual - Structural and Foundation Wall Repairs - 2022		\$1,240	\$414	\$826	33.4%	\$1,036	\$0	\$0	\$0	2025
Building Capital - 2018		\$4,654	\$4,654	\$0	100.0%	\$183	\$0	\$0	\$0	2023
Building Capital - 2019		\$5,454	\$5,453	\$1	100.0%	\$208	\$0	\$0	\$0	2023
Building Capital - 2020		\$3,974	\$3,942	\$33	99.2%	\$998	\$0	\$0	\$0	2023
Building Capital - 2021		\$4,790	\$4,634	\$156	96.7%	\$955	\$0	\$0	\$0	2024
Grounds Capital - 2020		\$1,010	\$1,009	\$1	99.9%	\$35	\$0	\$0	\$0	2023
Grounds Capital - 2021		\$2,290	\$2,206	\$84	96.3%	\$379	\$0	\$0	\$0	2024
Muli-Residential Intensification - Niagara Falls - 2018 (Note 2)		\$20,915	\$19,565	\$1,350	93.5%	\$150	\$0	\$0	\$1,556	2023

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Social Housing Assistance Improvement Program - 2018 (Note 1)		\$2,683	\$2,618	\$65	97.6%	\$9	\$0	\$0	\$65	2023
Social Services Relief Fund Phase 2 Permanent Supportive Housing		\$4,418	\$4,410	\$9	99.8%	\$18	\$0	\$0	\$0	2025
Unit Capital - 2019		\$5,355	\$5,355	\$0	100.0%	\$664	\$0	\$0	\$0	2023
Unit Capital - 2020		\$3,471	\$3,443	\$28	99.2%	\$2,840	\$0	\$0	\$0	2023
Multi-Residential Intensification - Welland - 2020		\$13,746	\$12,447	\$1,300	90.5%	\$4,408	\$0	\$0	\$0	2024
Niagara Falls Supportive Housing Renovation		\$4,550	\$4,519	\$31	99.3%	\$56	\$0	\$0	\$0	2024
Property Acquisition - Fort Erie		\$6,466	\$455	\$6,011	7.0%	\$5,000	\$1,092	\$0	\$0	2025
Property Acquisition - Summner Street		\$1,400	\$11	\$1,389	0.8%	\$1,389	\$0	\$0	\$0	2024
Total Niagara Regional Housing		\$88,017	\$76,673	\$11,344	87.1%	\$19,692	\$1,092	\$0	\$1,621	
Communications Back-up		\$4,600	\$0	\$4,600	0.0%	\$0	\$0	\$4,600	\$0	2025
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2024
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$0	\$1,250	\$0	\$0	2024
Information Technology & Equipment Replacement		\$1,090	\$1,090	\$0	100.0%	\$0	\$0	\$0	\$0	2023
Information Technology Continuity Plan		\$1,500	\$1,003	\$497	66.9%	\$497	\$0	\$0	\$0	2023
P25 Radio System Expansion		\$2,403	\$2,403	\$0	100.0%	\$0	\$0	\$0	\$0	2025
S.P.I.R.I.T. (Supporting Police in Records Information Technology) (Note 4)		\$8,610	\$8,590	\$20	99.8%	\$0	\$0	\$0	\$20	2022
Vehicles - 2018		\$1,386	\$1,386	\$0	100.0%	\$0	\$0	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Vehicles - 2019		\$1,430	\$1,430	\$0	100.0%	\$0	\$0	\$0	\$0	2022
Vehicles - 2020 (Note 2)		\$1,523	\$1,503	\$20	98.7%	\$0	\$0	\$0	\$20	2023
Vehicles - 2021		\$1,400	\$1,189	\$211	84.9%	\$459	\$0	\$0	\$0	2024
Vehicles - 2022		\$1,928	\$1,549	\$379	80.3%	\$909	\$227	\$0	\$0	2025
Voice Radio System		\$13,296	\$13,255	\$41	99.7%	\$41	\$0	\$0	\$0	2023
Total Niagara Regional Police Services Board		\$41,417	\$33,399	\$8,017	80.6%	\$1,905	\$2,477	\$4,600	\$40	
Regional Headquarters Landscape Master Plan		\$3,294	\$3,256	\$38	98.8%	\$38	\$0	\$0	\$0	2023
Total Planning		\$3,294	\$3,256	\$38	98.8%	\$38	\$0	\$0	\$0	
Ambulance & Equipment - 2019		\$2,301	\$2,290	\$11	99.5%	\$181	\$0	\$0	\$0	2023
Ambulance & Equipment - 2020 (Note 2)		\$3,302	\$2,631	\$671	79.7%	\$993	\$0	\$0	\$7	2023
Ambulance & Equipment - 2021		\$2,029	\$1,949	\$80	96.1%	\$80	\$0	\$0	\$0	2024
Ambulance & Equipment - 2022		\$1,452	\$1,199	\$252	82.6%	\$838	\$252	\$0	\$0	2025
Defibrillator Replacement		\$2,307	\$2,175	\$132	94.3%	\$287	\$0	\$0	\$0	2024
Emergency Medical Services Stretcher and Loader (Note 2)		\$2,818	\$2,340	\$478	83.0%	\$467	\$0	\$0	\$15	2025
Total Public Health		\$14,208	\$12,583	\$1,625	88.6%	\$2,845	\$252	\$0	\$22	
Annual - Storm Sewer & Culvert Program - 2019		\$1,000	\$995	\$5	99.5%	\$5	\$0	\$0	\$0	2023
Annual - Storm Sewer & Culvert Program - 2020		\$1,154	\$1,141	\$13	98.9%	\$208	\$0	\$0	\$0	2023
Capacity Improvements - Charnwood/McLeod (Note 2)		\$6,810	\$6,692	\$118	98.3%	\$0	\$0	\$0	\$118	2025
Capacity Improvements - New Escarpment Crossing		\$3,200	\$1,200	\$2,000	37.5%	\$600	\$400	\$1,509	\$0	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Capacity Improvements - New Escarpment Crossing	Uninitiated	\$1,000	\$0	\$1,000	0.0%	\$0	\$0	\$1,000	\$0	2025
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		\$1,460	\$727	\$733	49.8%	\$0	\$50	\$683	\$0	2025
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$15,096	\$14,398	\$697	95.4%	\$2,332	\$0	\$0	\$0	2023
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$13,886	\$13,040	\$847	93.9%	\$10,779	\$0	\$0	\$0	2023
Capacity Improvements - RR10 Livingston/QEW-GR		\$35,830	\$3,040	\$32,790	8.5%	\$20,000	\$13,644	\$0	\$0	2024
Capacity Improvements - RR98 Montrose Road		\$36,040	\$33,024	\$3,016	91.6%	\$20,828	\$10,000	\$1,463	\$0	2025
Environmental Assessment - RR 42 Ontario Street		\$2,860	\$2,351	\$509	82.2%	\$1,850	\$0	\$0	\$0	2024
Fleet & Vehicle Replacement Program - 2020		\$2,330	\$1,190	\$1,140	51.1%	\$2,018	\$0	\$0	\$0	2023
Fleet & Vehicle Replacement Program - 2022		\$1,673	\$132	\$1,541	7.9%	\$1,673	\$0	\$0	\$0	2024
Fleet Snowplow Replacement Program - 2022 (Note 6)		\$2,354	\$0	\$2,354	0.0%	\$2,354	\$0	\$0	\$0	2025
Illumination Program - 2020		\$1,000	\$340	\$660	34.0%	\$552	\$0	\$0	\$0	2023
Intersection - RR20 Industrial Park/South Grimsby Road 6		\$2,898	\$2,846	\$51	98.2%	\$51	\$0	\$0	\$0	2023
Intersection - RR20 Roundabout at S Grimsby Rd		\$5,262	\$5,018	\$244	95.4%	\$273	\$0	\$0	\$0	2023

