CSD 39-2026
Appendix 1

Niagara Region | Growing Better Together

Q2 Financial Update

2026

Q2 Financial Update – June 2026
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Introduction

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

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

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

At June 30, 2026 Niagara Region has a surplus of $2,153 thousand related to the General levy programs, a $773 thousand surplus related to Waste Management, a $831 thousand deficit related to Niagara Transit Commission, and a $2,553 thousand surplus related to the Water & Wastewater Program.

The Region experienced significant rainstorms and flooding between July 21 and August 2, 2026. Due to timing of the preparation of the forecast, costs related to storm response and recovery have not been included. We will continue to actively monitor the impacts and will provide an updated during the Q3 2026 reforecasting process.

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.

Nora Charette, Associate Director of Finance Operations & Systems

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

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

Consolidated Operating Funding Surplus/(Deficit) Review

Levy

(In thousands of dollars)

Niagara Region's levy programs are operating at a net forecasted surplus of $2,153.

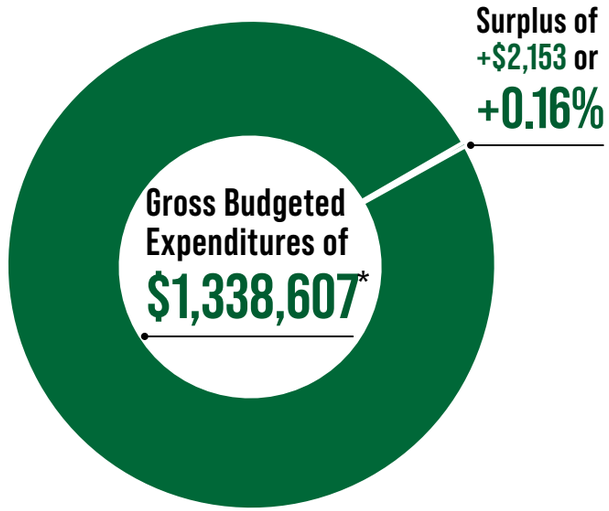
The levy programs excluding agencies, boards, and commissions (ABCs) are operating at a forecasted surplus of $3,681. This forecasted surplus is primarily driven by community assistance savings of $2,282 within housing services related to subsidy recoveries from housing providers due to lower-than-anticipated rent-geared-to-income (RGI) units, property tax refunds, and lower operating subsidy payments as providers reach the end of their mortgage terms and staff continue to negotiate new service agreements. Also contributing to the forecasted surplus is utilities savings primarily within seniors services of $928.

Niagara Region's ABCs are operating at a forecasted net deficit of $1,528. The net deficit is primarily driven by the forecasted deficit within Niagara Regional Police Service (NRPS) of $850. The NRPS deficit is due to a shortfall of court security and prisoner transportation and trending overages in frontline coach officer training allowances. Further contributing is the overspend within Niagara Regional Housing of $463 driven by occupancy and infrastructure costs.

It is recommended that, at year-end, the forecasted operating surplus of $2,153 be transferred to the Taxpayer Relief Reserve. The balance of this reserve is forecasted to be $38,225 or 4.05% of the annual budgeted operating expenditures after this transfer. This is significantly below the funding target of 10 per cent to 15 per cent of the annual budgeted operating expenditures which would have it funded between $94,463 and $141,694.

Levy Department and Programs

(Including ABC's)



Financial Statement Highlights

+$2,282

variance in provider subsidy within housing services

+$928

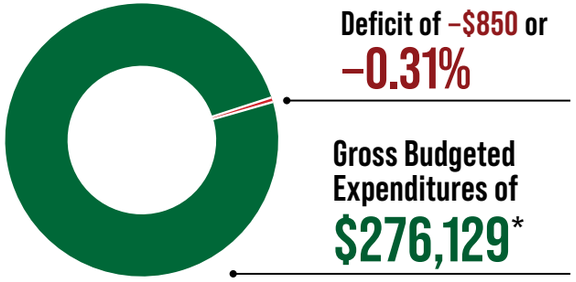
variance in utilities primarily within seniors services

–$850

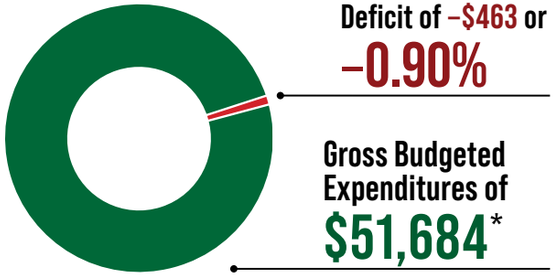
deficit in NRPS driven by court security and prisoner transportation

Financial Results of Agencies, Boards and Commissions

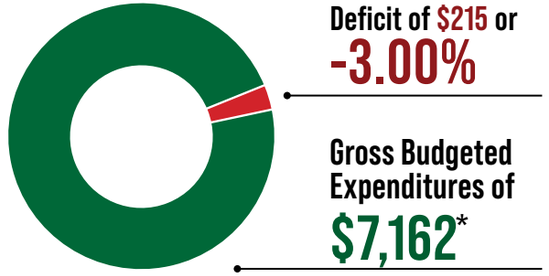
Niagara Regional Police Service



Niagara Regional Housing



Court Services



*Includes transfer, intercompany charges and indirect allocations

Consolidated Operating Funding Surplus/(Deficit) Review

Water and Wastewater

(In thousands of dollars)

Water and Wastewater Services are operating at a forecasted surplus of $2,553 at year-end, which consists of a Water surplus of $1,773 at year-end and a Wastewater surplus of $780 at year-end.

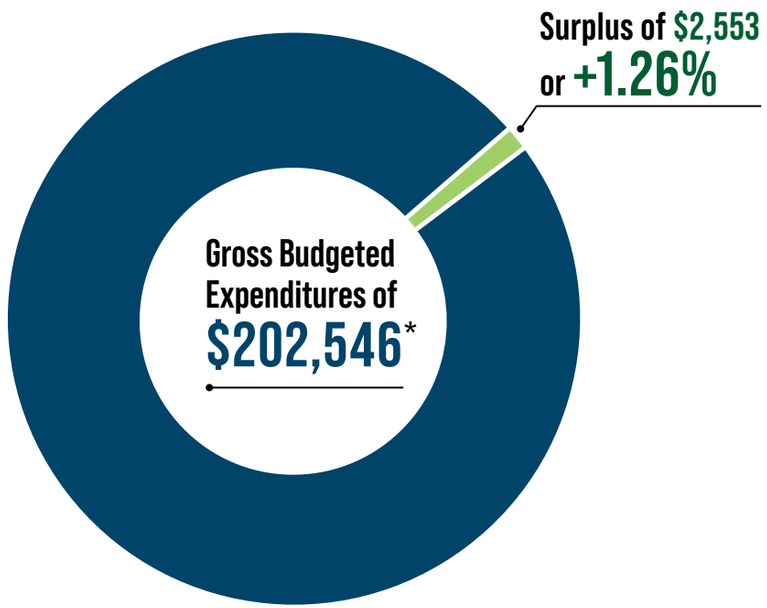
The forecasted surplus within the Water division is primarily attributed to increased water sales of $1,892 due to growth in Niagara as well as warmer and drier conditions through the year. Also contributing to the forecasted net surplus at year-end are labour related savings due to salary gapping of $290, and savings from accrued employee benefit costs and insurance premiums of $146. These favourable variances are partially offset by an unfavourable variance of $456 due to necessary and emergency repairs and maintenance of aging infrastructure and equipment.

It is recommended that, at year-end, the forecasted surplus of $1,773 for Water be transferred to the Water Stabilization Reserve. The funding target of 10 to 15 per cent of annual budgeted operating expenditures is $3,049 to $4,574. The Water Stabilization Reserve is forecasted to have a balance of $2,971 at year-end after this transfer, which is slightly below the funding target.

The forecasted surplus within the Wastewater division of $780 is a result of unanticipated revenue recoveries of $106, savings from accrued employee benefit costs and insurance premiums of $257, less biosolid collection volume of $211 and lower than anticipated repairs and maintenance and consulting expenses of $469. These favourable variances are partially offset by an unfavourable variance due to increased usage and pricing of chemicals for treatment performance, compliance and odour control of $317 across Wastewater facilities.

It is recommended that, at year-end, the forecasted surplus of $780 be transferred to the Wastewater Stabilization Reserve. The funding target of 10 to 15 per cent of annual budgeted operating expenditures is $7,962 to $11,943. Including the forecasted surplus, the Wastewater Stabilization Reserve is forecasted to have a balance of $2,300 which is significantly below the funding targets.

Water and Wastewater Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Water Financial Statement Highlights

+$1,892
variance in water sales

Wastewater Financial Statement Highlights

+$211
savings due to less biosolids collection volume

+$469
variance in repairs and maintenance and consulting

Consolidated Operating Funding Surplus/(Deficit) Review

Waste Management

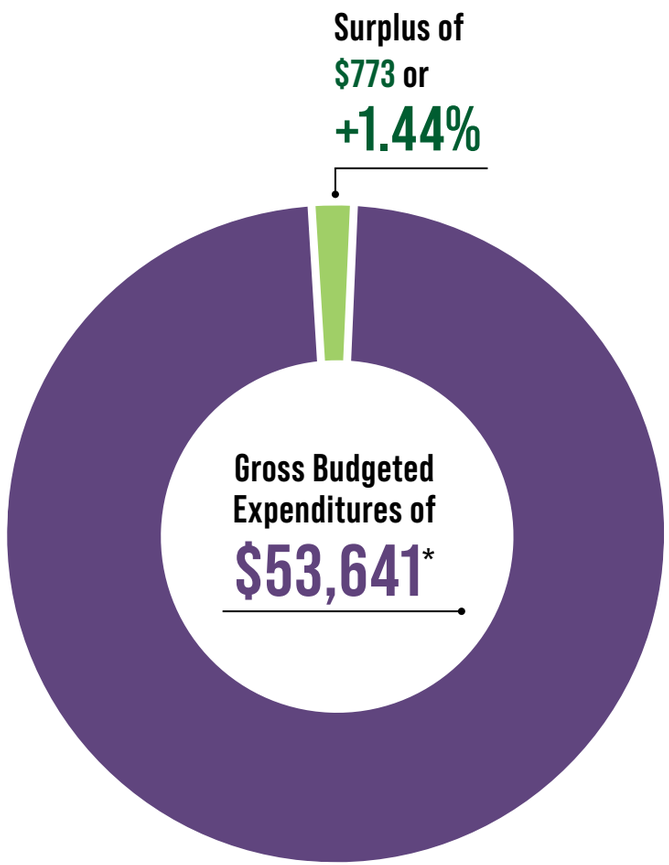
(In thousands of dollars)

Waste Management Services is operating at a forecasted surplus of $773 at year-end.

The forecasted surplus is due to savings in administrative costs of $157, savings in operating costs of $358 due to lower than anticipated tonnes within diversion operating contracts and lower than anticipated grinding and other landfill operating costs. Savings in operating costs are partially offset by higher than anticipated collection contract costs of $225. Contributing to the forecasted surplus is higher than anticipated producer responsibility funding of $327.

It is recommended that, at year-end, the forecasted operating surplus of $773 be transferred to the Waste Management Capital Reserve given that the Waste Management Stabilization reserve is already considered fully funded. The funding targets of 10 to 15 per cent of annual budgeted operating expenditures is $4,855 to $7,282. The Waste Management Stabilization Reserve is forecasted to have a balance of $7,985 at year-end.

Waste Management Operating Surplus



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights

+$358
lower than anticipated costs in operating contracts

+$327
higher than anticipated producer responsibility funding

+$157
savings in administrative costs

Consolidated Operating Funding Surplus/(Deficit) Review

Niagara Transit Commission

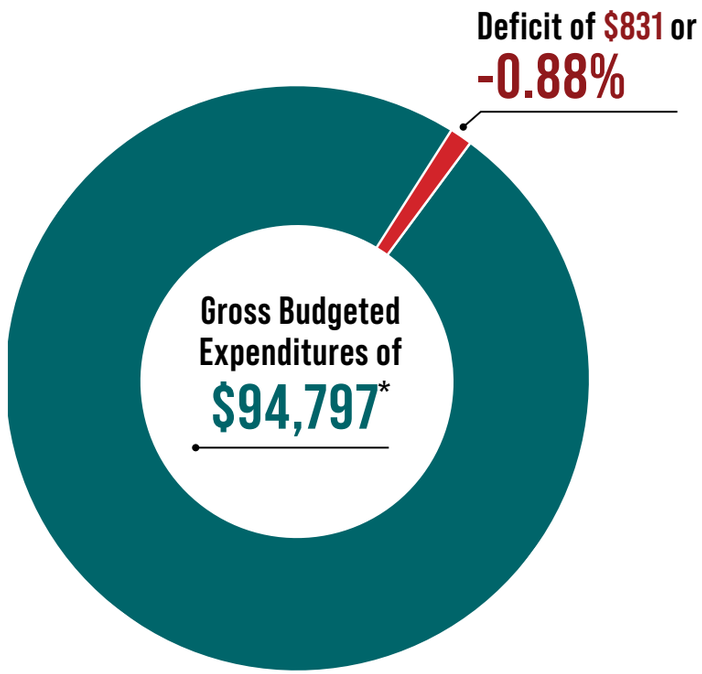
(In thousands of dollars)

Niagara Transit Commission is operating at a net forecasted deficit of $831 at year-end.

The forecasted deficit is due to increased benefit related labour costs of $1,742 and higher than budgeted vehicle supply parts of $262. The unfavourable variances are offset by a favourable variance in allocations of administrative costs of $376 due to less than anticipated self-insurance claims and lower than budgeted legal premium; favourable variance in administrative costs due to less forecasted spend and lower than budgeted external procurements related to the Intranet and Decal strategy of $376; lower than budgeted repairs and maintenance and equipment related costs of $210 and favourable revenues related to unbudgeted utility reimbursement from Metrolinx and sale of scrap and decommissioned inventory and vehicles of $104.

It is recommended that, at year-end, the forecasted operating deficit of $831 be funded by the Niagara Transit Commission Stabilization Reserve resulting in a draw of $831. Like other stabilization reserves, the funding target of for this reserve is 10 to 15 per cent of annual budgeted operating expenditures, or $8,614 to $12,921. After this forecasted transfer, the reserve balance of $4,468 is below funding targets since it was newly established in 2023. Funding in this reserve will be considered annually through the budget process with the goal of developing and maintaining a long-term sustainable strategy.

Niagara Transit Commission Operating Deficit



* Includes transfer, intercompany charges and indirect allocations

Financial Statement Highlights

+$210
savings in repairs and maintenance and equipment related costs

+$376
savings in admin costs related to the Intranet and Decal strategy

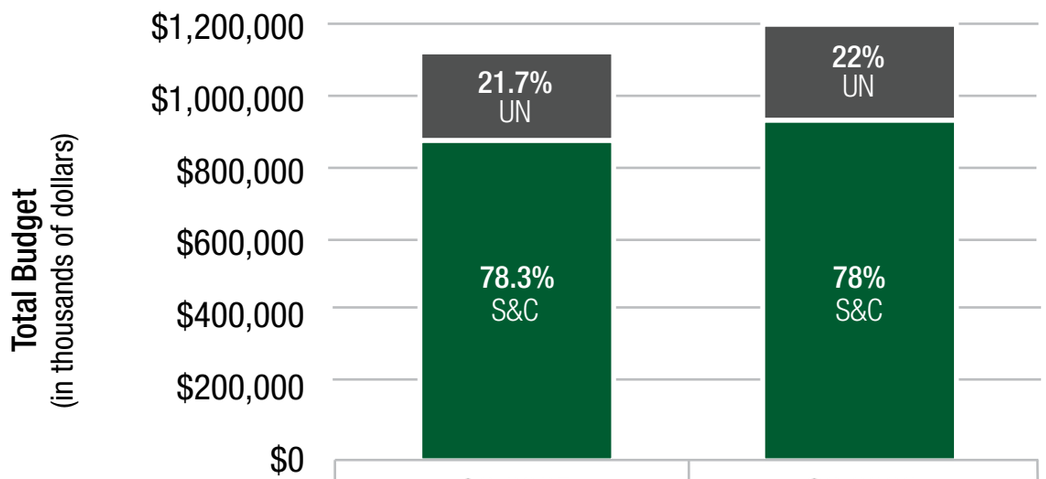
–$1,742
variance in benefit related labour costs

Capital Highlights

Levy

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than $1 million.



	Q2 2025	Q2 2026
UN Uncommitted	$246,009	$266,496
S&C Spent and Committed	$888,870	$945,074

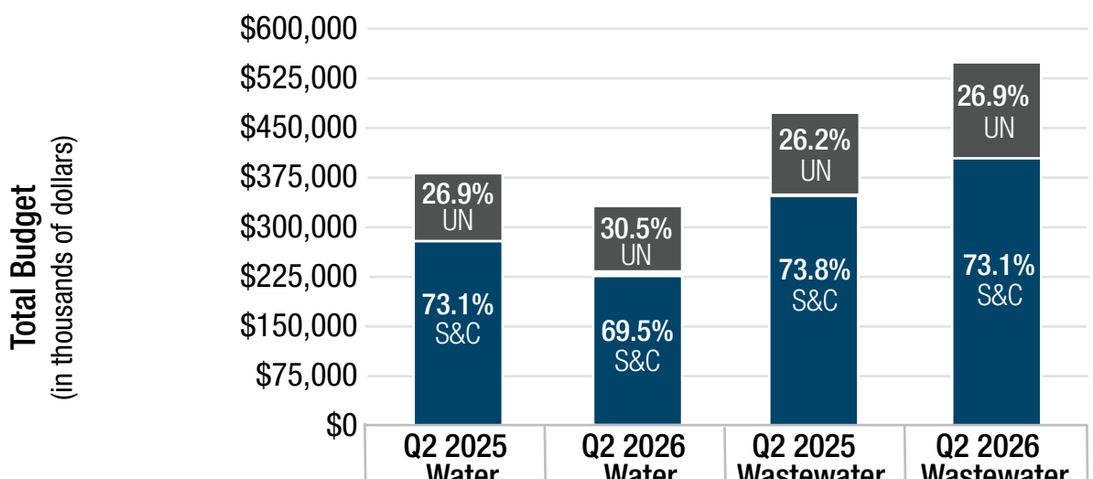
Year-to-Date Capital Variance Project Transfers (in thousands)

Incoming- Q2 2025 $4,150	Capital Variance Project	Outgoing- Q2 2025 $2,933
Incoming- Q2 2026 $6,627	Capital Variance Project	Outgoing- Q2 2026 $5,062

Water and Wastewater

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than $1 million.



	Q2 2025 Water	Q2 2026 Water	Q2 2025 Wastewater	Q2 2026 Wastewater
UN Uncommitted	$102,740	$98,833	$123,883	$148,487
S&C Spent and Committed	$278,928	$225,215	$349,221	$403,491

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

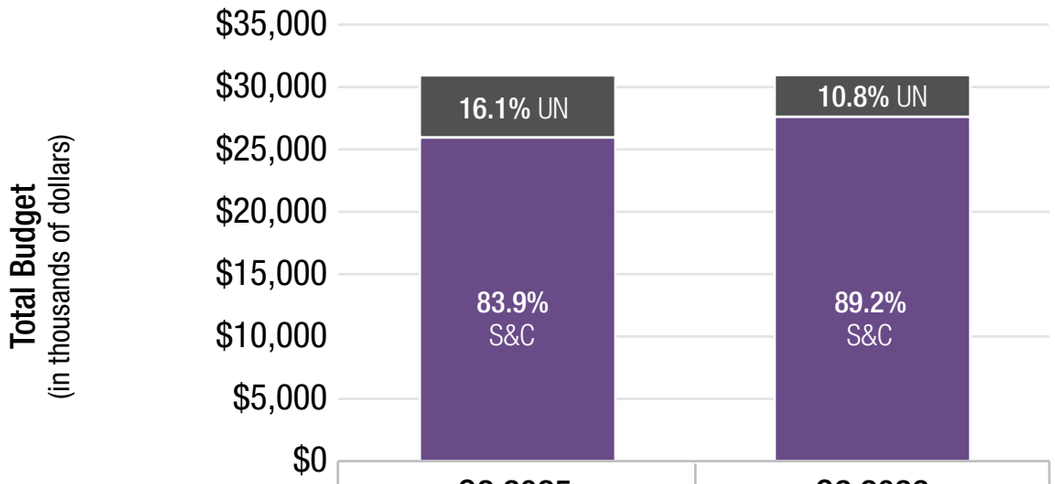
Incoming- Q2 2025 $5,410	Capital Variance Project	Outgoing- Q2 2025 $4,682
Incoming- Q2 2026 $5,409	Capital Variance Project	Outgoing- Q2 2026 $5,849

Capital Highlights

Waste Management

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than $1 million.



	Q2 2025	Q2 2026
UN Uncommitted	$4,985	$3,349
S&C Spent and Committed	$25,952	$27,610

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

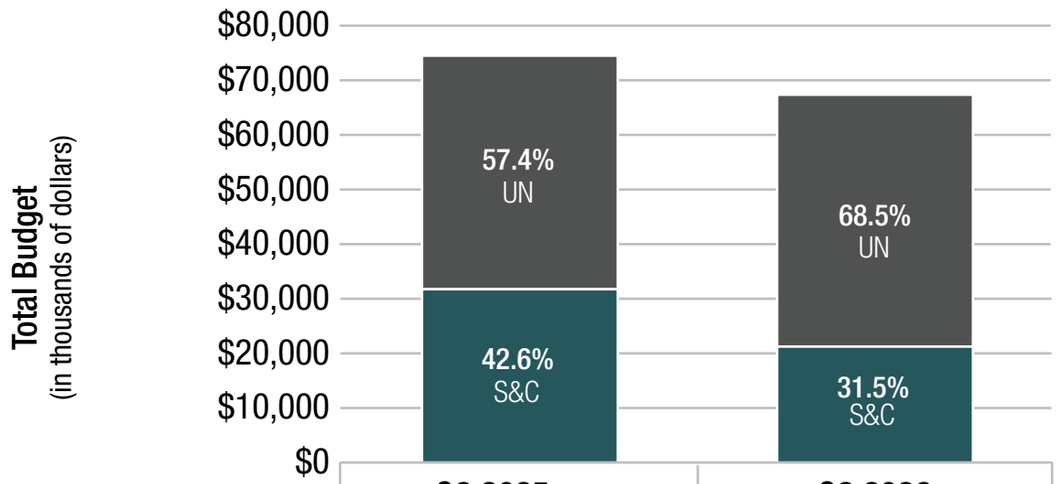
Incoming- Q2 2025 $1,332 → **Capital Variance Project** → **Outgoing- Q2 2025** $762

Incoming- Q2 2026 $297 → **Capital Variance Project** → **Outgoing- Q2 2026** $250

Niagara Transit Commission

Project Budgets Spent and/or Committed at Quarter End

Active projects with budgets greater than $1 million.



	Q2 2025	Q2 2026
UN Uncommitted	$42,769	$46,110
S&C Spent and Committed	$31,741	$21,242

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

During 2025, Niagara Transit Commission closed a project which required a Capital Variance Project to be established in Q4 2025.

Incoming- Q2 2026 $86 → **Capital Variance Project** → **Outgoing- Q2 2026** $11

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

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Actual	Q2 Forecasted Surplus/(Deficit)	Annual Budget	Actual	Q2 Forecasted Surplus/(Deficit)
GENERAL LEVY SUPPORTED DEPARTMENTS & PROGRAMS						
Regional Departments						
Governance	$2,459	$2,186	$272	$3,006	$2,700	$306
General Government	-$452,971	-$452,847	-$124	-$565,671	-$565,547	-$124
Office of Deputy CAO	$9,983	$9,244	$739	$8,696	$8,142	$553
Corporate Administration	$15,195	$12,353	$2,842	$4,976	$4,594	$382
Corporate Services	$56,044	$56,048	-$4	$40	$32	$8
Children's Services	$6,559	$6,576	-$17	$10,091	$9,993	$99
Homelessness & Community Engagement Services	$9,274	$8,600	$674	$10,343	$9,517	$825
Seniors Services	$12,488	$13,618	-$1,130	$39,667	$39,745	-$77
Social Assistance & Employment Opportunities	$13,444	$13,444	$0	$18,739	$18,541	$198
Housing Services	$31,140	$29,430	$1,710	$28,795	$27,361	$1,434
Public Health & Mental Health	$8,523	$7,184	$1,338	$18,673	$16,774	$1,899
Emergency Services	$36,205	$37,120	-$915	$54,198	$54,916	-$718
Public Works - Transportation	$32,155	$33,240	-$1,085	$72,041	$72,561	-$520
Public Works - Infrastructure Planning & Development	$2,840	$3,369	-$529	$3,471	$4,055	-$584
Sub-Total - Regional Departments	**-216,663**	**-220,435**	**3,772**	**-292,935**	**-296,616**	**3,681**
Agencies, Boards & Commissions						
Court Services	-$1,622	-$1,404	-$218	-$100	$115	-$215
Niagara Regional Housing	$8,011	$8,330	-$319	$30,575	$31,039	-$463
Niagara Regional Police	$236,052	$236,237	-$185	$254,228	$255,078	-$850
Niagara Peninsula Conservation Authority	$8,231	$8,231	$0	$8,231	$8,231	$0
Subtotal Agencies, Boards & Commissions	**250,672**	**251,394**	**-722**	**292,935**	**294,463**	**-1,528**
Total General Levy Supported Programs	**$34,009**	**$30,959**	**$3,050**	**$0**	**$-2,153**	**$2,153**
Rate Supported Departments & Special Levy						
Rate Supported: Water & Wastewater	-$23,306	-$25,456	$2,150	$0	-$2,553	$2,553
Special Levy: Waste Management	-$1,926	-$2,583	$656	$0	-$773	$773
Special Levy: Niagara Transit Commission	-$8,777	-$7,569	-$1,208	$0	$831	-$831
TOTAL	**$0**	**-$4,649**	**$4,649**	**$0**	**-$4,648**	**$4,648**

Variance Analysis (in thousands of dollars)

Niagara Region is operating at a year-end overall surplus of $4,648.

Levy Supported Programs

Niagara Region's levy supported programs are operating at a net forecasted year-end surplus of $3,050 before indirect allocations.

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

Governance - Governance is at a net surplus of $272 at year end.

The forecasted surplus is a result of the Regional Chair position being vacant for several months, staff vacancies, and lower than anticipated travel and meal reimbursements.

General Government – General Government is at a net forecasted deficit of $124 at year end.

The forecasted net deficit is a result of the unfavourable forecasted variance of $16,156 under other revenue. This is due to the lower than anticipated revenue of $15,375 as a result of a delay in sale of surplus property, which is offset by corresponding favourable variance in to/from funds.

This unfavourable forecast variance is offset by the favourable forecasted variance of $12,283 as a result of forecasted debt charge placeholder of $12,662 for projects approved debt that have not yet been issued due to timing of actual project spending and a favourable forecasted variance of $4,358 for lower than budgeted Development Charge Grants, including $2,082 favourable forecast variance for purpose-built rental discounts, $2,041 favourable forecast variance for long-term care home RDCs exemption.

Office of Deputy CAO – The Office of the Deputy CAO is at a net forecasted surplus of $739 at year end.

The forecasted surplus is a result of gapping throughout the division from temporary vacancies of $345 as well as savings in consulting of $172 and increase in business license revenue of $222.

Corporate Administration – Corporate Administration is at a net forecasted surplus of $2,842 at year end.

The forecasted surplus is a result of a favourable variance in Region benefits of $3,053 and savings in consulting of $342, which is offset by labour relations costs of $553.

Corporate Services – Corporate Services is at a net forecasted deficit of $4 before indirect allocations at year end.

The forecasted deficit is a result of legal claim payouts of $749, electricity utility costs of $297, and labour related cost pressures of $163 due to operating near full complement. These unfavourable forecasted variances are partially offset by favourable variances in insurance premium savings of $520 and software/hardware support and maintenance cost savings of $604 related to approved but not fully completed IT capital projects.

Community Services – Children's Services – Children's Services operated at a forecasted net deficit before indirect allocations of $17 at year end.

This is primarily due to a favourable variance in Community Assistance as a result of new childcare spaces that are not yet operational being mostly offset by lower than expected Federal & Provincial Grants.

Community Services – Homelessness Services – Homelessness Services is operating at a net forecasted surplus, before indirect allocations, of $688 at year-end.

The forecasted surplus is primarily due to cost savings of $770 from the closure of Bridge Housing operations at the end of June and leasing the Victoria Ave property to Gateway to run its provincially funded HART Hub program. Other surpluses include unspent operational budget of $2,083 from the delay in opening the new Geneva St supportive housing project and $1,095 from the delay in opening the two new enhanced capacity shelters in St Catharine's and Niagara Falls. These later two surpluses are offset by additional forecasted transfers to capital reserves of an equivalent amount at year-end as they relate to unfinished capital projects.

Community Services – Seniors Services – Seniors Services is operating at a net forecasted deficit of $1,130 at year-end.

The forecasted deficit is primarily a result of reduced MLTC funding for Linhaven because of a delayed opening ($1,495, including $895 related to the Construction Funding Subsidy which will not be transferred to reserve as budgeted). Also contributing to the forecasted deficit are increased costs for WSIB claims and staff who are on modified work arrangements ($980) which is also contributing to higher overtime/replacement costs, along with staffing during significant winter storms and outbreak management ($750). The LTC homes are also experiencing higher than budgeted raw food costs as a result of inflationary pressures ($303). The projected deficit is partially mitigated by additional funding from participation in the Preceptor Resource and Education Program for Long-Term Care ($369) and vendor rebates which were higher than budgeted ($300). The Long-Term Care homes are also seeing lower than budgeted rates for natural gas and electricity and costs ($767) which is also mitigating the projected deficit.

Community Services – Social Assistance Employment Opportunities (SAEO) –

Social Assistance and Employment Opportunities is forecasting a balanced year-end position, before indirect allocations.

Labour cost pressures associated with maintaining service continuity and higher benefit costs are expected to be fully offset through operational efficiencies, increased cost recoveries, and enhanced direct client supports to respond to emerging community needs.

Community Services – Housing Services – Housing Services is operating at a net forecasted surplus of $1,710 at year-end.

The forecasted surplus is primarily a result of subsidy recoveries from non-profit and co-operative housing providers with property tax refunds and lower than anticipated rent-geared-to-income (RGI) units, as well as lower than budgeted operating subsidy payments to the housing providers as they come to the end of their mortgage term and are no longer incurring those mortgage costs as staff continue to work with the providers on new service agreements. Finally, there is also a surplus in rent supplement subsidy funding through attrition as current funding for an existing program is ending. These surpluses are offset by additional temporary staff positions required to support the growing needs of the division and programs, including a continuously increasing housing waitlist and the operation and maintenance of new community housing and supportive housing units, as well as emergency shelters.

Public Health and Emergency Services – Public Health and Mental Health – Public Health and Mental Health is operating at a net forecasted surplus, before indirect allocations, of $1,338. The surplus is largely driven by gapping through the departments from temporary vacancies as well as unbudgeted revenue related to one-time and base funding increases. Operating results are impacted by HART Hub costs incurred in advance of confirmation of the year two budget (PHD 3-2026), which are offset by increased provincial revenues noted under Federal & Provincial Grants.

Public Health and Emergency Services – Emergency Services – Emergency Services operated with a forecasted deficit of $915 at year-end. The deficit is primarily driven by higher than budgeted labour costs of $2,506 due to pressures in hourly wages. Other significant pressures include higher than budgeted spending on equipment and equipment maintenance of $338 and professional fees of $148. These are partially offset by higher than budgeted Ministry Revenue of $967, mainly because of one-time funding in Dispatch, $704 in special event revenue, $253 in lower than budgeted WSIB costs, and $193 in savings for computer software costs.

Public Works Transportation – Transportation Services is operating at a net forecasted deficit of $1,085 before indirect allocations at year-end. The total year-end forecasted deficit noted above relates to base operations with there being no overall net impact from the Vision Zero Road Safety Program.

The deficit of $1,085 is due to higher costs on annual winter maintenance contracts of $272 and higher than anticipated usage of winter sand, winter salt, and organic de-icing material of $202 due to harsh winter conditions, higher labour-related costs of $251 due to filled positions being above budgeted salary gapping, higher fuel costs of $202, higher fleet leasing costs of $100, and timing differences in use of hired equipment, other program specific materials, administrative and intercompany charges of $58.

Public Works Infrastructure Planning and Development – Infrastructure Planning and Development is operating at a net forecasted deficit of $529 before indirect allocations at year-end.

The deficit is due to lower than budgeted application review fees of $919 as a result of the current economic slowdown affecting Niagara and Ontario. This unfavourable variance is partially offset by labour-related savings due to staff vacancies across the division of $458 because of delays in hiring vacant positions linked to the economic slowdown.

Courts Services – Court Services is operating a forecasted year end deficit of $215 after indirect allocations. Of the total forecasted year end deficit, $215 is related to Base operations and $0 relates to operations associated with the Vision Zero Road Safety Program (VZ).

Base operations are forecasting a year-end recovery from the LAMs of $115, which is $215 below the budgeted distribution of $100. The decrease in the distribution is mostly tied to lower than anticipated delinquent revenue and high-fine payments.

VZ operations are forecasting a net revenue year-end distribution of $92, which is $92 above the budgeted distribution of $0. VZ charging volumes and ticket payments are forecasted higher than anticipated.

Niagara Regional Housing – Niagara Regional Housing (NRH) is operating at a net forecasted deficit of $319 before indirect allocations at year-end.

The forecasted deficit is a result of higher than anticipated building and property maintenance costs, including increased utility costs, building security costs, pest control, and unit turnover costs. There are also increased paralegal costs to support staff with tenant issues and Landlord and Tenant Board applications. These increased costs are offset by increased rental revenues recovered from tenants who have misrepresented their situation and should be paying rent at the market rate.

Niagara Regional Police Service – Niagara Regional Police Service is operating at a forecasted deficit of $185 before indirect allocations at year end.

The forecasted deficit is the result of a shortfall in provincial funding received for the Court Security and Prisoner Transport program, as well as trending overages in frontline coach officer training allowances, telecommunications trunk lines, and gasoline expenses. This shortfall is partially offset by savings in compensation including uniform salaries due to members out of the workplace on protected leaves with reduced or unpaid hours, as well as employer provided benefit premiums.

