

**City of Port Colborne
Committee of the Whole
Budget Meeting Agenda**

Date: Wednesday, December 7, 2022
Time: 3:00 pm
Location: Council Chambers, 3rd Floor, City Hall
 66 Charlotte Street, Port Colborne

Pages

1. **Call to Order**
2. **Adoption of Agenda**
3. **Disclosures of Interest**
4. **Staff Reports**
 - 4.1 2023 Capital and Related Project Budget, 2022-248 1
 - 4.2 2023 Levy Budget, 2022-245 123
 - 4.3 2023 Rates Budget, 2022-246 317
 - 4.4 2023 Rates Setting, 2022-247 377
 - 4.5 2023 Proposed User Fees and Charges, 2022-244 389
5. **Correspondence Items**
6. **Presentations**
7. **Delegations**

In order to speak at a Council meeting, individuals must register no later than 12 noon on the date of the scheduled meeting. To register, complete the online application at www.portcolborne.ca/delegation, email deputyclerk@portcolborne.ca or phone 905-835-2900, ext. 115.
8. **Procedural Motions**
9. **Information Items**
10. **Adjournment**



Subject: 2023 Capital and Related Project Budget

To: Committee of the Whole - Budget

From: Corporate Services Department

Report Number: 2022-248

Meeting Date: December 7, 2022

Recommendation:

That the Committee of the Whole recommend to Council:

That the Corporate Service Department, Financial Services Division, Report No. 2022-248 Subject: 2023 Capital and Related Projects Budget, **BE RECEIVED**; and

That the recommended project changes, closures and funding transfers for projects approved prior to this report as outlined in Report No. 2023-248, Appendix C, **BE APPROVED**; and

That the 2023 Capital and Related Projects Budget as outlined in Report No. 2022-248, **BE APPROVED** and that the projects identified in the 2023 Capital and Related Projects Budget be permitted to begin immediately where feasible.

Purpose:

The purpose of this report is to propose the 2023 Capital and Related Projects Budget to the Budget Committee of the Whole.

Background:

The 2023 Capital and Related Projects Budget is presented in a similar fashion as the prior year Capital and Related Projects Budget.

Financial Services would like to thank City Staff from all departments for their leadership and support in developing this 2023 Capital and Related Project Budget.

Should the 2023 Capital and Related Project Budget be approved by the Committee of the Whole on December 7, 2022, it will move forward to be ratified at the December 13, 2022, Council meeting.

The core funding model between the 2022 and 2023 Capital and Related Project Budget remains the same, although some of the rates have changed. That model takes the prior year funding of capital and debt and adjusts for inflation, a catch-up factor to improve funding for asset replacement, changes in donor and/or grant funding and any other adjustments that may be required between operating and/or reserves.

As background and a reminder to the current state of asset replacement funding, the City does fund the Capital and Related Project Budget in excess of amortization. Asset replacement funding in the proposed budget is approximately \$8,574,000 whereas amortization is approximately \$5,720,000. However, amortization represents historical cost at the time an asset was originally purchased and replacing aged assets in today's inflation adjusted dollars is often significantly more expensive. The City's Asset Management Plan (AMP) for roads, sidewalks, water, wastewater and stormwater ("linear capital assets") estimates the required annual replacement cost of the identified linear capital assets is approximately \$16,200,000. The difference between \$8,574,000 and \$16,200,000 identifies a funding deficit of at least \$7,626,000. While Council has been making progress on reducing this funding gap, Staff identify the "catch-up factor" proposed at 2% for the levy is required and will likely need to continue and grow to meaningfully replace City infrastructure moving forward.

The 2023 Capital and Related Project Budget was developed through a process that requested Council and Staff input. Staff have based their recommendations after considering:

- The City's established Vision/Mission/Values
- The Strategic Pillars identified in the City's Strategic Plan
- The following themes/focuses
 - Supporting economic prosperity initiatives
 - Supporting environmental sustainability initiatives
 - Supporting a welcoming and livable community
 - Supporting increased and enhanced housing options
- Tactically considering where the City can support and drive competitive advantages:
 - People
 - Processes – getting to simple (moving towards)
 - Community – Connection
 - Location
- Service levels
- Growth – achieving economies of scale
- Impact of leading a reduction in the Infrastructure Deficit

Discussion:

2023 Capital and Related Project Budget

The 2023 Capital and Related Project Budget as outlined in Appendix A – 2023 Capital and Related Project Budget Presentation and Appendix B – 2023 Capital and Related Project detail includes 50 projects (down from 96 projects in 2022) and related transfers valued at \$8,351,363.

Some highlights of the 2023 Capital and Related Project Budget include:

- Wastewater lining project budgeted at \$500,000
- Stormwater outlet backflow control budgeted at \$300,000
- Watermain replacement (2 of 5 funding allotments) budgeted at \$266,700. This is part of a \$5,000,000 project funded 73% from grants.
- 20% increase in the annual road (base and surface) budget to \$1,286,400
- 100% increase in the annual sidewalk budget to \$300,000
- Playground replacement at Victoria Park budgeted at \$252,000 funded 80% from grants
- Fire Engine 2 Replacement budgeted at \$910,000
- Permanent H.H. Knoll event lighting budgeted at \$140,000 and funded 71% from grants

The 2023 Capital and Related Project Budget requires no external borrowing. The City's outstanding borrowing is projected to decline by approximately \$1,289,000 to \$26,123,000 in 2023.

If the proposed 2023 Capital and related Projects Budget is approved as presented, the 2023 Capital and Related Project Budget would represent 51% of the \$114 increase to the average residential property valued at \$212,035.

To minimize 2023 rate increases and provide time to catch up on almost \$8,400,000 in rate related capital and related projects, approved and unspent, the non-debt capital funding levels in the rate budgets have declined by \$74,216 to \$1,831,711.

2022 and Prior Capital and Related Projects

Updated forecasts of the 2022 and Prior Capital and Related Projects can be found in the presentation in Appendix A with the details in Appendix C.

At the time of writing this report Staff identify there were 162 projects at the beginning of 2022. Subject to approved project closures and forecast completion, Staff anticipate 80 of these projects will be opened by year end. The value of these remaining 80 projects is \$19,569,114.

To clear the backlog two Project Manager positions, one senior and one junior, are to be hired. These positions will not result in new headcount or full-time equivalent (FTEs) of the City, as other vacant positions will be declared redundant. Project Manager positions are common in organizations. At the time of writing this report, the City has no Project Managers.

In Appendix A it is identified that projects completed and closed result in a transfer of \$825,333 to the Capital over/short account. This account is utilized to fund a project that may experience cost overruns and support new capital projects. The 2023 Capital and Related Project Budget utilizes \$617,063 to fund new projects.

The recommendation to cancel projects came after the reorganizing of Public Works with a goal to reduce the capital and related project list to a manageable list of high priority projects. It was further identified that inflation had made certain projects less feasible. Further, when they related to facilities, it was identified the City's Building Condition Assessments are currently being done, waiting for them when possible, would be prudent.

Risks to the Capital and Related Project Budget

Actual events and results can be substantially different from what is expected or implied as a result of risk, uncertainties, and other factors, many of which are beyond the control of Council and Staff, including, but not limited to:

- Changes to legislation, including rules and regulation.
 - i.e. Bill 39, Better Municipal Governance Act, 2022 was introduced subsequent to the development of this budget and is still being reviewed at the time of printing this presentation.
- Decisions of other levels of government :
 - i.e. Ministry of the Environment, Conservation and Parks.
 - i.e. the Bereavement Authority of Ontario.
 - i.e. Niagara Region water and wastewater charges have not been published or approved, only guidance from July 21, 2022 has been shared.
- Economic weakness or other unforeseen factors impacting changes in past patterns of facility and service usage and/or goods purchased by users and customers.

- Inflation advancing more than anticipated – note inflation was budgeted differently for different expenses ranging from 0% to the 35% range (fuel costs increased 70% over 2 years).
- Interest rates declining which impacts investment income.
- Poor weather impacting attendance at Nickel Beach or events such as Canal Days.
- Higher precipitation and lake levels compared to 2022 increasing inflow and infiltration or changing water usage.
- Unexpected changes or usage in infrastructure.
- Unbudgeted and/or unexpected changes in needs or wants of residents resulting in Council approved changes in service levels or goods and service offerings.
- A resurgence in COVID-19 or other epidemics, pandemics or other public health crisis event.

Looking Forward

Emphasis is on project completion. The addition of Project Management capability will support this action.

- Development of a multi-year (5-year) capital plan to be introduced with the 2024 Capital and Related Project budget (1 year for approval and 4-year forecast).
- Some in-year capital and related project considerations will likely include:
 - Dredging at the Marina.
 - Vale roof (presentation scheduled January 24th).
 - Consideration to be provided to the assumption of cemeteries and other related cemetery matters.
 - Human Resource and Finance System (partnership with other municipalities).
 - Parking lot options to facilitate greater off beach parking at Nickel Beach.
 - Energy efficiency upgrades and opportunities to produce energy.
- Completing Building Condition Assessments (BCAs) on all facilities to support a multi-year/multi-generational planning discussion with Council.
- Review the Parks and Recreation Master plan.
- Further internal discussions to be had on a joint capital request by the Museum and Library to assess the need for another facility. This project was held back from the 2023 Capital and Related Project Budget.

Internal Consultations:

As stated, Financial Services would like to thank City Staff from all departments for their leadership and support in developing this 2023 Capital and Related Project Budget.

Financial Implications:

Financial Services identifies the proposed 2023 Capital and Related Projects Budget is a staff recommendation that Council can adjust, if required.

Public Engagement:

The 2023 Capital and Related Project budget was published on the City's website on November 28, 2022, through the agenda process. The 2023 Capital and Related Project budget will be considered by the Budget Committee the Whole on December 7, 2022, and, if approved by Committee of the Whole, Council on December 13, 2022.

As projects in the 2023 Capital and Related Project Budget progress, Staff will seek additional Council and public input with respect to design and other improvements on projects that require or lend themselves or that may be directed for additional input (i.e. park design).

Strategic Plan Alignment:

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
 - Attracting Business Investment and Tourists to Port Colborne
 - City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
 - Value: Financial Management to Achieve Financial Sustainability
 - People: Supporting and Investing in Human Capital
 - Governance: Communications, Engagement, and Decision-Making
-

Conclusion:

Staff recommend that the Committee of the Whole recommend approval of the 2023 Capital and related Project Budget as outlined in this report and the various appendices.

Appendices:

- a. Appendix A – 2023 Capital and Related Projects Budget Presentation
- b. Appendix B – 2023 Capital and Related Project Detail
- c. Appendix C – 2022 and Prior Capital and Related Projects Budget Forecast

Respectfully submitted,

Bryan Boles, CPA, CA, MBA
Director of Corporate Services / Treasurer
(905) 835-2900 Ext. 105
Bryan.Boles@portcolborne.ca

Steve Shypowskyj
Director, Public Works Services
(905) 835-2900 Ext. 220
Steve.Shypowskyj@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

2023 Capital and Related Projects Budget

December 7, 2022



Agenda

- ☐ Recommendation
- ☐ Tax and Rate Capital Impacts
- ☐ Highlights
- ☐ Risks to the Budget
- ☐ Progress on 2022 and Prior Capital Budgets
- ☐ Inflation and City Growth
- ☐ Process
- ☐ Comparisons
- ☐ Debt/Reserves Outlook
- ☐ Capital Funding Requirements
- ☐ Funding Sources
- ☐ Projects
- ☐ Risks to the Budget
- ☐ Looking Forward
- ☐ Thank You
- ☐ Recommendation



In preparing the 2023 Capital and Related Project Budget, certain assumptions and estimates are necessary. They are based on information available to staff at the time. Actual results will vary although, as regulated through the Municipal Act, a balanced budget is required.

Recommendation

That the Corporate Service Department, Financial Services Division, Report No. 2022-248 Subject: 2023 Capital and Related Projects Budget, **BE RECEIVED**; and

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Tax and Capital Impacts

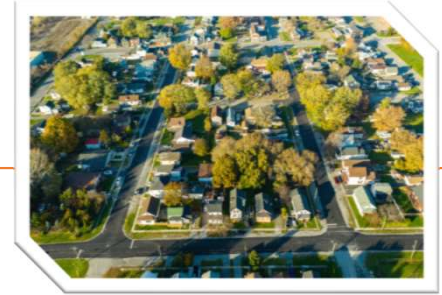


Levy

2.94% (51% related to the Capital and related Project Budget and 49% related to the Operating Budget) on the blended tax rate or **\$114** increase to the average residential property valued at **\$212,035**.

Note: The Levy figure forecasts 0.5% assessment growth that, at the time of presenting this budget, has been achieved per MPAC's database.

Rate and Capital Impacts



Water

8% increase to the variable and fixed rates

Wastewater

No change in wastewater rates

Storm Sewer

Single Family Property change equals
\$12.71 or 10%.

Combined increase is 2.92% or \$46.07 per
average household using 150 cubic meters of
water

This increase absorbs the Niagara Region
anticipated increase communicated at their
Budget Review Committee of the Whole – July 21, 2022

Note: The rate non-debt capital funding levels decrease in this budget by \$74,216 to \$1,831,711 to minimize 2023 rate increases and provide time to catch up on the almost \$8,400,000 related to projects approved and unspent.



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Highlights

Connecting the City

- Wastewater lining project budgeted at \$500,000
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- Permanent H.H. Knoll event lighting budgeted at \$140,000 and funded 71% from grants
- No new debt is proposed...debt will be paid down by \$1,289,000 to \$26,123,000.





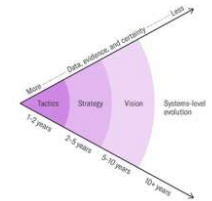
Risks to the Budget

Actual events and results can be substantially different from what is expected or implied as a result of risk, uncertainties, and other factors, many of which are beyond our control, including, but not limited to:

- Changes to legislation, including rules and regulation
 - i.e. Bill 39, Better Municipal Governance Act, 2022 was introduced subsequent to the development of this budget and is still being reviewed at the time of printing this presentation
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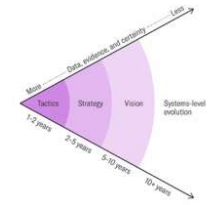
Progress in 2022 and Prior Capital Budgets

Department	Open Projects -Beginning of 2022	Project Approved in 2022	Project Completed	Project closed out due to Feasibility or Need	Project to be completed by 2022 (Forecast)	Total closed out Project in 2022 (Forecast)	Open Projects - At the end of 2022 (Forecast)	Closeout Percentage (Forecast) ^
Corporate Leadership Team	4			(1)		(1)	3	25%
CAOs Office	11		(4)	(1)	(3)	(8)	3	73%
Corporate Services	9	5	(4)		(6)	(10)	4	71%
Community Safety	3		(2)		(1)	(3)	-	100%
Legislative Services	6		(1)	(2)		(3)	3	50%
Library	4	6	(3)	(1)	(6)	(10)	-	100%
Museum + Roselawn	8		(1)		(4)	(5)	3	63%
Self-sustained Entities	15	2	(7)	(3)	(1)	(11)	6	65%
Public Works	102	14	(16)	(28)	(14)	(58)	58	50%
Total	162	27	(38)	(36)	(35)	(109)	80	

Amounts to \$825,333 of which \$617,063 has been repurposed into the 2023 Capital and Related Project Budget with the remainder going into the Capital Over/Short account which is used as the Capital and Related Project Budget Contingency

Represents \$19,569,114 in Capital and Related Projects

Appendix C – Identifies projects, amounts, and timelines on a project by project basis



Progress on 2022 and Prior Capital Budgets

Downtown CIP

- The recommended approach is to tackle sections through the individual road, sidewalk, water and wastewater budgets all of which have been increased to accommodate
- This action will allow other projects to move forward immediately
- Evidence based decision making
 - The INS (Information Needs Study) is scheduled to be done in Trimester 1 of 2023 following the growth analysis being performed currently. The INS, coupled with the AMP (Asset Management Plan), are being submitted to our GIS (Graphic Information System) to support and visualize evidence based decision making on areas of greatest need and/or value (roads, sidewalk, water, wastewater and stormwater)
- The 2023 Capital and Related Projects Budget Report and its Appendix C, identifies two projects: West Street streetscaping and Wayfinding to be funded primarily through new project specific grants with a total cost of \$567,000. These will produce a near term impact to the appearance of the downtown
- The 2023 Capital and Related Projects Budget proposes replacing/installing stormwater backflow controls valued at \$300,000. This will produce a reduction in stormwater infiltrating the sewer system during high water events and lead to less stormwater being treated at the sewage plant

Project Management



Clearing the Backlog

- 2022 experienced a restructuring of Public Works
- All previously approved projects were reviewed by staff and several were recommended for closure as the new team assessed greatest need, risks facing infrastructure, and funding requirements
- Continued review of Public Works identified the need for two Project Managers.
 - Currently the City has no Project Managers. Project Managers are common in organizations to oversee all aspects of capital and related projects.
 - The City has posted for one Senior Project Manager and will look to post a second in the new year.
 - These positions will not add to the headcount or full-time equivalents (FTEs) of the City as other vacant positions will be declared redundant

Inflation Environment



Industrial Product Price Index

9.0%

Annualized September 2022*

Consumer Price Index

6.9%

Annualized September 2022*



* Data sourced from Statistics Canada

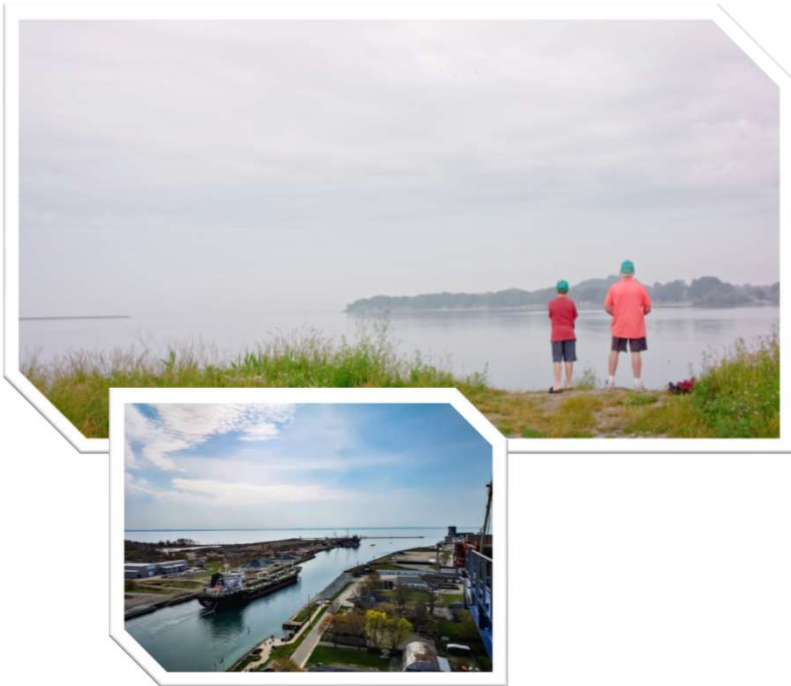


Process

Developed through a process that obtained both Council and Staff input.

	Capital	Levy	Rate
Final to Financial Services	September 1st	October 6th	October 6th
Final Senior Leadership Review	September 15th	November 15th	November 15th
Budget Committee Package	November 23rd	November 23rd	November 23rd
Committee of the Whole Budget Meeting	December 7th	December 7th	December 7th
Council Approval	December 13th	December 13th	December 13th

Vision/Mission/Values



Vision Statement:

A vision statement expresses an organization's desires for the future. This is our vision statement:

A vibrant waterfront community embracing growth for future generations

Mission Statement:

A mission statement expresses the immediate goals of an organization, clearly and concisely. This is our mission statement:

To provide an exceptional small-town experience in a big way

Corporate Values:

Corporate Values are guiding principles and beliefs supported by everyone in an organization so that they can work toward common goals in a cohesive and positive way. These are our corporate values:

Integrity – we interact with others ethically and honourably **Respect** – we treat each other with empathy and understanding **Inclusion** – we welcome everyone
Responsibility – we make tomorrow better **Collaboration** – we are better together

Strategic Pillars

Revisiting Trimester 1



Community Pillars

These pillars are areas that directly benefit our residents, businesses, and visitors.

1. Service and Simplicity - Quality and Innovative Delivery of Customer Services
2. Attracting Business Investment and Tourists to Port Colborne
3. City-Wide Investment in Infrastructure and Recreational/Cultural Spaces



Corporate Pillars

These pillars are the day-to-day practices, processes, and governance that Council and staff are focused on to ensure maximum value and benefit for our residents.

1. Value: Financial Management to Achieve Financial Sustainability
2. People: Supporting and Investing in Human Capital
3. Governance: Communications, Engagement, and Decision-Making





Themes - Focus

Economic Prosperity

Environmental Sustainability

Welcoming and livable community

Increase and enhance housing options

Competitive Advantage

- People
- Processes – getting to simple (moving towards)
- Community – Connecting
- Location

- Service Levels
- Growth – Achieve Economies of Scale
- Impact of leading a reduction in the Infrastructure Deficit



Comparison: Property Taxes

	CVA	Niagara Region	City	Education	Total	
City of Port Colborne (ALL)	\$212,031	\$1,483	\$2,079	\$324	\$3,886	+ \$127 Storm
City of Port Colborne (Standard)	198,886	1,391	1,950	304	3,645	+ \$127 Storm
Average Local Area Municipality (LAMs) (Standard)	296,089	1,962	1,745	453	4,161	

Weighted average using Niagara Region tax policy report CSD 8-2022 and online property tax calculator



Comparison: Property Taxes

	Residential	Commercial	Industrial	Farmland	Pipeline
Port Colborne	78.0%	11.0%	9.5%	0.7%	0.8%
LAMs	80.3%	14.0%	4.1%	0.9%	0.7%

Used local municipalities’ most recently available FIRs

Comparison: Revenue/Expenses



Revenue	Property Taxes	Grants	User Fees/Rate	Other
Port Colborne	49.7%	12.1%	33.4%	4.8%
LAMs	45.0%	11.0%	27.3%	16.7%

Due to
wastewater &
Self-sustaining
entities

Other
entities

Expenses	Salary	Interest Expense	Environmental Operations	Operations
Port Colborne	46.8%	2.8%	24.3%	26.1%
LAMs	50.3%	1.8%	22.4%	25.5%

Used local municipalities' most recently available FIRs

Comparison: Water and Wastewater Rate

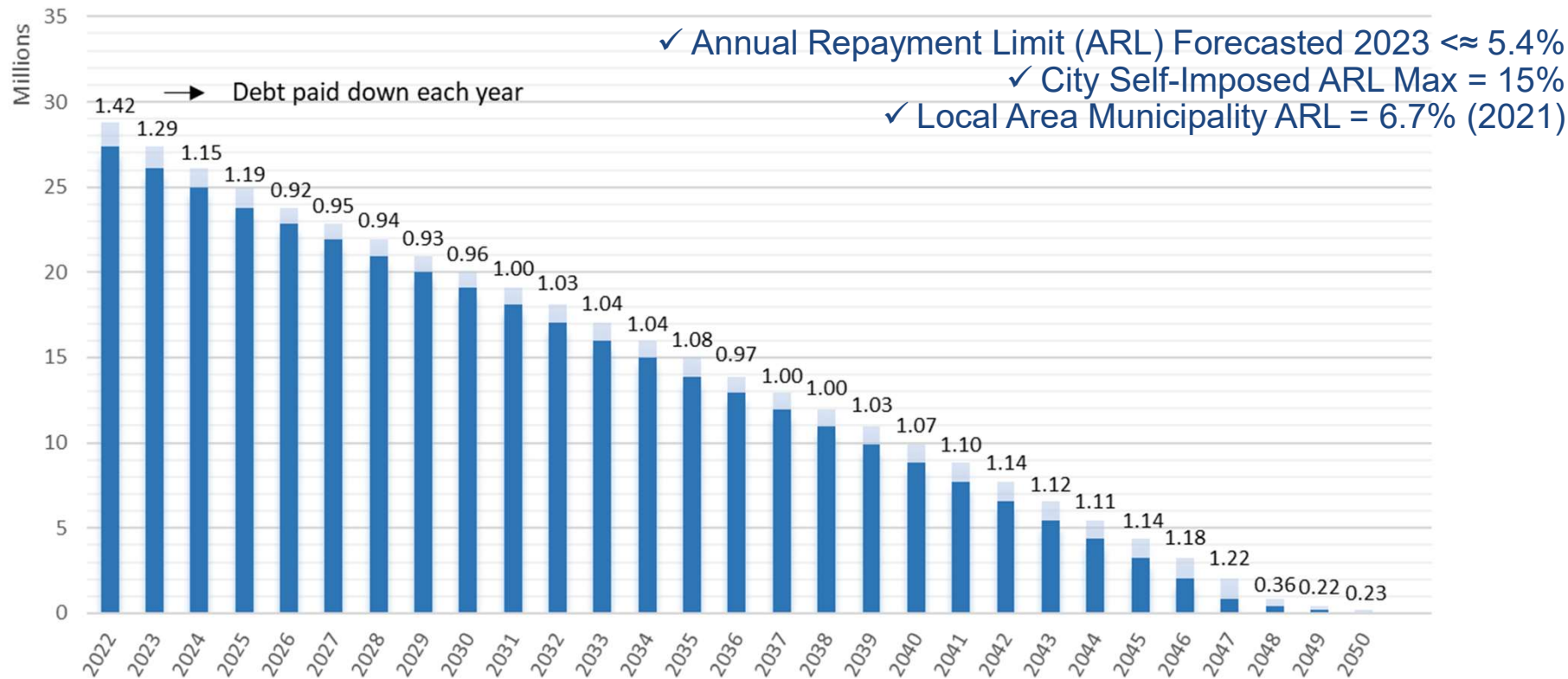


	Avg. Usage	Water	Wastewater	Total	
LAMs – 2021	150 m ³	\$469	\$589	\$1,040	5%
LAMs – 2022	150 m ³	\$466	\$613	\$1,079	
Port Colborne – 2021 & 2022	150 m³	\$576	\$1,002	\$1,578	2.92%
Port Colborne – 2023	150 m³	\$622	\$1,002	\$1,624	
Next Closest LAM – 2021	150 m ³	\$523	\$804	\$1,328	
Next Closest LAM – 2022	150 m ³	\$523	\$847	\$1,370	

The above figures are based on 150 m³ and will change as water usage changes

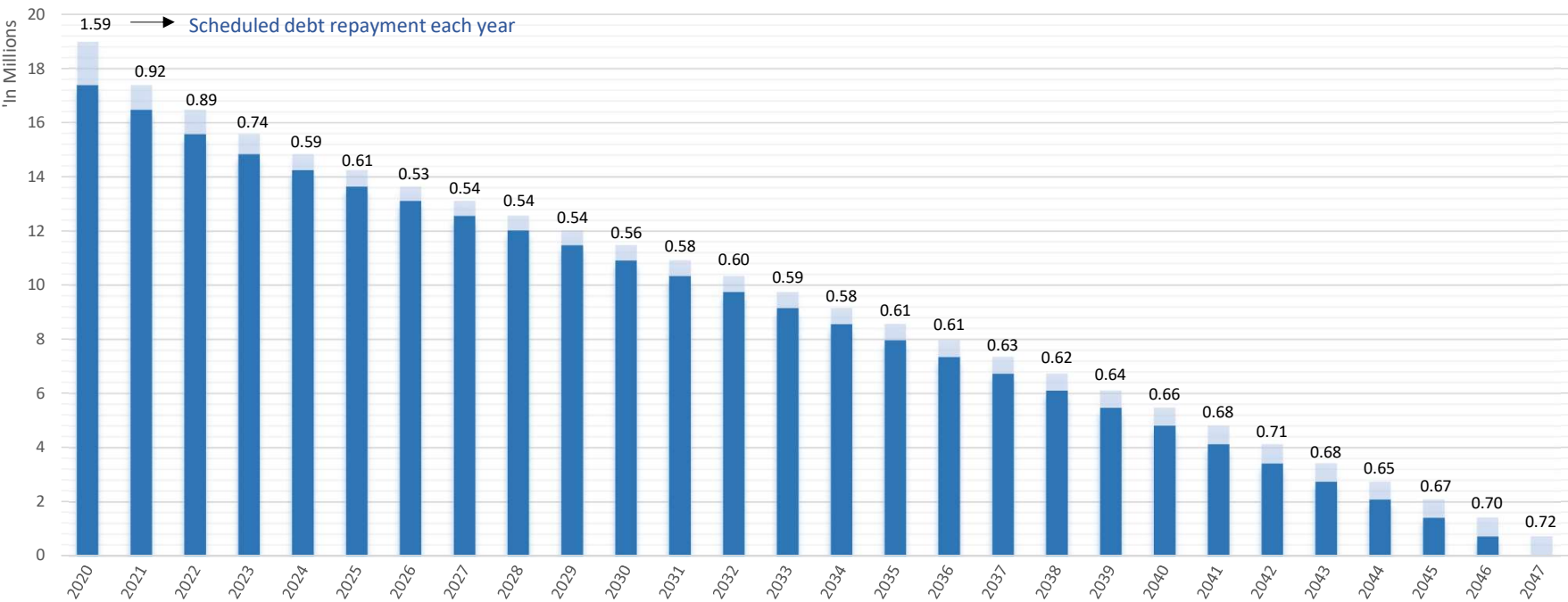
70% of this cost is Niagara Region charges to clean the wastewater. The volume being cleaned is at a ratio of 2.67 m³ per 1 m³ of water billed (3-year average). Illustrating the majority of wastewater is from inflow and infiltration.

Debt Outlook



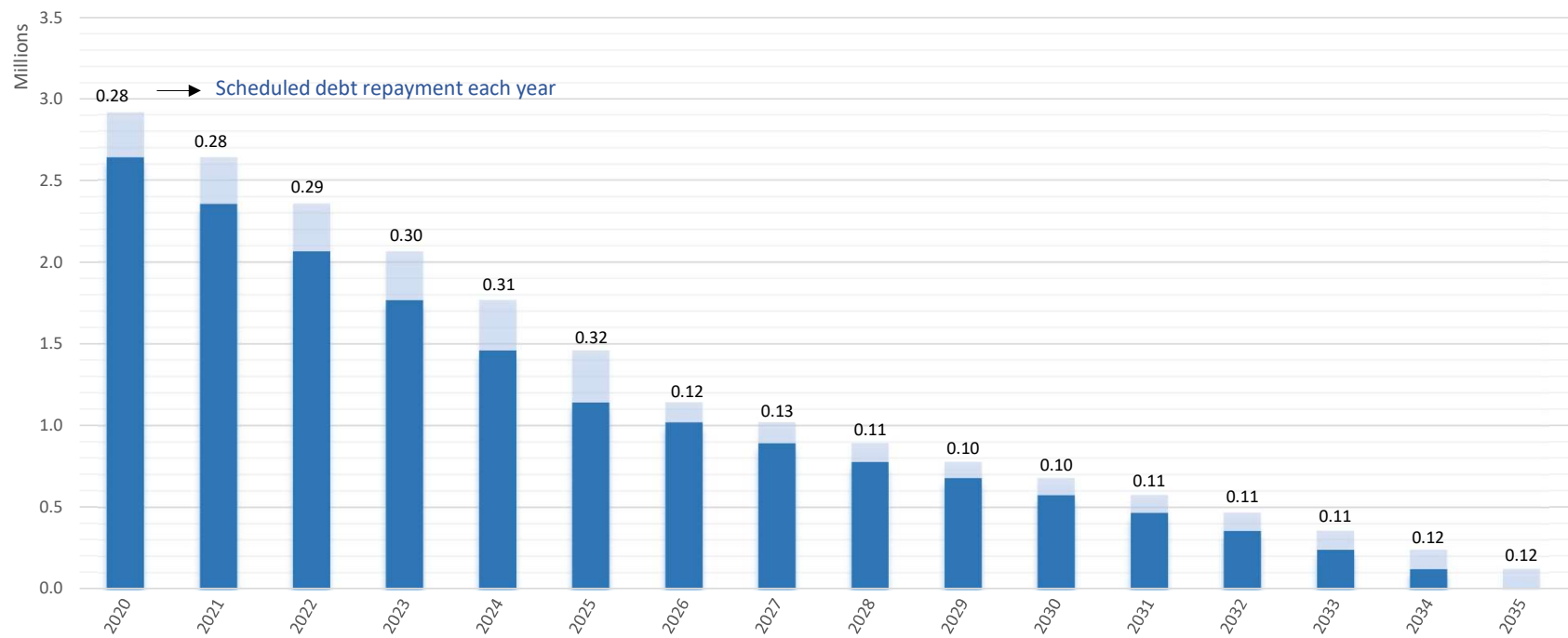


Debt Outlook - Levy



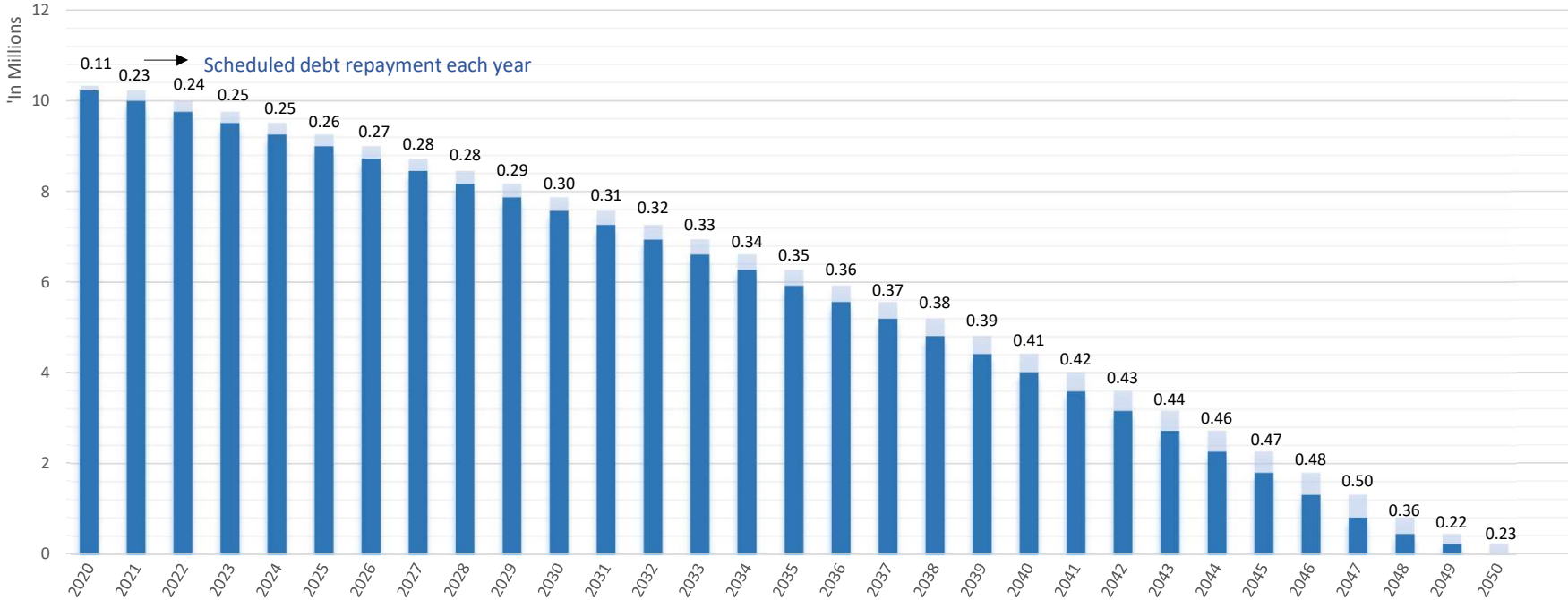


Debt Outlook - Water

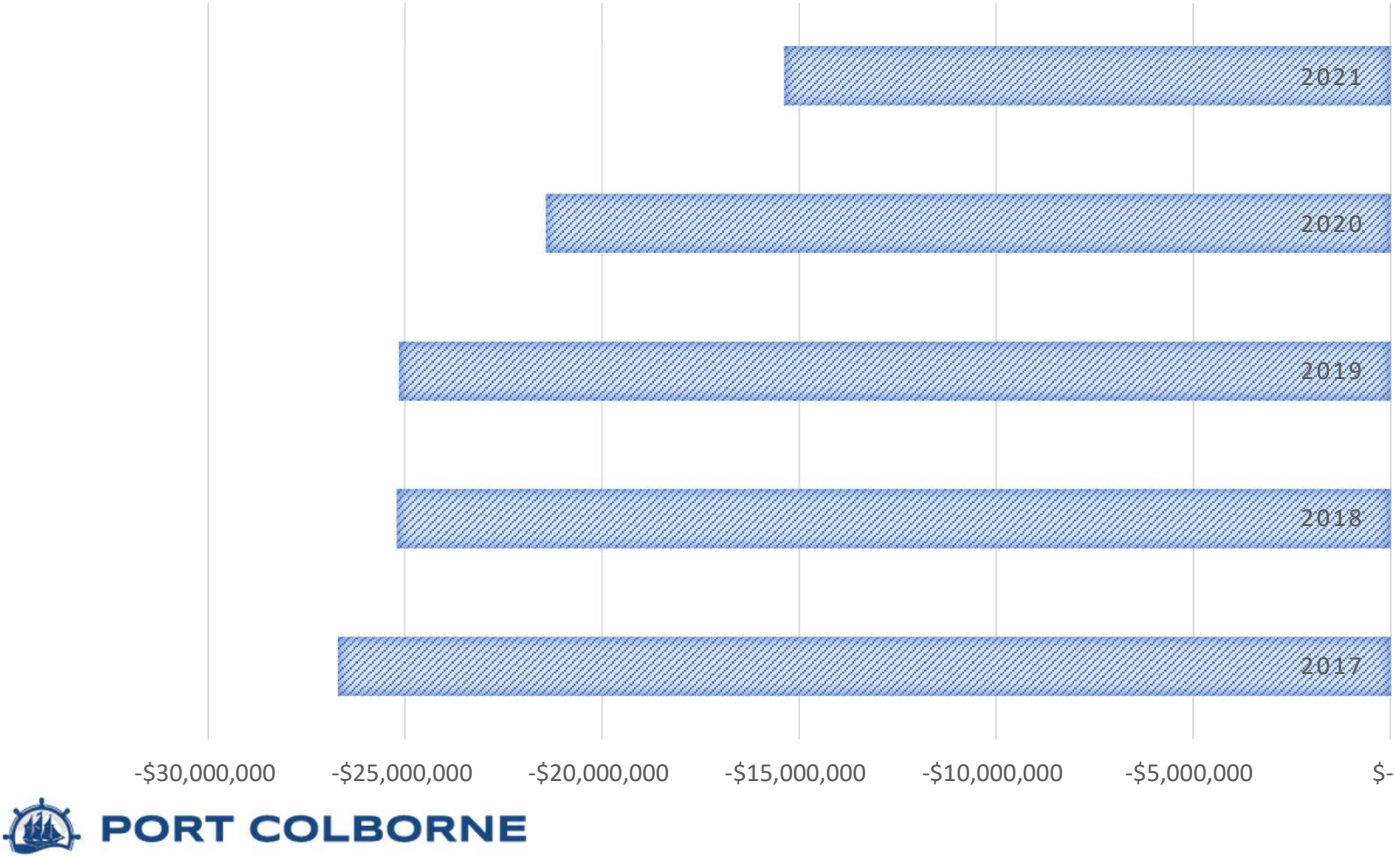




Debt Outlook – Storm Sewer



Net Debt (Financial Assets – Liabilities)



City's with Negative Net Debt:

- Port Colborne
- Pelham
- Niagara Region

Port Colborne Debt Management Policy requires the City to sustainably get to zero by 2040

Reserve Outlook



Should the capital, levy, and rate budgets be approved, and the 2023 budget = actual and the 2022 forecast = forecast at year end. The forecasted infrastructure and rate reserves would be as follows at the end of 2023 (provided there are no new projects approved):

- Infrastructure forecasted at \$4,585,243 (see Looking Forward slide)
- Water forecasted at \$1,227,391
- Wastewater forecasted at \$2,065,460
- Storm Sewer forecasted at \$554,938

Reserves are used in case of an emergency, to cover a budget shortfall in-year and to support future capital works.



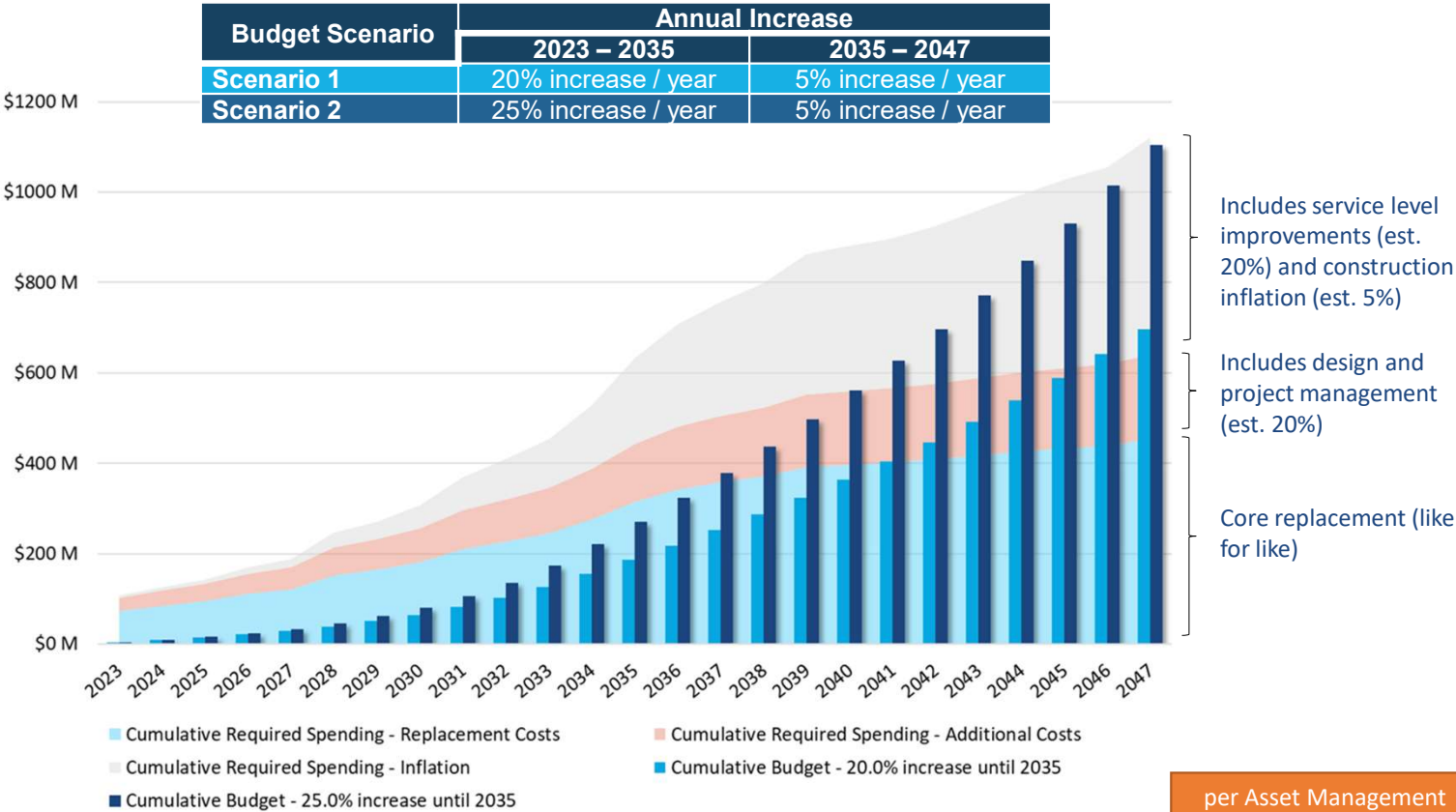
Capital Funding Requirement

Proposed 2023 capital funding:

- Budget \$6.3 million (up from \$5.1 million in 2022)
- Required \$16.2 million (per AMP x-Facilities, IT and Recreation)
- Shortfall ∴ > \$9.3 million

Funding options to close the gap over time include:

- Tax levy
- User fees
- Rates
- Grants
- Borrowing (to be repaid by the above)
- Growth
- Efficiencies
- Divestitures



To provide an exceptional small-town experience in a big way

per Asset Management Plan (AMP)



Capital Funding Requirements

Funding options to highlight (potential to have limited impact on service without increasing costs):

- Growth – Smart growth that is accretive to the tax and rate base
- Efficiencies – Reducing inflow and infiltration and water loss
- Divestitures – Establish standards for asset utilization, consider the sale or decommissioning of underutilized assets. Proceeds to be reinvested in capital assets per the tangible capital asset policy of the City



Funding Sources



Total Funding Envelope





Funding Level – Asset Replacement

Are we investing enough in Asset Replacement?

Comparison of funds available to City asset management plan



Levy	2,944,291
Rate	1,831,711
Recurring Grants	1,631,649
Debt	2,166,814
Total Funds Available	8,574,465
Recommended Annual Replacement Spend*	16,200,000
	(7,625,535)

Linear assets only, non-linear assets will be added to this total in 2024 when non-linear asset plan completed

* From Linear asset management plan approved by Council in July 2022

Reason for continuing with a capital growth/“catch-up” factor to increase the capital budget.



Funding Level – Amortization

Are we investing enough in Asset Replacement?

Comparison of funds available to amortization of existing capital assets

\$133.4 Million

Net Book Value of City Owned Tangible Capital Assets

Levy	2,944,291
Rate	1,831,711
Recurring Grants	1,631,649
Debt	2,166,814
Total Funds Available	8,574,465
Amortization of Existing Capital Assets*	5,719,689
	2,854,776



* Amortization per December 31, 2021 audited financial statements

Funding Detail

^18%

16% Department Related; **2%** Library, Museum, Achieves & Roselawn which is reflected in their budgets



Levy Core Capital Funding Model

Funding Category	2022 Budget	Funding Level [Catch-up Factor 2.0%]	Inflationary Increase (4.8%)*	New Grant or Other Funding	Transfer from/(to) Borrowing to/(from) "Pay-as-you-go"	Proposed 2023 Balance	
Capital Levy	\$ 2,098,669	\$ 437,480	\$ 100,736		\$ 285,566	\$ 2,922,451^	
Aggregate Resources Funding	\$ 132,540	\$ -	\$ -	\$ 17,715	\$ -	\$ 150,255	
CCBF (Canada Community-Building Fund)	\$ 580,577	\$ -	\$ -	\$ -	\$ -	\$ 580,577	
OCIF (Ontario Community Infrastructure Fund)	\$ 418,760	\$ -	\$ -	\$ 482,057	\$ -	\$ 900,817	
	\$ 3,230,546	\$ 437,480	\$ 100,736	\$ 499,772	\$ 285,566	\$ 4,554,100	\$1,631,649
Borrowing Costs Levy	\$ 1,506,775	\$ -	\$ 72,325	\$ -	-\$ 307,768	\$ 1,271,332^	
	\$ 4,737,321	\$ 437,480	\$ 173,061	\$ 499,772	-\$ 22,202	\$ 5,825,432	

* Inflation increase of 4.8% represents the annual inflation rate in the spring of 2022 when the capital budget began development.

Increased to \$605,820 meaning \$25,243 is available to allocated to future projects

Note: The core capital funding model for the 2023 Rates Capital and Related Project budget was not modelled for this budget as the capital funding levels decreased by \$74,216 to \$1,831,711 to minimize 2023 rate increases and provide time to catch up on the almost \$8,400,000 related to projects approved and unspent.



Projects – Budget Distribution

Project Title	Capital Funding							
	2023 Non-Debt Funding				Grants (Prior Year)	Reserves	Closed out Projects (Over/Short)	Total
	Levy	Rate	Grants	Total				
Facilities	\$ 517,500	\$ -	\$ -	\$ 517,500	\$ 400,000	\$ -	\$ 27,500	\$ 945,000
Fleet and Equipment	\$ 1,185,700	\$ 250,000	\$ -	\$ 1,435,700	\$ -	\$ -	\$ 139,563	\$ 1,575,263
Information Technology	\$ 499,500	\$ 200,000	\$ -	\$ 549,500	\$ -	\$ -	\$ -	\$ 549,500
Land Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ 90,000
Parks	\$ 100,400	\$ -	\$ 301,600	\$ 402,000	\$ -	\$ 40,000	\$ -	\$ 442,000
Planning	\$ -	\$ -	\$ 240,000	\$ 240,000	\$ -	\$ -	\$ 360,000	\$ 600,000
Roads	\$ 341,351	\$ -	\$ 1,190,049	\$ 1,531,400	\$ 240,000	\$ -	\$ -	\$ 1,771,400
Storm Sewer	\$ -	\$ 850,000	\$ -	\$ 850,000	\$ -	\$ -	\$ -	\$ 850,000
Wastewater	\$ -	\$ 690,000	\$ -	\$ 690,000	\$ -	\$ -	\$ -	\$ 690,000
Water	\$ -	\$ 321,700	\$ -	\$ 471,700	\$ -	\$ -	\$ -	\$ 471,700
Library	\$ 160,000	\$ -	\$ -	\$ 160,000	\$ -	\$ 39,500	\$ -	\$ 199,500
Museum	\$ 86,000	\$ -	\$ -	\$ 86,000	\$ -	\$ -	\$ -	\$ 86,000
Roselawn	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,000	\$ -	\$ 41,000
Total Capital Requests	\$ 2,890,451	\$ 2,311,700	\$ 1,731,649	\$ 6,933,800	\$ 640,000	\$120,500	\$ 617,063	\$ 8,311,363
Transfers to Reserve	\$ 32,000	\$ 79,564		\$ 111,564				\$ 111,564
Total Capital Requests and Transfers to Reserve	\$ 2,922,451	\$ 2,391,264	\$ 1,731,649	\$ 7,045,364	\$ 640,000	\$120,500	\$ 617,063	\$ 8,422,927

Wastewater and storm reserves (559,553)
\$1,831,711

\$1,631,649
\$100,000 TPN Funding

Facilities

Proposed Projects

- A.1 – City Hall Roof Replacement/Remediation
- A.2 – VHWC Thermal Window Film
- A.3 – City Hall Committee Room 3 Refurbishment
- A.4 – VHWC Compressor (pre-approved by Council)



Funding

2023 Capital Levy	\$ 517,500
Confirmed Grants	400,000
Closed out projects	27,500

\$945,000

VHWC Roof solutions to be presented to Council January 24, 2023 by external engineering firm.

Fleet and Equipment



Proposed Projects

- B.1 – Fire Engine 2 Replacement
- B.2 – Harley Rake
- B.3 – Backhoe (Water and Wastewater)
- B.4 – 2022 Fleet Replacement (pre-approved by Council)



Funding

2023 Capital Levy^	\$1,435,700
Closed out projects	139,563

\$1,575,263

^ Water and wastewater budgets account for \$250,000 of the 2023 Capital Levy amount above.



Information Technology

Proposed Projects

- C.1 – IT Evergreening
- C.2 – Meeting Room Technology Upgrades
- C.3 – Facility Security System Upgrades
- C.4 – CityWide – Planning Module
- C.5 – Digital By-law Enforcement System Replacement
- C.6 – Water/Wastewater Digital Compliance System Replacement
- C.7 – AMI Meter Reading
- C.8 – Video Surveillance Program

Note

The City does not have a digital human resource records management system and the City has been notified our accounting system provider is essentially reducing activity and support. Staff have been discussing partnerships with other municipalities. There is the potential for a joint municipal report in 2023. Any implementation funding would be proposed from the infrastructure reserve.



PORT COLBORNE

Funding

2023 Capital Levy \$699,500

\$699,500

^ Water and wastewater budgets account for \$200,000 of the 2023 Capital Levy amount above.

Parks & Cemetery



Proposed Projects

- D.1- Cemetery Land Acquisition
- E.1- Playground Replacement - Victoria
- E.2 – Sign Renewal (2 of 3)
- E.3 – H.H. Knoll Event Lighting

+ Note: Parks and park like with funding already available for improvements include: Lion’s Field, Lock 8, Lockview, Welland Street trail, the Promenade and the waterfront location at the end of West Street.



Funding

2023 Capital Levy	\$ 100,400
Confirmed Grants	301,600
Reserves	40,000

\$442,000



Planning



Proposed Projects

- F.1 – Update Official Plan, Growth Management Study and Development Charge Study
- F.2 – Infrastructure Needs Study – Non-Core Assets
- F.3 – Council Composition, Remuneration and Ward Boundary Review

Note

F.1 and F.2 are vital to ensure growth pays for growth and to comply with Provincial Asset Management requirements and maintain compliance with funding requirements

Funding

Confirmed Grants	240,000
Closed out projects	360,000

\$600,000





Roads and Signage

Proposed Projects

100%
20%

- G.1 – Culvert Design
- G.2 – Firelane Design
- G.3 – Road End Gate Access – Pleasant Beach and Wyldewood Road
- G.4 – Annual Sidewalk = \$300,000
- G.5 – Annual Road (Base and Surface) = \$1,286,400
- G.6 – Snider Road Pull Off Box Culvert
- G.7 – Catharine Street Rail Rehabilitation



Funding

2022 Capital Levy	\$341,351
Aggregate Funding^	150,255
Confirmed Grants	1,279,794

\$1,771,400

^ The City receives funding annually under a government formula related to aggregate volume that results from quarry activity. The 2023 Capital and Related budget assumes the same amount as received in 2022.

Stormwater

Proposed Projects

- H.1 – Stormwater Outlet Backflow Control
- H.2 – Stormwater Inventory, Cleaning and Condition Assessment
- H.3 – Coastal Engineering Services



Funding

2023 Storm Sewer Fee	\$435,493
Reserves^	414,507

\$850,000

^Forecasted Remaining Storm Sewer Reserve = \$554,938 based on the 2022 Storm Sewer Operating Budget forecast and this 2023 Capital and Related Projects budget

Wastewater

Proposed Projects

- I.1 – Wastewater Lining
- I.2 – Scholfield Avenue Pumping Station Safety Upgrade
- I.3 – Omer Sanitary Pipe Capacity Investigation from Fielden to Omer SPS



Funding

2023 Wastewater Rate	\$544,954
Reserves^	145,046

\$690,000

Note: Forecasted Remaining Wastewater Reserve = \$2,065,460 based on the 2022 Wastewater Operating Budget forecast and this 2023 Capital and Related Projects budget

Water



Proposed Projects

- J.1 – Hydrant Painting
- J.2 - Watermain Replacement (2 of 5)



Note

J.2 is part of a \$5,000,000 multi-location, multi-project approach to replacing watermains. This project is funded 26.7% by the City, 40% by the Federal government, and 33.3% by the Provincial government. This project is expected to be completed in 2026 with funding provisions of \$266,700 also being included in the 2024, 2025, and 2026 Capital and Related Project Budgets.

Funding

2023 Water Rate \$ 321,700

\$321,700

Note: Forecasted Remaining Water Reserve = \$1,227,391 based on the 2022 Water Operating Budget forecast and this 2023 Capital and Related Projects budget



Cultural Block (Library, Museum and Roselawn)

Proposed Projects

Library

- K.1 – Library Annual Allocation
- K.2 – Library Elevator Modernization
- K.3 – Library Flat Roof Repair
- K.4 – Library Backflow and Water Closet Upgrades

Recommendation

Library and capital funding model to be reviewed. Last year window seal remediation at a budgeted cost of \$24,000 was asked for above the \$45,000 annual allotment and this year the elevator at budgeted cost of \$115,000 was asked for above the same annual allotment.

Funding

2023 Capital Levy	\$ 160,00
Reserves^	39,500

\$199,500

Library Facility Condition Index (FCI) is almost perfect and the Building Condition Assessment (BCA) identifies under ideal circumstance the elevator would be updated in 2024 after 25 years of service.



Cultural Block (Library, Museum and Roselawn)

Proposed Projects

Museum

- L.1 – Carriage House Restoration
- L.2 – Exhibit Cases
- L.3 – Museum HRC Decking and Walkway Replacement
- L.4 – Museum Home Repair and Painting
- L.5 – Museum Stair and Walkway Replacement

Roselawn

- M.1 – Roselawn Interior
- M.2 – Roselawn Flooring Replacement

Funding

2023 Capital Levy	\$ 86,000
Reserves^	41,500

\$211,500

^ From Roselawn Reserve leaving a balance of \$515,299.





Risks to the Budget

Actual events and results can be substantially different from what is expected or implied as a result of risk, uncertainties, and other factors, many of which are beyond our control, including, but not limited to:

- Changes to legislation, including rules and regulation
 - i.e. Bill 39, Better Municipal Governance Act, 2022 was introduced subsequent to the development of this budget and is still being reviewed at the time of printing this presentation
- Decisions of other levels of government
 - i.e. Ministry of the Environment, Conservation and Parks
 - i.e. the Bereavement Authority of Ontario
 - i.e. Niagara Region water and wastewater charges have not been published or approved, only guidance from July 21, 2022 has been shared
- Economic weakness or other unforeseen factors impacting changes in past patterns of facility and service usage and/or goods purchased by users and customers
- Inflation advancing more than anticipated – note inflation was budget differently for different expenses ranging from 0% to the 35% range (fuel costs increased 70% over 2 years)
- Interest rates declining which impact investment income
- Poor weather impacting attendance at the Beach or events such as Canal Days
- Higher precipitation and lake levels compared to 2022 increasing inflow and infiltration or changing water usage
- Unexpected changes or usage in infrastructure
- Unbudgeted and/or unexpected changes in needs or wants of residents resulting in Council approved changes in service levels or goods and service offerings

 **PORT COLBORNE** A resurgence in COVID-19 or other epidemics, pandemics or other public health crisis event

Looking Forward



- Emphasis is on project completion. The addition of Project Management capability will support this action
- Development of a multi-year (5-year) capital plan to be introduced with the 2024 Capital and Related Project budget (1 year for approval and 4-year forecast)
- Some in-year capital and related project considerations will likely include
 - Dredging at the Marina
 - Vale roof (presentation scheduled January 24th)
 - Consideration to be provided to the assumption of cemeteries and other related cemetery matters
 - Human Resource and Finance System (partnership with other municipalities)
 - Parking lot options to facilitate greater off beach parking at Nickel Beach
 - Energy efficiency upgrades and opportunities to produce our own energy
- Completing Building Condition Assessments (BCAs) on all facilities to support a multi-year / multi-generational planning discussion with Council.
- Review the Parks and Recreation Master plan
- Further internal discussions to be had on a joint capital request by the Museum and Library to assess the need for another facility. This project was held back from the 2023 Capital and Related Project Budget

Thank You

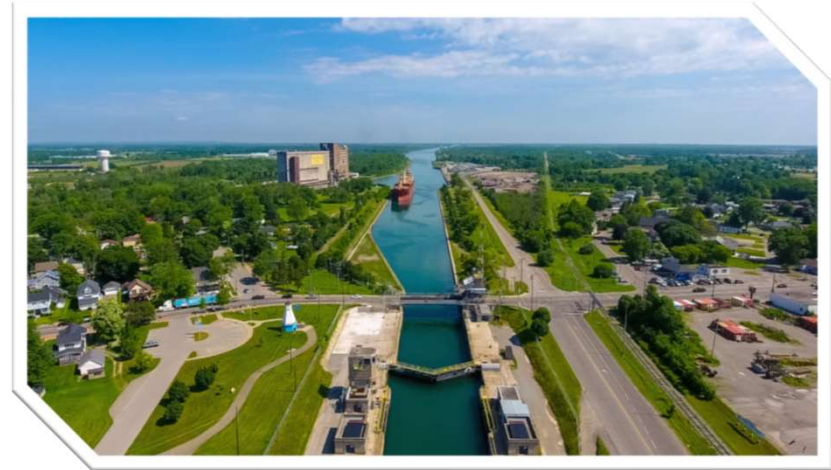


Recommendation

That the Corporate Service Department, Financial Services Division, Report No. 2022-248 Subject: 2023 Capital and Related Projects Budget, **BE RECEIVED**; and

That the recommended project closures and funding transfers for projects approved prior to this report as outlined in Report 2023-248, Appendix C, **BE APPROVED**; and

That the 2023 Capital and Related Projects Budget as outlined in Report 2023-248, **BE APPROVED** and that the projects identified in the 2023 Capital and Related Projects Budget be permitted to begin immediately where feasible.