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Intersection - RR20 Industrial Park toTownline Phase 2		\$3,681	\$3,544	\$136	96.3%	\$136	\$0	\$0	\$0	2023
Intersection Improvement - RR24 Victoria Ave		\$3,700	\$1,715	\$1,985	46.4%	\$539	\$1,750	\$100	\$0	2025
Intersection Improvement - RR46 Geneva Street		\$1,000	\$975	\$25	97.5%	\$38	\$0	\$0	\$0	2024
Intersection Improvement -RR81 King St at Main & Nineteenth		\$1,400	\$3	\$1,397	0.2%	\$500	\$897	\$0	\$0	2024
Roads Facility Program - Patrol Yard Improvement - 2019 (Note 2)		\$1,000	\$439	\$561	43.9%	\$466	\$0	\$0	\$226	2023
Roads Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$738	\$262	73.8%	\$452	\$0	\$0	\$0	2023
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,478	\$315	91.7%	\$200	\$115	\$0	\$0	2024
Roads Reconstruction - RR38 QEW/Fourth		\$21,192	\$20,592	\$600	97.2%	\$1,107	\$0	\$0	\$0	2023
Roads Reconstruction - St Davids Road East (Note 2)		\$8,624	\$8,522	\$102	98.8%	\$57	\$0	\$0	\$261	2023
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St (Note 2)		\$5,050	\$4,705	\$345	93.2%	\$471	\$0	\$0	\$471	2023
Roads Rehabilitation - RR63 Baldwin/Coffee Bridge		\$3,035	\$3,025	\$10	99.7%	\$34	\$0	\$0	\$0	2023
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$8,000	\$5,341	\$2,659	66.8%	\$6,262	\$0	\$0	\$0	2024
Roads Rehabilitation - RR1 Albert/Lakeshore		\$8,798	\$7,490	\$1,308	85.1%	\$1,771	\$0	\$0	\$0	2023

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$552	\$1,223	31.1%	\$1,360	\$0	\$0	\$0	2023
Roads Rehabilitation - RR57 Thorold Stone Road Extension (Note 2)		\$25,300	\$17,674	\$7,626	69.9%	\$742	\$7,574	\$0	\$52	2024
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2 (Note 2)		\$7,622	\$7,121	\$501	93.4%	\$992	\$0	\$0	\$350	2023
Roads Rehabilitation - RR87 Townline/Four Mile Creek (Note 2)		\$10,500	\$10,116	\$384	96.3%	\$397	\$0	\$0	\$650	2023
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,730	\$70	97.5%	\$712	\$0	\$0	\$0	2023
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$3,600	\$600	\$3,000	16.7%	\$3,034	\$207	\$0	\$0	2024
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$2,375	\$452	\$1,923	19.0%	\$923	\$1,000	\$0	\$0	2025
Roads Rehabilitation - RR81 Durham to Lincoln		\$1,995	\$333	\$1,662	16.7%	\$1,716	\$0	\$0	\$0	2025
Roads Rehabilitation - RR529 Webber to River (Note 2)		\$3,650	\$2,426	\$1,224	66.5%	\$1,496	\$0	\$0	\$0	2023
Roads Rehabilitation - RR20 Lundy's Lane		\$1,200	\$370	\$830	30.9%	\$575	\$359	\$0	\$0	2024
Roads Rehabilitation - RR 27 Main St West from Prince Charles Dr to Niagara St		\$3,800	\$2	\$3,798	0.0%	\$3,798	\$0	\$0	\$0	2025
Roads Rehabilitation Miscellaneous Construction Program (Note 2)		\$1,000	\$63	\$937	6.3%	\$899	\$0	\$0	\$32	2025
Roads Resurfacing - 2019		\$8,939	\$8,932	\$8	99.9%	\$78	\$0	\$0	\$0	2023