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

Rate Supported Programs

Niagara Region's rate supported programs are operating at a net forecasted surplus after indirect allocations of $2,553.

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

Water – Water Services is operating at a net forecasted surplus of $1,773 at year-end. The forecasted surplus is primarily a result of increased water sales in the amount of $1,892 due to growth in Niagara as well as warmer and drier conditions throughout the year. Also contributing to the forecasted net surplus at year-end are labour related savings due to salary gapping of $290, and savings from accrued employee benefit costs and insurance premiums of $146. These favourable variances are partially offset by an unfavourable variance of $456 due to necessary and emergency repairs and maintenance of aging infrastructure and equipment.

Wastewater – Wastewater Services is operating at a net forecasted surplus of $780 at year-end. The forecasted surplus is a result of unanticipated revenue recoveries of $106, savings from accrued employee benefit costs and insurance premiums of $257, less biosolid collection volume of $211 and lower than anticipated repairs and maintenance and consulting expenses of $469. These favourable variances are partially offset by an unfavourable variance due to increased usage and pricing of chemicals for treatment performance, compliance and odour control of $317 across Wastewater facilities.

Special Levy Programs

Niagara Region's special levy programs; Niagara Transit Commission is operating at a net forecasted deficit of $831 and Waste Management is operating at a net forecasted surplus of $773.

Niagara Transit Commission – Niagara Transit Commission is operating at a net forecasted deficit of $831 after indirect allocations. The forecasted deficit is due to increased benefit related labour costs of $1,742 and higher than budgeted vehicle supply parts of $262. The unfavourable variances are offset by a favourable variance in allocations of administrative costs of $376 due to less than anticipated self-insurance claims and lower than budgeted legal premium; favourable variance in administrative costs due to less forecasted spend and lower than budgeted external procurements related to the Intranet and Decal strategy of $376; lower than budgeted repairs and maintenance and equipment related costs of $210 and favourable revenues related to unbudgeted utility reimbursement from Metrolinx and sale of scrap and decommissioned inventory and vehicles of $104. In addition, the actual average fuel rate per litre is higher than budgeted, due to geopolitical tensions, resulting in incremental fuel costs of $1,052 and incremental reimbursement of fuel from metrolinx and City of Niagara Falls of $181. A transfer from the Transit Stabilization Reserve of $871 was used to cover the net fuel impact in accordance to report NTC 9-2026.

Waste Management – Waste Management Services is operating at a net forecasted surplus of $773 after indirect allocations at year-end.

The surplus is due to savings in administrative costs of $157, savings in operating costs of $358 due to lower than anticipated tonnes within diversion operating contracts and lower than anticipated grinding and other landfill operating costs. Savings in operating costs are partially offset by higher than anticipated collection contract costs of $225. Contributing to the forecasted surplus is higher than anticipated producer responsibility funding of $327.

Governance Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$1,129	$1,021	$107	9.5%	$2,295	$2,062	$233	10.1%
Administrative	$77	$76	$1	1.4%	$155	$110	$44	28.7%
Operational & Supply	$0	$0	$0	N/A	$0	$0	$0	N/A
Occupancy & Infrastructure	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Equipment, Vehicles,Technology	$1	$4	-$3	-266.6%	$2	$11	-$9	-392.0%
Partnership, Rebate, Exemption	$1	$0	$1	100.0%	$2	$0	$2	100.0%
Total Expenses	$1,208	$1,102	$106	8.8%	$2,454	$2,184	$270	11.0%
Total Revenues			$0	0.0%		$0	$0	0.0%
Intercompany Charges	$2	$0	$2	92.9%	$4	$2	$2	46.4%
Total Intercompany Charges	$2	$0	$2	92.9%	$4	$2	$2	46.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$1,211	$1,102	$108	8.9%	$2,459	$2,186	$272	0.0%
Net Transfers			$0	0.0%		$0	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$1,211	$1,102	$108	8.9%	$2,459	$2,186	$272	11.1%
Indirect Allocations & Debt	$297	$277	$20	6.8%	$547	$513	$34	6.2%
Total Indirect Allocations & Debt	$297	$277	$20	6.8%	$547	$513	$34	6.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$1,508	$1,380	$129	8.5%	$3,006	$2,700	$306	10.2%

Governance - Continued

What does Governance do?

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

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

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

Variance Analysis (in thousands of dollars)

Governance is operating at a year-to-date surplus before indirect allocations of $108 with a forecasted surplus of $272 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of $107 and $233 respectively are due to the Regional Chair position being vacant for several months and staff vacancies.

Administration – The favourable year-to-date variances of $1 are due to timing of anticipated travel, meals, mileage, and registration fees. The forecasted favourable variance of $44 is due to lower than anticipated travel and meal reimbursements for the remainder of the year.

General Government Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Administrative	$3,386	$3,187	$199	5.9%	$6,806	$4,600	$2,206	32.4%
Occupancy & Infrastructure	$58	$63	-$5	-7.8%	$662	$96	$566	85.5%
Partnership, Rebate, Exemption	$18,889	$6,978	$11,911	63.1%	$40,775	$36,417	$4,358	10.7%
Financial Expenditures	$14,549	$15,023	-$474	-3.3%	$66,695	$54,413	$12,283	18.4%
Total Expenses	$36,882	$25,250	$11,632	31.5%	$114,938	$95,525	$19,413	16.9%
Taxation	-$268,347	-$267,602	-$746	-0.3%	-$601,612	-$600,866	-$746	-0.1%
By-Law Charges & Sales	-$14	-$13	-$1	-9.5%	-$28	-$25	-$4	-13.3%
Other Revenue	-$16,030	-$10,348	-$5,682	-35.4%	-$35,686	-$19,530	-$16,156	-45.3%
Total Revenues	-$284,392	-$277,963	-$6,429	-2.3%	-$637,326	-$620,421	-$16,905	-2.7%
Intercompany Charges	-$35	-$62	$27	-75.5%	-$90	-$117	$27	-29.7%
Total Intercompany Charges	-$35	-$62	$27	-75.5%	-$90	-$117	$27	-29.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-$247,545	-$252,775	$5,229	2.1%	-$522,478	-$525,012	$2,534	0.0%
Net Transfers	$62,258	$56,383	$5,875	9.4%	$69,507	$72,165	-$2,658	-3.8%
Net Expenditure (Revenue) Before Indirect Allocations	-$185,287	-$196,392	$11,104	-6.0%	-$452,971	-$452,847	-$124	0.0%
Indirect Allocations & Debt	-$68,653	-$68,747	$94	0.1%	-$112,700	-$112,700	$0	0.0%
Total Indirect Allocations & Debt	-$68,653	-$68,747	$94	0.1%	-$112,700	-$112,700	$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-$253,940	-$265,139	$11,199	4.4%	-$565,671	-$565,547	-$124	0.0%

General Government - Continued

What does General Government do?

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

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

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

Variance Analysis (in thousands of dollars)

General Government is operating at a deficit before indirect allocations of $124 due to the following factors:

Administration – The favourable year-to-date and forecasted variances of $199 and $2,206 respectively relate to a reduction in legal liability accrual as a result of the anticipated legal claims to be paid in the last half of the year in 2026.

Occupancy and Infrastructure – The favourable forecasted variance of $566 is a result of unrequired expenses related to surplus properties, of which $485 which is fully offset in Transfer from Reserves below.

Partnership, Rebate, Exemption – The favourable year-to-date variance of $11,911 is primarily due to the following:

- Favourable variance of $2,314 for the brownfield RDCs reduction program is primarily due to the developer not obtaining building permits as anticipated during the first half of the year. The delay resulted from design changes and a corresponding postponement of construction activities.
- Favourable variance of $2,623 for Industrial RDCs grant. This is a result of the timing of phase two of the Asahi Kasei development industrial DC grant of $5,418 (offset by reduced transfer from reserve, see to/from funds section below).
- Favourable variance of $1,754 for mandatory RDCs exemptions, comprised of a $1,250 favourable variance related to the long-term care home exemption under Bill 17 and a $1,236 favourable variance for mandatory RDCs discounts for rental housing developments, partially offset by an unfavourable variance of $902 related to RDCs exemptions for a government-funded university.
- Favourable variance of $2,600 for Tax Increment Grants and $1,861 for Gateway Tax Increment Grants, resulting from a reduction in anticipated grant payments due to cancelled and closed projects.

The favourable year-end variance of $4,358 is primarily due to the following:

- Favourable variance of $4,857 for mandatory RDCs exemptions, including $2,082 favourable variance for purpose-built rental discounts, $2,041 for long-term care home RDCs exemption.
- Favourable variance of $4,929 for Industrial RDCs grant result of the timing of phase two of the Asahi Kasei development.
- This favourable variance is offset by an unfavourable variance of $5,552 related to the RDCs exemption for a non-profit housing development.

General Government - Continued

Financial Expenditures – The unfavourable year-to-date variance of $474 is largely a result of timing differences related to tax write offs of $406. The favourable forecasted variance of $12,283 is a result of forecasted debt charges of $12,662. This is a result of projects approved debt that have not yet been issued due to timing of actual project spending, which determines the timing of debt issuance. This placeholder for future debt charges is transferred to reserves, see to/from funds section below.

Taxation - The unfavourable year-to-date and yearend variance of $746 is due to the timing of tax billing at Q2 end and the associated payment-in-lieu revenue has been received in July 2026 which offset the Q2 variance to zero.

Other Revenue – The unfavourable year-to-date variance of $5,682 is primarily due to Lower than anticipated sales proceeds of $5,875 due to a delay in sale of surplus property which is offset by corresponding favourable variance in to/from funds.

The unfavourable forecasted yearend variance of $16,156 is due to following:

- Lower than anticipated sales proceeds of $15,375 due to a delay in sale of surplus property (unfavourable) which is offset by corresponding favourable variance in to/from funds
- Highter than anticipated interest allocation reserve transfers of $1,680 due to lower than anticipated capital spending translating into increased investment purchase activity but much larger average reserve balances (unfavourable)
- Higher than anticipated portfolio income of $937 (favourable)

To/From Funds – The year-to-date favourable variance of $5,875 due to the timing of expected sales of surplus property which are now anticipated in 2027.

The forecasted unfavourable variance of $2,658 is due to the following:

- Unused debt charge placeholder of $11,766 being transferred to capital reserve (unfavourable)
- Unused debt recovery from long term care homes of $895 being transfer from capital reserve (unfavourable)
- Reduced transfer from the reserve related to the Asahi Kasei development industrial DC grant of $5,418 (unfavourable)
- Unrequired transfer from reserve for costs related to surplus property $485 (unfavourable)
- Timing of expected sales of surplus property which are now anticipated in 2027 of $15,375 (favourable)
- Council directed usage of taxpayer relief reserve for Regional development charges relief for an industrial development in City of Welland of $532 (favourable)

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$4,888	$4,663	$225	4.6%	$9,867	$9,522	$345	3.5%
Administrative	$3,302	$838	$2,464	74.6%	$4,044	$3,747	$297	7.3%
Operational & Supply	$28	$18	$10	35.8%	$57	$61	-$4	-7.0%
Occupancy & Infrastructure	$0	$0	$0	N/A	$1	$0	$1	89.9%
Equipment, Vehicles,Technology	$123	$46	$77	62.8%	$239	$152	$87	36.3%
Partnership, Rebate, Exemption	$17	$1	$16	93.0%	$35	$35	$0	0.0%
Financial Expenditures	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$8,359	$5,565	$2,793	33.4%	$14,241	$13,515	$726	5.1%
Federal & Provincial Grants	-$1,050	-$146	-$904	-86.1%	-$1,050	-$1,050	$0	0.0%
By-Law Charges & Sales	-$25	-$6	-$19	-77.4%	-$49	-$52	$3	5.8%
Other Revenue	-$1,090	-$1,181	$91	8.3%	-$1,686	-$1,778	$92	5.5%
Total Revenues	-$2,165	-$1,333	-$832	-38.4%	-$2,785	-$2,881	$95	3.4%
Intercompany Charges	-$157	-$152	-$4	2.9%	-$333	-$329	-$4	1.3%
Total Intercompany Charges	-$157	-$152	-$4	2.9%	-$333	-$329	-$4	1.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$6,037	$4,080	$1,956	32.4%	$11,122	$10,306	$816	0.0%
Net Transfers	-$1,076	-$2,591	$1,516	140.9%	-$1,140	-$1,062	-$77	-6.8%
Net Expenditure (Revenue) Before Indirect Allocations	$4,961	$1,489	$3,472	70.0%	$9,983	$9,244	$739	7.4%
Indirect Allocations & Debt	-$577	-$419	-$158	-27.3%	-$1,287	-$1,101	-$186	-14.4%
Total Indirect Allocations & Debt	-$577	-$419	-$158	-27.3%	-$1,287	-$1,101	-$186	-14.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$4,384	$1,070	$3,315	75.6%	$8,696	$8,142	$553	6.4%

Office of Deputy CAO – Continued

What does the Office of the Deputy CAO do?

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

Variance Analysis (in thousands of dollars)

The Office of the Deputy CAO is operating at a year-to-date surplus before indirect allocations of $3,472 with a forecasted surplus of $739 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of $225 and $345 are due to vacant positions through the year in all Office of the Deputy CAO divisions.

Administration - The favourable year-to-date variance of $2,464 is driven by timing of consulting costs related to project work. The favourable forecasted variance of $297 is mainly driven by savings in external support services of $201, of which $82 is associated with project related work which is offset in Other Revenue noted below, and savings in staff development of $70.

Equipment, Vehicles and Technology – The favourable year-to-date and forecasted variances of $77 and $87 respectively are due to savings in repairs and maintenance.

Partnership, Rebate and Exemption – The favourable year-to-date variance of $16 is driven by the timing of project related work which will be completed and fully spent by the end of the year.

Federal and Provincial Grants – The unfavourable year-to-date variance of $904 is due to timing of project related revenues which are forecasted to be fully received by the end of the year.

By-Law Charges and Sales – The unfavourable year-to-date variance of $19 is due to timing of aggregate revenues which are forecasted to be fully received by the end of the year.

Other Revenue - The favourable year-to-date variance of $91 is due to a surplus in Business Licensing revenues which is offset by timing of project related revenues. The favourable forecasted variance of $92 is due to a surplus in Business Licensing revenues of $222 which is offset by decrease in shared services revenue of $48 and project related work noted above in Administration of $82.

Corporate Administration Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$5,645	$6,628	-$983	-17.4%	$12,023	$9,672	$2,351	19.6%
Administrative	$1,892	$1,637	$255	13.5%	$3,585	$3,309	$276	7.7%
Operational & Supply	$217	$107	$110	50.6%	$423	$403	$20	4.7%
Occupancy & Infrastructure	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Equipment, Vehicles,Technology	$59	$8	$51	86.1%	$119	$58	$61	51.3%
Partnership, Rebate, Exemption	$43	$51	-$8	-18.7%	$86	$103	-$16	-18.9%
Financial Expenditures	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Income Summary	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$7,857	$8,432	-$575	-7.3%	$16,235	$13,544	$2,691	16.6%
Federal & Provincial Grants	-$116	-$135	$19	16.4%	-$443	-$443	$0	0.0%
Other Revenue	-$54	-$209	$156	290.8%	-$107	-$263	$156	145.4%
Total Revenues	-$170	-$344	$175	103.0%	-$550	-$706	$156	28.3%
Intercompany Charges	-$21	-$17	-$4	20.7%	-$69	-$65	-$4	6.3%
Total Intercompany Charges	-$21	-$17	-$4	20.7%	-$69	-$65	-$4	6.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$7,666	$8,071	-$405	-5.3%	$15,616	$12,773	$2,842	0.0%
Net Transfers	-$295	-$295	$0	0.0%	-$420	-$420	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$7,371	$7,776	-$405	-5.5%	$15,195	$12,353	$2,842	18.7%
Indirect Allocations & Debt	-$4,735	-$5,461	$726	15.3%	-$10,220	-$7,759	-$2,460	-24.1%
Total Indirect Allocations & Debt	-$4,735	-$5,461	$726	15.3%	-$10,220	-$7,759	-$2,460	-24.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$2,636	$2,315	$321	12.2%	$4,976	$4,594	$382	7.7%

Corporate Administration - Continued

What does Corporate Administration do?

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

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

The Office of the CAO directly oversees the following areas:

Human Resources provides strategic planning and service delivery of programs and initiatives designed to attract and retain top talent and enhance the employment experience for our most important asset, our employees. The division is the driving force in building our organizational culture, determining creative and innovative ways to engage our employees and investing in our employees throughout their employee life cycle through a comprehensive human capital strategy.

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

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

Variance Analysis (in thousands of dollars)

Corporate Administration is operating at a year-to-date deficit before indirect allocations of $405 with a forecasted surplus of $2,842 due to the following factors:

Labour Related Costs – The unfavourable year-to-date variance of $983 is primarily due to labour relations pressures. The favourable forecasted variance of $2,351 is due to a favourable variance in Region benefits of $3,053 which is offset primarily by an unfavourable variance in labour relations of $553. The forecasted unfavourable variance includes $149 in union chargebacks which are fully offset by the favourable variance in Other Revenue noted below.

Administration - The favourable year-to-date variance and forecasted variances of $255 and $276 respectively are due to savings within consulting.

Operational & Supply - The favourable year-to-date variance of $110 is due to timing of corporate training costs which is forecasted to have a favourable balance at year-end of $20.

Equipment, Vehicles and Technology – The favourable year-to-date and forecasted variances of $51 and $61 respectively are due to lower than anticipated IT and software license expenses.

Federal & Provincial Grants – The favourable year-to-date variance of $19 is due to the timing of Can Export grants which will be fully received by year end.

Corporate Administration - Continued

Other Revenue - The favourable year-to-date and forecasted variances of $156 and $156 respectively are mainly due to higher than anticipated union charge backs offset in labour related costs.

Corporate Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$13,459	$14,090	-$631	-4.7%	$27,357	$27,520	-$163	-0.6%
Administrative	$5,706	$4,677	$1,030	18.0%	$11,559	$11,785	-$226	-2.0%
Operational & Supply	$122	$113	$9	7.7%	$244	$229	$16	6.4%
Occupancy & Infrastructure	$6,265	$6,368	-$103	-1.7%	$12,211	$12,508	-$297	-2.4%
Equipment, Vehicles,Technology	$3,237	$3,249	-$12	-0.4%	$6,724	$6,119	$604	9.0%
Financial Expenditures	$0	$1	-$1	0.0%	$0	$1	-$1	0.0%
Income Summary	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$28,789	$28,498	$292	1.0%	$58,094	$58,161	-$67	-0.1%
By-Law Charges & Sales	-$97	-$66	-$31	-32.0%	-$193	-$230	$37	19.0%
Other Revenue	-$764	-$641	-$123	-16.1%	-$1,545	-$1,533	-$11	-0.7%
Total Revenues	-$860	-$707	-$154	-17.8%	-$1,738	-$1,763	$25	1.5%
Intercompany Charges	-$83	-$68	-$15	17.8%	-$146	-$184	$38	-25.8%
Total Intercompany Charges	-$83	-$68	-$15	17.8%	-$146	-$184	$38	-25.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$27,846	$27,723	$124	0.4%	$56,210	$56,214	-$4	0.0%
Net Transfers	$33	$33	$0	0.0%	-$166	-$166	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$27,880	$27,756	$124	0.4%	$56,044	$56,048	-$4	0.0%
Indirect Allocations & Debt	-$27,866	-$27,744	-$121	-0.4%	-$56,004	-$56,016	$12	0.0%
Total Indirect Allocations & Debt	-$27,866	-$27,744	-$121	-0.4%	-$56,004	-$56,016	$12	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$14	$12	$2	16.8%	$40	$32	$8	20.3%

Corporate Services - Continued

What does Corporate Services do?

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

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

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

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

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

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

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

Variance Analysis (in thousands of dollars)

Corporate Services operated at a surplus before indirect allocations of $124 and are forecasting a deficit of $4 due to the following factors:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of $631 and $163 are due to Corporate Services divisions operating near full complement for the majority of the year.

Administration - The favourable year-to-date variance of $1,030 is mainly due to savings in insurance premium of $314, training of $68, and timing of spend in legal claim related costs of $486. The unfavourable forecasted variance of $226 is mainly due to legal claim payouts in alignment to prior years trending of $749, partially offset by savings in insurance premium of $520.

Occupancy & Infrastructure - The unfavourable year-to-date and forecasted variances of $103 and $297 are mainly due to electricity utility costs.

Equipment, Vehicles, Technology - The favourable forecasted variance of $604 is due primarily to delayed spend of operating costs related to approved IT capital projects and net savings on large support and licensing contracts within IT.

Childrens Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$6,505	$6,555	-$50	-0.8%	$13,334	$13,595	-$261	-2.0%
Administrative	$207	$422	-$215	-104.1%	$437	$940	-$503	-115.0%
Operational & Supply	$149	$144	$6	4.0%	$312	$318	-$6	-1.9%
Occupancy & Infrastructure	$26	$31	-$5	-20.1%	$54	$57	-$2	-4.5%
Equipment, Vehicles,Technology	$77	$18	$59	76.4%	$154	$405	-$251	-162.9%
Community Assistance	$83,595	$61,046	$22,548	27.0%	$167,305	$152,003	$15,302	9.1%
Financial Expenditures	$1	$2	-$1	-275.0%	$1	$2	-$1	-87.5%
Income Summary	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$90,560	$68,218	$22,342	24.7%	$181,598	$167,319	$14,279	7.9%
Federal & Provincial Grants	-$87,516	-$64,803	-$22,713	-26.0%	-$175,031	-$160,578	-$14,453	-8.3%
By-Law Charges & Sales	-$469	-$531	$61	13.1%	-$939	-$1,130	$191	20.4%
Other Revenue	$0	-$18	$18	0.0%	$0	-$63	$63	0.0%
Total Revenues	-$87,985	-$65,351	-$22,634	-25.7%	-$175,970	-$161,772	-$14,198	-8.1%
Intercompany Charges	$226	$267	-$41	-18.2%	$453	$550	-$97	-21.5%
Total Intercompany Charges	$226	$267	-$41	-18.2%	$453	$550	-$97	-21.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$2,801	$3,134	-$333	-11.9%	$6,080	$6,097	-$17	0.0%
Net Transfers	$479	$479	$0	0.0%	$479	$479	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$3,280	$3,613	-$333	-10.2%	$6,559	$6,576	-$17	-0.3%
Indirect Allocations & Debt	$1,954	$1,996	-$41	-2.1%	$3,532	$3,416	$116	3.3%
Total Indirect Allocations & Debt	$1,954	$1,996	-$41	-2.1%	$3,532	$3,416	$116	3.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$5,234	$5,609	-$374	-7.2%	$10,091	$9,993	$99	1.0%

Childrens Services - Continued

What does Childrens Services do?

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

Variance Analysis (in thousands of dollars)

Children's Services is operating at a year-to-date deficit before indirect allocations of $333 and is forecasting a deficit of $17 at year end. The following factors contributed to this overall variance:

Labour Related Costs – The unfavourable variance of $50 year-to-date and forecasted unfavourable variance of $261 is due to additional replacement pay required for the Region's directly operated centres as a result of maximizing operating capacity supported through CWELCC funding allocations.

Administrative – The unfavourable variance of $215 year-to-date and forecasted unfavourable variance of $503 is due to additional compliance audit costs supported through Ministry of Education funding.

Equipment, Vehicles and Technology – The favourable variance of $59 year-to-date is due to timing of expenses. It is forecasted that by the end of the year this variance will be unfavourable by $251 as a result of equipment required for maximizing operating capacity for the Region's directly operated child care centres. These costs are supported through CWELCC funding allocations.

Community Assistance – The favourable variance of $22,548 year to date and forecasted favourable variance of $15,302 is mainly due new childcare spaces that are not yet operational. This variance will be offset by reduced Federal and Provincial Grants below.

Federal & Provincial Grants – As noted above, the unfavourable variance of $22,713 year-to-date and forecasted unfavourable variance of $14,453 relates to the variances outlined in Community Assistance above.

By-Law Charges & Sales – The favourable variance year-to-date of $61 and forecasted favourable variance of $191 is due to higher than anticipated full fee revenue from the Region's five directly operated child care centres.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$1,778	$1,763	$15	0.9%	$3,595	$2,784	$811	22.5%
Administrative	$101	$278	-$176	-174.0%	$199	$217	-$18	-9.1%
Operational & Supply	$270	$509	-$239	-88.6%	$629	$803	-$174	-27.6%
Occupancy & Infrastructure	$70	$242	-$171	-243.1%	$141	$383	-$242	-171.8%
Equipment, Vehicles,Technology	$1	$1	$0	27.7%	$3	$1	$2	63.9%
Community Assistance	$15,456	$11,432	$4,023	26.0%	$29,100	$25,588	$3,512	12.1%
Total Expenses	$17,677	$14,224	$3,452	19.5%	$33,667	$29,776	$3,891	11.6%
Federal & Provincial Grants	-$17,713	-$17,744	$31	0.2%	-$30,392	-$30,274	-$118	-0.4%
Other Revenue	-$32	-$101	$70	221.9%	-$63	-$260	$197	313.0%
Total Revenues	-$17,744	-$17,845	$101	0.6%	-$30,455	-$30,534	$79	0.3%
Intercompany Charges	$571	$679	-$108	-18.9%	$1,117	$1,304	-$186	-16.7%
Total Intercompany Charges	$571	$679	-$108	-18.9%	$1,117	$1,304	-$186	--16.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$504	-$2,942	$3,445	684.0%	$4,329	$545	$3,783	0.0%
Total Transfers	$4,129	$4,046	$83	2.0%	$4,740	$7,835	-$3,095	-65.3%
Net Expenditure (Revenue) Before Indirect Allocations	$4,632	$1,104	$3,528	76.2%	$9,068	$8,380	$688	7.6%
Indirect Allocations & Debt	$549	$495	$53	9.7%	$1,000	$863	$137	13.7%
Total Indirect Allocations & Debt	$549	$495	$53	9.7%	$1,000	$863	$137	13.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$5,181	$1,600	$3,582	69.1%	$10,069	$9,244	$825	8.2%

Homelessness Services and Community Engagement - Continued

What does Homelessness Services and Community Engagement do?

Homelessness Services support the system of homelessness services across the region, working with service providers to address the needs of Niagara's most vulnerable residents, as directed in its role as municipal service manager and community entity. In addition, the division was in direct operations of bridge housing and recuperative care beds for the first half of the year. The division also supports Regional and Municipal emergency response management by providing emergency social services in times of crisis.

Variance Analysis (in thousands of dollars)

Homelessness Services is operating at a favourable year-to-date surplus before indirect allocations of $3,528 and a favourable year end forecast before indirect allocations of $688. The following factors contribute to these variances:

Labour Related Costs - The favourable year-to-date and forecasted variances of $15 and $811 respectively are primarily due to the end of Bridge Housing operations mid-year ($790), and the transitioning of Recuperative Care operations mid-year ($400).

Operational & Supply – The unfavourable year-to-date and forecasted variances of $239 and $174 respectively are primarily due to transitional housing costs recorded here but budgeted under Community Assistance.

Occupancy & Infrastructure – The unfavorable year-to-date and forecasted variances of $171 and $242 respectively are driven by enhanced supports to address client acuity and winter weather response.

Community Assistance - The favorable year-to-date and forecasted variances of $4,023 and $3,512 respectively are primarily due to savings from the delay in opening the Geneva St project ($2,083), and the two new enhanced capacity shelters in St Catharines and Niagara Falls ($1,095).

Federal & Provincial Grants – The unfavourable forecast variance of $118 is primarily due to the timing of claims to maximize provincial and federal funding.

Transfers – The unfavourable forecast variance of $3,095 is due to unbudgeted transfers to capital reserve of unspent operational levy of the Geneva project ($2,083) and the two new enhanced capacity shelters ($1,095).

Seniors Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$62,397	$64,283	-$1,886	-3.0%	$125,930	$128,447	-$2,517	-2.0%
Administrative	$562	$499	$63	11.2%	$1,037	$963	$74	7.2%
Operational & Supply	$4,599	$4,951	-$352	-7.6%	$9,197	$9,670	-$473	-5.1%
Occupancy & Infrastructure	$2,891	$2,289	$602	20.8%	$5,607	$4,693	$914	16.3%
Equipment, Vehicles,Technology	$936	$1,148	-$212	-22.7%	$1,808	$2,192	-$384	-21.2%
Community Assistance	$5	$15	-$10	-197.3%	$10	$20	-$10	-98.7%
Partnership, Rebate, Exemption	$13	$0	$13	100.0%	$13	$15	-$2	-16.3%
Financial Expenditures	$0	$2	-$2	0.0%	$0	$2	-$2	0.0%
Total Expenses	$71,403	$73,187	-$1,784	-2.5%	$143,603	$146,002	-$2,399	-1.7%
Federal & Provincial Grants	-$51,505	-$52,608	$1,103	2.1%	-$105,418	-$105,022	-$396	-0.4%
By-Law Charges & Sales	-$565	-$605	$40	7.1%	-$1,130	-$1,216	$86	7.6%
Other Revenue	-$13,744	-$14,460	$716	5.2%	-$27,698	-$28,283	$585	2.1%
Total Revenues	-$65,814	-$67,674	$1,860	2.8%	-$134,246	-$134,521	$275	0.2%
Intercompany Charges	$359	$284	$75	20.9%	$721	$622	$99	13.7%
Total Intercompany Charges	$359	$284	$75	20.9%	$721	$622	$99	13.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$5,948	$5,797	$151	2.5%	$10,077	$12,103	-$2,026	0.0%
Net Transfers	$758	$758	$0	0.0%	$2,411	$1,515	$895	37.1%
Net Expenditure (Revenue) Before Indirect Allocations	$6,706	$6,555	$151	2.2%	$12,488	$13,618	-$1,130	-9.1%
Indirect Allocations & Debt	$12,457	$13,222	-$765	-6.1%	$27,180	$26,127	$1,053	3.9%
Total Indirect Allocations & Debt	$12,457	$13,222	-$765	-6.1%	$27,180	$26,127	$1,053	3.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$19,163	$19,777	-$614	-3.2%	$39,668	$39,745	-$77	-0.2%

What does Seniors Services do?

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

Variance Analysis (in thousands of dollars)

Seniors Services is operating at a year-to-date surplus before indirect allocations of $151 and is forecasting a deficit of $1,130 at year-end. The following factors contributed to this overall variance:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of $1,886 and $2,517 are primarily related to higher than budgeted costs for WSIB claims and staff on modified work arrangements ($980). Additional costs contributing to the unfavourable variance are extra staffing related to MyTime implementation, outbreak management causing extra shifts to be scheduled and one to one staffing supports for residents with responsive behaviours of which 95% is offset by ministry funding ($432). The situations above reduces the amount of available staff for regular staffing leading to the LTC homes experiencing pressures with overtime ($750).

Operational & Supply – The unfavourable year-to-date and forecasted variances of $352 and $473 are primarily due to higher than budgeted medical care transportation costs for LTC residents who require dialysis ($210). 95% of these costs are reimbursed by the Ministry of Long-Term Care under the Federal and Provincial Grants. Also contributing to the unfavourable variance is higher than budgeted raw food costs as a result of inflationary pressures ($303).

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances of $602 and $914 are primarily due to lower than budgeted gas and electricity rates for LTC homes as well as lower than anticipated expenses compared to budget on the new LTC homes grounds contract.

Equipment, Vehicles, Technology – The unfavourable year-to-date and forecasted variances of $212 and $384 are primarily due to higher than expected repairs to nursing equipment ($160) and anticipated savings from the LTC scheduling call out system that have not yet been realized ($95).

Federal & Provincial Grants – The favourable year-to-date variance of $1,103 and unfavourable forecasted variance of $396 are primarily due to lower than anticipated MLTC funding in the second half of the year for Linhaven due to the later than expected opening date ($1,495) which is partially offset by the favourable variance under transfer between funds. Also offsetting this variance is additional funding received under MLTC High Intensity Needs Program as reimbursement for one-to-one staffing and medical care transportation expenses ($596). Also offsetting the variance is funding received from Ontario Health's Nursing Pledge Program ($236) which promotes mentorship within the nursing program and the local priorities fund ($158) which supports costs related to RN outreach and the purchase of specialty medical equipment.

Other Revenue – The favourable year-to-date and forecasted variances of $716 and $585 are primarily due to funding received from Seniors Services participation in the Preceptor Resource and Education Program for Long-Term Care, a program offered by the Centres for Learning, Research, and Innovation ($369). Also contributing to the

favourable variance are higher than anticipated vendor rebates on operational expenses ($300).

Transfer Between Funds – The favourable forecasted variance of $895 is due to lower than anticipated construction funding subsidy received from the MLTC due to Linhaven opening later than expected which results in less funding available to transfer to reserve.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$10,865	$11,296	-$431	-4.0%	$21,901	$22,655	-$754	-3.4%
Administrative	$467	$244	$223	47.8%	$934	$642	$291	31.2%
Operational & Supply	$73	$54	$19	25.9%	$145	$121	$24	16.8%
Occupancy & Infrastructure	$0	$0	$0	N/A	$1	$0	$0	7.8%
Equipment, Vehicles,Technology	$99	$84	$15	15.4%	$198	$162	$36	18.0%
Community Assistance	$78,833	$69,109	$9,724	12.3%	$157,647	$146,622	$11,025	7.0%
Partnership, Rebate, Exemption	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$90,338	$80,787	$9,550	10.6%	$180,825	$170,203	$10,622	5.9%
Federal & Provincial Grants	-$83,936	-$74,226	-$9,710	-11.6%	-$167,872	-$157,222	-$10,650	-6.3%
Other Revenue	-$12	-$40	$28	231.3%	-$24	-$71	$47	194.2%
Total Revenues	-$83,948	-$74,265	-$9,683	-11.5%	-$167,896	-$157,292	-$10,604	-6.3%
Intercompany Charges	$247	$261	-$15	-5.9%	$514	$533	-$18	-3.6%
Total Intercompany Charges	$247	$261	-$15	-5.9%	$514	$533	-$18	-3.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$6,636	$6,783	-$147	-2.2%	$13,444	$13,444	$0	0.0%
Net Transfers			$0	0.0%		$0	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$6,636	$6,783	-$147	-2.2%	$13,444	$13,444	$0	0.0%
Indirect Allocations & Debt	$2,978	$2,955	$23	0.8%	$5,296	$5,098	$198	3.7%
Total Indirect Allocations & Debt	$2,978	$2,955	$23	0.8%	$5,296	$5,098	$198	3.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$9,614	$9,738	-$124	-1.3%	$18,739	$18,541	$198	1.1%

Social Assistance and Employment Opportunities - Continued

What does Social Assistance and Employment Opportunities do?