Appendix B - 2023 Capital and Related Project Detail

		Capital Funding									
		2023 Non-Debt Funding				Grants (Prior Year)	Reserves	Previously approved unspent	Internally Financed	Other	Total
Item	Project Title	Levy	Rate	Grants	Total						
A.1	City Hall Roof Replacement/Remediation	450,000		-	450,000	-	-	-		-	450,000
A.2	VHWC Thermal Window Film	22,000		-	22,000	-	-	-		-	22,000
A.3	City Hall Committee Room 3 Refurbishment	16,000		-	16,000	-	-	-		7,000	23,000
A.4	VHWC Compressor	29,500		-	29,500	400,000	-	-		20,500	450,000
Total Capital Requests - Facilities		517,500	-	-	517,500	400,000	-	-	-	27,500	945,000
B.1	Fire Engine 2 Replacement	770,437		-	770,437	-	-	-		139,563	910,000
B.2	Harley Rake	21,000		-	21,000	-	-	-		-	21,000
B.3	Backhoe		250,000	-	250,000	-	-	-		-	250,000
B.4	Pre-committment from 2022 CRPB	394,263		-	394,263	-	-	-		-	394,263
Total Capital Requests - Fleet and Equipment		1,185,700	250,000	-	1,435,700	-	-	-	-	139,563	1,575,263
C.1	IT Evergreening	127,500		-	127,500	-	-	-		-	127,500
C.2	Meeting Room Technology Upgrades	100,000		-	100,000	-	-	-		-	100,000
C.3	Facility Security System Upgrades	125,000		-	125,000	-	-	-		-	125,000
C.4	CityWide - Planning Module	22,000		-	22,000	-	-	-		-	22,000
C.5	Digital By-law Enforcement System Replacement	50,000		-	50,000	-	-	-		-	50,000
C.6	Water/Wastewater Digital Compliance System Replacement		50,000	-	50,000	-	-	-		-	50,000
C.7	AMI Meter Reading		150,000	-	150,000	-	-	-		-	150,000
C.8	Video Surveillance Program	75,000		-	75,000	-	-	-		-	75,000
Total Capital Requests - Information Technology		499,500	200,000	-	699,500	-	-	-	-	-	699,500
D.1	Cemetery Land Acquisition	-		-	-	-	-	-		90,000	90,000
Total Capital Requests - Land Development		-	-	-	-	-	-	-	-	90,000	90,000
E.1	Playground Replacement - Victoria	50,400		201,600	252,000	-	-	-		-	252,000
E.2	Sign Renewal (2 of 3)	50,000		-	50,000	-	-	-		-	50,000
E.3	HH Knoll Event Lighting			100,000	100,000	-	40,000	-		-	140,000
Total Capital Requests - Parks		100,400	-	301,600	402,000	-	40,000	-	-	-	442,000
F.1	Updated Official Plan, Growth Management Study and Development Charge Study		-	-	-	-	-	-		250,000	250,000
F.2	Infrastructure Needs Study - Non-Core Assets	-		240,000	240,000	-	-	-		60,000	300,000
F.3	Council Composition, Remuneration and Ward Boundary Review	-		-	-	-	-	-		50,000	50,000
Total Capital Requests - Planning		-	-	240,000	240,000	-	-	-	-	360,000	600,000
G.1	Culvert Design	50,000		-	50,000	-	-	-		-	50,000
G.2	Firelane Design	20,000		-	20,000	-	-	-		-	20,000
G.3	Road End Gate Access - Pleasant Beach and Wydlewood Road	30,000		-	30,000	-	-	-		-	30,000
G.4	Annual Sidewalk	60,000		-	60,000	240,000	-	-		-	300,000
G.5	Annual Road (Base and Surface)	96,351		1,190,049	1,286,400	-	-	-		-	1,286,400
G.6	Snider Road Pull Off Box Culvert	40,000		-	40,000	-	-	-		-	40,000
G.7	Catharine Street Rail Rehabilitation	45,000		-	45,000	-	-	-		-	45,000
Total Capital Requests - Roads		341,351	-	1,190,049	1,531,400	240,000	-	-	-	-	1,771,400

		Capital Funding									
		2023 Non-Debt Funding				Grants (Prior Year)	Reserves	Previously approved unspent	Internally Financed	Other	Total
Item	Project Title	Levy	Rate	Grants	Total						
H.1	Stormwater Outlet Backflow Control		300,000	-	300,000	-	-	-		-	300,000
H.2	Stormwater Inventory, Cleaning and Condition Assessment		500,000	-	500,000	-	-	-		-	500,000
H.3	Coastal Engineering Services		50,000	-	50,000	-	-	-		-	50,000
Total Capital Requests - Storm Sewer		-	850,000	-	850,000	-	-	-	-	-	850,000
I.1	Wastewater Lining		500,000	-	500,000	-	-	-		-	500,000
I.2	Scholfield Avenue Pumping Station Safety Upgrade		40,000	-	40,000	-	-	-		-	40,000
I.3	Omer Sanitary Pipe Capacity Investigation From Fielden to Omer SPS		150,000		150,000	-	-	-		-	150,000
Total Capital Requests - Wastewater		-	690,000	-	690,000	-	-	-	-	-	690,000
J.1	Hydrant Painting		55,000	-	55,000	-	-	-		-	55,000
J.2	Watermain replacement and looping (2 of 5)		266,700		266,700						266,700
Total Capital Requests - Water		-	321,700	-	321,700	-	-	-	-	-	321,700
K.1	Library Annual Allocation	45,000		-	45,000	-	- 45,000	-		-	-
K.2	Library Elevator Modernization	115,000		-	115,000	-	-	-		-	115,000
K.3	Library Flat Roof Repairs			-	-	-	65,000	-		-	65,000
K.4	Library Backflow and Water Closet Upgrades			-	-	-	19,500	-		-	19,500
Total Capital Requests - Library		160,000	-	-	160,000	-	39,500	-	-	-	199,500
L.1	Carriage House Restoration	5,000		-	5,000	-	-	-		-	5,000
L.2	Exhibit Cases	15,000		-	15,000	-	-	-		-	15,000
L.3	Museum HRC Decking and Walkway Replacement	31,000		-	31,000	-	-	-		-	31,000
L.4	Museum Home Repair and Painting	18,000		-	18,000	-	-	-		-	18,000
L.5	Museum Stair and Walkway Replacement	17,000		-	17,000	-	-	-		-	17,000
Total Capital Requests - Museum		86,000	-	-	86,000	-	-	-	-	-	86,000
M.1	Roselawn Interior			-	-	-	20,000	-		-	20,000
M.2	Roselawn Flooring Replacement			-	-	-	21,000	-		-	21,000
Total Capital Requests - Roselawn		-	-	-	-	-	41,000	-	-	-	41,000
Total Capital Requests		2,890,451	2,311,700	1,731,649	6,933,800	640,000	120,500	-	-	617,063	8,311,363
	Transfers to Reserve	32,000	79,564		111,564						111,564
Total Capital Requests and Transfers to Reserve		2,922,451	2,391,264	1,731,649	7,045,364	640,000	120,500	-	-	617,063	8,422,927

Capital Request A.1

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
City Hall Roof Replacement/Remediation	City Hall	✓		✓	✓			✓		✓		
Project Rationale												

Replace asphalts flat roofing areas that are worn and leaking, and are beyond remediation after 25years. Sealing and remediation of upper metal areas to maintain 25year remaining integrity. Leaks are causing damage to internal areas of the building on 3rd floor.

Project Funding Source	
Levy	450,000
Rate	
Grant	
Reserves	
Other	
Total	450,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	Yes - see attached
Utilize renewable materials?	Yes - see attached
Are less emissions intense?	N/A
Better manage stormwater?	No

Project Timelines	
2022	✓
2023	
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	City Hall Staff, Facilities
Departments Impacted	City Hall Staff, Facilities

Description of 'Greener' options:
Modern roofing options and sealants are lower VOC and less impactful than existing asphalt/modified bitumen existing roof. Modern options are also better insulating and more energy efficient for the building.

Capital Request A.2

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
VHWC Thermal Window Film	VHWC	✓		✓	✓					✓	✓	

Project Rationale

Install thermal / reflective window film on east and south gymnasium windows to better control heat and sunlight in the summer months. Has been identified as a visual health and safety concern by tenants and patrons repeatedly. Will also reduce energy consumption (cooling) during the summer months.

Project Funding Source	
Levy	22,000
Rate	
Grant	
Reserves	
Other	
Total	22,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	Yes - see attached
Utilize renewable materials?	N/A
Are less emissions intense?	Yes - see attached
Better manage stormwater?	No

Project Timelines	
2022	✓
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Recreation, Facilities
Departments Impacted	Recreation, Facilities

Description of 'Greener' options:

This is the energy efficient / reducing option. Will reduce cooling costs in the summer months.

Capital Request A.3

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
City Hall Committee Room 3 Refurbishment	City Hall	✓		✓	✓			✓			✓	✓

Project Rationale

After 26 years of use/wear and damage resulting from the leaking roof at City Hall, the carpet, ceiling tiles and paint of City Hall Committee Room 3 are in need of replacement/updating. This request comes from the Mayoral and CAO.

Project Funding Source	
Levy	16,000
Rate	
Grant	
Reserves	
Other (prior year over/short)	7,000
Total	23,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	Yes - see attached
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	City Hall Staff, Facilities
Departments Impacted	City Hall Staff, Facilities

Description of 'Greener' options:

Newer materials and manufacturing are much better than previous. Materials sourced for replacement will be environmentally responsible (Low VOC).

Capital Request A.4

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
VHWC Compressor	VHWC	✓		✓				✓		✓	✓	

Project Rationale

During recent inspections of the heating and cooling system at the Vale Health and Wellness Centre it was identified that the cooling tower and heat exchange gaskets were in poor condition and due for replacement. The heating and cooling system is a key component to the operation of the facility. Failure of the unit will have significant impacts to the facilities operation.

Project Funding Source	
Levy	29,500
Rate	
Grant (Gas Tax)	400,000
Reserves	
Other (prior year over/short)	20,500
Total	450,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Public Works
Departments Impacted	Corporate Services

Description of 'Greener' options:

Capital Request B.1

Item	Location	Community Pillars			Corporate Pillars			Rationale				
		1	2	3	1	2	3	1	2	3	4	5
Fire Engine 2 Replacement	Fire Dept	✓		✓				✓		✓	✓	✓

Project Rationale

The City has determined in the past that apparatus, in particular the Engines will be replaced on a 20 year cycle. This fits with recommendations from National Fire Protection Associations (NFPA 1911) and Fire Underwriters which sets insurance grading for the City. Engine # 2 was purchased in 2000. With supply chains issues everywhere, it is anticipated that the City will wait approximately 18 months to receive the truck from the time of order. There is liability issues associated with the delay.

Project Funding Source

Levy	770,437
Rate	
Grant	
Reserves	
Other (prior year over/short)	139,563
Total	910,000

Operating On-Going Impact (+/-)

Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:

Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	N/A

Project Timelines

2022	
2023	Order
2024	Delivery (or sooner)
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Community Safety
Departments Impacted	Community Safety

Description of 'Greener' options:

Capital Request B.2

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Harley Rake	City Wide	✓	✓	✓	✓			✓				
Project Rationale												

Staff currently rent a harley rake attachment with skid steer twice annually to complete roadside shouldering repairs. The rental of a skid steer and harley rake for the year total approximately \$17,000. Staff are proposing to purchase a harley rake and utilize an existing piece of equipment to run it. There will be approximately \$3,500 required to fit the attachment to the City's existing equipment and another \$17,500 to purchase the harley rake.

Project Funding Source	
Levy	21,000
Rate	
Grant	
Reserves	
Other	
Total	21,000

Operating On-Going Impact (+/-)	
Levy	- 16,725
Rate	-
Other	-
Total	- 16,725

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request B.3

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Backhoe	City Wide							✓				

Project Rationale

This is a request to replace the Water/Wastewater Division's backhoe due to it's life expectancy expiring and poor condition. This equipment uses a hoe ram and compactor regulary which increases wear. The drive shafts and axles have begun to show excessive wear. The boom is also strating to show excessive wear which will lead to extensive costs in the short term. Hydraulic hoses are showing signs of wear and staff have started replacing them as required. This requested will be funded 50% from Water and 50% from Wastewater.

Project Funding Source

Levy	
Rate (Water & Wastewater)	250,000
Grant	
Reserves	
Other	
Total	250,000

Operating On-Going Impact (+/-)

Levy	-
Rate	-
Other	-
Total	-

Are there 'Greener' options available that:

Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines

2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request B.4

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Pre-committment from 2022 Capital and Related Project Budget (CRPB)	City Wide		✓	✓	✓			✓		✓		
Project Rationale												

This pre-commitment from the 2022 Capital and Related Project Budget was for the 2022 Fleet Replacement project (for more information on this project, please see Capital Request B.7 of the 2022 Capital and Related Project Budget).

Project Funding Source	
Levy	394,263
Rate	
Grant	
Reserves	
Other	
Total	394,263

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	✓
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request C.1

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
IT Evergreening	City Wide	✓		✓		✓		✓	✓		✓	

Project Rationale

The City of Port Colborne has invested in the use of technology to enable efficient and effective delivery of municipal services. The IT Evergreening capital request represents the lifecycle replacement of key hardware that supports these activities, which primarily includes staff workstations (laptops, tablets and accessories) and telecommunications and computer system infrastructure. The key hardware that supports these activities are reaching or have already exceeded their expected end-of-life and require replacement to ensure that efficient and effective delivery of municipal services can continue without unnecessary delay or disruption to constituents.

Project Funding Source

Levy	127,500
Rate	
Grant	
Reserves	
Other	
Total	127,500

Operating On-Going Impact (+/-)

Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:

Are more energy efficient?	Yes - see attached
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines

2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Corporate Services
Departments Impacted	All Departments

Description of 'Greener' options:

Many technology manufacturers are producing equipment in eco-efficient facilities. Additionally, the technology equipment often attains the Energy STAR rating for energy efficiency.

Capital Request C.2

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Meeting Room Technology Upgrades	City Wide			✓			✓	✓				✓

Project Rationale

The City of Port Colborne is enhancing the technology capabilities in City Hall's Council Chambers and Executive Boardroom (Committee Room 3). This enables various City stakeholders to come together to collaborate and conduct City business through the enhancements afforded by technology. This project would see other meeting rooms throughout City facilities constructed to enable this collaborative meeting and workspace across the City.

Project Funding Source	
Levy	100,000
Rate	
Grant	
Reserves	
Other	
Total	100,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	Yes - see attached
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Corporate Services
Departments Impacted	All Departments

Description of 'Greener' options:

Many technology manufacturers are producing equipment in eco-efficient facilities. Additionally, the technology equipment often attains the Energy STAR rating for energy efficiency.

Capital Request C.3

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Facility Security System Upgrades	City Wide			✓				✓		✓		
Project Rationale												

The City of Port Colborne has invested in alarm and card access systems over the years to provide enhanced security to City facilities and impose accountability for those who access City facilities.

The card access system hardware reached end of life in 2021, however replacement was deferred given that the system was operating reliably and that support was readily available. This hardware has now reached end-of-life with the manufacturer and replacement is imminent to ensure continued reliability of the system.

The alarm system components reached end of life in 2019, however replacement was also deferred given that the system was operating reliably. It is recommended that the alarm system components are replaced alongside the card access system to maximize integration opportunities.

Project Funding Source	
Levy	125,000
Rate	
Grant	
Reserves	
Other	
Total	125,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	Yes - see attached
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Corporate Services
Departments Impacted	All Departments

Description of 'Greener' options:

Many technology manufacturers are producing equipment in eco-efficient facilities. Additionally, the technology equipment often attains the Energy STAR rating for energy efficiency.

Capital Request C.4

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
CityWide - Planning Module	City Wide	✓		✓			✓		✓		✓	✓

Project Rationale

The City currently uses CityWide software for a multitude of applications CityWide has developed a planning module that will allow us to track the planning process, create memos, assign review of documents to internal departments, produce reports etc.

The CityWide Planning module will allow the planning division to track development applications throughout the process, provide reports to understand how many files have been processed and how long it took to process them, connect to GIS with the intent of having an interactive map online where the public can active applications and so much more. In summary, it will assist the division with efficiently processing applications and improve application transparency with the public.

Project Funding Source

Levy	22,000
Rate	
Grant	
Reserves	
Other	
Total	22,000

Operating On-Going Impact (+/-)

Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:

Are more energy efficient?	
Utilize renewable materials?	
Are less emissions intense?	
Better manage stormwater?	

Project Timelines

2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	IT
Departments Impacted	

Description of 'Greener' options:

Capital Request C.5

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Digital By-law Enforcement System Replacement	City Wide	✓					✓	✓	✓		✓	

Project Rationale

By-law currently uses a Lotus Notes database as its system of record. This project request seeks to replace Lotus Notes and migrate data as appropriate to a new system that has not yet been identified. In addition to the Lotus Notes replacement/migration, By-law seeks to upgrade its AIMS system for ticketing. The upgrade in AIMS would make ticket writing automatic reducing errors and increasing efficiency.

Project Funding Source	
Levy	50,000
Rate	
Grant	
Reserves	
Other	
Total	50,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Corporate Services
Departments Impacted	All Departments

Description of 'Greener' options:

Capital Request C.6

Item	Location	Community Pillars			Corporate Pillars			Rationale				
		1	2	3	1	2	3	1	2	3	4	5
Water/Wastewater Digital Compliance System Replacement	City Wide	✓		✓			✓	✓	✓	✓	✓	
Project Rationale												

Water/Wastewater Digital Compliance System Replacement (\$50,000 Split 50/50 between Water and Wastewater). Water/Wastewater has numerous databases in Lotus Notes. These databases are an essential part of the City's compliance to Safe Drinking Water Act and Ontario Water Resources Act requirements for the drinking water and wastewater collection system, and conformance to the Drinking Water Quality Management Standard.

As the City is phasing out the active use of Lotus Notes, the Water/Wastewater department is required to find alternative digital programs to ensure that the City remains in compliance.

Staff are currently researching alternatives to the various Lotus Notes databases. This capital request will be used to fund the selected alternative(s).

Project Funding Source	
Levy	
Rate	50,000
Grant	
Reserves	
Other	
Total	50,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Corporate Services
Departments Impacted	All Departments

Description of 'Greener' options:

Capital Request C.7

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
AMI Meter Reading	City Wide	✓		✓			✓		✓		✓	
Project Rationale												

The City of Port Colborne has approximately 6,000 water meters that are read monthly using radio-frequency (RF) technology by having a staff person drive the City for a day each month.

This proposal is for an Advanced Metering Infrastructure (AMI) project which involves installing antennas that could continuously monitor and read the water meters throughout the City, without having to drive around.

AMI technology is an integrated system of water meters, communication network and data management software that enables utilities to collect water meter information automatically instead of the current manual process. The City will have access to a Customer Portal for meter reading data likely by the end of 2022 and this would allow residents to check their water accounts at any time and see real-time, continuous data coming in, instead of just monthly totals. Residents could have full access to their own water meter data.

The City is currently undertaking a propagation study to determine the feasibility and precise costs. The final cost of the program is dependant on how many antennas would be needed throughout the City, which the Propagation study will determine.

The key benefits of implementing AMI in our City include:

- Enhanced Customer Service – Customers will have access to hourly water usage leading to early detection of leaks and unexpected high water usage
- Reduced Costs through Water Read/Billing Efficiencies - Staff no longer need to spend a day each month to drive the city to read meters as meter reads can simply be downloaded. Reduces the need for estimated billing and improves billing accuracy leading to better customer satisfaction.
- Distribution System Management – improved accuracy of consumption data and detection of backflow issues will lead to more efficient operation and maintenance of the water distribution system
- Reduce Water Loss – monitoring water usage pattern will reduce water theft, tampering and leaks
- Alleviate Climate Change Impact – Reduction in Greenhouse Gas (GHG) emissions by eliminating driving vehicles for meter reading, reduction in energy use at the Region's water treatment facility by reducing water loss and modifying pumping strategy based on customer demand patterns

Project Funding Source

Levy	
Rate (Water)	150,000
Grant	
Reserves	
Other	
Total	150,000

Operating On-Going Impact (+/-)

Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:

Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines

2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

This is a greener alternative than having a staff person drive around the entire city for 8 hours once a month to read the water meters.

Capital Request C.8

Item	Location	Community Pillars			Corporate Pillars			Rationale				
		1	2	3	1	2	3	1	2	3	4	5
Video Surveillance Program	City Wide			✓			✓			✓		✓

Project Rationale

Video surveillance has been present at many municipal facilities for a number of years. The intent of this capital request is to formulate a working group to provide input on video surveillance policies (as it pertains to subject legislation) as well as the effective use and deployment of video surveillance systems across the City. The particular locations for implementation are yet to be determined. Currently video surveillance is conducted on or around City facilities, however there are opportunities to partner with other agencies to promote and improve community safety by implementing video surveillance in other areas of opportunity throughout the City.

Project Funding Source

Levy	75,000
Rate	
Grant	
Reserves	
Other	
Total	75,000

Operating On-Going Impact (+/-)

Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:

Are more energy efficient?	Yes - see attached
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines

2022	✓
2023	✓
2024	✓
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Corporate Services
Departments Impacted	All Departments

Description of 'Greener' options:

Many technology manufacturers are producing equipment in eco-efficient facilities. Additionally, the technology equipment often attains the Energy STAR rating for energy efficiency.

Capital Request D.1

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Cemetery Land Acquisition	Cemetery			✓	✓				✓		✓	

Project Rationale

Currently there is \$130,000 in reserves specifically for cemetery land acquisition. Staff are recommending that \$75,000 be included in the 2023 Capital Budget to add to the existing reserve to assist with future land acquisition to support cemetery expansion.

Project Funding Source	
Levy	
Rate	
Grant	
Reserves	
Other (prior year over/short)	90,000
Total	90,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	No
Are less emissions intense?	Yes - see attached
Better manage stormwater?	No

Project Timelines	
2022	✓
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	CAO - Economic Development & Tourism Services, Public Works
Departments Impacted	CAO - Economic Development & Tourism Services, Public Works

Description of 'Greener' options:

Creating addition park land.

Capital Request E.1

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Playground Replacement - Victoria	Victoria Playground	✓		✓							✓	

Project Rationale

This is a request to replace the Victoria Playground. The existing structures have been inspected and replacement is being recommended based on the equipment's condition and life expectancy.

Project Funding Source	
Levy	50,400
Rate	
Grant	201,600
Reserves	
Other	
Total	252,000

Operating On-Going Impact (+/-)	
Levy	-
Rate	-
Other	-
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request E.2

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Sign Renewal	City Wide	✓	✓	✓					✓			✓

Project Rationale

In January 2020, Council approved a new City logo and associated branding. Elements of the City's branding, which include its vision, mission, and values, were still pending the completion of the City's Strategic Plan, which was approved by Council in early 2021. Through the 2022 capital budget process, Council approved capital budget funding for a three-year phased approach to replace signage across the City. The City's three year signage strategy was presented to council (and approved) on June 28, 2022, through report 2022-141.

Project Funding Source	
Levy	50,000
Rate	
Grant	
Reserves	
Other	
Total	50,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Communications
Departments Impacted	City Wide

Description of 'Greener' options:

Capital Request E.3

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Permanent stadium lightin	H.H. Knoll Park		✓	✓	✓							

Project Rationale

Each year the City of Port Colborne spends \$40,000 to an outside vendor to supply power and lighting at H.H. Knoll Park for the Annual Canal Days Marine Meritage Festival. The cost to rent lighting is \$3,000.00 out of the annual \$40,000.00 expense. By installing permanent stadium lighting this will eliminate annual rental costs of lighting from the past. In addition, this capital project will enhance the concert and event experience.

Project Funding Source

Levy	
Rate	
Grant	100,000
Reserves (Canal Days)	40,000
Other	
Total	140,000

Operating On-Going Impact (+/-)

Levy	-	4,000
Rate		
Other		
Total	-	4,000

Are there 'Greener' options available that:

Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines

2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Public Works and Corporate Services
Departments Impacted	Public Works and Corporate Services

Description of 'Greener' options:

Capital Request F.1

Item	Location	Community Pillars			Corporate Pillars			Rationale				
		1	2	3	1	2	3	1	2	3	4	5
Updated Official Plan, Growth Management Study and Development Charge Study		✓	✓	✓	✓		✓		✓		✓	✓
Project Rationale												

The Niagara Region is in the process of updating the Regions Official Plan. The City of Port Colborne must complete our Official Plan update within one (1) year per legislation. This is the time to also complete a Growth Management Study and a Development Charge Study. If Bill 39, Better Municipal Governance Act, were to change this timeline, Staff still recommend the Official Plan be updated given it is 10 years old and the two recommended studies occur given the recent change in growth prospects for the City.

Project Funding Source	
Levy	
Rate	
Grant	
Reserves	
Other (prior year over/short)	250,000
Total	250,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Planning and Development
Departments Impacted	Planning and Development

Description of 'Greener' options:

Capital Request F.2

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Infrastructure Needs Study - Non-Core Assets	City Wide			✓	✓							✓

Project Rationale

In accordance with the Asset Management Regulation, begin to document, review and collect all and any non-core asset infrastructure to be incorporated into the Asset Management Plan due to the Province in 2024.

Project Funding Source	
Levy	-
Rate	
Grant	240,000
Reserves	
Other (prior year over/short)	60,000
Total	300,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	Design
2024	Project Report
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Roads, Finance
Departments Impacted	Roads, Engineering

Description of 'Greener' options:

Capital Request F.3

Item	Location	Community Pillars			Corporate Pillars			Rationale				
		1	2	3	1	2	3	1	2	3	4	5
Council Composition, Remuneration and Ward Boundary Review	City Wide						✓					✓
Project Rationale												

As a result of Review of Council Composition, Remuneration, and Ward Boundaries, Report # 2021-274 considered by Council at the October 25, 2021 Council meeting the following motion was passed (report attached):

Moved by Councillor A. Desmarais
Seconded by Councillor G. Bruno

That Corporate Services Department Report 2021-274 be received; and

That the City Clerk be directed to include a proposal for a comprehensive review of council composition and ward boundaries in the 2023 budget. Approximate Consultant costs for this review is \$

Project Funding Source	
Levy	
Rate	
Grant	
Reserves	
Other (prior year over/short)	50,000
Total	50,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	RFP Issued and Recommendation Report to Council
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Clerks
Departments Impacted	Clerks and Council

Description of 'Greener' options:

Capital Request G.1

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Culvert Design	City Wide	✓		✓				✓		✓	✓	

Project Rationale

In accordance with the Ontario Structure Inspection Manual (OSIM), the City is required to complete bi-annual bridge and culvert inspections. The most recent inspection identified several structures that require maintenance and rehabilitation to be completed within the next five years. The purpose of this project is to secure qualified engineering services to complete the necessary design work in order to effectively manage and maintain structures identified in the report.

Project Funding Source

Levy	50,000
Rate	
Grant	
Reserves	
Other	
Total	50,000

Operating On-Going Impact (+/-)

Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:

Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines

2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request G.2

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Firelane Design	City Wide	✓	✓	✓				✓		✓		
Project Rationale												

In 2021, funding was approved to complete the survey work of City owned Firelanes. The purpose of this project is to complete the roadway design work for the firelanes.

Project Funding Source	
Levy	20,000
Rate	
Grant	
Reserves	
Other	
Total	20,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request G.3

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Road End Gate Access - Pleasant Beach and Wyldewood Road	Pleasant Beach and Wyldewood Road			✓	✓							✓
Project Rationale												

Redesign the Road ends at Wyldewood Road and Pleasant Beach in order to resolve ongoing parking disputes. The design will create features that will physically prohibit people from parking in non-designated areas.

A preliminary design has been created, however staff will consult with the public on the design before construction commences.

Project Funding Source	
Levy	30,000
Rate	
Grant	
Reserves	
Other	
Total	30,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	Design and Build
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Roads
Departments Impacted	Roads

Description of 'Greener' options:

Capital Request G.4

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Annual Sidewalk	City Wide			✓	✓					✓		

Project Rationale

Annual sidewalk construction contract to replace deteriorated sidewalk panels and curbs. Panels that are not able to be fixed through other methods such as grinding/jacking must be replaced in order to maintain a safe pathway for residents to walk on.

Project Funding Source	
Levy	60,000
Rate	
Grant (Gas Tax)	240,000
Reserves	
Other	
Total	300,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Operations (Parks, Roads, and Water Wastewater)
Departments Impacted	

Description of 'Greener' options:

Capital Request G.5

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Annual Road (Base and Surface)	City Wide			✓	✓			✓				

Project Rationale

Annual Road resurfacing contract, involving milling and paving, overlays, surface treatment, and potential new methods of paving for City Roads. Project funds may be broken up into different tenders depending on the method of construction required.

Project Funding Source	
Levy	96,351
Rate	
Grant	1,190,049
Reserves	
Other	
Total	1,286,400

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	Yes - see attached
Utilize renewable materials?	Yes - see attached
Are less emissions intense?	Yes - see attached
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	
Departments Impacted	

Description of 'Greener' options:

Greener options include to process of alternate paving methods such as RAP (recycled asphalt paving) and CIR (Cold-in-Place Recyling) to reuse existing asphalt millings (RAP) or the road base itself (CIR) to repave a road, as opposed to virgin stone and additives. Roads must be assessed on a case by case basis to determine if these alternatives are viable

Capital Request G.6

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Snider Road Pull Off Box Culvert	Snider Street			✓	✓						✓	

Project Rationale

Council has requested a designated pull off area be made for the residents of Snider Street (off of Forkes) as the road is too narrow for two cars to pass.

Project Funding Source	
Levy	40,000
Rate	
Grant	
Reserves	
Other	
Total	40,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Roads
Departments Impacted	Roads

Description of 'Greener' options:

Capital Request G.7

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Catharine Street Rail Rehabilitation	Catharine St. at Park St.		✓	✓				✓				

Project Rationale

GIO Rail is planning a capital replacement of the rail crossing on Catherine Street near Park Street in 2023. The City is obligated to fund a portion of the work based on an existing contract with GIO Rail.

Project Funding Source	
Levy	45,000
Rate	
Grant	
Reserves	
Other	
Total	45,000

Operating On-Going Impact (+/-)	
Levy	-
Rate	-
Other	-
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request H.1

Item	Location	Community Pillars			Corporate Pillars			Rationale				
		1	2	3	1	2	3	1	2	3	4	5
Stormwater Outlet Backflow Control	City Wide	✓		✓			✓	✓	✓	✓	✓	✓

Project Rationale

The City currently has over 20 stormwater discharge points to the Welland Canal and Lake Erie. Many of these outlets have either substandard or no backflow control. Rising lake levels, southwest winds, or seiche events have resulted in backflow into the City's storm sewer system, ingress of solids and debris and localized flooding. Homeowners report being denied insurance due to repeated flooding claims.

These discharge outlets will be inspected in 2022/early 2023. The inspection program will analyze each of the outlets and will provide a cleaning and remedial action plan. The program will also determine and recommend the best backflow protection available, based on the unique characteristics of each outlet, to protect each area from localized flooding.

The recommendations from the inspection program will be implemented through this backflow control project. The cost of completing all necessary outlet retrofits will be based on the size of each outlet and complexity of installation. The budget requested here will allow the outlet retrofits to be tendered in volume to provide economies of scale.

Project Funding Source

Levy	
Rate (Stormwater)	300,000
Grant	
Reserves	
Other	
Total	300,000

Operating On-Going Impact (+/-)

Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:

Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines

2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request H.2

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Stormwater Inventory, Cleaning and Condition Assessment	City Wide	✓	✓	✓			✓	✓	✓	✓	✓	
Project Rationale												

In conducting the City's Infrastructure Needs Study, the consultant determined that the City has an incomplete inventory of the stormwater system which is problematic from infrastructure planning, maintenance planning and capacity management perspectives. This is further compounded by the fact that the City has no condition information for the stormwater drainage network. To further complicate matters, the existing network is a mix of engineered and non-engineered systems however these cannot be reasonably identified given the lack of information available.

This project would provide the City with a complete inventory and condition assessment of the current storm sewer system to allow for the effective planning of improvements whilst allowing for the diagnosis of localized and systemic flooding problems. Optimization of the stormwater collection system would have a corresponding benefit in reducing flows to the wastewater collection system.

Additionally, a complete understanding of the stormwater collection system will assist in planning for future development growth and assist the City in meeting the regulatory requirement to consider capacity when approving replacement and new stormwater infrastructure.

Project Funding Source	
Levy	
Rate (Stormwater)	500,000
Grant	
Reserves	
Other	
Total	500,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Public Works
Departments Impacted	Public Works

Capital Request H.3

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Coastal Engineering Services	Eagle Marsh Outlet, Steele St Storm Outlet, Rosemount Storm Outlet	✓	✓	✓			✓	✓	✓	✓	✓	
Project Rationale												

The Eagle Marsh Drain outlet, Steele Street stormwater outlet and Rosemount stormwater outlet are heavily impacted by the lake currents and wave action that fills the respectively outlets in with sand and debris, causing operational issues for these outlets – as the water cannot free-flow to the lake. These issues can cause flooding and require intensive operational interventions to ensure they remain free flowing.

Additionally, residents adjacent to the Eagle Marsh Drain outlet complain of ponding water, mosquitos and odour issues from the water that ends up trapped behind the sand that is cleared from the outlet.

This project will engage the services of a consultant specializing in coastal engineering to study the issue at these outlets and provide engineering solutions to reduce the impacts.

Project Funding Source	
Levy	
Rate (Stormwater)	50,000
Grant	
Reserves	
Other	
Total	50,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request I.1

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Sanitary Sewer Lining	City Wide			✓				✓	✓			
Project Rationale												

The City's battle against inflow and infiltration (I&I) continues. This capital project will utilize cured in place pipe (CIPP) lining technology to remediate approximately 700m of sanitary sewer pipe in areas of the collection system that are experiencing surcharging and/or basement flooding, such as the Clarke, Omer, or Arena sewage pumping station sewersheds. This will help reduce I&I in vulnerable areas of the collection system and help reduce the potential for property damage occurring.

CIPP lining is a fabric sock that is impregnated in resin that creates a seamless pipe that cures in place. Relining a sewer with CIPP is not a temporary repair, it extends the life of the asset by 50 years.

CIPP lining is more cost effective and less disruptive than replacement, as it eliminates the need to dig up the street, thus permitting the remediation of more linear metres of pipe at a reduced cost in a shorter timeframe. It is also a greener option, as pipe lining can be completed within days rather than weeks, so there is less equipment required for a shorter time period, which means less GHG emissions.

Staff will apply through the Region of Niagara's Wet Weather Management, CSO Control Program for funding to help offset this capital budget request (up to 30%, or \$150,000); however, staff are requesting the full budget so that we may proceed with CIPP lining even if the project does not receive Regional funding.

Project Funding Source	
Levy	
Rate (Wastewater)	500,000
Grant	
Reserves	
Other	
Total	500,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Public Works
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Departments Impacted	Public Works
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Description of 'Greener' options:
The proposed sewer lining project is the "greener" alternative to full pipe replacement, as it is less emissions intense.

Capital Request I.2

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Scholfield Avenue Pumping Station Safety Upgrades	Scholfield Ave Pumping Station			✓				✓		✓		
Project Rationale												

Purchase and installation of a pump rail system to facilitate the safe removal and installation of the pump at the Scholfield Avenue Pumping Station. Currently in order to perform the yearly maintenance on the pump a worker must hang over the side of the large manhole to unhook chains and power supply to the pump in order to remove it using the backhoe as a lifting device. This is a safety concern and a rail system would eliminate the need for a worker to hang half their body over the side of the large manhole.

Project Funding Source	
Levy	
Rate (Wastewater)	40,000
Grant	
Reserves	
Other	
Total	40,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request I.3

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Omer Sanitary Pipe Capacity Investigation From Fielden to Omer SPS	Omer Area Sewershed			✓	✓				✓			
Project Rationale												

Homes on Bartok Crescent have experienced several sewage back ups over the years during high rainfall events. The sanitary sewers on Bartok connect to the sewers on Elm Street and run south on Elm to Omer Avenue which eventually empties into the Region's Omer Sewage Pumping Station (SPS). This station has a history of not being able to handle increased flows during high rainfall events, and while there are several other streets and homes closer to the SPS than Bartok Crescent, only the homes on Bartok are affected during high rainfall events.

A functional investigation of this area of the Omer sewershed is required to understand what can be done to reduce and hopefully eliminate the sewer back ups from occurring. With the build out of the Meadow Heights subdivision (approved in the 1980's), and the additional sewage flows from multiple proposed subdivisions within the Omer sewershed to the sewer on Elm Street, it is critical that the City have a fulsome understanding of why these sewer back ups occur, and how they can be addressed. Further build out in this area without this information, coupled with the increase in high rainfall events that the City is now seeing due to climate change, will likely increase the frequency and severity of sewer back ups as well as increase the number of affected properties.

It is anticipated that this functional investigation, which may include reviewing information such as CCTV inspections, flow monitoring, INS results, rainfall events, back up events, pipe material and geometry etc. will produce a comprehensive evaluation of this specific area of the sewershed. If that evaluation determines there is an engineering solution, a design proposal will be provided for upgrades to reduce or eliminate the potential for sewage back ups occurring and provide capacity for future growth in this area, and that will be put forward for future budget consideration. Niagara Region staff will be involved in this project to ensure that the Regions SPS is also considered as part of the evaluation. Staff will apply for Regional Wet Weather funding to offset the cost of this project.

Project Funding Source	
Levy	
Rate	150,000
Grant	
Reserves	
Other	
Total	150,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	✓
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request J.1

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Hydrant Painting	City Wide			✓				✓		✓		
Project Rationale												

The City's 650 hydrants are getting older and the current paint coatings are deteriorating. Repainting is required to prolong the life and functionality of the hydrants. This would involve sandblasting and applying epoxy paint to prevent further deterioration of the hydrants in the city. This will extend the life of the hydrant as well as giving them a new fresh look.

In addition to extending the life of the hydrants, the colour on the top of the hydrants indicates flow volumes and helps Fire personnel know what lines and how many can be deployed.

Hydrants that have been painted and/or installed recently will not be included in this project.

Project Funding Source	
Levy	
Rate (Water)	55,000
Grant	
Reserves	
Other	
Total	55,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request J.2

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Watermain replacement and looping (2 of 5)	Davis St, West St, Homewood Ave, Berkley Ave			✓				✓		✓		
Project Rationale												

This watermain replacement and looping project was approved in the 2022 Capital and Related Projects Budget. This funding request represents year 2 of the funding needed to complete this project. In total, 5 years of funding at \$266,700 per year are required to fund this project.

Project Funding Source	
Levy	
Rate (Water)	266,700
Grant	
Reserves	
Other	
Total	266,700

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	No
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Public Works
Departments Impacted	Public Works

Description of 'Greener' options:

Capital Request K.1

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Library Annual Allocation	Library	✓	✓	✓	✓		✓		✓	✓	✓	

Project Rationale

Annual allocation funds projects approved by the Library Board to upgrade accessibility, upgrade technology, building infrastructure conservation, enhance the user experience at the library. All projects contribute to the library's goal of being a destination providing a secure, accessible and welcoming environment where people of all ages feel free to browse, study and meet others.

Project Funding Source	
Levy	45,000
Rate	
Grant	
Reserves (Library)	- 45,000
Other	
Total	-

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Library, Public Works
Departments Impacted	Library, Public Works

Description of 'Greener' options:

Capital Request K.2

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Library Elevator Modernization	Library			✓	✓			✓		✓		

Project Rationale

Elevator modernization at 2-storey unit for maintenance and safety reasons.

Elevator has been problematic and is due for upgrade. Increased repairs and maintenance as well it occasionally 'gets stuck' with people inside.

Project Funding Source	
Levy	115,000
Rate	
Grant	
Reserves	
Other	
Total	115,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	Yes - see attached
Utilize renewable materials?	N/A
Are less emissions intense?	Yes - see attached
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Library, Pubilc Works
Departments Impacted	Library, Pubilc Works

Description of 'Greener' options:

New modern units are more energy efficient and will reduce electricity usage in the future.

Capital Request K.3

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Library Flat Roof Repairs				✓	✓			✓		✓		

Project Rationale

Replace failing and leaking EPDM rubber flat roof with thermo polyolefin (TPO) solution.

Roof is in need of remediation on the south flat roof as interior leaks and internal building damage is starting to occur.

Project Funding Source

Levy	
Rate	
Grant	
Reserves (Library)	65,000
Other	
Total	65,000

Operating On-Going Impact (+/-)

Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:

Are more energy efficient?	Yes - see attached
Utilize renewable materials?	Yes - see attached
Are less emissions intense?	N/A
Better manage stormwater?	No

Project Timelines

2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Library, Pubilc Works
Departments Impacted	Library, Pubilc Works

Description of 'Greener' options:

TPO is a more modern option using synthetic materials rather than natural rubber and tar options. TPO is also more reflective and energy efficient, as well as being lower maintenance.

Capital Request K.4

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Library Backflow and water closet upgrades	Library	✓		✓	✓			✓			✓	

Project Rationale

There is no existing backflow prevention in place at this building. Water closet fixtures are old and problematic and have been outlined for replacement the Building Condition Assessment.

Project Funding Source	
Levy	
Rate	
Grant	
Reserves (Library)	19,500
Other	
Total	19,500

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	Yes - see attached
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Library, Pubilc Works
Departments Impacted	Library, Pubilc Works

Description of 'Greener' options:

New fixtures are more water efficient, producing less wastewater requiring Regional treatment. Backflow prevention for more compliant system.

Capital Request L.1

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Carriage House Restoration	Museum		✓	✓	✓		✓	✓	✓		✓	

Project Rationale

The building and property committee of the board of management will purchase wood to repair the bottom section of the lower board and batten 1870 Carriage House that is original to the site. The cost is for the supplies, and the work will be done by the volunteer work crew.

Project Funding Source	
Levy	
Rate	
Grant	
Reserves	
Other	5,000
Total	5,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	Yes - see attached
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Museum
Departments Impacted	Museum

Description of 'Greener' options:
Reclaimed barn board will be used where possible.

Capital Request L.2

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Exhibit Cases	Museum		✓	✓	✓				✓	✓	✓	

Project Rationale

Purchase of environmental controlled cases to replace the cases that were received from the Royal Ontario Museum in 1975. Modern cases will improve the safety for staff when installing exhibits, as well as adhere to preventative conservation standards set by the museum board's collections management policy.

Project Funding Source	
Levy	15,000
Rate	
Grant	
Reserves	
Other	
Total	15,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	No
Are less emissions intense?	N/A
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Museum
Departments Impacted	Museum

Description of 'Greener' options:

Capital Request L.3

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Museum HRC Decking and Walkway Replacement	Museum	✓		✓	✓			✓			✓	
Project Rationale												

The walkway/deck around the Museum HRC building has deteriorated and is unsafe - it is at the end of it's repairable life. This project will place the existing wood structure with a concrete option more consistent with other existing, while providing more longevity and better water control vs. wood.

Project Funding Source	
Levy	31,000
Rate	
Grant	
Reserves	
Other	
Total	31,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	Yes - see attached
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Museum, Public Works
Departments Impacted	Museum

Description of 'Greener' options:
Concrete has a useable lifespan double of that of pressure treated wood and would also be the environmentally responsible option.

Capital Request L.4

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Williams' Home Repair and Painting	Museum		✓	✓	✓			✓				

Project Rationale

In order to conserve the main Museum building, the 1868 Williams' home needs original siding boards replaced, scrapped and painted.

Project Funding Source	
Levy	18,000
Rate	
Grant	
Reserves	
Other	
Total	18,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Museum
Departments Impacted	Museum

Description of 'Greener' options:

Capital Request L.5

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Museum Stair and Walkway Replacement	Museum	✓		✓	✓			✓		✓	✓	

Project Rationale

In order to maintain emergency exit status and occupancy at Museum main building (Carter House), the removal and replacement of the deteriorated and non-compliant access ramp and walkway is required. Replacement will be with steps/landing and new concrete walkway.

Project Funding Source	
Levy	17,000
Rate	
Grant	
Reserves	
Other	
Total	17,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	No
Utilize renewable materials?	Yes - see attached
Are less emissions intense?	No
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Museum, Public Works
Departments Impacted	Museum, Public Works

Description of 'Greener' options:
Concrete and aggregate is the most renewable and responsible option. Replacing wood and asphalt.

Capital Request M.1

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Roselawn Interior	Roselawn		✓	✓		✓		✓		✓	✓	

Project Rationale

The City's historic Roselawn building is in need of restoration. Historic building restorations require specialized skills and conservation considerations. With the goal of ensuring a quality restoration and controlling costs, this project proposes to partner with the school of restoration to repair lath and plaster, study original wall treatments and painting, and repair and replace interior moulding and architectural features that are most in need of repairs. Consideration for lighting will also be part of this project.

Project Funding Source

Levy	
Rate	
Grant	
Reserves (Roselawn)	20,000
Other	
Total	20,000

Operating On-Going Impact (+/-)

Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:

Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	N/A

Project Timelines

2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation

Departments Involved	Museum
Departments Impacted	Museum

Description of 'Greener' options:

Capital Request M.2

		Community Pillars			Corporate Pillars			Rationale				
Item	Location	1	2	3	1	2	3	1	2	3	4	5
Roselawn Flooring Replacement	Roselawn	✓	✓	✓	✓			✓			✓	

Project Rationale

The carpeting in the revenue generating areas of Roselawn (Presidents room, upper bar and main hallway) are damaged/worn and are needing to be replaced.

This project is to replace the carpets in these areas with a more durable option that is less prone to wear and cleaning/maintenance.

Project Funding Source	
Levy	
Rate	
Grant	
Reserves (Roselawn)	21,000
Other	
Total	21,000

Operating On-Going Impact (+/-)	
Levy	
Rate	
Other	
Total	-

Are there 'Greener' options available that:	
Are more energy efficient?	N/A
Utilize renewable materials?	N/A
Are less emissions intense?	N/A
Better manage stormwater?	No

Project Timelines	
2022	
2023	✓
2024	
2025	

Other Project Resourcing / Impact and Cooperation	
Departments Involved	Museum, Public Works
Departments Impacted	Museum, Public Works

Description of 'Greener' options:

Products chosen will be environmentally responsible and low VOC.

Appendix C - 2022 and Prior Capital and Related Projects Forecast

Open Capital Projects List

Project Name	Project ID	Adjusted Budget	Project Spending To Date as of Nov 16 2022	Remaining Funding as at Nov 16 2022	Project Timeline
Corporate Leadership Team					
Active Transportation Masterplan	20O-PW-L51	100,000	-	100,000	2023
E.8 Lockview Park Construction	22C-PW-B43	350,000	(12,624)	337,376	2023
A.13 Waterfront Centre	22C-PW-B13	1,145,500	(121,017)	1,024,483	2025
Subtotal for Corporate Leadership Team		1,595,500	(133,641)	1,461,859	
CAO's Office					
Industrial Land clearing	20C-ED-L48	60,000	(39,815)	20,185	2022
New Tourism Branding	20O-ED-L50	10,000	-	10,000	2022
Affordable Housing Strategy	20O-ED-L52	75,000	(50,717)	24,283	2022
Community Impro Plans Review	21C-ED-R47	125,000	(61,275)	63,725	2023
Site Remediation	21C-PW-B29	130,000	(1,516)	78,484	2023
D.1 Industrial Park Readiness	22C-ED-B35	195,000	(86,995)	108,005	2023
Subtotal for CAO's Office		595,000	(240,317)	304,683	
Corporate Services					
IT - Server Room Relocation	20C-CS-L55	98,000	(41,559)	56,441	2022
C.3 IT Evergreening	22C-CS-B30	190,000	(134,977)	55,023	2022
C.4 Video Surveillance Program	22C-CS-B31	75,000	(1,509)	73,491	2022
C.5 Wifi for Public Spaces	22C-CS-B32	17,965	(17,965)	-	2022
C.6 Lotus Migration & B Permit	22C-CS-B33	150,000	(80,854)	69,146	2022
C.7 Boardroom Tech Upgrade	22C-CS-B34	60,000	-	60,000	2022
Telecommunication System	22C-CS-R18	91,585	(326)	91,259	2023
HR Management & ITS Review	22C-CS-R21	76,320		76,320	2023
PW Permit Digitization	22C-PW-R20	25,440		25,440	2023
Fire Service Digitization	22C-FB-R19	91,585	(13,990)	77,595	2023
Subtotal for Corporate Services		875,895	(291,180)	584,715	
Community Safety					
B.10 Water Rescue Program	22C-FB-B23	30,000	-	30,000	2022
Subtotal for Community Safety		30,000	-	30,000	
Legislative Services					

Project Name	Project ID	Adjusted Budget	Project Spending To Date as of Nov 16 2022	Remaining Funding as at Nov 16 2022	Project Timeline
B.4 Records Management	22C-LS-B17	110,000	-	110,000	2023
B.5 CH 2nd Floor Furniture	22C-LS-B18	35,000	-	35,000	2023
F.7 Development Charge Review	22C-LS-B50	50,000	-	50,000	2023
Subtotal for Legislative Services		195,000	-	195,000	
Library					
L.1 Window Seal Remediation	22C-LB-B74	24,000	-	24,000	2022
Library Fibre and Voice Svcs	22C-LB-R12	25,000	(17,882)	7,118	2022
Library Entrance Improvement	22C-LB-R13	20,000	-	20,000	2022
Library Auditorium Door	22C-LB-R14	5,000	-	5,000	2022
Library Sign Replacement	22C-LB-R15	10,000	(10,176)	(176)	2022
Library Generator	22C-LB-R16	10,000	-	10,000	2022
Subtotal for Library		94,000	(28,058)	65,942	
Museum					
Museum - Exhibit Cases	20C-MU-L59	5,000	(6,767)	(1,767)	2022
Archive Shelving/Art Rack	20C-MU-L63	25,000	(31,402)	(6,402)	2023
M.1 Paint Exterior Arabella's	22C-MU-B76	10,000	(16,282)	(6,282)	2022
M.2 Hochelaga Repair	22C-MU-B77	10,000	(3,000)	7,000	2022
N.1 Delta Y System Conversion	22C-MU-B78	65,000	-	65,000	2023
N.2 PA System Supplement	22C-MU-B79	21,500	(4,888)	16,612	2022
N.3 Theatre Entrance Roof	22C-MU-B80	36,000	(9,789)	80,211	2023
Subtotal for Museum		172,500	(72,128)	154,372	
Self-sustained Entities					
O.2 New Washroom & First Aid B	22C-BE-B82	570,000	(454,819)	115,181	2023
O.4 New Parkette Pad	22C-BE-B84	40,000	(5,280)	34,720	2022
Q.1 HVAC Roof Top Unit Replace	22C-MA-B86	24,500	-	24,500	2023
Q.5 Dredging Project Planning	22C-MA-B90	100,000	(17,320)	82,680	2023
Marina Capital Requirements				94,236	2023
Marina Facility Security/Card Reader				50,000	2023
P.1 Cemetery Land Acquisition	22C-CE-B85	210,330	-	210,330	2023
Subtotal for SSE		944,830	(477,419)	611,647	

Project Name	Project ID	Adjusted Budget	Project Spending To Date as of Nov 16 2022	Remaining Funding as at Nov 16 2022	Project Timeline
Public Works					
HarbourMaster Building Repairs	20C-MA-L57	24,500	(820)	9,180	2022
Elm St & Elgin St Intersection	20C-PW-L16	50,000	-	35,000	2023
New solar lighting for Parks	20C-PW-L22	45,000	-	7,000	2022
Soccer Complex Sanitary Pump	20C-PW-L34	5,000	-	5,000	2022
PC Operations Centre Upgrades	20C-PW-L39	193,230	(35,293)	157,937	2023
Urban Forest Management Plan	20O-PW-L45	85,000	(13,763)	71,237	2023
CIMCO System Gantry Crane	21C-PW-B12	18,000	-	18,000	2023
COPC Welcome Centre Upgrades	21C-PW-B13	14,500	(3,887)	10,613	2022
VHWC Air Removal Unit	21C-PW-B14	18,000	-	18,000	2023
Fire Station HVAC Upgrades	21C-PW-B16	18,000	-	18,000	2023
Flow Monitors - Wastewater	21C-PW-B19	100,000	-	100,000	2023
Infrastructure Needs Studies	21C-PW-B22	750,000	(461,088)	288,912	2022
Programmable Speed Zone Beacon	21C-PW-B25	12,000	-	12,000	2022
Tennessee Gate Inspec & Design	21C-PW-B30	30,000	(15,152)	14,848	2023
City Hall Elevator Repairs	21C-PW-R39	100,000	(19,889)	80,111	2023
Chippawa Road Construction	21C-PW-R40	50,000	-	50,000	2022
Erie St Wtmain Replacement Project	21C-PW-R48	2,078,216	(1,100,203)	978,013	2023
Project Management	21O-PW-R41	147,600	(5,384)	142,216	2023
A.12 CH AODA renovation	22C-PW-B12	231,000	-	231,000	2023
A.3 CH Fire Panel Replacement	22C-PW-B03	13,500	-	17,000	2023
A.7 VHWC Tile Replacement	22C-PW-B07	69,000	(13,631)	55,369	2023
A.8 VHWC Parking Lot LED Retro	22C-PW-B08	33,000	-	33,000	2023
B.11 Passenger Truck - Drains	22C-PW-B24	74,500	-	74,500	2023
B.3 Asphalt Hot Box	22C-PW-B16	60,000	-	60,000	2023
B.6 Passenger Truck	22C-PW-B19	46,000	-	46,000	2023
B.7 2022 Fleet Replacement	22C-PW-B20	1,844,500	(203,753)	1,640,747	2022
C.2 Route Patrol Software	22C-PW-B29	15,265	-	15,265	2023
E.1 Friendship Trail Crossing	22C-PW-B36	79,966	-	79,966	2023
E.2 Welland St to Beach Trail	22C-PW-B37	487,920	(11,942)	475,978	2026
E.5 Main Street Banners	22C-PW-B40	20,000	-	20,000	2023
E.6 Promenade Improvements	22C-PW-B41	250,000	-	250,000	2023
E.7 Lock 8 Park Improvements	22C-PW-B42	250,000	-	250,000	2023

Project Name	Project ID	Adjusted Budget	Project Spending To Date as of Nov 16 2022	Remaining Funding as at Nov 16 2022	Project Timeline
F.1 Regulatory Sign Inventory	22C-PW-B44	30,000	-	30,000	2023
F.2 Engineering Design Std	22C-PW-B45	30,000	-	30,000	2023
F.3 Marina & PC Grain Seawall	22C-PW-B46	60,000	-	60,000	2023
F.4 Phase 2 Building Condition	22C-PW-B47	124,000	(30,504)	93,496	2023
F.5 Firelane Survey	22C-PW-B48	30,000	-	30,000	2023
G.1 Street Light Repairs	22C-PW-B52	110,000	(13,113)	96,887	2023
G.10 Drain - Road Culvert Rplc	22C-PW-B61	70,000	(53,993)	16,007	2022
G.2 White Road Guiderail Rplc	22C-PW-B53	100,000	-	100,000	2023
G.3 Rail Crossing Safety	22C-PW-B54	104,046.64	-	104,047	2023
G.5 Hawthorne Heights Parking	22C-PW-B56	15,000	-	15,000	2023
G.6 Annual Resurfacing Program	22C-PW-B57	1,072,000	(917,417)	154,583	2022
G.7 Annual Sidewalk Program	22C-PW-B58	150,000	(76,391)	73,609	2022
G.8 OSIM Culvert and Structure	22C-PW-B59	155,500	-	155,500	2023
H.1 Service Club Sign	22C-PW-B62	15,000	-	15,000	2023
H.2 PC Sign Renewal	22C-PW-B63	50,000	-	50,000	2023
I.1 Neff St Outlet Retrofit	22C-SS-B64	300,000	(23,186)	276,814	2023
I.2 Electrical Motor SoftStart	22C-SS-B65	5,600	-	5,600	2022
I.3 Trailer Mount 6" Pump	22C-SS-B66	74,000	(20,696)	53,304	2023
I.4 + J.1 CLI-ECA's Studies	22C-SS-B67	120,000	-	120,000	2023
I.5 Pumping Station Upgrades	22C-SS-B68	35,000	-	35,000	2023
I.6 Storm Pond Cleaning & Mtnc	22C-SS-B69	75,000	-	75,000	2023
B.12 Cube Van - WT/WW	22C-WW-B25	90,000	-	90,000	2023
J.1 Trailer Mount 6" Pump	22C-WW-B66	67,000	(20,696)	46,304	2023
J.5 Clarke Area inflow reduction	22C-WW-B72	640,000	-	640,000	2023
B.13 Passenger Truck - WT/WW	22C-WW-B26	46,000	-	46,000	2023
K.2 Watermain Replacement	22C-WW-B73	5,000,000	-	5,000,000	2026
Remote monitoring systems - Multiple City Facilities	22C-PW-R01	15,000	-	15,000	2023
2022-73 VHWC Roof Repair	22C-PW-R03	1,125,000	-	1,125,000	2023
2022-73 Lion's Field Streetscape	22C-PW-R04	290,000	-	290,000	2023
2022-73 Energy audits & monitoring	22C-PW-R05	68,607	(10,736)	57,871	2023
#A Stormwater Mgmt Strategy	22C-WW-R06	200,000	-	200,000	2023
#B Investigation & Remediation	22C-WW-R07	298,000	(99,165)	198,835	2023
#C Public Education Campaign	22C-WW-R08	30,000	-	30,000	2023