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Resurfacing - 2020		\$8,417	\$8,405	\$12	99.9%	\$914	\$0	\$0	\$0	2023
Roads Resurfacing - 2021		\$10,000	\$9,708	\$292	97.1%	\$1,535	\$0	\$0	\$0	2024
Roads Resurfacing - 2022		\$12,500	\$12,190	\$310	97.5%	\$7,891	\$0	\$0	\$0	2025
Storm Pumping Station Improvements - McLeod Rd at Stanley Ave - 2017		\$2,550	\$2,201	\$349	86.3%	\$665	\$0	\$0	\$0	2023
Structural Rehabilitation - 2016 Program		\$3,460	\$3,426	\$34	99.0%	\$104	\$0	\$0	\$0	2023
Structural Rehabilitation - 2019 Program		\$1,000	\$937	\$63	93.7%	\$64	\$0	\$0	\$0	2023
Structural Rehabilitation - 2020 Program		\$1,000	\$932	\$68	93.2%	\$299	\$0	\$0	\$0	2023
Structural Rehabilitation - Beaver Creek Bridge		\$1,750	\$384	\$1,366	21.9%	\$492	\$1,150	\$100	\$0	2025
Structural Rehabilitation - East Main St. Bridge West of RR84		\$4,800	\$2,702	\$2,098	56.3%	\$4,000	\$634	\$0	\$0	2024
Structural Rehabilitation - Glenridge Ave Bridge Rehab over CNR tracks		\$8,500	\$295	\$8,205	3.5%	\$6,500	\$1,705	\$0	\$0	2024
Structural Rehabilitation - Hydro Canal North		\$3,130	\$235	\$2,895	7.5%	\$2,619	\$300	\$0	\$0	2023
Structural Rehabilitation - Reece Bridge (Note 2)		\$9,333	\$9,198	\$134	98.6%	\$134	\$0	\$0	\$0	2023
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$13,250	\$1,204	\$12,046	9.1%	\$9,481	\$1,900	\$825	\$0	2025
Structural Rehabilitation - RR12 Mountain St Retaining Wall		\$1,550	\$269	\$1,281	17.3%	\$1,000	\$536	\$0	\$0	2023
Structural Rehabilitation - 2021 Program		\$1,500	\$18	\$1,482	1.2%	\$1,000	\$482	\$0	\$0	2024

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Structural Rehabilitation - 2022 Program		\$2,000	\$8	\$1,992	0.4%	\$1,500	\$492	\$0	\$0	2025
Structural Rehabilitation Hwy20		\$5,000	\$4,603	\$397	92.1%	\$4,500	\$491	\$0	\$0	2024
Structural Replacement - RR81 20 Mile Arch Bridge		\$5,020	\$470	\$4,550	9.4%	\$3,243	\$1,450	\$62	\$0	2024
Structure Rehabilitation - Schisler Road Bridge		\$2,240	\$2,134	\$106	95.3%	\$422	\$0	\$0	\$0	2023
Public Works - Roads & Fleet		\$375,682	\$257,391	\$118,291	68.5%	\$138,639	\$45,137	\$5,741	\$2,159	
GO Transit		\$31,598	\$11,056	\$20,542	35.0%	\$18,353	\$2,266	\$0	\$0	2024
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$0	\$8,402	\$0	\$0	2024
Total GO Transit		\$40,000	\$11,056	\$28,944	27.6%	\$18,353	\$10,668	\$0	\$0	
Inter-Municipal Transit Capital Acquisition - 2017		\$22,964	\$17,137	\$5,827	74.6%	\$6,025	\$0	\$0	\$0	2023
Total IMT Transit		\$22,964	\$17,137	\$5,827	74.6%	\$6,025	\$0	\$0	\$0	
Total Public Works - Levy		\$438,646	\$285,584	\$153,062	65.1%	\$163,017	\$55,805	\$5,741	\$2,159	
Brock Lands Road Expansion (Note 4)		\$2,000	\$0	\$2,000	0.0%	\$0	\$0	\$0	\$2,000	2025
Glenridge - Leachate Collection System		\$2,035	\$645	\$1,390	31.7%	\$1,527	\$0	\$0	\$0	2024
Glenridge - Passive Gas System		\$2,274	\$504	\$1,770	22.2%	\$1,871	\$0	\$0	\$0	2024
Humberstone - Infrastructure Upgrades		\$10,706	\$9,453	\$1,253	88.3%	\$825	\$1,186	\$0	\$0	2024
Humberstone Landfill Gas Collection and Control System Phase 3		\$4,892	\$4,381	\$511	89.6%	\$4,502	\$0	\$0	\$0	2024
Mountain - Leachate Collection System Upgrade		\$1,462	\$421	\$1,042	28.8%	\$1,192	\$0	\$0	\$0	2024

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation		\$3,605	\$3,565	\$40	98.9%	\$10	\$0	\$0	\$0	2023
Quarry Site Improvements		\$1,640	\$616	\$1,024	37.6%	\$1,053	\$0	\$0	\$0	2024
Recycling Centre - Facility Improvements Groundwater (Note 2)		\$1,123	\$1,116	\$8	99.3%	\$0	\$0	\$0	\$8	2023
Total Waste Management		\$29,738	\$20,701	\$9,037	69.6%	\$10,980	\$1,186	\$0	\$2,008	
Boiler Replacement Program - 2019		\$1,062	\$1,035	\$27	97.4%	\$109	\$0	\$0	\$0	2023
Combined Sewer Overflow - Grimsby (Note 2)		\$1,725	\$222	\$1,503	12.9%	\$750	\$750	\$0	\$3	2024
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		\$2,700	\$637	\$2,063	23.6%	\$100	\$0	\$2,166	\$0	2026
Decommission Grassy Brook Sewage Pump Station	Uninitiated	\$1,139	\$0	\$1,139	0.0%	\$200	\$200	\$739	\$0	2025
Digester & Sludge Program - 2018		\$2,800	\$2,696	\$104	96.3%	\$135	\$0	\$0	\$0	2023
Digester & Sludge Program - 2020		\$1,250	\$706	\$544	56.5%	\$500	\$307	\$0	\$0	2024
Digester & Sludge Program - 2021		\$2,500	\$2,103	\$397	84.1%	\$2,215	\$0	\$0	\$0	2024
Forcemain Replacement Beaverdams Sewage Pump Station (Note 2)		\$9,015	\$6,158	\$2,857	68.3%	\$318	\$4,000	\$4,000	\$1	2025
Forcemain Replacement Carleton Pump Station		\$1,185	\$937	\$248	79.1%	\$900	\$115	\$0	\$0	2023
Forcemain Replacement Bridgeport Sewage Pump Station		\$3,475	\$3,424	\$51	98.5%	\$787	\$51	\$0	\$0	2023