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

Variance Analysis (in thousands of dollars)

The Social Assistance and Employment Opportunities division is operating at a year-to-date deficit (before indirect allocations) of $147 and is forecasted to breakeven (before indirect allocations) at year-end. The following factors contribute to these outcomes:

Labour Related Costs - The unfavourable year-to-date and forecasted variances of $431 and $754 are primarily attributable to staffing levels maintained to support operational continuity and service delivery, combined with higher than budgeted employee benefit costs.

Administration – The favourable year-to-date and forecasted variances of $223 and $291 respectively are primarily driven by lower administration costs including reduced postage and interpreter service that have generated efficiencies and cost savings.

Operational & Supply - The favourable year-to-date and forecasted variances of $19 and $24 respectively are primarily driven by lower operating costs including mileage expenses that have generated efficiencies and cost savings.

Community Assistance - The favourable year-to-date and forecasted variances of $9,724 and $11,025 respectively are primarily attributable to caseload volumes trending below budget assumptions based on provincial projections, resulting in lower benefit expenditures. These reductions are largely offset by corresponding decreases in provincial cost-sharing revenues.

Federal & Provincial Grants - The unfavourable year-to-date and forecasted variances of $9,710 and $10,650 respectively are primarily offset with favourable variances under Community Assistance for the same reason as noted above.

Other Revenue – The favourable year-to-date and forecasted variances of $28 and $47 respectively are due to higher than budget union billings

Housing Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$3,561	$3,783	-$222	-6.2%	$7,255	$7,629	-$374	-5.2%
Administrative	$299	$270	$28	9.5%	$403	$467	-$64	-15.9%
Operational & Supply	$63	$42	$21	32.8%	$125	$127	-$2	-1.3%
Occupancy & Infrastructure	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Equipment, Vehicles,Technology	$76	$49	$27	35.0%	$151	$102	$50	32.7%
Community Assistance	$17,349	$15,577	$1,772	10.2%	$39,761	$37,479	$2,282	5.7%
Financial Expenditures	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$21,348	$19,722	$1,626	7.6%	$47,695	$45,803	$1,892	4.0%
Federal & Provincial Grants	-$6,145	-$5,561	-$584	-9.5%	-$16,063	-$15,958	-$106	-0.7%
By-Law Charges & Sales	-$108	-$35	-$73	-67.6%	-$215	-$142	-$73	-33.8%
Other Revenue	-$323	-$128	-$195	-60.3%	-$678	-$677	-$1	-0.1%
Total Revenues	-$6,575	-$5,724	-$851	-12.9%	-$16,956	-$16,777	-$179	-1.1%
Intercompany Charges	-$28	-$26	-$2	6.7%	-$55	-$52	-$3	5.2%
Total Intercompany Charges	-$28	-$26	-$2	6.7%	-$55	-$52	-$3	5.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$14,745	$13,972	$773	5.2%	$30,684	$28,973	$1,710	0.0%
Net Transfers	$174	$174	$0	0.0%	$456	$456	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$14,919	$14,146	$773	5.2%	$31,140	$29,430	$1,710	5.5%
Indirect Allocations & Debt	-$1,022	-$907	-$115	-11.3%	-$2,345	-$2,069	-$276	-11.8%
Total Indirect Allocations & Debt	-$1,022	-$907	-$115	-11.3%	-$2,345	-$2,069	-$276	-11.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$13,897	$13,240	$658	4.7%	$28,795	$27,361	$1,434	5.0%

Housing Services - Continued

What does Housing Services do?

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

Variance Analysis (in thousands of dollars)

Housing Services is operating at a year-to-date operating surplus of $773 and is forecasting a surplus of $1,710 at year-end before indirect allocations. The following factors contribute to these variances:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of $222 and $374 respectively are due to additional temporary staff positions required to support the growing needs of the division and programs, including a continuously increasing housing waitlist and the operation and maintenance of new community housing and supportive housing units, as well as emergency shelters.

Administrative – The favourable year-to-date variance of $28 is primarily due to the budgeted timing of consulting work and staff development. The unfavourable forecasted variance of $64 is primarily due to planned consulting work for the development of an enhanced rent subsidy system that will support greater efficiency and collaboration, as well as higher than anticipated staff mileage costs to support operations.

Equipment, Vehicles and Technology – The favourable year-to-date and forecasted variances of $27 and $50 respectively are the result of annual computer licensing support costs related to the new Integrated Housing System that were lower than anticipated.

Community Assistance - The favourable year-to-date variance of $1,772 is partially due to budget timing of spend for ministry-funded programs with a fiscal year-end of March 31 and the capital subsidy to be allocated to non-profit and co-operative housing providers, which are anticipated to be fully maximized by the end of the year. Also contributing to the year-to-date variance and the forecasted favourable variance of $2,282, are subsidies recovered from housing providers with lower than anticipated rent-geared-to-income (RGI) units and property tax refunds, as well as lower than anticipated operating subsidy payments to the housing providers as they come to the end of their mortgage term and are no longer incurring those mortgage costs as staff continue to work with the providers on new service agreements. Finally, there is also a surplus in rent supplement subsidy funding through attrition as current funding for an existing program is ending.

Federal & Provincial Grants – The unfavourable year-to-date variance of $584 is due to lower than budgeted spend to date for ministry-funded programs noted above in Community Assistance, as revenue is recognized based on actual expenses incurred and is expected to be recognized by the end of the year. The forecasted unfavourable variance of $106 for the year is due to timing of recognition of revenue for the fiscal programs that ended in March 2026.

By-Law Charges & Sales – The unfavourable year-to-date and forecasted variance of $73 is due to lower than budgeted billings to non-profit housing providers for new development project management services and to third-party service providers for property management services.

Housing Services - Continued

Other Revenue – The unfavourable year-to-date variance of $195 is primarily due to budget timing of spend and related revenue recognized through the Revolving Loan Fund for the Welcome Home Niagara Homeownership and Niagara Renovates programs for the year, which is anticipated to be recognized by the end of the year.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$20,502	$19,984	$518	2.5%	$41,121	$41,192	-$72	-0.2%
Administrative	$404	$372	$32	7.8%	$806	$794	$12	1.5%
Operational & Supply	$2,409	$2,428	-$19	-0.8%	$4,839	$5,131	-$292	-6.0%
Occupancy & Infrastructure	$128	$117	$11	8.5%	$131	$150	-$19	-14.9%
Equipment, Vehicles, Technology	$215	$351	-$136	-63.2%	$431	$604	-$173	-40.1%
Community Assistance	$34	$2	$32	94.4%	$69	$53	$16	22.7%
Financial Expenditures	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Income Summary	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$23,694	$23,256	$438	1.9%	$47,396	$47,925	-$528	-1.1%
Federal & Provincial Grants	-$19,584	-$20,327	$744	3.8%	-$38,671	-$40,438	$1,768	4.6%
By-Law Charges & Sales	-$116	-$59	-$57	-48.8%	-$233	-$205	-$27	-11.6%
Other Revenue	$0	-$24	$24	0.0%	$0	-$24	$24	0.0%
Total Revenues	-$19,700	-$20,410	$711	3.6%	-$38,903	-$40,668	$1,765	4.5%
Intercompany Charges	-$26	-$78	$51	-196.6%	-$66	-$168	$102	-155.7%
Total Intercompany Charges	-$26	-$78	$51	-196.6%	-$66	-$168	$102	-155.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$3,968	$2,768	$1,200	30.3%	$8,428	$7,089	$1,338	0.0%
Net Transfers	$95	$95	$0	0.0%	$95	$95	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$4,063	$2,863	$1,200	29.5%	$8,523	$7,184	$1,338	15.7%
Indirect Allocations & Debt	$5,855	$5,767	$88	1.5%	$10,151	$9,590	$560	5.5%
Total Indirect Allocations & Debt	$5,855	$5,767	$88	1.5%	$10,151	$9,590	$560	5.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$9,918	$8,630	$1,288	13.0%	$18,673	$16,774	$1,899	10.2%

Public Health & Mental Health Services - Continued

What does Public Health & Mental Health do?

The Public Health department seeks to protect and improve the health and health equity of Niagara's residents. Its work is broken down to the following divisions: Medical, Clinical Services (including Mental Health), Environmental Health, Family and Community Health, and Health Promotion & Foundational Standards.

Variance Analysis (in thousands of dollars)

Public Health General and Mental Health have a combined forecasted annual underspend, before indirect allocations, of $1,338. The major factors contributing to this favourable variance have been detailed below.

Labour Related Costs – the favourable year-to-date variance of $518 and unfavourable forecasted variance of $72 are largely resulting from temporary vacancies due to staff movement, turnover and maternity/parental leaves, partially offset by HART Hub costs incurred in advance of confirmation of the year two budget (PHD 3-2026). The unfavourable HART Hub variances of $218 year-to-date and $880 forecasted are offset by incremental provincial revenues noted under Federal & Provincial Grants.

Operational & Supply – the unfavourable year-to-date and forecasted variances are $19 and $292 respectively. These variances include unfavourable HART Hub variances of $32 year-to-date and $258 forecasted, which are offset by incremental provincial revenues noted under Federal & Provincial Grants.

Equipment, Vehicles, Technology – the unfavourable year-to-date and forecasted variances of $136 and $172 respectively are due to in-year software implementation costs ($104) covered by one-time provincial funding and offset by revenues below, office furniture and equipment costs incurred due to office moves ($67) as well as the purchase of wifi enabled laptops for front line staff working within the community ($68). These unfavourable variances have been partially offset by anticipated savings in software license costs ($60) largely due to a delay in proceeding with new software as well as lower than anticipated software costs.

Federal & Provincial Grants – the favourable year-to-date and forecasted variances of $744 and $1,768 respectively are primarily due to incremental provincial revenues, including HART Hub funding of $295 year-to-date and $1,250 forecasted, which offsets the related labour and operating expenditure variances noted above. The remaining favourable variance is due to $429 in unbudgeted revenues relating to one-time funding and grants (COVID, RSV, Early Psychosis Intervention Program, retroactive psychiatrist payments) and $113 related to increases in base funding.

By-Law Charges & Sales – the unfavourable year-to-date and forecasted variances of $57 and $27 are primarily due to lower than anticipated fees for the Region's Food Handler courses ($22) due to lower offerings of the courses in order for Inspectors to spend more time on mandated inspections as well as lower than budgeted International Agricultural Workers (IAW) inspection revenues in the first half of the year. IAW inspections are expected to increase in the second half of the year which will partially reduce the forecasted unfavourable variance.

Intercompany Charges – the favourable year-to-date and forecasted variances of $51 and $102 respectively is largely related to transfer of costs from Mental Health to Community Services for a one-time funded program

Emergency Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$36,862	$36,819	$43	0.1%	$74,268	$76,521	-$2,253	-3.0%
Administrative	$399	$503	-$104	-26.2%	$797	$891	-$93	-11.7%
Operational & Supply	$2,715	$2,516	$200	7.4%	$5,380	$5,405	-$25	-0.5%
Occupancy & Infrastructure	$361	$361	$0	-0.1%	$728	$774	-$46	-6.3%
Equipment, Vehicles,Technology	$1,600	$1,896	-$296	-18.5%	$3,204	$3,300	-$96	-3.0%
Financial Expenditures	$0	-$2	$2	0.0%	$0	-$2	$2	0.0%
Income Summary	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$41,937	$42,093	-$156	-0.4%	$84,379	$86,889	-$2,510	-3.0%
Federal & Provincial Grants	-$24,717	-$26,349	$1,632	6.6%	-$49,659	-$50,626	$967	1.9%
By-Law Charges & Sales	-$2	-$2	$1	44.3%	-$3	-$4	$1	22.2%
Other Revenue	-$285	-$1,124	$839	294.9%	-$569	-$1,273	$704	123.7%
Total Revenues	-$25,003	-$27,475	$2,472	9.9%	-$50,231	-$51,903	$1,672	3.3%
Intercompany Charges	$1,347	$1,424	-$77	-5.7%	$2,763	$2,840	-$77	-2.8%
Total Intercompany Charges	$1,347	$1,424	-$77	-5.7%	$2,763	$2,840	-$77	-2.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$18,281	$16,043	$2,238	12.2%	$36,910	$37,825	-$915	0.0%
Net Transfers	-$261	-$261	$0	0.0%	-$706	-$706	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$18,020	$15,782	$2,238	12.4%	$36,205	$37,120	-$915	-2.5%
Indirect Allocations & Debt	$14,626	$14,711	-$85	-0.6%	$17,993	$17,797	$197	1.1%
Total Indirect Allocations & Debt	$14,626	$14,711	-$85	-0.6%	$17,993	$17,797	$197	1.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$32,646	$30,492	$2,154	6.6%	$54,198	$54,916	-$718	-1.3%

Emergency Services - Continued

What does Emergency Services do?

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

Variance Analysis (in thousands of dollars)

Emergency Services has a favourable year-to-date variance of $2,238 and a forecasted year-end unfavourable variance of $915 before indirect allocations. The following major factors contribute to this forecasted unfavourable variance:

Labour Related Costs – the favourable year-to-date variance of $43 is primarily due to lower than budgeted WSIB costs of $304 and the timing of unpaid but forecasted lieu costs of $265. These are partially offset by higher than budgeted benefits costs of $413, overtime of $94, and shift premium of $33. The unfavourable forecasted year-end variance is $2,253 which still includes a forecasted favourable variance of $253 for WSIB but is offset by unfavourable variances in salaries of $1,423, benefits of $713, overtime of $291, and shift premium of $68.

Administration – the unfavourable year-to-date variance is $104 with a forecasted year-end unfavourable variance of $93. The year-to-date unfavourable variance consists of a favourable variance in telephone and communication costs of $31 but is offset by an unfavourable variance in professional fees of $134 with the majority of these being external legal costs. The forecasted year-end unfavourable variance is $93, which represents a favourable variance in telephone and communications costs of $50 and an unfavourable variance in legal and professional fees of $148.

Equipment, Vehicles, Technology – the unfavourable year-to-date variance is $296, and the forecasted year-end unfavourable variance is $96. The year-to-date unfavourable variance is made up of an unfavourable variance in equipment and equipment maintenance costs of $258 and computer software license and support costs of $107. This is partially offset by smaller favourable variances in vehicle maintenance of $35 and fuel of $34. The year-end unfavourable variance includes a forecasted unfavourable variance for equipment of $338. The variance in computer software costs is expected to become a positive variance of $193 by year-end due to the timing of payments. Vehicle maintenance is forecasted to have a positive variance of $36, and fuel is forecasted to have a positive variance of $14.

Federal & Provincial Grants – the favourable year-to-date variance is $1,632 and the forecasted year-end favourable variance is $967. The year-to-date positive variances include $1,217 for one-time dispatch funding, $259 for Ministry of Natural Resources and Forestry (MNRF) funding recognized in the current year, and $156 in CPLTC funding. The forecasted year-end favourable variance is comprised of $794 for one-time dispatch funding and $259 MNRF funding.

Other Revenue – the favourable year-to-date variance is $839 with a forecasted year-end favourable variance of $704. The year-to-date positive variance includes $861 due to revenue from servicing various evacuees currently housed in on a temporary basis in Niagara and is partially offset by an unfavourable variance of $57 due to the closure of the St. Catharines Consumption Treatment Site (CTS). The forecasted positive variance includes $861 for servicing evacuees with an increased unfavourable variance due to the CTS closure of $223. Both of these revenue sources are offset above in labour related costs.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$9,565	$9,690	-$124	-1.3%	$19,302	$19,553	-$251	-1.3%
Administrative	$1,427	$1,000	$427	29.9%	$3,017	$2,833	$184	6.1%
Operational & Supply	$6,692	$6,220	$472	7.1%	$13,089	$13,672	-$583	-4.5%
Occupancy & Infrastructure	$431	$413	$17	4.0%	$858	$857	$1	0.1%
Equipment, Vehicles,Technology	$1,816	$1,670	$147	8.1%	$3,566	$3,822	-$255	-7.2%
Partnership, Rebate, Exemption	$36	-$20	$56	154.9%	$280	$260	$20	7.1%
Financial Expenditures	$0	-$6	$6	0.0%	$0	-$7	$7	0.0%
Income Summary	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$19,967	$18,966	$1,001	5.0%	$40,111	$40,989	-$878	-2.2%
By-Law Charges & Sales	-$827	-$987	$161	19.4%	-$2,459	-$2,487	$28	1.1%
Other Revenue	-$396	-$510	$115	29.0%	-$818	-$806	-$12	-1.5%
Total Revenues	-$1,222	-$1,498	$275	22.5%	-$3,277	-$3,293	$16	0.5%
Intercompany Charges	-$678	-$945	$267	-39.4%	-$1,335	-$1,255	-$79	5.9%
Total Intercompany Charges	-$678	-$945	$267	-39.4%	-$1,335	-$1,255	-$79	5.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$18,067	$16,524	$1,544	8.5%	$35,499	$36,440	-$941	0.0%
Net Transfers	-$1,572	-$874	-$698	-44.4%	-$3,344	-$3,200	-$144	-4.3%
Net Expenditure (Revenue) Before Indirect Allocations	$16,495	$15,649	$846	5.1%	$32,155	$33,240	-$1,085	-3.4%
Indirect Allocations & Debt	$25,581	$25,502	$79	0.3%	$39,886	$39,321	$565	1.4%
Total Indirect Allocations & Debt	$25,581	$25,502	$79	0.3%	$39,886	$39,321	$565	1.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$42,076	$41,151	$925	2.2%	$72,041	$72,561	-$520	-0.7%

Public Works Transportation - Continued

What does Transportation Services do?

Transportation Services oversees a multimodal transportation network that supports safe, reliable, and efficient transportation and goods movement for the residents and visitors of Niagara Region. The division's functions include capital design and construction as well as operations, and maintenance. Transportation Services also manages Niagara's corporate fleet.

Variance Analysis (in thousands of dollars)

Public Works – Levy (Transportation) operated at a year-to-date surplus before indirect allocations of $846 and are forecasting a year-end deficit of $1,085 due to the factors as described below.

The total year-to-date surplus and year-end forecasted surplus noted above relate to base operations with there being no overall net impact from the Vision Zero Road Safety Program.

Labour Related Costs – The unfavourable year-to-date and forecasted variances are $124 and $251, respectively. Forecasted deficit is primarily due to filled positions being above budgeted salary gapping. Forecasted savings related to Vision Zero are $0.

Administration – The favourable year-to-date and forecasted variances are $427 and $184, respectively. Base services have a forecasted surplus of $184 related to lower other administrative expenses. Forecasted savings related to Vision Zero are $0.

Operational & Supply – The favourable year-to-date variance is $472 while the unfavourable forecasted variance is $583. Year-to-date surplus in base services is $78 and forecasted deficit in base services is $588, while year-to-date and forecasted savings in Vision Zero are $394 and $5, respectively. Forecasted deficit in base services of $588 is primarily due to higher costs on annual winter maintenance contracts of $272 and higher than anticipated usage of winter sand, winter salt, snow fence and organic de-icing material of $202 due to harsh winter conditions, and timing differences in use of hired equipment and other program specific materials of $113.

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances are $17 and $1, respectively. Forecasted savings in base services of $6 relate primarily to lower than anticipated occupancy and infrastructure services of $6. Forecasted deficit related to Vision Zero is $5.

Equipment, Vehicles, Technology – The favourable year-to-date variance is $147 while the unfavourable forecasted variance is $255. Forecasted deficit in base services of $277 relates to higher fuel costs of $202, higher leasing costs of $100 and higher costs in other equipment, vehicle, and technology of $19 offset by lower repair costs of $44. Forecasted savings related to Vision Zero are $22.

Partnership, Rebate, Exemption – The favourable forecasted variance of $20 is due to lower than anticipated Local Area Municipality (LAM) grants associated with Greater Niagara Circle Route initiatives and bicycle network facilities funding for LAMs of $20, and Vision Zero Road Safety Plan (VZRSP) grant funding of $0.

By-Law Charges & Sales Costs – The favourable year-to-date and forecasted variances are $161 and $28, respectively. The forecasted savings are primarily due to increased sales of custom signs of $70 and vehicle accident damage recoveries of $19 offset by lower than anticipated sales of standard signs of $50 lower lane marking and other revenue of $11.

Other Revenue – The favourable year-to-date variance is $115 while the unfavourable forecasted variance of $12 is due to lower other expense reimbursements.

Public Works Transportation - Continued

Intercompany Charges – The favourable year-to-date variance is $267, and the unfavourable forecasted variance is $79. Of the total forecasted year-end deficit, $158 relates to base operations on lower net recovery of Fleet, NRPS radio system and other intercompany charges with offsetting surplus of $79 relating to higher net recovery related to Vision Zero.

Transfers – The unfavourable year-to-date and forecasted variances are $698 and $144, respectively. Forecasted deficit is due to higher transfer to reserve fund of $92 from forecasted surplus related to Vision Zero, and lower recovery of vehicle and equipment costs of $53 transferred from operating expense to capital projects within base services.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$2,487	$2,239	$248	10.0%	$5,057	$4,599	$458	9.1%
Administrative	$194	$116	$78	40.3%	$340	$232	$108	31.9%
Operational & Supply	$8	$6	$3	31.4%	$17	$14	$3	15.7%
Occupancy & Infrastructure	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Equipment, Vehicles,Technology	$7	$7	$1	7.6%	$15	$17	-$2	-16.5%
Financial Expenditures	$0	-$6	$6	0.0%	$0	-$6	$6	0.0%
Total Expenses	$2,696	$2,361	$335	12.4%	$5,429	$4,856	$572	10.5%
By-Law Charges & Sales	-$903	-$380	-$523	-57.9%	-$1,806	-$887	-$919	-50.9%
Other Revenue	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Revenues	-$903	-$380	-$523	-57.9%	-$1,806	-$887	-$919	-50.9%
Intercompany Charges	-$348	-$240	-$109	31.2%	-$697	-$515	-$182	26.1%
Total Intercompany Charges	-$348	-$240	-$109	31.2%	-$697	-$515	-$182	26.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$1,445	$1,741	-$296	-20.5%	$2,926	$3,454	-$529	0.0%
Net Transfers	-$66	-$66	$0	0.0%	-$85	-$85	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$1,379	$1,674	-$296	-21.5%	$2,840	$3,369	-$529	-18.6%
Indirect Allocations & Debt	$342	$436	-$94	-27.4%	$631	$686	-$55	-8.7%
Total Indirect Allocations & Debt	$342	$436	-$94	-27.4%	$631	$686	-$55	-8.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$1,720	$2,110	-$389	-22.6%	$3,471	$4,055	-$584	-16.8%

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

What does Infrastructure Planning and Development do?

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

Variance Analysis (in thousands of dollars)

Infrastructure Planning and Development is operating at year-to-date deficit before indirect allocations of $296 with a forecasted deficit of $529 due to the following factors:

Labour Related Costs – The favourable year-to-date and forecasted variances of $248 and $458 are due to staff vacancies across the division.

Administrative – The favourable year-to-date and forecasted variances of $78 and $108 is driven by lower than anticipated consulting and external legal expenditures. Consulting services for the New Housing Incentive Program and the Landscape Architect engagements are forecasted to have a surplus of $57 at the end of the year. The budget for these engagements was encumbered from the prior year, and the surplus will be transferred at year-end in accordance with the Region's Reserve policy.

By-Law Charges & Sales – The unfavourable year-to-date and forecasted variances of $523 and $919 is due to lower than budgeted application review fees. Development activity across the Niagara Region has declined as a result of the current economic slowdown affecting Ontario. Higher interest rates, increased construction costs, and softer market demand have led to reduced development volumes, a trend that is not unique to Niagara. Municipalities across Ontario are experiencing similar declines in development activity as the broader economic environment continues to impact the pace of new residential and commercial projects.

Intercompany Charges – The unfavourable year-to-date and forecasted variances of $109 and $182 is due to lower than budgeted allocation of staffing resources to Water and Wastewater due to labour related savings.

Court Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$1,398	$1,403	-$5	-0.4%	$2,774	$2,793	-$19	-0.7%
Administrative	$1,012	$1,027	-$16	-1.6%	$1,935	$1,909	$26	1.3%
Operational & Supply	$125	$271	-$146	-116.4%	$256	$217	$39	15.4%
Equipment, Vehicles,Technology	$24	$11	$13	54.9%	$47	$14	$33	69.7%
Financial Expenditures	$81	$65	$16	19.9%	$160	$156	$4	2.8%
Income Summary	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$2,640	$2,778	-$138	-5.2%	$5,173	$5,089	$84	1.6%
Other Revenue	-$3,923	-$3,812	-$112	-2.8%	-$7,263	-$7,035	-$228	-3.1%
Total Revenues	-$3,923	-$3,812	-$112	-2.8%	-$7,263	-$7,035	-$228	-3.1%
Intercompany Charges	$134	$236	-$102	-76.4%	$268	$342	-$74	-27.6%
Total Intercompany Charges	$134	$236	-$102	-76.4%	$268	$342	-$74	-27.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-$1,150	-$798	-$352	-30.6%	-$1,822	-$1,604	-$218	0.0%
Transfers To Funds	$100	$100	$0	0.0%	$200	$200	$0	0.0%
Transfers Between Funds	$100	$100	$0	0.0%	$200	$200	$0	0.0%
Net Transfers	$100	$100	$0	0.0%	$200	$200	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-$1,050	-$698	-$352	33.5%	-$1,622	-$1,404	-$218	13.4%
Indirect Allocation	$424	$441	-$17	-4.0%	$857	$855	$3	0.3%
Capital Financing Allocation	$233	$233	$0	-0.1%	$664	$664	$0	0.0%
Indirect Allocations & Debt	$657	$674	-$17	-2.6%	$1,522	$1,519	$3	0.2%
Total Indirect Allocations & Debt	$657	$674	-$17	-2.6%	$1,522	$1,519	$3	0.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-$393	-$24	-$369	-93.9%	-$100	$115	-$215	-214.6%

Court Services - Continued

What does Court Services do?

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

Variance Analysis (in thousands of dollars)

Court Services is operating at a total year-to-date deficit after indirect allocations of $369 with a forecasted deficit of $215 related to base operations (meaning operations excluding revenues and expenditures related to the Vision Zero Road Safety Program (VZ)) due to the factors described below.

Distribution to Local Area Municipalities – the total distribution to the LAMs and the Region is equally forecasted to be a net recoverable of $23 for both Base and VZ operations combined and is a result of factors described below.

In Base operations, the forecasted net recoverable from the LAMs is $115, a decrease of $215 from the budgeted $100 distribution. The decrease in the distribution and subsequent forecasted net recoverable is a consequence of lower than anticipated delinquent revenue and anomalous high-fine payments which occur outside the normal course of operations. Further details are discussed below.

In VZ operations, the total distribution to the LAMs and the Region is forecasted to be $92 each, an increase of $92 from the budgeted $0 distribution, and is mainly due to higher than anticipated delinquent revenue. Further details are discussed below.

Operational & Supply – the total favourable forecasted variance is $39. In Base operations, the favourable forecasted variance of $131 is largely due to the recovery from the LAMs as noted above, offset by lower than budgeted revenues collected for other POAs. In VZ operations, the unfavourable year-to-date and forecasted variances of $125 and $92 respectively are due to higher than budgeted distribution to LAMs as referenced above.

Other Revenue – the total unfavourable year-to-date and forecasted variances are $112 and $228. In Base operations, the unfavourable year-to-date and forecasted variances of $194 and $268 are due to lower than anticipated delinquent and high-fine revenues. These high-fine payments are tracked separately from regular infraction and delinquent revenues to ensure better oversight of revenues during the reforecasting and budgeting processes. In VZ operations, the favourable year-to-date and forecasted variances are $83 and 41 due mostly to higher than anticipated Automated Speed Enforcement (ASE) tickets.

Intercompany Charges – the total unfavourable year-to-date and forecasted variances of $102 and $74 are mainly due to higher than anticipated transfer of the Region's share of VZ net revenues per the Inter-Municipal Agreement.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$200	$186	$13	6.7%	$399	$386	$13	3.4%
Administrative	$322	$359	-$37	-11.4%	$652	$728	-$76	-11.6%
Operational & Supply	$82	$82	$0	-0.4%	$97	$107	-$10	-10.4%
Occupancy & Infrastructure	$11,366	$11,639	-$273	-2.4%	$22,298	$22,651	-$353	-1.6%
Equipment, Vehicles,Technology	$103	$101	$2	2.3%	$207	$203	$3	1.5%
Community Assistance	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Financial Expenditures	$174	$223	-$49	-28.1%	$348	$397	-$49	-14.0%
Income Summary	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$12,247	$12,589	-$343	-2.8%	$24,001	$24,473	-$471	-2.0%
Federal & Provincial Grants	-$95	-$95	$0	0.0%	-$191	-$191	$0	0.0%
By-Law Charges & Sales	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Other Revenue	-$10,422	-$10,481	$59	0.6%	-$20,918	-$21,039	$121	0.6%
Total Revenues	-$10,517	-$10,576	$59	0.6%	-$21,109	-$21,230	$121	0.6%
Intercompany Charges	-$415	-$446	$31	-7.4%	-$805	-$836	$31	-3.8%
Total Intercompany Charges	-$415	-$446	$31	-7.4%	-$805	-$836	$31	-3.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$1,315	$1,568	-$253	-19.2%	$2,088	$2,407	-$319	0.0%
Net Transfers	$2,962	$2,962	$0	0.0%	$5,923	$5,923	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$4,276	$4,529	-$253	-5.9%	$8,011	$8,330	-$319	-4.0%
Indirect Allocations & Debt	$14,211	$14,373	-$161	-1.1%	$22,564	$22,708	-$144	-0.6%
Total Indirect Allocations & Debt	$14,211	$14,373	-$161	-1.1%	$22,564	$22,708	-$144	-0.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$18,488	$18,902	-$414	-2.2%	$30,575	$31,039	-$463	-1.5%

Niagara Regional Housing - Continued

What does Niagara Regional Housing do?

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

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

Variance Analysis (in thousands)

Niagara Regional Housing (NRH) is operating at a year-to-date deficit before indirect allocations of $253, with a forecasted deficit of $319 due to the following factors:

Administrative – The unfavourable year-to-date and forecasted variances of $37 and $76 are primarily due to higher than anticipated external legal and paralegal costs to support staff with tenant issues and Landlord and Tenant Board applications.

Occupancy and Infrastructure – The unfavourable year-to-date and forecasted variances of $273 and $353 respectively are due to a number of factors including higher than anticipated utility costs, as well as security, pest control, building maintenance and unit turnover costs.

Financial Expenditures – The unfavourable year-to-date and forecasted variance of $49 is primarily the result of higher than anticipated write-offs on uncollectable tenant rents.

Other Revenue – The favourable year-to-date and forecasted variances of $59 and $121 respectively are related to higher than anticipated rental revenues recovered from tenants who have misrepresented their situation and should be paying rent at the market rate. In addition, there is an increase in the maintenance charge revenues arising from unit inspections.

Intercompany Charges – The favourable year-to-date and forecasted variance of $31 is due to the increased allocation of funding from the Homelessness division for the higher than anticipated costs for the supportive housing and emergency shelter operations in Niagara.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$113,645	$111,671	$1,975	1.7%	$233,160	$232,669	$491	0.2%
Administrative	$2,760	$2,549	$211	7.6%	$5,521	$5,796	-$276	-5.0%
Operational & Supply	$1,901	$1,940	-$39	-2.0%	$3,695	$3,695	$0	0.0%
Occupancy & Infrastructure	$212	$289	-$77	-36.2%	$425	$425	$0	0.0%
Equipment, Vehicles,Technology	$6,095	$5,758	$337	5.5%	$11,939	$12,014	-$76	-0.6%
Financial Expenditures	$0	$2	-$2	0.0%	$0	$0	$0	0.0%
Total Expenses	$124,614	$122,209	$2,404	1.9%	$254,740	$254,600	$140	0.1%
Federal & Provincial Grants	-$5,785	-$4,663	-$1,122	-19.4%	-$11,344	-$10,919	-$426	-3.8%
By-Law Charges & Sales	-$2,647	-$2,749	$102	3.9%	-$5,375	-$5,308	-$67	-1.2%
Other Revenue	-$2,594	-$2,404	-$189	-7.3%	-$5,181	-$5,181	$0	0.0%
Total Revenues	-$11,026	-$9,816	-$1,210	-11.0%	-$21,901	-$21,408	-$493	-2.2%
Intercompany Charges	-$1,152	-$1,319	$168	-14.6%	-$2,333	-$2,500	$168	-7.2%
Total Intercompany Charges	-$1,152	-$1,319	$168	-14.6%	-$2,333	-$2,500	$168	-7.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$112,436	$111,074	$1,362	1.2%	$230,506	$230,692	-$185	0.0%
Net Transfers	$2,773	$2,773	$0	0.0%	$5,545	$5,545	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$115,209	$113,846	$1,362	1.2%	$236,052	$236,237	-$185	-0.1%
Indirect Allocations & Debt	$9,213	$9,185	$28	0.3%	$18,177	$18,841	-$664	-3.7%
Total Indirect Allocations & Debt	$9,213	$9,185	$28	0.3%	$18,177	$18,841	-$664	-3.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$124,422	$123,032	$1,390	1.1%	$254,228	$255,078	-$850	-0.3%

Niagara Regional Police Services - Continued

What does Niagara Regional Police Service do?

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

Variance Analysis (in thousands of dollars)

For the period ending June 30, 2026, Niagara Regional Police Service financial result was a Net Expenditure before Indirect Allocations surplus of $1,362. The Service is forecasting a $185 deficit position before indirect allocations by the end of this fiscal year.