Appendix C - 2022 and Prior Capital and Related Projects Budget Forecast

Project Name	Project ID	Adjusted Budget	Project Spending To Date as of Nov 16 2022	Remaining Funding as at Nov 16 2022	Project Timeline
#D Pollution Prevention	22C-WW-R09	250,000	-	250,000	2025
#E Mtnc Hole & Mainline Sewer	22C-WW-R10	300,000	-	300,000	2022
VHWC Cooling Tower Replacement	22C-PW-R22	450,000		450,000	2023
West St Streetscapping	22C-PW-R23	437,150		437,150	2023
Wayfindings	22C-PW-R24	130,000		130,000	2023
Subtotal for Public Works		19,375,600	(3,150,704)	16,160,897	
Open Capital Project Total		23,878,325	(4,393,447)	19,569,114	

Appendix C - 2022 and Prior Capital and Related Projects Budget Forecast

Project Name	Project ID	Original Approved Budget	Funds Carried Forward at YE 2021	2022 Funding Change				Project Spending To Date as of Nov 16 2022	Funds Remaining before closeout	Closeout as of Nov 16 2022	Remaining Funding as at Nov 16 2022	Project Progress Update	Project Status
				Council approved reallocations and additions *	Project Combining Recommendation	2022 Funding Adj Reconciliation	Adjusted Budget						
Corporate Leadership Team													
Active Transportation Masterplan	200-PW-L51	50,000	50,000			50,000	100,000	-	100,000		100,000	This budget is increase by an approved federal grant for 50k. RFP for this project is being worked on and will be sent out in August/September.	2023
Downtown CIP	21C-PW-B15	1,000,000	1,000,000	(250,000)			750,000	-	750,000	(750,000)	-		Internal Discussion. Partial funds transferred to project 22C-PW-B51 in 2022 Capital Budget
E.8 Lockview Park Construction	22C-PW-B43	350,000	350,000				350,000	(12,624)	337,376		337,376	Project on-going. Working on the development plan and legal issues. Project will be carried over to 2023.	2023
A.13 Waterfront Centre	22C-PW-B13	750,000	547,577			395,500	1,145,500	(121,017)	1,024,483		1,024,483		In progress, collaborating with other departments
Subtotal for Corporate Leadership Team		2,150,000	1,947,577	(250,000)	-	445,500	2,345,500	(133,641)	2,211,859	(750,000)	1,461,859		
CAO's Office													
Cruise Ship Berthing Facility	20C-ED-L46	10,000	10,000		(10,000)		-	-	-		-	Recommending this project to be combined and closed out, funds transfer to Project 20C-ED-L47	Transferred
Tourism Strategy & Cruise DST	20C-ED-L47	185,148	37,104		10,000		195,148	(195,323)	(175)	175	-	Project mostly completed, remaining environmental assessment will be completed by the end of Summer	Completed
Industrial Land clearing	20C-ED-L48	60,000	25,178				60,000	(39,815)	20,185		20,185	Project on-going, will be completed by the Summer	2022
New Tourism Branding	200-ED-L50	10,000	10,000				10,000	-	10,000		10,000	Strategy developed, work will be done before the end of the year	2022
Affordable Housing Strategy	200-ED-L52	75,000	75,000				75,000	(50,717)	24,283		24,283	Project on-going, work is being done. Council report is expected by the end of the year	2022
Community Impro Plans Review	21C-ED-R47	125,000	111,193				125,000	(61,275)	63,725		63,725	Project on-going, council report is expected in the Spring 2023	2023
Purchase Industrial Park Land	21C-ED-R51	-	(5,000)				-	(276,930)	(276,930)	276,930	-	Completed. The land purchase was closed in early May. The costs will be funded by the Eco Development Reserve.	Completed
Site Remediation	21C-PW-B29	130,000	130,000				130,000	(1,516)	128,484	(50,000)	78,484	This project moves to Eco Development from PW. Environmental accessment on going to support future sale.	2023
D.1 Industrial Park Readiness	22C-ED-B35	195,000	195,000				195,000	(86,995)	108,005		108,005	Project actively on-going, work being done at the site. Project will be carried over to 2023.	2023
F.6 Departmental Reviews	22C-CS-B49	35,000	35,000			10,792	45,792	(51,664)	(5,872)	5,872	-	Received \$45,792 funding through the Municipal Modernization Program Intake 3. PW Department review completed.	Completed
King St Property Purchase from Region	22C-ED-R25		-				-	(202,423)	(202,423)	202,423	-	Completed. The land purchase was closed in 2021. The costs will be funded by the Eco Development Reserve.	Completed
Subtotal for CAO's Office		825,148	623,475	-	-	10,792	835,940	(966,657)	(130,717)	435,400	304,683		
Corporate Services													
Modernization Grant Projects	20C-CS-L01	440,779	361,941	(350,000)			90,779	(79,618)	11,161	(11,161)	-	Project Closed, funds allocated to 4 approved City Hall Renovation projects in 2022 Capital Budget.	Completed
IT-Access Control Door Reader	20C-CS-L53	2,000	2,000				2,000	(2,631)	(631)	631	-	Completed	Completed
IT - Server Room Relocation	20C-CS-L55	180,000	180,000	(82,000)			98,000	(41,559)	56,441		56,441	Electrical pre-work near completion, structured cabling and equipment movement to be complete by end of Q2-2022. Partial funds transfer to 3 approved IT projects in 2022 Capital Budget.	2022
ITS - Server Back-up	21C-CS-B01	52,000	35,283				52,000	(52,604)	(604)	604	0	Completed	Completed
C.3 IT Evergreening	22C-CS-B30	190,000	190,000				190,000	(134,977)	55,023		55,023	Procurement of hardware in-progress; project to be completed by end of 2022	2022
C.4 Video Surveillance Program	22C-CS-B31	75,000	75,000				75,000	(1,509)	73,491		73,491	Developing policy framework and addressing opportunities/service requirements; project likely to be completed by end of 2022	2022
C.5 Wifi for Public Spaces	22C-CS-B32	269,870	269,870			(251,905)	17,965	(17,965)	-		-	Addressing alternative opportunities and service requirements; project likely to be completed by end of 2022	2022
C.6 Lotus Migration & B Permit	22C-CS-B33	150,000	119,167				150,000	(80,854)	69,146		69,146	Both Lotus review & building permit implementation are underway; Lotus migration to follow; project to be completed by end of 2022	2022
C.7 Boardroom Tech Upgrade	22C-CS-B34	60,000	60,000				60,000	-	60,000		60,000	Scope identification complete, proceeding to procure goods and services; project to be completed by end of 2022	2022
Telecommunication System	22C-CS-R18					91,585	91,585	(326)	91,259		91,259	New Project	2023
HR Management & ITS Review	22C-CS-R21					76,320	76,320		76,320		76,320	New Project	2023
C.1 GIS Online Data & Mapping	22C-PW-B28	20,000	20,000				20,000	-	20,000	(20,000)	-	Covered by modernization grant	Completed
PW Permit Digitization	22C-PW-R20					25,440	25,440		25,440		25,440	New Project	2023
Fire Service Digitization	22C-FB-R19					91,585	91,585	(13,990)	77,595		77,595	New Project	2023
Subtotal for Corporate Services		1,439,649	1,313,261	(432,000)	-	33,025	1,040,673	(426,033)	614,640	(29,925)	584,715		
Community Safety													

Appendix C - 2022 and Prior Capital and Related Projects Budget Forecast

Project Name	Project ID	Original Approved Budget	Funds Carried Forward at YE 2021	Council approved reallocations and additions *	Project Combining Recommendation	2022 Funding Adj Reconciliation	Adjusted Budget	Project Spending To Date as of Nov 16 2022	Funds Remaining before closeout	Closeout as of Nov 16 2022	Remaining Funding as at Nov 16 2022	Project Progress Update	Project Status
B.10 Water Rescue Program	22C-FB-B23	30,000	30,000				30,000	-	30,000		30,000	Everything is ordered and have received a few items. Waiting for invoices. Project will be completed by the end of year	2022
B.14 Bunker Gear Replacement	22C-FB-B27	24,000	24,000				24,000	(23,407)	593	(593)	-	Completed	Completed
B.9 Fit Testing Equipment	22C-FB-B22	25,000	25,000				25,000	(21,279)	3,721	(3,721)	-	Completed	Completed
Subtotal for Community Safety		79,000	79,000	-	-	-	79,000	(44,686)	34,314	(4,314)	30,000		
Legislative Services													
Planning - Plotter	20C-PL-L65	10,000	10,000				10,000	(10,583)	(583)	583	-	Completed	Completed
Building Inspection Technology	200-PL-L66	46,500	46,500				46,500	-	46,500	(46,500)	-	Project closed due to alternative funding received and alternative project approved. Available funds will be transferred to Building Reserve.	Closeout
B.4 Records Management	22C-LS-B17	110,000	110,000				110,000	-	110,000		110,000	Project temporarily on hold. May require additional funding, an implementation plan is being developed.	2023
B.5 CH 2nd Floor Furniture	22C-LS-B18	35,000	35,000				35,000	-	35,000		35,000	Project temporarily on hold	2023
F.7 Development Charge Review	22C-LS-B50	50,000	50,000				50,000	-	50,000		50,000	Project on-going. Internal discussions are being had to define project and develop strategy. Additional 50k funding are required to complete the project.	2023
F.8 Downtown CIP Secondary Plan	22C-PW-B51	250,000	250,000				250,000	-	250,000	(250,000)	-	Pending Official Plan. Recommend to close out project until further confirmation. Funds will be transferred back to Federal Gas Tax.	Closeout
Subtotal for Legislative Services		501,500	501,500	-	-	-	501,500	(10,583)	490,917	(295,917)	195,000		
Library													
OTF Resilient Communities Grant	21C-LB-G43	121,200	79,366				121,200	(126,229)	(5,029)	5,029	-	Completed	Completed
Building Condition Assessment	21C-LB-R44	20,000	8,959				20,000	(11,041)	8,959	(8,959)	-	Completed	Completed
L.1 Window Seal Remediation	22C-LB-B74	24,000	24,000				24,000	-	24,000		24,000	Work in progress, project will be completed in Dec 2022	2022
L.2 Library Annual Allocation	22C-LB-B75	45,000	45,000	(45,000)			-	-	-		-	Annual Allocation Fund. Funds transferred to 4 separate projects, which were approved by Library Board in July.	Transferred
Library Fibre and Voice Svcs	22C-LB-R12			25,000			25,000	(17,882)	7,118		7,118	Fund by Library Capital Reserve, expecting to be completed by the end of the year	2022
Library Entrance Improvement	22C-LB-R13			20,000			20,000	-	20,000		20,000	Obtaining quotes, expecting to be completed by the end of the year, depending on supplies.	2022
Library Auditorium Door	22C-LB-R14			5,000			5,000	-	5,000		5,000	Obtaining quotes, expecting to be completed by the end of the year, depending on supplies.	2022
Library Sign Replacement	22C-LB-R15			10,000			10,000	(10,176)	(176)		(176)	Obtaining quotes, expecting to be completed by the end of the year, depending on supplies.	2022
Library Generator	22C-LB-R16			10,000			10,000	-	10,000		10,000	Obtaining quotes, expecting to be completed by the end of the year, depending on supplies.	2022
Library Collection Display	22C-LB-R17			4,000			4,000	(2,956)	1,044	(1,044)	-	Purchase has completed	Completed
Subtotal for Library		210,200	157,325	29,000	-	-	239,200	(168,284)	70,916	(4,974)	65,942		
Museum													
Museum - Exhibit Cases	20C-MU-L59	5,000	5,000				5,000	(6,767)	(1,767)		(1,767)	Obtained the quote in May, going to Board for additional Funding. Expecting completion in August.	2022
Museum Archive Building HVAC	20C-MU-L61	18,500	7,367				18,500	(15,738)	2,762	(2,762)	-	Completed	Completed
Archive Shelving/Art Rack	20C-MU-L63	25,000	25,000				25,000	(31,402)	(6,402)		(6,402)	Project on-going, supply chain delayed. Expecting delivery in 2023.	2023
M.1 Paint Exterior Arabella's	22C-MU-B76	10,000	10,000				10,000	(16,282)	(6,282)		(6,282)	Confirmed to begin in Oct, work will be done before the end of year	2022
M.2 Hochelaga Repair	22C-MU-B77	10,000	10,000				10,000	(3,000)	7,000		7,000	Restoration work, in the planning stage, work will be done before the end of year	2022
N.1 Delta Y System Conversion	22C-MU-B78	65,000	65,000				65,000	-	65,000		65,000	Investigating options, pending Roselawn Building Assessment	2023
N.2 PA System Supplement	22C-MU-B79	21,500	21,500				21,500	(4,888)	16,612		16,612	Equipment purchased, installaton starting late Fall, to be completed by end of 2022	2022
N.3 Theatre Entrance Roof	22C-MU-B80	36,000	36,000				36,000	(9,789)	26,211	54,000	80,211	Currently in permit application process. To be completed by 11 2023	2023
Subtotal for Museum		191,000	179,867	-	-	-	191,000	(87,865)	103,135	(2,762)	154,372		
Self-sustained Entities													
O.1 Centennial Park Septic	22C-BE-B81	14,500	14,500				14,500	(12,275)	2,225	(2,225)	-	Completed	Completed

Appendix C - 2022 and Prior Capital and Related Projects Budget Forecast

Project Name	Project ID	Original Approved Budget	Funds Carried Forward at YE 2021	Council approved reallocations and additions *	Project Combining Recommendation	2022 Funding Adj Reconciliation	Adjusted Budget	Project Spending To Date as of Nov 16 2022	Funds Remaining before closeout	Closeout as of Nov 16 2022	Remaining Funding as at Nov 16 2022	Project Progress Update	Project Status
Q.2 New Washroom & First Aid B	22C-BE-B82	500,000	500,000			70,000	570,000	(454,819)	115,181		115,181	In construction. Expected to be ready for 2023 Season.	2023
Q.3 Perimeter Fence Install	22C-BE-B83	60,000	56,595				60,000	(64,780)	(4,780)	4,780	-	Completed as of May 20, 2022, waiting for final invoices	Completed
Q.4 New Parkette Pad	22C-BE-B84	40,000	40,000				40,000	(5,280)	34,720		34,720	Decommissioning of old building completed as of April 2022, Pad completion targeted for end of the year. Budget will be under.	2022
Q.1 HVAC Roof Top Unit Replace	22C-MA-B86	24,500	24,500				24,500	-	24,500		24,500	Under investigation, expecting 2023	2023
Q.2 Lagoon Shoreline Repair	22C-MA-B87	35,000	-				35,000	(36,920)	(1,920)	1,920	-	Completed	Completed
Q.3 Fuel Dock Repair	22C-MA-B88	110,000	110,000				110,000	(169,934)	(59,934)	59,934	-	Completed	Completed
Q.4 Telehandler & Attachments	22C-MA-B89	252,110	252,110			67,890	320,000	(333,402)	(13,402)	13,402	-	Completed, invoice is being processed and paid, purchase were over budget	Completed
Q.5 Dredging Project Planning	22C-MA-B90	100,000	100,000				100,000	(17,320)	82,680		82,680	Marina bathometric survey complete. Working on permit with plan to perform some dredge at start of season. Project cost will increase. Estimate received to dredge whole Marina are in the several million range depending on where material is delivered. This initial budget is just a placeholder ... will need to increase.	2023
Q.6 Security Fence & Lighting	22C-MA-B91	100,000	100,000				100,000	(29,166)	70,834	(70,834)	-	Rail crossing complete. Plan developed. Will defer project for the time being as plan costs for soil, water, electrical are higher then project benefit presently. Will continue to work on alternatives and look to reintroduce project in future years.	Completed
Q.7 Hydro Pedestals Rplc	22C-MA-B92	15,000	15,000				15,000	(4,249)	10,751	(10,751)	0	Majority of order cancelled due to shortage delays.	Closeout
Q.8 SHM NRBN WIFI	22C-MA-B93	150,200	150,200			(67,890)	82,310	(19,659)	62,651	(62,651)	0	Close out as alternative installed	Closeout
Marina Capital Requirements											94,236	For 2023 capital requirements	2023
Marina Facility Security/Card Reader											50,000	Project to fund security/card reader upgrade as system failing.	2023
Overholt Cemetery Expansion	20C-CE-L56	80,330	80,330		(80,330)		-	-	-		-	Recommending this project to be consolidated with 22C-CE-B85 and closed out	Transferred
Cemetery - Columbarium repairs	21C-CE-B34	40,000	4,037				40,000	(36,731)	3,269	(3,269)	-	Completed	Completed
P.1 Cemetery Land Acquisition	22C-CE-B85	130,000	130,000		80,330		210,330	-	210,330		210,330	Project on-going, conversation with the land owners are being had, but moving slowly.	2023
Subtotal for SSE		1,651,640	1,577,272	-	-	70,000	1,721,640	(1,184,535)	537,105	74,542	611,647		
Public Works													
HarbourMaster Building Repairs	20C-MA-L57	24,500	24,500				24,500	(820)	23,680	(14,500)	9,180	Project will be completed before the end of the year under budget.	2022
City Hall - HVAC Units Upgrade	20C-PW-L07	20,000	20,000				20,000	-	20,000	(20,000)	-	Recommending this project to be closed out to Over/short Reserve, a replacement and funding plan for City Hall Roof will be followed.	Closeout
City Hall - Fall Arrest	20C-PW-L08	12,000	12,000				12,000	-	12,000	(12,000)	-	Recommending this project to be closed out to Over/short Reserve, a replacement and funding plan for City Hall Roof will be followed.	Closeout
City Hall - Flat Roof Repairs	20C-PW-L09	10,000	10,000				10,000	-	10,000	(10,000)	-	Recommending this project to be closed out to Over/short Reserve, a replacement and funding plan for City Hall Roof will be followed.	Closeout
City Hall - Monitoring System	20C-PW-L13	5,000	5,000		(5,000)		-	-	-		-	Recommending this project to be combined and closed out, funds transfer to Project 22C-PW-R01	Transferred
Fire Hall - Monitoring System	20C-PW-L15	5,000	5,000		(5,000)		-	-	-		-	Recommending this project to be combined and closed out, funds transfer to Project 22C-PW-R01	Transferred
Elm St & Elgin St Intersection	20C-PW-L16	50,000	50,000				50,000	-	50,000	(15,000)	35,000	Final design expected to be completed by the end of 2022. Contruction in 2023. Expect to complete under budget, close out 15k to over/short.	2023
Lake End Access Gates	20C-PW-L17	22,500	22,500				22,500	-	22,500	(22,500)	-	Close out to over/short, will propose new project in 2023 capital budget after reviewing the Lake End Study.	Closeout
Bethel Furnace Replacement	20C-PW-L19	16,000	16,000				16,000	-	16,000	(16,000)	-	Close out to over/short, following new project proposal for Bethel and Sherston community centre, pending Building Assessment	Closeout
Bethel Roof Replacement	20C-PW-L20	51,000	37,659	(36,659)			14,341	(13,341)	1,000	(1,000)	-	Close out to over/short, following new project proposal for Bethel and Sherston community centre, pending Building Assessment	Closeout
New solar lighting for Parks	20C-PW-L22	45,000	45,000				45,000	-	45,000	(38,000)	7,000	Project will be completed before the end of the year under budget.	2022
Friendship Trail Repair	20C-PW-L26	32,938	26,602				32,938	(6,336)	26,602	(26,602)	-	Friendship trail asphalt replacement. Project completed in 2021, excess funds close out to Over/short	Closeout
Skateboard Park Parking Lot	20C-PW-L28	4,000	4,000				4,000	-	4,000	(4,000)	-	Re-evaluation the disgn for Lock 8 Park parking lot, close out this project, will follow up with new project proposal	Closeout
HH Knoll Park Walkways Repairs	20C-PW-L29	55,326	36,977				55,326	(18,349)	36,977	(36,977)	-	Completed	Completed

Appendix C - 2022 and Prior Capital and Related Projects Budget Forecast

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Sherkston Roof Repairs	20C-PW-L31	12,000	12,000				12,000	-	12,000	(12,000)	-	Close out to over/short, following new project proposal for Bethel and Sherkston community centre, pending Building Assessment	Closeout
Sherkston Chimney/HotWaterTank	20C-PW-L32	7,500	7,500				7,500	-	7,500	(7,500)	-	Close out to over/short, following new project proposal for Bethel and Sherkston community centre, pending Building Assessment	Closeout
Soccer Complex Sanitary Pump	20C-PW-L34	5,000	5,000				5,000	-	5,000		5,000	Specs completed, order made. Project will be completed by the end of the year.	2022
VHWC Main Entrance Pylon Sign	20C-PW-L35	70,000	67,400				70,000	(83,460)	(13,460)	13,460	-	Completed	Completed
VHWC Fitness Areas Water Drips	20C-PW-L36	10,000	10,000				10,000	(7,571)	2,429	(2,429)	-	Completed	Completed
VHWC Pool Rehab of Tiles	20C-PW-L37	42,000	42,000	(42,000)			-	-	-		-	Project Closed, Fund allocated to project 22C-PW-B07 in 2022 Capital Budget	Transferred
VHWC Monitoring system	20C-PW-L38	5,000	5,000		(5,000)		-	-	-		-	Recommending this project to be combined and closed out, funds transfer to Project 22C-PW-R01	Transferred
PC Operations Centre Upgrades	20C-PW-L39	193,230	182,113				193,230	(35,293)	157,937		157,937	Ongoing; Sub projects started, multiple upgrade projects has confirmed, project carried forward to 2023	2023
Urban Forest Management Plan	20O-PW-L45	85,000	85,000				85,000	(13,763)	71,237		71,237	Tender is awarded, project started. Work to be completed in T2 2023	2023
East / West Wig Wags	21C-PW-B04	82,360	72,672		(54,966)		27,394	(27,394)	-		-	Remaining trail signage and wayfinding signs. Pending sign design confirmation. Move Remaining available funds to Project E.1 22C-PW-B36 Friendship Trail Crossing	Transferred
West St Electrical Infra.	21C-PW-B07	10,000	10,000				10,000	-	10,000	(10,000)	-	Close out to over/short, pending a Grant application, re-evaluate the project and may combine with other West St improvement projects	Closeout
Railway Crossing Improvements	21C-PW-B10	75,000	74,047		(74,047)		953	(953)	-		-	Internal work, work order to be issued for sightline clearing and signage. Project completing by T1 2023, combine with Project 22C-PW-B54	Transferred
Bridges Culverts Walls Repairs	21C-PW-B11	105,500	105,500		(105,500)		-	-	-		-	Funds transfer to 2022 Project G.8 OSIM Culvert and Structure #22C-PW-B59	Transferred
CIMCO System Gantry Crane	21C-PW-B12	18,000	18,000				18,000	-	18,000		18,000	Contractor selected, project to be completed T1 2023	2023
COPC Welcome Centre Upgrades	21C-PW-B13	14,500	14,500				14,500	(3,887)	10,613		10,613	Invoice Correction need to be made, project completed	2022
VHWC Air Removal Unit	21C-PW-B14	18,000	18,000				18,000	-	18,000		18,000	Under investigation, internal discussion, project carried forward to 2023	2023
Fire Station HVAC Upgrades	21C-PW-B16	18,000	18,000				18,000	-	18,000		18,000	Project in progress (for BAS), will be completed in 2023	2023
Fire Station Security Upgrades	21C-PW-B17	24,000	23,275				24,000	(725)	23,275	(23,275)	-	Completed, waiting for final invoices, close out to over/short	Completed
Fleet replacement/Purchase	21C-PW-B18	300,000	271,304	(271,304)			28,696	(28,696)	-		-	Project Closed, Fund allocated to approved Fleet Replacement Project in 2022 Capital Budget	Transferred
Flow Monitors - Wastewater	21C-PW-B19	100,000	100,000				100,000	-	100,000		100,000	Functional design completed, pending INS analysis	2023
Infrastructure Needs Studies	21C-PW-B22	750,000	727,362				750,000	(461,088)	288,912		288,912	In progress, AMP to be completed in June, INS to be completed by the end of 2022	2022
Programmable Speed Zone Beacon	21C-PW-B25	12,000	12,000				12,000	-	12,000		12,000	Purchase and installation will be completed by the end of 2022	2022
Roads Resurfacing Program	21C-PW-B26	960,000	129,840				960,000	(965,617)	(5,617)	5,617	-	Completed	Completed
Tennessee Gate Inspec & Design	21C-PW-B30	30,000	30,000				30,000	(15,152)	14,848		14,848	Tender awarded, design expecting to be completed by the end of 2022. Construction will be completed in T1 2023	2023
City Hall Elevator Repairs	21C-PW-R39	100,000	100,000				100,000	(19,889)	80,111		80,111	Tender awarded, parts on order, complete by T1 2023	2023
Chippawa Road Construction	21C-PW-R40	35,000	35,000	15,000			50,000	-	50,000		50,000	Construction expected in the fall, completing in 2022	2022
Erie St Wtmain Replacement Project	21C-PW-R48	1,880,000	2,024,092				2,078,216	(1,100,203)	978,013		978,013	In progress, work to be completed in the T1 2023, project will be completed under budget.	2023
Facility Condition Index	21C-PW-R52	75,000	75,000		(75,000)		-	-	-		-	Recommending this project to be combined and close-out, funds transfer to Project 22C-PW-B47	Transferred
Project Management	21O-PW-R41	147,600	145,783				147,600	(5,384)	142,216		142,216	On going consulting service for the project management.	2023
Parkette at Lakeview Park	21C-ED-R49	150,000	150,000				150,000	(76,290)	73,710.26	(73,710)	-	Project completed, significantly under budget.	2022
A.1 Bethel Upper Roof Replacmt	22C-PW-B01	75,659	75,659				75,659	-	75,659	(75,659)	-	Close out to over/short, following new project proposal for Bethel and Sherkston community centre	Closeout

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A.10 VHC Sea Container	22C-PW-B10	11,500	11,500				11,500	-	11,500	(11,500)	-	Project closeout	Closeout
A.11 VHC Exit Turn Lane	22C-PW-B11	18,500	18,500				18,500	(13,864)	4,636.28	(4,636)	-	Completed	Closeout
A.12 CH AODA renovation	22C-PW-B12	231,000	231,000				231,000	-	231,000		231,000	Internal Discussion, a committee should be formed to confirm the final design. Project carry forward to 2023	2023
A.2 CH Roof & Drain Repairs	22C-PW-B02	42,000	42,000				42,000	-	42,000	(42,000)	-	Recommending this project to be closed out to Over/short Reserve, a replacement and funding plan for City Hall Roof will be followed.	Closeout
A.3 CH Fire Panel Replacement	22C-PW-B03	13,500	13,500				13,500	-	13,500	3,500	17,000	Under investigation, internal discussion, project carried forward to 2023	2023
A.4 CH Gallery Seating	22C-PW-B04	34,000	34,000				34,000	(29,876)	4,124	(4,124)	-	Completed	Completed
A.5 MU Lower Flat Roof	22C-PW-B05	16,500	16,500				16,500	(6,920)	9,580	(9,580)	-	Completed	Completed
A.6 VHC Central Gutter&Panel	22C-PW-B06	125,000	125,000		(125,000)		-	-	-		-	Combine with VHCX roof project, funds transferred.	Transferred
A.7 VHC Tile Replacement	22C-PW-B07	69,000	69,000				69,000	(13,631)	55,369		55,369	Partial completion, full completion expected in T1 2023	2023
A.8 VHC Parking Lot LED Retro	22C-PW-B08	33,000	33,000				33,000	-	33,000		33,000	Expected completion in T1 2023	2023
A.9 VHC Cooling Tower Pan	22C-PW-B09	17,000	17,000				17,000	-	17,000	(17,000)	-	Project close out to over/short.	Closeout
B.1 Mobile Column Lifts&Welder	22C-PW-B14	34,500	30,038				34,500	(35,203)	(703)	703	-	Completed	Completed
B.11 Passenger Truck - Drains	22C-PW-B24	74,500	74,500				74,500	-	74,500		74,500	Tender Required Tim & Chuck set for year end, supply chain may delay	2023
B.2 Electric Pallet Jack	22C-PW-B15	5,000	5,000				5,000	(3,460)	1,540	(1,540)	-	Completed	Completed
B.3 Asphalt Hot Box	22C-PW-B16	60,000	60,000				60,000	-	60,000		60,000	Ordered, awaiting for delivery	2023
B.6 Passenger Truck	22C-PW-B19	46,000	46,000				46,000	-	46,000		46,000	Tender Required Tim & Chuck set for year end, supply chain may delay	2023
B.7 2022 Fleet Replacement	22C-PW-B20	1,844,500	1,844,500				1,844,500	(203,753)	1,640,747		1,640,747	Half way through tenders, Tim& Chuck. Hope to complete by year end.	2022
B.8 DCFC Station Installation	22C-PW-B21	53,000	53,000			47,000	100,000	-	100,000	(100,000)	-	Project closed out to over/short	Closeout
C.2 Route Patrol Software	22C-PW-B29	12,000	12,000			3,265	15,265	-	15,265		15,265	Vendor selected, implementation expected in 2023	2023
E.1 Friendship Trail Crossing	22C-PW-B36	25,000	25,000		54,966		79,966	-	79,966		79,966	Remaining trail signage and wayfinding signs. Pending sign design confirmation. Combine with Project 21C-PW-B04 Friendship Trail East West Wigwags	2023
E.2 Welland St to Beach Trail	22C-PW-B37	487,920	487,920				487,920	(11,942)	475,978		475,978	In progress, project scope being reviewed by funding partner - ICIP	2026
E.3 Pavilion Pad Replacement	22C-PW-B38	40,000	40,000				40,000	(40,049)	(49)	49	-	Completed	Completed
E.4 In Ground Waste Bins	22C-PW-B39	25,000	25,000				25,000	(21,660)	3,340	(3,340)	-	Completed	Completed
E.5 Main Street Banners	22C-PW-B40	20,000	20,000				20,000	-	20,000		20,000	Pending design, will be purchased in T1 2023	2023
E.6 Promenade Improvements	22C-PW-B41	250,000	250,000				250,000	-	250,000		250,000	Not Started, pending scope approval, project will be carried forward to 2023, T3	2023
E.7 Lock 8 Park Improvements	22C-PW-B42	250,000	250,000				250,000	-	250,000		250,000	Working on design, it will be a multi-year project, first stage will be completed in 2023	2023
F.1 Regulatory Sign Inventory	22C-PW-B44	30,000	30,000				30,000	-	30,000		30,000	Pending new GIS system and strategy, explore options	2023
F.2 Engineering Design Std	22C-PW-B45	30,000	30,000				30,000	-	30,000		30,000	Consultant selected, project terms under discussion	2023
F.3 Marina & PC Grain Seawall	22C-PW-B46	60,000	60,000				60,000	-	60,000		60,000	In progress of internal discussion	2023
F.4 Phase 2 Building Condition	22C-PW-B47	49,000	49,000		75,000		124,000	(30,504)	93,496		93,496	Recommending this project to be combined with Project 21C-PW-R52. 3 out of 8 buildings completed, some in the fall, possibly roll over to 2023	2023
F.5 Firelane Survey	22C-PW-B48	30,000	30,000				30,000	-	30,000		30,000	Getting quotes, work will be done in 2023	2023
G.1 Street Light Repairs	22C-PW-B52	110,000	110,000				110,000	(13,113)	96,887		96,887	Quote/Tender process to be decided, project expected T1 2023	2023
G.10 Drain - Road Culvert Rplc	22C-PW-B61	70,000	28,711				70,000	(53,993)	16,007		16,007	Project completed, pending invoices, will be closed out by the end of 2022	2022
G.2 White Road Guiderail Rplc	22C-PW-B53	100,000	100,000				100,000	-	100,000		100,000	RFT to be issued in the Summer, construction will be completed by the T1 2023	2023

Appendix C - 2022 and Prior Capital and Related Projects Budget Forecast

Project Name	Project ID	Original Approved Budget	Funds Carried Forward at YE 2021	Council approved reallocations and additions *	Project Combining Recommendation	2022 Funding Adj Reconciliation	Adjusted Budget	Project Spending To Date as of Nov 16 2022	Funds Remaining before closeout	Closeout as of Nov 16 2022	Remaining Funding as at Nov 16 2022	Project Progress Update	Project Status
G.3 Rail Crossing Safety	22C-PW-B54	30,000	30,000			74,046.64	104,046.64	-	104,047		104,047	Internal work, work order to be issued for sightline clearing and signage. Project completing by T1 2023, combine with Project 21C-PW-B10 Rail Crossing Improvements	2023
G.4 Laneway and Apron Asphalt	22C-PW-B55	20,000	20,000				20,000	(13,774)	6,226	(6,226)	-	Completed	Completed
G.5 Hawthorne Heights Parking	22C-PW-B56	15,000	15,000				15,000	-	15,000		15,000	Internal discussion and investigation to determine the best solution, project will be completed in 2023	2023
G.6 Annual Resurfacing Program	22C-PW-B57	1,072,000	1,072,000				1,072,000	(917,417)	154,583		154,583	Pending final invoice, will be completed and closeout by the end of 2022	2022
G.7 Annual Sidewalk Program	22C-PW-B58	150,000	150,000				150,000	(76,391)	73,609		73,609	Pending final invoice, will be completed and closeout by the end of 2022	2022
G.8 OSIM Culvert and Structure	22C-PW-B59	50,000	50,000		105,500		155,500	-	155,500		155,500	Combined with 21C-PW-B11 Bridges Culverts Walls Repairs, Expecting T3 2023	2023
G.9 Fence and Access Gate	22C-PW-B60	8,000	8,000				8,000	(6,309)	1,691	(1,691)	-	Completed	Completed
H.1 Service Club Sign	22C-PW-B62	15,000	15,000				15,000	-	15,000		15,000	Pending MTO confirmation, to be completed in 2023	2023
H.2 PC Sign Renewal	22C-PW-B63	50,000	50,000				50,000	-	50,000		50,000	Pending sign design. Project completion expected in 2023.	2023
I.1 Neff St Outlet Retrofit	22C-SS-B64	300,000	288,715				300,000	(23,186)	276,814		276,814	Inspection completed, pending design. Expecting 2023	2023
I.2 Electrical Motor SoftStart	22C-SS-B65	5,600	5,600				5,600	-	5,600		5,600	In progress, complete by the end of the year	2022
I.3 Trailer Mount 6" Pump	22C-SS-B66	74,000	74,000				74,000	(20,696)	53,304		53,304	Ordered and pending delivery. Costs are over budget, the overage was approved to be funded through W/WW reserves	2023
I.4 + J.1 CLI-ECAs Studies	22C-SS-B67	120,000	120,000				120,000	-	120,000		120,000	ECA submitted to Province, pending approval, possibly roll over to 2023	2023
I.5 Pumping Station Upgrades	22C-SS-B68	35,000	35,000				35,000	-	35,000		35,000	Project will be completed by 2023	2023
I.6 Storm Pond Cleaning & Mtnc	22C-SS-B69	75,000	75,000				75,000	-	75,000		75,000	Project will be done in 2023	2023
B.12 Cube Van - WT/WW	22C-WW-B25	90,000	90,000				90,000	-	90,000		90,000	Ordered, pending delivery due to supply chain shortage, expecting 2023	2023
J.1 Trailer Mount 6" Pump	22C-WW-B66	67,000	67,000				67,000	(20,696)	46,304		46,304	Ordered and pending delivery. Costs are over budget, the overage was approved to be funded through W/WW reserves	2023
J.3 + K.1 Excavator Bucket	22C-WW-B70	8,600	1,295				8,600	(7,305)	1,295	(1,295)	-	Completed	Completed
J.4 Clarke Area WW Remediation	22C-WW-B71	1,000,000	1,000,000				1,000,000	-	1,000,000	(1,000,000)	-	Close out project, move available funds 600k from capital reserve to WW reserve	Closeout
J.5 Clarke Area inflow reduction	22C-WW-B72	500,000	500,000	140,000			640,000	-	640,000		640,000	Project will be completed in 2023. Budget increased to 640k with approved council report #2022-29.	2023
B.13 Passenger Truck - WT/WW	22C-WW-B26	46,000	46,000				46,000	-	46,000		46,000	Tender in the Summer, delivery pending due to supply chain shortage, costs won't incur until delivery, expecting 2023	2023
K.2 Watermain Replacement	22C-WW-B73	5,000,000	5,000,000				5,000,000	-	5,000,000		5,000,000	Tender is out for design, first construction is expecting to start in the spring of 2023, expecting full project completion in 2026.	2026
Remote monitoring systems - Multiple City Facilities	22C-PW-R01	-	-		15,000		15,000	-	15,000		15,000	Combined three 2020 projects with similar project scope at different locations. Project will be completed in 2023.	2023
2022-73 VHWK Roof Repair	22C-PW-R03			1,000,000	125,000		1,125,000	-	1,125,000		1,125,000	Approved in Apr 26 2022, Report 2022-73 - 2021 Year-End Surplus and Project Close Out	2023
2022-73 Lion's Field Streetscape	22C-PW-R04			200,000		90,000	290,000	-	290,000		290,000	Approved in Apr 26 2022, Report 2022-73 - 2021 Year-End Surplus and Project Close Out	2023
2022-73 Energy audits & monitoring	22C-PW-R05			68,607			68,607	(10,736)	57,871		57,871	Approved in Apr 26 2022, Report 2022-73 - 2021 Year-End Surplus and Project Close Out	2023
2022-86 CAT Front Loader Purchase	22C-PW-R06			240,000			240,000	(239,136)	864	(864)	-	Approved in Apr 26 2022, Report 2022-86 Equipment Purchase Opportunity, purchase has completed in May	Completed
#A Stormwater Mgmt Strategy	22C-WW-R06			200,000			200,000	-	200,000		200,000	Approved in the Report #2022-88 Funding for Inflow and Infiltration Projects, fund from WW reserve and Region Grant	2023
#B Investigation & Remediation	22C-WW-R07			298,000			298,000	(99,165)	198,835		198,835	Approved in the Report #2022-88 Funding for Inflow and Infiltration Projects, fund from WW reserve and Region Grant	2023
#C Public Education Campaign	22C-WW-R08			30,000			30,000	-	30,000		30,000	Approved in the Report #2022-88 Funding for Inflow and Infiltration Projects, fund from WW reserve and Region Grant	2023
#D Pollution Prevention	22C-WW-R09			250,000			250,000	-	250,000		250,000	Approved in the Report #2022-88 Funding for Inflow and Infiltration Projects, fund from WW reserve and Region Grant	2025

Appendix C - 2022 and Prior Capital and Related Projects Budget Forecast

Project Name	Project ID	Original Approved Budget	Funds Carried Forward at YE 2021	Council approved reallocations and additions *	Project Combining Recommendation	2022 Funding Adj Reconciliation	Adjusted Budget	Project Spending To Date as of Nov 16 2022	Funds Remaining before closeout	Closeout as of Nov 16 2022	Remaining Funding as at Nov 16 2022	Project Progress Update	Project Status
#E Mtnc Hole & Mainline Sewer	22C-WW-R10			300,000			300,000	-	300,000		300,000	Approved in the Report #2022-88 Funding for Inflow and Infiltration Projects, fund from WW reserve and Region Grant	2022
2022-157 Purchase Road Grader	22C-PW-R18			274,752			274,752	(274,650)	102	(102)	-	Purchase has completed	Completed
VHWC Cooling Tower Replacement	22C-PW-R22					450,000	450,000		450,000		450,000	New Project, approved by council report #2022-231	2023
West St Streetscapping	22C-PW-R23					437,150	437,150		437,150		437,150	Funded by SPIF/Red Grant	2023
Wayfindings	22C-PW-R24					130,000	130,000		130,000		130,000	Funded by SPIF/Red Grant	2023
Subtotal for Public Works		19,010,449	17,945,564	2,666,396	-	1,157,415	22,834,260	(5,071,639)	17,762,621	(1,601,724)	16,160,897		
Open Capital Project Total		26,058,585	24,324,841	2,013,396	-	1,716,732	29,788,713	(8,093,924)	21,694,789	(2,125,675)	19,569,114		

* "Council approved reallocations and additions" are projects approved by separate council reports, including 2023 capital budget, 2021 YE Surpls report and Report 2021-263.

Closed out to the reserve where the funds were originated



Subject: 2023 Levy Budget

To: Committee of the Whole - Budget

From: Corporate Services Department

Report Number: 2022-245

Meeting Date: December 7, 2022

Recommendation:

That the Committee of the Whole recommend to Council:

That the Corporate Services Department, Financial Services Division, Report No. 2022-245 Subject 2023 Levy Budget **BE RECEIVED**; and

That the sustainability and working capital reserve funds be funded, up to the Reserve Fund policy target, as outlined in Report No. 2022-245; and

That \$2,000,000 resulting from contractual settlement related to a previous sale of land, as outlined in Report 2022-245 be transferred to the infrastructure reserve; and

That the 2023 Levy Budget as outlined in Report No. 2022-245, **BE APPROVED**.

Purpose:

The purpose of this report is to present the proposed 2023 Levy Budget to the Budget Committee of the Whole.

Background:

The 2023 Levy Budget is presented in a similar fashion as the prior year Levy Budget.

Financial Services would like to thank City staff from all departments for their leadership and support in developing this 2023 Levy Budget.

Should the 2023 Levy Budget be approved by the Budget Committee of the Whole on December 7, 2022, it will move forward to be ratified at the December 13, 2022, Council meeting.

Similar to the 2023 Capital and Related Project budget, the 2023 Levy Budget was developed through a process that requested Council and staff input. Staff have based their recommendations after considering:

- The City's established Vision/Mission/Values
- The Strategic Pillars identified in the City's Strategic Plan
- The following themes/focuses
 - Supporting economic prosperity initiatives
 - Supporting environmental sustainability initiatives
 - Supporting a welcoming and livable community
 - Supporting increased and enhanced housing options
- Tactically considering where the budget can support and drive competitive advantages:
 - People
 - Processes – getting to simple (moving towards)
 - Community – Connection
 - Location
- Service levels
- Growth – achieving economics of scale
- Impact of leading a reduction in the Infrastructure Deficit

The budget document should be read in conjunction with:

- The 2023 Capital and Related Project Budget (Report 2022-248) presented to the Budget Committee of the Whole on December 7, 2022.
- The 2023 Proposed User Fees and Charges (Report 2022-244) presented to the Budget Committee of the Whole on December 7, 2022.

Discussion:

Financial Services highlights the budget is a plan to allocate resources in advance for the maximum benefit of City residents and stakeholders. It is a method to authorize revenue and expense authority. In preparing the 2023 Levy Budget, certain assumptions and estimates are necessary. They are based on information available to staff at the time of preparing the budget. Actual results will vary although as regulated through the *Municipal Act*, a balanced budget is required.

Property Tax Impact

If the proposed 2023 Levy Budget is approved as presented the blended tax increase to the average residential property valued at \$212,035 would be 2.94% or \$114.

The rate change is 51% related to the 2023 Capital and related Project Budget and 49% related to the Operating Budget.

The estimated impact provides for assessment growth of approximately 0.5%. This estimate has been based on the Municipal Property Assessment Corporation (MPAC) database. Should growth end the year higher or currently reported growth be adjusted lower the estimated impact to the same residential property noted above would increase or decrease.

Budget Summary

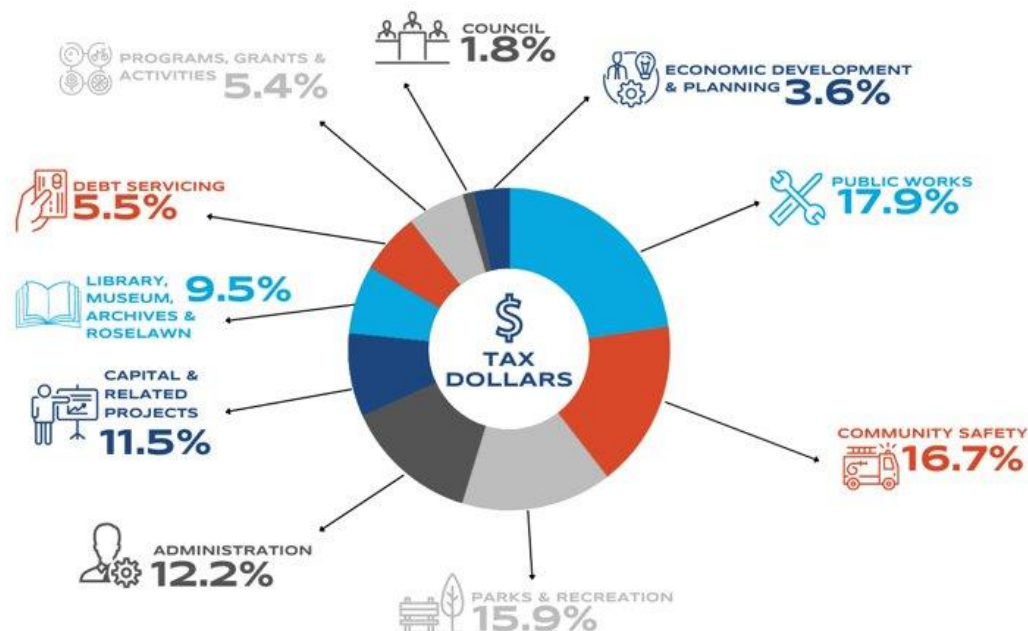
This budget was developed to maintain current service levels, increase capacity to fully re-activate Roselawn and continue to strengthen the City through a variety of initiatives, including those highlighted below.

The number of initiatives and actions that are funded within this budget is significant.

This year, each department had an opportunity to present their operations to Council through departmental updates. These started in April and continued through September. In addition to those presentations, staff from each department remain available and will be available at the upcoming budget meeting to respond to service level and related budget questions, if required. Staff encourage Council to reach out to department heads with any questions in advance, if possible.

The 2023 Levy Budget as outlined in Appendix A – 2023 Levy Budget Presentation and Appendix B – Levy Budget Appendices totals \$34,072,299.

In percentage terms, tax dollars support the following (as allocated in Appendix G):



Some highlights of the 2023 Levy Budget include:

- Supports on-going operational improvements within departments (see departmental presentations).
- People investment to support the continued re-activating of Roselawn (\$216,800 representing 6,587 additional hours).
- Enhanced Community Improvement Funding (CIP) from \$115,000 to \$172,500 to encourage redevelopment and support growth.
 - CIP review and update to be presented for approval in the first trimester of 2023.
- Support for electric vehicle charging, \$20,000.
- Community grants budget increased by 20% to \$43,200.
- Community events budget increased to 1/3 of 1% (0.0033%) of the Levy.
 - Look to expand past civic holidays by partnering with the Business Improvement Areas (BIAs) and community organizations.
- Note that the YMCA is offering expanded hours starting January 2, 2023 - Saturday until 9pm and opening Sunday 7am to 9pm (this will be a trial basis until April 30, 2023).
- 51% of the tax impact supports the Capital and Related Project Budget.
- No new debt is proposed. Levy debt will be paid down by \$744,000 to \$14.8 million.

Some significant budget pressures included in the 2023 Levy budget are:

- Inflation has been a significant headwind. An example exists with auto fuel that is budgeted up \$97,630 year over year and 70% over the past two years.
- Employee benefits, including the Fire department, increased \$308,399. The increase relates to OMERS (expanded to include part-time), CPP (changes), EI, employer health tax, and Health and Dental.
- Insurance cost pressures have been experienced at the City like other municipalities. The impact on the budget is \$142,309. A public procurement process for the City's insurance program will start in Trimester 1 of 2023. The current contract ends December 31, 2023. Staff identify the insurance market continues to be defined as difficult/"hard".

- Computer software costs have increased as a result of data and security compliance requirements. Staff, as previously communicated to Council, has implemented a Cloud first approach using leading software providers. Staff are in discussions with other municipalities as potential partners to implement a system for the City to maintain digital human resource records and improve financial accounting/reporting capabilities as the City's current provider has indicated the City's current system will not be supported by the current vendor and Staff can identify support to date has been underwhelming.

Other salient changes include:

- Some savings to offset the cost pressures experienced in the 2023 Levy Budget include hydro at the VHWC, a reduction in rental expenses as a result of purchasing Public Works equipment, a reduction in City staff levels following a restructuring of Public Works, offset by new people investments in the Museum and Roselawn. Headcount and FTE accounts are included in the presentation in Appendix A.
- As of January 1, 2023 the Niagara Region will complete the full amalgamation of transit across the Niagara Region. The cost of the City's transit service currently contracted to Niagara Region Transit will no longer appear in the budget of the City. This represents a reduction of \$165,400 or 0.75% to the City's budget. Without this reduction, the blended tax increase to the average house would be approximately 0.4% higher.
- The cost allocation project within Financial Services continues its implementation. This budget reflects fleet and facilities as fully being allocated to departments. The final areas to finalize are global operations, project management and stores. These areas will be reviewed in conjunction with the Financial Information Return (FIR) methodology in 2023.
- There is no separate budget for COVID-19 related costs. Additional costs or lost revenue, if any, will be noted throughout the year.
- As highlighted in the 2023 Capital and Related Project budget, the 2022 Budgets require no external borrowing. The 2023 Levy Budget identifies outstanding borrowing related to levy operations is projected to decline by approximately \$744,000 to \$14,842,000 in 2023.

2022 Forecast

The City is forecasting a year end surplus of \$374,415. This surplus is identified in Appendix A on page 20 and in the various appendices attached to this report. In preparing this forecast, as with this budget, certain assumptions and estimates are

necessary. This forecast is based on information available to Staff at the time. Actual results will vary.

This surplus is net of the recommended reserve transfers recommended in this report:

- That the sustainability and working capital reserve funds be funded, up to the Reserve Fund policy target which is 10% of the Levy. This represents a total reserve fund transfer estimated at \$262,502.
- That \$2,000,000 resulting from contractual settlement related to a previous sale of land, as outlined in Report 2022-245 be transferred to the infrastructure reserve.

At the time of writing this report Staff anticipate recommending any remaining surplus at year-end also be transferred to the infrastructure reserve in recognition of the infrastructure deficit and projects requiring Council consideration in 2023 as outlined in the 2023 Capital and Related Project Budget.

Risks to the Levy Budget

Actual events and results can be substantially different from what is expected or implied as a result of risk, uncertainties, and other factors, many of which are beyond the control of Council and Staff, including, but not limited to:

- Changes to legislation, including rules and regulation
 - i.e. Bill 39, Better Municipal Governance Act, 2022 was introduced subsequent to the development of this budget and is still being reviewed at the time of printing this presentation
- Decisions of other levels of government
 - i.e. Ministry of the Environment, Conservation and Parks
 - i.e. the Bereavement Authority of Ontario
- Economic weakness or other unforeseen factors impacting changes in past patterns of facility and service usage and/or goods purchased by users and customers
- Inflation advancing more than anticipated – note inflation was budgeted differently for different expenses ranging from 0% to the 35% range (fuel costs increased 70% over 2 years)
- Poor weather impacting attendance at Nickel Beach or events such as Canal Days
- Higher precipitation and lake levels compared to 2022 increasing inflow and infiltration or changing water usage
- Unexpected changes or usage in infrastructure

- Unbudgeted and/or unexpected changes in needs or wants of residents resulting in Council approved changes in service levels or goods and service offerings
- A resurgence in COVID-19 or other epidemics, pandemics or other public health crisis event

Looking Forward

As identified on many occasions, “everyday is budget day” in a municipality. Corporate Services continues to identify continuous improvement is a process. Looking forward to 2023, staff identify the following activities that will help determine the financial outcomes of the City going into the 2024 budget process:

- Updated actuarial review on post-retirement benefits
- Tendering insurance for the January 1, 2024 year (noting the market continues to be difficult / “hard”)
- Reviewing the application of the Municipal Accommodation Tax (MAT)
- Perform service level reviews (Transportation, Parks, and Arena)
- Complete a fee framework (already completed review of main fees: Cemetery, Marina, Beach, Arena, Building, and Planning)
- Complete the final phase of the cost allocation project that is consistent with the Provincial Financial Information Return (FIR) guidelines to approximate full cost accounting for programs
- Continue the review of drainage, ditching and storm sewer financial planning. Specifically reviewing their impact on the levy
- Continue to work on Key Performance Indicators (KPIs) and related benchmarks, where applicable
- Complete the Infrastructure Needs Assessment to support future capital and related project budgets.
- Update the development charges by-law so growth pays for growth

Internal Consultations:

As stated, Financial Services would like to thank City staff from all departments for their leadership and support in developing this 2023 Levy Budget.

Financial Implications:

Financial Services identifies the proposed 2023 Levy Budget is a staff recommendation that Council can adjust, if required.

Public Engagement:

The 2023 Levy Budget was published on the City's website on November 28, 2022. The 2023 Levy Budget will be considered by the Budget Committee of the Whole on December 7, 2022 and, if approved by the Budget Committee of the Whole, Council on December 13, 2022.

Following the budget process, staff will continue to review service levels and operations. Should changes be requested or sought, staff will seek input and where necessary approval from Council.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
 - Attracting Business Investment and Tourists to Port Colborne
 - City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
 - Value: Financial Management to Achieve Financial Sustainability
 - People: Supporting and Investing in Human Capital
 - Governance: Communications, Engagement, and Decision-Making
-

Conclusion:

Staff recommend Council approve the 2023 Levy Budget as outlined in this report and the various appendices.

Appendices:

- a. Appendix A – 2023 Levy Budget Presentation
- b. Appendix B to G – Levy Budget Appendices

Respectfully submitted,

Bryan Boles, CPA, CA, MBA
Director of Corporate Services/Treasurer
(905) 835-2900 Ext. 105
Bryan.Boles@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

2023 Levy Budget

December 7, 2022



Agenda

- ☐ Recommendation
- ☐ Tax and Capital Impacts
- ☐ Highlights
- ☐ Risks
- ☐ Inflation and City Growth
- ☐ Process
- ☐ Comparisons
- ☐ Borrowing Outlook
- ☐ Levy Summary
- ☐ Department Summaries
- ☐ Risks
- ☐ Looking Forward
- ☐ Thank You
- ☐ Recommendation



In preparing the 2023 Levy Budget, certain assumptions and estimates are necessary. They are based on information available to staff at the time. Actual results will vary although, as regulated through the Municipal Act, a balanced budget is required.

Recommendation

That the Corporate Service Department, Financial Services Division, Report No. 2022-245 Subject: 2023 Levy Budget, **BE RECEIVED**; and

That the sustainability and working capital reserve funds be funded, up to the Reserve Fund policy target, as outlined in Report No. 2022-245; and

That \$2,000,000 resulting from contractual settlement related to a previous sale of land, as outlined in Report 2022-245 be transferred to the infrastructure reserve.

That the 2023 Levy Budget as outlined in Report No. 2022-245, **BE APPROVED**.



Tax and Capital Impacts



Levy

2.94% (51% related to the Capital and related Project Budget and 49% related to the Operating Budget) on the blended tax rate or **\$114** increase to the average residential property valued at **\$212,035**.

Note: The Levy figure forecasts 0.5% assessment growth that at the time of presenting this budget has been achieved per MPAC's database.

Highlights

- Supports on-going operational improvements within departments (see departmental presentations)
- People investment to support the continued re-activating of Roselawn (\$216,800 representing 6,587 additional hours)
- Enhanced Community Improvement Funding (CIP) from \$115,000 to \$172,500 to encourage redevelopment and support growth
 - CIP review and update to be presented for approval in the first trimester of 2023
- Support for electric vehicle charging, \$20,000
- Community grants budget increased by 20% to \$43,200
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 - Look to expand past civic holidays by partnering with the Business Improvement Areas (BIAs) and community organizations
- We thank the YMCA for their expanded hours starting January 2, 2023 - Saturday until 9pm and opening Sunday 7am to 9pm (this will be a trial basis until April 30, 2023)
- 51% of the tax impact supports the Capital and Related Project Budget
- No new debt is proposed...Levy debt will be paid down by \$744,000 to \$14.8 million



PORT COLBORNE



Risks to the Budget

Actual events and results can be substantially different from what is expected or implied as a result of risk, uncertainties, and other factors, many of which are beyond our control, including, but not limited to:

- Changes to legislation, including rules and regulation
 - i.e. Bill 39, Better Municipal Governance Act, 2022 was introduced subsequent to the development of this budget and is still being reviewed at the time of printing this presentation
- Decisions of other levels of government
 - i.e. Ministry of the Environment, Conservation and Parks
 - i.e. the Bereavement Authority of Ontario
- Economic weakness or other unforeseen factors impacting changes in past patterns of facility and service usage and/or goods purchased by users and customers
- Inflation advancing more than anticipated – note inflation was budgeted differently for different expenses ranging from 0% to the 35% range (fuel costs increased 70% over 2 years)
- Interest rates declining which impact investment income
- Poor weather impacting attendance at Nickel Beach or events such as Canal Days
- Higher precipitation and lake levels compared to 2022 increasing inflow and infiltration or changing water usage
- Unexpected changes or usage in infrastructure
- Unbudgeted and/or unexpected changes in needs or wants of residents resulting in Council approved changes in service levels or goods and service offerings
- A resurgence in COVID-19 or other epidemics, pandemics or other public health crisis event



PORT COLBORNE

Inflation Environment



Industrial Product Price Index

9.0%

Annualized September 2022*

Consumer Price Index

6.9%

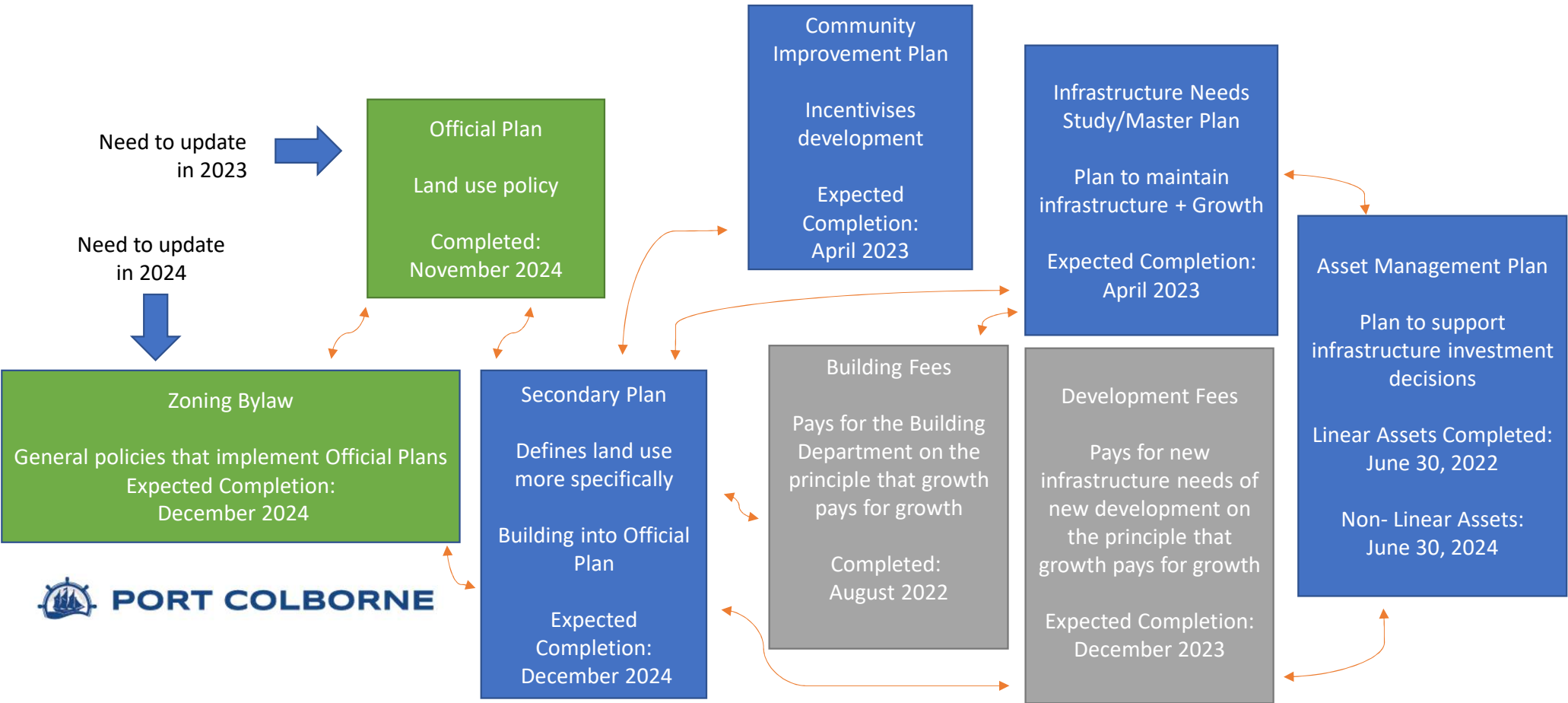
Annualized September 2022*



* Data sourced from Statistics Canada



Preparing for Growth



Process



Developed through a process that obtained both Council and Staff input.