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Forcemain Replacement Jordan Valley Sewage Pump Station (Note 2)		\$3,175	\$371	\$2,804	11.7%	\$2,000	\$800	\$50	\$4	2025
Forcemain Replacement Campden Sewage Pump Station		\$1,400	\$1,081	\$319	77.2%	\$500	\$90	\$0	\$0	2024
Forcemain Replacement East Side Sewage Pump Station		\$1,975	\$304	\$1,671	15.4%	\$1,347	\$337	\$0	\$0	2025
Generator Replacement - Seaway Wastewater Treatment Plant		\$1,875	\$918	\$957	49.0%	\$165	\$1,414	\$0	\$0	2024
Lagoon Upgrade program - Stevensville/Douglastown		\$8,300	\$3,174	\$5,126	38.2%	\$5,517	\$0	\$0	\$0	2024
Miscellaneous Program - Chemical System Upgrades - 2017 (Note 2)		\$2,100	\$2,005	\$95	95.5%	\$50	\$20	\$0	\$75	2023
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,200	\$645	\$1,555	29.3%	\$0	\$0	\$1,815	\$0	2025
Miscellaneous Program - Motor Control Centres (Note 2)		\$1,330	\$1,323	\$7	99.5%	\$75	\$0	\$0	\$7	2023
Niagara Falls Overflow Diversion - McLeod	Uninitiated	\$1,891	\$0	\$1,891	0.0%	\$200	\$200	\$1,491	\$0	2025
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,500	\$975	\$525	65.0%	\$586	\$0	\$0	\$0	2023
Pump Station Improvement Program - Design		\$5,711	\$5,664	\$47	99.2%	\$68	\$0	\$0	\$0	2023
Pump Station Improvement Program - Lakeside		\$2,170	\$2,160	\$10	99.5%	\$215	\$0	\$0	\$0	2023

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,138	\$147	95.5%	\$0	\$145	\$0	\$0	2024
Pump Station Improvement Program - Park Lane		\$1,400	\$1,325	\$75	94.6%	\$200	\$0	\$0	\$0	2023
Pump Station Improvement Program - Wellandvale (Note 2)		\$2,446	\$2,391	\$54	97.8%	\$25	\$0	\$0	\$30	2023
Pump Station Improvement Program - Woodsvew		\$5,420	\$483	\$4,937	8.9%	\$0	\$0	\$5,073	\$0	2025
Pump Station Improvement Program - Shirley Road		\$2,400	\$2,101	\$299	87.6%	\$1,595	\$399	\$0	\$0	2023
Pump Station Improvement Program - East Side Port Colborne		\$4,500	\$423	\$4,077	9.4%	\$2,055	\$2,055	\$0	\$0	2025
Pump Station Improvement Program - Laurie Ave		\$4,700	\$351	\$4,349	7.5%	\$4,395	\$0	\$0	\$0	2023
Pump Station Improvement Program - Lakeshore Road (Note 2)		\$4,400	\$770	\$3,630	17.5%	\$759	\$2,000	\$1,100	\$32	2025
Pump Station Improvement Program - George St		\$2,850	\$2,389	\$461	83.8%	\$2,079	\$20	\$0	\$0	2024
Pump Station Improvement Program - Catharine Street (Note 2)		\$1,100	\$674	\$426	61.2%	\$185	\$315	\$0	\$12	2024
Pump Station Improvement Program - Hunters Pointe (Note 2)		\$1,170	\$925	\$245	79.1%	\$667	\$10	\$0	\$243	2024
Pump Station Improvement Program - Cole Farm		\$5,362	\$4,470	\$892	83.4%	\$4,500	\$467	\$0	\$0	2024

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Improvement Program - Mewburn (Note 2)		\$6,735	\$709	\$6,026	10.5%	\$542	\$5,000	\$500	\$10	2025
Sewer & Forcemain Program - Dain City		\$11,525	\$9,992	\$1,533	86.7%	\$2,000	\$441	\$0	\$0	2024
Sewer & Forcemain Program - Tupper Dr Trunk		\$6,410	\$2,087	\$4,323	32.6%	\$2,000	\$4,025	\$0	\$0	2024
Sewer Trunk Rehabilitation - Stamford - Phase 2 (Note 2)		\$7,950	\$7,717	\$233	97.1%	\$0	\$0	\$0	\$1,336	2023
Sewer Trunk Rehabilitation - Thundering Waters		\$11,300	\$224	\$11,076	2.0%	\$9,000	\$2,099	\$0	\$0	2024
Sewer Relining Program		\$1,336	\$1,336	\$0	100.0%	\$3	\$0	\$0	\$0	2023
Sludge Septic Haulage Program - 2021		\$2,000	\$64	\$1,936	3.2%	\$1,691	\$250	\$0	\$0	2024
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station		\$600	\$0	\$600	0.0%	\$300	\$300	\$0	\$0	2024
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station	Uninitiated	\$5,312	\$0	\$5,312	0.0%	\$0	\$0	\$5,312	\$0	2025
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station	Uninitiated	\$3,322	\$0	\$3,322	0.0%	\$150	\$150	\$3,022	\$0	2025
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St	Uninitiated	\$5,921	\$0	\$5,921	0.0%	\$300	\$300	\$5,321	\$0	2025
South Niagara Falls Wastewater Treatment Plant Outfall		\$780	\$0	\$780	0.0%	\$200	\$200	\$380	\$0	2025