Labour Related Costs – Labour related costs were below the approved budget by $1,975. This favorable variance is the result of savings in uniform salaries due to protected leaves with reduced pay or unpaid hours such as parental leave and long-term disability (LTD) due to non-occupational illness or injury. In addition, the Service is currently experiencing savings in benefits including LTD premiums, employer provided health & dental benefit plans, OMERS, and statutory benefits. These savings are mainly the result of timing of benefit usage throughout the year. These savings are slightly offset by an overage in civilian salaries due to the replacement of members in operationally essential positions, who are currently out of the workplace. The Service is forecasting a favourable variance of $491 by year-end. The forecast includes continued savings in uniform salaries, LTD premiums, and health and dental benefit plans.

Administration – Administrative expenses were below the approved budget by $211. This favorable variance is the result of the timing of purchases related to third-party consultation and legal services, and staff development expenditures. These savings are partially offset by an overage in recruit medical evaluations due to recruitment requirements to date, as well as telecommunications trunk lines. The Service is forecasting an unfavourable variance of $276 by year-end. This is the result trending overages in frontline coach officer training allowances, and telecommunications trunk lines.

Operational & Supply – Operational and supply costs were above the approved budget by $39. This unfavorable variance is the result of the timing of purchases of arsenal and ammunition expense partially offset by savings in uniform expenses and investigation expenses. The Service is forecasting operational and supply costs to be on budget by year-end.

Occupancy & Infrastructure – Occupancy and infrastructure costs were above the approved budget by $77. This favorable variance is the result of savings in minor building renovations due to the timing of projects scheduled to be completed during the year. The Service is forecasting to be on budget by year-end.

Equipment, Vehicles, Technology – Equipment, vehicles, and technology costs were below the approved budget by $337. This favorable variance is the result of deferred start dates of computer software licenses and support contracts. These savings are partially offset by overages in gasoline costs as current prices experienced in the Region are higher than budgeted. In addition, there is a slight overage in minor equipment purchases, however these are fully offset by grant revenues received in year. The Service is forecasting a deficit of $76 by year-end as the pressures on gasoline prices are currently expected to continue to year-end.

Revenues – Revenues and recoveries were below the approved budget by $1,210. Provincial funding for the Services two largest grants are currently below budget. The Court Security and Prisoner Transportation (CSPT) funding will experience a budget shortfall of $756 by year-end due to a continued reduction in year-over-year funding levels. The Community Safety and Policing (CSP) Grant ended in March 2026, the call

Niagara Regional Police Services - Continued

for applications for the next round of funding has not yet been received creating a shortfall for Q2. In addition, the Service continues to experience a decrease in Casino Funding received from the City of Niagara Falls, however this has currently been offset by overages in revenues received for records background checks. The Service is forecasting revenues and recoveries to be under budget by approximately $493 by year-end due to the forecasted shortfall in CSPT Funding, offset slightly by in-year grants received. At this time the Service is forecasting that CSP Grant funding will be received at full budgeted levels.

NPCA Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Partnership, Rebate, Exemption	$4,116	$4,116	$0	0.0%	$8,231	$8,231	$0	0.0%
Total Expenses	$4,116	$4,116	$0	0.0%	$8,231	$8,231	$0	0.0%
Total Revenues			$0	0.0%		$0	$0	0.0%
Total Intercompany Charges			$0	0.0%		$0	$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	$4,116	$4,116	$0	0.0%	$8,231	$8,231	$0	0.0%
Net Transfers			$0	0.0%		$0	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	$4,116	$4,116	$0	0.0%	$8,231	$8,231	$0	0.0%
Total Indirect Allocations & Debt			$0	0.0%		$0	$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$4,116	$4,116	$0	0.0%	$8,231	$8,231	$0	0.0%

Niagara Peninsula Conservation Authority - Continued

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

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$15,694	$14,685	$1,009	6.4%	$31,628	$30,728	$900	2.8%
Administrative	$1,795	$1,408	$387	21.6%	$3,620	$3,427	$193	5.3%
Operational & Supply	$10,200	$9,208	$992	9.7%	$20,747	$21,005	-$258	-1.2%
Occupancy & Infrastructure	$10,663	$11,380	-$717	-6.7%	$20,596	$21,255	-$659	-3.2%
Equipment, Vehicles,Technology	$4,207	$4,451	-$244	-5.8%	$8,414	$8,819	-$405	-4.8%
Community Assistance	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Partnership, Rebate, Exemption	$5,805	$663	$5,142	88.6%	$11,611	$11,607	$3	0.0%
Financial Expenditures	$0	-$157	$157	0.0%	$0	-$157	$157	0.0%
Income Summary	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$48,365	$41,638	$6,726	13.9%	$96,617	$96,685	-$68	-0.1%
Taxation	-$92,401	-$93,510	$1,109	1.2%	-$186,433	-$188,326	$1,892	1.0%
By-Law Charges & Sales	-$1,110	-$1,192	$82	7.4%	-$2,220	-$2,357	$137	6.2%
Other Revenue	-$3,896	-$605	-$3,292	-84.5%	-$7,792	-$7,790	-$2	0.0%
Total Revenues	-$97,408	-$95,307	-$2,101	-2.2%	-$196,446	-$198,472	$2,027	1.0%
Intercompany Charges	$3,411	$2,672	$739	21.7%	$6,863	$6,672	$192	2.8%
Total Intercompany Charges	$3,411	$2,672	$739	21.7%	$6,863	$6,672	$192	2.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-$45,632	-$50,997	$5,365	11.8%	-$92,965	-$95,115	$2,150	0.0%
Net Transfers	$34,845	$37,580	-$2,735	-7.8%	$69,660	$69,660	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-$10,787	-$13,417	$2,630	-24.4%	-$23,306	-$25,456	$2,150	-9.2%
Indirect Allocations & Debt	$9,382	$9,270	$111	1.2%	$23,306	$22,902	$403	1.7%
Total Indirect Allocations & Debt	$9,382	$9,270	$111	1.2%	$23,306	$22,902	$403	1.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-$1,405	-$4,147	$2,742	195.1%	$0	-$2,554	$2,554	201070975.7%

Water & Wastewater Services - Continued

What does Water and Wastewater Services do?

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

Variance Analysis (in thousands of dollars)

Water & Wastewater services are operating at a year-to-date surplus of $2,742 after indirect allocations with a forecasted surplus of $2,554 due to the following factors:

Labour Related Costs – The favourable year-to-date variance of $1,009 and forecasted favourable year-end variance of $900 are due to staffing vacancies across all divisions.

Administration – There is a favourable year-to-date variance of $387 and a forecasted favourable year-end variance of $193. The forecasted favourable year-end variance is primarily a result of less than anticipated external legal and consulting costs.

Operational & Supply – There is a favourable year-to-date variance of $992 and forecasted unfavourable year-end variance of $258. The forecasted unfavourable year-end variance is attributed to increased chemical pricing and usage for treatment performance, compliance, and odour control in Wastewater facilities.

Occupancy & Infrastructure – There is an unfavourable year-to-date variance of $717 and forecasted unfavourable year-end variance of $659. The year-to-date and forecasted unfavourable variances are largely attributable to necessary and emergency repairs and maintenance in aging Water and Wastewater facilities.

Equipment, Vehicles, Technology – The unfavourable year-to-date variance of $244 and forecasted unfavourable year-end variance of $405 are primarily due to equipment repairs and compliance work required in Water and Wastewater due to aging infrastructure.

Partnership, Rebate, Exemption - The favourable year-to-date variance of $5,142 is primarily due to combined sewer overflow (CSO) funds committed to local area municipalities but not yet paid. All CSO funding not spent in the year will be encumbered into future year budgets.

Financial Expenditures - The favourable year-to-date and forecasted variance of $157 is due to unanticipated revenues from previous bad debt expenses recovered during the year.

Taxation - The favourable year-to-date variance of $1,109 and forecasted favourable year-end variance of $1,892 are a result of increased water sales due to growth in Niagara as well as warmer conditions throughout the year.

Other Revenue – There is an unfavourable year-to-date variance of $3,292 with a forecasted unfavourable year-end variance of $2. The year-to-date variance is mainly due to timing of development charge revenue recognition to fund the CSO program and master servicing plan (MSP).

Intercompany Charges - The favourable forecasted variance of $192 is primarily due to lower than budgeted allocation of staffing resources from Infrastructure Planning and Development due to labour related savings.

Water & Wastewater Services - Continued

Transfers - The unfavourable year-to-date variance of $2,735 is primarily due to previously encumbered CSO funds committed to local municipalities but not yet paid. Any remaining balance related to the CSO program will be encumbered into the 2027 Wastewater budget.

Indirect Allocations - The forecasted favourable year-end variance of $403 is primarily due to a surplus in accrued employee benefit costs and insurance premium savings.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$2,386	$2,388	-$2	-0.1%	$4,865	$4,868	-$3	-0.1%
Administrative	$856	$490	$366	42.8%	$1,598	$1,441	$157	9.9%
Operational & Supply	$18,964	$18,365	$599	3.2%	$38,222	$38,068	$154	0.4%
Occupancy & Infrastructure	$529	$475	$54	10.2%	$1,037	$1,008	$29	2.8%
Equipment, Vehicles,Technology	$168	$128	$40	23.9%	$357	$355	$2	0.6%
Partnership, Rebate, Exemption	$92	$82	$10	11.0%	$199	$189	$10	5.1%
Financial Expenditures	$0	-$1	$1	0.0%	$154	$153	$1	0.6%
Total Expenses	$22,996	$21,927	$1,069	4.6%	$46,431	$46,081	$350	0.8%
Taxation	-$22,873	-$22,767	-$106	-0.5%	-$46,712	-$46,686	-$25	-0.1%
By-Law Charges & Sales	-$2,730	-$2,638	-$91	-3.3%	-$5,630	-$5,581	-$49	-0.9%
Other Revenue	-$346	-$373	$27	7.8%	-$709	-$1,063	$354	49.9%
Total Revenues	-$25,949	-$25,779	-$170	-0.7%	-$53,051	-$53,330	$279	0.5%
Intercompany Charges	$254	$219	$35	13.8%	$508	$481	$27	5.3%
Total Intercompany Charges	$254	$219	$35	13.8%	$508	$481	$27	5.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-$2,699	-$3,633	$934	34.6%	-$6,112	-$6,768	$656	0.0%
Net Transfers	$2,049	$2,049	$0	0.0%	$4,186	$4,186	$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-$650	-$1,584	$934	-143.6%	-$1,926	-$2,583	$656	-34.1%
Indirect Allocations & Debt	$1,073	$1,013	$60	5.6%	$1,926	$1,809	$117	6.1%
Total Indirect Allocations & Debt	$1,073	$1,013	$60	5.6%	$1,926	$1,809	$117	6.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$423	-$571	$994	235.0%	$0	-$773	$773	0.0%

Waste Management Services - Continued

What does Waste Management Services do?

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

Variance Analysis (in thousands of dollars)

Waste Management Services is operating at year-to-date surplus after indirect allocations of $994 with a forecasted surplus of $773 due to the following factors:

Administrative – the favourable year-to-date and forecasted variances of $366 and $157 is due to timing of budget spend of consulting services related to the ongoing household waste composition studies and engagements at the Region's open landfill sites. Consulting services for the studies are forecasted to be spent by the end of the year, and the landfill site engagements are forecasting a surplus of $63 by the end of the year. Contributing to the forecasted variance are savings of $51 from promotion and education campaigns and initiatives costing less than anticipated.

Operational & Supply – the favourable year-to-date variance of $599 is largely due to timing of budget spend for landfill operations services of $101, savings of $105 in landfill operations from lower than anticipated grinding and other landfill operating costs, lower than anticipated collection contract cost escalations in the first half of the year of $88 and lower than anticipated costs in some diversion operating contracts from lower-than-expected tonnes of $234. These diversion operating contracts include recycling and household hazardous waste drop-off depot services and processing costs for organics material. The forecasted variance of $154 is due to lower than anticipated costs in the operating contracts of $239, and savings of $119 in landfill operations from lower than anticipated grinding and other landfill operating costs. The favourable forecasted variance is partially offset by higher than anticipated collection costs of $225.

Occupancy & Infrastructure – the favourable year-to-date variance of $54 is due to the timing of budget spend for grounds maintenance at the Region's closed landfill sites.

Equipment, Vehicles, Technology – the favourable year-to-date variance of $40 is mainly due to the timing of budget spend for equipment maintenance at the Region's closed landfill sites.

Taxation – the unfavourable year-to-date variance of $106 is mainly due to a timing difference. The total annual taxation budget is accurate, and the timing difference has been corrected in the year-to-go forecast.

By-Law Charges & Sales – the unfavourable year-to-date and forecasted variance of $91 and $49 is due to lower than budgeted tipping fees at the Region's landfill sites, and lower than budgeted garbage tag sales. The year-to-date and forecasted variance is partially offset by higher than budgeted recycling revenue due to higher than anticipated scrap metal sales in the first half of the year.

Other Revenue – the favourable forecasted variance of $354 is due to higher than anticipated producer responsibility funding of $327.

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

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Labour Related Costs	$24,795	$25,627	-$832	-3.4%	$50,741	$52,483	-$1,742	-3.4%
Administrative	$1,209	$620	$590	48.7%	$3,143	$2,766	$377	12.0%
Operational & Supply	$4,195	$3,845	$350	8.3%	$8,483	$8,385	$98	1.2%
Occupancy & Infrastructure	$890	$755	$134	15.1%	$1,555	$1,412	$144	9.2%
Equipment, Vehicles,Technology	$7,820	$7,797	$24	0.3%	$15,435	$16,705	-$1,270	-8.2%
Partnership, Rebate, Exemption	$0	$0	$0	N/A	$26	$25	$1	3.4%
Financial Expenditures	$65	-$2	$67	102.9%	$129	$128	$2	1.4%
Income Summary	$0	$0	$0	0.0%	$0	$0	$0	0.0%
Total Expenses	$38,974	$38,642	$332	0.9%	$79,513	$81,904	-$2,391	-3.0%
Taxation	-$31,328	-$31,330	$3	0.0%	-$69,591	-$69,593	$3	0.0%
Federal & Provincial Grants	$0	-$5	$5	0.0%	$0	-$5	$5	0.0%
By-Law Charges & Sales	-$10,412	-$10,305	-$107	-1.0%	-$20,843	-$20,855	$12	0.1%
Other Revenue	-$1,524	-$1,594	$70	4.6%	-$3,047	-$3,337	$290	9.5%
Total Revenues	-$43,264	-$43,234	-$29	-0.1%	-$93,481	-$93,791	$310	0.3%
Intercompany Charges	$3	$1	$3	79.9%	$7	$4	$3	39.9%
Total Intercompany Charges	$3	$1	$3	79.9%	$7	$4	$3	39.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-$4,286	-$4,591	$305	7.1%	-$13,961	-$11,883	-$2,079	0.0%
Net Transfers	$2,901	$2,901	$0	0.0%	$5,184	$4,313	$871	16.8%
Net Expenditure (Revenue) Before Indirect Allocations	-$1,385	-$1,691	$305	-22.0%	-$8,777	-$7,569	-$1,208	13.8%
Indirect Allocations & Debt	$3,638	$3,371	$266	7.3%	$8,777	$8,401	$376	4.3%
Total Indirect Allocations & Debt	$3,638	$3,371	$266	7.3%	$8,777	$8,401	$376	4.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	$2,252	$1,681	$572	25.4%	$0	$831	-$831	0.0%

Niagara Transit Commission - Continued

What does Niagara Transit Commission do?

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

Variance Analysis (in thousands of dollars)

The NTC is operating at year-to-date surplus after indirect allocations of $572 with a forecasted deficit of $831 due to the following factors:

Labour Related Costs – The unfavourable year-to-date and forecasted variances of $832 and $1,742 are due to greater than budgeted actual WSIB, health and dental benefits and short-term and long-term disability benefits for unionized staff which are significantly higher than budgeted.

Administrative – The favourable year-to-date and forecasted variances of $590 and $377 is attributable to the budget timing and spend related to consulting and advertising and branding projects. Most are expected to be incurred by year-end. The favourable forecasted variance is a result of lower than anticipated costs identified after the procurement of two marketing/branding projects.

Operational & Supply – The favourable year-to-date variance of $350 is due to the timing of uniform and license renewals which will be fully spent by the end of the year.

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances $134 and $144 are due to less than expected costs related to R&M on the facilities and less than budgeted fire & security services as a result of the formal procurement.

Equipment, Vehicles, Technology - The unfavourable forecasted variance $1,270 is mainly attributable to the actual average fuel cost per litre as a result of the geopolitical pressures of $896. The fuel pressure is offset by revenue associated with fuel usage by the City of Niagara Falls and Metrolinx which is greater than budgeted by $181 due to the cost of fuel. Variance is below in "Other Revenue". Also, in "Transfers" below is a favourable forecasted transfer from the Transit Stabilization Reserve of $871 to cover the remaining net fuel incremental costs. The unfavourable forecasted variance is also attributable to incremental vehicle supply parts and repairs and maintenance due to the increased costs of parts of $262.

By-Law Charges & Sales – The unfavourable year-to-date variance of $107 is mainly due to less than anticipated fare revenue which is expected to recover by the end of the year.

Other Revenue – The favourable forecasted variance of $290 is mainly due the higher cost in fuel resulting in a higher than budgeted fuel reimbursement revenue from the City of Niagara Falls and Metrolinx totaling $181. This offsets the incremental costs in fuel within 'Equipment, Vehicles, Technology' as noted above. The favourable variance is also due to unbudgeted utility reimbursement from metrolinx expected at end of year and sale of decommissioned vehicles and obsolete inventory.

Transfer – The favourable forecasted variance of $871 is due to the Board approved Budget Amendment attributable to the geopolitical pressures impacting the cost of fuel. Report NTC 9-2026 for the budget amendment was approved by the Board on June 16, 2026. This offsets the fuel pressures in "Equipment, Vehicles & Technology" above.

Indirect Allocations – The favourable year-to-date and forecasted variances of $266 and $376 are mainly due to less than expected costs related to insurance premiums and self-insurance claims.

Capital Summary (in thousands of dollars)

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

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

Capital Budget Reconciliation

The capital program managed by Niagara Region has increased by $138,531 since Q4 2025. The increase is primarily caused by the 2026 Capital Budget ($227,029) gross budget adjustments ($38,523), transfers from capital variance projects ($10,962) and previously closed projects reopened ($900). This increase is offset by budget reductions ($4,221) and project closures ($134,662).

11 capital projects of the 759 capital sub-projects, with budgets totaling approximately $346,213 (levy $250/ rate $345,963) remain uninitiated at July 23, 2026. A summary of the levy and rate impact of Niagara Regions total capital program during the year is presented below:

Capital Program Reconciliation	Levy Programs	Special Levy Programs	Rate Programs	Adjusted Program
2025 Total Adjusted Budget (excluding Capital Variance Projects) at December 31, 2025	**$1,204,135**	**$121,152**	**$1,221,699**	**$2,546,986**
Council Approved 2026 Budget	$155,672	$18,041	$53,317	**$227,029**
Gross Budget Adjustment (including transfers from operating)	$1,799	$3,840	$32,885	**$38,523**
Transfer from Capital Variance Project	$5,008	$261	$5,693	**$10,962**
Budget Reductions on Active Capital Projects *	- $2,641	- $1,430	- $150	**- $4,221**
Previously Closed Projects Reopened			$900	**$900**
Projects Closed	- $49,739	- $29,157	- $55,766	**- $134,662**
2026 Total Adjusted Program (excluding Capital Variance Projects) at July 23, 2026	**$1,314,233**	**$112,706**	**$1,258,577**	**$2,685,517**

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

Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments, transfers from the capital variance project, budget reductions and transfer to operations during Q1 and Q2 2026 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	NRHQ - Campbell West HVAC Investigation and Design	$800		$65			$865
Corporate Services	Niagara Falls GO Station Renovations - 2023	$2,866			- $100	Debt	$2,766
Corporate Services	St Catharines GO Station Renovations - 2023	$1,550	$370	$80			$2,000
Corporate Services	Building Utilization Improvement - 2025	$1,500		$250			$1,750
Corporate Services	Canada Games Park-2nd Floor Renovation	$0	$374				$374
Corporate Services	Branscombe Child Care Centre - Exterior Renos - 2026	$0	$84				$84
Corporate Services	Branscombe Child Care Centre - Gas Furnace Replace - 2026	$0	$50				$50
Corporate Services	Branscombe Child Care Centre - Millwork - 2026	$0	$185				$185
Corporate Services	St. Catharines Child Care Centre - HVAC System - 2026	$0	$120				$120
Corporate Services	St. Catharines Child Care Centre - Shelving - 2026	$0	$40				$40
Niagara Regional Housing	NRH St. Catharines Permanent Shelter	$5,500		$2,476	- $476	Federal Grants	$7,500
Public Health	EMS New Emergency Response Vehicles - 2025	$432	$366				$798
Public Health	New VPD Vaccine Fridges - Ministry - 2026	$0	$90				$90
Public Health	New VPD Vaccine Fridges - 2026	$0	$95				$95
Public Works Levy	Structural Rehab - Seventh St Bridge (034205)	$4,475		$63			$4,538
Public Works Levy	Structural Rehab - RR12 Mountain St Retaining Wall - 2020	$5,500			- $1,500	CV - Levy	$4,000
Public Works Levy	St Catharines GO Precinct Cap Works - 2020	$4,800			- $80	CV - Levy	$4,720
Public Works Levy	Structural Rehab - 16 Mile Creek Bridge - Struc No. 039215	$750		$250			$1,000
Public Works Levy	Annual Development Projects - 2024	$500			- $485	Developer Contribution	$15
Public Works Levy	Annual Traffic Signal Program - 2024	$2,945	$25	$225			$3,195

Capital Budget Adjustments (in thousands of dollars) - Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Works Levy	Structural Rehab - Westchester Ave Culvert (091305)	$0		$1,500			$1,500
Public Works Levy	Annual Structural Engineering Study Future Bridges - 2025	$300		$100			$400
All Levy Departments		**$31,918**	**$1,799**	**$5,008**	**- $2,641**	**$0**	**$36,085**
Transit	Niagara Falls In-Ground 3 Post Hoist	$495	$70				$565
Transit	10 Niagara Falls Automotive Lift	$100	$15				$115
Transit	60' Conventional Buses Replacement (ICIP-NIR-05)	$1,458	$126				$1,584
Transit	Shop Equipment - 2026	$35		$11			$46
Transit	Hydrogen Dual Fuel Demo - 2026	$0	$3,629				$3,629
Waste Management	Glenridge - Passive Gas System	$3,984			- $600	CV - Waste Management $53K Landfill - $546K	$3,384
Waste Management	NR-12 - Drop-Off Depot Improvements	$500			- $20	CV - Waste Management $6K DC - $14K	$480
Waste Management	Mountain Road Treatment Leachate Collection System upgrades	$3,602			- $750	CV - Waste Management $27K Landfill - $722K	$2,852
Waste Management	Annual Misc Enhancement and Replacement - 2024	$1,360		$250			$1,610
Waste Management	Glenridge Leachate Collection System Header Replacement	$2,175			- $60	CV - Waste Management $8K Landfill - $51K	$2,115
All Special Levy Departments		**$13,709**	**$3,840**	**$261**	**- $1,430**		**$16,380**
Wastewater	Sewage Pumping Station Upgrade – Catharine Street - 2018	$5,428		$2,150			$7,578
Wastewater	Replace Carleton Pumping Station FM - 2019	$0		$150	- $150	Debt	$0
Wastewater	Quaker Road Trunk Sewer - 2020	$15,728	$23,153	$2,573			$41,453

Capital Budget Adjustments (in thousands of dollars) - Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Wastewater	Victoria Avenue Pumping Station Upgrades	$8,200	$8,652				$16,852
Wastewater	Towpath Sewage Pumping Station Upgrade - 2023	$750	$280	$120			$1,150
Wastewater	Baker Road Wastewater Treatment Plant Capacity Expansion - 2023	$1,500	$800	$200			$2,500
Water Works	DeCew Water Treatment Plant 2 Upgrades - 2020	$350		$350			$700
Water Works	Grimsby Water Treatment Plant Low Lift Pump - 2022	$750		$150			$900
All Rate Departments		**$32,706**	**$32,885**	**$5,693**	**- $150**		**$71,134**
Police Service	Replacement Forensic Laser - 2026	$85	- $10				$75
Police Service	Air Support Equipment - 2026	$862	$10				$872
All inter-project		**$947**	**$0**	**$0**	**$0**		$947
All Departments	**Total**	**$79,281**	**$38,523**	**$10,962**	**- $4,221**		**$124,546**

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 82 projects were closed between January 1st, 2026 to July 23rd, 2026. 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)
Community Services	Annual LTC Homes Res Care Equpipment - 2021	$427	$418	$9	$9	CVP LEVY	6
Community Services	LTC Homes Ann Machin Equip - 2022	$265	$230	$36	$36	CVP LEVY	5
Corporate Services	IT Data Centre Enhancemnt - 2017	$350	$317	$33	$33	CVP LEVY	9
Corporate Services	Asset Utilzn/Rationzn Plan - 2018	$350	$349	$1	$1	CVP LEVY	8
Corporate Services	Court Scheduling Modernization - 2021	$150	$7	$143	$143	CVP LEVY	7
Corporate Services	Server Infrast Replace - 2021	$600	$600	$0	$0	CVP LEVY	4
Corporate Services	Telecom Infra-Voice Speech - 2021	$100	$97	$3	$3	CVP LEVY	4
Corporate Services	Network Infra-Wireless Infr - 2022	$175	$150	$25	$25	CVP LEVY	5
Corporate Services	Air Purification Project - 2021	$495	$383	$112	$0	CVP LEVY	4
Corporate Services	IT GIS Aerial Photography - 2022	$230	$127	$103	$88	CVP LEVY	4
Corporate Services	IT New Council Equip - 2022	$80	$79	$1	$1	CVP LEVY	4
Corporate Services	IT Additional SAN Disks - 2022	$55	$0	$55	$55	CVP LEVY	4
Corporate Services	IT Backup System Upgrade - 2022	$950	$945	$5	$5	CVP LEVY	4
Corporate Services	IT-Secure Email Gateway - 2023	$790	$782	$8	$8	CVP LEVY	4
Corporate Services	Extended Detection and Managed Dection Response Threat Tool - 2023	$1,100	$1,099	$1	$1	CVP LEVY	4
Corporate Services	IT-Firewall Replacements - 2023	$300	$299	$1	$1	CVP LEVY	4
Corporate Services	IT-Council Chambers Tech Up - 2023	$350	$349	$1	$1	CVP LEVY	4
Corporate Services	IT-Server Replacements - 2023	$300	$300	$0	$0	CVP LEVY	4
Corporate Services	IT-Tape Library Replacement - 2023	$120	$114	$6	$6	CVP LEVY	4
Corporate Services	IT-Storage Area Network Replacement - 2023	$150	$141	$9	$9	CVP LEVY	4
Corporate Services	IT-Virtual Desktop Replacement - 2023	$300	$88	$212	$212	CVP LEVY	4

Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Corporate Services	iPad Replacement - 2023	$110	$110	$0	$0	CVP LEVY	4
Corporate Services	IT Cloud-Based Control System - 2023	$350	$346	$4	$4	CVP LEVY	4
Corporate Services	Meeting Room Equipment Replacement - 2024	$200	$199	$1	$1	CVP LEVY	4
Corporate Services	IT Hardware Inventory - 2024	$100	$100	$0	$0	CVP LEVY	4
Corporate Services	HR Licen Structure Update - 2025	$401	$400	$1	$1	CVP LEVY	4
Public Works Levy	Station/Rice-Ph3-PL	$3,793	$3,478	$315	$134	CVP LEVY	15
Public Works Levy	E Main St @CNR-WE	$3,775	$3,180	$595	$595	CVP LEVY	11
Public Works Levy	RR 46 (Geneva St) & RR 91 (W)	$310	$225	$85	$85	CVP LEVY	11
Public Works Levy	City Works 2017 Upgrade	$500	$477	$23	$23	CVP LEVY	10
Public Works Levy	Int Imprv-20 Ind toTown Ph2 - 2018	$3,681	$3,617	$63	$286	CVP LEVY	11
Public Works Levy	Capacity Imprv-New West St.Cat - 2019	$750	$6	$744	$50	CVP LEVY	11
Public Works Levy	RR25 Netherby - RR116 Sodom	$487	$464	$23	$21	CVP LEVY	8
Public Works Levy	GVW Crane Truck #594 WWW - 2019	$290	$290	$0	$0	CVP LEVY	8
Public Works Levy	Structure Rehab -020215-Hwy 20 - 2020	$2,500	$0	$2,500	$2,500	CVP LEVY	9
Public Works Levy	Intersection Improvement-Thirty Rd-Young S - 2020	$500	$229	$271	$78	CVP LEVY	6
Public Works Levy	RR91 Westchester Av @ Blain - 2019	$425	$383	$42	$38	CVP LEVY	6
Public Works Levy	Roads Resurfacing - 2021	$10,000	$9,769	$231	$208	CVP LEVY	6
Public Works Levy	Rds Rehab-Misc Road Constru - 2021	$750	$612	$138	$156	CVP LEVY	6
Public Works Levy	Annual Plan Impl Complete St - 2022	$300	$160	$140	$0	CVP LEVY	5
Public Works Levy	Traffic Signal Rebuild Pcharles - Fitch - 2020	$367	$348	$20	$18	CVP LEVY	6
Public Works Levy	Traffic Signal Rebuild Woodlawn -Niagara - 2020	$375	$359	$15	$14	CVP LEVY	6
Public Works Levy	Traffic Signal Rebuild Niagara - Lakeshore - 2020	$372	$341	$31	$27	CVP LEVY	6
Public Works Levy	Replacement Van Unit #222 WWW	$60	$60	$0	$0	CVP LEVY	5
Public Works Levy	RR36 Sth Pelham St Culvert - 2024	$100	$0	$100	$100	CVP LEVY	4
Public Works Levy	Annual Development Related Projects - 2025	$500	$0	$500	$0	CVP LEVY	4
Public Works Levy	Fleet Vacuum Trailer - 2026	$200	$200	$0	$0	CVP LEVY	4
Strategic Initiatives	Wainfleet Beach Long Term Sustainability - 2021	$70	$0	$70	$70	CVP LEVY	5
Niagara Regional Housing	NRH Annual Unit Capital -2019	$5,355	$5,355	$1	$1	NRH OWNED UNIT	8

Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Niagara Regional Housing	NRH - Annual Grounds - 2020	$1,010	$1,009	$1	$1	NRH OWNED UNIT	7
Niagara Regional Housing	NRH Annual Unit Capital - 2020	$3,471	$3,468	$3	$4	NRH OWNED UNIT	7
Niagara Regional Housing	NRH Annual Electric - 2021	$800	$798	$2	$2	NRH OWNED UNIT	5
Niagara Regional Housing	NRH Annual Emerg Capital - 2023	$200	$181	$19	$13	NRH OWNED UNIT	4
Total Levy Reporting Projects Closed and Removed from Project Listing		**$49,739**	**$43,037**	**$6,703**	**$5,068**		
Niagara Transit Commission	VEH Hoist Replac-ICIP-STC-04	$1,956	$1,773	$183	$49	EXTERNAL	3
Niagara Transit Commission	7 Hybrid Buses-ICIP-STC-14	$7,000	$6,745	$255	$0	EXTERNAL	3
Niagara Transit Commission	Convential Diesel Bus Replacement - 2024	$16,027	$14,450	$1,577	$0	EXTERNAL	4
Niagara Transit Commission	Conventional Diesel Bus Refurbishment - 2024	$1,149	$1,149	$0	$0	EXTERNAL	4
Niagara Transit Commission	Convential Diesel Bus Replacement - 2024	$1,668	$1,667	$1	$0	EXTERNAL	4
Niagara Transit Commission	Shuttle Vehicles - 2025	$225	$209	$16	$16	EXTERNAL	4
Niagara Transit Commission	Cargo Van - 2025	$80	$60	$20	$20	EXTERNAL	4
Niagara Transit Commission	Transit Leasehold Improvements	$219	$218	$1	$1	EXTERNAL	2
Niagara Transit Commission	BusTime - GTFS-RT Feed	$44	$44	$0	$0	EXTERNAL	0
Total Niagara Transit Commision Projects Closed and Removed from Project Listing		**$28,367**	**$26,315**	**$2,053**	**$86**		

Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Waste Management	Humberstone Drop-Off Depot - 2020	$610	$539	$71	$21	CVR WMT	6
Waste Management	WM Property Acquisition - 2025	$180	$0	$180	$180	CVR WMT	4
Total Waste Management Projects Closed and Removed from Project Listing		**$790**	**$539**	**$251**	**$201**		
Water Works	Meter Replacement Program	$3,900	$3,671	$229	$229	CVR WAT	12
Water Works	WTP Upgrade Prgm-Rosehill WTP	$15,000	$14,452	$548	$548	CVR WAT	12
Water Works	WTP Upgrade - Grimsby Lane & Valve	$2,130	$2,106	$24	$24	CVR WAT	10
Water Works	CNR Transmission Main - 2017	$23,425	$21,175	$2,250	$1,150	CVR WAT	10
Water Works	Security Improvement Program - 2019	$224	$206	$18	$18	CVR WAT	7
Water Works	Valve Replacement Program -2020	$400	$127	$273	$273	CVR WAT	7
Water Works	Boiler Replacement Program - 2021	$400	$399	$1	$1	CVR WAT	7
Water Works	Generator Replacement Program - 2022	$150	$22	$128	$128	CVR WAT	4
Total Water Projects Closed and Removed from Project Listing		**$45,629**	**$42,159**	**$3,470**	**$2,370**		
Wastewater	Replace Carleton Pumping Station FM - 2019	$1,185	$1,179	$6	$6	CVR SEW	6
Wastewater	Digest and Sludge Program - 2020	$2,450	$512	$1,938	$1,938	CVR SEW	7
Wastewater	Oxford SPS Upgrades - 2020	$266	$242	$24	$3	CVR SEW	7
Wastewater	Digester/ Sludge Management - 2021	$2,300	$2,147	$153	$153	CVR SEW	6
Wastewater	Royal Manor PS and FM Upgrade - 2021	$350	$193	$157	$139	CVR SEW	5
Wastewater	Nickel St PS Upgrades - 2021	$446	$374	$72	$72	CVR SEW	6
Wastewater	Mill St Area Sanitary - 2021	$1,650	$1,291	$359	$359	CVR SEW	6
Wastewater	Gate Actuator Program - 2022	$500	$352	$148	$148	CVR SEW	4
Wastewater	Garner Biosolids Turning - 2022	$790	$681	$109	$109	CVR SEW	6
Wastewater	Area 2 WW SCADA Upgrades - 2023	$200	$88	$112	$112	CVR SEW	4
Total Wastewater Projects Closed and Removed from Project Listing		**$10,137**	**$7,060**	**$3,077**	**$3,039**		

Capital Project Closures (in thousands of dollars) - Continued

Total Rate Projects Closed and Removed from Project Listing	**$55,766**	**$49,219**	**$6,547**	**$5,409**
Total Projects Closed	**$134,662**	**$119,109**	**$15,553**	**$10,763**

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 $2,685,517 capital budget managed by Niagara Region, representing 759 sub-projects, total capital spending including commitments to date of $1,720,488 and budget remaining of $965,029 after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 321 projects with budgets greater than $1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than $1 million	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Community Services	$3,133	$1,635	$1,498	52.2%
Corporate Administration	$1,490	$1,236	$254	83.0%
Corporate Services	$364,461	$329,166	$35,295	90.3%
Niagara Regional Housing	$119,799	$103,584	$16,215	86.5%
Niagara Regional Police Services Board	$23,488	$15,555	$7,933	66.2%
Niagara Transit Commission	$67,352	$21,242	$46,110	31.5%
Public Health	$23,559	$18,037	$5,522	76.6%
Public Works - Levy	$675,761	$475,860	$199,901	70.4%
Waste Management	$30,959	$27,610	$3,349	89.2%
Wastewater	$551,979	$403,491	$148,487	73.1%
Water Works	$324,048	$225,215	$98,833	69.5%
Active projects with budgets greater than $1 million	$2,186,028	$1,622,632	$563,396	74.2%
Uninitiated projects with budgets greater than $1 million	$345,580	$0	$345,580	0.0%
Total projects with budgets greater than $1 million	$2,531,608	$1,622,632	$908,976	64.1%
Active projects with budgets less than $1 million	$153,276	$97,856	$55,420	63.8%
Uninitiated projects with budgets less than $1 million	$633	$0	$633	0.0%
Total Capital Projects	**$2,685,517**	**$1,720,488**	**$965,029**	64.1%

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 321 projects totaling $2,531,608 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to $1,622,632 representing 64 percent of the adjusted capital budget on these active and uninitiated sub-projects.