	Capital	Levy	Rate
Final to Financial Services	September 1st	October 6th	October 6th
Final Senior Leadership Review	September 15th	November 15th	November 15th
Budget Committee Package	November 23rd	November 23rd	November 23rd
Committee of the Whole Budget Meeting	December 7th	December 7th	December 7th
Council Approval	December 13th	December 13th	December 13th



Process

Department Updates to Council annually

CAO (2022-77), April 26, 2022

Public Works (2022-93), May 10, 2022

Museum (2022-114), May 24, 2022

Community Safety & Enforcement (2022-75), June 14, 2022

Corporate Services & Recreation (2022-142), July 12, 2022

Legislative Services (2022-197), August 23, 2022

Library (2022-201), September 13, 2022



Vision/Mission/Values



Vision Statement:

A vision statement expresses an organization's desires for the future. This is our vision statement:

A vibrant waterfront community embracing growth for future generations

Mission Statement:

A mission statement expresses the immediate goals of an organization, clearly and concisely. This is our mission statement:

To provide an exceptional small-town experience in a big way

Corporate Values:

Corporate Values are guiding principles and beliefs supported by everyone in an organization so that they can work toward common goals in a cohesive and positive way. These are our corporate values:

Integrity – we interact with others ethically and honourably **Respect** – we treat each other with empathy and understanding **Inclusion** – we welcome everyone

Responsibility – we make tomorrow better **Collaboration** – we are better together



PORT COLBORNE

Strategic Pillars

Revisiting Trimester 1



Community Pillars

These pillars are areas that directly benefit our residents, businesses, and visitors.

1. **Service and Simplicity - Quality and Innovative Delivery of Customer Services**
2. **Attracting Business Investment and Tourists to Port Colborne**
3. **City-Wide Investment in Infrastructure and Recreational/Cultural Spaces**

Corporate Pillars

These pillars are the day-to-day practices, processes, and governance that Council and staff are focused on to ensure maximum value and benefit for our residents.

1. **Value: Financial Management to Achieve Financial Sustainability**
2. **People: Supporting and Investing in Human Capital**
3. **Governance: Communications, Engagement, and Decision-Making**



Themes - Focus

Economic Prosperity

Enviromental Sustainability

Welcoming and livable community

Increase and enhance housing options

Competitive Advantage

- People
- Processes – getting to simple (moving towards)
- Community – Connecting
- Location

- Service Levels
- Growth – Achieve Economies of Scale
- Impact of leading a reduction in the Infrastructure Deficit



Comparison: Property Taxes

	CVA	Niagara Region	City	Education	Total	
City of Port Colborne (ALL)	\$212,031	\$1,483	\$2,079	\$324	\$3,886	+ \$127 Storm
City of Port Colborne (Standard)	198,886	1,391	1,950	304	3,645	+ \$127 Storm
Average Local Area Municipality (LAMs) (Standard)	296,089	1,962	1,745	453	4,161	

Weighted average using Niagara Region tax policy report CSD 8-2022 and online property tax calculator



Comparison: Property Taxes

	Residential	Commercial	Industrial	Farmland	Pipeline
Port Colborne	78.0%	11.0%	9.5%	0.7%	0.8%
LAMs	80.3%	14.0%	4.1%	0.9%	0.7%

Used local municipalities’ most recently available FIRs

Comparison: Revenue / Expenses

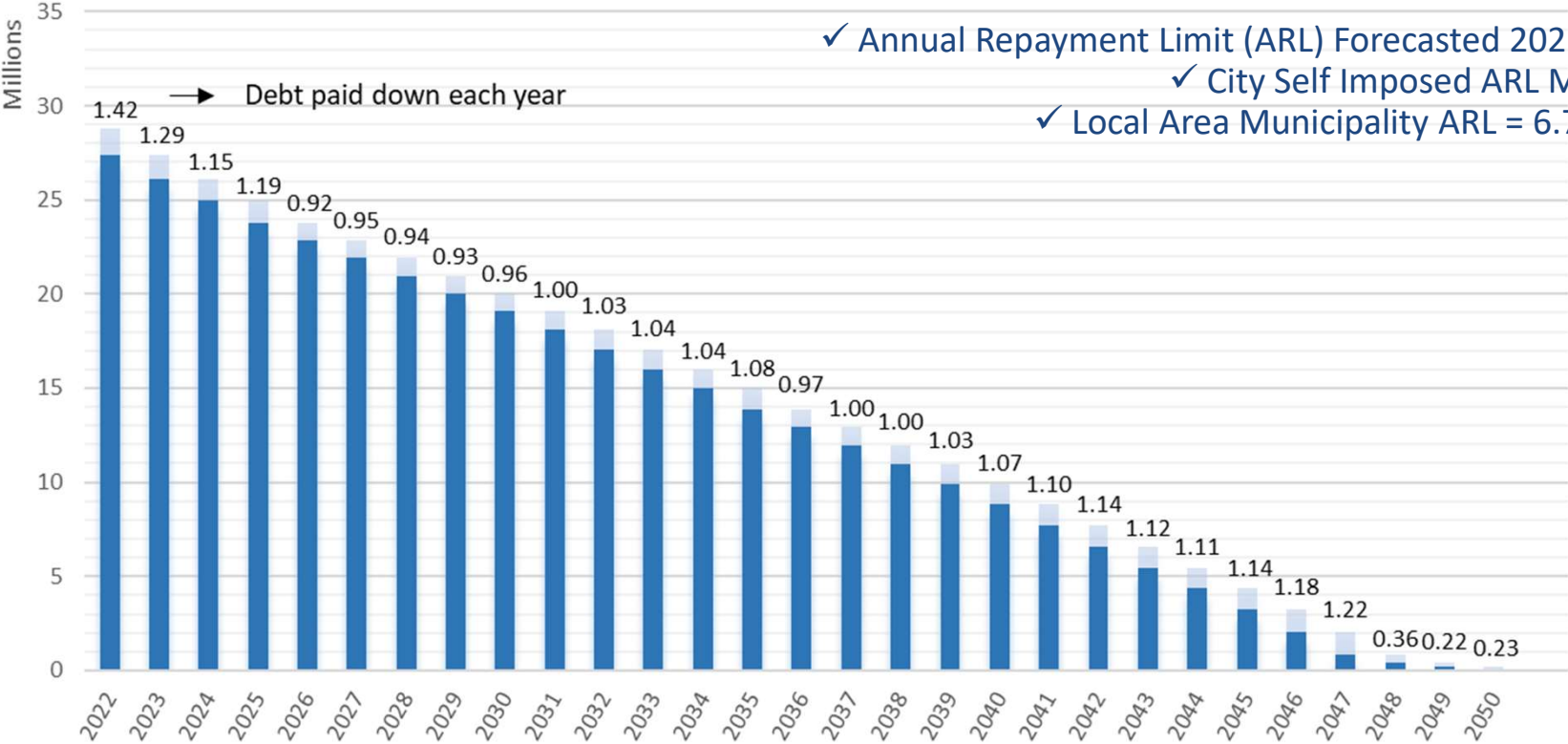


Revenue	Property Taxes	Grants	User Fees/Rate	Other	
Port Colborne	49.7%	12.1%	33.4%	4.8%	Due to wastewater & Self-sustaining entities
LAMs	45.0%	11.0%	27.3%	16.7%	Other entities

Expenses	Salary	Interest Expense	Environmental Operations	Operations
Port Colborne	46.8%	2.8%	24.3%	26.1%
LAMs	50.3%	1.8%	22.4%	25.5%

Used local municipalities' most recently available FIRs

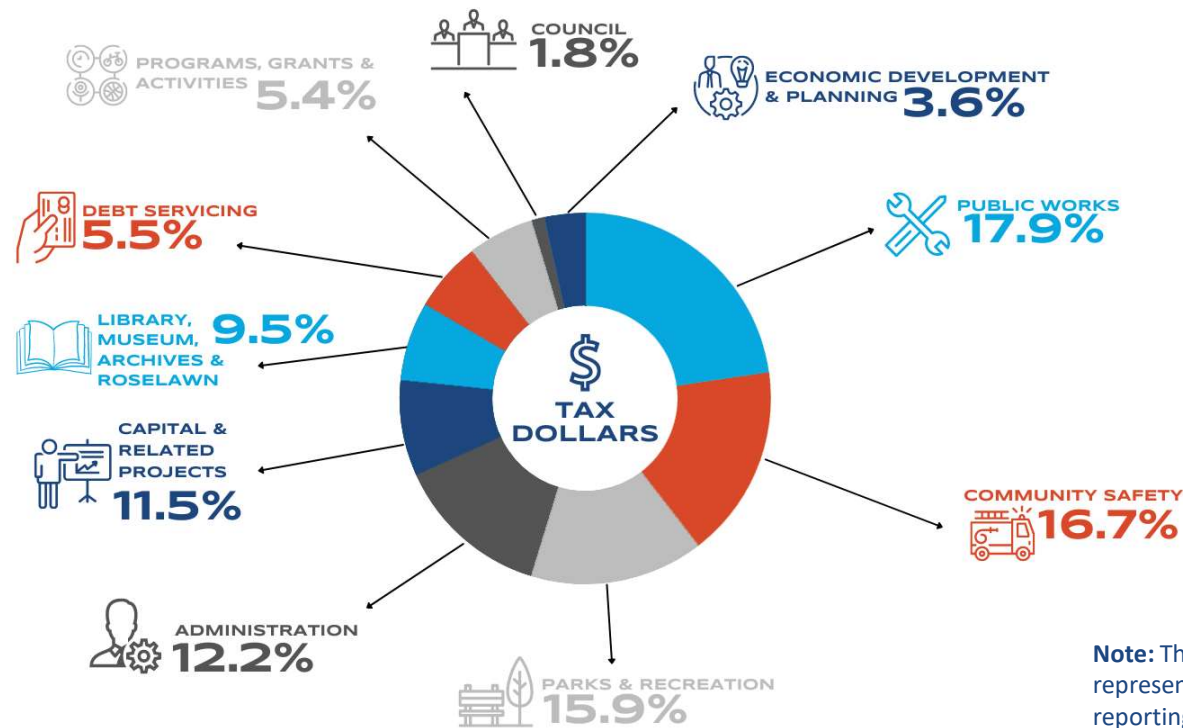
Debt Outlook



PORT COLBORNE



What tax dollars support ...



Note: The groups above were developed to better represent activities/functions of the City rather than reporting hierarchy within budgetary departments. Allocations in 2023 were further refined to better represent costs of each activity/function.

Levy Summary ...



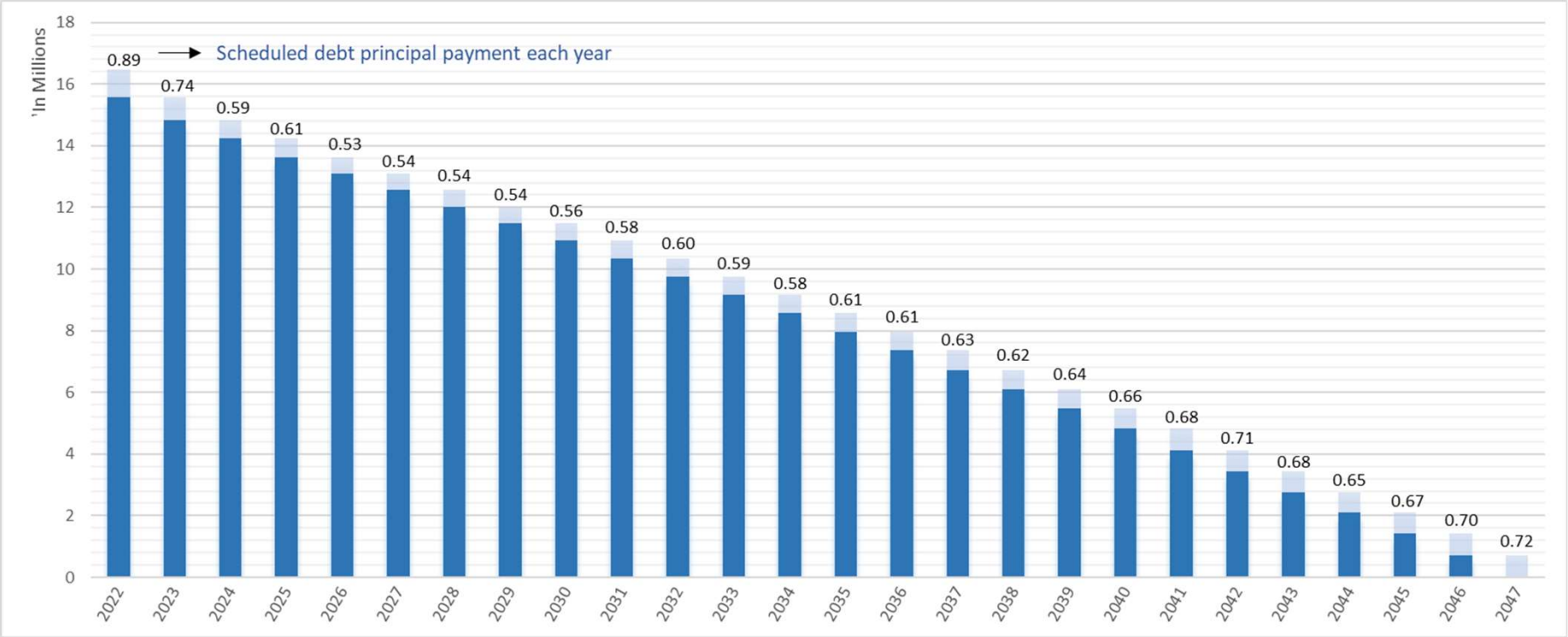
Statement of Operations

	Budget		Forecast 2022	Change from Budget		Change from Forecast	
	2023	2022		\$	%	\$	%
Revenue	34,072,299	31,056,129	35,643,379	3,016,170	9.7%	(1,571,080)	(4.4%)
Personnel Expenses	16,146,800	15,504,750	15,380,330	642,050	4.1%	766,470	5.0%
Operating Expenses	13,677,871	13,443,468	14,084,842	234,403	1.7%	(406,972)	(2.9%)
Total Expenses	29,824,671	28,948,218	29,465,172	876,453	3.0%	359,498	1.2%
Surplus/(Deficit) Before Allocations	4,247,628	2,107,911	6,178,207	2,139,717	101.5%	(1,930,579)	(31.2%)
Allocations (To)/From Departments	-	-	-	-		-	
Surplus/(Deficit) After Allocations	4,247,628	2,107,911	6,178,207	2,139,717	101.5%	(1,930,579)	(31.2%)
Transfer To/(From) Capital	7,054,300	3,932,143	5,647,245	3,122,157	79.4%	1,407,055	24.9%
Transfer To/(From) Reserve	890,578	(450)	2,668,943	891,028		(1,778,365)	(66.6%)
Transfer To/(From) Rate	(3,697,250)	(1,823,782)	(2,512,396)	(1,873,468)	102.7%	(1,184,854)	47.2%
Surplus/(Deficit)	(0)	-	374,415	-	0%	(374,415)	(100.0%)

IF realized ... potential to fund Infrastructure Reserve



Debt Outlook - Levy



PORT COLBORNE

Revenue

Some Salient Changes from Prior Year Budget



Item	Change	Comments
	\$	
Drainage Revenue	98,700	Primary driver, Excavator charge - funds transferred to reserve
Grants - Other	237,415	Primary driver, TPN (\$100,000 capital project; almost \$100,000 Canal Days) - capital is transferred to capital budget
Grants - Provincial	524,557	Ontario Municipal Partnership Fund (\$42,500); Ontario Community Infrastructure Fund (OCIF) [\$482,057] - OCIF transferred to capital budget
Investment Income	655,000	Bank of Canada increased from 0.25% to 3.75%, approximately 40% budgeted as transfer to reserve and reserve funds as it relates to reserves and reserve funds
Sales	117,700	Primarily Canal Days and changes to recommended user fee changes in the Cemetery Division
MAT Tax	90,000	Supports tourism initiatives, NSCTA, Canal Days, Fishing Tournaments
Payment-in-lieu	(72,400)	Adjust budget to forecast
Penalty and Interest	(50,500)	Improved collections
Property taxes	1,312,511	Blended tax rate is estimated at 2.94% after accounting for assessment growth
	2,912,983	



PORT COLBORNE

* Revenue highlighted represent those impacting the levy, self sustaining entities (SSE) are not highlighted.



Personnel

Levy	Budget 2023				Budget 2022*				
	FTE	Headcount	Headcount students	x- Regular Schedule Hours	FTE	Headcount	Headcount students	x- Regular Schedule Hours	
CAO	2.00	2	2	3,640	2.00	2	2	3,640	
Strategic Planning & Economic Development	3.69	5	3	6,720	4.65	6	4	8,470	
Marketing & Communications	2.69	4	2	4,900	2.60	4	2	4,830	
Corporate Services	23.38	26	22	42,560	22.75	27	21	41,402	
Recreation	23.71	40	14	43,790	22.88	45	14	43,595	
Council	9.00	9	9	∞	9.00	9	9	∞	
Crossing Guards	9.34	19	19	16,990	9.34	19	19	16,990	
Community Safety	20.79	22	22	42,562	21.59	25	22	44,032	
Library	8.71	13	13	15,860	8.71	13	13	15,860	
Museum, Archives, Roselawn	8.93	12	10	16,250	6.09	11	9	9,663	
Legislative Services	12.35	13	12	22,470	12.65	14	12	23,030	
Public Works	52.87	69	53	106,930	57.10	69	55	112,400	
Total	177.46	234	181	322,672	179.36	244.00	182	323,912	
Budget 2022	179.36	244.00	182	323,912					
Year over Year Change	(1.90)	(10)	(1)	(1,240)					

* Adjusted from the 2022 budget document to breakout Recreation and adjust Library headcount to actual (no change in budget year over year, error in prior calculation – whereas part-time people were treated as 0.5 instead of 1)



PORT COLBORNE



Personnel

Some Salient Changes from Prior Year Budget

- Salary & Wages - \$733,651 or 6.4%
 - Negotiated and approved wages, contracts, and changes in positions
- Benefits – (\$91,601) or 2.3%
 - Excluding change in accounting/budget practice to reflect previously budgeted reserve transfer for future employee liabilities the increase was \$308,399 or 7.8%
 - Increase reflects Canada pension plan, employment insurance, employer health tax, health and dental, Ontario Municipal Employees Retirement System (OMERS), expanded OMERS benefits to part-time employees, Workplace Safety & Insurance Board (WSIB)

Action: HR continues to work with Council on employee liabilities

Operating Expenses

Some Salient Changes from Prior Year Budget

Item	Change	Comments
	\$	
Auto - Fuel	97,630	The 2 year budget increase ≈ 70% ≈ 2 year gas price increase
Allowance reassessment	45,026	Increases allowance to 1% Levy
Canal Days	223,800	Reflects actual costs. While costs increasing the Levy budget impact is budgeted \$25,000 lower
Community Events	33,900	1/3 of 1% of the Levy
Community Improvement Program (CIP)	57,500	Increase to support new CIP coming 2023
Computer Software	101,000	Data and security, HR system
Contracts - Fleet Maintenance	98,500	Primary driver, Fire Department fleet
Contracts - Transportation	92,400	Brush/Tree Trimming 23,800; Grass Mowing/Spray 18,800; Pavement Marketing 18,000; Ditching 17,000; Traffic Signals 15,000; Snow Ploughing 12,800; Sanding/Salting 10,900; Offset reduction of sidewalk maintenance by 23,900 due to 100% increase in sidewalk capital budget
Equipment - Rentals	(200,000)	Purchased Front Loader and Grader
Insurance	142,309	New insurance contract
Subject Matter Experts - Consulting	37,000	Economic Development, Information Technology
Subject Matter Experts - Legal	50,000	Support risk management
Training, development, and travel	44,880	Review together ≈ 3 percent salary and benefits
Transit Upload	(323,000)	Funded 157,600 from reserves
Utility - Hydro	(231,165)	Savings from VHCW adjustments
	269,780	

Action: Financial Services to end of Trimester 1, Current contract ends December 31, 2023

Transfer to Capital and Related Projects



Capital	\$
Grants	1,731,649
Levy*	2,676,451
Museum & Roselawn (86,000 from Levy*)	127,000
Library (160,000 from Levy*)	199,500
Rates	2,311,700
Reserves (40,000 from Canal Days; 32,000 to Cemetery from Levy*)	8,000
	7,054,300

* Levy funds \$2,922,451 in Capital and Related Projects



Transfer to/(from) Reserves

Reserve	\$
Canal Days (Capital project)	(40,000)
Beach (Operations due to SME)	(18,957)
Building inspection (fund operations)	(90,195)
Cemetery (future Capital)	32,000
Drainage (future work)	85,000
Encumbrances (Physician recruitment)	(37,500)
Future Liabilities	400,000
Investments on Reserve and Reserve Funds	320,600
Municipal Election (2026)	40,000
Repayment of Excavator Internal Loan	99,630
Repayment of Marina Internal Loan	100,000
	890,578



Transfer to/from Rate and Related Entities

Capital	\$	
Transfer from Rates for borrowing costs	895,481	Rate \$4,490,910
Transfer from Rates for capital	2,311,700	
Transfer from Rates for certain administrative support, facility, fleet, and insurance	1,283,729	
Transfer to Niagara South Coast Tourism Corporation (NSCTA) (55,000 Levy; 45,000 MAT)	-100,000	NSCTA \$55,000
Transfer from NSCTA for personnel time	55,000	
Transfer to Library (Levy funded)	-1,075,860	Library \$748,660
Transfer from Library for capital (160,000 of this is funded through the Levy transfer)	199,500	
Transfer from Library for facilities and insurance	127,700	
	3,697,250	

Some Salient Changes from Prior Year Budget

- Rate capital funding now flows through Levy to Capital and Related Project Budget.
- Rate administrative support charged back includes marketing and communication, corporate services, and public works.
- Seeing NSCTA and the library this way is new. As they are separate entities they have been separated from the Levy.



Levy Summary ...

Departmental Net Budgets

	Budget		Forecast 2022	Change from Budget	
	2023	2022		\$	%
Global	21,395,623	20,720,310	20,119,869	675,313	3.3%
Programs, Grants and Activities (PGA)	(1,416,063)	(1,432,354)	(1,399,685)	16,291	(1.1%)
Boards and Commissions	(2,200,477)	(1,633,219)	(1,652,368)	(567,258)	34.7%
Council	(464,888)	(362,997)	(334,659)	(101,891)	28.1%
CAO	(1,201,853)	(1,159,962)	(1,229,222)	(41,891)	3.6%
Corporate Services	(2,130,221)	(1,703,813)	(1,752,314)	(426,408)	25.0%
Recreation	(2,013,482)	(2,102,619)	(1,882,799)	89,138	(4.2%)
Legislative Services	(785,247)	(796,928)	(796,500)	11,681	(1.5%)
Community Safety	(4,364,958)	(4,229,895)	(3,989,938)	(135,062)	3.2%
Public Works	(6,818,435)	(7,298,522)	(6,707,970)	480,086	(6.6%)
Surplus/(Deficit)	-	-	374,415	(0)	

Department Net
Increase:
\$124,347



PORT COLBORNE

Programs, Grants, and Activities (PGA)



Some Salient Changes from Prior Year Budget

- Community EV Charging \$20,000 ↑
 - New program – Public Private Partnership
- Community Improvement Program (CIP) \$57,500 ↑
 - Total available is \$172,500 for CIP
- Grant commitments \$10,600 ↑
 - Recreational Committee - Bethel - \$ 8,300
 - Recreational Committee - Sherkston - \$ 8,300
 - French Golden Age Centre - \$10,000
 - Port Colborne Social & Recreation Center - \$10,000
 - Other Groups - \$2,000 (up \$400)
 - Memory Clinic - \$3,000 (moved from Physician Recruitment)
 - Grant Committee - \$43,200 (up \$7,200 or 20%)
 - Hospice Niagara- \$30,000 (2021, 2022, 2023)
 - Pathstone - \$20,000
- Community Events – Program Supplies \$33,900 ↑
 - Expand community past “Civic celebrations”
- Transit \$165,700 ↓
 - Moved to Niagara Region transit system



PORT COLBORNE

Total PGA Budget

\$1,416,063

Airport	Outdoor Vendors
Animal Control	Physician Recruitment
Canal Days	Residential Rebates
Community EV	Lighthouse
Charging	SportsFest
CIP Incentives	Transit
Civic Celebrations	
Community Grants	
COVID-19	
Crossing Guards	
Fishing Tournament Grants	
Goderich Elevator	
Municipal Election	

Boards and Committees



Some Salient Changes from Prior Year Budget

- Archives, Museum, Roselawn – People, Capital, Facilities 428,496 ↑
 - People investment of \$216,800
 - Capital budget contribution from \$0 to \$86,000
 - New facility allocation model reflects facility costs of \$182,860, increasing from \$93,100
- Library – Capital \$115,000 ↑
 - Elevator capital budget. This increases the capital budget contribution from \$45,000 to \$160,000.

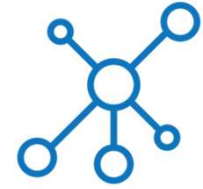
Action: Review and Re-establish multi-year capital plans with Boards

Total Boards and Committees

\$2,200,477

Library
Archives
Museum
Roselawn
Niagara South Coast
Committees

Note: The budget consolidates all capital funding except for Boards given the multi-layer approval process



Departments

Some Salient Changes from Prior Year Budget

- Net Departmental budget increases are \$124,347 on the levy
- This was made possible as a result of organizational changes that were done in consultation with Council.
- The movement of staff between divisions to streamline responsibilities and improve service levels makes comparing year over year by division complicated.
- Recommended changes to cemetery user fees are reflected here. Effective January 1, 2023
 - Impact is maintenance reimbursement increases from 27,400 to 69,400 for a change of 42,700. Full reimbursement would be approximately \$100,000. Additional discussion under Cemetery slides to follow.
- Recommended changes to arena fees effective for May 1, 2023.
 - See next slide.

Total Boards and Committees

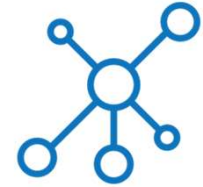
\$17,779,084

Council
CAO
Corporate Services
Recreation
Legislative Services
Community Safety
Public Works

Note: The budget consolidates all capital funding except for Boards given the multi-layer approval process



PORT COLBORNE



Departments

	Youth Rates		Adult Rates	
	Prime	Non-Prime	Prime	Non-Prime
Port Colborne (2022)	\$131.85	\$80.55	\$197.35	\$141.59
LAM Average (2022)	\$144.26	\$87.11	\$198.73	\$118.25
	(\$12.41)	(\$6.56)	(\$1.39)	\$23.35
LAM High (2022)	\$187.65	\$103.65	\$223.36	\$136.28
Port Colborne (Recommended for 2023)	\$146.90	\$88.50	\$223.36	\$136.28
	11.4%	9.9%	13.2%	-3.9%

Some Salient Considerations

Note: HST is charged on the above fees

- Recommended changes to arena fees effective for May 1, 2023.
- Since September 2018 the fees have only increased 2.5%. Historically the City has done a larger increase every three years
- The new fees will not increase the revenue line in the budget. Through historical review it was noted the former Parks and Recreation department increased the budget a couple years ago without increasing the rink rate at that time.
- Budgeted fees at the recommended rates are \$505,000 which compares to direct personnel costs for arena and cleaning attendants of \$560,000.



PORT COLBORNE



SSE: Sugarloaf Marina

Year in Review

- ✓ Staffing changes brought increased structure to the Marina
- ✓ New summer student training and management program realized more consistent and enhanced upkeep and cleanliness of grounds and facility
- ✓ The Main building entranceway upgrades and clean up was completed
- ✓ We recycled 6 boats, 4 more to recycle, 7-8 we are working on liens with the potential to move to sale.
- ✓ New garbage bins installed as a continued effort to clean-up the Marina
- ✓ A questionnaire is going out to boaters, this will be before the end of season in future years.
- ✓ As travel options opened and as COVID cases reduced, seasonal boaters were down approximately 5%.
- ✓ Marina will break even with a new repayment schedule on outstanding capital loan (future slide)

Initial Planning Thoughts Going Forward

- ✓ **Dredging application** – needs Ministry approval (likely will require a future report to Council)
- ✓ Staffing changes have been made for **significantly enhanced weed trimming** to reduce weeds within the Marina next year.
- ✓ Lighting is being added for safety (3 new poles) and parking lot lights are being changed out to LED
- ✓ Planned cameras and security system update in 2023. Putting on hold boat storage parking on King Street to accommodate funding.
- ✓ Leaking roof in Marina building(s) being investigated. Some funds available from other previously approved projects that will be recommended for close out.
- ✓ Looking at an RFP for a Public Private Partnership (PPP) on usage of the Marina store – core Marina products are being sold in the main building.
- ✓ User fee changes proposed in the 9% to 15% range. The lower fee will require an earlier sign-up and payment.
- ✓ New User fees being proposed, including a workplace passport for those running a business (still no accommodation rentals allowed) and certain fines and penalties.



PORT COLBORNE



SSE: Sugarloaf Marina

Some Salient Changes from Prior Year Budget

- Budgeted revenue is basically flat but up from the forecast of \$1,288,200
- The reserve and additional capital budget for 2023 is zero at this point.
- The prior reserve and loan are recommended to be combined for a forecasted year-end loan balance of \$795,125.
 - The 2023 budget forecasts reducing this balance by \$100,000.
 - This balance is anticipated to fluctuate as capital needs arise and surplus/deficits realized.
 - Interest is charged, budgeted, and paid to the levy on this loan balance.
 - A loan/line of credit for a business such as this is common. This loan balance is a function of capital additions to date, not operational impacts.

Total Budgeted Revenue

\$1,408,500

Forecasted reserve transfer of \$NIL

This budget is
not funded by
the levy

Action: Separate Marina and Boat Launch budgets ... will reflect in Year End Reporting

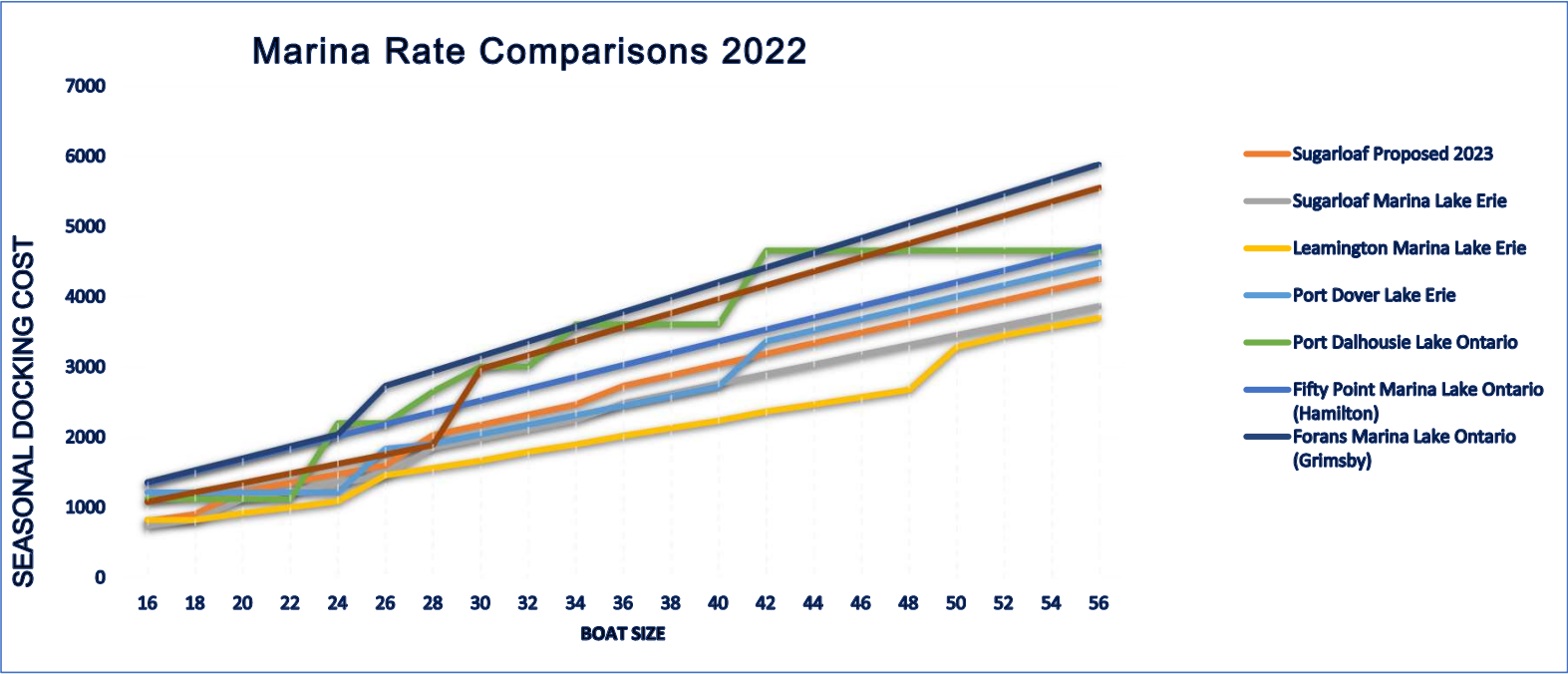


PORT COLBORNE



SSE: Sugarloaf Marina

Fee Comparisons



PORT COLBORNE

SSE: Beaches



Year in Review

- ✓ Limited capacity to 200 guests or less that pre-registered from outside Port Colborne.
- ✓ Users like the “pace” of the beach.
- ✓ Splashtown Niagara was well received.
- ✓ PORTicipate Pass continued to work well.
- ✓ Annual weekday/non-holiday pass went well. We sold 125 over the 100 goal.
- ✓ There were more “bad actors” noted on the beach this year related to music specifically.
- ✓ Amenities, specifically bathrooms requested at Nickel Beach. They are ready now – working with the Ministry of Environment for 2023.
- ✓ 2022 Forecasted surplus is \$29,665 vs. a budgeted transfer from reserve of \$750

Initial Planning Thoughts Going Forward

- ✓ Working with the Ministry of the Environment regarding beach usage in 2023.
- ✓ 2023 beach plan and budget remain consistent with prior year at this point.
- ✓ Planning to continue to limit capacity to 200 guests that pre-registered from outside Port Colborne.
- ✓ In 2023 pricing is recommended to remain constant but not be inclusive of HST.
- ✓ Planning to maintain beach policies and procedures, including staffing at Centennial-Cedar Bay.
- ✓ Penalties and fines for certain actions are being proposed in the user fee process. No revenue has been budgeted related to these proposed penalties and fines.
- ✓ Additional full-time staff involvement during peak operating times is planned and budgeted.



PORT COLBORNE



SSE: Beaches

Some Salient Changes from Prior Year Budget

- Budgeted revenue is up \$17,000 over prior year budget and approximately \$60,000 from forecast.
- Budgeting more full-time staff involvement at the beach during peak times to support beach coordinator and students.
- Main budgetary change is \$50,000 for subject matter experts related to the Fowler Toad.

Total Budgeted Revenue

\$428,000

Forecasted transfer from reserves of \$18,957

This budget is
not funded by
the levy



SSE: Building

Some Salient Changes from Prior Year Budget

- Forecasting a reserve transfer of approximately \$21,400
- Allocations for certain overhead, facility, vehicle, etc. costs incurred by the levy are increasing by \$59,245 as these can now be calculated in the accounting system. Total allocation is \$140,845.
- New fees were approved by Council in 2022
 - The 2022 budget and forecast already reflected those fee increases.
 - The updated user fee by-law includes the newly approved fees.
- Reserve is forecasted at almost \$190,000 for the year ended December 31, 2022. Approximately \$90,000 is budgeted from the reserve in 2023.

Total Budgeted Revenue

\$450,000

Forecasted transfer from reserves of \$90,195

This budget is
not funded by
the levy



PORT COLBORNE



SSE: Cemetery

Some Salient Changes from Prior Year Budget

- Revenue increased \$44,200 over prior year.
- Budget considers the same activity year over year.
- Following substantial internal review of each cemetery process staff identified maintaining the cemeteries costs approximately \$100,000 with an annual capital requirement of approximately \$122,000.
- The user fee by-law proposes a new fee structure with higher fees.
- The fee structure provides for full cost recovery of new entrants.
- The fee structure provides the parks and recreation budget a transfer of \$69,400. This is being transferred there recognizing the approximate \$100,000 in annual maintenance costs plus administrative costs within that department. The current annual capital cost remains unfunded.

Total Budgeted Revenue

\$91,000

Budgeted reserve transfer of \$6,700

Trust ≈ \$380,000

For illustrative purposes the Trust would need to be north of \$5.6 million assuming an annualized 6% return and 2% inflation



SSE: Cemetery

Cemeteries	Term	2022 Fee	2023 Proposed Fee	2022 Comparator Fee Range
Opening and Closing Fees and Charges				
Regular Single Grave: Opening and Closing	Any Day of Week	\$969 - \$1,275	\$1,679	\$680 to \$1,536
Baby/Child Grave Opening and Closing (Resident)	Any Day of Week	\$357 to \$377	No Charge	\$399 to \$1,173
Cremation Openings	Any Day of Week	\$510 to \$680	\$788	\$399 to \$1,173
Columbarium Openings and Closing	Any Day of Week	\$250 to \$400	\$734	\$383 to \$678
Cemetery Services and Interment Rights Prices				
Columbarium, each crypt (includes perpetual care)	Any Row	\$1,377 to \$1,530	\$3,830	\$1,300 to \$2,182
Single Lot or Grave (includes perpetual care)	3.5' x 9.0'	\$1,377	\$3,989	\$1,048 to \$2,810
Single Lot or Grave plus Cornerstones (includes perpetual care)	3.5' x 9.0'	NEW	\$5,787	N/A
Cremation Lot (includes perpetual care)	2' x 2'	\$485	\$1,785	\$276 to \$1,994
Baby Lot (includes perpetual care)	Size determinant	\$357	No Charge	\$393 to \$1,100
Installation of footing foundation for marker or monument	Per cubic foot	\$40	\$50	\$29 to \$50
Perpetual care markers (owner supplied)	Flat stone on grade	\$50	\$100	\$50 to \$100
Perpetual care markers (owner supplied) <48" high	Marker above grade	\$100	\$200	\$100 to \$200
Perpetual care markers (owner supplied) >48" high	Marker above grade	\$200	\$400	\$200 to \$400
Disinter (opening fee plus actual cost to disinter)		\$969	\$1,479	\$1082 to \$2,000
Transfer Fee		\$26	\$117	\$83 to \$125
Columbarium plaque with full day/month/year of birth and passing		n/a	\$922	\$409 to \$1,309
Columbarium side plaque		n/a	\$592	
Prices above do not including cost of headstone and/or cornerstones or related and/or related installation - only on-going maintenance, unless otherwise stated.				



PORT COLBORNE

Pricing above are before HST

Pricing above was establishing using activity based costing and current legislation

Comparators above include: St Catharines, Niagara Falls, Welland, Wainfleet



Risks to the Budget

Actual events and results can be substantially different from what is expected or implied as a result of risk, uncertainties, and other factors, many of which are beyond our control, including, but not limited to:

- Changes to legislation, including rules and regulation
 - i.e. Bill 39, Better Municipal Governance Act, 2022 was introduced subsequent to the development of this budget and is still being reviewed at the time of printing this presentation
- Decisions of other levels of government
 - i.e. i.e. Ministry of the Environment, Conservation and Parks
 - i.e. the Bereavement Authority of Ontario
- Economic weakness or other unforeseen factors impacting changes in past patterns of facility and service usage and/or goods purchased by users and customers
- Inflation advancing more than anticipated – note inflation was budgeted differently for different expenses ranging from 0% to the 35% range (fuel costs increased 70% over 2 years)
- Interest rates declining which impacts investment income
- Poor weather impacting attendance at Nickel Beach or events such as Canal Days
- Higher precipitation and lake levels compared to 2022 increasing inflow and infiltration or changing water usage
- Unexpected changes or usage in infrastructure
- Unbudgeted and/or unexpected changes in needs or wants of residents resulting in Council approved changes in service levels or goods and service offerings
- A resurgence in COVID-19 or other epidemics, pandemics or other public health crisis event





Looking forward

- Updated actuarial review on post-retirement benefits
- Tendering insurance for the January 1, 2024 year (noting the market continues to be difficult / "hard")
- Reviewing the application of the Municipal Accommodation Tax (MAT)
- Perform service level reviews (Transportation, Parks, and Arena)
- Complete a fee framework (already completed review of main fees: Cemetery, Marina, Beach, Arena, Building, and Planning)
- Complete the final phase of the cost allocation project that is consistent with the Provincial Financial Information Return (FIR) guidelines to approximate full cost accounting for programs
- Continue the review of drainage, ditching, and storm sewer financial planning. Specifically reviewing their impact on the levy
- Continue to work on Key Performance Indicators (KPIs) and related benchmarks, where applicable
- Complete the Infrastructure Needs Assessment to support future capital and related project budgets
- Update the development charges by-law so growth pays for growth

Thank You



Recommendation

That the Corporate Service Department, Financial Services Division, Report No. 2022-245 Subject: 2023 Levy Budget, **BE RECEIVED**; and

That the sustainability and working capital reserve funds each be funded up to the Reserve Fund policy target as outlined in Report No. 2022-245; and

That \$2,000,000 resulting from contractual settlement related to a previous sale of land, as outlined in Report 2022-245 be transferred to the infrastructure reserve.

That the 2023 Levy Budget as outlined in Report No. 2022-245, **BE APPROVED**.



Appendix B - Levy and Self Sustaining Entities (SSE) Summary

CITY OF PORT COLBORNE
2023 Budget - Levy and Self Sustaining Entities (SSE) Summary

	General Government	PGA	Boards & Committees	Council	CAO	Corporate Services	Legislative Services	Community Safety	Public Works	Total 2023 Levy Budget
Revenue										
Advertising and Sponsorship		\$135,500				\$18,000			\$500	\$154,000
Donations		30,000	22,000					600		52,600
Fines								24,000		24,000
Fundraising			6,250							6,250
Investment Income	800,000									800,000
Lease Income	38,600	165,000				24,000				227,600
Licences and Permits						26,000	32,000	1,500		59,500
Rentals	18,000		27,000			504,000				549,000
Other Revenue	10,000	44,000	16,600		15,000				222,000	307,600
Fees		109,500	2,800			65,000	217,500	20,600		415,400
Provincial Offences Act	20,000									20,000
Grants - Other	250,255	147,200	12,000		5,000					414,455
Grant - Federal	580,577		4,000							584,577
Grant - Provincial	3,512,317		30,000						50,000	3,592,317
Sales		321,600	7,700							329,300
Penalties and Interest	420,000									420,000
Property Taxes	23,186,500									23,186,500
Payment In lieu	311,600									311,600
Supplemental Tax	150,000									150,000
MAT Tax		45,000	45,000							90,000
Total Revenue	29,297,849	997,800	173,350		20,000	637,000	249,500	46,700	272,500	31,694,699
Expense										
Salaries and Wages - Full Time			475,600		758,500	2,557,100	734,300	2,056,300	3,228,900	9,810,700
Salaries and Wages - Part Time		297,800	51,800	231,500		35,900		424,700	109,300	1,151,000
Salaries and Wages - Students			21,000		43,200	107,600	13,800		175,800	361,400
Overtime Pay						34,000	9,300	50,400	105,500	199,200
Honourariums			1,300				6,000	25,000		32,300
Employee Benefits	(400,000)	54,600	160,400	98,000	214,200	868,600	230,100	1,275,000	1,185,200	3,686,100
Association/Membership Fees	12,000		1,100		17,300	12,890	6,450	2,750	14,450	66,940
Auto - Fuel	326,980									326,980
Cleaning Supplies			1,700			12,000		3,000	7,000	23,700
Library Collection			3,000							3,000
Comm and Public Relations		77,000	6,000		73,400	500	3,500	23,300	3,000	186,700
Computer Software	450,000								1,000	451,000
Contract Services	811,900	394,400	20,200	26,000		362,700	7,500	100,900	1,015,500	2,739,100
Cost of Borrowing Ext Interest	878,100									878,100
Cost of Borrowing Ext Principl	1,288,800									1,288,800
Cost of of Goods Sold		158,400	5,000							163,400
Credit Card Fees	140,000									140,000
PAP / Online Incentives	10,000									10,000
Equipment - Purchase			5,000			10,000	150	27,000	103,300	145,450
Equipment - Rental	111,500	49,500							47,100	208,100
Financial Expenses	7,000	5,900								12,900
Land Leases	44,400									44,400
Grants and Sponsorship Expense		484,800	1,000							485,800
Hospitality Expense			1,500	7,300	5,400	3,500	1,400	6,500	6,900	32,500
Insurance - Contract	784,400		6,253							790,653
Insurance Ded and Adm cost	150,000									150,000
Office Supplies		250	8,000	3,600	3,700	27,300	6,500	8,000	15,600	72,950

CITY OF PORT COLBORNE
2023 Budget - Levy and Self Sustaining Entities (SSE) Summary

	General Government	PGA	Boards & Committees	Council	CAO	Corporate Services	Legislative Services	Community Safety	Public Works	Total 2023 Levy Budget
Postage & Courier			2,750	1,000	400	48,700	300	4,200	600	57,950
Program Supplies		489,600	23,400			10,000		40,000	30,000	593,000
Protective & Uniform Clothing	30,000	3,000	800			2,400		40,500	22,700	99,400
R&M Grounds		105,000	1,000			10,000			114,000	230,000
R&M Trails									113,800	113,800
R&M Consumables and Parts	184,650		30,600					100	277,125	492,475
Repairs and Maintenance - Auto	170,000									170,000
R&M Playground									20,000	20,000
Repairs and Maintenance - Tree									21,200	21,200
Staff Training & Development	112,200	7,400	14,100	17,400	18,300	56,000	16,000	50,500	76,000	367,900
SME - Audit and Actuary						85,000				85,000
SME - Consultants					80,000	51,000	20,000		80,000	231,000
Subject Matter Experts - Legal	250,000									250,000
Subscriptions and Publications			1,010		6,000	3,500	1,300	1,550	2,400	15,760
Telephone/Internet	109,800		5,500	2,800	9,000	8,730	2,950	11,500	10,250	160,530
Travel		1,500	3,100	23,200	11,400	41,200	6,900	14,100	26,300	127,700
Utilities - Gas	205,156									205,156
Utilities - Hydro	924,235	22,000								946,235
Utilities - Water	230,275									230,275
Reassessment/Uncollectable	232,000									232,000
Property Taxes - Rebates	30,000									30,000
Tax Incentive Grants	40,000									40,000
Total Expense	7,133,396	2,151,150	851,113	410,800	1,240,800	4,348,620	1,066,450	4,165,300	6,812,925	28,180,554
Surplus/(Deficit) Before Allocation	22,164,454	(1,153,350)	(677,763)	(410,800)	(1,220,800)	(3,711,620)	(816,950)	(4,118,600)	(6,540,425)	3,514,146
Allocation:Between Departments	(2,825,930)	260,213	346,853	54,088	36,053	1,063,660	36,053	246,358	782,653	
Allocation:SSE	(544,493)					(127,332)	(67,756)		(103,054)	(842,635)
Surplus/(Deficit) After Allocations	25,534,877	(1,413,563)	(1,024,616)	(464,888)	(1,256,853)	(4,647,948)	(785,247)	(4,364,958)	(7,220,024)	4,356,780
Transfer to/ (from) Capital	7,054,300									7,054,300
Transfer to/ (from) Reserves	912,230	2,500							85,000	999,730
Transfer Between Funds	(3,827,276)		1,175,860		(55,000)	(504,246)			(486,588)	(3,697,250)
Total Transfers	4,139,254	2,500	1,175,860		(55,000)	(504,246)			(401,588)	4,356,780
Surplus / (Deficit)	21,395,623	(1,416,063)	(2,200,477)	(464,888)	(1,201,853)	(4,143,702)	(785,247)	(4,364,958)	(6,818,435)	

CITY OF PORT COLBORNE
2023 Budget - Levy and Self Sustaining Entities (SSE) Summary

	<u>Sugarloaf Marina</u>	<u>Nickel Beach</u>	<u>Cemetery</u>	<u>Building</u>	<u>Total 2023 SSE Budget</u>	<u>Total 2023 Levy & SSE Budget</u>
Revenue						
Advertising and Sponsorship	\$5,000				\$5,000	\$159,000
Donations						52,600
Fines						24,000
Fundraising						6,250
Investment Income			4,000		4,000	804,000
Lease Income	27,500	6,000			33,500	261,100
Licences and Permits				450,000	450,000	509,500
Rentals						549,000
Other Revenue						307,600
Fees	6,000	422,000			428,000	843,400
Provincial Offences Act						20,000
Grants - Other						414,455
Grant - Federal						584,577
Grant - Provincial						3,592,317
Sales	1,370,000		87,100		1,457,100	1,786,400
Penalties and Interest						420,000
Property Taxes						23,186,500
Payment In lieu						311,600
Supplemental Tax						150,000
MAT Tax						90,000
Total Revenue	1,408,500	428,000	91,100	450,000	2,377,600	34,072,299
Expense						
Salaries and Wages - Full Time	199,000	37,400		262,400	498,800	10,309,500
Salaries and Wages - Part Time		18,100			18,100	1,169,100
Salaries and Wages - Students	71,900	95,800			167,700	529,100
Overtime Pay	20,000			5,300	25,300	224,500
Honourariums						32,300
Employee Benefits	88,100	36,100		72,000	196,200	3,882,300
Association/Membership Fees	2,000		1,200	2,000	5,200	72,140
Auto - Fuel						326,980
Cleaning Supplies	6,000	5,000			11,000	34,700
Library Collection						3,000
Comm and Public Relations	4,500	8,000		1,000	13,500	200,200
Computer Software	5,000				5,000	456,000
Contract Services	100,000	80,000	2,500	32,500	215,000	2,954,100
Cost of Borrowing Ext Interest						878,100
Cost of Borrowing Ext Principl						1,288,800
Cost of of Goods Sold	220,567				220,567	383,967
Credit Card Fees						140,000
PAP / Online Incentives						10,000
Equipment - Purchase	10,000		1,100		11,100	156,550
Equipment - Rental			6,900		6,900	215,000
Financial Expenses						12,900
Land Leases						44,400
Grants and Sponsorship Expense						485,800
Hospitality Expense				500	500	33,000
Insurance - Contract						790,653
Insurance Ded and Adm cost						150,000
Office Supplies	2,500				2,500	75,450

CITY OF PORT COLBORNE
2023 Budget - Levy and Self Sustaining Entities (SSE) Summary

	Sugarloaf Marina	Nickel Beach	Cemetery	Building	Total 2023 SSE Budget	Total 2023 Levy & SSE Budget
Postage & Courier	100			100	200	58,150
Program Supplies	10,000	4,800			14,800	607,800
Protective & Uniform Clothing	3,000	1,300		4,000	8,300	107,700
R&M Grounds	30,000	10,000	10,000		50,000	280,000
R&M Trails						113,800
R&M Consumables and Parts	60,000				60,000	552,475
Repairs and Maintenance - Auto						170,000
R&M Playground						20,000
Repairs and Maintenance - Tree						21,200
Staff Training & Development	5,600	2,700		4,000	12,300	380,200
SME - Audit and Actuary						85,000
SME - Consultants		50,000		10,000	60,000	291,000
Subject Matter Experts - Legal						250,000
Subscriptions and Publications				150	150	15,910
Telephone/Internet	30,000			1,400	31,400	191,930
Travel	5,600			4,000	9,600	137,300
Utilities - Gas						205,156
Utilities - Hydro						946,235
Utilities - Water						230,275
Reassessment/Uncollectable						232,000
Property Taxes - Rebates						30,000
Tax Incentive Grants						40,000
Total Expense	873,867	349,200	21,700	399,350	1,644,117	29,824,671
Surplus/(Deficit) Before Allocation	534,633	78,800	69,400	50,650	733,483	4,247,628
Allocation:Between Departments						
Allocation:SSE	534,633	97,757	69,400	140,845	842,635	
Surplus/(Deficit) After Allocations		(18,957)		(90,195)	(109,152)	4,247,628
Transfer to/ (from) Capital						7,054,300
Transfer to/ (from) Reserves		(18,957)		(90,195)	(109,152)	890,578
Transfer Between Funds						(3,697,250)
Total Transfers		(18,957)		(90,195)	(109,152)	4,247,628
Surplus / (Deficit)						

City of Port Colborne
Operating Fund
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Cost of Borrowing Ext Principl	1,439,541.99	1,444,000.00	1,444,000.00	1,288,800.00	(155,200.00)
Cost of of Goods Sold	263,212.36	325,160.00	375,600.00	383,967.38	58,807.38
Credit Card Fees	105,788.54	105,000.00	140,000.00	140,000.00	35,000.00
PAP / Online Incentives			6,500.00	10,000.00	10,000.00
Equipment - Purchase	152,691.14	145,100.00	241,695.00	156,550.00	11,450.00
Equipment - Rental	398,198.99	425,400.00	277,982.00	215,000.00	(210,400.00)
Financial Expenses	11,630.33	9,000.00	14,100.00	12,900.00	3,900.00
Land Leases	36,493.94	40,000.00	43,087.00	44,400.00	4,400.00
Grants and Sponsorship Expense	200,422.20	384,700.00	514,641.00	485,800.00	101,100.00
Hospitality Expense	13,023.22	27,950.00	30,350.00	33,000.00	5,050.00
Insurance - Contract	611,515.00	648,344.00	718,253.00	790,653.00	142,309.00
Insurance Ded and Adm cost	70,184.80	150,000.00	150,000.00	150,000.00	
Office Supplies	80,628.04	84,100.00	69,400.00	75,450.00	(8,650.00)
Postage & Courier	46,712.08	56,440.00	57,295.00	58,150.00	1,710.00
Program Supplies	100,519.88	424,140.00	662,220.00	607,800.00	183,660.00
Protective & Uniform Clothing	110,960.60	125,400.00	113,000.00	107,700.00	(17,700.00)
R&M Grounds	295,436.94	255,900.00	265,980.00	280,000.00	24,100.00
R&M Trails	70,831.59	113,800.00	113,800.00	113,800.00	
R&M Consumables and Parts	531,725.06	544,700.00	536,770.00	552,475.00	7,775.00
Repairs and Maintenance - Auto	249,799.85	170,000.00	115,445.00	170,000.00	
R&M Playground	22,297.10	20,000.00	20,000.00	20,000.00	
Repairs and Maintenance - Tree	16,677.44	21,200.00	21,200.00	21,200.00	
Staff Training & Development	160,655.79	414,700.00	316,450.00	380,200.00	(34,500.00)
SME - Audit and Actuary	79,109.35	85,000.00	85,000.00	85,000.00	
SME - Consultants	261,575.16	194,000.00	300,000.00	291,000.00	97,000.00
Subject Matter Experts - Legal	371,950.57	200,000.00	330,000.00	250,000.00	50,000.00
Subscriptions and Publications	10,681.47	27,700.00	12,950.00	15,910.00	(11,790.00)
Telephone/Internet	192,124.62	200,870.00	214,475.00	191,930.00	(8,940.00)
Travel	1,392.13	57,920.00	49,350.00	137,300.00	79,380.00
Utilities - Gas	131,872.72	195,800.00	186,505.00	205,155.50	9,355.50
Utilities - Hydro	728,222.74	1,177,400.00	802,706.71	946,235.00	(231,165.00)
Utilities - Water	148,603.59	214,520.00	183,750.70	230,275.00	15,755.00
City Owned Property Drainage Charges	14,967.34				
Reassessment/Uncollectable	281,235.46	186,974.00	185,474.00	232,000.00	45,026.00
Property Taxes - Rebates	27,765.53	37,000.00	37,000.00	30,000.00	(7,000.00)
Tax Incentive Grants	28,912.24	34,000.00	34,000.00	40,000.00	6,000.00
Clearing Account (P/L)			20,000.00		
Total Expense	26,491,933.25	28,948,218.00	29,465,172.41	29,824,670.88	876,452.88

City of Port Colborne
Operating Fund
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Surplus/(Deficit) Before Allocation	5,897,225.28	2,107,911.00	6,178,206.72	4,247,628.12	2,139,717.12
Surplus/(Deficit) After Allocations	5,897,225.28	2,107,911.00	6,178,206.72	4,247,628.12	2,139,717.12
Transfer to/ (from) Capital	7,014,090.29	3,932,143.00	5,647,245.00	7,054,300.00	3,122,157.00
Transfer to/ (from) Reserves	(281,469.06)	(450.00)	2,668,942.96	890,577.84	891,027.84
Transfer Between Funds	(1,750,242.75)	(1,823,782.00)	(2,512,395.94)	(3,697,249.72)	(1,873,467.72)
Total Transfers	4,982,378.48	2,107,911.00	5,803,792.02	4,247,628.12	2,139,717.12
Surplus / (Deficit)	914,846.80		374,414.70		