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	\$4,962	\$0	\$4,962	0.0%	\$0	\$0	\$4,962	\$0	2027
South Niagara Falls Wastewater Treatment Plant Trunk		\$6,264	\$560	\$5,704	8.9%	\$500	\$500	\$5,264	\$0	2025
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	\$101,557	\$0	\$101,557	0.0%	\$0	\$0	\$101,557	\$0	2025
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	\$19,612	\$0	\$19,612	0.0%	\$300	\$300	\$19,012	\$0	2025
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,543	\$352	99.3%	\$0	\$492	\$0	\$0	2023
Storage Facility Upgrade - Garner Road (Note 6)		\$6,590	\$402	\$6,188	6.1%	\$790	\$500	\$0	\$5,005	2024
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$31,076	\$3,936	\$27,140	12.7%	\$13,000	\$1,000	\$13,981	\$0	2028
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls	Uninitiated	\$216,582	\$0	\$216,582	0.0%	\$0	\$0	\$216,582	\$0	2028
Wastewater Treatment Plant Upgrade - Crystal Beach		\$1,800	\$346	\$1,454	19.2%	\$1,644	\$0	\$0	\$0	2023
Wastewater Treatment Plant Upgrade - Garner Road		\$6,940	\$6,905	\$35	99.5%	\$122	\$0	\$0	\$0	2023
Wastewater Treatment Plant Upgrade - Niagara Falls		\$62,031	\$49,595	\$12,435	80.0%	\$30,000	\$19,804	\$0	\$0	2024
Wastewater Treatment Plant Upgrade - Port Weller		\$5,900	\$3,614	\$2,286	61.3%	\$500	\$500	\$2,258	\$0	2026

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wastewater Treatment Plant Upgrade - Welland		\$24,373	\$20,057	\$4,315	82.3%	\$5,370	\$0	\$0	\$0	2024
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$634	\$1,766	26.4%	\$1,763	\$0	\$0	\$0	2023
Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller (Note 7)		\$3,230	\$2,997	\$233	92.8%	\$305	\$0	\$0	\$0	2023
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$37,429	\$2,071	94.8%	\$10,721	\$400	\$0	\$0	2024
Total Wastewater		\$743,413	\$252,128	\$491,285	33.9%	\$114,399	\$49,954	\$394,585	\$6,758	
Decew Water Treatment Plant Intake Building		\$5,449	\$5,275	\$174	96.8%	\$3,158	\$1,649	\$0	\$0	2024
Elevated Tank - New - Pelham		\$2,820	\$320	\$2,500	11.4%	\$2,558	\$0	\$0	\$0	2025
Elevated Tank - New - Fort Erie		\$1,755	\$866	\$889	49.3%	\$413	\$1,000	\$0	\$0	2026
Elevated Tank - Corrosion Protection - Virgil (Note 3)		\$2,544	\$2,381	\$164	93.6%	\$8	\$0	\$0	\$164	2023
Elevated Tank Rehabilitation - Thorold South		\$2,852	\$2,852	\$0	100.0%	\$18	\$0	\$0	\$0	2023
Elevated Tank Replacement - Lundy's Lane		\$3,000	\$247	\$2,753	8.2%	\$1,447	\$1,500	\$0	\$0	2024
Granular Activated Carbon Replacement Program - 2021		\$2,500	\$2,099	\$401	84.0%	\$2,457	\$0	\$0	\$0	2024
Meter Replacement Program		\$4,400	\$3,759	\$641	85.4%	\$1,868	\$641	\$0	\$0	2024
Miscellaneous Program - Granular Activated Carbon Replacement		\$3,130	\$3,108	\$22	99.3%	\$171	\$0	\$0	\$0	2023

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Miscellaneous Program - System Storage - Grimsby		\$22,914	\$19,827	\$3,088	86.5%	\$788	\$3,088	\$0	\$0	2024
Niagara Falls Water Treatment Plant - Port Robinson Interconnect		\$4,040	\$3,549	\$491	87.8%	\$601	\$0	\$0	\$0	2023
Pumping Station Upgrades - Shoalts Drive		\$1,400	\$262	\$1,138	18.7%	\$1,392	\$0	\$0	\$0	2023
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.2%	\$2,037	\$2,037	\$0	\$0	2024
Valve Rehabilitation - Drummond Road		\$1,000	\$142	\$858	14.2%	\$926	\$0	\$0	\$0	2024
Water Treatment Plant Raw Water Intake - Niagara Falls		\$2,700	\$2,612	\$88	96.7%	\$1,045	\$0	\$0	\$0	2026
Water Treatment Plant Roadway & Parking Lot - Grimsby (Note 2)		\$2,330	\$2,321	\$9	99.6%	\$250	\$0	\$0	\$53	2023
Water Treatment Plant Upgrade - Decew Falls - 2016		\$41,750	\$12,169	\$29,581	29.1%	\$850	\$20,000	\$9,133	\$0	2025
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$4,867	\$4,364	\$502	89.7%	\$650	\$0	\$0	\$0	2023
Water Treatment Plant Upgrade - Niagara Falls - 2017		\$12,907	\$12,889	\$19	99.9%	\$21	\$0	\$0	\$0	2023
Water Treatment Plant Upgrade - Port Colborne		\$13,600	\$10,893	\$2,707	80.1%	\$6,120	\$2,828	\$0	\$0	2024
Water Treatment Plant Upgrade - Rosehill (Note 2)		\$15,000	\$14,459	\$541	96.4%	\$550	\$0	\$0	\$1	2023
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$978	\$1,708	36.4%	\$1,000	\$1,190	\$0	\$0	2024