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

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Long-term Care Machinery and Equipment - 2023		$1,743	$478	$21	$293	$793	$950	45.5%	$643	$600	$0	$0	2027
Long Term Care Homes Capital Improvemrnt - 2025		$1,390	$262	$11	$570	$843	$547	60.6%	$367	$750	$0	$0	2027
Total Community Services		**$3,133**	**$741**	**$32**	**$863**	**$1,635**	**$1,498**	**52.2%**	**$1,010**	**$1,350**	**$0**	**$0**	
Time and Attendance App Upgrade - 2024 (Note 1)		$1,490	$968	$144	$124	$1,236	$254	83.0%	$130	$0	$0	$248	2026
Total Corporate Administration		**$1,490**	**$968**	**$144**	**$124**	**$1,236**	**$254**	**83.0%**	**$130**	**$0**	**$0**	**$248**	
68 Church Street Demolition - Niagara Regional Police - 2021		$3,000	$411	$154	$1,295	$1,860	$1,140	62.0%	$2,435	$0	$0	$0	2027
911 Backup Rationalization - 2020		$13,147	$7,418	$454	$3,811	$11,683	$1,464	88.9%	$5,275	$0	$0	$0	2027
Asset Replacement - 2018		$2,947	$2,938	$0	$14	$2,953	- $6	100.2%	$8	$0	$0	$0	2026
Asset Replacement - 2020		$1,894	$1,892	$0	$0	$1,892	$2	99.9%	$2	$0	$0	$0	2026
Canada Summer Games - 2021		$102,355	$101,663	$27	$969	$102,660	- $305	100.3%	$664	$0	$0	$0	2026
Desktop and Laptop Replacement - 2023		$2,750	$2,386	$0	$1	$2,387	$363	86.8%	$364	$0	$0	$0	2026
Emergency Medical Services Central Hub		$3,895	$139	$139	$46	$324	$3,571	8.3%	$378	$3,240	$0	$0	2032
Emergency Medical Services Facility Welland		$1,100	$801	$0	$15	$816	$284	74.2%	$299	$0	$0	$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Long-term Care Home Redevelopment - 2015		$85,917	$85,670	$0	$69	$85,739	$178	99.8%	$247	$0	$0	$0	2028
Main Firewall Replacements - 2024		$1,100	$1,025	$0	$58	$1,082	$18	98.4%	$75	$0	$0	$0	2027
Niagara Falls GO Station Renovations - 2023		$2,766	$2,725	$0	$28	$2,753	$13	99.5%	$41	$0	$0	$0	2026
Online Planning Portal		$1,250	$1,048	$0	$74	$1,123	$127	89.8%	$202	$0	$0	$0	2026
Redevelopment of Linhaven Long Term Care Home - 2020		$105,652	$94,734	$703	$5,765	$101,202	$4,451	95.8%	$10,216	$0	$0	$0	2026
Region Wide - Code & Legislation Compliance - 2024		$1,000	$950	$0	$19	$969	$31	96.9%	$50	$0	$0	$0	2027
Region Wide Uninterupted Power Supply Replacement - 2023		$1,049	$1,012	$0	$21	$1,033	$16	98.5%	$37	$0	$0	$0	2026
Desktop and Laptop Replacement - 2025		$2,250	$1,286	$0	$38	$1,324	$926	58.8%	$964	$0	$0	$0	2028
Head Quarter IT Equipment (DR SAN) Replacement - 2025		$2,500	$1,301	$0	$0	$1,301	$1,199	52.0%	$1,199	$0	$0	$0	2028
Region Wide Building Utilization- 2025		$1,750	$374	$53	$1,210	$1,636	$114	93.5%	$1,324	$0	$0	$0	2028
Annual Code & Legal Compliance - 2025		$1,000	$396	$1	$266	$663	$337	66.3%	$602	$0	$0	$0	2028
Campbell West Geothermal Field - 2025		$1,400	$61	$0	$1,339	$1,400	$0	100.0%	$1,339	$0	$0	$0	2027
EMS Virgil Construction - 2025		$7,030	$16	$0	$0	$16	$7,014	0.2%	$500	$6,514	$0	$0	2028
St. Catherine GO Station Renovation - 2023		$2,000	$401	$0	$1,012	$1,413	$587	70.6%	$1,249	$350	$0	$0	2027
Region Wide Build Utilizatn - 2026		$1,500	$14	$0	$1,012	$1,026	$474	68.4%	$743	$743	$0	$0	2029
Region HQ CW Roof - 2026		$1,500	$19	$0	$23	$42	$1,458	2.8%	$1,481	$0	$0	$0	2029
EMS NF North Construction - 2026		$8,600	$0	$0	$0	$0	$8,600	0.0%	$2,000	$6,600	$0	$0	2029

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
EMS Well North Construction - 2026		$1,100	$107	$0	$33	$140	$960	12.7%	$800	$193	$0	$0	2029
PW Yards Backup Generators - 2026		$1,250	$0	$0	$0	$0	$1,250	0.0%	$625	$625	$0	$0	2029
HQ DR Data Center Network - 2026		$1,560	$2	$0	$842	$844	$716	54.1%	$1,558	$0	$0	$0	2029
Secure Email Gateway - 2026		$1,200	$887	$0	$0	$887	$313	73.9%	$313	$0	$0	$0	2029
Total Corporate Services		**$364,461**	**$309,675**	**$1,532**	**$17,960**	**$329,166**	**$35,295**	**90.3%**	**$34,991**	**$18,264**	**$0**	**$0**	
Annual - Asphalt, Paving and Concrete Replacement Program - 2022		$1,600	$1,091	$0	$499	$1,589	$11	99.3%	$509	$0	$0	$0	2027
Annual - Building Capital - 2018		$4,654	$4,651	$0	$1	$4,652	$2	100.0%	$3	$0	$0	$0	2027
Annual - Building Capital - 2019		$5,454	$5,448	$0	$0	$5,448	$6	99.9%	$6	$0	$0	$0	2027
Annual - Building Capital - 2020		$3,974	$3,812	$7	$140	$3,959	$15	99.6%	$155	$0	$0	$0	2027
Annual - Building Capital - 2021		$4,790	$4,774	$0	$12	$4,786	$4	99.9%	$16	$0	$0	$0	2027
Annual - Building Capital - 2023		$4,700	$4,270	$0	$402	$4,672	$28	99.4%	$430	$0	$0	$0	2027
Annual - Building Capital - 2024		$5,646	$5,384	$11	$238	$5,633	$13	99.8%	$252	$0	$0	$0	2027
Annual - Grounds Capital - 2021 (Note 1)		$2,290	$2,289	$0	$0	$2,289	$1	100.0%	$0	$0	$0	$1	2027
Annual - Grounds Capital - 2023		$2,800	$2,687	$6	$76	$2,770	$30	98.9%	$107	$0	$0	$0	2026
Annual - Grounds Capital - 2024		$2,942	$2,323	$0	$586	$2,909	$33	98.9%	$619	$0	$0	$0	2027
Annual - Mechanical & Electrical - 2024		$2,573	$1,910	$194	$246	$2,350	$223	91.3%	$469	$0	$0	$0	2027
Annual - Mech-Electrical - 2023		$1,600	$1,507	$0	$59	$1,566	$34	97.9%	$93	$0	$0	$0	2026
Annual - Structural and Foundation Wall Repairs - 2022		$1,240	$1,218	$0	$8	$1,226	$14	98.9%	$22	$0	$0	$0	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Unit Capital - 2023		$4,700	$4,455	$40	$158	$4,652	$48	99.0%	$205	$0	$0	$0	2026
Annual - Unit Capital - 2024		$5,639	$4,871	$0	$737	$5,607	$32	99.4%	$768	$0	$0	$0	2027
Geneva Street Development - 2024		$18,450	$9,471	$850	$6,771	$17,092	$1,358	92.6%	$6,011	$2,118	$0	$0	2027
Property Acquisition - Fort Erie		$8,972	$8,807	$0	$22	$8,829	$143	98.4%	$165	$0	$0	$0	2026
Property Acquisition - Summer Street		$1,650	$1,636	$0	$8	$1,644	$6	99.6%	$14	$0	$0	$0	2026
Social Housing Assistance Improvement Program - 2018		$2,683	$2,608	$0	$0	$2,608	$75	97.2%	$75	$0	$0	$0	2027
Welland Homeless Shelter - 2024		$3,090	$2,908	$0	$4	$2,912	$179	94.2%	$182	$0	$0	$0	2028
Niagara Regional Housing Annual Unit Capital - 2025		$1,989	$504	$158	$1,163	$1,826	$163	91.8%	$1,327	$0	$0	$0	2028
Niagara Regional Housing Mechanical-Electrical -2025		$1,041	$42	$6	$643	$691	$350	66.3%	$993	$0	$0	$0	2028
Niagara Regional Housing Annual Building Capital - 2025		$2,545	$1,631	$0	$906	$2,536	$9	99.7%	$914	$0	$0	$0	2028
Niagara Regional Housing Annual Grounds Capital - 2025		$1,525	$264	$145	$963	$1,372	$153	90.0%	$1,116	$0	$0	$0	2028
St. Catherine Homeless Shelter - 2025		$7,500	$2,606	$0	$136	$2,742	$4,758	36.6%	$4,894	$0	$0	$0	2028
Geneva St. Developmnt Phase2 - 2025		$1,500	$854	$54	$476	$1,384	$116	92.3%	$476	$116	$0	$0	2028
Niagara Falls Perm Shelter - 2026		$6,100	$3	$0	$2	$5	$6,095	0.1%	$3,049	$3,049	$0	$0	2029
NRH Annual Building Capital - 2026		$4,400	$250	$0	$3,257	$3,507	$893	79.7%	$4,150	$0	$0	$0	2029
NRH Annual Grounds Capital - 2026		$3,751	$675	$0	$1,656	$2,331	$1,421	62.1%	$3,076	$0	$0	$0	2029
Total Niagara Regional Housing		**$119,799**	**$82,947**	**$1,471**	**$19,167**	**$103,584**	**$16,215**	**86.5%**	**$30,098**	**$5,283**	**$0**	**$1**	
Automated Licence Plate Reader		$1,332	$1,226	$0	$0	$1,226	$106	92.0%	$0	$0	$106	$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Communications Back-up		$1,576	$69	$0	$21	$90	$1,486	5.7%	$1,507	$0	$0	$0	2026
Communications Unit Back-up		$1,000	$0	$0	$0	$0	$1,000	0.0%	$500	$500	$0	$0	2027
Communications Unit Back-up		$1,000	$0	$0	$0	$0	$1,000	0.0%	$0	$0	$1,000	- $250	2026
Communications Unit Back-up	Uninitiated	$250	$0	$0	$0	$0	$250	0.0%	$0	$0	$250	$250	2026
Enterprise Storage Service - 2024		$2,500	$1,828	$112	$25	$1,965	$535	78.6%	$560	$0	$0	$0	2027
Fleet Patrol Vehicle Replacement - 2024		$1,597	$1,526	$0	$62	$1,588	$9	99.4%	$71	$0	$0	$0	2027
Niagrara Regional Police Services NG - 2019		$2,137	$2,073	$0	$57	$2,130	$7	99.7%	$64	$0	$0	$0	2026
Information Technology Continuity Plan		$1,500	$1,114	$0	$68	$1,182	$318	78.8%	$386	$0	$0	$0	2026
Vehicles - 2023		$2,250	$2,202	$0	$48	$2,250	$0	100.0%	$48	$0	$0	$0	2026
Police Service Patrol Vehicles Replacement - 2025		$1,482	$717	$496	- $465	$748	$735	50.4%	$270	$0	$0	$0	2028
Police Service Use Of Force Update - 2025		$1,205	$1,197	$0	$0	$1,197	$8	99.3%	$8	$0	$0	$0	2028
Police Service Voice Radio System Replacement - 2025		$1,122	$0	$0	$1,122	$1,122	$0	100.0%	$1,122	$0	$0	$0	2028
NRPS Patrol Vehicles - 2026		$1,590	$188	$496	- $335	$349	$1,241	21.9%	$905	$0	$0	$0	2029
NRPS Network Equipment - 2026		$1,100	$0	$0	$0	$0	$1,100	0.0%	$1,100	$0	$0	$0	2029
NRPS P25 Port Radios - 2026		$1,056	$1,051	$0	$0	$1,051	$5	99.5%	$5	$0	$0	$0	2029
NRPS Mobile Data Term - 2026		$1,040	$658	$0	$0	$658	$382	63.3%	$382	$0	$0	$0	2029
Total Niagara Regional Police Services Board		**$23,738**	**$13,848**	**$1,103**	**$603**	**$15,555**	**$8,183**	**65.5%**	**$6,930**	**$500**	**$1,356**	**$0**	
2 Fare Payment Technology - Niagara Region		$3,008	$2,392	$0	$0	$2,392	$616	79.5%	$200	$200	$216	$0	2028
8 Fare Payment Technology - St.Catharines Transit		$3,728	$0	$0	$0	$0	$3,728	0.0%	$500	$950	$2,278	$0	2029

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Accessible Bus Replacement - 2024		$1,999	- $306	$323	$1,123	$1,140	$859	57.0%	$1,982	$0	$0	$0	2027
Bus Stops and Shelters		$2,100	$20	$0	$1,765	$1,785	$315	85.0%	$525	$1,240	$315	$0	2028
Camera Upgrades - St.Catharines Transit		$2,127	$1,548	$67	$413	$2,028	$99	95.3%	$512	$0	$0	$0	2026
Niagara Falls Parking and Storage Extension		$3,850	$0	$0	$0	$0	$3,850	0.0%	$0	$2,000	$1,850	$0	2028
Scheduling Software - 2024		$1,000	$583	$0	$265	$849	$151	84.9%	$197	$220	$0	$0	2027
St.Catharines Transit Facility Phase 1		$1,722	$883	$0	$0	$883	$839	51.3%	$0	$400	$439	$0	2029
St.Catharines Transit Facility Phase 2		$4,000	$0	$0	$0	$0	$4,000	0.0%	$0	$0	$4,000	$0	2028
St.Catharines Transit Facility Phase 3		$2,182	$0	$0	$0	$0	$2,182	0.0%	$0	$0	$2,182	$0	2028
Welland Transit Garage Phase 1 and 2		$12,320	$0	$0	$0	$0	$12,320	0.0%	$0	$2,000	$10,320	$0	2029
Replacement Of 10 x 40' Conventional Buses - 2025		$11,824	$215	$5,193	$204	$5,612	$6,211	47.5%	$3,208	$3,208	$0	$0	2028
Replacement Of 4 Specialized/Para Transit Buses - 2025		$1,274	$9	$0	$642	$651	$624	51.1%	$1,265	$0	$0	$0	2028
40' Conv Bus (ICIP-NIR-04) - 2026		$8,505	$0	$4,129	$189	$4,318	$4,187	50.8%	$2,188	$2,188	$0	$0	2029
60' Conv Bus (ICIP-NIR-05) - 2026		$1,584	$0	$0	$1,583	$1,583	$0	100.0%	$0	$1,584	$0	$0	2029
On Demand/Spec Veh-Growth - 2026		$2,500	$0	$0	$0	$0	$2,500	0.0%	$0	$2,500	$0	$0	2029
Hydrogen Dual Fuel Demo - 2026		$3,629	$0	$0	$0	$0	$3,629	0.0%	$0	$2,361	$1,268	$0	2029
Total Niagara Transit Commission		**$67,352**	**$5,345**	**$9,713**	**$6,185**	**$21,242**	**$46,110**	**31.5%**	**$10,577**	**$18,851**	**$22,867**	**$0**	
Ambulance & Equipment - 2019		$2,301	$2,141	$0	$160	$2,300	$1	100.0%	$161	$0	$0	$0	2026
Ambulance & Equipment Replacement - 2023		$3,262	$3,120	$0	$68	$3,187	$75	97.7%	$143	$0	$0	$0	2026
Ambulance & Equipment Replacement - 2024		$2,991	$2,539	$0	$407	$2,947	$44	98.5%	$451	$0	$0	$0	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Ambulances - 2023		$1,133	$993	$0	$0	$993	$140	87.6%	$140	$0	$0	$0	2026
Emergency Medical Services Stretcher and Loader		$2,818	$2,400	$0	$105	$2,505	$313	88.9%	$418	$0	$0	$0	2026
Laptop & iMedic Replacement - 2024		$1,730	$1,007	$0	$10	$1,016	$714	58.8%	$723	$0	$0	$0	2027
Mobile Dental Unit - 2021 (Note 1)		$1,150	$882	$0	$1	$883	$267	76.8%	$0	$0	$0	$268	2026
Ambulance & Equipment Replacement - 2025		$3,230	$690	$0	$2,314	$3,004	$226	93.0%	$500	$2,040	$0	$0	2028
New Ambulances -2025		$1,228	$521	$0	$645	$1,166	$62	94.9%	$200	$0	$507	$0	2029
EMS Ambulance & Equipment - 2026		$3,715	$34	$0	$0	$34	$3,680	0.9%	$800	$0	$2,880	$0	2029
Total Public Health		**$23,559**	**$14,327**	**$0**	**$3,710**	**$18,037**	**$5,522**	**76.6%**	**$3,536**	**$2,040**	**$3,388**	**$268**	
16 Mile Creek Structure Rehabilitation - 2021		$3,175	$637	$7	$1,916	$2,560	$615	80.6%	$1,916	$615	$0	$0	2027
7th Street Bridge Structure Rehabilitation - 2019		$4,538	$4,162	$5	$354	$4,521	$16	99.6%	$370	$0	$0	$0	2027
81-Vinhaven/23rd - Lincoln		$2,420	$932	$0	$161	$1,093	$1,327	45.2%	$750	$738	$0	$0	2045
Annual - Fleet & Vehicle Replacement Program - 2020		$2,617	$2,617	$0	$2	$2,619	- $2	100.1%	$0	$0	$0	$0	2026
Annual - Fleet & Vehicle Replacement Program - 2022		$2,853	$2,014	$360	- $49	$2,325	$528	81.5%	$480	$0	$0	$0	2026
Annual - Fleet Snowplow Replacement - 2024		$2,697	$492	$963	$0	$1,455	$1,242	53.9%	$1,242	$0	$0	$0	2027
Annual - Fleet Snowplow Replacement Program - 2022		$3,690	$1,947	$481	$779	$3,208	$482	86.9%	$1,262	$0	$0	$0	2027
Annual - Roads Resurfacing - 2022		$12,500	$12,470	$0	$24	$12,494	$6	99.9%	$30	$0	$0	$0	2027
Annual - Roads Resurfacing - 2023		$4,550	$4,181	$0	$272	$4,453	$97	97.9%	$369	$0	$0	$0	2027
Annual - Roads Resurfacing Program - 2024		$12,000	$10,403	$0	$1,542	$11,945	$55	99.5%	$1,597	$0	$0	$0	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Storm Sewer & Culvert Program - 2020		$1,154	$1,152	$0	$0	$1,152	$2	99.8%	$2	$0	$0	$0	2026
Annual - Storm Sewers & Culverts - 2023		$2,500	$2,489	$0	$0	$2,489	$11	99.6%	$11	$0	$0	$0	2026
Annual - Storm Sewers & Culverts - 2024		$1,690	$1,638	$52	- $52	$1,638	$52	96.9%	$0	$0	$0	$0	2027
Annual - Structural Rehabilitation - 2016 Program (Note 1)		$3,460	$3,378	$0	$0	$3,378	$82	97.6%	$0	$0	$0	$82	2026
Annual - Structural Rehabilitation - 2020 Program		$1,000	$895	$0	$67	$962	$38	96.2%	$105	$0	$0	$0	2026
Annual - Structural Rehabilitation - 2021 Program		$1,500	$454	$0	$94	$548	$952	36.5%	$1,046	$0	$0	$0	2028
Annual - Structural Rehabilitation - 2022 Program		$2,000	$331	$0	$1,620	$1,951	$49	97.5%	$1,669	$0	$0	$0	2026
Annual - Structural Rehabilitation - Beaver Creek Bridge		$1,750	$420	$0	$63	$483	$1,267	27.6%	$300	$500	$530	$0	2035
Annual - Traffic Signal Program		$3,195	$699	$17	$29	$745	$2,450	23.3%	$1,000	$1,479	$0	$0	2027
Capacity Improvements - Charnwood/McLeod		$11,750	$627	$0	$10,786	$11,414	$336	97.1%	$513	$10,609	$0	$0	2030
Capacity Improvements - New Escarpment Crossing		$4,700	$1,288	$0	$2,972	$4,260	$440	90.6%	$250	$1,000	$2,162	$0	2030
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		$15,096	$14,848	$0	$0	$14,848	$248	98.4%	$248	$0	$0	$0	2026
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		$13,886	$12,871	$0	$225	$13,096	$791	94.3%	$350	$666	$0	$0	2029
Capacity Improvements - RR10 Livingston/QEW-GR		$35,830	$3,205	$0	$22,892	$26,096	$9,734	72.8%	$7,000	$21,000	$4,625	$0	2029
Capacity Improvements - RR98 Montrose Road		$75,222	$38,946	$0	$33,165	$72,111	$3,111	95.9%	$5,000	$30,000	$1,276	$0	2030

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Environmental Assessment - RR 42 Ontario Street		$22,705	$17,551	$0	$0	$17,551	$5,154	77.3%	$5,154	$0	$0	$0	2026
Four Mile Pond Culvert - 2024		$1,000	$194	$26	$207	$427	$573	42.7%	$100	$680	$0	$0	2027
Griffin Street RR 20 Rehabilitation - 2019		$9,700	$2,174	$1,682	$2,020	$5,876	$3,824	60.6%	$3,794	$2,050	$0	$0	2027
Illumination Program - 2020		$1,000	$729	$0	$16	$744	$256	74.4%	$271	$0	$0	$0	2026
Intersection Improvement - RR 100 Four Mile Creek - 2019		$8,000	$567	$1	$418	$987	$7,013	12.3%	$2,000	$5,431	$0	$0	2030
Intersection Improvement - RR 49 McLeod Road - 2020 (Note 2)		$1,700	$2	$0	$0	$2	$1,698	0.1%	$0	$0	$0	$1,698	2026
Intersection Improvement - RR 55 Niagara St - 2020		$4,450	$138	$0	$262	$399	$4,051	9.0%	$3,500	$812	$0	$0	2027
Intersection Improvement - RR24 Victoria Ave		$5,700	$1,822	$5	$3,649	$5,476	$224	96.1%	$250	$3,523	$100	$0	2028
Intersection Improvement - RR81 King St at Main & Nineteenth (Note 3)		$1,400	$1,295	$0	$0	$1,295	$105	92.5%	$50	$0	$0	$55	2027
JR Stork Structure - 2018		$12,000	- $86	$903	$4,748	$5,565	$6,435	46.4%	$8,500	$2,684	$0	$0	2027
Roads Facility Program - Patrol Yard Improvement - 2019		$1,000	$894	$0	$46	$941	$59	94.1%	$50	$56	$0	$0	2027
Roads Facility Program - Patrol Yard Improvement - 2020		$1,000	$633	$0	$164	$797	$203	79.7%	$10	$250	$107	$0	2028
Roads Rehabilitation - RR 27 Main St West from Prince Charles Dr to Niagara St		$5,800	$91	$0	$0	$91	$5,709	1.6%	$5,709	$0	$0	$0	2027
Roads Rehabilitation - RR 43 Bridge Street - 2019		$4,808	$1,243	$328	$1,320	$2,890	$1,918	60.1%	$3,238	$0	$0	$0	2031
Roads Rehabilitation - RR 67 Pine St		$1,150	$26	$0	$490	$516	$634	44.8%	$500	$624	$0	$0	2027
Roads Rehabilitation - RR 72 Louth St - 2019		$1,100	$437	$0	$35	$472	$628	42.9%	$50	$50	$563	$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Roads Rehabilitation - RR20 Lundy's Lane		$4,200	$546	$0	$9	$555	$3,645	13.2%	$3,654	$0	$0	$0	2026
Roads Rehabilitation - RR45 RR4/RR63 (Note 1)		$1,775	$702	$17	- $17	$702	$1,073	39.5%	$0	$0	$0	$1,056	2030
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		$29,600	$994	$18	$18,825	$19,837	$9,763	67.0%	$4,000	$20,000	$4,588	$0	2028
Roads Rehabilitation - RR529 Webber to River (Note 1)		$3,350	$2,157	$0	$270	$2,427	$923	72.4%	$295	$0	$0	$898	2027
Roads Rehabilitation - RR57 Thorold Stone Road Extension		$52,045	$17,993	$22	$3,148	$21,163	$30,883	40.7%	$15,000	$15,000	$3,910	$120	2028
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2 (Note 1)		$7,622	$6,361	$0	$79	$6,440	$1,182	84.5%	$0	$0	$0	$1,261	2026
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		$6,969	$5,595	$0	$121	$5,715	$1,253	82.0%	$250	$500	$624	$0	2028
Roads Rehabilitation - RR81 Durham to Lincoln		$14,332	$1,302	$1,456	$9,072	$11,831	$2,501	82.5%	$9,837	$1,736	$0	$0	2028
Roads Rehabilitation - RR87 Third/Seventh		$2,800	$2,610	$0	$0	$2,610	$190	93.2%	$190	$0	$0	$0	2026
Roads Rehabilitation Miscellaneous Construction Program		$1,000	$349	$0	$244	$593	$407	59.3%	$350	$301	$0	$0	2026
RR102 Bridge Structure - 2024		$4,000	$180	$2	$3,531	$3,712	$288	92.8%	$412	$3,407	$0	$0	2027
RR19 Gilmore Intersection Improvement - 2023		$1,000	$150	$0	$190	$340	$660	34.0%	$100	$300	$450	$0	2028
RR512 Livingston Capacity Improvement - 2020		$1,237	$439	$50	$679	$1,169	$68	94.5%	$200	$200	$347	$0	2035
RR69 - Victoria to Rosedene		$6,800	$4,600	$0	$216	$4,815	$1,985	70.8%	$1,500	$500	$200	$0	2028
Structural Rehabilitation - 045205 Oswego Creek		$8,425	$901	$3	$5,185	$6,089	$2,336	72.3%	$3,000	$3,000	$1,522	$0	2030
Structural Rehabilitation - Glenridge Ave Bridge Rehab over CNR tracks		$8,500	$499	$12	$3,438	$3,950	$4,550	46.5%	$250	$2,000	$5,738	$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Structural Rehabilitation - Hydro Canal North		$6,877	$5,187	$0	$570	$5,756	$1,121	83.7%	$1,000	$691	$0	$0	2029
Structural Rehabilitation - Niagara St. Bridge		$2,600	$523	$0	$1,630	$2,153	$447	82.8%	$745	$678	$653	$0	2028
Structural Rehabilitation - RR 81 Retaining Wall - 22		$1,550	$397	$0	$24	$420	$1,130	27.1%	$50	$100	$1,003	$0	2029
Structural Rehabilitation - RR12 Mountain St Retaining Wall (Note 1)		$4,000	$207	$0	$53	$260	$3,740	6.5%	$250	$803	$0	$2,740	2027
Structural Rehabilitation - RR81 St Paul West CNR Bridge		$34,655	$31,774	$29	$2,761	$34,565	$90	99.7%	$2,000	$852	$0	$0	2028
Structural Rehabilitation Hwy20		$5,351	$4,851	$0	$169	$5,021	$331	93.8%	$200	$200	$100	$0	2030
Structural Replacement - RR81 20 Mile Arch Bridge (Note 3)		$10,463	$8,071	$250	- $121	$8,201	$2,262	78.4%	$0	$0	$0	$2,141	2028
Thorold Yard Interior - 2024		$1,800	$118	$3	$1,433	$1,555	$245	86.4%	$1,350	$329	$0	$0	2027
Transporation Master Plan - 2024		$1,000	$148	$31	$487	$666	$334	66.6%	$482	$339	$0	$0	2027
Niagara West Service Centre		$3,560	$323	$0	$87	$410	$3,150	11.5%	$156	$1,000	$2,081	$0	2029
Road Rehabitilation-York Rd. From Dorr Rd. To Glendale Ave.		$2,325	$53	$0	$0	$53	$2,272	2.3%	$1,872	$100	$300	$0	2031
Road Rehabitilation-Main St. From Lock St. To Ann St. - 2017 (Note 1)		$1,375	$345	$0	$2	$347	$1,028	25.2%	$0	$0	$0	$1,030	2027
Capacity Improvements-Merritt Rd. - 2017		$1,625	$622	$0	$7	$629	$996	38.7%	$500	$503	$0	$0	2030
Structure Rehabilitation - Glendale Ave Bridge - 2020		$8,950	$312	$100	$6,089	$6,501	$2,449	72.6%	$2,000	$6,000	$538	$0	2028
Capacity Improvements-Rice Rd. - 2021		$1,000	$0	$0	$0	$0	$1,000	0.0%	$1,000	$0	$0	$0	2030
Intersection Imprvement-RR81 St.Paul St. W At Vansickle Rd. - 2021		$1,600	$280	$0	$255	$535	$1,065	33.4%	$300	$350	$670	$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Road Rehabitilation-Caistorville - 2022		$1,385	$210	$0	$158	$368	$1,017	26.6%	$200	$975	$0	$0	2028
Road Rehabitilation-Eagle Bowen - 2022		$2,250	$49	$94	$820	$963	$1,287	42.8%	$750	$750	$607	$0	2035
Capacity Imprvoement Hwy 20-Smithville		$1,650	$101	$192	$628	$922	$728	55.9%	$678	$678	$0	$0	2027
Road Rehabitilation-York Road.		$1,000	$0	$0	$0	$0	$1,000	0.0%	$1,000	$0	$0	$0	2030
Storm Sewer Asset Management Program - 2024		$1,884	$649	$0	$794	$1,444	$440	76.6%	$1,235	$0	$0	$0	2027
Road Rehabitilation-Stanley Ave. From Murray St. To Peer Ln. - 2024 (Note 1)		$1,000	$2	$0	$0	$2	$998	0.2%	$0	$0	$0	$998	2027
Road Safety Strategic Plan - 2024		$1,750	$659	$0	$272	$931	$819	53.2%	$250	$500	$341	$0	2028
Fleet Pickup Trucks - 2025		$1,005	$497	$0	$489	$986	$19	98.1%	$508	$0	$0	$0	2028
Fleet Dump Plow Trucks - 2025		$3,858	$0	$0	$3,747	$3,747	$111	97.1%	$3,858	$0	$0	$0	2028
Fleet Crew Dump Trucks - 2025		$1,803	$266	$0	$1,390	$1,656	$147	91.9%	$1,537	$0	$0	$0	2028
Road Emergency Construction - 2025		$1,000	$0	$0	$0	$0	$1,000	0.0%	$700	$300	$0	$0	2028
Road Rehabilitation-Niagara Stone Rd Line 1 - 2025		$6,400	$64	$0	$4,962	$5,026	$1,374	78.5%	$3,500	$2,836	$0	$0	2028
Road Rehabitilation- North Service Rd. - 2025		$1,000	$14	$0	$614	$628	$372	62.8%	$200	$350	$436	$0	2028
Roads Resurfacing Program - 2025		$13,000	$8,904	$0	$2,615	$11,520	$1,480	88.6%	$4,096	$0	$0	$0	2028
Road Rehabitilation-Stanley Ave. From Hwy 420 To Peer Ln - 2025 (Note 1)		$1,000	$9	$0	$0	$9	$991	0.9%	$0	$0	$0	$991	2028
Structure Rehabilitation RR81 Forty Mile - 2020		$1,200	$707	$0	$204	$910	$290	75.9%	$250	$243	$0	$0	2031
63-Wellandport/Com Cntre-WL		$2,220	$536	$0	$162	$699	$1,521	31.5%	$1,500	$184	$0	$0	2027
89-Welland Canal/Homer-NOTL		$7,350	$439	$6	$6,274	$6,719	$631	91.4%	$2,000	$4,000	$905	$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Struc Rehab-039215 16 Mile - 2021		$1,000	$56	$0	$541	$597	$403	59.7%	$944	$0	$0	$0	2028
Roads Resurfacing - 2026		$13,000	$16	$0	$6,207	$6,223	$6,777	47.9%	$12,984	$0	$0	$0	2029
Westchester Ave Culvert - 2025		$1,500	$1	$0	$1,103	$1,103	$397	73.6%	$1,000	$499	$0	$0	2028
Struc Rehab - RR87 Lakeshore R		$2,710	$20	$0	$1,781	$1,801	$909	66.4%	$500	$2,090	$100	$0	2028
Line Marking Vehicle - 2023		$1,000	$6	$0	$0	$6	$994	0.6%	$0	$994	$0	$0	2027
Fleet Vehicle and Equipment - 2026		$6,234	$460	$51	$2,528	$3,039	$3,195	48.8%	$2,528	$3,195	$0	$0	2029
Traffic Signal Program - 2026		$3,000	$153	$6	$65	$224	$2,776	7.5%	$250	$1,000	$1,591	$0	2029
Int Improvement-RR57 TSR@Dorchest - 2021		$1,500	$0	$0	$452	$452	$1,048	30.2%	$230	$250	$1,020	$0	2026
45 Creek Rd @ RR27 & RR63 - 2026		$2,000	$7	$0	$1,267	$1,274	$726	63.7%	$1,000	$993	$0	$0	2029
50 Merrittville Hwy @ BVDam - 2026		$1,000	$2	$0	$0	$2	$998	0.2%	$500	$498	$0	$0	2029
Hwy 20 @ Balfour Roundabout - 2026		$1,000	$42	$5	$273	$320	$680	32.0%	$200	$250	$503	$0	2029
Wilelhm Rd RW Brg Emrg Rprs - 2026		$1,560	$8	$0	$1,170	$1,178	$382	75.5%	$1,000	$552	$0	$0	2029
Public Works - Roads & Fleet		**$636,932**	**$263,268**	**$7,179**	**$187,191**	**$457,639**	**$179,292**	**71.9%**	**$153,029**	**$162,794**	**$37,590**	**$13,071**	
GO Transit		$31,944	$12,425	$0	$277	$12,702	$19,242	39.8%	$7,717	$11,802	$0	$0	2027
Customer Service Strategic Priority		$2,165	$800	$0	$0	$800	$1,365	37.0%	$683	$683	$0	$0	2027
St.Catharines Go Precinct - 2020 (Note 2)		$4,720	$4,694	$0	$24	$4,719	$1	100.0%	$24	$0	$0	$1	2028
Total GO Transit		**$38,829**	**$17,919**	**$0**	**$301**	**$18,221**	**$20,608**	46.9%	**$8,424**	**$12,485**	**$0**	**$1**	
Total Public Works - Levy		**$675,761**	**$281,187**	**$7,179**	**$187,493**	**$475,860**	**$199,901**	**70.4%**	**$161,452**	**$175,279**	**$37,590**	**$13,073**	
15-Bridge-Drop-Off Depot (Note 1)		$3,775	$3,608	$9	$27	$3,644	$131	96.5%	$0	$0	$0	$158	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Annual - Miscellaneous Enhancements and Replacements - 2024		$1,610	$611	$9	$760	$1,380	$230	85.7%	$696	$294	$0	$0	2027
Glenridge - Leachate Collection System (Note 1)		$2,115	$2,071	$0	$42	$2,113	$2	99.9%	$4	$0	$0	$40	2026
Glenridge - Passive Gas System (Note 1)		$3,384	$3,277	$0	$85	$3,362	$22	99.3%	$50	$0	$0	$57	2026
Humberstone - Infrastructure Upgrades (Note 2)		$10,726	$9,887	$0	$313	$10,200	$526	95.1%	$300	$275	$0	$264	2027
Mountain - Leachate Collection System Upgrade		$2,852	$2,009	$0	$66	$2,075	$777	72.7%	$800	$44	$0	$0	2027
Quarry Site Improvements		$4,147	$2,752	$15	$1,353	$4,120	$26	99.4%	$1,300	$79	$0	$0	2027
Construction of the End Use Works/Naturalization Site		$1,350	$15	$0	$0	$15	$1,335	1.1%	$115	$115	$1,105	$0	2028
Humberstone Paving Upgrade - 2023		$1,000	$355	$0	$346	$701	$299	70.1%	$645	$0	$0	$0	2027
Total Waste Management		**$30,959**	**$24,585**	**$33**	**$2,992**	**$27,610**	**$3,349**	**89.2%**	**$3,910**	**$807**	**$1,105**	**$519**	
Baker Road Waste Water Treatment Plant Capacity Expansion - 2023		$2,500	$416	$0	$2,011	$2,427	$73	97.1%	$782	$1,302	$0	$0	2027
Bal Harbor Sewer Pump Statation Electrical - 2020 (Note 5)		$2,200	$289	$0	$867	$1,156	$1,044	52.5%	$1,000	$200	$0	$711	2027
Bender Hill Sewage Pump Station Upgrade - 2017 (Note 2)		$8,911	$676	$25	$28	$728	$8,183	8.2%	$500	$4,000	$3,700	$10	2028
Dain City SPS Upgrade - 2019		$8,171	$692	$0	$7,242	$7,934	$237	97.1%	$2,000	$5,000	$479	$0	2028
Decommission Grassy Brook Sewage Pump Station	Uninitiated	$1,139	$0	$0	$0	$0	$1,139	0.0%	$0	$0	$1,139	$0	2030
Digester & Sludge Management Program - 2024		$2,500	$7	$0	$93	$100	$2,400	4.0%	$100	$1,500	$893	$0	2028
Digester Management - CB, WE, PW - 2023		$4,000	$465	$0	$660	$1,124	$2,876	28.1%	$450	$1,500	$1,585	$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Forcemain Replacement Beaverdams Sewage Pump Station		$9,700	$7,654	$3	$1,322	$8,978	$722	92.6%	$800	$1,244	$0	$0	2027
Forcemain Replacement East Side Sewage Pump Station		$52,785	$13,067	$0	$14,019	$27,087	$25,698	51.3%	$16,000	$23,718	$0	$0	2027
Forcemain Replacement Jordan Valley Sewage Pump Station (Note 3)		$3,175	$614	$0	$1,131	$1,744	$1,431	54.9%	$1,200	$400	$0	$961	2027
Generator Replacement - Seaway Wastewater Treatment Plant (Note 2)		$3,375	$855	$0	$2,024	$2,879	$496	85.3%	$2,200	$300	$0	$20	2027
Lagoon Upgrade program - Stevensville/Douglastown (Note 2)		$12,300	$8,521	$0	$1,291	$9,811	$2,489	79.8%	$700	$1,000	$2,070	$9	2030
Lakewood Garden Sewage Pump Station Upgrade - 2020 (Note 1)		$3,100	$265	$7	$1,795	$2,067	$1,033	66.7%	$25	$0	$0	$2,803	2026
Miscellaneous Program - Chemical System Upgrades - 2018		$2,450	$2,033	$55	$60	$2,148	$302	87.7%	$36	$326	$0	$0	2027
Niagara Falls Overflow Diversion - McLeod	Uninitiated	$1,891	$0	$0	$0	$0	$1,891	0.0%	$0	$0	$1,891	$0	2026
Ontario St Pump Station Upgrades - 2021		$2,100	$1,348	$1	$705	$2,053	$47	97.8%	$350	$402	$0	$0	2028
Pump Station Capacity Expansion Program - Odour Control - Smithville (Note 1)		$1,700	$1,538	$9	$122	$1,669	$31	98.2%	$0	$0	$0	$152	2026
Pump Station Improvement Program - Catharine St (Note 4)		$7,578	$5,718	$162	$573	$6,452	$1,126	85.1%	$700	$1,000	$0	- $1	2027
Pump Station Improvement Program - Cole Farm		$5,450	$5,007	$0	$418	$5,425	$25	99.5%	$22	$421	$0	$0	2027
Pump Station Improvement Program - Design (Note 2)		$5,711	$5,526	$0	$55	$5,582	$129	97.7%	$184	$0	$0	$1	2027
Pump Station Improvement Program - East Side Port Colborne		$5,500	$560	$0	$0	$560	$4,940	10.2%	$100	$3,000	$1,840	$0	2028