Appendix C - Divisional Summary & Detail

General Government Divisional Summary

CITY OF PORT COLBORNE
2023 Budget - General Government Divisional Sumary

	Capital (Non-Debt Funding)	Capital (Borrowing Costs)	Global Facilities	Global Fleet	Global Operations	Global Revenue	Total 2023 General Government Budget
Revenue							
Investment Income						\$800,000	\$800,000
Lease Income						38,600	38,600
Rentals						18,000	18,000
Other Revenue					10,000		10,000
Provincial Offences Act						20,000	20,000
Grants - Other	250,255						250,255
Grant - Federal	580,577						580,577
Grant - Provincial	900,817					2,611,500	3,512,317
Penalties and Interest						420,000	420,000
Property Taxes						23,186,500	23,186,500
Payment In lieu						311,600	311,600
Supplemental Tax						150,000	150,000
Total Revenue	1,731,649				10,000	27,556,200	29,297,849
Expense							
Employee Benefits						(400,000)	(400,000)
Association/Membership Fees					12,000		12,000
Auto - Fuel				326,980			326,980
Computer Software					450,000		450,000
Contract Services			513,400	204,500	94,000		811,900
Cost of Borrowing Ext Interest		878,100					878,100
Cost of Borrowing Ext Principl		1,288,800					1,288,800
Credit Card Fees					140,000		140,000
PAP / Online Incentives						10,000	10,000
Equipment - Rental			11,500	100,000			111,500
Financial Expenses					7,000		7,000
Land Leases			44,400				44,400
Insurance - Contract					784,400		784,400
Insurance Ded and Adm cost					150,000		150,000
Protective & Uniform Clothing					30,000		30,000
R&M Consumables and Parts			184,650				184,650
Repairs and Maintenance - Auto				170,000			170,000
Staff Training & Development					112,200		112,200
Subject Matter Experts - Legal					250,000		250,000
Telephone/Internet				24,800	85,000		109,800
Utilities - Gas			205,156				205,156
Utilities - Hydro			924,235				924,235
Utilities - Water			230,275				230,275

CITY OF PORT COLBORNE
2023 Budget - General Government Divisional Summary

	Capital (Non-Debt Funding)	Capital (Borrowing Costs)	Global Facilities	Global Fleet	Global Operations	Global Revenue	Total 2023 General Government Budget
Reassessment/Uncollectable						232,000	232,000
Property Taxes - Rebates						30,000	30,000
Tax Incentive Grants						40,000	40,000
Total Expense		2,166,900	2,113,616	826,280	2,114,600	(88,000)	7,133,396
Surplus/(Deficit) Before Allocation	1,731,649	(2,166,900)	(2,113,616)	(826,280)	(2,104,600)	27,644,200	22,164,454
Allocation:Between Departments	(127,000)		(1,783,254)	(873,654)	(42,022)		(2,825,930)
Allocation:SSE			(176,794)		(248,632)	(119,068)	(544,493)
Surplus/(Deficit) After Allocations	1,858,649	(2,166,900)	(153,568)	47,374	(1,813,947)	27,763,268	25,534,877
Transfer to/ (from) Capital	7,054,300						7,054,300
Transfer to/ (from) Reserves	(8,000)			99,630		820,600	912,230
Transfer Between Funds	(2,511,200)	(895,481)	(153,568)	(52,256)	(214,772)		(3,827,276)
Total Transfers	4,535,100	(895,481)	(153,568)	47,374	(214,772)	820,600	4,139,254
Surplus / (Deficit)	(2,676,451)	(1,271,419)			(1,599,175)	26,942,668	21,395,623

**City of Port Colborne
General Government
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Donations	\$389,309.00				
Investment Income	156,217.83	145,000.00	500,000.00	800,000.00	655,000.00
Lease Income	43,731.67	40,200.00	28,600.00	38,600.00	(1,600.00)
Rentals	21,104.13	18,000.00	18,000.00	18,000.00	
Other Revenue	755,554.53		2,185,000.00	10,000.00	10,000.00
Provincial Offences Act	15,955.01	23,020.00	20,000.00	20,000.00	(3,020.00)
Grants - Other	410,780.97	132,540.00	150,255.00	250,255.00	117,715.00
Grant - Federal	1,319,991.16	580,577.00	1,179,109.00	580,577.00	
Grant - Provincial	3,299,969.00	2,987,760.00	3,469,800.00	3,512,317.00	524,557.00
Penalties and Interest	615,063.15	470,500.00	607,400.00	420,000.00	(50,500.00)
Property Taxes	20,577,236.63	21,873,989.00	21,897,527.00	23,186,500.00	1,312,511.00
Payment In lieu	328,749.87	384,000.00	311,612.00	311,600.00	(72,400.00)
Supplemental Tax	216,271.41	150,000.00	150,000.00	150,000.00	
Total Revenue	28,149,934.36	26,805,586.00	30,517,303.00	29,297,849.00	2,492,263.00
Expense					
Salaries and Wages - Full Time	180,626.05	(243,200.00)	390,000.00		243,200.00
Overtime Pay			1,000.00		
Employee Benefits	(300,355.26)	(83,400.00)	(467,100.00)	(400,000.00)	(316,600.00)
Association/Membership Fees	9,220.19	22,700.00	12,000.00	12,000.00	(10,700.00)
Auto - Fuel	185,660.40	229,350.00	286,550.00	326,980.00	97,630.00
Computer Software	316,861.53	340,000.00	340,000.00	450,000.00	110,000.00
Contract Services	788,425.78	688,400.00	823,675.00	811,900.00	123,500.00
Cost of Borrowing Ext Interest	962,287.70	920,000.00	920,000.00	878,100.00	(41,900.00)
Cost of Borrowing Ext Principl	1,439,541.99	1,444,000.00	1,444,000.00	1,288,800.00	(155,200.00)
Credit Card Fees	105,788.54	105,000.00	140,000.00	140,000.00	35,000.00
PAP / Online Incentives			6,500.00	10,000.00	10,000.00
Equipment - Purchase	2,662.70		30,000.00		
Equipment - Rental	352,529.75	309,400.00	168,782.00	111,500.00	(197,900.00)
Financial Expenses	11,421.30	7,000.00	10,000.00	7,000.00	
Land Leases	36,493.94	40,000.00	43,087.00	44,400.00	4,400.00
Insurance - Contract	611,515.00	642,091.00	712,000.00	784,400.00	142,309.00
Insurance Ded and Adm cost	70,184.80	150,000.00	150,000.00	150,000.00	
Program Supplies	5,500.00				
Protective & Uniform Clothing	25,293.37	32,300.00	30,000.00	30,000.00	(2,300.00)
R&M Consumables and Parts	145,508.30	162,300.00	161,325.00	184,650.00	22,350.00
Repairs and Maintenance - Auto	249,799.85	170,000.00	115,445.00	170,000.00	

**City of Port Colborne
General Government
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Staff Training & Development	43,915.65	104,200.00	104,200.00	112,200.00	8,000.00
Subject Matter Experts - Legal	371,950.57	200,000.00	330,000.00	250,000.00	50,000.00
Telephone/Internet	101,799.81	106,000.00	122,370.00	109,800.00	3,800.00
Utilities - Gas	131,872.72	195,800.00	186,505.00	205,155.50	9,355.50
Utilities - Hydro	728,222.74	1,177,400.00	800,706.71	924,235.00	(253,165.00)
Utilities - Water	148,603.59	214,520.00	183,750.70	230,275.00	15,755.00
Reassessment/Uncollectable	231,714.49	186,974.00	186,974.00	232,000.00	45,026.00
Property Taxes - Rebates	27,765.53	37,000.00	37,000.00	30,000.00	(7,000.00)
Tax Incentive Grants	28,912.24	34,000.00	34,000.00	40,000.00	6,000.00
Clearing Account (P/L)			20,000.00		
Total Expense	7,013,723.27	7,191,835.00	7,322,770.41	7,133,395.50	(58,439.50)
Surplus/(Deficit) Before Allocation	21,136,211.09	19,613,751.00	23,194,532.59	22,164,453.50	2,550,702.50
Allocation:Between Departments	995,361.49	(2,781,152.43)	(2,458,537.80)	(2,825,930.35)	(44,777.92)
Allocation:SSE	(666,615.81)	(506,888.51)	(401,539.51)	(544,493.08)	(37,604.57)
Surplus/(Deficit) After Allocations	20,807,465.41	22,901,791.94	26,054,609.90	25,534,876.93	2,633,084.99
Transfer to/ (from) Capital	7,014,090.29	3,932,143.00	5,647,245.00	7,054,300.00	3,122,157.00
Transfer to/ (from) Reserves	(801,245.01)	167,600.00	2,870,384.57	912,230.00	744,630.00
Transfer Between Funds	(1,837,489.93)	(1,918,261.06)	(2,582,888.41)	(3,827,276.00)	(1,909,014.94)
Total Transfers	4,375,355.35	2,181,481.94	5,934,741.16	4,139,254.00	1,957,772.06
Surplus / (Deficit)	16,432,110.06	20,720,310.00	20,119,868.74	21,395,622.93	675,312.93

Appendix C - Divisional Summary & Detail

General Government Divisional Detail

City of Port Colborne
Capital - Non-Debt Funding
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Donations	\$264,299.00				
Other Revenue	1,422.47				
Grants - Other	410,780.97	132,540.00	150,255.00	250,255.00	117,715.00
Grant - Federal	1,309,102.32	580,577.00	1,152,009.00	580,577.00	
Grant - Provincial	582,569.00	418,760.00	900,800.00	900,817.00	482,057.00
Total Revenue	2,568,173.76	1,131,877.00	2,203,064.00	1,731,649.00	599,772.00
Expense					
Surplus/(Deficit) Before Allocation	2,568,173.76	1,131,877.00	2,203,064.00	1,731,649.00	599,772.00
Allocation:Between Departments				(127,000.00)	(127,000.00)
Allocation:SSE	(60,000.00)				
Surplus/(Deficit) After Allocations	2,628,173.76	1,131,877.00	2,203,064.00	1,858,649.00	726,772.00
Transfer to/ (from) Capital	7,014,090.29	3,932,143.00	5,692,230.00	7,054,300.00	3,122,157.00
Transfer to/ (from) Reserves	(1,943,937.53)			(8,000.00)	(8,000.00)
Transfer Between Funds	(668,724.00)	(770,597.00)	(1,459,497.00)	(2,511,200.00)	(1,740,603.00)
Total Transfers	4,401,428.76	3,161,546.00	4,232,733.00	4,535,100.00	1,373,554.00
Surplus / (Deficit)	(1,773,255.00)	(2,029,669.00)	(2,029,669.00)	(2,676,451.00)	(646,782.00)

City of Port Colborne
Capital - Borrowing Costs
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Donations	\$125,000.00				
Total Revenue	125,000.00				
Expense					
Cost of Borrowing Ext Interest	962,287.70	920,000.00	920,000.00	878,100.00	(41,900.00)
Cost of Borrowing Ext Principl	1,439,541.99	1,444,000.00	1,444,000.00	1,288,800.00	(155,200.00)
Total Expense	2,401,829.69	2,364,000.00	2,364,000.00	2,166,900.00	(197,100.00)
Surplus/(Deficit) Before Allocation	(2,276,829.69)	(2,364,000.00)	(2,364,000.00)	(2,166,900.00)	197,100.00
Surplus/(Deficit) After Allocations	(2,276,829.69)	(2,364,000.00)	(2,364,000.00)	(2,166,900.00)	197,100.00
Transfer Between Funds	(895,547.34)	(895,785.00)	(895,785.00)	(895,481.00)	304.00
Total Transfers	(895,547.34)	(895,785.00)	(895,785.00)	(895,481.00)	304.00
Surplus / (Deficit)	(1,381,282.35)	(1,468,215.00)	(1,468,215.00)	(1,271,419.00)	196,796.00

City of Port Colborne
Global Facilities
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Contract Services	\$547,991.96	\$502,400.00	\$548,275.00	\$513,400.00	\$11,000.00
Equipment - Purchase	2,662.70		30,000.00		
Equipment - Rental	4,774.98	9,400.00	2,682.00	11,500.00	2,100.00
Land Leases	36,493.94	40,000.00	43,087.00	44,400.00	4,400.00
R&M Consumables and Parts	142,481.94	162,300.00	161,325.00	184,650.00	22,350.00
Utilities - Gas	131,872.72	195,800.00	186,505.00	205,155.50	9,355.50
Utilities - Hydro	728,222.74	1,177,400.00	800,706.71	924,235.00	(253,165.00)
Utilities - Water	148,603.59	214,520.00	183,750.70	230,275.00	15,755.00
Total Expense	1,743,104.57	2,301,820.00	1,956,331.41	2,113,615.50	(188,204.50)
Surplus/(Deficit) Before Allocation	(1,743,104.57)	(2,301,820.00)	(1,956,331.41)	(2,113,615.50)	188,204.50
Allocation:Between Departments	782,342.35	(1,982,672.03)	(1,655,602.10)	(1,783,254.35)	199,417.68
Allocation:SSE	(246,755.67)	(157,138.51)	(157,936.88)	(176,793.58)	(19,655.07)
Surplus/(Deficit) After Allocations	(2,278,691.25)	(162,009.46)	(142,792.43)	(153,567.57)	8,441.89
Transfer to/ (from) Reserves	21,878.40				
Transfer Between Funds	(77,753.59)	(162,009.46)	(142,792.43)	(153,567.57)	8,441.89
Total Transfers	(55,875.19)	(162,009.46)	(142,792.43)	(153,567.57)	8,441.89
Surplus / (Deficit)	(2,222,816.06)				

City of Port Colborne
Global Fleet
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
<hr/>					
Expense					
Auto - Fuel	\$185,660.40	\$229,350.00	\$286,550.00	\$326,980.00	\$97,630.00
Contract Services	127,299.56	106,000.00	165,400.00	204,500.00	98,500.00
Equipment - Rental	347,754.77	300,000.00	166,100.00	100,000.00	(200,000.00)
Repairs and Maintenance - Auto	249,799.85	170,000.00	115,445.00	170,000.00	
Telephone/Internet	27,075.66	21,000.00	22,370.00	24,800.00	3,800.00
Total Expense	937,590.24	826,350.00	755,865.00	826,280.00	(70.00)
Surplus/(Deficit) Before Allocation	(937,590.24)	(826,350.00)	(755,865.00)	(826,280.00)	70.00
Allocation: Between Departments	216,349.75	(775,380.40)	(768,016.12)	(873,654.25)	(98,273.85)
Surplus/(Deficit) After Allocations	(1,153,939.99)	(50,969.60)	12,151.12	47,374.25	98,343.85
Transfer to/ (from) Capital			(44,985.00)		
Transfer to/ (from) Reserves			103,320.00	99,630.00	99,630.00
Transfer Between Funds		(50,969.60)	(46,183.88)	(52,255.75)	(1,286.15)
Total Transfers		(50,969.60)	12,151.12	47,374.25	98,343.85
Surplus / (Deficit)	(1,153,939.99)				

City of Port Colborne
Global Operations
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Other Revenue	\$25,539.20			\$10,000.00	\$10,000.00
Total Revenue	25,539.20			10,000.00	10,000.00
Expense					
Association/Membership Fees	9,220.19	22,700.00	12,000.00	12,000.00	(10,700.00)
Computer Software	316,861.53	340,000.00	340,000.00	450,000.00	110,000.00
Contract Services	83,094.26	80,000.00	110,000.00	94,000.00	14,000.00
Credit Card Fees	105,788.54	105,000.00	140,000.00	140,000.00	35,000.00
Financial Expenses	11,421.30	7,000.00	10,000.00	7,000.00	
Insurance - Contract	611,515.00	642,091.00	712,000.00	784,400.00	142,309.00
Insurance Ded and Adm cost	70,184.80	150,000.00	150,000.00	150,000.00	
Program Supplies	5,500.00				
Protective & Uniform Clothing	25,293.37	32,300.00	30,000.00	30,000.00	(2,300.00)
R&M Consumables and Parts	3,026.36				
Staff Training & Development	43,915.65	104,200.00	104,200.00	112,200.00	8,000.00
Subject Matter Experts - Legal	361,515.16	200,000.00	330,000.00	250,000.00	50,000.00
Telephone/Internet	74,724.15	85,000.00	100,000.00	85,000.00	
Clearing Account (P/L)			20,000.00		
Total Expense	1,722,060.31	1,768,291.00	2,058,200.00	2,114,600.00	346,309.00
Surplus/(Deficit) Before Allocation	(1,696,521.11)	(1,768,291.00)	(2,058,200.00)	(2,104,600.00)	(336,309.00)
Allocation:Between Departments	(3,330.61)	(23,100.00)	(34,919.58)	(42,021.75)	(18,921.75)
Allocation:SSE	(275,183.14)	(201,950.00)	(218,970.50)	(248,631.50)	(46,681.50)
Surplus/(Deficit) After Allocations	(1,418,007.36)	(1,543,241.00)	(1,804,309.92)	(1,813,946.75)	(270,705.75)
Transfer to/ (from) Reserves	110,700.00				
Transfer Between Funds	(1,024,065.00)	(38,900.00)	(38,630.10)	(214,771.68)	(175,871.68)
Total Transfers	(913,365.00)	(38,900.00)	(38,630.10)	(214,771.68)	(175,871.68)
Surplus / (Deficit)	(504,642.36)	(1,504,341.00)	(1,765,679.82)	(1,599,175.07)	(94,834.07)

City of Port Colborne
Global Revenue
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Donations	\$10.00				
Investment Income	156,217.83	145,000.00	500,000.00	800,000.00	655,000.00
Lease Income	43,731.67	40,200.00	28,600.00	38,600.00	(1,600.00)
Rentals	21,104.13	18,000.00	18,000.00	18,000.00	
Other Revenue	728,592.86		2,185,000.00		
Provincial Offences Act	15,955.01	23,020.00	20,000.00	20,000.00	(3,020.00)
Grant - Federal	10,888.84		27,100.00		
Grant - Provincial	2,717,400.00	2,569,000.00	2,569,000.00	2,611,500.00	42,500.00
Penalties and Interest	615,063.15	470,500.00	607,400.00	420,000.00	(50,500.00)
Property Taxes	20,577,236.63	21,873,989.00	21,897,527.00	23,186,500.00	1,312,511.00
Payment In lieu	328,749.87	384,000.00	311,612.00	311,600.00	(72,400.00)
Supplemental Tax	216,271.41	150,000.00	150,000.00	150,000.00	
Total Revenue	25,431,221.40	25,673,709.00	28,314,239.00	27,556,200.00	1,882,491.00
Expense					
Salaries and Wages - Full Time	180,626.05	(243,200.00)	390,000.00		243,200.00
Overtime Pay			1,000.00		
Employee Benefits	(300,355.26)	(83,400.00)	(467,100.00)	(400,000.00)	(316,600.00)
Contract Services	30,040.00				
PAP / Online Incentives			6,500.00	10,000.00	10,000.00
Subject Matter Experts - Legal	10,435.41				
Reassessment/Uncollectable	231,714.49	186,974.00	186,974.00	232,000.00	45,026.00
Property Taxes - Rebates	27,765.53	37,000.00	37,000.00	30,000.00	(7,000.00)
Tax Incentive Grants	28,912.24	34,000.00	34,000.00	40,000.00	6,000.00
Total Expense	209,138.46	(68,626.00)	188,374.00	(88,000.00)	(19,374.00)
Surplus/(Deficit) Before Allocation	25,222,082.94	25,742,335.00	28,125,865.00	27,644,200.00	1,901,865.00
Allocation:SSE	(84,677.00)	(147,800.00)	(24,632.13)	(119,068.00)	28,732.00
Surplus/(Deficit) After Allocations	25,306,759.94	25,890,135.00	28,150,497.13	27,763,268.00	1,873,133.00
Transfer to/ (from) Reserves	1,010,114.12	167,600.00	2,767,064.57	820,600.00	653,000.00
Transfer Between Funds	828,600.00				

City of Port Colborne
Global Revenue
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Total Transfers	1,838,714.12	167,600.00	2,767,064.57	820,600.00	653,000.00
Surplus / (Deficit)	23,468,045.82	25,722,535.00	25,383,432.56	26,942,668.00	1,220,133.00

Appendix C - Divisional Summary & Detail

Programs, Grants and Activities (PGA) Divisional Summary

CITY OF PORT COLBORNE
2023 Budget - Programs, Grants and Activities (PGA) Divisional Summary

	<u>Airport</u>	<u>Animal Control</u>	<u>Canal Days</u>	<u>CIP Incentives</u>	<u>Community EV Charging Stations</u>	<u>Community Events</u>	<u>Community Grants</u>	<u>Crossing Guards</u>	<u>Fishing Tournament</u>
Revenue									
Advertising and Sponsorship			\$130,000.00			\$5,000.00			
Donations			30,000.00						
Lease Income									
Other Revenue			44,000.00						
Fees			99,000.00			2,000.00			
Grants - Other			131,200.00			16,000.00			
Sales			321,600.00						
MAT Tax			20,000.00						25,000.00
Total Revenue			775,800.00			23,000.00			25,000.00
Expense									
Salaries and Wages - Part Time								297,800.00	
Employee Benefits								54,600.00	
Comm and Public Relations			60,000.00	15,000.00					
Contract Services	30,000.00	197,400.00	167,000.00						
Cost of of Goods Sold			158,400.00						
Equipment - Rental			49,500.00						
Financial Expenses			5,900.00						
Grants and Sponsorship Expense			10,000.00	172,500.00			134,800.00		25,000.00
Office Supplies								250.00	
Program Supplies			403,000.00			76,600.00		1,000.00	
Protective & Uniform Clothing								3,000.00	
R&M Grounds			20,000.00						
Staff Training & Development								7,400.00	
Travel								1,500.00	
Utilities - Hydro			2,000.00		20,000.00				
Total Expense	30,000.00	197,400.00	875,800.00	187,500.00	20,000.00	76,600.00	134,800.00	365,550.00	25,000.00
Surplus/(Deficit) Before Allocation	(30,000.00)	(197,400.00)	(100,000.00)	(187,500.00)	(20,000.00)	(53,600.00)	(134,800.00)	(365,550.00)	
Allocation:Between Departments		6,201.92	120,061.20			84,954.32	27,756.49		6,371.58
Surplus/(Deficit) After Allocations	(30,000.00)	(203,601.92)	(220,061.20)	(187,500.00)	(20,000.00)	(138,554.32)	(162,556.49)	(365,550.00)	(6,371.58)
Transfer to/ (from) Reserves									
Total Transfers									
Surplus / (Deficit)	(30,000.00)	(203,601.92)	(220,061.20)	(187,500.00)	(20,000.00)	(138,554.32)	(162,556.49)	(365,550.00)	(6,371.58)

CITY OF PORT COLBORNE
2023 Budget - Programs, Grants and Activities (PGA) Divisional Summary

	<u>Goderich Elevator</u>	<u>Municipal Election</u>	<u>Outdoor Vendors</u>	<u>Physician Recruitment</u>	<u>Residential Rebates</u>	<u>Showboat Lighthouse</u>	<u>SportsFest</u>	Total 2023 PGA Budget
Revenue								
Advertising and Sponsorship							\$500.00	\$135,500
Donations								30,000
Lease Income	150,000.00		15,000.00					165,000
Other Revenue								44,000
Fees							8,500.00	109,500
Grants - Other								147,200
Sales								321,600
MAT Tax								45,000
Total Revenue	150,000.00		15,000.00				9,000.00	997,800
Expense								
Salaries and Wages - Part Time								297,800
Employee Benefits								54,600
Comm and Public Relations							2,000.00	77,000
Contract Services								394,400
Cost of of Goods Sold								158,400
Equipment - Rental								49,500
Financial Expenses								5,900
Grants and Sponsorship Expense				116,500.00	1,000.00	25,000.00		484,800
Office Supplies								250
Program Supplies			2,000.00				7,000.00	489,600
Protective & Uniform Clothing								3,000
R&M Grounds	85,000.00							105,000
Staff Training & Development								7,400
Travel								1,500
Utilities - Hydro								22,000
Total Expense	85,000.00		2,000.00	116,500.00	1,000.00	25,000.00	9,000.00	2,151,150
Surplus/(Deficit) Before Allocation	65,000.00		13,000.00	(116,500.00)	(1,000.00)	(25,000.00)		(1,153,350)
Allocation:Between Departments			4,247.72				10,619.29	260,213
Surplus/(Deficit) After Allocations	65,000.00		8,752.28	(116,500.00)	(1,000.00)	(25,000.00)	(10,619.29)	(1,413,563)
Transfer to/ (from) Reserves		40,000.00		(37,500.00)				2,500
Total Transfers		40,000.00		(37,500.00)				2,500
Surplus / (Deficit)	65,000.00	(40,000.00)	8,752.28	(79,000.00)	(1,000.00)	(25,000.00)	(10,619.29)	(1,416,063)

City of Port Colborne
Programs, Grants & Activities
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship		\$110,500.00	\$137,000.00	\$135,500.00	\$25,000.00
Donations			27,100.00	30,000.00	30,000.00
Lease Income	158,584.07	160,500.00	160,000.00	165,000.00	4,500.00
Rentals	(5.18)		250.00		
Other Revenue	40,835.80	50,500.00	69,000.00	44,000.00	(6,500.00)
Fees	10,623.70	125,500.00	84,900.00	109,500.00	(16,000.00)
Grants - Other		16,500.00	262,400.00	147,200.00	130,700.00
Grant - Provincial	499,057.80		445,718.20		
Sales		252,000.00	276,000.00	321,600.00	69,600.00
MAT Tax				45,000.00	45,000.00
Total Revenue	709,096.19	715,500.00	1,462,368.20	997,800.00	282,300.00
Expense					
Salaries and Wages - Full Time	276.15				
Salaries and Wages - Part Time	128,243.14	275,668.00	249,700.00	297,800.00	22,132.00
Honourariums			13,400.00		
Employee Benefits	15,398.94	76,256.00	26,100.00	54,600.00	(21,656.00)
Cleaning Supplies	5,048.24	8,000.00	1,000.00		(8,000.00)
Comm and Public Relations	6,998.18	62,000.00	73,850.00	77,000.00	15,000.00
Computer Software	24,699.49	4,000.00	30,000.00		(4,000.00)
Contract Services	587,605.72	733,100.00	778,656.00	394,400.00	(338,700.00)
Cost of of Goods Sold		120,160.00	136,100.00	158,400.00	38,240.00
Equipment - Purchase			97,200.00		
Equipment - Rental		54,000.00	54,400.00	49,500.00	(4,500.00)
Financial Expenses		2,000.00	3,600.00	5,900.00	3,900.00
Grants and Sponsorship Expense	196,432.20	383,700.00	513,641.00	484,800.00	101,100.00
Office Supplies	44.03	7,500.00	3,100.00	250.00	(7,250.00)
Program Supplies	35,200.08	331,540.00	567,800.00	489,600.00	158,060.00
Protective & Uniform Clothing	19,021.15	23,000.00	12,500.00	3,000.00	(20,000.00)
R&M Grounds	124,931.42	87,500.00	105,000.00	105,000.00	17,500.00
R&M Consumables and Parts	93.41				
Staff Training & Development	588.18	6,900.00	1,500.00	7,400.00	500.00
SME - Consultants	1,450.27	4,000.00			(4,000.00)
Travel	164.88	1,400.00	300.00	1,500.00	100.00
Utilities - Hydro			2,000.00	22,000.00	22,000.00
Total Expense	1,146,195.48	2,180,724.00	2,669,847.00	2,151,150.00	(29,574.00)

City of Port Colborne
Programs, Grants & Activities
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Surplus/(Deficit) Before Allocation	(437,099.29)	(1,465,224.00)	(1,207,478.80)	(1,153,350.00)	311,874.00
Allocation:Between Departments	298,317.50	186,729.80	455,106.35	260,212.52	73,482.72
Allocation:SSE	131,965.32				
Surplus/(Deficit) After Allocations	(867,382.11)	(1,651,953.80)	(1,662,585.15)	(1,413,562.52)	238,391.28
Transfer to/ (from) Reserves	272,394.14	(219,600.00)	(262,900.00)	2,500.00	222,100.00
Transfer Between Funds	56,412.50				
Total Transfers	328,806.64	(219,600.00)	(262,900.00)	2,500.00	222,100.00
Surplus / (Deficit)	(1,196,188.75)	(1,432,353.80)	(1,399,685.15)	(1,416,062.52)	16,291.28

Appendix C - Divisional Summary & Detail

Programs, Grants and Activities (PGA) Divisional Detail

City of Port Colborne
Airport
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Other Revenue	\$4,803.56				
Total Revenue	4,803.56				
Expense					
Contract Services	29,406.00	30,000.00	29,406.00	30,000.00	
Total Expense	29,406.00	30,000.00	29,406.00	30,000.00	
Surplus/(Deficit) Before Allocation	(24,602.44)	(30,000.00)	(29,406.00)	(30,000.00)	
Surplus/(Deficit) After Allocations	(24,602.44)	(30,000.00)	(29,406.00)	(30,000.00)	
Surplus / (Deficit)	(24,602.44)	(30,000.00)	(29,406.00)	(30,000.00)	

City of Port Colborne
Animal Control
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
<hr/>					
Expense					
Contract Services	\$183,060.39	\$189,800.00	\$189,800.00	\$197,400.00	\$7,600.00
Total Expense	183,060.39	189,800.00	189,800.00	197,400.00	7,600.00
Surplus/(Deficit) Before Allocation	(183,060.39)	(189,800.00)	(189,800.00)	(197,400.00)	(7,600.00)
Allocation:Between Departments	656.59	3,900.00	4,503.23	6,201.92	2,301.92
Surplus/(Deficit) After Allocations	(183,716.98)	(193,700.00)	(194,303.23)	(203,601.92)	(9,901.92)
<hr/>					
Surplus / (Deficit)	(183,716.98)	(193,700.00)	(194,303.23)	(203,601.92)	(9,901.92)

City of Port Colborne
Canal Days
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship		\$110,000.00	\$105,000.00	\$130,000.00	\$20,000.00
Donations			27,100.00	30,000.00	30,000.00
Other Revenue		50,000.00	34,800.00	44,000.00	(6,000.00)
Fees		115,000.00	82,900.00	99,000.00	(16,000.00)
Grants - Other			246,400.00	131,200.00	131,200.00
Sales		252,000.00	276,000.00	321,600.00	69,600.00
MAT Tax				20,000.00	20,000.00
Total Revenue		527,000.00	772,200.00	775,800.00	248,800.00
Expense					
Comm and Public Relations		40,000.00	58,900.00	60,000.00	20,000.00
Contract Services		140,000.00	167,100.00	167,000.00	27,000.00
Cost of of Goods Sold		120,160.00	136,100.00	158,400.00	38,240.00
Equipment - Purchase			41,900.00		
Equipment - Rental		54,000.00	54,400.00	49,500.00	(4,500.00)
Financial Expenses		2,000.00	3,600.00	5,900.00	3,900.00
Grants and Sponsorship Expense		10,000.00	8,600.00	10,000.00	
Office Supplies		7,000.00			(7,000.00)
Program Supplies		278,840.00	469,600.00	403,000.00	124,160.00
R&M Grounds			20,000.00	20,000.00	20,000.00
Utilities - Hydro			2,000.00	2,000.00	2,000.00
Total Expense		652,000.00	962,200.00	875,800.00	223,800.00
Surplus/(Deficit) Before Allocation		(125,000.00)	(190,000.00)	(100,000.00)	25,000.00
Allocation:Between Departments	7,965.94	92,622.24	65,250.00	120,061.20	27,438.96
Surplus/(Deficit) After Allocations	(7,965.94)	(217,622.24)	(255,250.00)	(220,061.20)	(2,438.96)
Transfer to/ (from) Reserves	125,000.00		(45,000.00)		
Total Transfers	125,000.00		(45,000.00)		
Surplus / (Deficit)	(132,965.94)	(217,622.24)	(210,250.00)	(220,061.20)	(2,438.96)

City of Port Colborne
CIP Incentives
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Other Revenue			\$34,200.00		
Total Revenue			34,200.00		
Expense					
Comm and Public Relations		10,000.00		15,000.00	5,000.00
Grants and Sponsorship Expense	16,592.20	115,000.00	159,200.00	172,500.00	57,500.00
Total Expense	16,592.20	125,000.00	159,200.00	187,500.00	62,500.00
Surplus/(Deficit) Before Allocation	(16,592.20)	(125,000.00)	(125,000.00)	(187,500.00)	(62,500.00)
Surplus/(Deficit) After Allocations	(16,592.20)	(125,000.00)	(125,000.00)	(187,500.00)	(62,500.00)
Transfer to/ (from) Reserves	56,543.00				
Total Transfers	56,543.00				
Surplus / (Deficit)	(73,135.20)	(125,000.00)	(125,000.00)	(187,500.00)	(62,500.00)

**City of Port Colborne
Community EV Charging Station
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
<hr/>					
Expense					
Utilities - Hydro				\$20,000.00	\$20,000.00
Total Expense				20,000.00	20,000.00
Surplus/(Deficit) Before Allocation				(20,000.00)	(20,000.00)
Surplus/(Deficit) After Allocations				(20,000.00)	(20,000.00)
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Surplus / (Deficit)				(20,000.00)	(20,000.00)

**City of Port Colborne
Community Events
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship				\$5,000.00	\$5,000.00
Fees		2,000.00		2,000.00	
Grants - Other		16,500.00	16,000.00	16,000.00	(500.00)
Total Revenue		18,500.00	16,000.00	23,000.00	4,500.00
Expense					
Contract Services	2,289.60				
Program Supplies	32,412.70	42,700.00	42,700.00	76,600.00	33,900.00
R&M Grounds		2,500.00			(2,500.00)
Total Expense	34,702.30	45,200.00	42,700.00	76,600.00	31,400.00
Surplus/(Deficit) Before Allocation	(34,702.30)	(26,700.00)	(26,700.00)	(53,600.00)	(26,900.00)
Allocation:Between Departments	7,965.94	50,564.00	51,640.00	84,954.32	34,390.32
Surplus/(Deficit) After Allocations	(42,668.24)	(77,264.00)	(78,340.00)	(138,554.32)	(61,290.32)
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Surplus / (Deficit)	(42,668.24)	(77,264.00)	(78,340.00)	(138,554.32)	(61,290.32)

**City of Port Colborne
Community Grants
2023 Operating Budget**

	2021 Actual	2022 Budget	2022 Forecast	2023 Proposed Budget	Variance (2023 Budget - 2022 Budget)
Revenue					
Expense					
Grants and Sponsorship Expense	\$102,350.00	\$124,200.00	\$134,401.00	\$134,800.00	\$10,600.00
Total Expense	102,350.00	124,200.00	134,401.00	134,800.00	10,600.00
Surplus/(Deficit) Before Allocation	(102,350.00)	(124,200.00)	(134,401.00)	(134,800.00)	(10,600.00)
Allocation:Between Departments	15,070.23	15,400.00	26,353.12	27,756.49	12,356.49
Surplus/(Deficit) After Allocations	(117,420.23)	(139,600.00)	(160,754.12)	(162,556.49)	(22,956.49)
Transfer to/ (from) Reserves	15,750.00				
Total Transfers	15,750.00				
Surplus / (Deficit)	(133,170.23)	(139,600.00)	(160,754.12)	(162,556.49)	(22,956.49)

City of Port Colborne
COVID-19
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Other Revenue	\$36,032.24				
Grant - Provincial	335,197.80		295,338.20		
Total Revenue	371,230.04		295,338.20		
Expense					
Cleaning Supplies	5,048.24	8,000.00	1,000.00		(8,000.00)
Comm and Public Relations	3,127.08	10,000.00	10,000.00		(10,000.00)
Computer Software	24,699.49	4,000.00	30,000.00		(4,000.00)
Contract Services	82,705.00	50,000.00	50,000.00		(50,000.00)
Protective & Uniform Clothing	16,446.94	20,000.00	10,000.00		(20,000.00)
Total Expense	132,026.75	92,000.00	101,000.00		(92,000.00)
Surplus/(Deficit) Before Allocation	239,203.29	(92,000.00)	194,338.20		92,000.00
Allocation:Between Departments	50,825.47		219,800.00		
Allocation:SSE	131,965.32				
Surplus/(Deficit) After Allocations	56,412.50	(92,000.00)	(25,461.80)		92,000.00
Transfer to/ (from) Reserves		(92,000.00)			92,000.00
Transfer Between Funds	56,412.50				
Total Transfers	56,412.50	(92,000.00)			92,000.00
Surplus / (Deficit)			(25,461.80)		

City of Port Colborne
Crossing Guards
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Salaries and Wages - Full Time	\$276.15				
Salaries and Wages - Part Time	128,243.14	275,668.00	207,500.00	297,800.00	22,132.00
Employee Benefits	15,398.94	76,256.00	21,900.00	54,600.00	(21,656.00)
Office Supplies	44.03	500.00	100.00	250.00	(250.00)
Program Supplies	287.38	1,000.00	500.00	1,000.00	
Protective & Uniform Clothing	2,574.21	3,000.00	2,500.00	3,000.00	
R&M Consumables and Parts	93.41				
Staff Training & Development	588.18	6,900.00	1,500.00	7,400.00	500.00
Travel	164.88	1,400.00	100.00	1,500.00	100.00
Total Expense	147,670.32	364,724.00	234,100.00	365,550.00	826.00
Surplus/(Deficit) Before Allocation	(147,670.32)	(364,724.00)	(234,100.00)	(365,550.00)	(826.00)
Allocation:Between Departments	203,000.00	10,002.56	74,650.00		(10,002.56)
Surplus/(Deficit) After Allocations	(350,670.32)	(374,726.56)	(308,750.00)	(365,550.00)	9,176.56
Surplus / (Deficit)	(350,670.32)	(374,726.56)	(308,750.00)	(365,550.00)	9,176.56

**City of Port Colborne
Fishing Tournament
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
MAT Tax				\$25,000.00	\$25,000.00
Total Revenue				25,000.00	25,000.00
Expense					
Grants and Sponsorship Expense	6,190.00	25,000.00	25,000.00	25,000.00	
Total Expense	6,190.00	25,000.00	25,000.00	25,000.00	
Surplus/(Deficit) Before Allocation	(6,190.00)	(25,000.00)	(25,000.00)		25,000.00
Allocation:Between Departments	3,982.98	3,792.00	3,873.00	6,371.58	2,579.58
Surplus/(Deficit) After Allocations	(10,172.98)	(28,792.00)	(28,873.00)	(6,371.58)	22,420.42
Surplus / (Deficit)	(10,172.98)	(28,792.00)	(28,873.00)	(6,371.58)	22,420.42

**City of Port Colborne
Goderich Elevator
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Lease Income	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	
Total Revenue	150,000.00	150,000.00	150,000.00	150,000.00	
Expense					
R&M Grounds	124,931.42	85,000.00	85,000.00	85,000.00	
Total Expense	124,931.42	85,000.00	85,000.00	85,000.00	
Surplus/(Deficit) Before Allocation	25,068.58	65,000.00	65,000.00	65,000.00	
Surplus/(Deficit) After Allocations	25,068.58	65,000.00	65,000.00	65,000.00	
Transfer to/ (from) Reserves	(39,931.42)				
Total Transfers	(39,931.42)				
Surplus / (Deficit)	65,000.00	65,000.00	65,000.00	65,000.00	

**City of Port Colborne
Municipal Election
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Fees			\$2,100.00		
Total Revenue			2,100.00		
Expense					
Salaries and Wages - Part Time			42,200.00		
Honourariums			13,400.00		
Employee Benefits			4,200.00		
Comm and Public Relations			4,950.00		
Contract Services	1,997.04		8,750.00		
Equipment - Purchase			55,300.00		
Office Supplies			3,000.00		
Travel			200.00		
Total Expense	1,997.04		132,000.00		
Surplus/(Deficit) Before Allocation	(1,997.04)		(129,900.00)		
Surplus/(Deficit) After Allocations	(1,997.04)		(129,900.00)		
Transfer to/ (from) Reserves	28,002.96	30,000.00	(99,900.00)	40,000.00	10,000.00
Total Transfers	28,002.96	30,000.00	(99,900.00)	40,000.00	10,000.00
Surplus / (Deficit)	(30,000.00)	(30,000.00)	(30,000.00)	(40,000.00)	(10,000.00)

City of Port Colborne
Outdoor Vendors
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Lease Income	\$8,584.07	\$10,500.00	\$10,000.00	\$15,000.00	\$4,500.00
Rentals	(5.18)		250.00		
Other Revenue		500.00			(500.00)
Total Revenue	8,578.89	11,000.00	10,250.00	15,000.00	4,000.00
Expense					
Contract Services	595.30				
Program Supplies	2,500.00	2,000.00		2,000.00	
Total Expense	3,095.30	2,000.00		2,000.00	
Surplus/(Deficit) Before Allocation	5,483.59	9,000.00	10,250.00	13,000.00	4,000.00
Allocation:Between Departments	5,519.74	4,128.00	2,582.00	4,247.72	119.72
Surplus/(Deficit) After Allocations	(36.15)	4,872.00	7,668.00	8,752.28	3,880.28
Surplus / (Deficit)	(36.15)	4,872.00	7,668.00	8,752.28	3,880.28

**City of Port Colborne
Physician Recruitment
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Grants and Sponsorship Expense	\$45,500.00	\$83,000.00	\$160,000.00	\$116,500.00	\$33,500.00
SME - Consultants	1,450.27	4,000.00			(4,000.00)
Total Expense	46,950.27	87,000.00	160,000.00	116,500.00	29,500.00
Surplus/(Deficit) Before Allocation	(46,950.27)	(87,000.00)	(160,000.00)	(116,500.00)	(29,500.00)
Surplus/(Deficit) After Allocations	(46,950.27)	(87,000.00)	(160,000.00)	(116,500.00)	(29,500.00)
Transfer to/ (from) Reserves	41,600.00		(73,000.00)	(37,500.00)	(37,500.00)
Total Transfers	41,600.00		(73,000.00)	(37,500.00)	(37,500.00)
Surplus / (Deficit)	(88,550.27)	(87,000.00)	(87,000.00)	(79,000.00)	8,000.00

City of Port Colborne
Residential Rebates
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
<hr/>					
Expense					
Grants and Sponsorship Expense	\$800.00	\$1,000.00	\$1,000.00	\$1,000.00	
Total Expense	800.00	1,000.00	1,000.00	1,000.00	
Surplus/(Deficit) Before Allocation	(800.00)	(1,000.00)	(1,000.00)	(1,000.00)	
Surplus/(Deficit) After Allocations	(800.00)	(1,000.00)	(1,000.00)	(1,000.00)	
Surplus / (Deficit)	(800.00)	(1,000.00)	(1,000.00)	(1,000.00)	

**City of Port Colborne
Showboat - Lighthouse
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
<hr/>					
Expense					
Grants and Sponsorship Expense	\$25,000.00	\$25,500.00	\$25,440.00	\$25,000.00	(\$500.00)
Total Expense	25,000.00	25,500.00	25,440.00	25,000.00	(500.00)
Surplus/(Deficit) Before Allocation	(25,000.00)	(25,500.00)	(25,440.00)	(25,000.00)	500.00
Surplus/(Deficit) After Allocations	(25,000.00)	(25,500.00)	(25,440.00)	(25,000.00)	500.00
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Surplus / (Deficit)	(25,000.00)	(25,500.00)	(25,440.00)	(25,000.00)	500.00

City of Port Colborne
SportsFest
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship		\$500.00	\$32,000.00	\$500.00	
Fees		8,500.00		8,500.00	
Total Revenue		9,000.00	32,000.00	9,000.00	
Expense					
Comm and Public Relations		2,000.00		2,000.00	
Program Supplies		7,000.00	55,000.00	7,000.00	
Total Expense		9,000.00	55,000.00	9,000.00	
Surplus/(Deficit) Before Allocation			(23,000.00)		
Allocation:Between Departments		6,321.00	6,455.00	10,619.29	4,298.29
Surplus/(Deficit) After Allocations		(6,321.00)	(29,455.00)	(10,619.29)	(4,298.29)
Transfer to/ (from) Reserves			(45,000.00)		
Total Transfers			(45,000.00)		
Surplus / (Deficit)		(6,321.00)	15,545.00	(10,619.29)	(4,298.29)

City of Port Colborne
Transit
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Fees	\$10,623.70		(\$100.00)		
Grant - Provincial	163,860.00		150,380.00		
Total Revenue	174,483.70		150,280.00		
Expense					
Comm and Public Relations	3,871.10				
Contract Services	287,552.39	323,300.00	333,600.00		(323,300.00)
Total Expense	291,423.49	323,300.00	333,600.00		(323,300.00)
Surplus/(Deficit) Before Allocation	(116,939.79)	(323,300.00)	(183,320.00)		323,300.00
Allocation:Between Departments	3,330.61				
Surplus/(Deficit) After Allocations	(120,270.40)	(323,300.00)	(183,320.00)		323,300.00
Transfer to/ (from) Reserves	45,429.60	(157,600.00)			157,600.00
Total Transfers	45,429.60	(157,600.00)			157,600.00
Surplus / (Deficit)	(165,700.00)	(165,700.00)	(183,320.00)		165,700.00

Appendix C - Divisional Summary & Detail

Boards and Committees Divisional Summary

CITY OF PORT COLBORNE
2023 Budget - Boards and Committees Divisional Summary

	<u>Committees</u>	<u>Heritage Archives</u>	<u>Library Board</u>	<u>Museum</u>	<u>Roselawn</u>	<u>Tourism</u>	<u>Total 2023 Boards and Committees Budget</u>
Revenue							
Donations		\$2,000		\$17,000	\$3,000		\$22,000
Fundraising		250			6,000		6,250
Rentals		7,000			20,000		27,000
Other Revenue		600		15,000	1,000		16,600
Fees		800		2,000			2,800
Grants - Other		5,000		2,000	5,000		12,000
Grant - Federal				4,000			4,000
Grant - Provincial				30,000			30,000
Sales		300		7,400			7,700
MAT Tax						45,000	45,000
Total Revenue		15,950		77,400	35,000	45,000	173,350
Expense							
Salaries and Wages - Full Time		38,500		437,100			475,600
Salaries and Wages - Part Time				51,800			51,800
Salaries and Wages - Students				21,000			21,000
Honourariums		400		500	400		1,300
Employee Benefits		15,400		145,000			160,400
Association/Membership Fees		300		800			1,100
Cleaning Supplies				1,200	500		1,700
Library Collection				3,000			3,000
Comm and Public Relations		200		5,000	800		6,000
Contract Services	7,000			1,200	12,000		20,200
Cost of of Goods Sold				5,000			5,000
Equipment - Purchase				2,000	3,000		5,000
Grants and Sponsorship Expense				500	500		1,000
Hospitality Expense		500		500	500		1,500
Insurance - Contract		110		1,480	4,663		6,253
Office Supplies		1,500		3,500	3,000		8,000
Postage & Courier		100		2,350	300		2,750
Program Supplies		1,000		14,400	8,000		23,400
Protective & Uniform Clothing		300		500			800
R&M Grounds				1,000			1,000
R&M Consumables and Parts		5,000		10,600	15,000		30,600
Staff Training & Development		1,000		13,100			14,100
Subscriptions and Publications		310		500	200		1,010
Telephone/Internet				3,500	2,000		5,500
Travel		200		2,600	300		3,100

CITY OF PORT COLBORNE
2023 Budget - Boards and Committees Divisional Summary

	<u>Committees</u>	<u>Heritage Archives</u>	<u>Library Board</u>	<u>Museum</u>	<u>Roselawn</u>	<u>Tourism</u>	<u>Total 2023 Boards and Committees Budget</u>
Total Expense	7,000	64,820		728,130	51,163		851,113
Surplus/(Deficit) Before Allocation	(7,000)	(48,870)		(650,730)	(16,163)	45,000	(677,763)
Allocations: Within Departments		25,627		(334,213)	308,586		
Allocation:Between Departments		35,559		128,434	182,860		346,853
Surplus/(Deficit) After Allocations	(7,000)	(110,057)		(444,951)	(507,608)	45,000	(1,024,616)
Transfer Between Funds			1,075,860			100,000	1,175,860
Total Transfers			1,075,860			100,000	1,175,860
Surplus / (Deficit)	(7,000)	(110,057)	(1,075,860)	(444,951)	(507,608)	(55,000)	(2,200,477)

**City of Port Colborne
Boards and Committees
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship		\$2,500.00			(\$2,500.00)
Donations	45,723.67	34,200.00	18,800.00	22,000.00	(12,200.00)
Fundraising			5,200.00	6,250.00	6,250.00
Rentals		6,000.00	6,100.00	27,000.00	21,000.00
Other Revenue	1,468.38	7,900.00	11,530.00	16,600.00	8,700.00
Fees	55,050.61	4,100.00	77,153.00	2,800.00	(1,300.00)
Grants - Other	25,886.42	23,000.00	11,783.00	12,000.00	(11,000.00)
Grant - Federal	19,238.86	4,000.00	36,525.00	4,000.00	
Grant - Provincial	33,576.00	24,093.00	24,093.00	30,000.00	5,907.00
Sales	8,095.50	6,300.00	9,300.00	7,700.00	1,400.00
MAT Tax				45,000.00	45,000.00
Total Revenue	189,039.44	112,093.00	200,484.00	173,350.00	61,257.00
Expense					
Salaries and Wages - Full Time	196,250.89	254,400.00	269,300.00	475,600.00	221,200.00
Salaries and Wages - Part Time	114,615.58	114,600.00	151,500.00	51,800.00	(62,800.00)
Salaries and Wages - Students		12,200.00	17,600.00	21,000.00	8,800.00
Honourariums		700.00	6,700.00	1,300.00	600.00
Employee Benefits	92,051.73	111,200.00	102,870.00	160,400.00	49,200.00
Association/Membership Fees	502.25	1,000.00	1,000.00	1,100.00	100.00
Cleaning Supplies	43.76	3,500.00	1,400.00	1,700.00	(1,800.00)
Library Collection		2,000.00	2,000.00	3,000.00	1,000.00
Comm and Public Relations	4,554.78	6,800.00	4,789.00	6,000.00	(800.00)
Contract Services	20,032.74	12,100.00	24,200.00	20,200.00	8,100.00
Cost of of Goods Sold	428.51	5,000.00	4,500.00	5,000.00	
Equipment - Purchase	3,626.93	6,000.00	5,000.00	5,000.00	(1,000.00)
Equipment - Rental		3,000.00			(3,000.00)
Grants and Sponsorship Expense		1,000.00	1,000.00	1,000.00	
Hospitality Expense	407.10	1,150.00	1,000.00	1,500.00	350.00
Insurance - Contract		6,253.00	6,253.00	6,253.00	
Office Supplies	3,484.74	5,100.00	5,200.00	8,000.00	2,900.00
Postage & Courier	3,755.54	2,540.00	2,445.00	2,750.00	210.00
Program Supplies	8,656.37	20,200.00	15,220.00	23,400.00	3,200.00
Protective & Uniform Clothing	342.63	1,100.00	100.00	800.00	(300.00)
R&M Grounds		1,000.00	2,080.00	1,000.00	
R&M Consumables and Parts	2,466.89	15,000.00	25,670.00	30,600.00	15,600.00
Staff Training & Development	944.80	5,100.00	3,200.00	14,100.00	9,000.00

**City of Port Colborne
Boards and Committees
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Subscriptions and Publications	1,313.80	1,000.00	800.00	1,010.00	10.00
Telephone/Internet	5,145.55	4,825.00	4,825.00	5,500.00	675.00
Travel	161.50	1,200.00	450.00	3,100.00	1,900.00
Total Expense	458,786.09	597,968.00	659,102.00	851,113.00	253,145.00
Surplus/(Deficit) Before Allocation	(269,746.65)	(485,875.00)	(458,618.00)	(677,763.00)	(191,888.00)
Allocation:Between Departments		155,344.06	201,749.53	346,853.36	191,509.30
Allocation:SSE	113,399.01				
Surplus/(Deficit) After Allocations	(383,145.66)	(641,219.06)	(660,367.53)	(1,024,616.36)	(383,397.30)
Transfer to/ (from) Reserves	32,400.20				
Transfer Between Funds	27,306.25	992,000.00	992,000.00	1,175,860.36	183,860.36
Total Transfers	59,706.45	992,000.00	992,000.00	1,175,860.36	183,860.36
Surplus / (Deficit)	(442,852.11)	(1,633,219.06)	(1,652,367.53)	(2,200,476.72)	(567,257.66)

Appendix C - Divisional Summary & Detail

Boards and Committees Divisional Detail

**City of Port Colborne
Committees
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Fees	\$54,636.00		\$75,000.00		
Total Revenue	54,636.00		75,000.00		
Expense					
Honourariums			6,000.00		
Employee Benefits			70.00		
Contract Services	15,650.20	7,100.00	18,000.00	7,000.00	(100.00)
Total Expense	15,650.20	7,100.00	24,070.00	7,000.00	(100.00)
Surplus/(Deficit) Before Allocation	38,985.80	(7,100.00)	50,930.00	(7,000.00)	100.00
Surplus/(Deficit) After Allocations	38,985.80	(7,100.00)	50,930.00	(7,000.00)	100.00
Transfer to/ (from) Reserves	3,850.00				
Total Transfers	3,850.00				
Surplus / (Deficit)	35,135.80	(7,100.00)	50,930.00	(7,000.00)	100.00

**City of Port Colborne
Heritage Archives
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship		\$500.00			(\$500.00)
Donations	5,529.70	1,200.00	1,300.00	2,000.00	800.00
Fundraising			200.00	250.00	250.00
Rentals		4,000.00	5,000.00	7,000.00	3,000.00
Other Revenue		600.00	530.00	600.00	
Fees	174.39	2,100.00	153.00	800.00	(1,300.00)
Grants - Other	11,576.42	5,000.00	1,783.00	5,000.00	
Sales	264.55	300.00	300.00	300.00	
Total Revenue	17,545.06	13,700.00	9,266.00	15,950.00	2,250.00
Expense					
Salaries and Wages - Full Time	34,221.35		36,300.00	38,500.00	38,500.00
Salaries and Wages - Part Time	29,329.77	42,600.00	2,600.00		(42,600.00)
Honourariums				400.00	400.00
Employee Benefits	19,592.09	13,400.00	13,700.00	15,400.00	2,000.00
Association/Membership Fees		200.00	200.00	300.00	100.00
Comm and Public Relations		100.00	89.00	200.00	100.00
Equipment - Purchase	43.52	1,000.00	1,000.00		(1,000.00)
Equipment - Rental		1,500.00			(1,500.00)
Hospitality Expense		150.00	100.00	500.00	350.00
Insurance - Contract		110.00	110.00	110.00	
Office Supplies	302.88	1,000.00	800.00	1,500.00	500.00
Postage & Courier		100.00	25.00	100.00	
Program Supplies	736.50	200.00	600.00	1,000.00	800.00
Protective & Uniform Clothing		400.00		300.00	(100.00)
R&M Consumables and Parts		5,000.00		5,000.00	
Staff Training & Development		1,000.00	200.00	1,000.00	
Subscriptions and Publications		300.00	100.00	310.00	10.00
Travel		200.00	200.00	200.00	
Total Expense	84,226.11	67,260.00	56,024.00	64,820.00	(2,440.00)
Surplus/(Deficit) Before Allocation	(66,681.05)	(53,560.00)	(46,758.00)	(48,870.00)	4,690.00
Allocations: Within Departments	28,600.00	21,000.00	21,000.00	25,627.30	4,627.30
Allocation: Between Departments		10,600.00	32,659.71	35,559.39	24,959.39
Allocation: SSE	7,702.59				

City of Port Colborne
Heritage Archives
2023 Operating Budget

	2021 Actual	2022 Budget	2022 Forecast	2023 Proposed Budget	Variance (2023 Budget - 2022 Budget)
Surplus/(Deficit) After Allocations	(102,983.64)	(85,160.00)	(100,417.71)	(110,056.69)	(24,896.69)
<hr/>					
Surplus / (Deficit)	(102,983.64)	(85,160.00)	(100,417.71)	(110,056.69)	(24,896.69)

City of Port Colborne
Library
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Transfer Between Funds		\$917,000.00	\$917,000.00	\$1,075,860.36	\$158,860.36
Total Transfers		917,000.00	917,000.00	1,075,860.36	158,860.36
Surplus / (Deficit)		(917,000.00)	(917,000.00)	(1,075,860.36)	(158,860.36)

**City of Port Colborne
Museum
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship		\$2,000.00			(\$2,000.00)
Donations	40,193.97	25,000.00	15,000.00	17,000.00	(8,000.00)
Other Revenue		7,300.00	10,000.00	15,000.00	7,700.00
Fees	240.22	2,000.00	2,000.00	2,000.00	
Grants - Other	14,310.00	8,000.00		2,000.00	(6,000.00)
Grant - Federal	19,238.86	4,000.00	36,525.00	4,000.00	
Grant - Provincial	33,576.00	24,093.00	24,093.00	30,000.00	5,907.00
Sales	7,830.95	6,000.00	9,000.00	7,400.00	1,400.00
Total Revenue	115,390.00	78,393.00	96,618.00	77,400.00	(993.00)
Expense					
Salaries and Wages - Full Time	162,029.54	254,400.00	233,000.00	437,100.00	182,700.00
Salaries and Wages - Part Time	85,285.81	72,000.00	148,900.00	51,800.00	(20,200.00)
Salaries and Wages - Students		12,200.00	17,600.00	21,000.00	8,800.00
Honourariums		500.00	500.00	500.00	
Employee Benefits	72,459.64	97,800.00	89,100.00	145,000.00	47,200.00
Association/Membership Fees	502.25	800.00	800.00	800.00	
Cleaning Supplies		1,500.00	400.00	1,200.00	(300.00)
Library Collection		2,000.00	2,000.00	3,000.00	1,000.00
Comm and Public Relations	4,402.14	6,000.00	4,000.00	5,000.00	(1,000.00)
Contract Services	1,152.45		1,200.00	1,200.00	1,200.00
Cost of of Goods Sold	428.51	5,000.00	4,500.00	5,000.00	
Equipment - Purchase	3,400.60	2,000.00	1,000.00	2,000.00	
Equipment - Rental		1,500.00			(1,500.00)
Grants and Sponsorship Expense		500.00	500.00	500.00	
Hospitality Expense	407.10	500.00	400.00	500.00	
Insurance - Contract		1,480.00	1,480.00	1,480.00	
Office Supplies	3,181.86	3,500.00	3,500.00	3,500.00	
Postage & Courier	3,755.54	2,300.00	2,300.00	2,350.00	50.00
Program Supplies	7,919.87	14,500.00	14,500.00	14,400.00	(100.00)
Protective & Uniform Clothing	342.63	700.00	100.00	500.00	(200.00)
R&M Grounds		1,000.00	2,080.00	1,000.00	
R&M Consumables and Parts	2,349.96	10,000.00	10,670.00	10,600.00	600.00
Staff Training & Development	944.80	4,100.00	3,000.00	13,100.00	9,000.00
Subscriptions and Publications	1,313.80	500.00	500.00	500.00	
Telephone/Internet	3,157.79	3,000.00	3,000.00	3,500.00	500.00
Travel	161.50	800.00	200.00	2,600.00	1,800.00