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2023 Forecasted Expenditures	2024 Forecasted Expenditures	2025 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$2,213	\$2,787	44.3%	\$2,500	\$1,073	\$0	\$0	2024
Water Treatment Plant Upgrade - Niagara Falls - 2018		\$7,065	\$4,926	\$2,139	69.7%	\$0	\$6,751	\$0	\$0	2024
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		\$2,000	\$238	\$1,762	11.9%	\$500	\$500	\$904	\$0	2025
Decew High Lift Pump Sizing (Note 2)		\$3,931	\$2,457	\$1,474	62.5%	\$2,100	\$275	\$0	\$1,387	2024
Water Treatment Plant Expansion - Grimsby		\$1,500	\$576	\$924	38.4%	\$93	\$1,400	\$0	\$0	2025
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E		\$1,000	\$279	\$721	27.9%	\$150	\$500	\$273	\$0	2025
Watermain Replacement - Vineland 19th Street and Glen Road		\$2,500	\$0	\$2,500	0.0%	\$0	\$2,500	\$0	\$0	2024
Watermain Program - Along CNR Grimsby		\$26,825	\$23,625	\$3,200	88.1%	\$2,361	\$13,000	\$0	\$0	2024
Watermain Program - Barrick Road		\$1,965	\$1	\$1,964	0.0%	\$1,571	\$393	\$0	\$0	2025
Watermain Program - Downing Street (Note 2)		\$3,061	\$2,878	\$183	94.0%	\$775	\$0	\$0	\$86	2023
Watermain Program - Welland Canal Extension		\$4,620	\$0	\$4,620	0.0%	\$2,620	\$2,000	\$0	\$0	2024
Watermain Program - Welland East and West		\$6,200	\$4,788	\$1,412	77.2%	\$1,579	\$0	\$0	\$0	2024
Total Water Works		\$223,391	\$147,359	\$76,032	66.0%	\$42,578	\$62,324	\$10,310	\$1,691	
Total Projects with remaining budgets greater than \$1 million		\$1,996,006	\$1,220,471	\$775,536	61.1%	\$459,526	\$192,027	\$415,236	\$14,277	

Capital Project Forecast (in thousands of dollars) – Continued

Note 1: Social Housing Assistance Improvement Program project has unused revenues will be returned to the Province and are currently in deferred revenue. Remaining work to be done is currently committed, with unused revenues being kept in the project in the event of an overage.

Note 2: At the time of report preparation, the surplus is anticipated to be returned to respective reserves or CVP in 2023.

Note 3: Project is anticipated to be closed and surplus returned to CVP at the end of warranty period.

Note 4: Brock Lands Road Expansion 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 CVP.

Note 5: 2021 Canada Summer Games project has Final implications are pending, a report to Council will be provided outlining results.

Note 6: At the time of report preparation, the surplus is anticipated to be returned to respective reserves or CVP, however timing is undetermined.

Note 7: Project is expected to have inflationary pressures and will require a CVP in 2023.

Note 8: S.P.I.R.I.T. (Supporting Police in Records Information Technology) project is anticipated to be closed and surplus transferred to another project.

Capital Variance Project Summary (in thousands of dollars)

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

Transfers to the CVP do not require approval. Requests less than \$250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requests in excess of \$250, one-time or cumulative on a project, require Council approval. Throughout the year, the balances of the CVPs are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve following Council approval. In Q4 2022, 70% of projects that were closed had a surplus.

The excess funds in the Levy CVPs have been identified as a funding source for the 2023 Capital Budget and have been recommended to remain in their respective CVPs. Remaining excess funds will remain in the CVP to provide more flexibility to address inflationary costs pressures.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water	Total Programs
Balance at December 31, 2021	\$2,857	\$3,329	\$1,860	\$2,904	\$10,949
Transfer to Active Capital Projects	- \$766		- \$1,232		- \$1,997
Budget Reductions on Active Capital Projects	\$2,313		\$2,150	\$3,480	\$7,943
Transfers from Closed Capital Projects	\$1,247	\$1,735	\$2,878	\$1,296	\$7,156
Balance at July 25, 2022	\$5,651	\$5,064	\$5,656	\$7,680	\$24,051
Transfer to Active Capital Projects	- \$519	- \$50	- \$3,017	- \$495	- \$4,081
Budget Reductions on Active Capital Projects	\$340	\$50	\$70	\$100	\$560
Transfers (to)/from Closed Capital Projects	\$43	\$196	\$1,109		\$1,348
Balance at October 25, 2022	\$5,515	\$5,260	\$3,818	\$7,285	\$21,878
Transfer to Active Capital Projects	- \$124	\$0	\$0	- \$100	- \$224
Budget Reductions on Active Capital Projects	\$0	\$0	\$0	\$0	\$0
Transfers (to)/from Closed Capital Projects	\$258	\$0	\$354	\$0	\$613
Balance at December 31, 2022	\$5,649	\$5,260	\$4,172	\$7,185	\$22,266
Committed to 2023 capital budget	- \$500				- \$500
Transfer to reserve per Capital Asset Management Policy					\$0
Uncommitted Balance at December 31, 2022	\$5,149	\$5,260	\$4,172	\$7,185	\$21,766

*includes adjustments to previously closed projects

Investment Report (in thousands of dollars)

Investment income during Q4 on the primary portfolio amounted to \$8,660, which comprises investment portfolio income and interest on cash balances.

Investment Performance

Investment Income Before Transfers to Reserves:

Favourable investment income in Q4 of \$3,969 is a result of achieving higher yield on new investments compared with budgeted rates. Rate assumptions for the 2022 budget were reduced from 2021 however, changes to Bank of Canada interest rates in year have driven yields higher. Actual investment income before transfers for 2022 is also favourable by \$8,023 due to the higher rates on new investments.

Budget vs Actual/Forecast before Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total
Budget	\$4,691	\$4,691	\$4,691	\$4,691	\$18,764
Actual	\$5,262	\$6,211	\$6,654	\$8,660	\$26,787
Variance	\$571	\$1,520	\$1,963	\$3,969	\$8,023

Year-to-date cumulative portfolio return:

Q1	Q2	Q3	Q4
2.41%	2.61%	2.62%	2.94%

Investment Income After Transfers to Reserves:

Investment income after transfers for Q4 is unfavourable by \$1,382 as a result of allocation to development charges and rate reserves at earned rate of return which is higher rate than budgeted. Actual investment income for the year after transfers is \$0 as a result.

Budget vs Actual/Forecast after Reserve Transfers	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total
Budget	\$4,691	\$4,691	\$4,691	\$4,691	\$18,764
Net Budget Transfers	-\$318	-\$319	-\$318	-\$319	-\$1,274
Budget (Net)	\$4,373	\$4,372	\$4,373	\$4,372	\$17,490
Actual	\$5,262	\$6,211	\$6,654	\$8,660	\$26,787
Net Actual Transfers	-\$221	-\$977	-\$2,429	-\$5,670	-\$9,297
Actual (Net)	\$5,041	\$5,234	\$4,225	\$2,990	\$17,490
Variance	\$668	\$862	-\$148	-\$1,382	\$0

Note: Staff monitor foreign exchange rates during the year to take advantage of favourable opportunities, and gains of \$6 are included in the year-to-date investment income. Amounts reflected in this report for investment performance do not include the NRH investment portfolio since these are managed separately.