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Pump Station Improvement Program - Lakeshore Road (Note 2)		$7,400	$872	$0	$6,028	$6,901	$499	93.3%	$100	$5,000	$1,420	$8	2028
Pump Station Improvement Program - Laurie Ave (Note 2)		$7,200	$4,318	$0	$623	$4,940	$2,260	68.6%	$250	$350	$0	$2,282	2027
Pump Station Improvement Program - Mewburn (Note 2)		$8,735	$1,021	$0	$6,305	$7,326	$1,409	83.9%	$100	$5,000	$2,600	$14	2028
Pump Station Improvement Program - Shirley Road (Note 2)		$3,900	$483	$0	$2,307	$2,790	$1,110	71.5%	$0	$0	$0	$3,417	2026
Pump Station Improvement Program - Woodsview		$2,920	$423	$0	$289	$712	$2,208	24.4%	$200	$1,608	$689	$0	2028
Renown SPS Upgrade - 2019 (Note 2)		$1,750	$707	$33	$719	$1,459	$291	83.4%	$900	$100	$0	$10	2027
Seaway Wastewater Treatment Plant Ferric Upgrade - 2020		$2,950	$2,207	$35	$578	$2,819	$131	95.6%	$578	$131	$0	$0	2027
Sewer & Forcemain Program - Tupper Dr Trunk (Note 2)		$6,410	$3,679	$0	$1,407	$5,086	$1,324	79.3%	$500	$500	$1,700	$31	2029
Sewer Relining Program (Note 2)		$1,361	$1,354	$0	$7	$1,360	$0	100.0%	$0	$0	$0	$7	2028
Sewer Trunk Rehabilitation - Thundering Waters (Note 1)		$11,300	$10,067	$0	$1,024	$11,091	$209	98.2%	$100	$0	$0	$1,133	2026
Sludge Septic Haulage Program - 2021 (Note 2)		$2,000	$271	$0	$128	$399	$1,601	20.0%	$350	$1,255	$120	$4	2028
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station		$600	$1	$0	$0	$1	$599	0.1%	$0	$0	$599	$0	2027
South Niagara Falls Wastewater Treatment Plant - Black Horse Pump Station	Uninitiated	$5,312	$0	$0	$0	$0	$5,312	0.0%	$0	$0	$5,312	$0	2027
South Niagara Falls Wastewater Treatment Plant Forcemain - Black Horse Pump Station	Uninitiated	$3,322	$0	$0	$0	$0	$3,322	0.0%	$0	$0	$3,322	$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
South Niagara Falls Wastewater Treatment Plant Forcemain - Peel St	Uninitiated	$5,921	$0	$0	$0	$0	$5,921	0.0%	$0	$0	$5,921	$0	2026
South Niagara Falls Wastewater Treatment Plant Outfall		$780	$89	$0	$141	$230	$551	29.4%	$500	$51	$0	$0	2031
South Niagara Falls Wastewater Treatment Plant Outfall	Uninitiated	$4,962	$0	$0	$0	$0	$4,962	0.0%	$0	$149	$4,953	$0	2031
South Niagara Falls Wastewater Treatment Plant Trunk		$6,264	$1,972	$30	$4,160	$6,162	$102	98.4%	$102	$0	$0	$0	2031
South Niagara Falls Wastewater Treatment Plant Trunk	Uninitiated	$101,557	$0	$0	$0	$0	$101,557	0.0%	$4,898	$40,000	$60,819	$0	2031
South Niagara Falls Wastewater Treatment Plant Trunk Sewer	Uninitiated	$19,612	$0	$0	$0	$0	$19,612	0.0%	$0	$0	$19,612	$0	2026
Spring Gardens Sewer Pump Station Upgrade - 2021		$13,026	$577	$0	$11,031	$11,608	$1,418	89.1%	$150	$7,000	$5,299	$0	2029
SPS & FM Upgrade at City Hall - Port Colborne - 2018		$6,039	$571	$0	$33	$604	$5,435	10.0%	$100	$3,000	$2,368	$0	2028
Storage Facility Upgrade - Garner Road		$6,590	$594	$2	$333	$928	$5,662	14.1%	$1,798	$3,357	$839	$0	2028
Streamside SPS Upgrade - 2023		$1,473	$435	$0	$0	$435	$1,038	29.6%	$0	$1,038	$0	$0	2026
Trunk Sewer Quaker Road - 2020 (Note 2)		$41,453	$17,028	$51	$22,067	$39,145	$2,308	94.4%	$19,808	$4,500	$0	$67	2026
Waste Water Treatment Plant Digester Upgrade - Anger Ave - 2018 (Note 2)		$2,150	$538	$0	$996	$1,533	$617	71.3%	$250	$300	$1,060	$2	2028
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		$46,044	$35,342	$0	$10,200	$45,542	$503	98.9%	$503	$0	$0	$0	2031
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls (Note 2)	Uninitiated	$201,614	$0	$0	$0	$0	$201,614	0.0%	$4,497	$12,000	$195,316	$0	2031

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Wastewater Treatment Plant Electrical Upgrade - Seaway - 2019 (Note 2)		$1,295	$113	$0	$37	$150	$1,145	11.6%	$150	$1,000	$0	$32	2027
Wastewater Treatment Plant Infl Channel - Seaway - 2019		$10,745	$2,983	$1,233	$3,549	$7,765	$2,980	72.3%	$3,500	$3,029	$0	$0	2028
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		$39,500	$38,002	$0	$405	$38,408	$1,092	97.2%	$200	$0	$1,298	$0	2029
Wastewater Treatment Plant Upgrade - Niagara Falls		$62,031	$59,160	$336	$1,935	$61,431	$599	99.0%	$2,484	$51	$0	$0	2027
Wastewater Treatment Plant Upgrade - Port Weller		$5,170	$3,114	$14	$1,053	$4,181	$989	80.9%	$800	$1,242	$0	$0	2027
Wastewater Treatment Plant Upgrade - Welland (Note 2)		$24,373	$23,169	$0	$663	$23,832	$540	97.8%	$540	$0	$0	$663	2026
Wastewater Treatment Plant Upgrade - Welland Phase 2		$1,700	$660	$0	$631	$1,291	$409	76.0%	$350	$690	$0	$0	2028
Wastewater Treatment Plant WGB Upgrades - Port Dalhousie - 2021 (Note 2)		$5,900	$3,535	$279	$1,275	$5,088	$812	86.2%	$1,763	$0	$0	$324	2026
Pump Station Upgrade-Victoria Ave. - 2020		$16,852	$648	$0	$11,269	$11,917	$4,935	70.7%	$11,000	$5,204	$0	$0	2027
SCADA Server Refresh - 2023 (Note 1)		$1,345	$352	$0	$0	$352	$993	26.2%	$0	$0	$0	$993	2026
Wastewater Sustainability Upgrades - 2025 (Note 2)		$4,000	$2,116	$79	$1,425	$3,619	$381	90.5%	$1,800	$0	$0	$5	2028
Smithville Trunk Upgrade - 2025 (Note 2)		$1,000	$71	$17	$504	$592	$408	59.2%	$300	$600	$0	$12	2027
West Main St. Sanitary Imprvovement - 2025		$2,500	$25	$0	$0	$25	$2,475	1.0%	$2,475	$0	$0	$0	2028
Digester and Sludge Management Program - 2025		$4,000	$431	$12	$824	$1,268	$2,732	31.7%	$850	$2,000	$707	$0	2028
Risk Mgmt & Sustain Program - 2026 (Note 2)		$4,000	$1	$0	$126	$128	$3,872	3.2%	$2,000	$1,990	$0	$9	2029
Niagara Falls WWTP Primary Treatment - 2023		$34,717	$17	$371	$164	$553	$34,163	1.6%	$500	$11,276	$22,552	$0	2029

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Towpath SPS Upgrade - 2023		$1,150	$289	$82	$509	$880	$270	76.5%	$590	$189	$0	$0	2027
WWP Digestor & Sldg Management - 2026		$4,000	$0	$0	$382	$382	$3,618	9.5%	$520	$2,500	$980	$0	2029
Port Weller P&C Improvement - 2026		$1,500	$6	$0	$0	$6	$1,494	0.4%	$0	$800	$694	$0	2029
Wastewater SCADA Uprgades - 2026		$2,650	$597	$9	$17	$623	$2,027	23.5%	$0	$2,043	$0	$0	2029
Total Wastewater		**$897,309**	**$273,089**	**$2,845**	**$127,557**	**$403,491**	**$493,817**	**45.0%**	**$92,654**	**$163,264**	**$351,776**	**$13,680**	
Bemis ET Replacement - 2021 (Note 2)		$2,500	$305	$0	$36	$342	$2,158	13.7%	$0	$2,158	$0	$36	2028
Decew High Lift Pump Sizing (Note 1)		$2,731	$2,401	$0	$192	$2,593	$138	94.9%	$50	$0	$0	$280	2026
DeCew Low Lift Booster - 2019 (Note 2)		$14,707	$12,240	$0	$605	$12,844	$1,862	87.3%	$1,000	$1,000	$466	$1	2028
DeCew Plant 1 Mixing System - 2021		$1,850	$167	$0	$109	$276	$1,574	14.9%	$125	$1,200	$358	$0	2028
Elevated Tank - New - Fort Erie (Note 2)		$23,755	$10,623	$254	$10,666	$21,543	$2,212	90.7%	$6,000	$5,000	$1,850	$28	2029
Elevated Tank - New - Pelham		$2,820	$1,470	$0	$670	$2,140	$680	75.9%	$450	$900	$0	$0	2028
Elevated Tank Replacement - Lundy's Lane (Note 2)		$3,500	$476	$0	$41	$517	$2,983	14.8%	$1,500	$800	$700	$24	2028
Glendale Watermain Valves - 2023 (Note 2)		$1,000	$35	$0	$59	$94	$906	9.4%	$20	$800	$100	$45	2028
Miscellaneous Program - System Storage - Grimsby		$20,914	$19,846	$0	$88	$19,935	$980	95.3%	$0	$534	$534	$0	2028
New Transm Main in Smithville - 2021		$8,789	$750	$0	$0	$750	$8,039	8.5%	$0	$8,039	$0	$0	2028
Pumping Station Upgrades - Shoalts Drive		$1,900	$877	$0	$537	$1,414	$486	74.4%	$350	$673	$0	$0	2028
Reservoir & Storage Program - 2021		$3,000	$1,828	$0	$706	$2,534	$466	84.5%	$1,172	$0	$0	$0	2026
Reservoir and Storage Program - 2019		$4,050	$173	$0	$2,414	$2,587	$1,463	63.9%	$1,448	$2,350	$78	$0	2028
St.Davids Chlorination Facility Upgrade - 2020		$2,750	$298	$38	$1,187	$1,524	$1,226	55.4%	$1,675	$738	$0	$0	2027

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Transmission Main over Welland River		$4,080	$20	$0	$0	$20	$4,060	0.5%	$0	$4,060	$0	$0	2027
TruckMain Upgrade - Grimsby Water Treatment Plant - 2022 (Note 2)		$1,675	$458	$0	$128	$586	$1,089	35.0%	$150	$0	$0	$1,067	2030
Valve Rehabilitation - Drummond Road		$3,200	$216	$11	$1,212	$1,439	$1,761	45.0%	$1,500	$1,473	$0	$0	2027
Water Treatment Plant Expansion - Grimsby		$6,500	$787	$0	$248	$1,034	$5,466	15.9%	$250	$1,335	$4,128	$0	2030
Water Treatment Plant Raw Water Intake - Niagara Falls		$4,771	$4,669	$0	$97	$4,766	$5	99.9%	$102	$0	$0	$0	2026
Water Treatment Plant Upgrade - Decew Falls - 2016 (Note 2)		$45,350	$41,098	$0	$1,348	$42,446	$2,904	93.6%	$1,500	$1,750	$1,000	$2	2028
Water Treatment Plant Upgrade - Niagara Falls - 2018		$6,815	$3,749	$293	$1,348	$5,389	$1,426	79.1%	$2,264	$509	$0	$0	2027
Water Treatment Plant Upgrade - Port Colborne (Note 3)		$11,700	$10,738	$0	$716	$11,453	$247	97.9%	$247	$0	$0	$716	2026
Water Treatment Plant Upgrade - Rosehill - 2017 (Note 2)		$2,686	$673	$0	$408	$1,081	$1,605	40.2%	$200	$1,000	$800	$13	2028
Water Treatment Plant Upgrade - Welland - 2017		$15,000	$3,975	$0	$1,073	$5,048	$9,952	33.7%	$8,000	$3,025	$0	$0	2028
Watermain Program - Barrick Road		$51,207	$12,508	$11	$15,140	$27,660	$23,547	54.0%	$36,000	$2,687	$0	$0	2027
Watermain Program - Welland Canal Extension (Note 1)		$15,160	$9,716	$137	$3,880	$13,733	$1,427	90.6%	$5,000	$0	$0	$307	2027
Watermain Program - Welland East and West (Note 2)		$4,800	$4,662	$6	$102	$4,770	$30	99.4%	$23	$0	$0	$109	2027
Watermain Replacement - Vineland 19th Street and Glen Road		$1,502	$1,490	$0	$0	$1,490	$12	99.2%	$12	$0	$0	$0	2026
Watermain Replacement Ontario St Lincoln - 2020		$22,336	$15,814	$0	$177	$15,991	$6,345	71.6%	$6,522	$0	$0	$0	2026

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Accruals	Outstanding Commitments (Purchase Orders)	Project-to-date Actuals and Commitments	Budget Remaining After Commitments	Percentage of Budget Spent and/or Committed	2026 Forecasted Expenditures	2027 Forecasted Expenditures	2028 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Completion Year
Watermain Replacement Victoria Ave King - 2020 (Note 2)		$2,150	$1,905	$0	$218	$2,123	$27	98.8%	$45	$0	$0	$200	2026
York Road Watermain Replace - 2021		$11,800	$6,569	$0	$2,623	$9,192	$2,608	77.9%	$4,231	$1,000	$0	$0	2027
Watermain Replacement-JR Stork - 2021 (Note 3)		$3,200	$28	$0	$1,653	$1,680	$1,520	52.5%	$1,430	$230	$0	$1,512	2027
Roof Replacement Program - 2021 (Note 2)		$4,200	$554	$11	$475	$1,040	$3,160	24.8%	$800	$500	$2,300	$36	2029
UV disinfection system - 2024		$2,500	$810	$0	$898	$1,708	$792	68.3%	$250	$1,440	$0	$0	2027
Water Sustainability Upgrades - 2025		$4,000	$1,878	$0	$898	$2,776	$1,224	69.4%	$2,122	$0	$0	$0	2028
Water Sustain & Risk Management - 2026 (Note 2)		$4,000	$4	$0	$427	$430	$3,570	10.8%	$1,500	$2,490	$0	$6	2029
Water Works SCADA Upgrades - 2026		$1,150	$265	$104	- $104	$265	$885	23.1%	$781	$0	$0	$0	2029
Total Water Works		**$324,048**	**$174,077**	**$864**	**$50,274**	**$225,215**	**$98,833**	**69.5%**	**$86,719**	**$45,692**	**$12,314**	**$4,381**	
Total Projects with remaining budgets greater than $1 million		**$2,531,608**	**$1,180,788**	**$24,916**	**$416,928**	**$1,622,632**	**$908,976**	**64.1%**	**$432,007**	**$431,330**	**$430,397**	**$32,170**	

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

Note 2: As of the date of this report, the surplus is expected to be returned to the respective reserves or CVP however, the timing remains undetermined.

Note 3: The project is expected to be closed with the surplus returned to the CVP at the end of the warranty period.

Note 4: The project is expected to experience inflationary pressures requiring additional funds however, the timing of the CVP request remains undetermined.

Note 5: Surplus could be deferred to other projects.

Capital Variance Project Summary (in thousands of dollars)

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

Transfers to the CVP do not require approval. Requests less than $250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requests in excess of $250, one-time or cumulative on a project, require Council approval. Throughout the year, the balances of the CVPs are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve following Council approval. During Q1 and Q2 2026, 83% of projects closed with a surplus.

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

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water	Niagara Transit Commission	Total Programs
Balance at December 31, 2025	**$5,723**	**$1,763**	**$14,779**	**$8,549**	**$29**	**$30,843**
Transfer to Active Capital Projects	- $5,008	- $250	- $5,193	- $500	- $11	- $10,962
Budget Reductions on Active Capital Projects	$1,580	$96				$1,676
Transfers from Closed Capital Projects	$5,047	$201	$3,039	$2,370	$86	$10,743
Reactivated Closed Project			- $156			- $156
Return of funds loaned to NRH	- $53					- $53
Balance at July 23, 2026	**$7,289**	**$1,810**	**$12,469**	**$10,419**	**$103**	**$32,090**

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	**1,668,043**	
Community Services	422	To record the 2026 portion of Year 1 HFACTT grant funding and related expenses for the HART Hub in the 2026 working budget. The grant funding from Gateway will cover operating costs with no levy impact and will support 12 permanent full-time positions for the HFACTT team, as approved by Council.
Community Services	161	To record additional Enhanced Level of Service costs for participating local area municipalities in the 2026 Waste Management budget, through Bill 2026-07, which was approved by Council in January 2026. These costs will be recovered directly from the municipalities that requested the additional services, including St. Catharines, Grimsby, and Niagara-on-the-Lake.
Community Services	121	To record funding related to the Infection Prevention and Control (IPAC) Hub, as approved by Council through Report PHD 2-2026. This funding, provided through a base increase in Ministry funding, will support the addition of 1.0 full-time permanent Public Health Nurse and eligible IPAC Hub delivery and operating costs.
Community Services	675	To record an increase in base funding for Niagara Ambulance Communication Service (NACS) from the Ministry of Health. This funding is recommended to support four permanent full time System Status Controller (SSC) positions and will have no impact on the regional levy
Community Services	476	To record the reallocation of unspent UHEI funded capital to support homelessness winter response and encampment pressures, as permitted by the Ministry.

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

Department	Adjustment Amount	Adjustment Description
Community Services	268	To record a one-time federal Homelessness Reduction Innovation Fund (HRIF) grant awarded to Housing Services and Community Engagement (HSCE) and administered by the Canadian Alliance to End Homelessness (CAEH) for an Aftercare Pilot project covering a two-year period, with no impact on the levy.
Corporate Administration	244	To record the spending of the 2026 portion of funding received by Economic Development from the provincial government for the Trade-Impacted Communities Program (TICP), which covers a two-year period starting April 1, 2026 and ending March 31, 2028.
Corporate Administration	50	To record provincial CanExport funding received by Economic Development for 2026 program activities.
Corporate Services	24,101	To record 2025 encumbrance adjustment as detailed in the 2025 Year-End Results and Transfer Report as per CSD 6-2026
Niagara Regional Police Services	613	To record 2026 operating budget adjustment for Secondments, Grants and Reallocations within Niagara Regional Police Service, with zero net impact on the 2026 operating budget
Public Works Levy	(5,723)	To record a Transportation Services operating budget adjustment, as approved by Council through Report PW 9-2026 and in accordance with Budget Control By-law 2022-80. This adjustment reflects the ending of the Automated Speed Enforcement program in November 2025 and has no impact on the 2026 general tax levy.
Total Budget Adjustment	**21,408**	
December 31, 2026 Adjusted Budget	**1,689,451**	

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, 2026 the Region's consolidated and uncommitted reserve balance is $321,558 ($267,709 at December 31, 2025). The ratio of debt to reserves is an important marker of fiscal sustainability. The lower the ratio, the more financial flexibility that is available to respond to new requirements, and the more secure Niagara Region's overall financial position. The Region's debt to reserve ratio (which includes reserves and development charges and gax tax deferred revenues) stands at 48% (51% at December 31, 2025)

Description	Balances at December 31, 2025	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at June 30, 2026	Year-end Transfers*	Balances at December 31, 2026	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2026
Wastewater Capital	$35,052	$22,892	$0	-$22,721	$396	$35,618	$773	$66,544	$0	$66,544
Water Capital	$35,433	$14,988	$0	-$6,475	$317	$44,263	$1,773	$62,115	$0	$62,115
Waste Management	$33,451	$937	$0	-$2,873	$514	$32,029	$0	$33,534	$0	$33,534
General Capital Levy [1]	$19,371	$56,316	-$1,489	-$67,608	$0	$6,590	$0	$13,033	$0	$13,033
Infrastructure Deficit	$61	$4,053	$0	-$4,113	$0	$1	$0	$1	$0	$1
Court Services Facility Renewal	$4,501	$100	$0	$0	$0	$4,601	$0	$4,701	$0	$4,701
NRH Owned Units	$1,240	$3,153	$0	-$4,913	$0	-$520	$0	$2,633	$0	$2,633
Ontario Police Video Training Alliance	$59	$0	$0	$0	$0	$59	$0	$59	$0	$59
Police Capital Levy	$860	$1,648	$0	-$2,978	$0	-$470	$0	$1,178	$0	$1,178
Police Vehicle and Equipment Replacement	$131	$900	$0	-$1,722	$0	-$691	$0	$209	$0	$209
Transit Capital	$3,533	$3,250	$0	-$3,109	$23	$3,697	$0	$7,010	$0	$7,010
Total Capital Reserves	**$133,692**	**$108,237**	**-$1,489**	**-$116,512**	**$1,250**	**$125,177**	**$2,546**	**$191,017**	**$0**	**$191,017**
Wastewater Stabilization	$1,872	$0	-$200	$0	$16	$1,688	$780	$2,299	$0	$2,299
Water Stabilization	$2,993	$0	-$945	$0	$51	$2,099	$0	$1,198	$0	$1,198
Waste Management Stabilization	$7,715	$0	$0	$0	$135	$7,850	$0	$7,985	$0	$7,985

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2025	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at June 30, 2026	Year-end Transfers*	Balances at December 31, 2026	Capital Committed to Uninitiated Projects	Balances Available at December 31, 2026
Transit Stabilization	$6,000	$0	$0	$0	$65	$6,065	-$831	$4,468	$0	$4,468
Encumbrance	$11,422	$1,000	-$6,157	$0	$0	$6,265	$0	$0	$0	$0
Taxpayer Relief	$37,773	$2,117	-$4,911	$0	$0	$34,981	$2,153	$38,225	$0	$38,225
Police Contingency	$1,648	$125	$0	$0	$0	$1,773	$0	$1,898	$0	$1,898
Police Services Board Contingency	$242	$0	$0	$0	$0	$242	$0	$242	$0	$242
Total Corporate Stabilization Reserves	**$69,665**	**$3,242**	**-$12,213**	**$0**	**$267**	**$60,963**	**$2,102**	**$56,315**	**$0**	**$56,315**
Circle Route Initiatives	$1,133	$0	$0	$0	$0	$1,133	$0	$1,133	$0	$1,133
Hospital Contribution	$6,680	$1,107	$0	$0	$0	$7,787	$0	$8,894	$0	$8,894
Social Housing	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Road Safety Program	$513	$124	$0	$0	$0	$637	$0	-$437	$0	-$437
Housing Services	$11,418	$1,582	-$800	$0	$0	$12,200	$0	$16,160	$0	$16,160
Total Specified Contribution Reserves	**$19,744**	**$2,813**	**-$800**	**$0**	**$0**	**$21,757**	**$0**	**$25,750**	**$0**	**$25,750**
Future Benefit Costs	$24,204	$0	-$125	$0	$0	$24,079	$0	$23,954	$0	$23,954
Self Insurance	$2,270	$0	$0	$0	$0	$2,270	$0	$2,270	$0	$2,270
Landfill Liability	$8,901	$1,451	$0	$20	$123	$10,495	$0	$12,115	$0	$12,115
Police Accumulated Sick Leave	$110	$0	$0	$0	$0	$110	$0	$110	$0	$110
Police Future Benefit Cost	$4,152	$0	$0	$0	$0	$4,152	$0	$4,152	$0	$4,152
Police WSIB	$4,470	$100	$0	$0	$0	$4,570	$0	$4,670	$0	$4,670
Transit Future Benefit	$501	$0	$0	$0	$9	$510	$0	$519	$0	$519
Total Future Liability Reserves	**$44,608**	**$1,551**	**-$125**	**$20**	**$132**	**$46,186**	**$0**	**$47,790**	**$0**	**$47,790**
Total (Excluding Deferred Revenues)	**$267,709**	**$115,843**	**-$14,627**	**-$116,492**	**$1,649**	**$254,082**	**$4,648**	**$320,872**	**$0**	**$320,872**

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

Reserve Summary (in thousands of dollars) - Continued

The strategy allows Council the opportunity to utilize net land sales directly for housing opportunities as these arise. Below is a summary of net proceeds collected and projects where investments have been made under this strategy as of December 31, 2026.

	Amount	
2024 net proceeds for sales	$	22
2025 net proceeds for sales	$	4,973
2026 allocation for Purpose-Built Rental Housing initiative	$	(3,250)
Funds available/(funds pre-committed)	**$**	**1,745**

* Pre-committed funds of $3,000 for 68 Church Street demolition (under Project 20001466)

not included as expected to be fully recovered for this specific property once sold.