**City of Port Colborne
Museum
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Total Expense	353,195.79	498,580.00	545,230.00	728,130.00	229,550.00
Surplus/(Deficit) Before Allocation	(237,805.79)	(420,187.00)	(448,612.00)	(650,730.00)	(230,543.00)
Allocations: Within Departments	(28,600.00)	(240,600.00)	(240,600.00)	(334,213.00)	(93,613.00)
Allocation: Between Departments		51,644.07	34,650.30	128,434.32	76,790.25
Allocation: SSE	35,587.82				
Surplus/(Deficit) After Allocations	(244,793.61)	(231,231.07)	(242,662.30)	(444,951.32)	(213,720.25)
Transfer Between Funds	27,306.25				
Total Transfers	27,306.25				
Surplus / (Deficit)	(272,099.86)	(231,231.07)	(242,662.30)	(444,951.32)	(213,720.25)

City of Port Colborne
Roselawn
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Donations		\$8,000.00	\$2,500.00	\$3,000.00	(\$5,000.00)
Fundraising			5,000.00	6,000.00	6,000.00
Rentals		2,000.00	1,100.00	20,000.00	18,000.00
Other Revenue	1,468.38		1,000.00	1,000.00	1,000.00
Grants - Other		10,000.00	10,000.00	5,000.00	(5,000.00)
Total Revenue	1,468.38	20,000.00	19,600.00	35,000.00	15,000.00
Expense					
Honourariums		200.00	200.00	400.00	200.00
Cleaning Supplies	43.76	2,000.00	1,000.00	500.00	(1,500.00)
Comm and Public Relations	152.64	700.00	700.00	800.00	100.00
Contract Services	1,780.29	5,000.00	5,000.00	12,000.00	7,000.00
Equipment - Purchase	182.81	3,000.00	3,000.00	3,000.00	
Grants and Sponsorship Expense		500.00	500.00	500.00	
Hospitality Expense		500.00	500.00	500.00	
Insurance - Contract		4,663.00	4,663.00	4,663.00	
Office Supplies		600.00	900.00	3,000.00	2,400.00
Postage & Courier		140.00	120.00	300.00	160.00
Program Supplies		5,500.00	120.00	8,000.00	2,500.00
R&M Consumables and Parts	116.93		15,000.00	15,000.00	15,000.00
Subscriptions and Publications		200.00	200.00	200.00	
Telephone/Internet	1,987.76	1,825.00	1,825.00	2,000.00	175.00
Travel		200.00	50.00	300.00	100.00
Total Expense	4,264.19	25,028.00	33,778.00	51,163.00	26,135.00
Surplus/(Deficit) Before Allocation	(2,795.81)	(5,028.00)	(14,178.00)	(16,163.00)	(11,135.00)
Allocations: Within Departments		219,600.00	219,600.00	308,585.70	88,985.70
Allocation: Between Departments		93,099.99	134,439.52	182,859.65	89,759.66
Allocation: SSE	70,108.60				
Surplus/(Deficit) After Allocations	(72,904.41)	(317,727.99)	(368,217.52)	(507,608.35)	(189,880.36)

City of Port Colborne

Roselawn

2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Surplus / (Deficit)	(72,904.41)	(317,727.99)	(368,217.52)	(507,608.35)	(189,880.36)

City of Port Colborne
Tourism
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
MAT Tax				\$45,000.00	\$45,000.00
Total Revenue				45,000.00	45,000.00
Expense					
Contract Services	1,449.80				
Total Expense	1,449.80				
Surplus/(Deficit) Before Allocation	(1,449.80)			45,000.00	45,000.00
Surplus/(Deficit) After Allocations	(1,449.80)			45,000.00	45,000.00
Transfer to/ (from) Reserves	28,550.20				
Transfer Between Funds		75,000.00	75,000.00	100,000.00	25,000.00
Total Transfers	28,550.20	75,000.00	75,000.00	100,000.00	25,000.00
Surplus / (Deficit)	(30,000.00)	(75,000.00)	(75,000.00)	(55,000.00)	20,000.00

Appendix C - Divisional Summary & Detail

Council Divisional Detail

**City of Port Colborne
Council
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
<hr/>					
Expense					
Salaries and Wages - Part Time	\$138,209.00	\$141,000.00	\$151,800.00	\$231,500.00	\$90,500.00
Employee Benefits	101,971.86	82,100.00	74,900.00	98,000.00	15,900.00
Contract Services	24,880.32	24,100.00	23,000.00	26,000.00	1,900.00
Hospitality Expense	4,276.23	7,300.00	7,300.00	7,300.00	
Office Supplies	5,219.04	3,600.00	3,600.00	3,600.00	
Postage & Courier	748.95	1,000.00		1,000.00	
Staff Training & Development	3,429.32	32,100.00	16,000.00	17,400.00	(14,700.00)
Telephone/Internet	745.52	3,000.00	2,800.00	2,800.00	(200.00)
Travel	105.73	6,420.00	4,000.00	23,200.00	16,780.00
Total Expense	279,585.97	300,620.00	283,400.00	410,800.00	110,180.00
Surplus/(Deficit) Before Allocation	(279,585.97)	(300,620.00)	(283,400.00)	(410,800.00)	(110,180.00)
Allocation: Between Departments		62,377.00	51,258.62	54,087.76	(8,289.24)
Surplus/(Deficit) After Allocations	(279,585.97)	(362,997.00)	(334,658.62)	(464,887.76)	(101,890.76)
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Surplus / (Deficit)	(279,585.97)	(362,997.00)	(334,658.62)	(464,887.76)	(101,890.76)

Appendix C - Divisional Summary & Detail

Chief Administrative Officer Divisional Summary

CITY OF PORT COLBORNE
2023 Budget - Chief Administrative Officer (CAO) Divisional Summary

	<u>CAO</u>	<u>Economic Development</u>	<u>Marketing & Communications</u>	<u>Total 2023 CAO Division Budget</u>
Revenue				
Other Revenue		\$15,000		\$15,000
Grants - Other		5,000		5,000
Total Revenue		20,000		20,000
Expense				
Salaries and Wages - Full Time	298,700	296,700	163,100	758,500
Salaries and Wages - Students		21,600	21,600	43,200
Employee Benefits	74,500	88,700	51,000	214,200
Association/Membership Fees	2,900	13,000	1,400	17,300
Comm and Public Relations		22,000	51,400	73,400
Hospitality Expense	2,500	2,500	400	5,400
Office Supplies	1,000	2,500	200	3,700
Postage & Courier	200	100	100	400
Staff Training & Development	6,000	8,600	3,700	18,300
SME - Consultants	30,000	50,000		80,000
Subscriptions and Publications			6,000	6,000
Telephone/Internet	1,200	5,000	2,800	9,000
Travel	6,000	1,700	3,700	11,400
Total Expense	423,000	512,400	305,400	1,240,800
Surplus/(Deficit) Before Allocation	(423,000)	(492,400)	(305,400)	(1,220,800)
Allocation:Between Departments	18,027	18,027		36,053
Surplus/(Deficit) After Allocations	(441,027)	(510,427)	(305,400)	(1,256,853)
Transfer Between Funds		(55,000)		(55,000)
Total Transfers		(55,000)		(55,000)
Surplus / (Deficit)	(441,027)	(455,427)	(305,400)	(1,201,853)

**City of Port Colborne
Chief Administrator's Office
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Other Revenue	\$7,500.00		\$60,000.00	\$15,000.00	\$15,000.00
Fees			2,105.00		
Grants - Other	24,490.00	5,000.00		5,000.00	
Grant - Provincial	18,862.00		57,625.00		
Total Revenue	50,852.00	5,000.00	119,730.00	20,000.00	15,000.00
Expense					
Salaries and Wages - Full Time	682,726.66	748,500.00	773,700.00	758,500.00	10,000.00
Salaries and Wages - Part Time	81,511.05		62,400.00		
Salaries and Wages - Students	32,734.60	36,200.00	74,600.00	43,200.00	7,000.00
Overtime Pay	9,619.05		10,000.00		
Employee Benefits	240,270.74	235,800.00	250,800.00	214,200.00	(21,600.00)
Association/Membership Fees	19,439.53	14,300.00	15,300.00	17,300.00	3,000.00
Comm and Public Relations	52,811.83	61,400.00	86,400.00	73,400.00	12,000.00
Computer Software	457.11		1,810.00		
Contract Services	3,610.56				
Grants and Sponsorship Expense	3,990.00				
Hospitality Expense	1,470.04	1,700.00	4,400.00	5,400.00	3,700.00
Office Supplies	2,237.08	6,700.00	2,700.00	3,700.00	(3,000.00)
Postage & Courier	4.58	300.00	225.00	400.00	100.00
Program Supplies	1,281.89		5,400.00		
Staff Training & Development	4,935.71	19,600.00	10,000.00	18,300.00	(1,300.00)
SME - Consultants	73,848.46	60,000.00	65,000.00	80,000.00	20,000.00
Subscriptions and Publications	4,182.39	1,500.00	6,000.00	6,000.00	4,500.00
Telephone/Internet	7,930.12	5,034.00	7,600.00	9,000.00	3,966.00
Travel		3,900.00	5,800.00	11,400.00	7,500.00
Total Expense	1,223,061.40	1,194,934.00	1,382,135.00	1,240,800.00	45,866.00
Surplus/(Deficit) Before Allocation	(1,172,209.40)	(1,189,934.00)	(1,262,405.00)	(1,220,800.00)	(30,866.00)
Allocation:Between Departments	12,753.17	32,728.42	15,217.28	36,053.10	3,324.68
Allocation:SSE	(20,000.00)	(17,700.00)	(3,400.00)		17,700.00
Surplus/(Deficit) After Allocations	(1,164,962.57)	(1,204,962.42)	(1,274,222.28)	(1,256,853.10)	(51,890.68)

**City of Port Colborne
Chief Administrator's Office
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Transfer Between Funds		(45,000.00)	(45,000.00)	(55,000.00)	(10,000.00)
Total Transfers		(45,000.00)	(45,000.00)	(55,000.00)	(10,000.00)
Surplus / (Deficit)	(1,164,962.57)	(1,159,962.42)	(1,229,222.28)	(1,201,853.10)	(41,890.68)

Appendix C - Divisional Summary & Detail

Chief Administrative Officer Divisional Detail

**City of Port Colborne
CAO**

2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Salaries and Wages - Full Time	\$382,341.47	\$283,900.00	\$293,300.00	\$298,700.00	\$14,800.00
Salaries and Wages - Part Time	32,356.52		5,900.00		
Overtime Pay	2,831.74		1,800.00		
Employee Benefits	122,051.73	76,800.00	78,400.00	74,500.00	(2,300.00)
Association/Membership Fees	2,651.28	2,900.00	2,900.00	2,900.00	
Hospitality Expense	1,084.29	500.00	2,500.00	2,500.00	2,000.00
Office Supplies	894.57	1,500.00	1,000.00	1,000.00	(500.00)
Postage & Courier			200.00	200.00	200.00
Staff Training & Development	2,300.12	7,100.00	5,000.00	6,000.00	(1,100.00)
SME - Consultants	17,673.25	30,000.00	20,000.00	30,000.00	
Telephone/Internet	669.03	620.00	1,300.00	1,200.00	580.00
Travel		1,400.00	4,000.00	6,000.00	4,600.00
Total Expense	564,854.00	404,720.00	416,300.00	423,000.00	18,280.00
Surplus/(Deficit) Before Allocation	(564,854.00)	(404,720.00)	(416,300.00)	(423,000.00)	(18,280.00)
Allocation:Between Departments	(20,917.40)	20,789.21	7,383.64	18,026.55	(2,762.66)
Surplus/(Deficit) After Allocations	(543,936.60)	(425,509.21)	(423,683.64)	(441,026.55)	(15,517.34)
Surplus / (Deficit)	(543,936.60)	(425,509.21)	(423,683.64)	(441,026.55)	(15,517.34)

**City of Port Colborne
Economic Development
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Other Revenue	\$7,500.00		\$60,000.00	\$15,000.00	\$15,000.00
Fees			2,105.00		
Grants - Other	24,490.00	5,000.00		5,000.00	
Grant - Provincial	18,862.00		57,625.00		
Total Revenue	50,852.00	5,000.00	119,730.00	20,000.00	15,000.00
Expense					
Salaries and Wages - Full Time	204,315.86	325,200.00	330,100.00	296,700.00	(28,500.00)
Salaries and Wages - Part Time	11.36		56,400.00		
Salaries and Wages - Students	23,953.26	18,100.00	54,300.00	21,600.00	3,500.00
Overtime Pay			5,000.00		
Employee Benefits	73,508.28	109,600.00	126,300.00	88,700.00	(20,900.00)
Association/Membership Fees	16,413.15	10,000.00	11,000.00	13,000.00	3,000.00
Comm and Public Relations		10,000.00	35,000.00	22,000.00	12,000.00
Computer Software	457.11		1,810.00		
Grants and Sponsorship Expense	3,990.00				
Hospitality Expense	385.75	1,000.00	1,500.00	2,500.00	1,500.00
Office Supplies	1,076.54	5,000.00	1,500.00	2,500.00	(2,500.00)
Postage & Courier	4.58	200.00	25.00	100.00	(100.00)
Program Supplies	1,281.89		5,400.00		
Staff Training & Development	2,635.59	8,600.00	5,000.00	8,600.00	
SME - Consultants	56,175.21	30,000.00	45,000.00	50,000.00	20,000.00
Telephone/Internet	5,580.73	2,582.00	5,000.00	5,000.00	2,418.00
Travel		1,700.00	1,500.00	1,700.00	
Total Expense	389,789.31	521,982.00	684,835.00	512,400.00	(9,582.00)
Surplus/(Deficit) Before Allocation	(338,937.31)	(516,982.00)	(565,105.00)	(492,400.00)	24,582.00
Allocation:Between Departments	35,506.42	11,939.21	8,233.64	18,026.55	6,087.34
Allocation:SSE	(20,000.00)	(17,700.00)	(3,400.00)		17,700.00
Surplus/(Deficit) After Allocations	(354,443.73)	(511,221.21)	(569,938.64)	(510,426.55)	794.66
Transfer Between Funds		(45,000.00)	(45,000.00)	(55,000.00)	(10,000.00)

**City of Port Colborne
Economic Development
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Total Transfers		(45,000.00)	(45,000.00)	(55,000.00)	(10,000.00)
Surplus / (Deficit)	(354,443.73)	(466,221.21)	(524,938.64)	(455,426.55)	10,794.66

**City of Port Colborne
Marketing and Communication
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Salaries and Wages - Full Time	\$96,069.33	\$139,400.00	\$150,300.00	\$163,100.00	\$23,700.00
Salaries and Wages - Part Time	49,143.17		100.00		
Salaries and Wages - Students	8,781.34	18,100.00	20,300.00	21,600.00	3,500.00
Overtime Pay	6,787.31		3,200.00		
Employee Benefits	44,710.73	49,400.00	46,100.00	51,000.00	1,600.00
Association/Membership Fees	375.10	1,400.00	1,400.00	1,400.00	
Comm and Public Relations	52,811.83	51,400.00	51,400.00	51,400.00	
Contract Services	3,610.56				
Hospitality Expense		200.00	400.00	400.00	200.00
Office Supplies	265.97	200.00	200.00	200.00	
Postage & Courier		100.00		100.00	
Staff Training & Development		3,900.00		3,700.00	(200.00)
Subscriptions and Publications	4,182.39	1,500.00	6,000.00	6,000.00	4,500.00
Telephone/Internet	1,680.36	1,832.00	1,300.00	2,800.00	968.00
Travel		800.00	300.00	3,700.00	2,900.00
Total Expense	268,418.09	268,232.00	281,000.00	305,400.00	37,168.00
Surplus/(Deficit) Before Allocation	(268,418.09)	(268,232.00)	(281,000.00)	(305,400.00)	(37,168.00)
Allocation:Between Departments	(1,835.85)		(400.00)		
Surplus/(Deficit) After Allocations	(266,582.24)	(268,232.00)	(280,600.00)	(305,400.00)	(37,168.00)
Surplus / (Deficit)	(266,582.24)	(268,232.00)	(280,600.00)	(305,400.00)	(37,168.00)

Appendix C - Divisional Summary & Detail

Corporate Services & Recreation Divisional Summary

CITY OF PORT COLBORNE
2023 Budget - Corporate Services Divisional Summary

	Community Sports and Recreation (VHWC)	Corporate Services Global	Customer Service	Events	Financial Services	Human Resources	Information Technology	Total 2023 Corporate Services Budget
Revenue								
Advertising and Sponsorship	\$18,000							\$18,000
Lease Income	24,000							24,000
Licences and Permits					26,000			26,000
Rentals	504,000							504,000
Fees	35,000				30,000			65,000
Total Revenue	581,000				56,000			637,000
Expense								
Salaries and Wages - Full Time	605,800	168,200	244,800	100,100	693,700	388,800	355,700	2,557,100
Salaries and Wages - Part Time	35,900							35,900
Salaries and Wages - Students			13,800	52,400	13,800	13,800	13,800	107,600
Overtime Pay	20,000		3,000	3,500	3,300		4,200	34,000
Employee Benefits	226,400	40,700	97,000	41,300	234,700	111,700	116,800	868,600
Association/Membership Fees	1,000	1,340			4,750	4,800	1,000	12,890
Cleaning Supplies	12,000							12,000
Comm and Public Relations	500							500
Contract Services	352,700	10,000						362,700
Equipment - Purchase	10,000							10,000
Hospitality Expense		3,500						3,500
Office Supplies	1,200	26,100						27,300
Postage & Courier		700			48,000			48,700
Program Supplies	10,000							10,000
Protective & Uniform Clothing	2,400							2,400
R&M Grounds	10,000							10,000
Staff Training & Development	12,900	2,600	3,900	2,300	10,700	16,200	7,400	56,000
SME - Audit and Actuary					85,000			85,000
SME - Consultants		30,000					21,000	51,000
Subscriptions and Publications			500		500	2,000	500	3,500
Telephone/Internet	1,170	910	670	590	900	1,570	2,920	8,730
Travel	6,500	4,300	3,900	2,300	10,700	6,100	7,400	41,200
Total Expense	1,308,470	288,350	367,570	202,490	1,106,050	544,970	530,720	4,348,620
Surplus/(Deficit) Before Allocation	(727,470)	(288,350)	(367,570)	(202,490)	(1,050,050)	(544,970)	(530,720)	(3,711,620)
Allocations: Within Departments	82,072	(196,874)	(1,717)	9,896	54,053	26,633	25,937	
Allocation: Between Departments	1,203,940		18,027	(212,386)	18,027	18,027	18,027	1,063,660

CITY OF PORT COLBORNE
2023 Budget - Corporate Services Divisional Summary

	Community Sports and Recreation (VHWC)	Corporate Services Global	Customer Service	Events	Financial Services	Human Resources	Information Technology	Total 2023 Corporate Services Budget
Allocation:SSE		(91,476)	(35,856)					(127,332)
Surplus/(Deficit) After Allocations	(2,013,482)		(348,024)		(1,122,130)	(589,630)	(574,683)	(4,647,948)
Transfer Between Funds			(74,053)		(219,048)	(108,626)	(102,519)	(504,246)
Total Transfers			(74,053)		(219,048)	(108,626)	(102,519)	(504,246)
Surplus / (Deficit)	(2,013,482)		(273,971)		(903,082)	(481,003)	(472,164)	(4,143,702)

City of Port Colborne
Corporate Services
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship	\$15,000.00	\$35,000.00	\$6,000.00	\$18,000.00	(\$17,000.00)
Lease Income		18,700.00	9,000.00	24,000.00	5,300.00
Licences and Permits	21,840.00	20,000.00	29,000.00	26,000.00	6,000.00
Rentals	229,519.16	504,000.00	370,000.00	504,000.00	
Other Revenue	1,186.04		430.00		
Fees	11,714.94	65,000.00	42,000.00	65,000.00	
Total Revenue	279,260.14	642,700.00	456,430.00	637,000.00	(5,700.00)
Expense					
Salaries and Wages - Full Time	1,910,879.38	2,158,400.00	2,223,911.00	2,557,100.00	398,700.00
Salaries and Wages - Part Time	178,529.71	102,600.00	160,000.00	35,900.00	(66,700.00)
Salaries and Wages - Students	13,144.98	110,000.00	33,300.00	107,600.00	(2,400.00)
Overtime Pay	39,565.20	43,500.00	107,000.00	34,000.00	(9,500.00)
Employee Benefits	721,724.42	797,700.00	759,900.00	868,600.00	70,900.00
Association/Membership Fees	9,149.73	14,400.00	10,900.00	12,890.00	(1,510.00)
Cleaning Supplies	10,094.75	22,000.00	12,000.00	12,000.00	(10,000.00)
Comm and Public Relations	50.00			500.00	500.00
Contract Services	298,612.30	395,000.00	395,000.00	362,700.00	(32,300.00)
Equipment - Purchase	4,893.09	8,500.00	8,500.00	10,000.00	1,500.00
Equipment - Rental		5,000.00	800.00		(5,000.00)
Hospitality Expense	1,421.16	3,500.00	3,500.00	3,500.00	
Office Supplies	34,512.98	26,700.00	27,300.00	27,300.00	600.00
Postage & Courier	36,711.39	48,700.00	48,400.00	48,700.00	
Program Supplies	3,768.90	4,000.00	8,000.00	10,000.00	6,000.00
Protective & Uniform Clothing	1,220.55	1,400.00	2,400.00	2,400.00	1,000.00
R&M Grounds	23,085.45	24,000.00	10,000.00	10,000.00	(14,000.00)
R&M Consumables and Parts	286.65				
Staff Training & Development	15,840.29	59,200.00	51,400.00	56,000.00	(3,200.00)
SME - Audit and Actuary	79,109.35	85,000.00	85,000.00	85,000.00	
SME - Consultants	36,339.15	30,000.00	30,000.00	51,000.00	21,000.00
Subscriptions and Publications	1,202.75	3,500.00	2,500.00	3,500.00	
Telephone/Internet	14,213.84	8,911.00	9,380.00	8,730.00	(181.00)
Travel	588.91	11,600.00	26,700.00	41,200.00	29,600.00
Total Expense	3,434,944.93	3,963,611.00	4,015,891.00	4,348,620.00	385,009.00
Surplus/(Deficit) Before Allocation	(3,155,684.79)	(3,320,911.00)	(3,559,461.00)	(3,711,620.00)	(390,709.00)

City of Port Colborne
Corporate Services
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Allocation:Between Departments	(626,345.67)	1,328,164.90	850,861.21	1,063,660.03	(264,504.87)
Allocation:SSE	(99,302.65)	(241,500.00)	(223,216.51)	(127,331.61)	114,168.39
Surplus/(Deficit) After Allocations	(2,430,036.47)	(4,407,575.90)	(4,187,105.70)	(4,647,948.42)	(240,372.52)
Transfer to/ (from) Reserves	(33,400.00)	(74,600.00)	(74,600.00)		74,600.00
Transfer Between Funds		(526,543.83)	(477,392.32)	(504,245.99)	22,297.84
Total Transfers	(33,400.00)	(601,143.83)	(551,992.32)	(504,245.99)	96,897.84
Surplus / (Deficit)	(2,396,636.47)	(3,806,432.07)	(3,635,113.38)	(4,143,702.43)	(337,270.36)

Appendix C - Divisional Summary & Detail

Corporate Services & Recreation Divisional Detail

City of Port Colborne
Comm Sports and Recreation (VHWC)
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship	\$15,000.00	\$35,000.00	\$6,000.00	\$18,000.00	(\$17,000.00)
Lease Income		18,700.00	9,000.00	24,000.00	5,300.00
Rentals	229,519.16	504,000.00	370,000.00	504,000.00	
Other Revenue	1,043.10		430.00		
Fees	7,190.94	35,000.00	18,000.00	35,000.00	
Total Revenue	252,753.20	592,700.00	403,430.00	581,000.00	(11,700.00)
Expense					
Salaries and Wages - Full Time	504,206.75	516,900.00	550,000.00	605,800.00	88,900.00
Salaries and Wages - Part Time	17,777.33	34,200.00	59,400.00	35,900.00	1,700.00
Overtime Pay	12,785.76		62,000.00	20,000.00	20,000.00
Employee Benefits	198,994.02	202,500.00	197,200.00	226,400.00	23,900.00
Association/Membership Fees	918.25		800.00	1,000.00	1,000.00
Cleaning Supplies	10,094.75	22,000.00	12,000.00	12,000.00	(10,000.00)
Comm and Public Relations	50.00			500.00	500.00
Contract Services	298,612.30	385,000.00	385,000.00	352,700.00	(32,300.00)
Equipment - Purchase	4,893.09	8,500.00	8,500.00	10,000.00	1,500.00
Equipment - Rental		5,000.00	800.00		(5,000.00)
Office Supplies	259.97	600.00	1,200.00	1,200.00	600.00
Postage & Courier	6.51				
Program Supplies	3,768.90	4,000.00	8,000.00	10,000.00	6,000.00
Protective & Uniform Clothing	1,220.55	1,400.00	2,400.00	2,400.00	1,000.00
R&M Grounds	23,085.45	24,000.00	10,000.00	10,000.00	(14,000.00)
R&M Consumables and Parts	286.65				
Staff Training & Development	4,716.06	13,800.00	10,000.00	12,900.00	(900.00)
Telephone/Internet	7,922.27	1,200.00	2,600.00	1,170.00	(30.00)
Travel	588.91	2,800.00	6,000.00	6,500.00	3,700.00
Total Expense	1,090,187.52	1,221,900.00	1,315,900.00	1,308,470.00	86,570.00
Surplus/(Deficit) Before Allocation	(837,434.32)	(629,200.00)	(912,470.00)	(727,470.00)	(98,270.00)
Allocations: Within Departments	58,177.26	129,700.00	121,702.53	82,071.92	(47,628.08)
Allocation:Between Departments	(385,475.15)	1,371,419.09	940,826.65	1,203,939.64	(167,479.45)
Allocation:SSE		(27,700.00)	(92,200.00)		27,700.00

City of Port Colborne
Comm Sports and Recreation (VHWC)
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Surplus/(Deficit) After Allocations	(510,136.43)	(2,102,619.09)	(1,882,799.18)	(2,013,481.56)	89,137.53
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Surplus / (Deficit)	(510,136.43)	(2,102,619.09)	(1,882,799.18)	(2,013,481.56)	89,137.53

City of Port Colborne
Corporate Services - Global
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Salaries and Wages - Full Time	\$165,514.23	\$160,500.00	\$162,200.00	\$168,200.00	\$7,700.00
Overtime Pay		43,500.00			(43,500.00)
Employee Benefits	50,652.82	41,900.00	41,500.00	40,700.00	(1,200.00)
Association/Membership Fees	997.25	2,400.00	1,300.00	1,340.00	(1,060.00)
Contract Services		10,000.00	10,000.00	10,000.00	
Hospitality Expense	1,421.16	3,500.00	3,500.00	3,500.00	
Office Supplies	34,253.01	26,100.00	26,100.00	26,100.00	
Postage & Courier	200.93	700.00	400.00	700.00	
Staff Training & Development	206.54	4,000.00	1,000.00	2,600.00	(1,400.00)
SME - Consultants	33,225.29	30,000.00	30,000.00	30,000.00	
Telephone/Internet	878.49	600.00	1,400.00	910.00	310.00
Travel		800.00	3,000.00	4,300.00	3,500.00
Total Expense	287,349.72	324,000.00	280,400.00	288,350.00	(35,650.00)
Surplus/(Deficit) Before Allocation	(287,349.72)	(324,000.00)	(280,400.00)	(288,350.00)	35,650.00
Allocations: Within Departments	(178,798.39)	(215,500.00)	(189,908.49)	(196,873.99)	18,626.01
Allocation: Between Departments	(9,248.68)		(1,800.00)		
Allocation: SSE	(99,302.65)	(108,500.00)	(88,691.51)	(91,476.01)	17,023.99

**City of Port Colborne
Customer Service
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Salaries and Wages - Full Time	\$137,641.12	\$273,200.00	\$279,000.00	\$244,800.00	(\$28,400.00)
Salaries and Wages - Part Time	105,461.13				
Salaries and Wages - Students	7,923.40	43,100.00	8,500.00	13,800.00	(29,300.00)
Overtime Pay	1,689.26		9,000.00	3,000.00	3,000.00
Employee Benefits	69,995.54	119,400.00	102,000.00	97,000.00	(22,400.00)
Association/Membership Fees		1,200.00			(1,200.00)
Staff Training & Development	642.93	7,900.00	3,000.00	3,900.00	(4,000.00)
Subscriptions and Publications		500.00		500.00	
Telephone/Internet	595.78	600.00	660.00	670.00	70.00
Travel		1,600.00	1,600.00	3,900.00	2,300.00
Total Expense	323,949.16	447,500.00	403,760.00	367,570.00	(79,930.00)
Surplus/(Deficit) Before Allocation	(323,949.16)	(447,500.00)	(403,760.00)	(367,570.00)	79,930.00
Allocations: Within Departments	18,847.41	(7,330.00)	(11,008.73)	(1,716.71)	5,613.29
Allocation: Between Departments	(66,000.00)	20,789.21	4,083.64	18,026.55	(2,762.66)
Allocation: SSE		(105,300.00)	(42,325.00)	(35,855.60)	69,444.40
Surplus/(Deficit) After Allocations	(276,796.57)	(355,659.21)	(354,509.91)	(348,024.24)	7,634.97
Transfer Between Funds		(77,328.08)	(70,109.70)	(74,053.42)	3,274.66
Total Transfers		(77,328.08)	(70,109.70)	(74,053.42)	3,274.66
Surplus / (Deficit)	(276,796.57)	(278,331.13)	(284,400.21)	(273,970.82)	4,360.31

City of Port Colborne

Events

2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Salaries and Wages - Full Time	\$50,166.90	\$63,700.00	\$95,700.00	\$100,100.00	\$36,400.00
Salaries and Wages - Students	5,221.58	45,300.00	14,700.00	52,400.00	7,100.00
Overtime Pay	1,414.16		4,000.00	3,500.00	3,500.00
Employee Benefits	17,505.10	34,600.00	32,100.00	41,300.00	6,700.00
Staff Training & Development	101.76	2,700.00	1,000.00	2,300.00	(400.00)
Telephone/Internet		611.00	600.00	590.00	(21.00)
Travel		500.00	2,000.00	2,300.00	1,800.00
Total Expense	74,409.50	147,411.00	150,100.00	202,490.00	55,079.00
Surplus/(Deficit) Before Allocation	(74,409.50)	(147,411.00)	(150,100.00)	(202,490.00)	(55,079.00)
Allocations: Within Departments	5,250.00	(21,000.00)	(21,000.00)	9,895.81	30,895.81
Allocation:Between Departments	(79,659.50)	(126,411.00)	(129,100.00)	(212,385.81)	(85,974.81)

City of Port Colborne
Financial Services
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Licences and Permits	\$21,840.00	\$20,000.00	\$29,000.00	\$26,000.00	\$6,000.00
Other Revenue	142.94				
Fees	4,524.00	30,000.00	24,000.00	30,000.00	
Total Revenue	26,506.94	50,000.00	53,000.00	56,000.00	6,000.00
Expense					
Salaries and Wages - Full Time	541,573.83	549,200.00	516,011.00	693,700.00	144,500.00
Salaries and Wages - Part Time	52,770.65	68,400.00	78,000.00		(68,400.00)
Salaries and Wages - Students				13,800.00	13,800.00
Overtime Pay	18,947.09		23,000.00	3,300.00	3,300.00
Employee Benefits	201,318.47	203,500.00	190,000.00	234,700.00	31,200.00
Association/Membership Fees	2,772.50	3,600.00	3,000.00	4,750.00	1,150.00
Postage & Courier	36,503.95	48,000.00	48,000.00	48,000.00	
Staff Training & Development	2,111.50	15,400.00	15,400.00	10,700.00	(4,700.00)
SME - Audit and Actuary	79,109.35	85,000.00	85,000.00	85,000.00	
Subscriptions and Publications		1,000.00		500.00	(500.00)
Telephone/Internet	1,170.15	2,400.00	960.00	900.00	(1,500.00)
Travel		3,100.00	3,100.00	10,700.00	7,600.00
Total Expense	936,277.49	979,600.00	962,471.00	1,106,050.00	126,450.00
Surplus/(Deficit) Before Allocation	(909,770.55)	(929,600.00)	(909,471.00)	(1,050,050.00)	(120,450.00)
Allocations: Within Departments	54,472.76	57,630.00	51,697.55	54,053.35	(3,576.65)
Allocation: Between Departments	(1,054.58)	20,789.18	17,083.64	18,026.55	(2,762.63)
Surplus/(Deficit) After Allocations	(963,188.73)	(1,008,019.18)	(978,252.19)	(1,122,129.90)	(114,110.72)
Transfer to/ (from) Reserves	(33,400.00)	(74,600.00)	(74,600.00)		74,600.00
Transfer Between Funds		(228,733.93)	(207,382.21)	(219,047.62)	9,686.31
Total Transfers	(33,400.00)	(303,333.93)	(281,982.21)	(219,047.62)	84,286.31
Surplus / (Deficit)	(929,788.73)	(704,685.25)	(696,269.98)	(903,082.28)	(198,397.03)

City of Port Colborne
Human Resources
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Salaries and Wages - Full Time	\$328,001.85	\$346,700.00	\$330,000.00	\$388,800.00	\$42,100.00
Salaries and Wages - Part Time			22,600.00		
Salaries and Wages - Students		12,600.00	8,900.00	13,800.00	1,200.00
Overtime Pay	82.94				
Employee Benefits	114,047.43	112,600.00	104,200.00	111,700.00	(900.00)
Association/Membership Fees	4,461.73	4,800.00	4,800.00	4,800.00	
Staff Training & Development	8,061.50	9,000.00	15,000.00	16,200.00	7,200.00
SME - Consultants	3,113.86				
Subscriptions and Publications	828.27	1,500.00	2,500.00	2,000.00	500.00
Telephone/Internet	1,652.70	1,600.00	1,160.00	1,570.00	(30.00)
Travel		1,800.00	6,000.00	6,100.00	4,300.00
Total Expense	460,250.28	490,600.00	495,160.00	544,970.00	54,370.00
Surplus/(Deficit) Before Allocation	(460,250.28)	(490,600.00)	(495,160.00)	(544,970.00)	(54,370.00)
Allocations: Within Departments	26,777.43	29,800.00	26,596.71	26,633.02	(3,166.98)
Allocation: Between Departments	(48,707.66)	20,789.21	4,983.64	18,026.55	(2,762.66)
Surplus/(Deficit) After Allocations	(438,320.05)	(541,189.21)	(526,740.35)	(589,629.57)	(48,440.36)
Transfer Between Funds		(113,429.69)	(102,841.33)	(108,626.22)	4,803.47
Total Transfers		(113,429.69)	(102,841.33)	(108,626.22)	4,803.47
Surplus / (Deficit)	(438,320.05)	(427,759.52)	(423,899.02)	(481,003.35)	(53,243.83)

**City of Port Colborne
Information Technology
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Salaries and Wages - Full Time	\$183,774.70	\$248,200.00	\$291,000.00	\$355,700.00	\$107,500.00
Salaries and Wages - Part Time	2,520.60				
Salaries and Wages - Students		9,000.00	1,200.00	13,800.00	4,800.00
Overtime Pay	4,645.99		9,000.00	4,200.00	4,200.00
Employee Benefits	69,211.04	83,200.00	92,900.00	116,800.00	33,600.00
Association/Membership Fees		2,400.00	1,000.00	1,000.00	(1,400.00)
Staff Training & Development		6,400.00	6,000.00	7,400.00	1,000.00
SME - Consultants				21,000.00	21,000.00
Subscriptions and Publications	374.48	500.00		500.00	
Telephone/Internet	1,994.45	1,900.00	2,000.00	2,920.00	1,020.00
Travel		1,000.00	5,000.00	7,400.00	6,400.00
Total Expense	262,521.26	352,600.00	408,100.00	530,720.00	178,120.00
Surplus/(Deficit) Before Allocation	(262,521.26)	(352,600.00)	(408,100.00)	(530,720.00)	(178,120.00)
Allocations: Within Departments	15,273.53	26,700.00	21,920.43	25,936.60	(763.40)
Allocation:Between Departments	(36,200.10)	20,789.21	14,783.64	18,026.55	(2,762.66)
Surplus/(Deficit) After Allocations	(241,594.69)	(400,089.21)	(444,804.07)	(574,683.15)	(174,593.94)
Transfer Between Funds		(107,052.13)	(97,059.08)	(102,518.73)	4,533.40
Total Transfers		(107,052.13)	(97,059.08)	(102,518.73)	4,533.40
Surplus / (Deficit)	(241,594.69)	(293,037.08)	(347,744.99)	(472,164.42)	(179,127.34)

Appendix C - Divisional Summary & Detail

Legislative Services Divisional Summary

CITY OF PORT COLBORNE
2023 Budget - Legislative Services Divisional Summary

	Clerks	Planning & Development	Planning Global	Total 2023 Legislative Services Budget
Revenue				
Licences and Permits	\$32,000			\$32,000
Fees	2,500	215,000		217,500
Total Revenue	34,500	215,000		249,500
Expense				
Salaries and Wages - Full Time	194,400	399,500	140,400	734,300
Salaries and Wages - Students		13,800		13,800
Overtime Pay	1,000	8,300		9,300
Honourariums		6,000		6,000
Employee Benefits	68,600	125,600	35,900	230,100
Association/Membership Fees	1,250	4,000	1,200	6,450
Comm and Public Relations		2,500	1,000	3,500
Contract Services			7,500	7,500
Equipment - Purchase		150		150
Hospitality Expense			1,400	1,400
Office Supplies			6,500	6,500
Postage & Courier	100	100	100	300
Staff Training & Development	5,100	8,800	2,100	16,000
SME - Consultants		20,000		20,000
Subscriptions and Publications	1,000	300		1,300
Telephone/Internet	1,200	1,500	250	2,950
Travel	2,600	2,200	2,100	6,900
Total Expense	275,250	592,750	198,450	1,066,450
Surplus/(Deficit) Before Allocation	(240,750)	(377,750)	(198,450)	(816,950)
Allocations: Within Departments	41,444	89,250	(130,694)	
Allocation: Between Departments	18,027	18,027		36,053
Allocation: SSE			(67,756)	(67,756)
Surplus/(Deficit) After Allocations	(300,221)	(485,026)		(785,247)
Surplus / (Deficit)	(300,221)	(485,026)		(785,247)

City of Port Colborne
Legislative Services
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Licences and Permits	\$27,973.63	\$30,000.00	\$32,000.00	\$32,000.00	\$2,000.00
Fees	146,853.10	190,950.00	152,800.00	217,500.00	26,550.00
Total Revenue	174,826.73	220,950.00	184,800.00	249,500.00	28,550.00
Expense					
Salaries and Wages - Full Time	653,811.35	681,900.00	580,900.00	734,300.00	52,400.00
Salaries and Wages - Part Time			5,300.00		
Salaries and Wages - Students	8,721.26	18,900.00	10,000.00	13,800.00	(5,100.00)
Overtime Pay	10,206.55	7,000.00	5,500.00	9,300.00	2,300.00
Honourariums				6,000.00	6,000.00
Employee Benefits	217,668.74	255,100.00	211,600.00	230,100.00	(25,000.00)
Association/Membership Fees	3,231.92	3,200.00	3,200.00	6,450.00	3,250.00
Comm and Public Relations	1,816.42	3,000.00	2,500.00	3,500.00	500.00
Contract Services	40.60	7,500.00	49,000.00	7,500.00	
Equipment - Purchase	46.80		140.00	150.00	150.00
Hospitality Expense	1,044.01	1,400.00	750.00	1,400.00	
Office Supplies	2,309.70	4,000.00	6,500.00	6,500.00	2,500.00
Postage & Courier	40.52	300.00	200.00	300.00	
Staff Training & Development	3,225.78	17,500.00	11,700.00	16,000.00	(1,500.00)
SME - Consultants	78,757.54	30,000.00	65,000.00	20,000.00	(10,000.00)
Subscriptions and Publications	333.00	800.00	1,000.00	1,300.00	500.00
Telephone/Internet	3,241.99	2,900.00	2,950.00	2,950.00	50.00
Travel		3,400.00	1,850.00	6,900.00	3,500.00
Total Expense	984,496.18	1,036,900.00	958,090.00	1,066,450.00	29,550.00
Surplus/(Deficit) Before Allocation	(809,669.45)	(815,950.00)	(773,290.00)	(816,950.00)	(1,000.00)
Allocation:Between Departments	(28,040.84)	41,578.42	28,267.28	36,053.10	(5,525.32)
Allocation:SSE	(82,217.69)	(60,600.00)	(5,057.19)	(67,756.07)	(7,156.07)
Surplus/(Deficit) After Allocations	(699,410.92)	(796,928.42)	(796,500.09)	(785,247.03)	11,681.39

City of Port Colborne
Legislative Services
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Surplus / (Deficit)	(699,410.92)	(796,928.42)	(796,500.09)	(785,247.03)	11,681.39

Appendix C - Divisional Summary & Detail

Legislative Services Divisional Detail

City of Port Colborne

Clerks

2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Licences and Permits	\$27,973.63	\$30,000.00	\$32,000.00	\$32,000.00	\$2,000.00
Fees	3,198.82	550.00	2,800.00	2,500.00	1,950.00
Total Revenue	31,172.45	30,550.00	34,800.00	34,500.00	3,950.00
Expense					
Salaries and Wages - Full Time	311,998.88	242,700.00	267,500.00	194,400.00	(48,300.00)
Overtime Pay	219.70		500.00	1,000.00	1,000.00
Employee Benefits	112,037.26	91,100.00	119,600.00	68,600.00	(22,500.00)
Association/Membership Fees	869.78	1,200.00	1,200.00	1,250.00	50.00
Postage & Courier	36.44	100.00	100.00	100.00	
Staff Training & Development	2,320.12	6,100.00	3,500.00	5,100.00	(1,000.00)
Subscriptions and Publications	185.50	500.00	1,000.00	1,000.00	500.00
Telephone/Internet	1,181.26	1,200.00	1,200.00	1,200.00	
Travel		1,200.00	250.00	2,600.00	1,400.00
Total Expense	428,848.94	344,100.00	394,850.00	275,250.00	(68,850.00)
Surplus/(Deficit) Before Allocation	(397,676.49)	(313,550.00)	(360,050.00)	(240,750.00)	72,800.00
Allocations: Within Departments	78,906.15	61,800.00	3,993.66	41,444.13	(20,355.87)
Allocation: Between Departments	(26,514.58)	20,789.21	12,383.64	18,026.55	(2,762.66)
Surplus/(Deficit) After Allocations	(450,068.06)	(396,139.21)	(376,427.30)	(300,220.68)	95,918.53
Surplus / (Deficit)	(450,068.06)	(396,139.21)	(376,427.30)	(300,220.68)	95,918.53

**City of Port Colborne
Planning and Development
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Fees	\$143,654.28	\$182,900.00	\$150,000.00	\$215,000.00	\$32,100.00
Total Revenue	143,654.28	182,900.00	150,000.00	215,000.00	32,100.00
Expense					
Salaries and Wages - Full Time	204,063.86	309,600.00	308,600.00	399,500.00	89,900.00
Salaries and Wages - Part Time			5,300.00		
Salaries and Wages - Students	8,721.26	18,900.00	10,000.00	13,800.00	(5,100.00)
Overtime Pay	7,819.17	7,000.00	5,000.00	8,300.00	1,300.00
Honourariums				6,000.00	6,000.00
Employee Benefits	65,314.27	127,600.00	90,500.00	125,600.00	(2,000.00)
Association/Membership Fees	1,377.54	800.00	1,200.00	4,000.00	3,200.00
Comm and Public Relations	1,816.42	2,000.00	2,500.00	2,500.00	500.00
Contract Services	40.60		49,000.00		
Equipment - Purchase	46.80		140.00	150.00	150.00
Office Supplies	954.29				
Postage & Courier	4.08	100.00	100.00	100.00	
Staff Training & Development	905.66	8,200.00	8,200.00	8,800.00	600.00
SME - Consultants	40,840.90		65,000.00	20,000.00	20,000.00
Subscriptions and Publications	147.50	300.00		300.00	
Telephone/Internet	1,161.33	1,100.00	1,500.00	1,500.00	400.00
Travel		1,600.00	1,600.00	2,200.00	600.00
Total Expense	333,213.68	477,200.00	548,640.00	592,750.00	115,550.00
Surplus/(Deficit) Before Allocation	(189,559.40)	(294,300.00)	(398,640.00)	(377,750.00)	(83,450.00)
Allocations: Within Departments	61,309.72	85,700.00	5,549.15	89,249.80	3,549.80
Allocation: Between Departments	(1,526.26)	20,789.21	15,883.64	18,026.55	(2,762.66)
Surplus/(Deficit) After Allocations	(249,342.86)	(400,789.21)	(420,072.79)	(485,026.35)	(84,237.14)
Surplus / (Deficit)	(249,342.86)	(400,789.21)	(420,072.79)	(485,026.35)	(84,237.14)

**City of Port Colborne
Legislative Services Global
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Fees		\$7,500.00			(\$7,500.00)
Total Revenue		7,500.00			(7,500.00)
Expense					
Salaries and Wages - Full Time	137,748.61	129,600.00	4,800.00	140,400.00	10,800.00
Overtime Pay	2,167.68				
Employee Benefits	40,317.21	36,400.00	1,500.00	35,900.00	(500.00)
Association/Membership Fees	984.60	1,200.00	800.00	1,200.00	
Comm and Public Relations		1,000.00		1,000.00	
Contract Services		7,500.00		7,500.00	
Hospitality Expense	1,044.01	1,400.00	750.00	1,400.00	
Office Supplies	1,355.41	4,000.00	6,500.00	6,500.00	2,500.00
Postage & Courier		100.00		100.00	
Staff Training & Development		3,200.00		2,100.00	(1,100.00)
SME - Consultants	37,916.64	30,000.00			(30,000.00)
Telephone/Internet	899.40	600.00	250.00	250.00	(350.00)
Travel		600.00		2,100.00	1,500.00
Total Expense	222,433.56	215,600.00	14,600.00	198,450.00	(17,150.00)
Surplus/(Deficit) Before Allocation	(222,433.56)	(208,100.00)	(14,600.00)	(198,450.00)	9,650.00
Allocations: Within Departments	(140,215.87)	(147,500.00)	(9,542.81)	(130,693.93)	16,806.07
Allocation:SSE	(82,217.69)	(60,600.00)	(5,057.19)	(67,756.07)	(7,156.07)

Appendix C - Divisional Summary & Detail

Community Safety Divisional Summary

CITY OF PORT COLBORNE
2023 Budget - Community Safety Divisional Summary

	Bylaws	Fire	Total 2023 Community Safety Budget
Revenue			
Donations		\$600	\$600
Fines	24,000		24,000
Licences and Permits	1,500		1,500
Fees		20,600	20,600
Total Revenue	25,500	21,200	46,700
Expense			
Salaries and Wages - Full Time	275,900	1,780,400	2,056,300
Salaries and Wages - Part Time	29,100	395,600	424,700
Overtime Pay	6,100	44,300	50,400
Honourariums		25,000	25,000
Employee Benefits	102,300	1,172,700	1,275,000
Association/Membership Fees	750	2,000	2,750
Cleaning Supplies		3,000	3,000
Comm and Public Relations	7,500	15,800	23,300
Contract Services		100,900	100,900
Equipment - Purchase		27,000	27,000
Hospitality Expense	500	6,000	6,500
Office Supplies	2,000	6,000	8,000
Postage & Courier	3,000	1,200	4,200
Program Supplies		40,000	40,000
Protective & Uniform Clothing	7,500	33,000	40,500
R&M Consumables and Parts	100		100
Staff Training & Development	5,500	45,000	50,500
Subscriptions and Publications		1,550	1,550
Telephone/Internet	6,000	5,500	11,500
Travel	2,800	11,300	14,100
Total Expense	449,050	3,716,250	4,165,300
Surplus/(Deficit) Before Allocation	(423,550)	(3,695,050)	(4,118,600)
Allocations: Within Departments	109,215	(109,215)	
Allocation:Between Departments	4,235	242,123	246,358
Surplus/(Deficit) After Allocations	(537,000)	(3,827,958)	(4,364,958)

CITY OF PORT COLBORNE
2023 Budget - Community Safety Divisional Summary

	Bylaws	Fire	Total 2023 Community Safety Budget
Surplus / (Deficit)	(537,000)	(3,827,958)	(4,364,958)

**City of Port Colborne
Community Safety
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Donations	\$2,325.00	\$600.00	\$175.00	\$600.00	
Fines	49,924.50	45,000.00	27,400.00	24,000.00	(21,000.00)
Licences and Permits	15,222.83	1,500.00	1,980.00	1,500.00	
Other Revenue	100.00		54.00		
Fees	159,413.56	20,600.00	150,396.90	20,600.00	
Grant - Provincial	9,100.00				
Sales	1,929.33		1,250.00		
Total Revenue	238,015.22	67,700.00	181,255.90	46,700.00	(21,000.00)
Expense					
Salaries and Wages - Full Time	1,936,520.59	2,010,200.00	2,077,700.00	2,056,300.00	46,100.00
Salaries and Wages - Part Time	394,832.49	419,200.00	394,200.00	424,700.00	5,500.00
Salaries and Wages - Students	29,100.89	36,300.00			(36,300.00)
Overtime Pay	33,290.98	68,800.00	64,300.00	50,400.00	(18,400.00)
Honourariums		25,000.00	25,000.00	25,000.00	
Employee Benefits	1,049,647.17	1,109,000.00	1,022,400.00	1,275,000.00	166,000.00
Association/Membership Fees	2,633.16	3,200.00	2,000.00	2,750.00	(450.00)
Cleaning Supplies	2,545.46	3,000.00	2,000.00	3,000.00	
Comm and Public Relations	6,533.65	16,300.00	14,600.00	23,300.00	7,000.00
Contract Services	177,840.02	107,000.00	160,133.00	100,900.00	(6,100.00)
Equipment - Purchase	46,761.32	26,200.00	26,000.00	27,000.00	800.00
Hospitality Expense	2,865.92	6,000.00	6,500.00	6,500.00	500.00
Office Supplies	8,764.17	8,400.00	7,500.00	8,000.00	(400.00)
Postage & Courier	4,148.31	2,600.00	5,700.00	4,200.00	1,600.00
Program Supplies	15,667.25	40,000.00	35,000.00	40,000.00	
Protective & Uniform Clothing	35,333.06	40,500.00	39,500.00	40,500.00	
R&M Consumables and Parts			25.00	100.00	100.00
Staff Training & Development	45,749.92	63,900.00	49,000.00	50,500.00	(13,400.00)
Subscriptions and Publications	1,387.88	1,500.00	1,250.00	1,550.00	50.00
Telephone/Internet	11,710.66	13,000.00	11,600.00	11,500.00	(1,500.00)
Travel	57.38	12,700.00	4,250.00	14,100.00	1,400.00
Total Expense	3,805,390.28	4,012,800.00	3,948,658.00	4,165,300.00	152,500.00
Surplus/(Deficit) Before Allocation	(3,567,375.06)	(3,945,100.00)	(3,767,402.10)	(4,118,600.00)	(173,500.00)
Allocation: Between Departments	(52,918.01)	284,795.47	222,536.34	246,357.91	(38,437.56)

**City of Port Colborne
Community Safety
2023 Operating Budget**

	2021 Actual	2022 Budget	2022 Forecast	2023 Proposed Budget	Variance (2023 Budget - 2022 Budget)
Surplus/(Deficit) After Allocations	(3,514,457.05)	(4,229,895.47)	(3,989,938.44)	(4,364,957.91)	(135,062.44)
<hr/>					
Surplus / (Deficit)	(3,514,457.05)	(4,229,895.47)	(3,989,938.44)	(4,364,957.91)	(135,062.44)

Appendix C - Divisional Summary & Detail

Community Safety Divisional Detail

City of Port Colborne

Bylaws

2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Fines	\$49,924.50	\$45,000.00	\$27,400.00	\$24,000.00	(\$21,000.00)
Licences and Permits	15,222.83	1,500.00	1,980.00	1,500.00	
Other Revenue	100.00		54.00		
Fees	50,621.81		80,000.00		
Total Revenue	115,869.14	46,500.00	109,434.00	25,500.00	(21,000.00)
Expense					
Salaries and Wages - Full Time	211,995.57	262,700.00	256,400.00	275,900.00	13,200.00
Salaries and Wages - Part Time	45,668.88			29,100.00	29,100.00
Salaries and Wages - Students	29,100.89	27,200.00			(27,200.00)
Overtime Pay	9,361.40		20,000.00	6,100.00	6,100.00
Employee Benefits	88,159.76	96,100.00	95,400.00	102,300.00	6,200.00
Association/Membership Fees	461.00	1,200.00	500.00	750.00	(450.00)
Comm and Public Relations	100.00	500.00	1,600.00	7,500.00	7,000.00
Contract Services	82,707.02	15,500.00	65,000.00		(15,500.00)
Hospitality Expense	222.72		500.00	500.00	500.00
Office Supplies	2,182.25	2,000.00	1,500.00	2,000.00	
Postage & Courier	3,136.40	2,000.00	4,500.00	3,000.00	1,000.00
Protective & Uniform Clothing	9,840.09	8,500.00	7,500.00	7,500.00	(1,000.00)
R&M Consumables and Parts			25.00	100.00	100.00
Staff Training & Development		7,200.00	4,000.00	5,500.00	(1,700.00)
Telephone/Internet	6,539.93	7,500.00	6,100.00	6,000.00	(1,500.00)
Travel		1,400.00	750.00	2,800.00	1,400.00
Total Expense	489,475.91	431,800.00	463,775.00	449,050.00	17,250.00
Surplus/(Deficit) Before Allocation	(373,606.77)	(385,300.00)	(354,341.00)	(423,550.00)	(38,250.00)
Allocations: Within Departments	99,072.00	103,200.00	103,200.00	109,214.80	6,014.80
Allocation: Between Departments	(10,595.45)	5,039.02	2,256.43	4,234.74	(804.28)
Surplus/(Deficit) After Allocations	(462,083.32)	(493,539.02)	(459,797.43)	(536,999.54)	(43,460.52)

City of Port Colborne
Bylaws
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Surplus / (Deficit)	(462,083.32)	(493,539.02)	(459,797.43)	(536,999.54)	(43,460.52)

City of Port Colborne

Fire

2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Donations	\$2,325.00	\$600.00	\$175.00	\$600.00	
Fees	108,791.75	20,600.00	70,396.90	20,600.00	
Grant - Provincial	9,100.00				
Sales	1,929.33		1,250.00		
Total Revenue	122,146.08	21,200.00	71,821.90	21,200.00	
Expense					
Salaries and Wages - Full Time	1,724,525.02	1,747,500.00	1,821,300.00	1,780,400.00	32,900.00
Salaries and Wages - Part Time	349,163.61	419,200.00	394,200.00	395,600.00	(23,600.00)
Salaries and Wages - Students		9,100.00			(9,100.00)
Overtime Pay	23,929.58	68,800.00	44,300.00	44,300.00	(24,500.00)
Honourariums		25,000.00	25,000.00	25,000.00	
Employee Benefits	961,487.41	1,012,900.00	927,000.00	1,172,700.00	159,800.00
Association/Membership Fees	2,172.16	2,000.00	1,500.00	2,000.00	
Cleaning Supplies	2,545.46	3,000.00	2,000.00	3,000.00	
Comm and Public Relations	6,433.65	15,800.00	13,000.00	15,800.00	
Contract Services	95,133.00	91,500.00	95,133.00	100,900.00	9,400.00
Equipment - Purchase	46,761.32	26,200.00	26,000.00	27,000.00	800.00
Hospitality Expense	2,643.20	6,000.00	6,000.00	6,000.00	
Office Supplies	6,581.92	6,400.00	6,000.00	6,000.00	(400.00)
Postage & Courier	1,011.91	600.00	1,200.00	1,200.00	600.00
Program Supplies	15,667.25	40,000.00	35,000.00	40,000.00	
Protective & Uniform Clothing	25,492.97	32,000.00	32,000.00	33,000.00	1,000.00
Staff Training & Development	45,749.92	56,700.00	45,000.00	45,000.00	(11,700.00)
Subscriptions and Publications	1,387.88	1,500.00	1,250.00	1,550.00	50.00
Telephone/Internet	5,170.73	5,500.00	5,500.00	5,500.00	
Travel	57.38	11,300.00	3,500.00	11,300.00	
Total Expense	3,315,914.37	3,581,000.00	3,484,883.00	3,716,250.00	135,250.00
Surplus/(Deficit) Before Allocation	(3,193,768.29)	(3,559,800.00)	(3,413,061.10)	(3,695,050.00)	(135,250.00)
Allocations: Within Departments	(99,072.00)	(103,200.00)	(103,200.00)	(109,214.80)	(6,014.80)
Allocation: Between Departments	(42,322.56)	279,756.45	220,279.91	242,123.17	(37,633.28)
Surplus/(Deficit) After Allocations	(3,052,373.73)	(3,736,356.45)	(3,530,141.01)	(3,827,958.37)	(91,601.92)

City of Port Colborne
Fire

2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Surplus / (Deficit)	(3,052,373.73)	(3,736,356.45)	(3,530,141.01)	(3,827,958.37)	(91,601.92)

Appendix C - Divisional Summary & Detail

Public Works Divisional Summary

CITY OF PORT COLBORNE
2023 Budget - Public Works Divisional Summary

	Drainage	Environmental Compliance	Facilities	Fleet	Parks & Trails	Project Management	Public Works Global
Revenue							
Advertising and Sponsorship							\$500
Other Revenue	219,000						3,000
Grant - Provincial	50,000						
Total Revenue	269,000						3,500
Expense							
Salaries and Wages - Full Time	215,200	109,500	243,300	168,800	640,500	345,200	400,800
Salaries and Wages - Part Time					109,300		
Salaries and Wages - Students		5,300			95,800	21,600	5,200
Overtime Pay			15,400	7,700	26,100	15,200	3,600
Employee Benefits	78,300	27,900	92,300	63,300	267,500	103,900	127,600
Association/Membership Fees	750	2,400	300		2,500	2,500	4,000
Cleaning Supplies					7,000		
Comm and Public Relations						2,000	
Computer Software							
Contract Services		12,500			47,500		
Equipment - Purchase	3,000		1,500	10,000	83,800		
Equipment - Rental					47,100		
Hospitality Expense							6,900
Office Supplies							15,600
Postage & Courier				500			100
Program Supplies				25,000			5,000
Protective & Uniform Clothing	1,500		1,800		7,500		11,900
R&M Grounds					114,000		
R&M Trails					113,800		
R&M Consumables and Parts						100	
R&M Playground					20,000		
Repairs and Maintenance - Tree					15,600		
Staff Training & Development	4,400	2,900	4,900	2,600	21,100	5,500	6,100
SME - Consultants							80,000
Subscriptions and Publications				1,000		900	500
Telephone/Internet	880	290	1,170	600	500	1,170	1,840
Travel	2,200	1,800	2,500	2,600	4,200	5,500	6,100
Total Expense	306,230	162,590	363,170	282,100	1,623,800	503,570	675,240
Surplus/(Deficit) Before Allocation	(37,230)	(162,590)	(363,170)	(282,100)	(1,623,800)	(503,570)	(671,740)