Investment Term Holdings

Funds	Book Value	Weight
Cash Equivalent<1Yr	\$23,196	2.4%
2 Year	\$41,544	4.2%
3 Year	\$75,156	7.6%
4 Year	\$71,006	7.2%
5+ Year	\$621,394	63.1%
Subtotal (Investments)	\$832,296	84.6%
Cash	\$129,172	13.1%
Sinking Fund (Incl.Cash)	\$22,770	2.3%
Total Portfolio	\$984,238	100.0%

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings *	Policy Percentage Limits
Bank of Montreal	Corporate	\$80,400	9.41%	15.00%
Bank of Nova Scotia	Corporate	\$75,000	8.78%	15.00%
Canadian Imperial Bank of Commerce	Corporate	\$93,005	10.88%	15.00%
National Bank of Canada	Corporate	\$73,304	8.58%	15.00%
Royal Bank of Canada	Corporate	\$94,300	11.03%	15.00%
Total	Corporate	\$416,009	48.68%	50.00%
City of Hamilton	Municipal	\$9,171	1.07%	5.00%
City of Montreal	Municipal	\$11,917	1.39%	5.00%
City of Ottawa	Municipal	\$5,344	0.63%	5.00%
City of Quebec	Municipal	\$2,317	0.27%	5.00%
City of Saskatoon	Municipal	\$1,695	0.20%	5.00%
City of Toronto	Municipal	\$8,204	0.96%	5.00%
County of Wellington	Municipal	\$852	0.10%	5.00%
Municipal Finance Authority of BC	Municipal	\$5,005	0.59%	5.00%
New Brunswick Municipal Finance Authority	Municipal	\$2,000	0.23%	5.00%
Region of Halton	Municipal	\$1,519	0.18%	5.00%
Region of Peel	Municipal	\$3,511	0.41%	5.00%
Region of Waterloo	Municipal	\$19,694	2.30%	5.00%
Region of York	Municipal	\$7,728	0.90%	5.00%
Region of Durham	Municipal	\$2,233	0.26%	5.00%
York Region District School Board	Municipal	\$3,958	0.46%	5.00%
York Sinking Fund Debenture	Municipal	\$1,787	0.21%	5.00%
Total	Municipal	\$86,935	10.17%	25.00%
Newfoundland and Labrador Hydro	Provincial	\$10,003	1.17%	25.00%
Ontario Hydro	Provincial	\$22,174	2.59%	25.00%
Province of Alberta	Provincial	\$7,543	0.88%	25.00%
Province of British Columbia	Provincial	\$5,670	0.66%	25.00%
Province of Manitoba	Provincial	\$38,357	4.49%	25.00%
Province of New Brunswick	Provincial	\$4,583	0.54%	25.00%
Province of Newfoundland	Provincial	\$77,808	9.10%	25.00%
Province of Nova Scotia	Provincial	\$18,591	2.18%	25.00%
Province of Ontario	Provincial	\$42,275	4.95%	25.00%
Province of Prince Edward Island	Provincial	\$2,879	0.34%	25.00%
Province of Quebec	Provincial	\$103,235	12.08%	25.00%
Province of Saskatchewan	Provincial	\$5,225	0.61%	25.00%
Quebec Hydro	Provincial	\$10,003	1.17%	25.00%
Total	Provincial	\$348,346	40.76%	75.00%
Region of Niagara Debentures	Municipal	\$3,350	0.39%	100.00%
Total Niagara Region Investments		\$854,640	100.00%	100.00%
NRH Investments		\$0		
TOTAL Region (excl Cash) & NRH	All	\$854,640		
General Chequing **	Cash	\$39,617		
Savings	Cash	\$84,794		
NRH	Cash	\$4,763		
Sinking Fund	Cash	\$424		
Total		\$129,598		
TOTAL including Cash		\$984,238		

* Note: Holdings by security percentages exclude cash balances.

** Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits or the NRH general operating account and payroll trust accounts. Balances include USD funds converted at quarter end-spot rate of 1.2741.

Debt Report (in thousands of dollars)

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

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

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

Department	Total Debt as at December 31, 2021 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at December 31, 2022 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2022	Annual Repayment Limits**
General Government	\$22,882	\$0	-\$2,010	-\$62	\$20,811	\$0	\$20,811	
Police	\$79,934	\$5,600	-\$4,310	-\$231	\$80,993	\$9,010	\$90,003	
Transportation	\$137,762	\$7,235	-\$13,788	-\$267	\$130,940	\$30,509	\$161,449	
Public Health	\$11,158	\$0	-\$1,129	\$0	\$10,029	\$3,037	\$13,066	
Community Services	\$28,941	\$0	-\$3,435	\$0	\$25,507	\$135,183	\$160,690	
NRH	\$41,875	\$2,303	-\$5,415	\$0	\$38,763	\$0	\$38,763	
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Levy	\$322,552	\$15,138	-\$30,087	-\$560	\$307,043	\$177,739	\$484,782	
Wastewater	\$69,843	\$0	-\$2,278	-\$1,184	\$66,381	\$300,660	\$367,041	
Water	\$24,197	\$0	-\$579	-\$294	\$23,324	\$6,746	\$30,070	
Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Rate	\$94,040	\$0	-\$2,857	-\$1,478	\$89,705	\$307,406	\$397,111	
Total Niagara Region	\$416,592	\$15,138	-\$32,944	-\$2,038	\$396,748	\$485,145	\$881,893	6.66%