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2025	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers from Reserves (Bill 23 Impacts - Phase In/Rental Discounts)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Year to Date Interest allocation*	**Balance at June 30, 2026**	Unearned Revenues (Deferrals) (Bill 17 Impact)	Forecasted Transfers from Revenues	Forecasted Interest	Capital Commitments **	Operating Commitments ***	**Balance Available at June 30, 2026****
Development Charges-General Government	**$2,768**	$47	$20	$0	-$104	$0	$49	**$2,781**	$98	$65	$48	$0	-$645	**$2,348**
Development Charges-Police Services	**$509**	$144	$84	$1	-$441	$0	$24	**$322**	$350	$230	$8	$90	-$441	**$559**
Development Charges-Roads	**$149,264**	$3,614	$2,506	$33	$0	-$9,926	$1,804	**$147,296**	$11,655	$7,677	$2,587	$161,176	-$28	**$330,364**
Development Charges-Sewer	**$127,713**	$2,602	$2,050	$25	-$274	-$8,151	$2,088	**$126,052**	$8,829	$5,815	$2,213	$71,371	-$1,333	**$212,947.5**
Development Charges-Water	**$71,118**	$1,501	$1,124	$13	-$38	-$10,081	$879	**$64,517**	$4,749	$3,128	$1,183	$58,051	$0	**$131,628**
Development Charges-Emergency Medical	**$3,792**	$79	$56	$1	$0	-$445	$33	**$3,516**	$313	$206	$64	$10,054	$0	**$14,154**
Development Charges-LT Care	**$4,506**	$382	$274	$4	$0	-$196	$98	**$5,068**	$1,463	$964	$84	$1,742	$0	**$9,322**
Development Charges-POA	**$493**	$5	$0	$0	$0	$0	$8	**$507**	$0	$0	$9	$0	$0	**$515**
Development Charges-Health	**$2,595**	$7	$0	$0	$0	$0	$45	**$2,647**	$0	$0	$23	$0	$0	**$2,670**
Development Charges-Social Housing	**$1,044**	$37	$0	$0	$0	-$46	$3	**$1,037**	$0	$0	$9	$502	$0	**$1,548**
Development Charges-Waste Division	**$4,404**	$67	$31	$1	-$130	$82	$83	**$4,537**	$206	$136	$78	-$26	-$130	**$4,801**

Deferred Revenue Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2025	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers from Reserves (Bill 23 Impacts - Phase In/Rental Discounts)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Year to Date Interest allocation*	**Balance at June 30, 2026**	Unearned Revenues (Deferrals) (Bill 17 Impact)	Forecasted Transfers from Revenues	Forecasted Interest	Capital Commitments **	Operating Commitments ***	**Balance Available at June 30, 2026****
Development Charges-Transit Services	**$6,488**	$197	$141	$2	$0	-$94	$99	**$6,833**	$578	$393	$116	$4,676	$0	**$12,597**
Development Charges-Public Works (Facilities & Fleet)	**$2,847**	$107	$82	$1	$0	$0	$57	**$3,094**	$338	$222	$52	$0	$0	**$3,706**
Subtotal Development Charges	**$377,541**	**$8,790**	**$6,369**	**$81**	**-$987**	**-$28,856**	**$5,269**	**$368,206**	**$28,581**	**$18,839**	**$6,474**	**$307,636**	**-$2,577**	**$727,159**
Federal Gas Tax	$40,749	$0	$0	$0	$0	-$5,893	$816	$35,671	$0	$15,653	$665	-$50,069	$0	$1,919
Provincial Gas Tax	$18,263	$5,134	$0	$0	-$507	-$3,237	$397	**$20,050**	$0	$1,711	$0	-$9,391	$0	$12,371
Subtotal Gas Tax	**$59,011**	**$5,134**	**$0**	**$0**	**-$507**	**-$9,130**	**$1,213**	**$55,721**	**$0**	**$17,364**	**$665**	**-$59,460**	**$0**	**$14,290**
Total	**$436,552**	**$13,924**	**$6,369**	**$81**	**-$1,494**	**-$37,987**	**$6,482**	**$423,927**	**$28,581**	**$36,203**	**$7,139**	**$248,177**	**-$2,577**	**$741,449**

Deferred Revenue Summary (in thousands of dollars) - Continued

Table 1 - Summary of All 2026 Mandatory and Discretionary Grants, per Regional Development Charge Bylaw

Grant Category	Actuals		Total	Forecast	Annual Actuals/Forecast	Annual Budget	Annual Variance
	Q1	Q2					
Mandatory Exemptions:							
Bill 23 Phase-In (M)	$0	$0	$0	$0	$0	$0	$0
Bill 23 Purpose-Built Rental Discounts (M)	$61	$20	$81	$470	551	2,634	$2,083
Bill 23 Intensification RDC Reductions (M)	$1,352	$2,170	$3,522	$3,129	6,651	7,385	$734
Board of Education (M)	$902	$0	$902	$0	$902	$0	-$902
Bill 17 Long-term Care Home Development (M)	$0	$0	$0	$459	$459	$2,500	$2,041
Affordable Housing - (M)	$0	$0	$0	$187	$187	$500	$313
Non-Profit Housing (Bill 23) - (M)[1]	$0	$16	$16	$6,654	$6,670	$618	-$6,052
Subtotal - Mandatory Exemptions	**$2,316**	**$2,206**	**$4,522**	**$10,899**	**$15,420**	**$13,636**	**-$1,784**
Brownfield - (D)[2]	$0	$96	$96	$4,724	$4,820	$4,820	$0
Smart Growth Niagara - (D)[3]	$0	$769	$769	$0	$769	$0	-$769
Agriculture - (D)	$587	$259	$846	$858	$1,704	$1,704	$0
Place of Worship - (D)	$0	$0	$0	$96	$96	$96	$0
Afford. Rental Housing - (D)	$0	$0	$0	$0	$0	$0	$0
Hotel/Motel - (D)	$0	$0	$0	$721	$721	$375	-$346
Subtotal - Other Economic Incentives	**$587**	**$1,125**	**$1,712**	**$6,399**	**$8,110**	**$6,995**	**-$1,115**
Non-Profit - (D)[1]	**$0**	**$0**	**$0**	**$50**	**$50**	**$50**	**$0**
50% Industrial Expansion - (M)[4]	$336	$544	$880	$303	$1,183	$800	-$383
Industrial and Gateway - (D)[5]	$0	$106	$106	$1,000	$1,106	$1,000	-$106
Subtotal - Industrial and Gateway	**$336**	**$650**	**$986**	**$1,303**	**$2,289**	**$800**	**-$1,489**
Total	**$3,238**	**$3,981**	**$7,219**	**$18,651**	**$25,870**	**$21,481**	**-$4,389**

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

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

Deferred Revenue Summary (in thousands of dollars) - Continued

[1-3]Table 2 - Details for Application Based 2026 Regional Development Charge Grants

[1]2026 Non-Profit Housing / Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2026
Inclusion West Niagara	Jun 16, 2026	Special Care Facility	Grimsby	$16	$16

[2]2026 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2026
Grants Application Prior to 2022[4]						
574 King St	Apr 25, 2018	Apartment Complex	Welland	$63	$63	$0
181 Queen St	May 2, 2018	Residential Subdivision	Thorold	$27,869	$4,511	$0
105 Highway 20	Sep 4, 2018	Mixed Use Multi-Res/Commercial	Pelham	$308	$268	$0
Hibbard St	Oct 5, 2018	Condominium Complex	Fort Erie	$153	$149	$0
439 King St	Mar 8, 2019	Retirement Complex	Welland	$827	$827	$0
405 Merritt St	Dec 9, 2018	Residential Subdivision	St. Catharines	$63	$63	$0
7070 Montrose Road	Feb 1, 2021	Retirement Complex	Niagara Falls	$70	$70	$0
3 Abbott St	Sep 28, 2021	Residential Townhouses	St. Catharines	$1,809	$1,809	$0
5820 Robinson Street	Nov 14, 2018	Residential Townhouses	Niagara Falls	$704	$0	$0
4263 Fourth Ave	Feb 18, 2021	Residential Townhouses	Niagara Falls	$569	$569	$0
3659 Stanley Ave	Oct 4, 2021	Commercial Office Space, Storage Facility	Niagara Falls	$1,020	$379	$0
401 Canal Street	Feb 25, 2021	Residential, Park, School and Open space	Welland	$11,938	$7,705	$0
475, 555, 635 Canal Street	Feb 25, 2021	Residential, Park, School and Open space	Welland	$20,146	$3,236	$96
57 Carlisle Street	Jun 23, 2022	Apartment Complex	St. Catharines	$3,238	$2,380	$0
40 Woodburn Avenue	Aug 2, 2019	Residential Subdivision	St. Catharines	$3,325	$3,171	$0
Total				**$72,103**	**$25,201**	**$96**

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

Deferred Revenue Summary (in thousands of dollars) - Continued

[3]2026 Smart Growth Program Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2026
133 Durham St	Apr 17, 2025	`	Port Colborne	$31	$31
1002 Niagara St	Nov 25, 2024	Apartment Complex	Welland	$739	$739
Total				**$769**	**$769**

[4]2026 Mandatory 50% Industrial Expansion Applicants and Approved Amounts

Address	Application Date	Development Description	Municiplity	Grant Requested	Grants Paid 2026
795 East West Line	Nov 17, 2025	Fruit marketing and distribution	Niagara-on-the-Lake	$157	$157
127 Vine Street South	Jan 6, 2026	Custom machining, fabrication, and design for industrial applications shop	St. Catharines	$16	$16
123 Centre Street	Feb 6, 2026	Prefabricated building components manufacturing	Welland	$116	$116
90 Centre St.	Jan 9, 2026	Structural steel distribution / warehousing	Welland	$39	$39
564 Kemp Road, East	Dec 8, 2025	Winery / wine production and storage	Grimsby	$23	$23
129 South Service Road	Mar 31, 2026	Multi-tenant industrial property	Grimsby	$528	$528
Total				**$880**	**$880**

[5]2026 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid / Adjusted 2026
7874 Blackburn Parkway*	Jan 20, 2025	Manufacture pillows	Niagara Falls	$106	$106

* Council approved industrial DC grant $106,011 in 2025 and therefore this amount is excluded from the 2026 program funding cap of $1 million.

Operating Reserve Transfer Reconciliation (in thousands of dollars)

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Council approved net operating transfers to reserves, including interest allocation to reserves	**- $113,212**	**- $58,190**	**- $171,401**	
Additional operating reserve transfers (to)/from reserves:				
2025 Encumbrances	$5,157	$6,265	**$11,422**	2025 Encumbrances (CSD 6-2026)
Capital Levy	$5,875	$9,015	**$14,890**	Transfer of expected sales of surplus property which are now anticipated in 2027 resulting in less proceeds being transferred to the capital levy reserve as budgeted in 2026
Capital Levy	$0	- $4,724	**- $4,724**	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Levy)
Road Safety Program	- $644	$553	**- $91**	Transfer of net surplus for Vision Zero Road Safety Program to reserves for future use and to fund initiaitves related to road safety
Water Capital	$0	- $398	**- $398**	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Water)
Wastewater Capital	$0	- $6,644	**- $6,644**	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements (Wastewater)
Niagara Regional Housing Capital	$0	- $3,178	**- $3,178**	Unspent levy being contributed to enchance shelter capacities in Niagara Falls, and St. Catharines
Taxpayer Relief	- $39	- $4,925	**- $4,963**	Reduced transfer to reserve related to the Asahi Kasei development industrial DC grant and additional funding required for development in the City of Welland

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

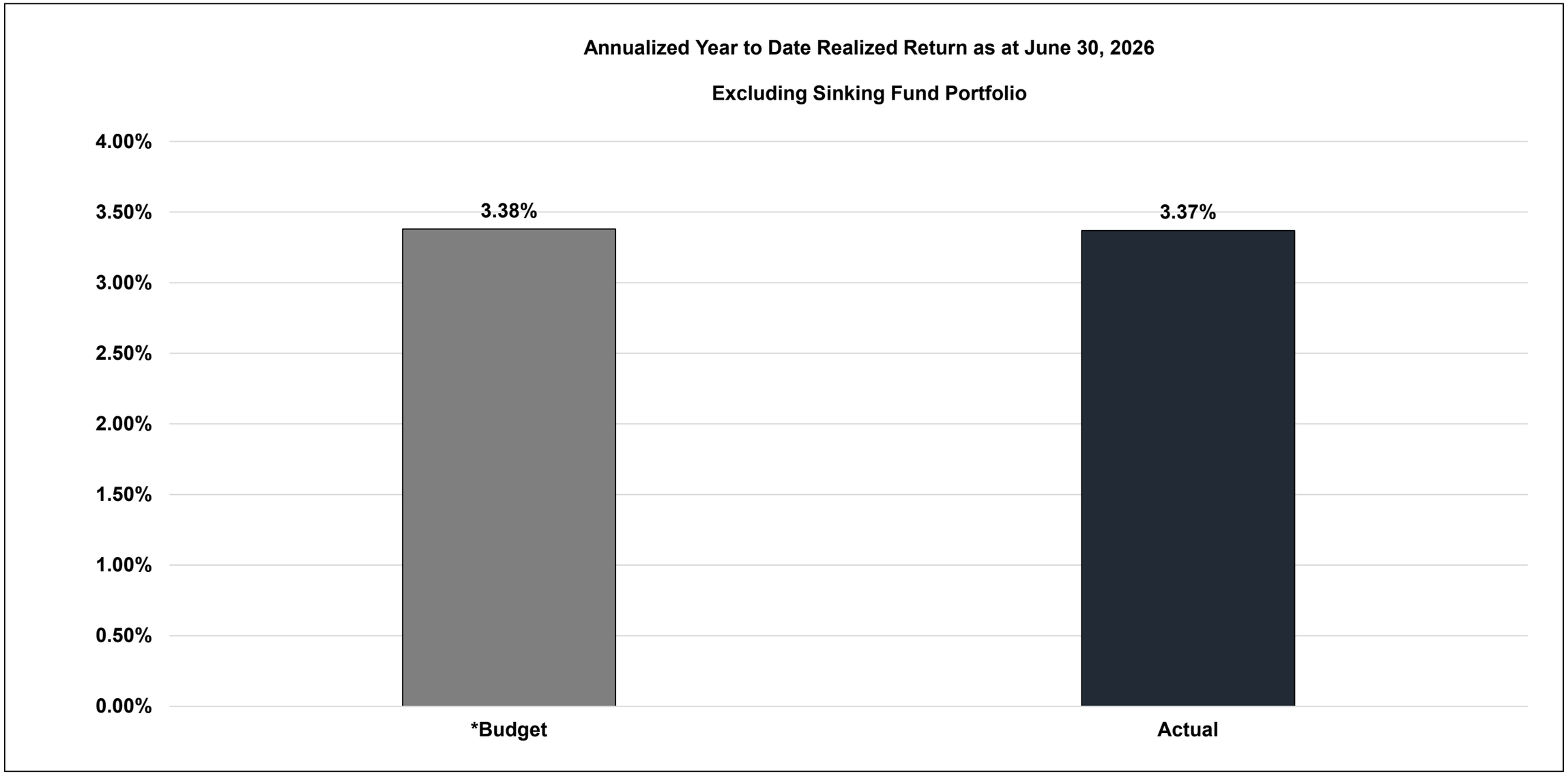
Reserve Description	Year to Date Transfer (to)/from Reserves	Forecast Transfer (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Transit Stabilization	$0	$871	**$871**	Funding from reserves for geopolitical pressures related to fuel costs per NTC 9-2026
All Special Levy and Rate Reserves	$0	- $785	**- $785**	Interest income allocation to reserve at average portfolio rate which was higher than budgeted per reserve policy C-F-013
Net operating transfers to reserves	**- $102,863**	**- $62,140**	**- $165,003**	

Capital Reserve Transfer Reconciliation (in thousands of dollars)

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

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Council approved net capital transfers per 2026 Budget	**$91,149**	Reserve Transfers to capital projects
Q1 and Q2 additional capital reserve transfers:		
General Capital Levy	$12,735	Unallocated budgeted debt charges to subsititue approved and unissued debt for Levy funded projects from previous years projects per CSD 68-2025
NRH Owned Units	- $118	Returning funds to reserve for various NRH capital projects where alternative funding from Canada Mortgage and Housing Corporation (CMCH) was utilized and from various project closures
Wastewater Capital	$4,377	Unallocated budgeted debt charges to subsititue approved and unissued debt for Rate funded projects from previous years projects per CSD 68-2025
Wastewater Capital	$9,671	Budget amendment for primary 2023 wastewater treatment upgrade capital project per PW 12-2026
Landfill Liability	- $1,320	To budget reduce existing Waste Management capital projects and return net amounts to reserve
Net capital transfers	**$116,493**	

Investment Report (Section 1 - General Portfolio Performance)



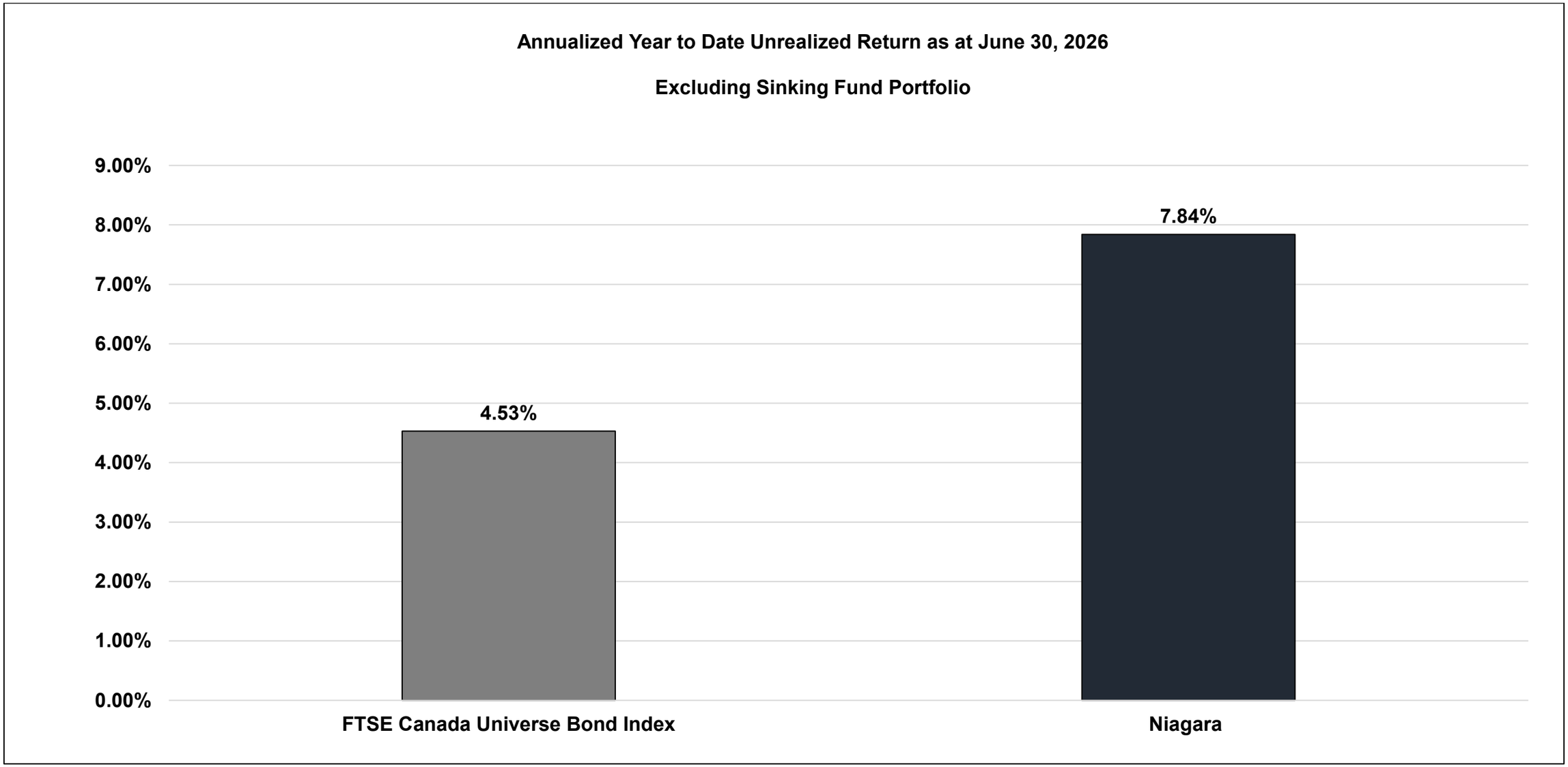
Investment Report (Section 1 - General Portfolio Performance) Continued
In thousands of dollars

The annualized year-to-date realized return represents the investment income actually earned from January 1st 2026 to June 30th 2026.
The return has been converted to an annual rate for comparison purposes.
This return provides a practical measure of portfolio performance and is used at year end to allocate interest income to capital reserves.

A key factor which may affect the year end 2026 realized return is the timing of planned debt proceeds for a long-term care home.
Approximately $80,000 in debt proceeds that was originally expected in October 2026 is now anticipated to be received in Quarter 1 2027.
As a result, the year-end cash and investment portfolio balance may be lower than originally forecasted.
This return is calculated by dividing earned interest by the average of the beginning and ending portfolio balances.
The return may fluctuate due to uncertainty of ending portfolio balance which depends on cash flow activity, mainly capital spending.
Return fluctuations may not necessarily indicate material changes in earned interest income.

*The budgeted return was originally reported as 3.50%.
Upon recent review, it was noted that sinking fund income had been included in the calculation, this overstated the budgeted return.
Per Niagara's Investment Policy, sinking fund income is to be accounted for separately and should not be included in the return.
After removing this amount, the revised budgeted return is 3.38%.
This adjustment does not reflect a change in investment performance.
It is to ensure the budgeted benchmark is calculated on a consistent basis per Niagara's Investment Policy and the actual portfolio return.

Investment Report (Section 1 - General Portfolio Performance) Continued
In thousands of dollars



The annualized unrealized return incorporates the change in market values from January 1st 2026 to June 30th 2026.

The return includes earned interest income and removes net cash contributions added to the portfolio which otherwise would skew the return.

Investment Report (Section 1 - General Portfolio Performance) Continued
In thousands of dollars

The return has been converted to an annual rate for comparison purposes.

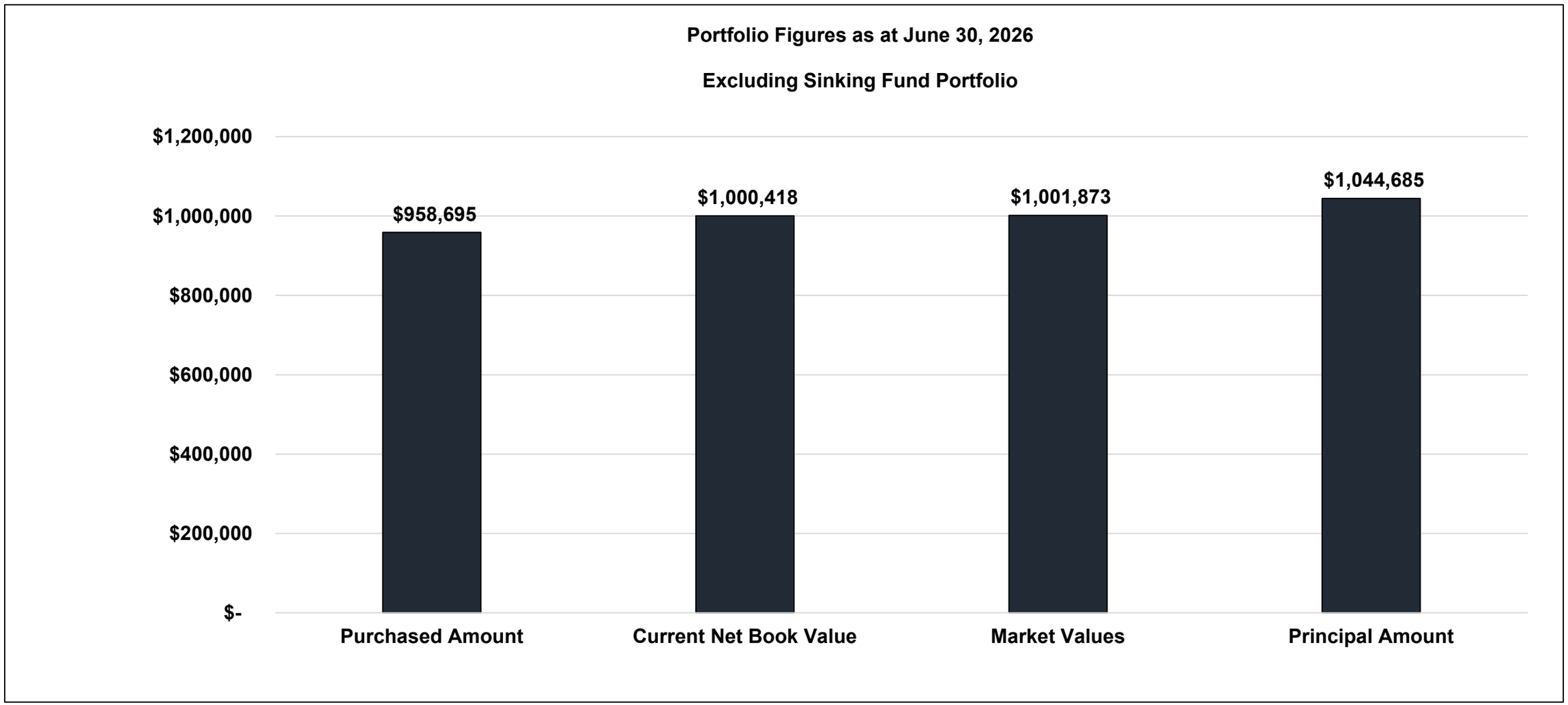
The FTSE Canada Bond Index is a broad measure of the Canadian bond market, commonly used as a benchmark for high quality fixed-income.

It is an appropriate benchmark given that the Municpal Act prioritizes preservation of capital, liquidity, and high quality fixed-income.

The strong result compared to the FTSE Canada Bond Index is mainly due to the addition of equity-linked principal protected notes.

The notes experienced unrealized gains due to overall strong equity market performance for the first half of 2026

Investment Report (Section 1 - General Portfolio Performance) Continued
In thousands of dollars



As at June 30, 2026, Niagara held investments with an original purchase amount of $958,695.

This represents the actual cash amount transacted at investment purchase.

Investment Report (Section 1 - General Portfolio Performance) Continued
In thousands of dollars

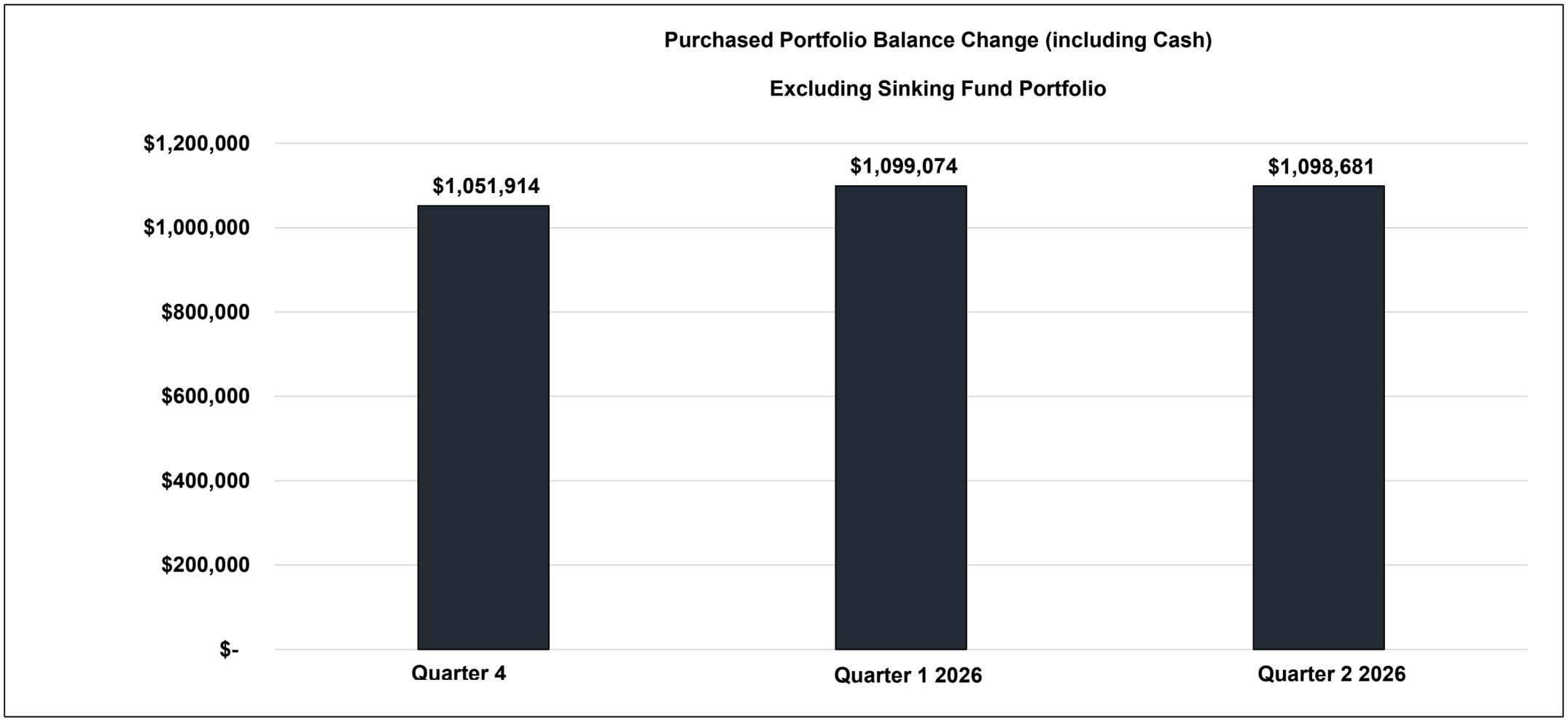
The current net book value of these investments was $1,000,418, while the market value was $1,001,873.

This indicates that the portfolio’s current market valuation is in a $1,455 gain position relative to the accounting value.

The portfolio has a total principal amount of $1,044,685.

This represents the face value expected to be repaid at maturity.

Investment Report (Section 1 - General Portfolio Performance) Continued
In thousands of dollars



The total purchased portfolio balance with cash has increased by $46,767 from January 1st 2026 to June 30th 2026.

The main driver is primarily lower than anticipated capital spending for the first half of 2026.

Investment Report (Section 2 – General Portfolio Year to Date Disposals & Purchases)
In thousands of dollars

DISPOSALS

Security Type	Category	Issuer	Purchase Amount	Principal Amount	Total Interest Received over Investment Life
Guaranteed Investment Certificate	Banks	National Bank of Canada	$5,000	$5,000	$1,656
Step-up Bond	Banks	Royal Bank of Canada	$10,000	$10,000	$2,255
Guaranteed Investment Certificate	Banks	National Bank of Canada	$5,000	$5,000	$1,682
Discount Strip Bond	Provincial	Province of Quebec	$7,401	$10,000	$2,599
Discount Strip Bond	Provincial	Province of Newfoundland	$1,457	$1,980	$523
Coupon Paying Bond	Municipal	Region of Waterloo	$2,820	$2,823	$194
Step-up Bond	Provincial	Province of Newfoundland	$1,999	$1,921	$527
			$33,677	**$36,724**	**$9,435**

PURCHASES

Core Portfolio

Security Type	Category	Issuer	Purchase Amount	Principal Amount	Total Income to be Earned over Investment Life
Coupon Paying Bond	Provincial	Quebec Hydro	$14,926	$15,000	$4,121
Coupon Paying Bond	Municipal	Region of Peel	$9,948	$10,000	$3,734
Guaranteed Investment Certificate	Credit Union	Meridian Credit Union	$3,250	$3,250	$121
Guaranteed Investment Certificate	Credit Union	Meridian Credit Union	$3,250	$3,250	$265
Guaranteed Investment Certificate	Credit Union	Meridian Credit Union	$3,250	$3,250	$413
Guaranteed Investment Certificate	Credit Union	Meridian Credit Union	$3,250	$3,250	$1,158
Guaranteed Investment Certificate	Credit Union	Meridian Credit Union	$3,250	$3,250	$1,343
Guaranteed Investment Certificate	Credit Union	Meridian Credit Union	$3,250	$3,250	$1,539
Guaranteed Investment Certificate	Credit Union	Meridian Credit Union	$1,965	$1,965	$70

Investment Report (Section 2 – General Portfolio Year to Date Disposals & Purchases) Continued
In thousands of dollars

Security Type	Category	Issuer	Purchase Amount	Principal Amount	Total Income to be Earned over Investment Life
Guaranteed Investment Certificate	Credit Union	Meridian Credit Union	$1,965	$1,965	$154
Guaranteed Investment Certificate	Credit Union	Meridian Credit Union	$1,965	$1,965	$244
Guaranteed Investment Certificate	Credit Union	Meridian Credit Union	$4,365	$4,365	$1,883
Guaranteed Investment Certificate	Credit Union	Meridian Credit Union	$4,365	$4,365	$2,149
Guaranteed Investment Certificate	Banks	Royal Bank of Canada	$1,500	$1,500	$449
			$60,499	**$60,625**	**$17,643**

Growth

Security Type	Category	Issuer	Purchase Amount	Principal Amount	Features
Autocall Principal Protected Equity Note	Growth	Royal Bank of Canada	$12,850	$12,850	Callable annually on anniversary date starting in Year 1 at 105%. 5% excess participation at maturity. Coupon paid if called.
Autocall Principal Protected Equity Note	Growth	Canadian Imperial Bank of Commerce	$12,850	$12,850	Callable annually on anniversary date starting in Year 1 at 105%. 5% excess participation at maturity. Coupon paid if called.
Autocall Principal Protected Equity Note	Growth	Bank of Nova Scotia	$8,000	$8,000	Callable annually on anniversary date starting in Year 1 at 105%. 5% excess participation at maturity. Coupon paid if called.
Growth Principal Protected Equity Note	Growth	Royal Bank of Canada	$10,000	$10,000	202% of the of the net positive performance of the Index at Maturity - No cap.
Autocall Principal Protected Equity Note	Growth	Royal Bank of Canada	$10,000	$10,000	Callable annually on anniversary date starting in Year 1 at 105%. 8.25% per annum step up coupon, increase by 5% for Years 2 to 10. 5% excess participation at maturity. Coupon paid if called.
Growth Principal Protected Equity Note	Growth	Royal Bank of Canada	$3,690	$3,690	345% of the of the net positive performance of the Index at Maturity - No cap.

Investment Report (Section 2 – General Portfolio Year to Date Disposals & Purchases) Continued
In thousands of dollars

Security Type	Category	Issuer	Purchase Amount	Principal Amount	Features
Growth Principal Protected Equity Note	Growth	Royal Bank of Canada	$5,000	$5,000	240% of the of the net positive performance of the Index at Maturity - No cap.
			$62,390	**$62,390**	

Following the 2026 Budget Approval to include products with potentially stronger returns, Staff have implemented the following approach to balance long term return and predictable income for budget stabilization.

1) All 2026 maturities were reinvested into traditional fixed income products which provide realized income for budget stabilization.

2) Any new cash that was available to be added to the portfolio which arose from levy installments and reduced capital spending were used to purchase equity linked principal protected notes issued by Canadian Banks.

Equity linked principal protected notes are contingent on the performance of an underlying equity index. Therefore, these products do not provide any realized income over their life for budget stabilization.