CITY OF PORT COLBORNE
2023 Budget - Public Works Divisional Summary

	Drainage	Environmental Compliance	Facilities	Fleet	Parks & Trails	Project Management	Public Works Global
Allocations: Within Departments	29,533	12,893	(31,968)	(207,295)	253,588	55,152	(487,035)
Allocation:Between Departments	82,645	1,306	(282,387)	(6,562)	319,315	90,720	
Allocation:SSE			(20,340)	(24,935)	(57,779)		
Surplus/(Deficit) After Allocations	(149,408)	(176,789)	(28,475)	(43,308)	(2,138,924)	(649,442)	(184,705)
Transfer to/ (from) Reserves	85,000						
Transfer Between Funds		(87,400)	(28,475)	(43,308)		(126,000)	(184,705)
Total Transfers	85,000	(87,400)	(28,475)	(43,308)		(126,000)	(184,705)
Surplus / (Deficit)	(234,408)	(89,389)			(2,138,924)	(523,442)	

CITY OF PORT COLBORNE
2023 Budget - Public Works Divisional Summary

	<u>Stores</u>	<u>Transportation</u>	<u>Total 2023 Public Works Budget</u>
Revenue			
Advertising and Sponsorship			\$500
Other Revenue			222,000
Grant - Provincial			50,000
Total Revenue			272,500
Expense			
Salaries and Wages - Full Time	68,500	1,037,100	3,228,900
Salaries and Wages - Part Time			109,300
Salaries and Wages - Students		47,900	175,800
Overtime Pay	3,500	34,000	105,500
Employee Benefits	27,100	397,300	1,185,200
Association/Membership Fees		2,000	14,450
Cleaning Supplies			7,000
Comm and Public Relations		1,000	3,000
Computer Software		1,000	1,000
Contract Services		955,500	1,015,500
Equipment - Purchase		5,000	103,300
Equipment - Rental			47,100
Hospitality Expense			6,900
Office Supplies			15,600
Postage & Courier			600
Program Supplies			30,000
Protective & Uniform Clothing			22,700
R&M Grounds			114,000
R&M Trails			113,800
R&M Consumables and Parts	3,000	274,025	277,125
R&M Playground			20,000
Repairs and Maintenance - Tree		5,600	21,200
Staff Training & Development	1,800	26,700	76,000
SME - Consultants			80,000
Subscriptions and Publications			2,400
Telephone/Internet	500	3,300	10,250
Travel	400	1,000	26,300
Total Expense	104,800	2,791,425	6,812,925
Surplus/(Deficit) Before Allocation	(104,800)	(2,791,425)	(6,540,425)

CITY OF PORT COLBORNE
2023 Budget - Public Works Divisional Summary

	<u>Stores</u>	<u>Transportation</u>	<u>Total 2023 Public Works Budget</u>
Allocations: Within Departments	8,311	366,821	
Allocation:Between Departments		577,615	782,653
Allocation:SSE			(103,054)
Surplus/(Deficit) After Allocations	(113,111)	(3,735,861)	(7,220,024)
Transfer to/ (from) Reserves			85,000
Transfer Between Funds	(16,700)		(486,588)
Total Transfers	(16,700)		(401,588)
Surplus / (Deficit)	(96,411)	(3,735,861)	(6,818,435)

City of Port Colborne
Public Works
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship			\$1,450.00	\$500.00	\$500.00
Donations	3,435.00		(600.00)		
Other Revenue	5,842.15	122,800.00	226,400.00	222,000.00	99,200.00
Fees	278,457.17	30,000.00	25,691.10		(30,000.00)
Grants - Other	3,500.00		1,100.00		
Grant - Federal	55,779.64		4,200.00		
Grant - Provincial	50,001.26	49,000.00	59,166.93	50,000.00	1,000.00
Total Revenue	397,015.22	201,800.00	317,408.03	272,500.00	70,700.00
Expense					
Salaries and Wages - Full Time	3,247,124.62	3,349,234.00	3,122,299.00	3,228,900.00	(120,334.00)
Salaries and Wages - Part Time	312,974.59	220,702.00	256,100.00	109,300.00	(111,402.00)
Salaries and Wages - Students	118,306.00	145,545.00	151,600.00	175,800.00	30,255.00
Overtime Pay	115,238.59	190,000.00	198,750.00	105,500.00	(84,500.00)
Employee Benefits	1,251,333.64	1,226,945.00	1,093,700.00	1,185,200.00	(41,745.00)
Association/Membership Fees	10,036.97	17,500.00	12,500.00	14,450.00	(3,050.00)
Cleaning Supplies	6,039.82	7,000.00	7,000.00	7,000.00	
Comm and Public Relations	508.51	3,000.00	3,000.00	3,000.00	
Computer Software		1,000.00	1,000.00	1,000.00	
Contract Services	813,831.95	923,100.00	992,500.00	1,015,500.00	92,400.00
Equipment - Purchase	93,141.98	101,300.00	71,500.00	103,300.00	2,000.00
Equipment - Rental	37,817.24	47,100.00	47,100.00	47,100.00	
Hospitality Expense	1,340.50	6,900.00	6,900.00	6,900.00	
Office Supplies	17,977.24	15,600.00	12,000.00	15,600.00	
Postage & Courier	815.82	800.00	175.00	600.00	(200.00)
Program Supplies	24,389.63	25,700.00	28,500.00	30,000.00	4,300.00
Protective & Uniform Clothing	26,760.32	19,300.00	21,200.00	22,700.00	3,400.00
R&M Grounds	124,925.54	114,000.00	114,000.00	114,000.00	
R&M Trails	70,831.59	113,800.00	113,800.00	113,800.00	
R&M Consumables and Parts	276,207.50	295,900.00	304,750.00	277,125.00	(18,775.00)
R&M Playground	22,297.10	20,000.00	20,000.00	20,000.00	
Repairs and Maintenance - Tree	16,677.44	21,200.00	21,200.00	21,200.00	
Staff Training & Development	37,310.97	93,000.00	64,450.00	76,000.00	(17,000.00)
SME - Consultants	52,113.57	70,000.00	80,000.00	80,000.00	10,000.00
Subscriptions and Publications	1,979.65	3,200.00	1,250.00	2,400.00	(800.00)
Telephone/Internet	27,146.05	24,100.00	21,750.00	10,250.00	(13,850.00)
Travel	313.73	15,100.00	4,500.00	26,300.00	11,200.00

City of Port Colborne
Public Works
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
City Owned Property Drainage Charges	14,967.34				
Total Expense	6,722,407.90	7,071,026.00	6,771,524.00	6,812,925.00	(258,101.00)
Surplus/(Deficit) Before Allocation	(6,325,392.68)	(6,869,226.00)	(6,454,115.97)	(6,540,425.00)	328,801.00
Allocation:Between Departments	(599,127.64)	689,434.36	633,541.19	782,652.57	93,218.21
Allocation:SSE		(19,161.49)	(65,573.40)	(103,054.02)	(83,892.53)
Surplus/(Deficit) After Allocations	(5,726,265.04)	(7,539,498.87)	(7,022,083.76)	(7,220,023.55)	319,475.32
Transfer to/ (from) Reserves	72,554.27	85,000.00	85,000.00	85,000.00	
Transfer Between Funds	3,528.43	(325,977.11)	(399,115.21)	(486,588.09)	(160,610.98)
Total Transfers	76,082.70	(240,977.11)	(314,115.21)	(401,588.09)	(160,610.98)
Surplus / (Deficit)	(5,802,347.74)	(7,298,521.76)	(6,707,968.55)	(6,818,435.46)	480,086.30

Appendix C - Divisional Summary & Detail

Public Works Divisional Detail

City of Port Colborne
Drainage
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Other Revenue		\$120,300.00	\$220,700.00	\$219,000.00	\$98,700.00
Fees	189,633.42				
Grant - Provincial	50,001.26	49,000.00	49,966.93	50,000.00	1,000.00
Total Revenue	239,634.68	169,300.00	270,666.93	269,000.00	99,700.00
Expense					
Salaries and Wages - Full Time	138,280.41	204,100.00	204,899.00	215,200.00	11,100.00
Overtime Pay	4,284.50		250.00		
Employee Benefits	43,368.53	76,100.00	62,200.00	78,300.00	2,200.00
Association/Membership Fees	395.00	500.00	500.00	750.00	250.00
Contract Services	274.75				
Equipment - Purchase	228.76	1,000.00	4,500.00	3,000.00	2,000.00
Protective & Uniform Clothing				1,500.00	1,500.00
Staff Training & Development	1,489.92	5,100.00	2,500.00	4,400.00	(700.00)
Telephone/Internet	1,460.96	2,900.00	2,000.00	880.00	(2,020.00)
Travel		1,000.00	150.00	2,200.00	1,200.00
City Owned Property Drainage Charges	14,967.34				
Total Expense	204,750.17	290,700.00	276,999.00	306,230.00	15,530.00
Surplus/(Deficit) Before Allocation	34,884.51	(121,400.00)	(6,332.07)	(37,230.00)	84,170.00
Allocations: Within Departments	59,023.54	21,413.18	22,383.32	29,533.49	8,120.31
Allocation: Between Departments	48,170.29	38,034.48	70,389.91	82,644.98	44,610.50
Surplus/(Deficit) After Allocations	(72,309.32)	(180,847.66)	(99,105.30)	(149,408.47)	31,439.19
Transfer to/ (from) Reserves	72,554.27	85,000.00	85,000.00	85,000.00	
Transfer Between Funds	3,528.43				
Total Transfers	76,082.70	85,000.00	85,000.00	85,000.00	
Surplus / (Deficit)	(148,392.02)	(265,847.66)	(184,105.30)	(234,408.47)	31,439.19

City of Port Colborne
Enviromental
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Fees	\$2,684.64				
Grant - Federal	54,779.64		4,200.00		
Total Revenue	57,464.28		4,200.00		
Expense					
Salaries and Wages - Full Time	128,812.53	156,736.00	163,400.00	109,500.00	(47,236.00)
Salaries and Wages - Part Time	1,559.25				
Salaries and Wages - Students		9,430.00	9,800.00	5,300.00	(4,130.00)
Employee Benefits	46,457.93	52,247.00	50,300.00	27,900.00	(24,347.00)
Association/Membership Fees	1,245.40	2,400.00	1,500.00	2,400.00	
Contract Services	13,830.25	12,500.00	11,000.00	12,500.00	
Staff Training & Development	1,049.40	4,200.00	5,000.00	2,900.00	(1,300.00)
Telephone/Internet	751.33	600.00	400.00	290.00	(310.00)
Travel		800.00	2,000.00	1,800.00	1,000.00
Total Expense	193,706.09	238,913.00	243,400.00	162,590.00	(76,323.00)
Surplus/(Deficit) Before Allocation	(136,241.81)	(238,913.00)	(239,200.00)	(162,590.00)	76,323.00
Allocations: Within Departments	14,502.39	22,619.00	11,307.60	12,893.37	(9,725.63)
Allocation: Between Departments	(223.69)	1,512.74	1,193.26	1,305.74	(207.00)
Surplus/(Deficit) After Allocations	(150,520.51)	(263,044.74)	(251,700.86)	(176,789.11)	86,255.63
Transfer Between Funds		(91,264.85)	(82,745.50)	(87,400.00)	3,864.85
Total Transfers		(91,264.85)	(82,745.50)	(87,400.00)	3,864.85
Surplus / (Deficit)	(150,520.51)	(171,779.89)	(168,955.36)	(89,389.11)	82,390.78

City of Port Colborne
Facilities
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Salaries and Wages - Full Time	\$260,505.64	\$274,800.00	\$258,600.00	\$243,300.00	(\$31,500.00)
Salaries and Wages - Part Time	16,729.82				
Overtime Pay	27,396.80		38,000.00	15,400.00	15,400.00
Employee Benefits	95,097.74	101,900.00	86,300.00	92,300.00	(9,600.00)
Association/Membership Fees	418.02	300.00	300.00	300.00	
Equipment - Purchase	1,662.70	1,500.00	1,500.00	1,500.00	
Protective & Uniform Clothing	1,863.68	1,800.00	1,800.00	1,800.00	
Staff Training & Development	5,586.33	6,900.00	3,000.00	4,900.00	(2,000.00)
Telephone/Internet	3,531.62	3,000.00	2,600.00	1,170.00	(1,830.00)
Travel		1,400.00	100.00	2,500.00	1,100.00
Total Expense	412,792.35	391,600.00	392,200.00	363,170.00	(28,430.00)
Surplus/(Deficit) Before Allocation	(412,792.35)	(391,600.00)	(392,200.00)	(363,170.00)	28,430.00
Allocations: Within Departments	28,321.77	(29,383.07)	(45,221.59)	(31,968.19)	(2,585.12)
Allocation: Between Departments	(441,114.12)	(311,914.37)	(296,014.98)	(282,386.81)	29,527.56
Allocation: SSE		(19,161.49)	(21,235.64)	(20,340.44)	(1,178.95)
Surplus/(Deficit) After Allocations		(31,141.07)	(29,727.79)	(28,474.56)	2,666.51
Transfer Between Funds		(31,141.07)	(29,727.79)	(28,474.56)	2,666.51
Total Transfers		(31,141.07)	(29,727.79)	(28,474.56)	2,666.51

City of Port Colborne

Fleet

2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Salaries and Wages - Full Time	\$146,758.84	\$204,589.00	\$194,900.00	\$168,800.00	(\$35,789.00)
Salaries and Wages - Part Time			30,400.00		
Overtime Pay	3,463.22		24,000.00	7,700.00	7,700.00
Employee Benefits	64,232.96	76,940.00	68,800.00	63,300.00	(13,640.00)
Equipment - Purchase	4,792.14	10,000.00	10,000.00	10,000.00	
Postage & Courier	748.76	500.00	100.00	500.00	
Program Supplies	24,389.63	25,000.00	25,000.00	25,000.00	
Staff Training & Development	562.62	5,100.00	3,500.00	2,600.00	(2,500.00)
Subscriptions and Publications		800.00	1,000.00	1,000.00	200.00
Telephone/Internet	583.42	800.00	1,200.00	600.00	(200.00)
Travel		1,000.00	100.00	2,600.00	1,600.00
Total Expense	245,531.59	324,729.00	359,000.00	282,100.00	(42,629.00)
Surplus/(Deficit) Before Allocation	(245,531.59)	(324,729.00)	(359,000.00)	(282,100.00)	42,629.00
Allocations: Within Departments	18,382.47	(261,901.22)	(264,009.20)	(207,294.75)	54,606.47
Allocation:Between Departments	(263,914.06)	(8,266.81)	(12,529.02)	(6,561.87)	1,704.94
Allocation:SSE			(30,130.26)	(24,935.08)	(24,935.08)
Surplus/(Deficit) After Allocations		(54,560.97)	(52,331.52)	(43,308.30)	11,252.67
Transfer Between Funds		(54,560.97)	(52,331.52)	(43,308.30)	11,252.67
Total Transfers		(54,560.97)	(52,331.52)	(43,308.30)	11,252.67

City of Port Colborne

Parks

2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Donations	\$3,435.00		(\$600.00)		
Fees	41,119.39	5,000.00	21,900.00		(5,000.00)
Grants - Other	3,500.00		1,100.00		
Grant - Federal	1,000.00				
Grant - Provincial			9,200.00		
Total Revenue	49,054.39	5,000.00	31,600.00		(5,000.00)
Expense					
Salaries and Wages - Full Time	533,122.28	519,264.00	610,800.00	640,500.00	121,236.00
Salaries and Wages - Part Time	157,824.22	220,702.00	151,000.00	109,300.00	(111,402.00)
Salaries and Wages - Students	88,635.67	86,215.00	89,600.00	95,800.00	9,585.00
Overtime Pay	24,775.35		62,000.00	26,100.00	26,100.00
Employee Benefits	236,484.01	220,651.00	245,500.00	267,500.00	46,849.00
Association/Membership Fees	2,205.59	3,500.00	2,500.00	2,500.00	(1,000.00)
Cleaning Supplies	6,039.82	7,000.00	7,000.00	7,000.00	
Contract Services	57,007.50	47,500.00	70,000.00	47,500.00	
Equipment - Purchase	86,458.38	83,800.00	50,000.00	83,800.00	
Equipment - Rental	37,817.24	47,100.00	47,100.00	47,100.00	
Hospitality Expense	415.74				
Office Supplies	2,373.71				
Postage & Courier	17.91				
Program Supplies		700.00			(700.00)
Protective & Uniform Clothing	7,361.63	5,600.00	7,500.00	7,500.00	1,900.00
R&M Grounds	124,925.54	114,000.00	114,000.00	114,000.00	
R&M Trails	70,831.59	113,800.00	113,800.00	113,800.00	
R&M Playground	22,297.10	20,000.00	20,000.00	20,000.00	
Repairs and Maintenance - Tree	14,682.94	15,600.00	15,600.00	15,600.00	
Staff Training & Development	2,105.38	20,700.00	5,000.00	21,100.00	400.00
Telephone/Internet	5,608.63	4,200.00		500.00	(3,700.00)
Travel	197.16	4,100.00	500.00	4,200.00	100.00
Total Expense	1,481,187.39	1,534,432.00	1,611,900.00	1,623,800.00	89,368.00
Surplus/(Deficit) Before Allocation	(1,432,133.00)	(1,529,432.00)	(1,580,300.00)	(1,623,800.00)	(94,368.00)
Allocations: Within Departments	110,893.58	297,012.16	220,726.33	253,587.79	(43,424.37)
Allocation: Between Departments	99,532.60	334,826.03	283,405.37	319,315.08	(15,510.95)

City of Port Colborne

Parks

2023 Operating Budget

	2021 <u>Actual</u>	2022 <u>Budget</u>	2022 <u>Forecast</u>	2023 <u>Proposed Budget</u>	Variance (2023 Budget - 2022 Budget)
Allocation:SSE			(14,207.50)	(57,778.50)	(57,778.50)
Surplus/(Deficit) After Allocations	(1,642,559.18)	(2,161,270.19)	(2,070,224.20)	(2,138,924.37)	22,345.82
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Surplus / (Deficit)	(1,642,559.18)	(2,161,270.19)	(2,070,224.20)	(2,138,924.37)	22,345.82

**City of Port Colborne
Project Management
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Salaries and Wages - Full Time	\$609,797.51	\$612,200.00	\$469,700.00	\$345,200.00	(\$267,000.00)
Salaries and Wages - Part Time	104.73		100.00		
Salaries and Wages - Students	11,518.14	28,300.00	29,200.00	21,600.00	(6,700.00)
Overtime Pay	33,997.64		23,000.00	15,200.00	15,200.00
Employee Benefits	214,499.01	210,200.00	154,800.00	103,900.00	(106,300.00)
Association/Membership Fees	1,349.17	3,400.00	2,000.00	2,500.00	(900.00)
Comm and Public Relations	508.51	2,000.00	2,000.00	2,000.00	
R&M Consumables and Parts	77.64		100.00	100.00	100.00
Staff Training & Development	3,345.61	16,000.00	12,000.00	5,500.00	(10,500.00)
SME - Consultants			10,000.00		
Subscriptions and Publications	897.92	900.00		900.00	
Telephone/Internet	4,315.01	3,300.00	2,500.00	1,170.00	(2,130.00)
Travel		3,200.00	500.00	5,500.00	2,300.00
Total Expense	880,410.89	879,500.00	705,900.00	503,570.00	(375,930.00)
Surplus/(Deficit) Before Allocation	(880,410.89)	(879,500.00)	(705,900.00)	(503,570.00)	375,930.00
Allocations: Within Departments	65,914.63	99,911.01	48,682.53	55,151.88	(44,759.13)
Allocation: Between Departments	(402.27)	105,576.35	84,216.69	90,720.18	(14,856.17)
Surplus/(Deficit) After Allocations	(945,923.25)	(1,084,987.36)	(838,799.22)	(649,442.06)	435,545.30
Transfer Between Funds		(131,571.74)	(119,289.85)	(126,000.00)	5,571.74
Total Transfers		(131,571.74)	(119,289.85)	(126,000.00)	5,571.74
Surplus / (Deficit)	(945,923.25)	(953,415.62)	(719,509.37)	(523,442.06)	429,973.56

City of Port Colborne
Public Works - Global
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship			\$1,450.00	\$500.00	\$500.00
Other Revenue	5,692.55		5,700.00	3,000.00	3,000.00
Total Revenue	5,692.55		7,150.00	3,500.00	3,500.00
Expense					
Salaries and Wages - Full Time	285,932.21	217,000.00	216,400.00	400,800.00	183,800.00
Salaries and Wages - Students				5,200.00	5,200.00
Overtime Pay	1,206.20	190,000.00	1,000.00	3,600.00	(186,400.00)
Employee Benefits	83,812.43	65,300.00	61,900.00	127,600.00	62,300.00
Association/Membership Fees	3,950.04	4,000.00	4,200.00	4,000.00	
Hospitality Expense	924.76	6,900.00	6,900.00	6,900.00	
Office Supplies	15,603.53	15,600.00	12,000.00	15,600.00	
Postage & Courier	49.15	300.00	75.00	100.00	(200.00)
Program Supplies			3,500.00	5,000.00	5,000.00
Protective & Uniform Clothing	17,535.01	11,900.00	11,900.00	11,900.00	
Staff Training & Development	14,594.91	5,400.00	5,750.00	6,100.00	700.00
SME - Consultants	52,113.57	70,000.00	70,000.00	80,000.00	10,000.00
Subscriptions and Publications	1,081.73	600.00	250.00	500.00	(100.00)
Telephone/Internet	3,835.75	6,000.00	8,550.00	1,840.00	(4,160.00)
Travel	116.57	1,100.00	500.00	6,100.00	5,000.00
Total Expense	480,755.86	594,100.00	402,925.00	675,240.00	81,140.00
Surplus/(Deficit) Before Allocation	(475,063.31)	(594,100.00)	(395,775.00)	(671,740.00)	(77,640.00)
Allocations: Within Departments	(467,428.46)	(594,100.00)	(295,865.08)	(487,034.77)	107,065.23
Allocation: Between Departments	(7,634.85)		(700.00)		
Surplus/(Deficit) After Allocations			(99,209.92)	(184,705.23)	(184,705.23)
Transfer Between Funds			(99,209.92)	(184,705.23)	(184,705.23)
Total Transfers			(99,209.92)	(184,705.23)	(184,705.23)

City of Port Colborne

Stores

2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Expense					
Salaries and Wages - Full Time	\$114,647.52	\$115,245.00	\$89,600.00	\$68,500.00	(\$46,745.00)
Overtime Pay	168.23		300.00	3,500.00	3,500.00
Employee Benefits	44,835.14	43,207.00	33,500.00	27,100.00	(16,107.00)
R&M Consumables and Parts	20,278.09	3,000.00	5,000.00	3,000.00	
Staff Training & Development	351.87	2,900.00	1,000.00	1,800.00	(1,100.00)
Telephone/Internet			300.00	500.00	500.00
Travel		600.00	150.00	400.00	(200.00)
Total Expense	180,280.85	164,952.00	129,850.00	104,800.00	(60,152.00)
Surplus/(Deficit) Before Allocation	(180,280.85)	(164,952.00)	(129,850.00)	(104,800.00)	60,152.00
Allocations: Within Departments	13,497.27	15,617.01	6,032.42	8,310.62	(7,306.39)
Allocation:Between Departments	(15,852.20)		(4,100.00)		
Surplus/(Deficit) After Allocations	(177,925.92)	(180,569.01)	(131,782.42)	(113,110.62)	67,458.39
Transfer Between Funds		(17,438.48)	(15,810.63)	(16,700.00)	738.48
Total Transfers		(17,438.48)	(15,810.63)	(16,700.00)	738.48
Surplus / (Deficit)	(177,925.92)	(163,130.53)	(115,971.79)	(96,410.62)	66,719.91

**City of Port Colborne
Transportation
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Other Revenue	\$149.60	\$2,500.00			(\$2,500.00)
Fees	45,019.72	25,000.00	3,791.10		(25,000.00)
Total Revenue	45,169.32	27,500.00	3,791.10		(27,500.00)
Expense					
Salaries and Wages - Full Time	1,029,267.68	1,045,300.00	914,000.00	1,037,100.00	(8,200.00)
Salaries and Wages - Part Time	136,756.57		74,600.00		
Salaries and Wages - Students	18,152.19	21,600.00	23,000.00	47,900.00	26,300.00
Overtime Pay	19,946.65		50,200.00	34,000.00	34,000.00
Employee Benefits	422,545.89	380,400.00	330,400.00	397,300.00	16,900.00
Association/Membership Fees	473.75	3,400.00	1,500.00	2,000.00	(1,400.00)
Comm and Public Relations		1,000.00	1,000.00	1,000.00	
Computer Software		1,000.00	1,000.00	1,000.00	
Contract Services	742,719.45	863,100.00	911,500.00	955,500.00	92,400.00
Equipment - Purchase		5,000.00	5,500.00	5,000.00	
R&M Consumables and Parts	255,851.77	292,900.00	299,650.00	274,025.00	(18,875.00)
Repairs and Maintenance - Tree	1,994.50	5,600.00	5,600.00	5,600.00	
Staff Training & Development	8,224.93	26,700.00	26,700.00	26,700.00	
Subscriptions and Publications		900.00			(900.00)
Telephone/Internet	7,059.33	3,300.00	4,200.00	3,300.00	
Travel		1,900.00	500.00	1,000.00	(900.00)
Total Expense	2,642,992.71	2,652,100.00	2,649,350.00	2,791,425.00	139,325.00
Surplus/(Deficit) Before Allocation	(2,597,823.39)	(2,624,600.00)	(2,645,558.90)	(2,791,425.00)	(166,825.00)
Allocations: Within Departments	156,892.81	428,811.93	295,963.67	366,820.56	(61,991.37)
Allocation: Between Departments	(17,689.34)	529,665.94	507,679.96	577,615.27	47,949.33
Surplus/(Deficit) After Allocations	(2,737,026.86)	(3,583,077.87)	(3,449,202.53)	(3,735,860.83)	(152,782.96)
Surplus / (Deficit)	(2,737,026.86)	(3,583,077.87)	(3,449,202.53)	(3,735,860.83)	(152,782.96)

Appendix C - Divisional Summary & Detail

Niagara South Coast Tourism Association (NSCTA) Divisional Detail

City of Port Colborne
NSTCA
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Fees				\$2,000.00	\$2,000.00
Total Revenue				2,000.00	2,000.00
Expense					
Contract Services		30,000.00	30,000.00	47,000.00	17,000.00
Total Expense		30,000.00	30,000.00	47,000.00	17,000.00
Surplus/(Deficit) Before Allocation		(30,000.00)	(30,000.00)	(45,000.00)	(15,000.00)
Surplus/(Deficit) After Allocations		(30,000.00)	(30,000.00)	(45,000.00)	(15,000.00)
Transfer Between Funds		(30,000.00)	(30,000.00)	(45,000.00)	(15,000.00)
Total Transfers		(30,000.00)	(30,000.00)	(45,000.00)	(15,000.00)

Appendix C - Divisional Summary & Detail

Library Divisional Detail

**City of Port Colborne
Library
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Donations	\$2,444.70	\$4,600.00	\$5,000.00	\$4,600.00	
Fines		200.00			(200.00)
Rentals	50.00	300.00	300.00	300.00	
Other Revenue	60.41				
Fees	1,627.84	2,900.00	2,904.00	2,900.00	
Grants - Other	2,376.00	38,300.00			(38,300.00)
Grant - Provincial	38,328.00		38,300.00	38,300.00	38,300.00
Sales	957.50				
Total Revenue	45,844.45	46,300.00	46,504.00	46,100.00	(200.00)
Expense					
Salaries and Wages - Full Time	424,481.00	423,100.00	423,500.00	442,300.00	19,200.00
Salaries and Wages - Part Time	49,842.66	66,600.00	66,100.00	68,400.00	1,800.00
Overtime Pay	563.02		1,500.00		
Employee Benefits	145,617.82	165,700.00	153,300.00	192,300.00	26,600.00
Association/Membership Fees	150.00	1,500.00	1,500.00	1,500.00	
Library Collection	66,460.23	72,700.00	69,700.00	71,300.00	(1,400.00)
Comm and Public Relations	732.16	1,000.00	500.00	500.00	(500.00)
Computer Software	22.39	1,000.00	500.00	1,000.00	
Contract Services	4,496.98	3,200.00	4,600.00	3,500.00	300.00
Equipment - Purchase	4,050.86	7,300.00	6,000.00	6,000.00	(1,300.00)
Financial Expenses	45.27				
Hospitality Expense	462.39	1,100.00	1,100.00	500.00	(600.00)
Office Supplies	2,217.54	3,500.00	3,600.00	3,000.00	(500.00)
Postage & Courier	31.27	400.00	700.00	700.00	300.00
Program Supplies	2,727.07	3,000.00	3,000.00	3,000.00	
Protective & Uniform Clothing		1,200.00	1,200.00	1,200.00	
Staff Training & Development	5,049.77	7,100.00	7,100.00	7,000.00	(100.00)
SME - Audit and Actuary	6,913.08	6,500.00	6,500.00	12,800.00	6,300.00
Subscriptions and Publications	(556.71)				
Telephone/Internet	7,514.92	12,500.00	12,500.00	16,660.00	4,160.00
Travel	474.43	500.00		2,600.00	2,100.00
Total Expense	721,296.15	777,900.00	762,900.00	834,260.00	56,360.00
Surplus/(Deficit) Before Allocation	(675,451.70)	(731,600.00)	(716,396.00)	(788,160.00)	(56,560.00)

City of Port Colborne
Library
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Surplus/(Deficit) After Allocations	(675,451.70)	(731,600.00)	(716,396.00)	(788,160.00)	(56,560.00)
Transfer to/ (from) Reserves	(5,670.29)		(13,509.89)	(39,500.00)	(39,500.00)
Transfer Between Funds	(669,781.41)	(731,600.00)	(702,886.11)	(748,660.00)	(17,060.00)
Total Transfers	(675,451.70)	(731,600.00)	(716,396.00)	(788,160.00)	(56,560.00)

Appendix D - Self Sustaining Entities (SSE) Divisional Summary

CITY OF PORT COLBORNE
2023 Budget - Self Sustaining Entities

	Sugarloaf Marina	Nickel Beach	Cemetery	Building	Total 2023 SSE Budget
Revenue					
Advertising and Sponsorship	\$5,000				\$5,000
Investment Income			4,000		4,000
Lease Income	27,500	6,000			33,500
Licences and Permits				450,000	450,000
Fees	6,000	422,000			428,000
Sales	1,370,000		87,100		1,457,100
Total Revenue	1,408,500	428,000	91,100	450,000	2,377,600
Expense					
Salaries and Wages - Full Time	199,000	37,400		262,400	498,800
Salaries and Wages - Part Time		18,100			18,100
Salaries and Wages - Students	71,900	95,800			167,700
Overtime Pay	20,000			5,300	25,300
Employee Benefits	88,100	36,100		72,000	196,200
Association/Membership Fees	2,000		1,200	2,000	5,200
Cleaning Supplies	6,000	5,000			11,000
Comm and Public Relations	4,500	8,000		1,000	13,500
Computer Software	5,000				5,000
Contract Services	100,000	80,000	2,500	32,500	215,000
Cost of Goods Sold	220,567				220,567
Equipment - Purchase	10,000		1,100		11,100
Equipment - Rental			6,900		6,900
Hospitality Expense				500	500
Office Supplies	2,500				2,500
Postage & Courier	100			100	200
Program Supplies	10,000	4,800			14,800
Protective & Uniform Clothing	3,000	1,300		4,000	8,300
R&M Grounds	30,000	10,000	10,000		50,000
R&M Consumables and Parts	60,000				60,000
Staff Training & Development	5,600	2,700		4,000	12,300
SME - Consultants		50,000		10,000	60,000
Subscriptions and Publications				150	150
Telephone/Internet	30,000			1,400	31,400
Travel	5,600			4,000	9,600
Total Expense	873,867	349,200	21,700	399,350	1,644,117
Surplus/(Deficit) Before Allocation	534,633	78,800	69,400	50,650	733,483

CITY OF PORT COLBORNE
2023 Budget - Self Sustaining Entities

	<u>Sugarloaf Marina</u>	<u>Nickel Beach</u>	<u>Cemetery</u>	<u>Building</u>	<u>Total 2023 SSE Budget</u>
Allocation:SSE	534,633	97,757	69,400	140,845	842,635
Surplus/(Deficit) After Allocations		(18,957)		(90,195)	(109,152)
Transfer to/ (from) Reserves		(18,957)		(90,195)	(109,152)
Total Transfers		(18,957)		(90,195)	(109,152)

**City of Port Colborne
Self Sustaining Entities
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship	\$500.00	\$500.00		\$5,000.00	\$4,500.00
Investment Income	4,235.23	4,000.00	4,000.00	4,000.00	
Lease Income	107,879.83	29,500.00	39,000.00	33,500.00	4,000.00
Licences and Permits	446,846.92	419,400.00	500,000.00	450,000.00	30,600.00
Rentals	3,512.50	9,000.00	3,500.00		(9,000.00)
Other Revenue	63,510.83	1,000.00	100.00		(1,000.00)
Fees	348,593.32	411,000.00	368,600.00	428,000.00	17,000.00
Sales	1,226,040.60	1,410,400.00	1,288,400.00	1,457,100.00	46,700.00
Total Revenue	2,201,119.23	2,284,800.00	2,203,600.00	2,377,600.00	92,800.00
Expense					
Salaries and Wages - Full Time	155,574.46	351,200.00	309,100.00	498,800.00	147,600.00
Salaries and Wages - Part Time	197,693.90	39,500.00	59,000.00	18,100.00	(21,400.00)
Salaries and Wages - Students	194,558.23	204,800.00	205,700.00	167,700.00	(37,100.00)
Overtime Pay	8,969.61	8,000.00	21,000.00	25,300.00	17,300.00
Employee Benefits	130,757.00	163,200.00	122,800.00	196,200.00	33,000.00
Association/Membership Fees	4,838.20	6,200.00	4,500.00	5,200.00	(1,000.00)
Auto - Fuel	1,785.53		1,000.00		
Cleaning Supplies	5,251.89	8,500.00	6,900.00	11,000.00	2,500.00
Comm and Public Relations	7,915.84	10,500.00	8,100.00	13,500.00	3,000.00
Computer Software		10,000.00	3,000.00	5,000.00	(5,000.00)
Contract Services	204,352.09	203,100.00	279,400.00	215,000.00	11,900.00
Cost of Goods Sold	262,783.85	200,000.00	235,000.00	220,567.38	20,567.38
Equipment - Purchase	1,558.32	3,100.00	3,355.00	11,100.00	8,000.00
Equipment - Rental	7,852.00	6,900.00	6,900.00	6,900.00	
Financial Expenses	209.03		500.00		
Hospitality Expense	198.26			500.00	500.00
Office Supplies	6,079.06	6,500.00	1,500.00	2,500.00	(4,000.00)
Postage & Courier	486.97	200.00	150.00	200.00	
Program Supplies	6,055.76	2,700.00	2,300.00	14,800.00	12,100.00
Protective & Uniform Clothing	2,989.52	7,800.00	7,300.00	8,300.00	500.00
R&M Grounds	22,494.53	29,400.00	34,900.00	50,000.00	20,600.00
R&M Consumables and Parts	107,162.31	71,500.00	45,000.00	60,000.00	(11,500.00)
Staff Training & Development	4,715.17	13,200.00	5,000.00	12,300.00	(900.00)
SME - Consultants	19,066.17		60,000.00	60,000.00	60,000.00
Subscriptions and Publications	282.00	16,200.00	150.00	150.00	(16,050.00)
Telephone/Internet	20,191.08	33,100.00	31,200.00	31,400.00	(1,700.00)

**City of Port Colborne
Self Sustaining Entities
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Travel		2,200.00	1,500.00	9,600.00	7,400.00
Reassessment/Uncollectable	49,520.97		(1,500.00)		
Total Expense	1,423,341.75	1,397,800.00	1,453,755.00	1,644,117.38	246,317.38
Surplus/(Deficit) Before Allocation	777,777.48	887,000.00	749,845.00	733,482.62	(153,517.38)
Allocation:SSE	622,771.82	845,850.00	698,786.61	842,634.78	(3,215.22)
Surplus/(Deficit) After Allocations	155,005.66	41,150.00	51,058.39	(109,152.16)	(150,302.16)
Transfer to/ (from) Reserves	175,827.34	41,150.00	51,058.39	(109,152.16)	(150,302.16)
Total Transfers	175,827.34	41,150.00	51,058.39	(109,152.16)	(150,302.16)
Surplus / (Deficit)	(20,821.68)				

Appendix D - Self Sustaining Entities (SSE) Divisional Detail

**City of Port Colborne
Sugarloaf Marina
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Advertising and Sponsorship	\$500.00	\$500.00		\$5,000.00	\$4,500.00
Lease Income	107,879.83	25,000.00	33,000.00	27,500.00	2,500.00
Rentals	3,512.50	9,000.00	3,500.00		(9,000.00)
Other Revenue	63,510.83	1,000.00	100.00		(1,000.00)
Fees	5,959.44	6,000.00	6,100.00	6,000.00	
Sales	1,182,816.87	1,367,500.00	1,245,500.00	1,370,000.00	2,500.00
Total Revenue	1,364,179.47	1,409,000.00	1,288,200.00	1,408,500.00	(500.00)
Expense					
Salaries and Wages - Full Time	82,912.64	120,400.00	94,800.00	199,000.00	78,600.00
Salaries and Wages - Part Time	124,008.90	21,700.00	45,700.00		(21,700.00)
Salaries and Wages - Students	95,984.15	97,000.00	112,400.00	71,900.00	(25,100.00)
Overtime Pay			16,000.00	20,000.00	20,000.00
Employee Benefits	68,983.79	57,900.00	52,000.00	88,100.00	30,200.00
Association/Membership Fees	2,340.04	3,000.00	2,000.00	2,000.00	(1,000.00)
Auto - Fuel	1,785.53		1,000.00		
Cleaning Supplies	4,226.75	5,000.00	6,000.00	6,000.00	1,000.00
Comm and Public Relations	4,891.00	4,500.00	3,500.00	4,500.00	
Computer Software		10,000.00	3,000.00	5,000.00	(5,000.00)
Contract Services	116,797.47	100,000.00	130,000.00	100,000.00	
Cost of of Goods Sold	262,783.85	200,000.00	235,000.00	220,567.38	20,567.38
Equipment - Purchase	803.97	2,000.00	2,200.00	10,000.00	8,000.00
Equipment - Rental	1,440.00				
Financial Expenses	209.03		500.00		
Office Supplies	3,770.34	5,000.00	1,500.00	2,500.00	(2,500.00)
Postage & Courier	10.82	100.00	100.00	100.00	
Program Supplies	6,055.76	1,500.00	1,700.00	10,000.00	8,500.00
Protective & Uniform Clothing	1,377.53	2,500.00	3,000.00	3,000.00	500.00
R&M Grounds	12,558.52	15,000.00	22,000.00	30,000.00	15,000.00
R&M Consumables and Parts	107,162.31	71,500.00	45,000.00	60,000.00	(11,500.00)
Staff Training & Development	2,325.24	5,200.00	2,000.00	5,600.00	400.00
SME - Consultants	4,130.00				
Telephone/Internet	17,664.07	30,000.00	30,000.00	30,000.00	
Travel		1,000.00	1,000.00	5,600.00	4,600.00
Reassessment/Uncollectable	49,520.97		(1,500.00)		
Total Expense	971,742.68	753,300.00	808,900.00	873,867.38	120,567.38

**City of Port Colborne
Sugarloaf Marina
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Surplus/(Deficit) Before Allocation	392,436.79	655,700.00	479,300.00	534,632.62	(121,067.38)
Allocation:SSE	344,380.16	622,000.00	479,300.00	534,632.62	(87,367.38)
Surplus/(Deficit) After Allocations	48,056.63	33,700.00			(33,700.00)
Transfer to/ (from) Reserves	48,056.63	33,700.00			(33,700.00)
Total Transfers	48,056.63	33,700.00			(33,700.00)

City of Port Colborne
Nickel Beach
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Lease Income		\$4,500.00	\$6,000.00	\$6,000.00	\$1,500.00
Fees	342,633.88	405,000.00	362,500.00	422,000.00	17,000.00
Total Revenue	342,633.88	409,500.00	368,500.00	428,000.00	18,500.00
Expense					
Salaries and Wages - Full Time				37,400.00	37,400.00
Salaries and Wages - Part Time	16,567.98	17,800.00	13,300.00	18,100.00	300.00
Salaries and Wages - Students	98,574.08	107,800.00	93,300.00	95,800.00	(12,000.00)
Employee Benefits	16,563.19	25,100.00	11,000.00	36,100.00	11,000.00
Cleaning Supplies	1,025.14	3,500.00	900.00	5,000.00	1,500.00
Comm and Public Relations	3,024.84	5,000.00	4,600.00	8,000.00	3,000.00
Contract Services	79,141.70	98,500.00	80,300.00	80,000.00	(18,500.00)
Equipment - Purchase	324.93				
Office Supplies		1,500.00			(1,500.00)
Program Supplies		1,200.00	600.00	4,800.00	3,600.00
Protective & Uniform Clothing	1,000.43	1,300.00	800.00	1,300.00	
R&M Grounds	2,175.54	5,500.00	4,000.00	10,000.00	4,500.00
Staff Training & Development		2,000.00		2,700.00	700.00
SME - Consultants			10,000.00	50,000.00	50,000.00
Subscriptions and Publications		16,000.00			(16,000.00)
Telephone/Internet	512.65	1,300.00			(1,300.00)
Total Expense	218,910.48	286,500.00	218,800.00	349,200.00	62,700.00
Surplus/(Deficit) Before Allocation	123,723.40	123,000.00	149,700.00	78,800.00	(44,200.00)
Allocation:SSE	57,486.53	122,250.00	120,034.17	97,756.79	(24,493.21)
Surplus/(Deficit) After Allocations	66,236.87	750.00	29,665.83	(18,956.79)	(19,706.79)
Transfer to/ (from) Reserves	66,236.87	750.00	29,665.83	(18,956.79)	(19,706.79)
Total Transfers	66,236.87	750.00	29,665.83	(18,956.79)	(19,706.79)

**City of Port Colborne
Cemetery
2023 Operating Budget**

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Investment Income	\$4,235.23	\$4,000.00	\$4,000.00	\$4,000.00	
Sales	43,223.73	42,900.00	42,900.00	87,100.00	44,200.00
Total Revenue	47,458.96	46,900.00	46,900.00	91,100.00	44,200.00
Expense					
Association/Membership Fees		1,200.00	500.00	1,200.00	
Contract Services	329.50	2,100.00	2,100.00	2,500.00	400.00
Equipment - Purchase	429.42	1,100.00	1,100.00	1,100.00	
Equipment - Rental	6,412.00	6,900.00	6,900.00	6,900.00	
R&M Grounds	7,760.47	8,900.00	8,900.00	10,000.00	1,100.00
SME - Consultants	12,000.00				
Total Expense	26,931.39	20,200.00	19,500.00	21,700.00	1,500.00
Surplus/(Deficit) Before Allocation	20,527.57	26,700.00	27,400.00	69,400.00	42,700.00
Allocation:SSE	64,746.00	20,000.00	27,400.00	69,400.00	49,400.00
Surplus/(Deficit) After Allocations	(44,218.43)	6,700.00			(6,700.00)
Transfer to/ (from) Reserves	(23,396.75)	6,700.00			(6,700.00)
Total Transfers	(23,396.75)	6,700.00			(6,700.00)
Surplus / (Deficit)	(20,821.68)				

City of Port Colborne
Building Inspection
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Licences and Permits	\$446,846.92	\$419,400.00	\$500,000.00	\$450,000.00	\$30,600.00
Total Revenue	446,846.92	419,400.00	500,000.00	450,000.00	30,600.00
Expense					
Salaries and Wages - Full Time	72,661.82	230,800.00	214,300.00	262,400.00	31,600.00
Salaries and Wages - Part Time	57,117.02				
Overtime Pay	8,969.61	8,000.00	5,000.00	5,300.00	(2,700.00)
Employee Benefits	45,210.02	80,200.00	59,800.00	72,000.00	(8,200.00)
Association/Membership Fees	2,498.16	2,000.00	2,000.00	2,000.00	
Comm and Public Relations		1,000.00		1,000.00	
Contract Services	8,083.42	2,500.00	67,000.00	32,500.00	30,000.00
Equipment - Purchase			55.00		
Hospitality Expense	198.26			500.00	500.00
Office Supplies	2,308.72				
Postage & Courier	476.15	100.00	50.00	100.00	
Protective & Uniform Clothing	611.56	4,000.00	3,500.00	4,000.00	
Staff Training & Development	2,389.93	6,000.00	3,000.00	4,000.00	(2,000.00)
SME - Consultants	2,936.17		50,000.00	10,000.00	10,000.00
Subscriptions and Publications	282.00	200.00	150.00	150.00	(50.00)
Telephone/Internet	2,014.36	1,800.00	1,200.00	1,400.00	(400.00)
Travel		1,200.00	500.00	4,000.00	2,800.00
Total Expense	205,757.20	337,800.00	406,555.00	399,350.00	61,550.00
Surplus/(Deficit) Before Allocation	241,089.72	81,600.00	93,445.00	50,650.00	(30,950.00)
Allocation:SSE	156,159.13	81,600.00	72,052.44	140,845.37	59,245.37
Surplus/(Deficit) After Allocations	84,930.59		21,392.56	(90,195.37)	(90,195.37)
Transfer to/ (from) Reserves	84,930.59		21,392.56	(90,195.37)	(90,195.37)
Total Transfers	84,930.59		21,392.56	(90,195.37)	(90,195.37)

Appendix E - Facilities Detail

Appendix F - Transportation Detail

Appendix E - Facilities Detail

	Gas	Hydro	Water	Repair and Maintenance (Consumables and Parts)	Equipment Rental	Contracted Services	Land Leases	Total
General				3,150	1,500			4,650
City Hall	10,371	65,750	4,500	12,600	1,000	78,000		172,221
Fire Station 1	12,430	21,600	4,500	15,000	1,500	22,000		77,030
Humberstone Community Hall	2,827	1,280	1,175	2,000		4,700		11,982
Operations Centre - New	37,714	45,600	23,750	18,000	2,000	122,500		249,564
City Yard - 11 King		500					16,000	16,500
Soccer Complex		3,600	3,200	1,500		14,100		22,400
Vale Health and Wellness Centre	84,860	500,000	85,000	50,000	2,000	84,000		805,860
Bethel Community Centre				4,000		5,900		9,900
Sherkston Community Centre				2,000		2,300		4,300
Animal Shelter				1,800		2,100		3,900
Traffic and Street Lights		191,630						191,630
City Facilities Subtotal	148,201	829,960	122,125	110,050	8,000	335,600	16,000	1,569,936
Library Facility	11,000	13,850	1,900	5,000		43,700		75,450
Roselawn	15,087	10,500	5,000	5,000		37,100		72,687
Historical Marine Museum	8,987	4,500	4,300	4,000		10,200		31,987
Heritage Reseach Arvices	3,190	1,800	1,500	1,100		1,000		8,590
Boards and Committees Subtotal	38,264	30,650	12,700	15,100	-	92,000	-	188,714
West Street Harbourview Docks		1,350	1,500	4,000		2,100	100	9,050
Market Square		1,200		200		200	3,200	4,800
HH Knoll		7,600		7,500		2,500		17,600
Centennial Park		750		3,000		2,500		6,250
Lion Field	2,013	2,340		1,500		5,000		10,853
Tennis Courts		1,080	1,700	2,000		1,000		5,780
Lock 8 Lighthouse						500		500
Lock 8/Skate Park		3,000		5,000		500	1,600	10,100
Vimy Park		380		1,000		1,000		2,380
Lockview Park		400				1,000		1,400
Rotary Park						500		500
Seaway Park		900						900
King George Park				100				100
Old Scout Camp	567	600						1,167
Other Parks		1,800	64,100	5,000	2,000	14,900		87,800
Railways							16,500	16,500
Parks Subtotal	2,580	21,400	67,300	29,300	2,000	31,700	21,400	175,680
Overholt Cemetery								-
Nickel Beach		6,500		500		1,500		8,500
Sugarloaf Marina	12,784	24,500	28,150	27,500	1,500	51,100		145,534
Marina Store	3,328	11,225		1,000		500		16,053
Self Sustaining Entities Subtotal	16,112	42,225	28,150	29,000	1,500	53,100	-	170,087
Levy Total	205,156	924,235	230,275	183,450	11,500	512,400	37,400	2,104,416
Colborne / Johnston St Pump Station (S)				200		250		450
Elizabeth St. Bulk Water Depot (W)				500		250		750
Elm St. Bulk Water Depot (W)				500		250		750
Scholfield Pumping Station (S)						250		250
Rates Subtotal	-	-	-	1,200	-	1,000	7,000	9,200
Levy + Rates Total	205,156	924,235	230,275	184,650	11,500	513,400	44,400	2,113,616

Appendix F - Transportation Detail

	Contract Services	Repair and Maintenance (Consumables and Parts)	Repair and Maintenance (Tree Replacement)	Total
Bridge Maintenance	35,000			35,000
Catch Basins	20,000	15,000		35,000
Crack Sealing	50,000			50,000
Culvert Repairs	5,000	20,000		25,000
Curb Maintenance	15,000			15,000
Driveways				-
Guardrails	20,000	1,000		21,000
Patching and Spraying	100,000			100,000
Clay Road Maintenance				-
Pavement Marking	70,000	5,000		75,000
Pothole Repair		15,000		15,000
Road Grading	6,000	45,000		51,000
Shouldering	5,000			5,000
Street Lights	40,000			40,000
Traffic Signals	15,000			15,000
Traffic Signs	5,000	20,000		25,000
Pleasant Beach Waste Management		250		250
Safety Device		5,000		5,000
Roads Preventative Maintenance	386,000	126,250	-	512,250
Sidewalk Maintenance	25,000	27,775		52,775
Brushing Tree Trimming	180,000	2,500	5,600	188,100
Dust Suppression	15,000			15,000
Vandalism		500		500
Grass Mowing Spraying	75,000	2,000		77,000
Debris & Litter		1,500		
Spring/Summer Maintenance	270,000	6,500	5,600	280,600
Culvert Repairs - Ditchings	12,000	30,000		42,000
Ditchings	100,000			100,000
Culverts and Ditchings	112,000	30,000	-	142,000
Sanding / Salting	47,000	75,000		122,000
Sidewalk Snow Removal		1,000		1,000
Snow Fence		2,500		2,500
Snow Ploughing	56,000	5,000		61,000
Winter Maintenance	103,000	83,500	-	186,500
CN Rail	12,000			12,000
CP Rails	4,500			4,500
PC Harbour/Trillium Rail (West)	31,000			31,000
PC Harbour/Vale Rail (East)	12,000			12,000
Railways	59,500	-	-	59,500
Total	955,500	274,025	5,600	1,233,625

Appendix G - Tax Allocation

Appendix G - Tax Allocation

	General Government	Debt	Capital	PGA	Boards & Committees	Council	Community Safety	Public Works
Surplus/(Deficit) Before Allocation	21,704,223	(1,271,419)	1,731,649	(1,153,350)	(677,763)	(410,800)	(4,118,600)	(4,916,625)
Allocation: Within Department								(253,588)
Allocation: Between Department	(2,698,930)		(127,000)	260,213	346,853	54,088	246,358	463,338
Allocation:SSE	(544,493)							(45,276)
Surplus/(Deficit) After Allocations	24,947,646	(1,271,419)	1,858,649	(1,413,563)	(1,024,616)	(464,888)	(4,364,958)	(5,081,100)
Transfer to/ (from) Capital	-		7,054,300					
Transfer to/ (from) Reserves	920,230		(8,000)	2,500				85,000
Transfer Between Funds	(1,316,076)		(2,511,200)		1,175,860			(486,588)
Surplus / (Deficit)	25,343,492	(1,271,419)	(2,676,451)	(1,416,063)	(2,200,476)	(464,888)	(4,364,958)	(4,679,512)
Property Tax	(23,186,500)							
Allocation (OMPF + Interest + Other Misc - Global Operations)	(2,156,992)			159,125		52,240	490,498	525,845
Total	-	(1,271,419)	(2,676,451)	(1,256,938)	(2,200,476)	(412,648)	(3,874,460)	(4,153,667)
Percentage		5.5%	11.5%	5.4%	9.5%	1.8%	16.7%	17.9%

	Administration				Economic Development & Planning			Recreation & Parks		
	CAO	Corporate Services	Legislative Services	Total	Economic Development	Planning	Total	Recreation	Parks	Total
Surplus/(Deficit) Before Allocation	(728,400)	(2,984,150)	(439,200)	(4,151,750)	(492,400)	(377,750)	(870,150)	(727,470)	(1,623,800)	(2,351,270)
Allocation: Within Department		(82,072)	(89,250)	(171,322)		89,250	89,250	82,072	253,588	335,660
Allocation: Between Department	18,026	(140,280)	18,026	(104,227)	18,027	18,027	36,053	1,203,940	319,315	1,523,255
Allocation:SSE		(127,332)	(67,756)	(195,088)					(57,779)	(57,779)
Surplus/(Deficit) After Allocations	(746,426)	(2,634,466)	(300,221)	(3,681,114)	(510,427)	(485,026)	(995,453)	(2,013,482)	(2,138,924)	(4,152,406)
Transfer to/ (from) Capital										
Transfer to/ (from) Reserves										
Transfer Between Funds	-	(504,246)		(504,246)	(55,000)		(55,000)			
Surplus / (Deficit)	(746,426)	(2,130,220)	(300,221)	(3,176,868)	(455,427)	(485,026)	(940,453)	(2,013,482)	(2,138,924)	(4,152,406)
Minus: Property Tax										
Allocation (OMPF + Interest + Other Misc - Global Operations)	83,877	239,377	33,736	356,990	51,177	54,503	105,680	226,258	240,355	466,613
Total	(662,549)	(1,890,844)	(266,484)	(2,819,877)	(404,249)	(430,523)	(834,773)	(1,787,223)	(1,898,570)	(3,685,793)
Percentage	2.9%	8.2%	1.1%	12.2%	1.7%	1.9%	3.6%	7.7%	8.2%	15.9%



Subject: 2023 Rates Budget

To: Committee of the Whole - Budget

From: Corporate Services Department

Report Number: 2022-246

Meeting Date: December 7, 2022

Recommendation:

That the Committee of the Whole recommend to Council:

That Corporate Services Department Report 2022-246, **BE RECEIVED**; and

That the 2023 Rates Budget as outlined in Appendix B to Corporate Services Department Report 2022-246, **BE APPROVED**.

Purpose:

The purpose of this report is to present the proposed 2023 Rates Budget to the Budget Committee of the Whole.

A separate report has been prepared and presented to the Committee of the Whole – Budget entitled, 2023 Rates Setting Report 2022-247, to establish water, wastewater and storm sewer rates to be charged.

Background:

The 2023 Rates Budget is presented in a similar fashion as the prior year Rate Budget.

Financial Services would like to thank Public Works staff for their leadership and support in developing the 2023 Rates Budget.

Should the 2023 Rates Budget report be approved by the Committee of the Whole – Budget on December 7, 2022, it will move forward to be ratified at the December 13, 2022, Council meeting.

Similar to the 2023 Capital and Related Projects Budget and the 2023 Levy Budget, the 2023 Rates Budget was developed through a process that requested Council and staff input. Staff have based their recommendations after considering:

- The City's established Vision/Mission/Values
- The Strategic Pillars identified in the City's Strategic Plan
- The following themes/focuses
 - Supporting economic prosperity initiatives
 - Supporting environmental sustainability initiatives
 - Supporting a welcoming and livable community
 - Supporting increased and enhanced housing options
- Tactically considering where the City can support and drive competitive advantages:
 - People
 - Processes – getting to simple (moving towards)
 - Community – Connection
 - Location
- Service levels
- Growth – achieving economies of scale
- Impact of leading a reduction in the Infrastructure Deficit

The budget document should be read in conjunction with:

- The 2023 Capital and Related Project Budget (Report 2022-248) presented to the Budget Committee of the Whole on December 7, 2022.
- The 2023 Proposed User Fees and Charges (Report 2022-244) presented to the Budget Committee of the Whole on December 7, 2022.

Discussion:

Financial Services highlights the budget is a plan to allocate resources in advance for the maximum benefit of City residents and stakeholders. It is a method to authorize revenue and expense authority. In preparing the 2023 Rates Budget, certain assumptions and estimates are necessary. They are based on information available to staff at the time of preparing the budget. Actual results will vary although, as regulated through the *Municipal Act*, a balanced budget is required.

Rate Budget Impact

Water and Wastewater

If the proposed 2023 Rates Budget and 2023 Rates Setting reports are approved as presented, the water and wastewater impact to a single-family property use 150 m3 of water will be:

	\$	%
Water	\$46.07	8.00%
Wastewater	Zero	Zero
Blended/Combined	\$46.07	2.92%

As identified below, this increase is required to offset the Niagara Region anticipated increase as communicated at their Budget Review Committee of the Whole – July 21, 2022.

Storm Sewer

If the proposed 2023 Rates Budget is approved as presented, the storm sewer impact to a single-family property is \$12.71 which represents a 10% increase over the prior year.