Debt Report (in thousands of dollars) - Continued

Department	Total Debt as at December 31, 2021 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at December 31, 2022 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2022	Annual Repayment Limits**
Fort Erie	\$4,700	\$0	-\$839	\$0	\$3,861	\$0	\$3,861	1.76%
Grimsby	\$2,420	\$0	-\$376	\$0	\$2,044	\$0	\$2,044	1.30%
Lincoln	\$7,322	\$0	-\$469	\$0	\$6,853	\$0	\$6,853	2.68%
Niagara-on-the-Lake	\$5,485	\$0	-\$503	\$0	\$4,982	\$0	\$4,982	1.93%
Niagara Falls	\$70,068	\$0	-\$4,718	\$0	\$65,357	\$0	\$65,357	4.19%
Pelham	\$31,032	\$0	-\$2,286	\$0	\$28,746	\$0	\$28,746	13.50%
Port Colborne	\$28,831	\$0	-\$1,419	\$0	\$27,412	\$0	\$27,412	6.41%
St. Catharines	\$112,973	\$15,000	-\$14,906	-\$277	\$112,790	\$0	\$112,790	9.60%
Thorold	\$705	\$0	-\$130	\$0	\$575	\$0	\$575	1.26%
Wainfleet	\$1,323	\$0	-\$193	\$0	\$1,130	\$0	\$1,130	2.70%
Welland	\$62,924	\$15,768	-\$7,934	\$0	\$70,758	\$0	\$70,758	9.12%
West Lincoln	\$18,072	\$0	-\$722	\$0	\$17,350	\$0	\$17,350	8.70%
NPCA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Debt Assumed for Others (External)	\$345,855	\$30,768	-\$34,495	-\$277	\$341,858	\$0	\$341,858	
Total Niagara Region & External	\$762,447	\$45,906	-\$67,439	-\$2,315	\$738,606	\$485,145	\$1,223,751	

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

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

Accounts Receivable Aging Report (in thousands of dollars)

The accounts receivable aging report reflects all unpaid accounts greater than 120 days and greater than \$25. Listing does not include outstanding invoices at quarter-end where payments have been received prior to finalization of the Q4 Financial Update.

Customer Name	Amount Over 120	Explanation of Account	Status
Town of Grimsby (RDC)	\$401	2018 RDC invoice in dispute with developer, Grimsby and Region proceeding with legal action.	Collection to continue
Merritton Mills Redevelopment Corp	\$44	Receivable of 2007 tipping fees for the last of four redeveloped brownfield sites. Niagara Region will offset the tipping fees against the Tax Increment Grant (TIG) being paid on the development, which was initiated in 2019 and is expected to be fully recovered by 2023. In the interim, the Niagara Region is holding a Letter of Credit (LOC) as security for the full amount of the receivable.	2019 TIG agreements Collection to continue
City of Welland	\$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 as ongoing discussions with Welland staff continue.	Collection to continue
Town of Pelham	\$26	Jan. 2022 invoice for cost recoveries on work completed at Pelham Road and Port Robinson Road. Transportation staff continue to work with Pelham staff on collection.	Collection to continue
City of St. Catharines	\$43	Balance of Jan. 2022 invoice for contribution to Canada Summer Games. Region staff continue to work with St. Catharines staff on balance due.	Collection to continue
Unifund Assurance Company	\$28	Dec. 2021 invoice for Motor Vehicle Accident cost recoveries for damages to Region property. Region staff continue to work with the insurance company on collection.	Collection to continue
Long Term Care Resident (32707253)	\$35	Resident is still active but not making any regular payments. Attempts continue to be made to collect including transfer to PGT but resident is not eligible. Region staff continue to work with Long Term Care staff on collection and on-going efforts continue to mitigate risk including consultation with internal Legal staff.	Collection to continue
TOTAL	\$728		

Consolidated Statement of Financial Position (in thousands of dollars)

The consolidated statement of financial position is prepared in accordance with Canadian public sector accounting standards ("PSAS") and includes all unfunded liabilities, impacts of amortization and capital fund activity. This report is unaudited and prepared with information as at February 24, 2023.

	Dec. 31, 2022	Dec. 31, 2021
FINANCIAL ASSETS		
Cash	\$ 128,702	\$ 169,862
Investments (page 99)	832,296	787,710
Accounts receivable	105,062	104,747
Other current assets	1,006	1,109
Tangible capital assets held for sale	754	400
Debt Recoverable from others (page 101)	341,858	345,859
	1,409,678	1,409,687
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	178,397	165,483
Employee future benefits and post-employment liabilities	131,906	124,330
Deferred revenue	339,096	295,767
Landfill closure and post-closure liability	77,703	78,250
Unfunded contaminated sites	576	576
Long-term liabilities (page 101)	738,606	762,474
Capital lease obligation	4,144	4,204
	1,470,428	1,431,084
Net debt	(60,750)	(21,397)
NON-FINANCIAL ASSETS		
Tangible capital assets	2,198,028	2,046,304
Inventory	10,567	9,298
Prepaid expenses	21,779	19,330
	2,230,374	2,074,932
Accumulated surplus	\$ 2,169,624	\$ 2,053,535

ACCUMULATED SURPLUS RECONCILIATION:

	Dec. 31, 2022	Dec. 31, 2021
Invested in tangible capital assets	\$ 1,797,136	\$ 1,625,485
Capital fund – unexpended capital financing	319,325	348,869
Operating fund	(11,086)	9,620
Unfunded landfill closure & post-closure liability	(77,703)	(78,250)
Unfunded contaminated sites liability	(576)	(576)
Unfunded employee future benefits & post-employment liabilities	(130,430)	(122,763)
Total surplus	1,896,666	1,782,385
Total reserves and reserves funds (page 62)	272,958	271,150
Total accumulated surplus	\$ 2,169,624	\$ 2,053,535

Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region's financial activity as of December 31, 2022. These statements have been compiled by Corporate Services and the departments have validated the information and provided commentary.

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

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

Definition of Column Headings

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

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

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

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

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

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

Definition of Report Rows – Expenditures

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

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

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

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

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

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

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

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

Explanation of Statement of Operations - Continued

Definition of Report Rows – Revenues

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

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

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

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

Definition of Report Rows – Intercompany Charges

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

Definition of Report Rows – Transfers

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

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

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

Definition of Report Rows – Indirect Allocation & Debt

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

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

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