They are segregated into a separate "Growth" category per Niagara's Investment Policy, the maximum allocation for the "Growth" category is 20%. Current exposure is 6.24%.

Current cash flow forecasts suggest no further investment purchases for 2026 due to delay in $80,000 long-term care home proceeds and an increase in capital spending for the second half of 2026.

Investment Report (Section 3 – General Portfolio Quarterly Variance Analysis)
In thousands of dollars

Year to Date - Budget vs Actuals as at June 30, 2026
(In thousands)

	Budget	Actuals	Favorable (Unfavorable) Variance
Investment Income-Portfolio	$15,004	$15,301	$296
Investment Income-Cash	$2,727	$2,784	$57
*Transfer from Reserves	$599	$599	$0
Investment Gain/Loss	$0	$27	$27
Gross Investment Income	**$18,331**	**$18,711**	**$380**
Transfer to Deferred Revenue	-$6,482	-$6,606	-$124
Transfer to Rate Reserves	-$1,648	-$1,648	$0
Reserve Transfers	**-$8,130**	**-$8,254**	**-$124**
Net Investment Income	**$10,200**	**$10,457**	**$257**

Gross investment income was $380 favourable and $124 unfavourable variance in interest allocations to reserves translating to an overall favourable variance of $257.

Capital spending was noted to be lower than anticipated for the first half of 2026 which was a key driver for increased gross investment income.

Less capital spending resulted in increased cash which was available to earn incremental cash interest and conduct investment purchases which positively contributed to realized income.

Reserve transfers were booked to budget due to following:

1) Actual interest allocation to reserves are conducted as a one time event at year end.

2) Niagara's Reserve Policy indicates that the minimum interest allocation to be transferred at year end is the budgeted amount (rate of 3.38%), this will be used as a proxy for Quarters 1 to 3. Full year forecasts below.

3) $124 unfavourable variance is due to a required 2025 year end adjustment for Canada Summer Games that was booked in 2026.

*Following the 2026 Budget Approval to include products with potentially stronger returns.

Proceeds from Quarter 4 2025 maturities were reinvested into principal protected equity notes.

This reserve transfer represents the replenishment of forgone income that otherwise would have been provided by traditional fixed income, as well as a reasonable estimate for potential future incremental income.

Investment Report (Section 3 – General Portfolio Quarterly Variance Analysis) Continued
In thousands of dollars

Full Year - Budget vs Forecasts as at June 30, 2026

	Budget	Forecasts	Favorable (Unfavorable) Variance
Investment Income-Portfolio	$30,008	$30,936	$928
Investment Income-Cash	$5,454	$5,463	$9
*Transfer from Reserves	$2,199	$2,199	$0
Investment Gain/Loss	$0	$27	$27
Gross Investment Income	**$37,661**	**$38,625**	**$964**
Transfer to Deferred Revenue	-$12,964	-$13,865	-$901
Transfer to Rate Reserves	-$3,296	-$4,083	-$787
Reserve Transfers	**-$16,260**	**-$17,948**	**-$1,688**
Net Investment Income	**$21,401**	**$20,676**	**-$725**

Gross investment income is forecasted to be $964 favourable; however, this is more than offset by a $1,688 unfavourable variance in interest allocations to reserves translating to an overall unfavourable variance of $725.

Both variances are primarily driven by lower-than-anticipated capital spending.

Overall, Niagara is earning more interest than expected due to more cash available for investment purchases contributing to the favourable gross investment income.

However, less capital spending results in higher reserve balances which require more of that interest to be transferred back at year end.

This typically occurs when capital projects spend more slowly than planned. The funds remain in the investment portfolio earning interest but will require a higher interest allocation back to the reserves at year end.

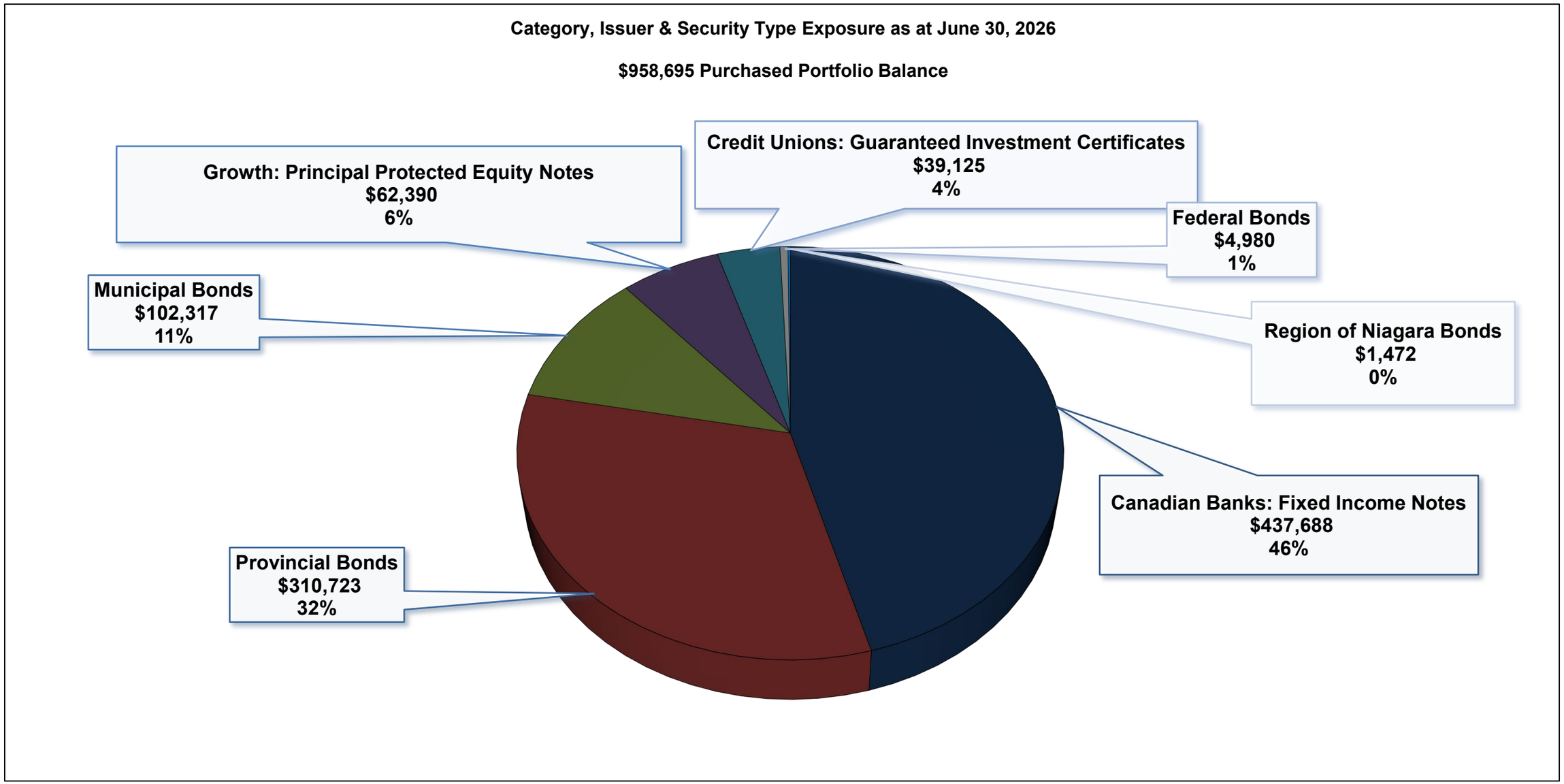
Since capital reserves are obligated to receive interest at year end, the net benefit to the operating budget can potentially be reduced or eliminated.

*Following the 2026 Budget Approval to include products with potentially stronger returns.

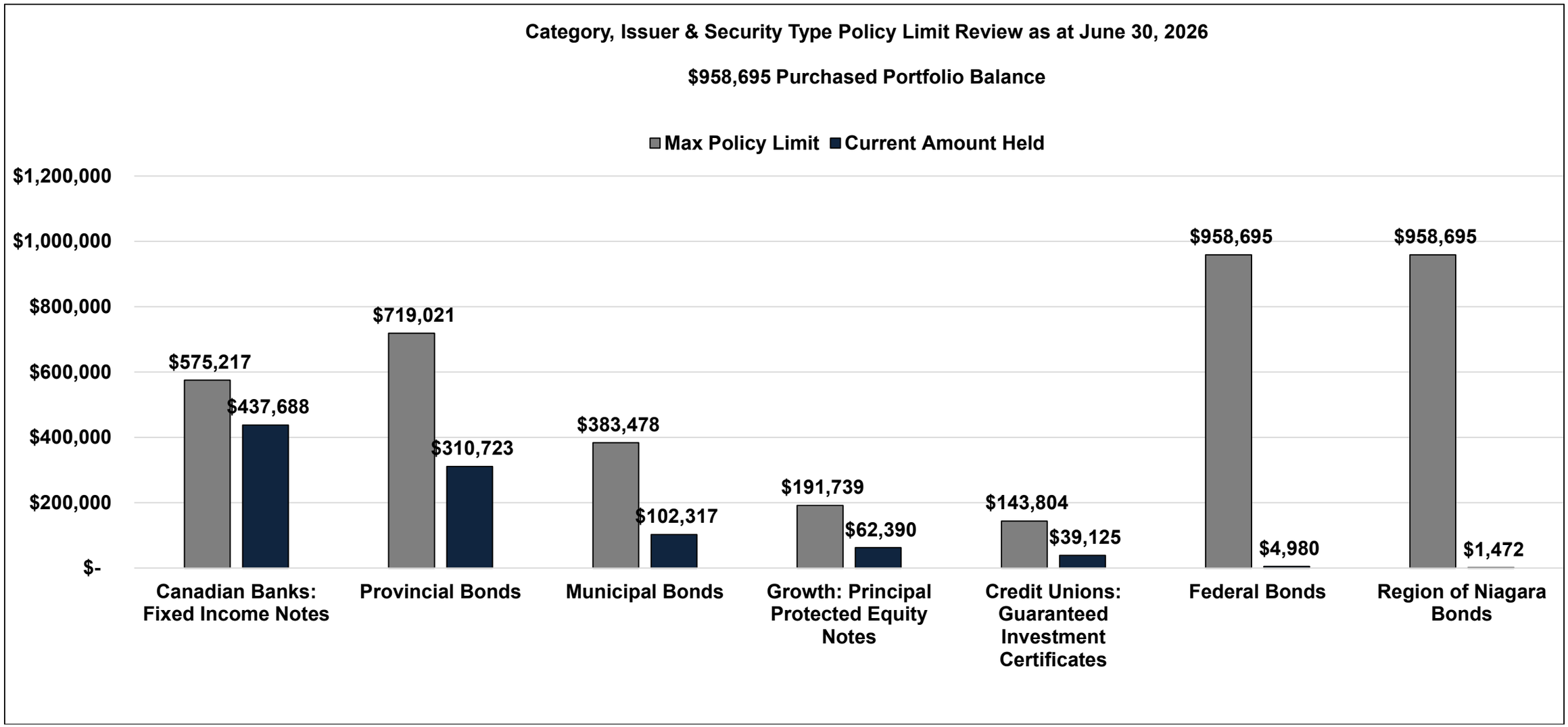
Proceeds from Quarter 4 2025 maturities were reinvested into principal protected equity notes.

This reserve transfer represents the replenishment of forgone income that otherwise would have been provided by traditional fixed income, as well as a reasonable estimate for potential future incremental income.

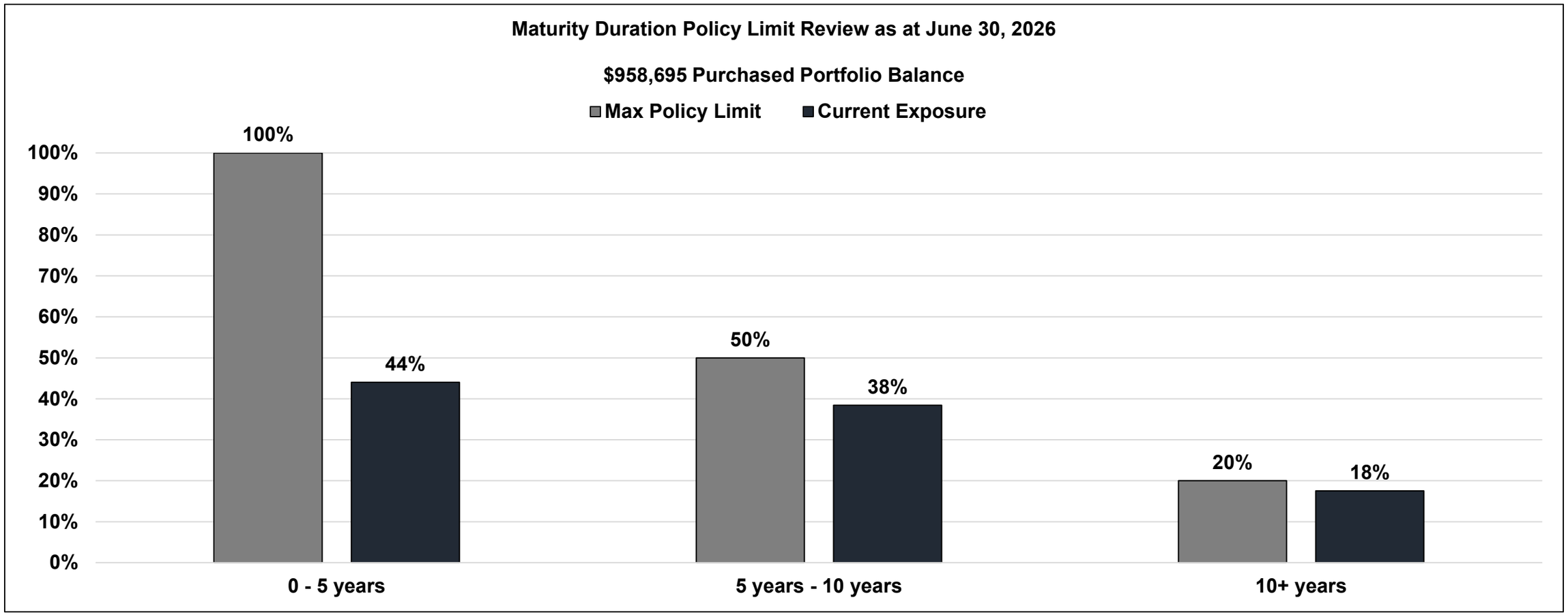
Investment Report (Section 4 – General Portfolio Legislation & Policy Review)
In thousands of dollars



Investment Report (Section 4 – General Portfolio Legislation & Policy Review) Continued
In thousands of dollars



Investment Report (Section 4 – General Portfolio Legislation & Policy Review) Continued
In thousands of dollars



Niagara's General Portfolio is subject to comply with the following restrictions:

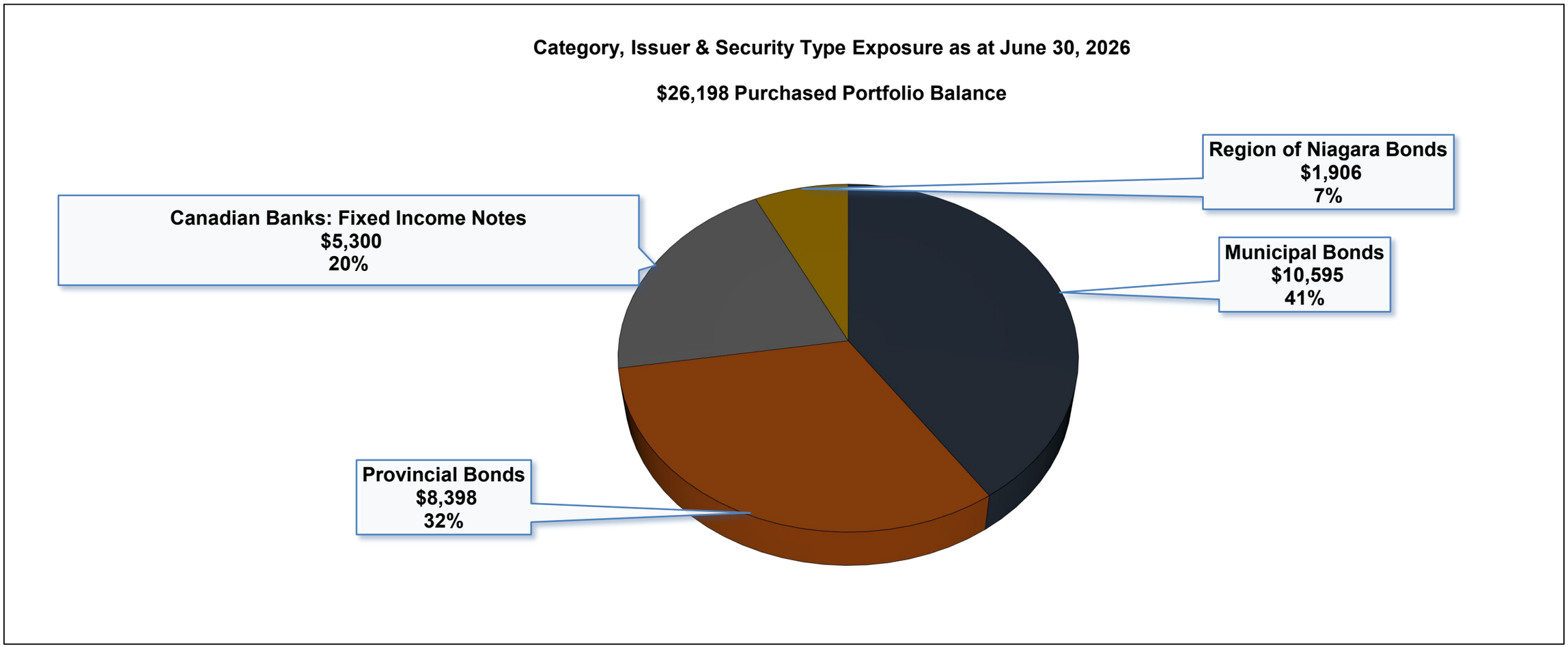
1) Section 418 of the Municipal Act, 2001

2) Ontario Regulation 438/97

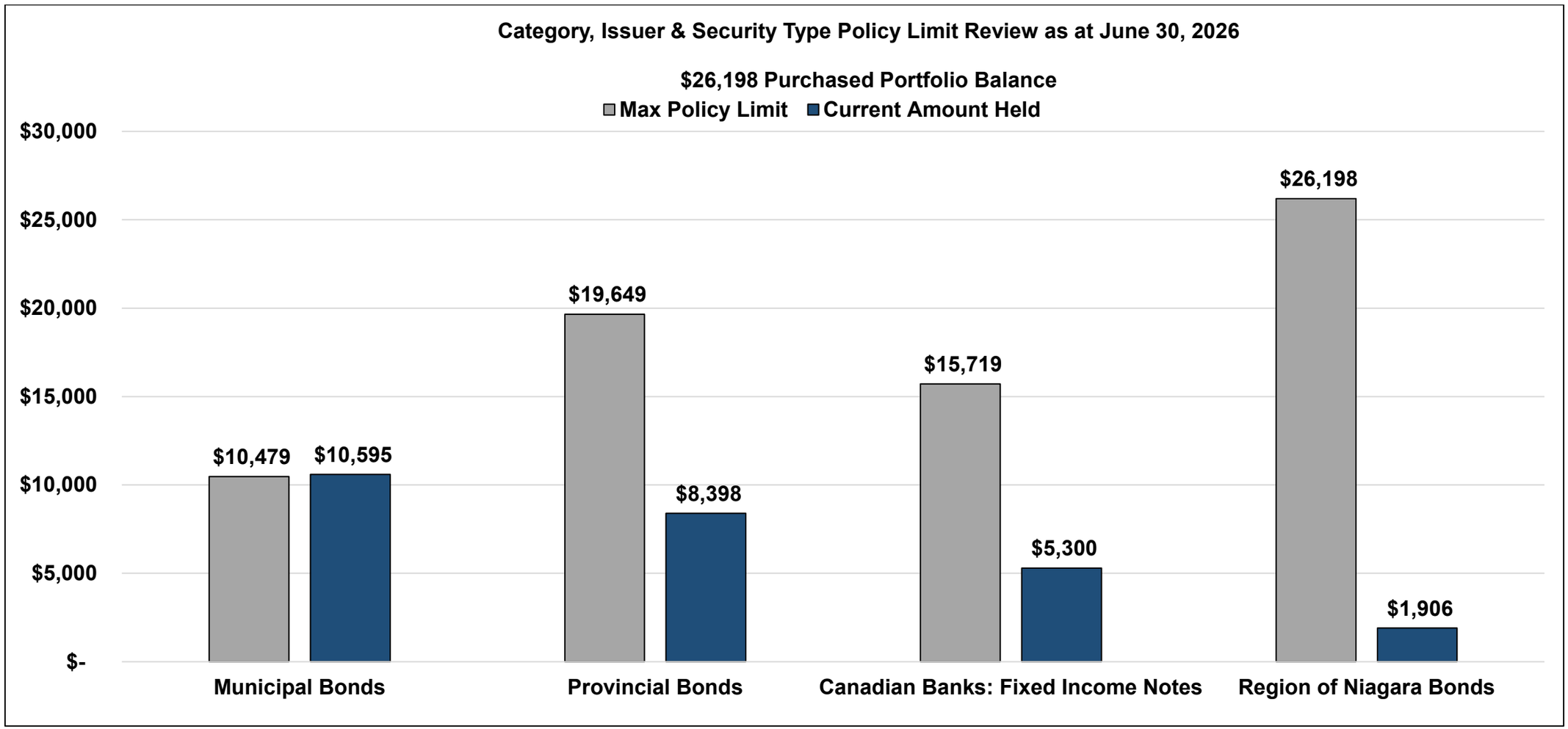
3) Niagara's Investment Policy

No violations noted as at June 30, 2026.

Investment Report (Section 5 – Sinking Fund Legislation & Policy Review)
In thousands of dollars



Investment Report (Section 5 – Sinking Fund Legislation & Policy Review)
In thousands of dollars



Niagara's Sinking Fund Portfolio is subject to comply with the following restrictions:

1) Section 418 of the Municipal Act, 2001

2) Ontario Regulation 438/97

3) Niagara's Investment Policy

Municipal Bonds category has noted to be at it's maximum limit, therefore future Sinking Fund investment purchases will prioritize Provincial Bonds and or Canadian Banks.

Debt Report (in thousands of dollars)

Standard and Poor Rating:
AA+

Status: Stable

Moody's Rating:
TBD

Status: New

Current Debt (in Thousands)

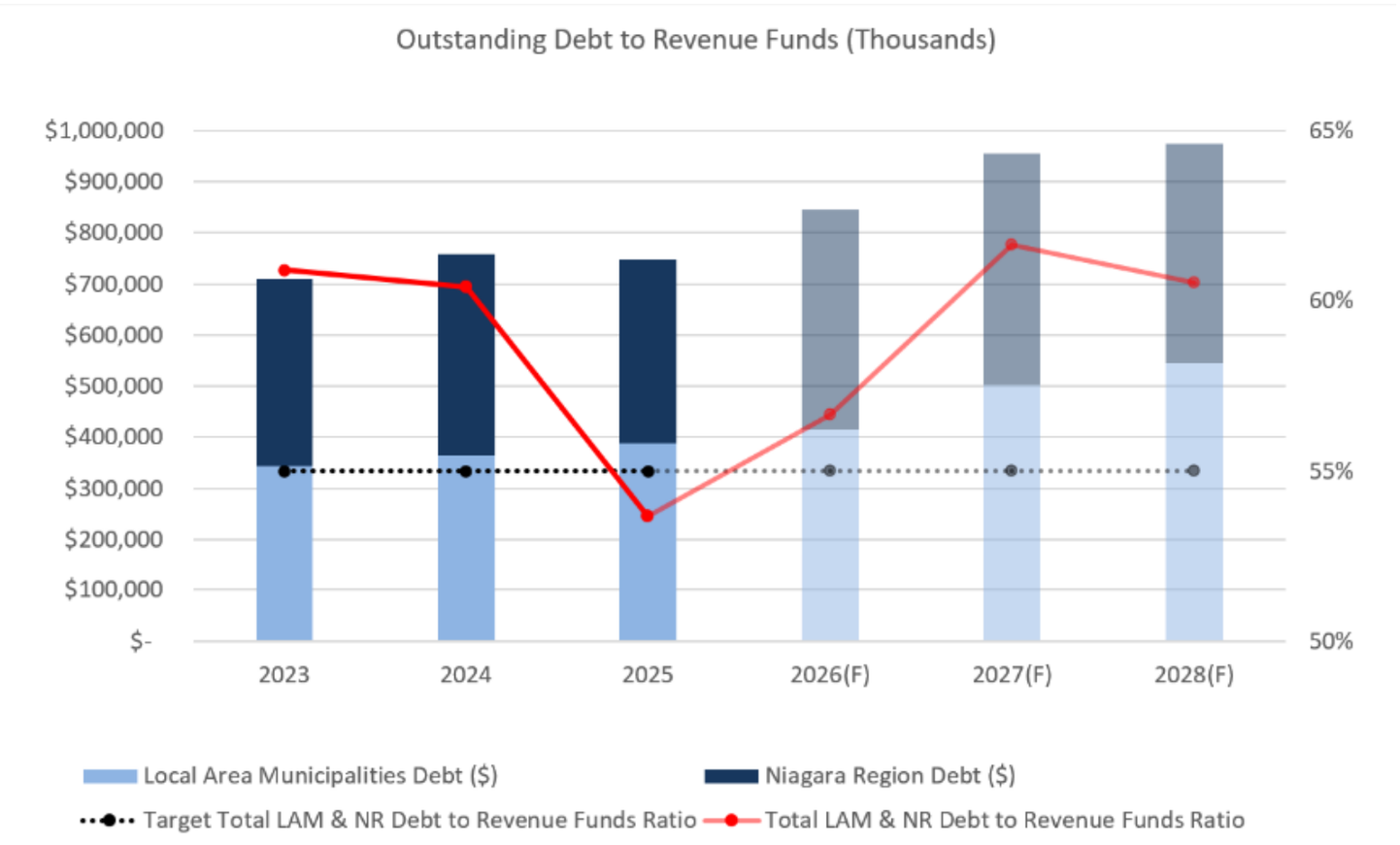
Regional Municiaplity of Niagara: $359,129
Local Area Municipalities: $391,138
Total Debt: $750,267

Debt to Revenue Ratio

Current: 53.7%
Target: 55%

Annual Repayment Limit

Current: 4.85%
Target: 15%



Debt Report (in thousands of dollars) - Continued

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

Niagara Region will be proceeding with a second bond rating through Moody's Corporation in the fall of 2026.

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

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

Department	Total Debt as at December 31, 2025 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at June 30, 2026 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2026	Annual Repayment Limits**
General Government	$14,330	$0	-$704	-$28	$13,598	-$1,563	$0	$12,035	
Police	$65,908	$8,760	-$1,025	-$106	$73,537	-$2,120	$250	$71,667	
Transportation	$83,901	$0	-$684	-$123	$83,094	-$8,126	$29,012	$103,980	
Public Health	$7,915	$0	-$85	$0	$7,830	-$410	$3,037	$10,457	
Community Services	$73,313	$0	-$1,555	$0	$71,758	-$1,694	$79,884	$149,947	
NRH	$22,691	$0	-$230	$0	$22,461	-$4,692	$6,742	$24,511	
Planning	$0	$0	$0	$0	$0	$0	$0	$0	
Total Levy	**$268,058**	**$8,760**	**-$4,283**	**-$257**	**$272,278**	**-$18,605**	**$118,925**	**$372,597**	
Niagara Transit Commisssion	$9,112	$0	-$169	$0	**$8,943**	-$1,787	$0	$7,156	

Debt Report (in thousands of dollars) - Continued

Department	Total Debt as at December 31, 2025 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at June 30, 2026 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2026	Annual Repayment Limits**
Waste Management	$0	$0	$0	$0	$0	$0	$0	$0	
Total Special Levy	**$9,112**	**$0**	**-$169**	**$0**	**$8,943**	**-$1,787**	**$0**	**$7,156**	
Wastewater	$60,461	$0	-$2,151	-$681	$57,629	-$571	$276,262	$333,320	
Water	$20,699	$0	-$251	-$169	$20,279	-$336	$6,424	$26,367	
Total Rate	**$81,160**	**$0**	**-$2,402**	**-$850**	**$77,908**	**-$907**	**$282,686**	**$359,687**	
Total Niagara Region	**$358,330**	**$8,760**	**-$6,854**	**-$1,107**	**$359,129**	**-$21,299**	**$401,611**	**$739,440**	**4.81%**
Fort Erie	$8,103	$0	-$186	$0	$7,917	-$765	$0	$7,152	1.69%
Grimsby	$7,983	$0	-$209	$0	$7,774	-$464	$0	$7,310	1.42%
Lincoln	$53,432	$0	-$737	$0	$52,695	-$881	$0	$51,814	4.11%
NOTL	$9,173	$0	-$228	$0	$8,946	-$394	$0	$8,552	3.48%
Niagara Falls	$82,002	$0	-$2,499	$0	$79,503	-$3,382	$0	$76,121	3.04%
Pelham	$22,200	$0	-$355	$0	$21,845	-$1,397	$0	$20,448	8.14%
Port Colborne	$23,777	$0	-$455	$0	$23,322	-$462	$0	$22,860	3.68%
St. Catharines	$90,092	$2,965	-$764	-$127	$92,166	-$11,724	$0	$80,442	8.23%
Thorold	$153	$0	-$75	$0	$78	-$77	$0	$1	0.31%
Wainfleet	$5,060	$0	-$231	$0	$4,829	-$154	$0	$4,675	5.00%
Welland	$66,314	$7,419	-$1,414	$0	$72,319	-$8,032	$0	$64,287	9.96%
West Lincoln	$20,172	$0	-$428	$0	$19,744	-$519	$0	$19,225	8.16%
NPCA	$0	$0	$0	$0	$0	$0	$0	$0	
Separate School Board	$0	$0	$0	$0	$0	$0	$0	$0	
Debt Assumed for Others (External)	**$388,461**	**$10,384**	**-$7,581**	**-$127**	**$391,138**	**-$28,251**	**$0**	**$362,887**	
Total Niagara Region & External	**$746,791**	**$19,144**	**-$14,435**	**-$1,234**	**$750,267**	**-$49,550**	**$401,611**	**$1,102,327**	

*Unissued debt information from the local area municipalities is not provided to Niagara Region. The Niagara Region amounts listed are based on original assumptions, excluding the pending Development Charge Reduction Program.

Debt Report (in thousands of dollars) - Continued

**2025 FIR data used for ARL calculation where available and 2024 FIR data used where 2025 FIRs were not available. ARL calculations also include forecasted debt charges for year to date debt issuances where applicable.
Many of the schedules have been rounded to thousands to emphasize the most important digits; making the schedules easier to read and for trends to be spotted and understood. Rounding will occasionally result in a “rounding error,” which is the difference between the result produced using exact arithmetic and the result produced using rounded arithmetic (if you were to use your calculator and add up the rounded figures in the schedules).

Accounts Receivable Aging Report (in thousands of dollars)

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

Customer Name	Amount Over 120	Explanation of Account	Status
City of St. Catharines	$33	Made up of two invoices: 1. 2025 cost recovery invoice ($22,988) for water damage to an asset caused by a fire hydrant; Ongoing discussions the insurance of Public Works and the City of St. Catharines regarding who is at fault. 2. 2025 invoice for Shop Local campaign ($10,342); Working with staff at City of St. Catharines to determine whether it will be paid.	Collection to continue
Town of Grimsby (RDC)	$401	2018 Regional Development Charges invoice; litigation was commenced to pursue recovery with no significant updates.	In litigation
Zurich Insurance Company	$230	Surety payments for Welland Wastewater Treatment Plant upgrades- discussion over taxes is holding up payment. Public Works staff working with Zurich to get a resolution.	Collection to continue
Long Term Care Resident (32707253)	$107	Resident is still active but did not make regular payments for a lengthy period. As of Jan. 2025, the client's old age security benefits were redirected to the Long-Term Care home to partially cover new monthly accommodation fees. Finance continues to work with Long Term Care staff on collection efforts to mitigate risk, including consultation with legal services.	Collection to continue
TOTAL	$771		

Consolidated Statement of Financial Position (in thousands of dollars)

The consolidated statement of financial position is prepared in accordance with Canadian public sector accounting standards (“PSAS”) and includes all unfunded liabilities, impacts of amortization and capital fund activity. This report is unaudited and prepared with information as at August 13, 2026.

	June. 30, 2026	Dec. 31, 2025
FINANCIAL ASSETS		
Cash	**$ 146,681**	$ 184,000
Investments (page 113)	**$1,000,418**	910,712
Accounts receivable	**182,594**	193,212
Other current assets	**72**	121
Tangible capital assets held for sale	**1310**	400
Debt Recoverable from others (page 127)	**391,138**	388,461
	1,721,971	1,676,906
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	**234,041**	237,357
Employee future benefits	**162,023**	162,334
Deferred revenue	**524,976**	487,733
Unfunded contaminated sites	**3,563**	0
Asset Retirement Obligation	**135,826**	140,275
Long-term liabilities	**750,077**	745,862
Capital lease obligation	**3,916**	3,951
	1,814,422	1,781,075
Net debt	**(92,451)**	(104,169)
NON-FINANCIAL ASSETS		
Tangible capital assets	**2,684,149**	2,628,893
Inventory	**13,738**	12,924
Prepaid expenses	**29,948**	36,028
Other investment	**1,750**	1,575
	2,729,585	2,679,420
Accumulated surplus	**$ 2,637,134**	$ 2,575,251

Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region's financial activity as of June 30, 2026. These statements have been compiled by Corporate Services and the departments have validated the information and provided commentary.

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

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

Definition of Column Headings

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

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

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

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

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

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

Definition of Report Rows – Expenditures

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

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

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

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

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

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

Explanation of Statement of Operations - Continued

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

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

Definition of Report Rows – Revenues

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

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

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

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

Definition of Report Rows – Intercompany Charges

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

Definition of Report Rows – Transfers

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

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

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

Definition of Report Rows – Indirect Allocation & Debt

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

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

Q2 Financial Update

2026

Niagara Region

Growing Better Together