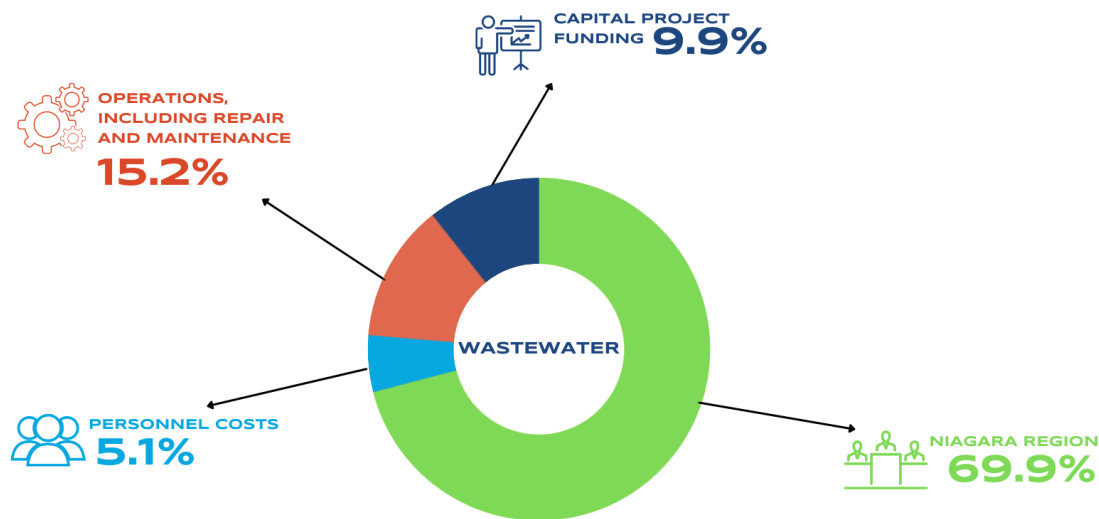
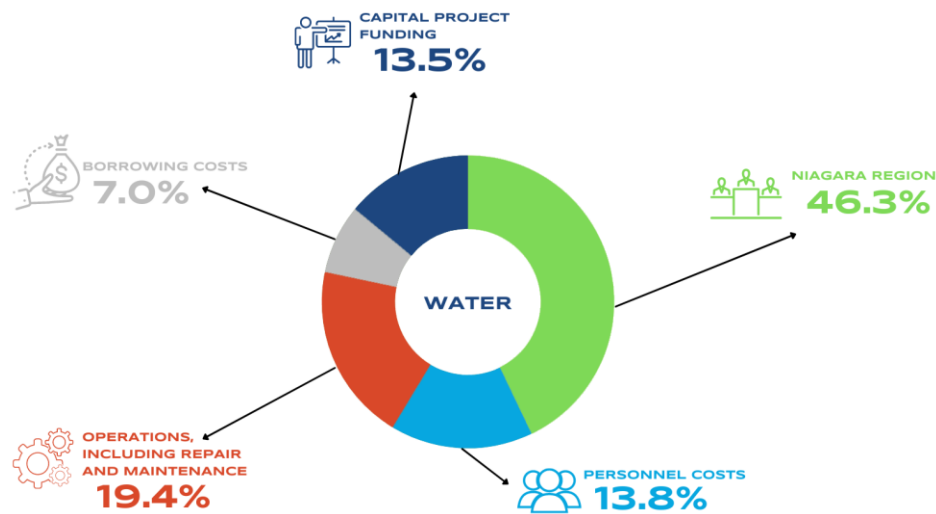
Budget Summary

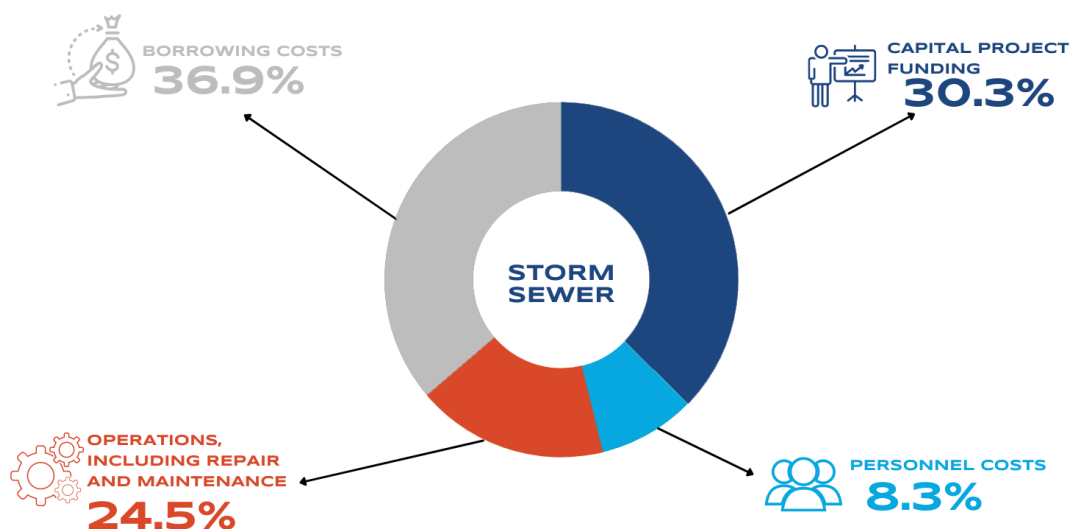
This budget was developed to maintain current services levels while continuing to strengthen the City.

The number of initiatives and actions that are funded within this budget are significant.

The 2023 Rates Budget as outlined in Appendix A – 2023 Rates Budget Presentation and Appendix B – Rates Budget Appendices totals \$13,661,100.

In percentage terms the water, wastewater and storm sewer budgets can be broken down as follows:





In dollar terms the water, wastewater and storm sewer budgets can be broken down as follows:

	Storm Sewer	Wastewater	Water	Total
Total Revenue	1,437,700	7,041,100	5,182,300	13,661,100
Niagara Region	-	4,920,879	2,398,200	7,319,079
Personnel costs	119,090	357,270	714,540	1,190,900
Operations	351,962	1,067,997	1,003,970	2,423,929
Capital	850,000	840,000	621,700	2,311,700
Borrowing costs	531,155	-	364,326	895,481
Reserve transfers	(414,507)	(145,046)	79,564	(479,989)
Total Expenses	1,437,700	7,041,100	5,182,300	13,661,100
Surplus / (Deficit)	-	-	-	-

Water and wastewater usage and billing metrics can be found in Appendix A.

Some of the salient highlights and changes in the 2023 Rates Budget are as follows:

- The budget incorporates an anticipated 8.2% increase in water and wastewater charges from the Niagara Region, as communicated at their Budget Review Committee of the Whole – July.
- Re-implements a wastewater backflow and disconnect grant program. Backflow at \$1,000 and disconnect at \$2,500. This program is already in the wastewater bylaw. The budget allotted is \$25,000 although Staff recommend that no one

should be turned away, if needed, additional funding should come from the wastewater reserve.

- Maintain the Guaranteed Income Supplement (GIS) grant introduced in 2021 for wastewater charges.
- Maintain water and wastewater lateral replacement grant program introduced in 2022.
- Maintain the pre-authorized payment and move to online billing incentives introduced in 2021 and 2022.
- Covers forecasted increases in Niagara Region charges of \$357,000, representing 105.5% of the year over year increase in rate expenses.
- \$2.045 million in new Water, Wastewater and Storm Water projects
 - \$500,000 for new linings of wastewater pipes
 - \$500,000 for inventorying, cleaning, and condition assessments of the storm water system
 - \$300,000 storm water outlet backflow control
- No new debt is proposed...water debt paid down by \$298,700 and Storm Sewer debt paid down by \$246,000

2022 Forecast

The City is forecasting reserve transfers of \$1,621,175 vs. \$1,204,330. The additional reserve transfer is identified in Appendix A, pages 26-28 and in the various appendices attached to this report. The main driver is reduced billings from the Niagara Region for wastewater as less wastewater was sent to the Niagara Region wastewater plant this year. This reduction is believed to have resulted from the lower lake levels/precipitation and therefore is not structural in terms of long-term savings. The budget for 2023 Niagara Region wastewater charges has remained constant recognizing the proposed increase from the Niagara Region and the significant changes the City experiences in charges from the Niagara Region as a result of inflow and infiltration result from the lake levels/precipitation.

In preparing this forecast, as with this budget, certain assumptions and estimates are necessary. This forecast is based on information available to Staff at the time. Actual results will vary.

Updated Reserve Forecasted Balances

Should this budget be approved, and the 2023 budget equal actual, and the 2022 forecast equal forecast at year end, the forecasted rate reserves would be as follows at the end of 2023 (provided there are no new projects approved):

- Water forecasted at \$1,227,000
- Wastewater forecasted at \$2,065,000
- Storm Sewer forecasted at \$554,000

Reserves are used in case of an emergency, to cover a budget shortfall in-year and to support future capital works recognizing the identified infrastructure deficit.

Risks to the Rates Budget

Actual events and results can be substantially different from what is expected or implied as a result of risk, uncertainties, and other factors, many of which are beyond the control of Council and staff, including, but not limited to:

- Changes to legislation, including rules and regulation
 - i.e. Bill 39, Better Municipal Governance Act, 2022 was introduced subsequent to the development of this budget and is still being reviewed at the time of printing this presentation
- Decisions of other levels of government
 - i.e. Ministry of the Environment, Conservation and Parks
 - i.e. Niagara Region water and wastewater charges have not been published or approved, only guidance from July 21, 2022 has been shared
- Economic weakness or other unforeseen factors impacting changes in past patterns of facility and service usage and/or goods purchased by users and customers
- Inflation advancing more than anticipated – note inflation was budgeted differently for different expenses ranging from 0% to the 35% range (fuel costs increased 70% over 2 years)
- Interest rates declining which impacts investment income
- Higher precipitation and lake levels compared to 2022 increasing inflow and infiltration or changing water usage
- Unexpected changes or usage in infrastructure
- Unbudgeted and/or unexpected changes in needs or wants of residents resulting in Council approved changes in service levels or goods and service offerings

- A resurgence in COVID-19 or other epidemics, pandemics or other public health crisis event

Looking Forward

As identified on many occasions, “everyday is budget day” in a municipality. Corporate Services continues to identify continuous improvement is a process. Looking forward to 2023, staff identify the following activities that will help determine the financial outcomes of the City going into the 2024 budget process:

- Infrastructure Needs Study (INS) will be completed in the first trimester of 2023. Staff will then develop a five (5) year linear capital projects plan that incorporates all linear assets such as water, wastewater, and storm sewer for recommended reconstruction and upgrades.
 - The 5-year linear capital projects plan will be provided to Council with the 2024 Capital and Related Project Budget in September 2023.
 - The INS highlighted the City needs to inventory and perform condition assessments of the storm water system. While water and wastewater inventory and condition assessment is well documented, this has not be done for the storm water system. This project has been included in the 2023 Capital and Related Project Budget.
 - Review and update long standing bylaws related to rate budget activities.
-

Internal Consultations:

As stated, Financial Services would like to thank Public Works for their leadership and support in developing this 2023 Rates Budget.

Financial Implications:

Financial Services identifies the proposed 2023 Rates Budget is a staff recommendation that Council can adjust, if required.

Public Engagement:

The 2023 Rates Budget was published on the City’s website on November 28, 2022 through the agenda process. The 2023 Rates Budget will be considered by the Committee of the Whole – Budget on December 7, 2022. If approved by the Committee

of the Whole – Budget, the 2023 Rates Budget will be considered by Council on December 13, 2022.

Following the budget process, staff will continue to review service levels and operations. Should changes be requested or sought, staff will seek input and where necessary approval from Council.

Summarize any public notification or engagement initiatives.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
 - Attracting Business Investment and Tourists to Port Colborne
 - City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
 - Value: Financial Management to Achieve Financial Sustainability
 - People: Supporting and Investing in Human Capital
 - Governance: Communications, Engagement, and Decision-Making
-

Conclusion:

Staff recommend Council approve the 2023 Rates Budget as outlined in this report and the various appendices.

Appendices:

- a. Appendix A – 2023 Rates Budget Presentation
- b. Appendix B – Divisional Summary & Detail
- c. Appendix C – Divisional Multi-Year Budgets
- d. Appendix D – Divisional Usage & Billing Metrics

Respectfully submitted,

Bryan Boles, CPA, CA, MBA

Steve Shypowskyj

Director of Corporate Services/Treasurer
(905) 835-2900 Ext. 105
Bryan.Boles@portcolborne.ca

Director, Public Works Services
(905) 835-2900 Ext. 220
Steve.Shypowskyj@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

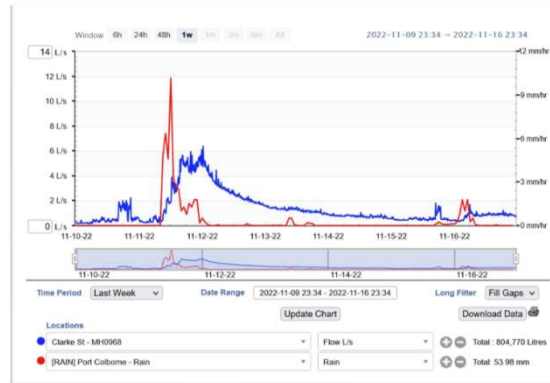
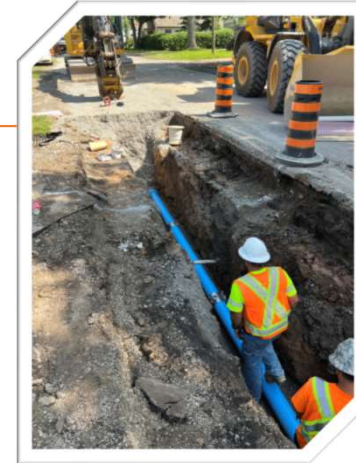
2023 Rate Budget

December 7, 2022



Agenda

- ☐ Recommendation
- ☐ Rates Impacts
- ☐ Highlights
- ☐ Risks
- ☐ Current Updates
- ☐ Inflation and City Growth
- ☐ Process
- ☐ Comparisons
- ☐ Debt/Reserve Outlook
- ☐ In-Year Operating Activity
- ☐ Metrics
- ☐ Rate Budgets
- ☐ Risks
- ☐ Looking Forward
- ☐ Thank You
- ☐ Recommendation



In preparing the 2023 Rates Budget and Rate Setting, certain assumptions and estimates are necessary. They are based on information available to staff at the time. Actual results will vary although, as regulated through the Municipal Act, a balanced budget is required.



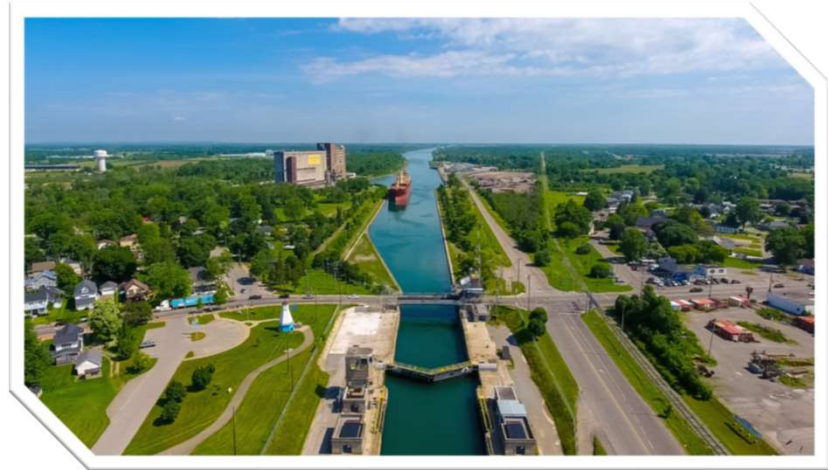
PORT COLBORNE

Recommendation

2023 Rates Budget

That Corporate Services Department Report 2023-246,
BE RECEIVED; and

That the 2023 Rates Budget as outlined in Appendix B to
Corporate Services Department Report 2023-246, **BE
APPROVED**.



Rate Impacts

Water

8% increase to the variable and fixed rates

Wastewater

No change in wastewater rates

Storm Sewer

Single Family Property change equals \$12.71 or 10%.

Combined increase is 2.92% or \$46.07 per average household using 150 cubic meters of water

This increase absorbs the Niagara Region anticipated increase communicated at their Budget Review Committee of the Whole – July 21, 2022

Highlights

Connecting the City

- Re-implement a backflow (\$1,000) and disconnect (\$2,500) grant program at a budgeted value of \$25,000.
- Maintain the Guaranteed Income Supplement (GIS) grant introduced in 2021 for wastewater charges.
- Maintain water and wastewater lateral replacement grant program introduced in 2022.
- Maintain the pre-authorized payment and move to online billing incentives introduced in 2021 and 2022.
- Covers forecasted increases in Niagara Region charges of \$357,000, representing 105.5% of the year over year increase in rate expenses.
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PORT COLBORNE



Risks to the Budget

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Current Capital and Related Projects Status

Project Name	Project ID	Adjusted Budget	Project Spending To Date as of Nov 16 2022	Remaining Funding as at Nov 16 2022*	Project Timeline
Erie St Watermain Replacement Project	21C-PW-R48	2,078,216	(1,100,203)	978,013	2023
Neff St Outlet Retrofit	22C-SS-B64	300,000	(23,186)	276,814	2023
Electrical Motor SoftStart	22C-SS-B65	5,600	-	5,600	2022
Trailer Mount 6" Pump	22C-SS-B66	74,000	(20,696)	53,304	2023
CLI-ECAs Studies	22C-SS-B67	120,000	-	120,000	2023
Pumping Station Upgrades	22C-SS-B68	35,000	-	35,000	2023
Storm Pond Cleaning & Maintenance	22C-SS-B69	75,000	-	75,000	2023
Cube Van - WT/WW	22C-WW-B25	90,000	-	90,000	2023
Trailer Mount 6" Pump	22C-WW-B66	67,000	(20,696)	46,304	2023
Clarke Area inflow reduction	22C-WW-B72	640,000	-	640,000	2023
Passenger Truck - WT/WW	22C-WW-B26	46,000	-	46,000	2023
Watermain Replacement	22C-WW-B73	5,000,000	-	5,000,000	2026
Stormwater Management Strategy	22C-WW-R06	200,000	-	200,000	2023
Investigation & Remediation	22C-WW-R07	298,000	(99,165)	198,835	2023
Public Education Campaign	22C-WW-R08	30,000	-	30,000	2023
Pollution Prevention	22C-WW-R09	250,000	-	250,000	2025
Maintenance Hole & Mainline Sewer	22C-WW-R10	300,000	-	300,000	2022
		9,608,816	(1,263,947)	8,344,869	
Future Funding - 266,700 from 2023 to 2026 budgets				(1,066,800)	
Fully Funded amount at November 16, 2022				7,278,069	

*Reaming funds are before any commitments that have been contracted not been paid.

Project Management



Clearing the Backlog

- 2022 experienced a restructuring of Public Works
- All previously approved projects were reviewed by staff and several recommended for closure as the new team assessed greatest need, risks facing infrastructure, and funding requirements
- Continued review of Public Works identified the need for two Project Managers.
 - Currently the City has no Project Managers. Project Managers are common in organizations to oversee all aspects of capital and related projects. These individuals will not supervise other employees although they will work with team members from across the City
 - The City has posted for one Senior Project Manager and one Junior Project Manager
 - These positions will not add to the headcount or full-time equivalents (FTEs) of the City as other vacant jobs will be declared redundant

Inflation Environment



Industrial Product Price Index

9.0%

Annualized September 2022*

Consumer Price Index

6.9%

Annualized September 2022*



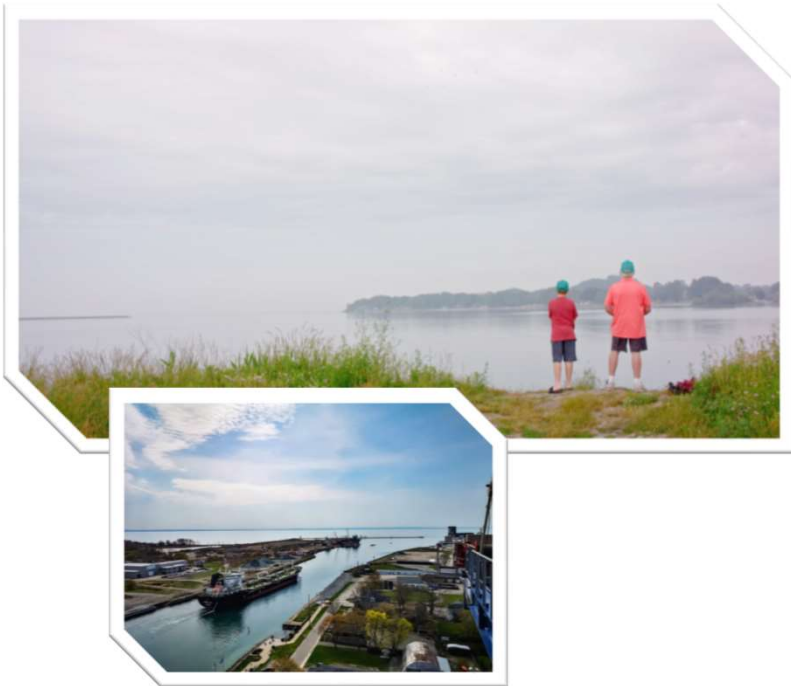


Process

Developed through a process that obtained both Council and Staff input.

	Capital	Levy	Rate
Final to Financial Services	September 1st	October 6th	October 6th
Final Senior Leadership Review	September 15th	November 15th	November 15th
Budget Committee Package	November 23rd	November 23rd	November 23rd
Committee of the Whole Budget Meeting	December 7th	December 7th	December 7th
Council Approval	December 13th	December 13th	December 13th

Vision/Mission/Values



Vision Statement:

A vision statement expresses an organization's desires for the future. This is our vision statement:

A vibrant waterfront community embracing growth for future generations

Mission Statement:

A mission statement expresses the immediate goals of an organization, clearly and concisely. This is our mission statement:

To provide an exceptional small-town experience in a big way

Corporate Values:

Corporate Values are guiding principles and beliefs supported by everyone in an organization so that they can work toward common goals in a cohesive and positive way. These are our corporate values:

Integrity – we interact with others ethically and honourably **Respect** – we treat each other with empathy and understanding **Inclusion** – we welcome everyone

Responsibility – we make tomorrow better **Collaboration** – we are better together

Strategic Pillars



Community Pillars

These pillars are areas that directly benefit our residents, businesses, and visitors.

1. Service and Simplicity - Quality and Innovative Delivery of Customer Services
2. Attracting Business Investment and Tourists to Port Colborne
3. City-Wide Investment in Infrastructure and Recreational/Cultural Spaces



Corporate Pillars

These pillars are the day-to-day practices, processes, and governance that Council and staff are focused on to ensure maximum value and benefit for our residents.

1. Value: Financial Management to Achieve Financial Sustainability
2. People: Supporting and Investing in Human Capital
3. Governance: Communications, Engagement, and Decision-Making





Themes - Focus

Economic Prosperity

Enviromental Sustainability

Welcoming and livable community


Increase and enhance housing options

Competitive Advantage

- People
- Processes – getting to simple (moving towards)
- Community – Connecting
- Location

- Service Levels
- Growth – Achieve Economies of Scale
- Impact of leading a reduction in the Infrastructure Deficit

Comparison: Water and Wastewater Rate

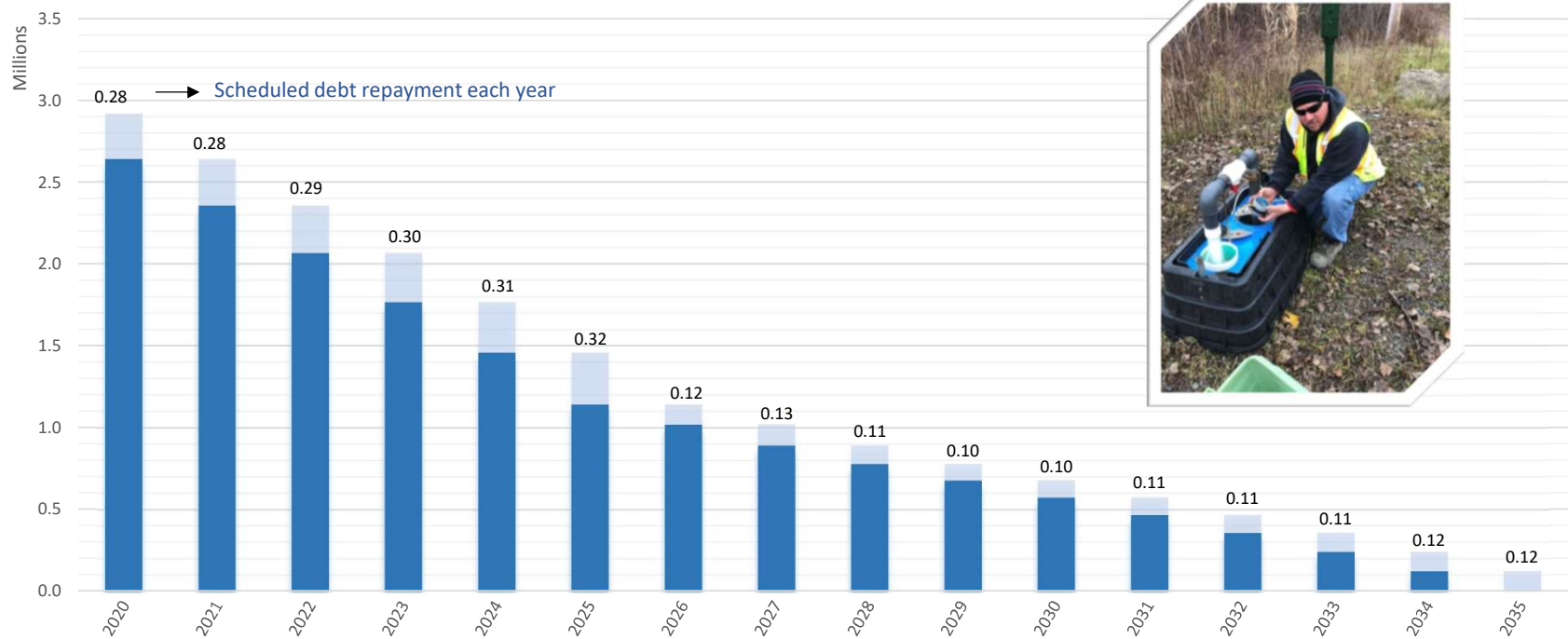


	Avg. Usage	Water	Wastewater	Total	
LAMs – 2021	150 m ³	\$469	\$589	\$1,040	5%
LAMs – 2022	150 m ³	\$466	\$613	\$1,079	
Port Colborne – 2021 & 2022	150 m³	\$576	\$1,002	\$1,578	2.92%
Port Colborne – 2023	150 m³	\$622	\$1,002	\$1,624	
Next Closest LAM – 2021	150 m ³	\$523	\$804	\$1,328	
Next Closest LAM – 2022	150 m ³	\$523	\$847	\$1,370	

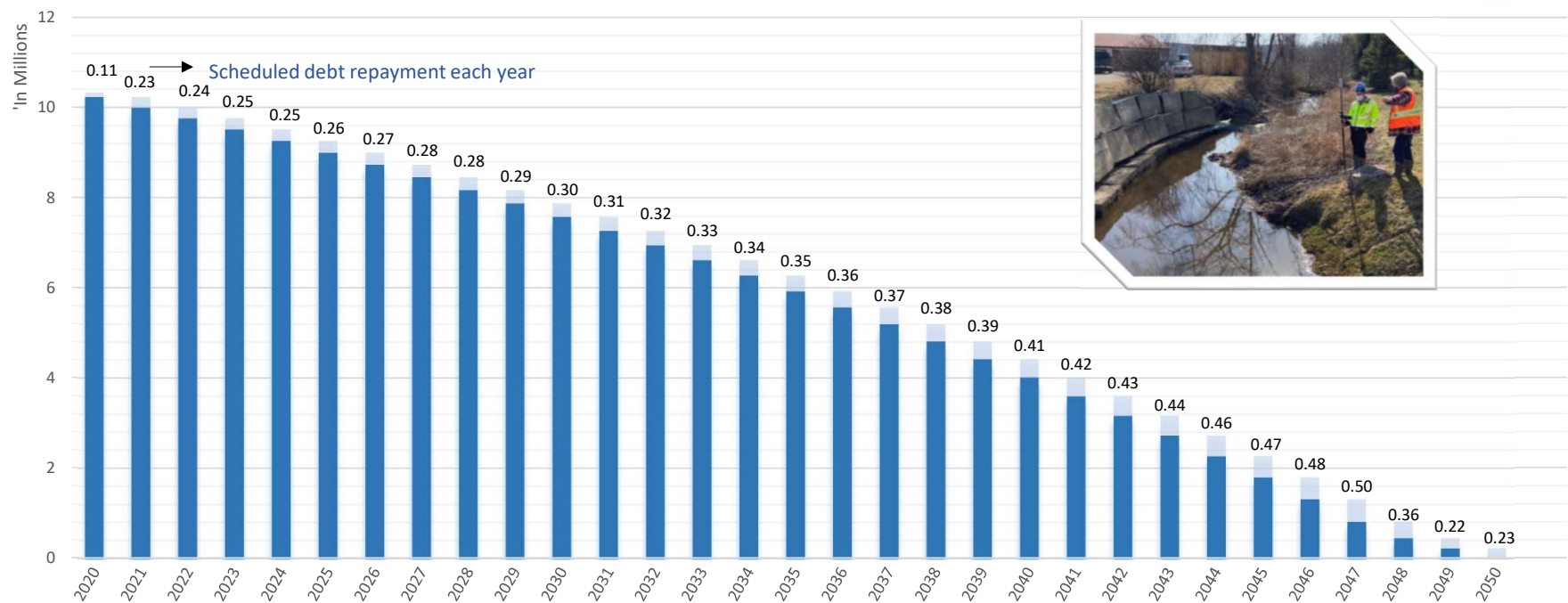
The above figures are based on 150 m³ and will change as water usage changes

70% of this cost is Niagara Region charges to clean the wastewater. The volume being cleaned is at a ratio of 2.67 m³ per 1 m³ of water billed (3-year average). Illustrating the majority of wastewater is from inflow and infiltration.

Debt Outlook - Water



Debt Outlook – Storm Sewer



Reserve Outlook



Should this budget be approved, and the 2023 budget = actual, and the 2022 forecast = forecast at year end, the forecasted rate reserves would be as follows come the end of 2023 (provided there are no new projects approved):

- Water forecasted at \$1,227,000
- Wastewater forecasted at \$2,065,000
- Storm Sewer forecasted at \$554,000

Reserves are used in case of an emergency, to cover a budget shortfall in-year and to support future capital works recognizing the identified infrastructure deficit.



In-Year Operating Activity

2022 to Date



Water

- 21 (9 – 2021) watermain breaks
- 7 (19 – 2021) complaints
- 1,956 (716 – 2021) chlorine samples
- 350 (368-2021) microbiological samples
- 640 (640 – 2021) hydrants inspected twice
- 302 (274 – 2021) valves turned
- 7 (21 – 2021) water services installed
- 44 (41 – 2021) curb boxes repaired
- 16 (15 – 2021) dead ends flushed weekly
- Bi-weekly flushing of new subdivision

Wastewater/Storm

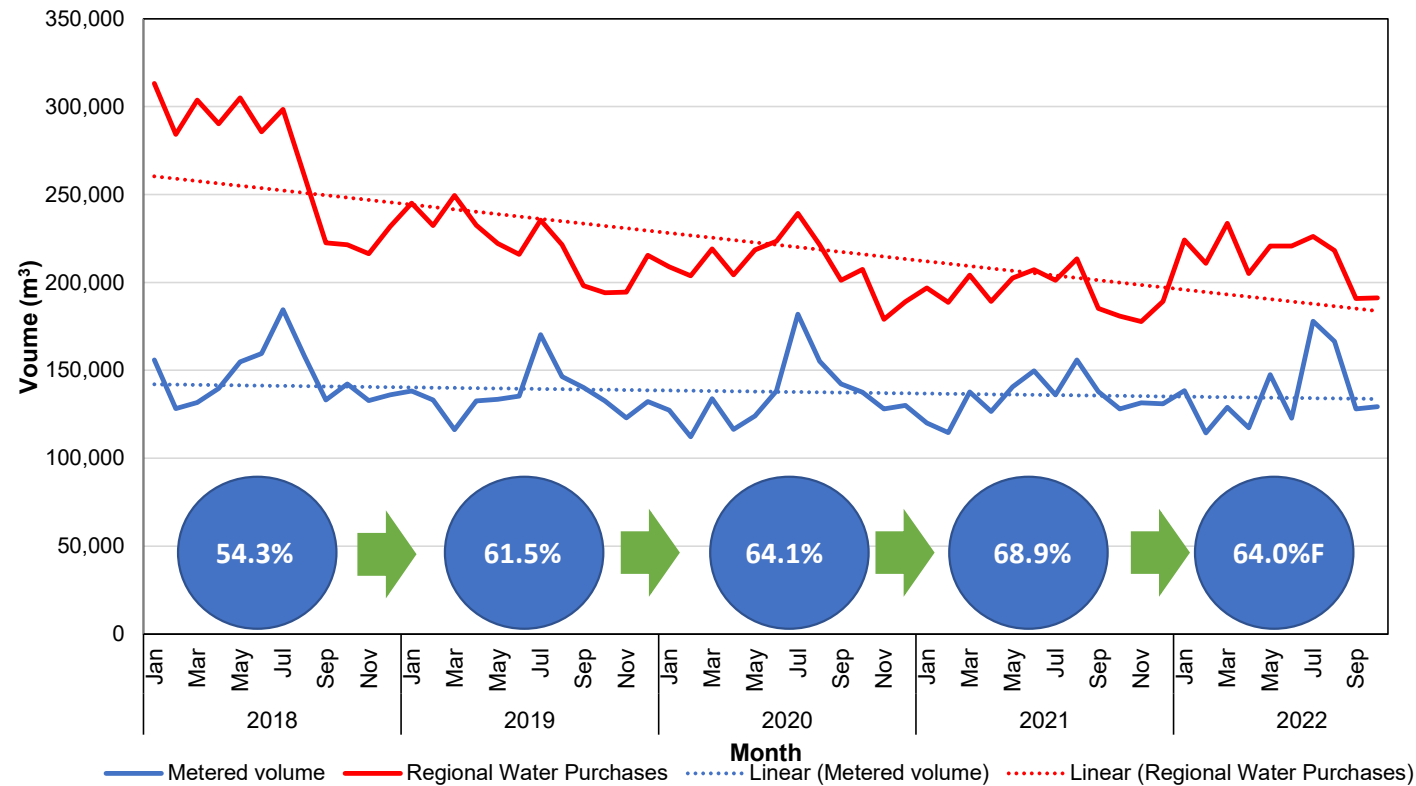
- 519 (543 – 2021) maintenance holes inspected
- 25 (50 – 2021) sewer lateral backups
- 2 (12 – 2021) sanitary laterals installed
- 33 (25 – 2021) clean out repairs
- 3 (1 – 2021) catchbasin replacement
- 22.5 km (3.2km – 2021) CCTV inspection of sanitary pipes and storm pipes



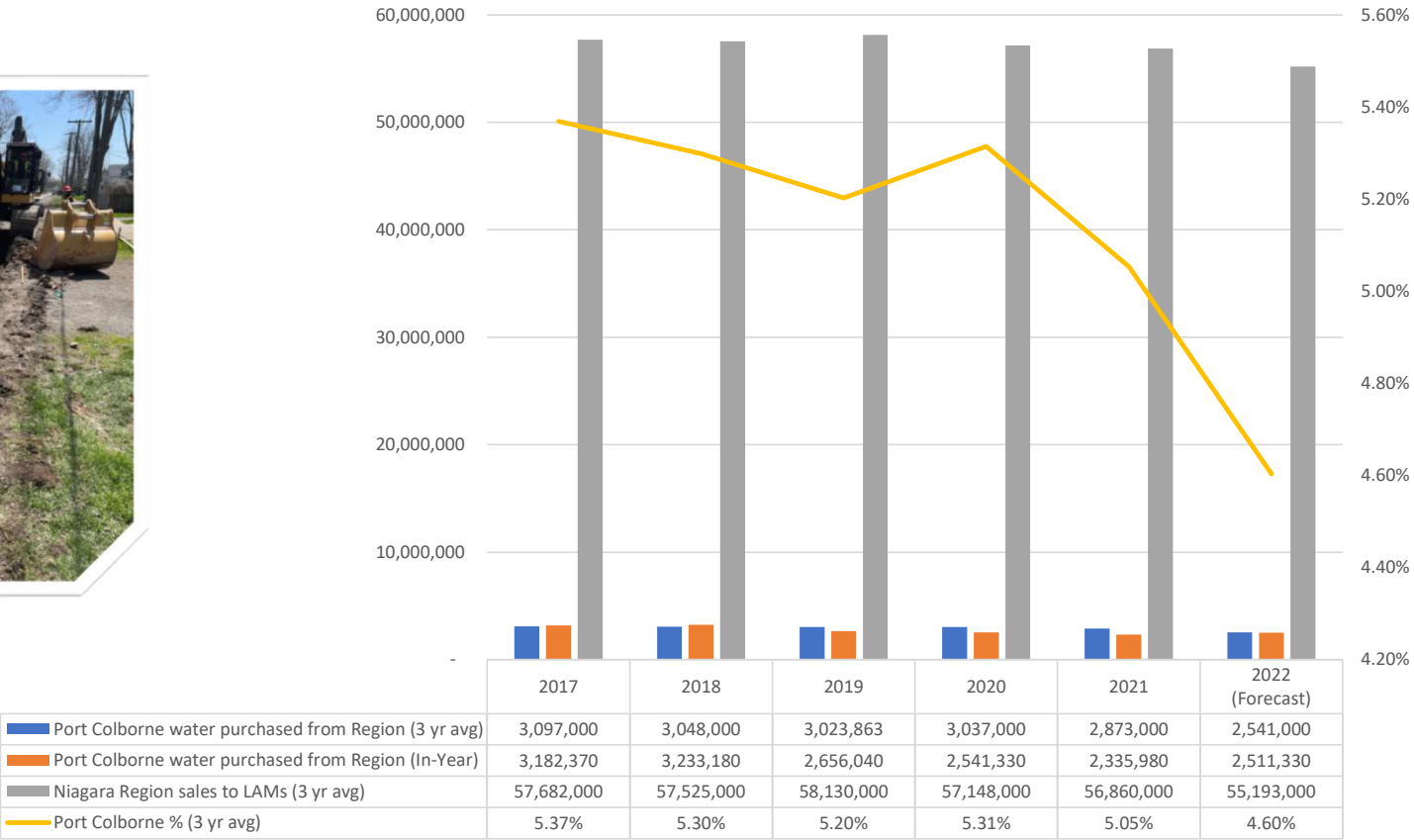
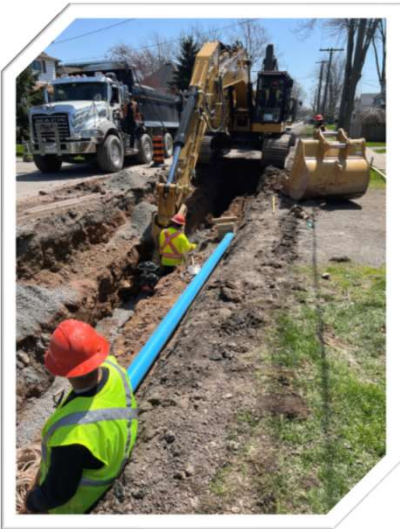
PORT COLBORNE

Note: 2021 statistics are compared consistently over the same year to date period as prior year

Water Purchased vs. Water Billed

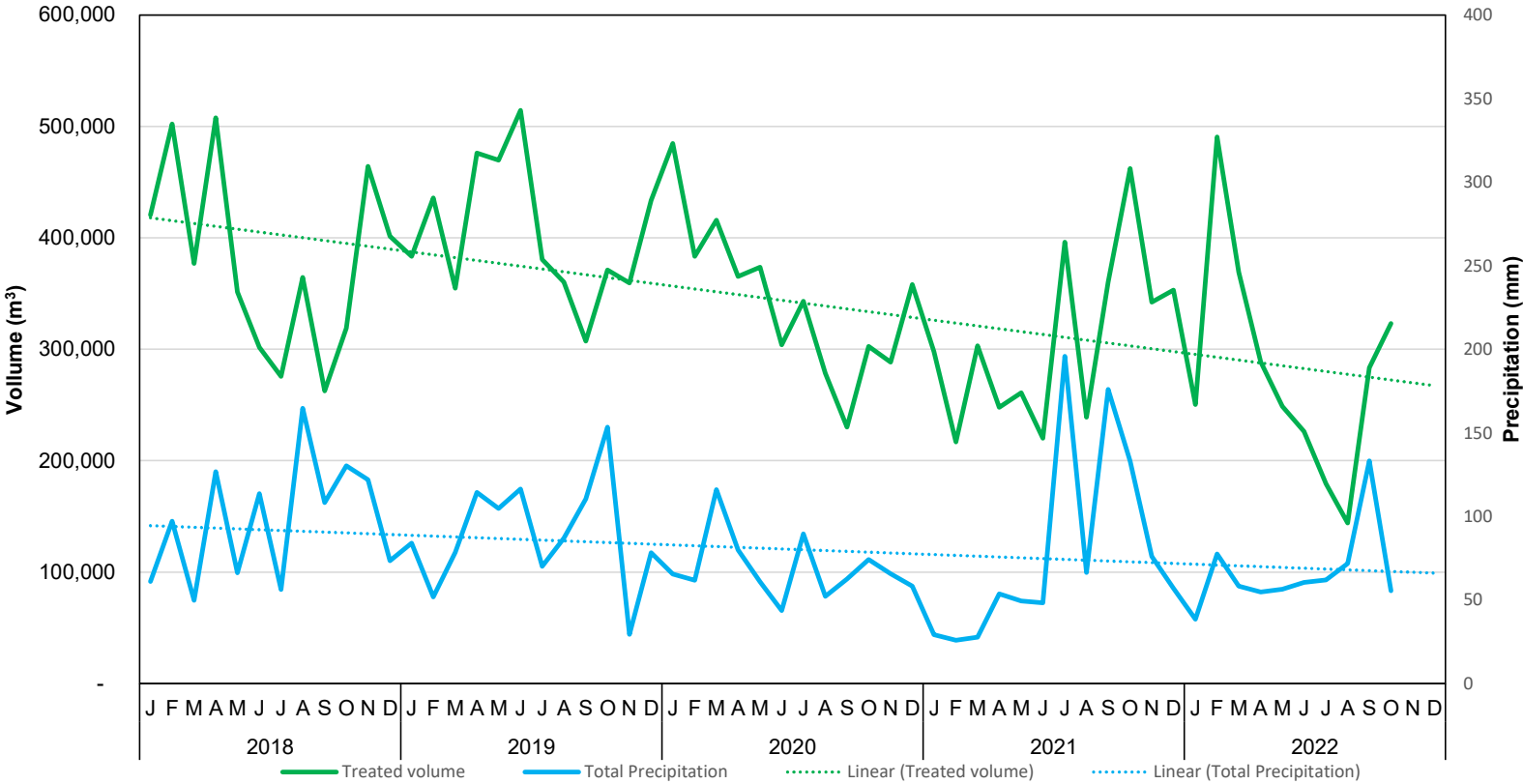


Water Volumes (m³)



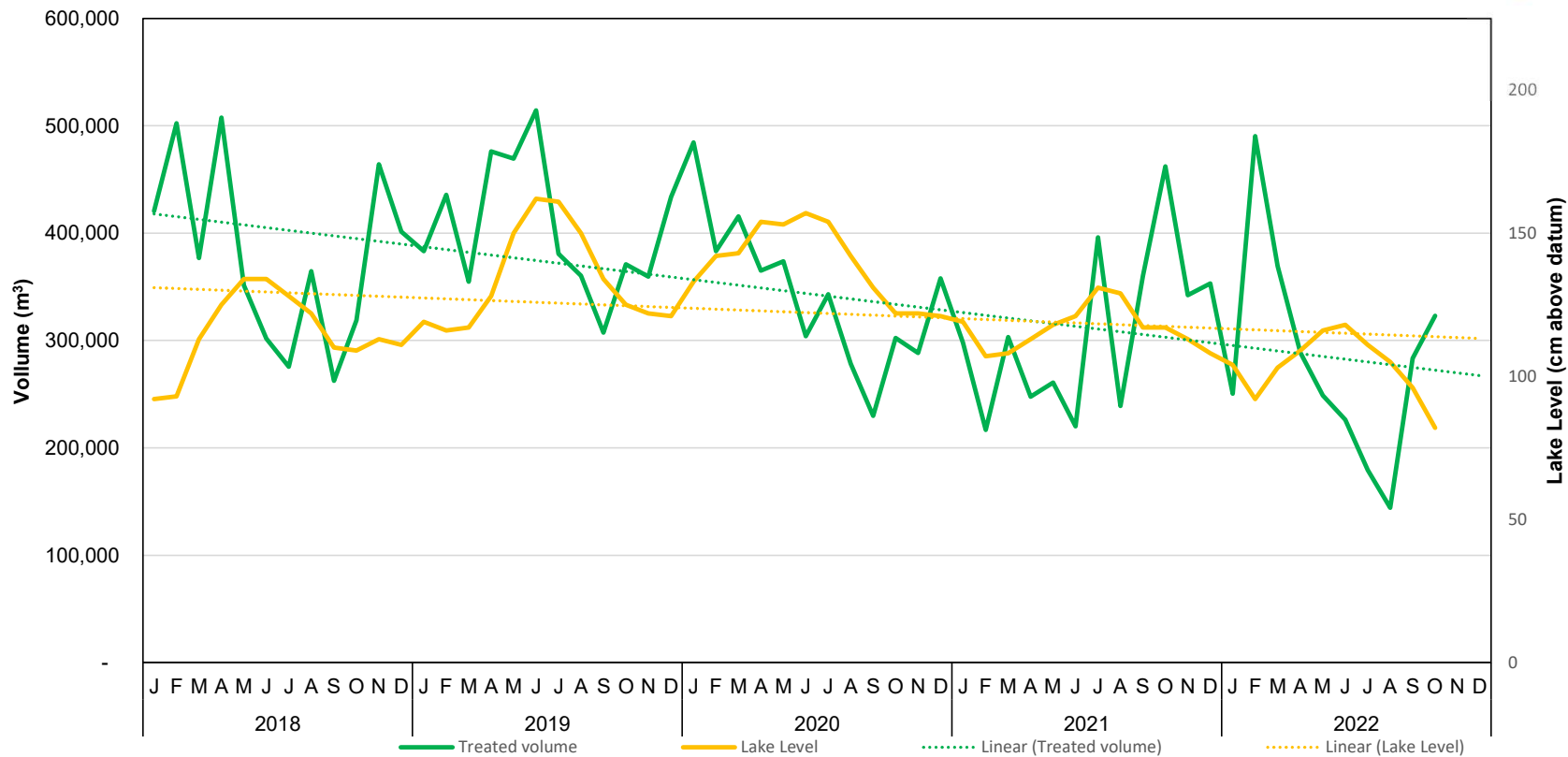
Port Colborne is 4.1% of the Niagara Region Population (2021 Census)

Wastewater Treated Volumes vs Precipitation

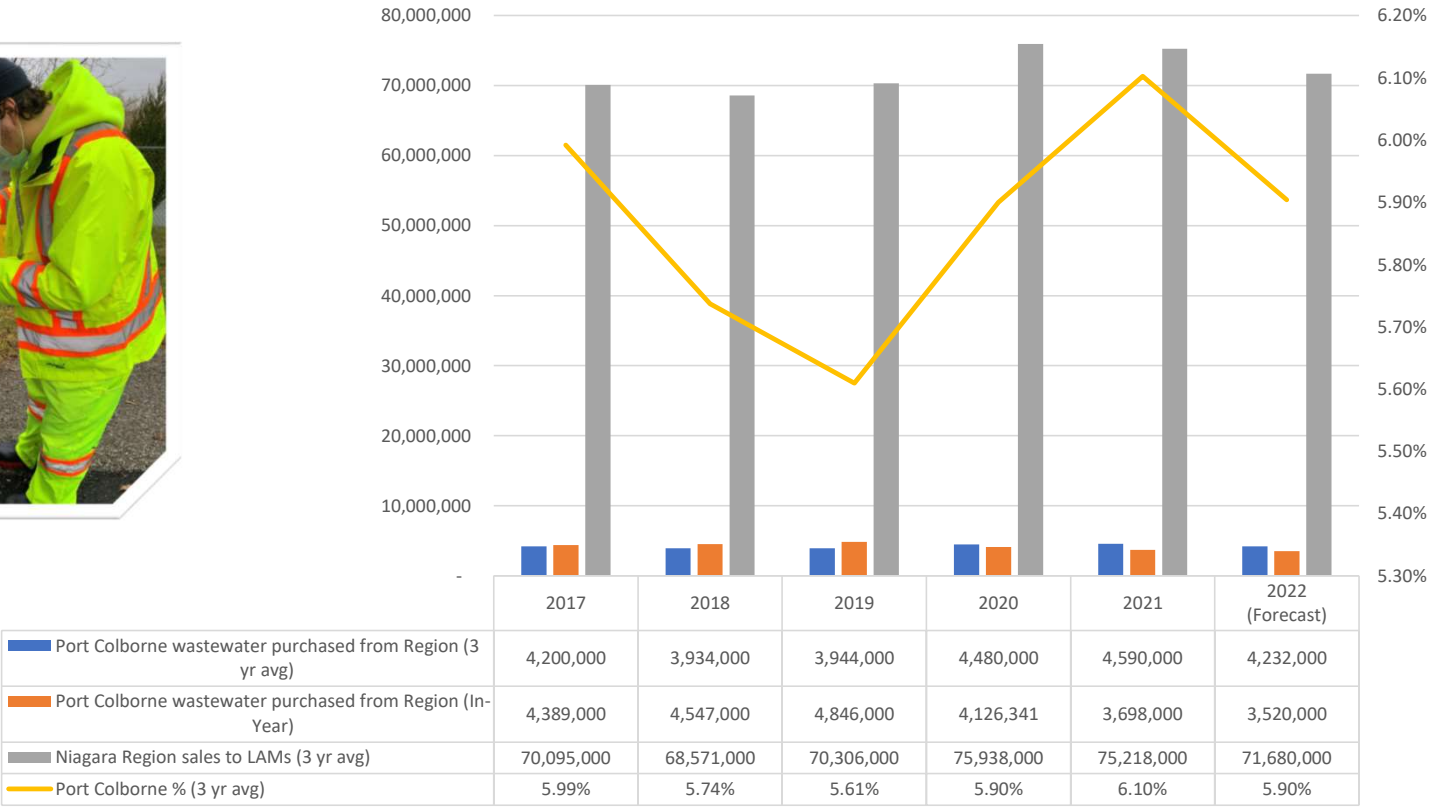


PORT COLBORNE

Wastewater Treated Volumes vs Lake Level



Wastewater Volumes (m³)



PORT COLBORNE

To provide an exceptional small-town experience in a big way

Port Colborne is 4.1% of the Niagara Region Population (2021 Census)

Rate Budgets



Program changes

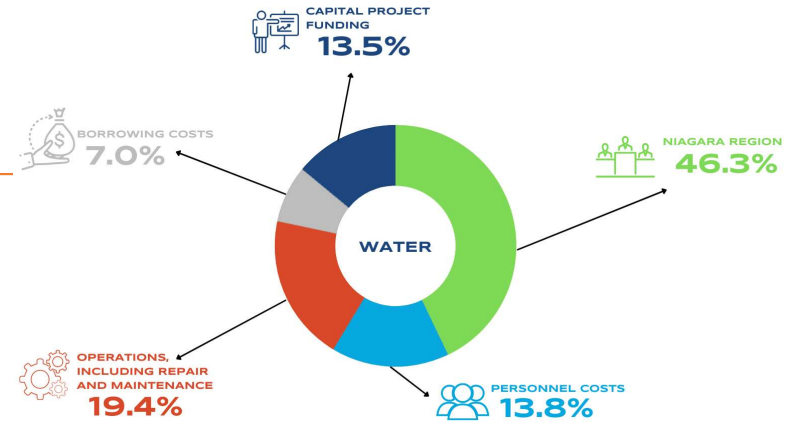


Re-implement wastewater backflow and disconnect grant programs

Item	Grant
Backflow	\$1,000
Disconnect	\$2,500

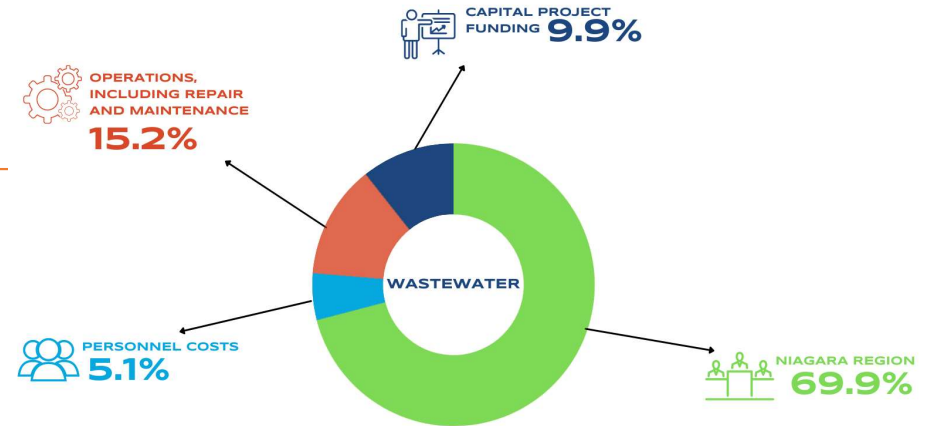
- These programs are already in the sewer and drainage works bylaw
- This budget provides base funding for the program of \$25,000
- Staff will not turn anyone away (if additional funds are needed, reserves will be utilized)

Water



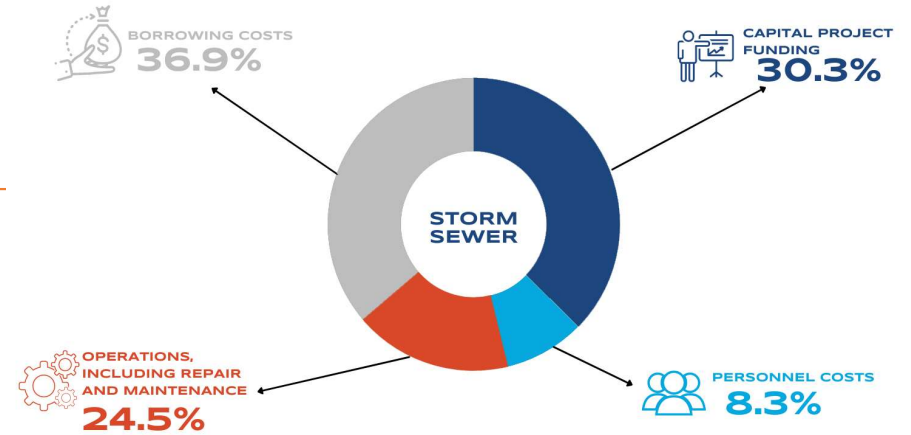
	2019 Actual	2019 Budget	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Forecast	2022 Budget	2023 Budget	\$	%
										Y/Y Budget Change	
Penalties and other fees	79,870	49,600	43,773	49,600	118,714	39,998	63,600	97,000	63,100	(33,900)	(34.9%)
Variable	2,090,175	2,545,523	2,192,600	2,600,201	2,140,479	2,128,931	2,200,000	2,120,000	2,376,000	256,000	12.1%
Fixed	2,529,022	2,463,697	2,649,521	2,530,023	2,568,152	2,572,569	2,540,000	2,540,000	2,743,200	203,200	8.0%
Total Revenue	4,699,067	5,058,820	4,885,893	5,179,824	4,827,345	4,741,498	4,803,600	4,757,000	5,182,300	425,300	8.97%
Fixed vs. Variable	55%	49%	55%	49%	55%	55%	54%	55%	54%		
Niagara Region	2,128,971	2,375,340	2,124,086	2,430,382	2,013,547	2,212,840	2,220,477	2,040,866	2,398,200	357,334	17.5%
Personnel costs	735,049	746,829	540,705	790,145	610,954	561,350	651,480	749,300	714,540	(34,760)	(4.6%)
Operations	975,565	719,021	875,788	741,748	774,080	739,260	876,978	935,310	1,003,970	68,660	7.3%
Capital	507,255	509,219	509,219	509,219	200,000	250,000	266,700	266,700	621,700	355,000	133.1%
Borrowing costs	362,571	364,380	364,242	364,299	364,392	364,300	364,629	364,629	364,326	(303)	(0.1%)
Reserve transfers	(10,344)	344,031	471,853	344,031	864,372	613,748	423,336	400,195	79,564	(320,631)	(80.1%)
Total Expenses	4,699,067	5,058,820	4,885,893	5,179,824	4,827,345	4,741,498	4,803,600	4,757,000	5,182,300	425,300	8.97%
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-	-

Wastewater



	2019 Actual	2019 Budget	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Forecast	2022 Budget	2023 Budget	\$	%
										Y/Y Budget Change	
Penalties and other fees	24,563	14,000	14,306	19,500	63,962	33,000	31,100	14,000	31,100	17,100	122.1%
Variable	1,714,867	2,271,636	1,723,798	2,559,638	1,022,571	2,207,282	640,000	623,067	640,000	16,933	2.7%
Fixed	3,242,518	3,205,857	3,521,448	3,409,291	5,624,115	4,519,326	6,370,000	6,300,000	6,370,000	70,000	1.1%
Total Revenue	4,981,948	5,491,493	5,259,552	5,988,429	6,710,648	6,759,608	7,041,100	6,937,067	7,041,100	104,033	1.54%
Fixed vs. Variable	65%	59%	67%	57%	85%	67%	91%	91%	91%		
Niagara Region	4,367,988	4,076,742	4,531,531	4,544,117	4,265,746	4,805,000	4,089,000	4,920,879	4,920,879	-	0.0%
Personnel costs	49,809	326,369	108,994	354,379	305,477	561,350	325,740	374,600	357,270	(17,330)	(4.6%)
Operations	465,105	536,452	721,460	585,333	768,917	785,050	905,250	903,500	1,067,997	164,497	18.2%
Capital	227,348	545,573	545,573	545,573	400,000	350,000	984,797	324,897	840,000	515,103	158.5%
Borrowing costs	-	-	-	-	-	-	-	-	-	-	0.0%
Reserve transfers	(128,302)	6,357	(648,006)	(40,973)	970,508	258,208	736,313	413,191	(145,046)	(558,237)	(135.1%)
Total Expenses	4,981,948	5,491,493	5,259,552	5,988,429	6,710,648	6,759,608	7,041,100	6,937,067	7,041,100	104,033	1.54%
Surplus / (Deficit)	-	-	0	-	-	-	-	-	-	-	

Storm Water



	2019 Actual	2019 Budget	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Forecast	2022 Budget	2023 Budget	\$ Y/Y Budget Change	%
Installation service fee	1,112	5,000	(276)	5,000	-	-	-	-	-	-	-
Rate fees	730,566	740,800	766,976	770,279	693,086	854,720	1,307,000	1,407,000	1,437,700	30,700	2.2%
Total Revenue	731,678	745,800	766,700	775,279	693,086	854,720	1,307,000	1,407,000	1,437,700	30,700	3.96%
Personnel costs	-	-	-	-	101,826	-	108,580	124,800	119,090	(5,710)	(4.6%)
Operations	265,847	220,350	279,204	248,181	156,948	252,870	95,738	250,100	351,962	101,862	40.7%
Capital	-	-	39,998	-	23,724	23,724	110,000	110,000	850,000	740,000	672.7%
Borrowing costs	299,819	299,819	309,823	299,819	531,156	535,819	531,156	531,156	531,155	(1)	(0.0%)
Reserve transfers	166,012	225,631	137,675	227,279	(120,567)	42,307	461,526	390,944	(414,507)	(805,451)	(206.0%)
Total Expenses	731,678	745,800	766,700	775,279	693,086	854,720	1,307,000	1,407,000	1,437,700	30,700	3.96%
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-	-



Risks to the Budget

Actual events and results can be substantially different from what is expected or implied as a result of risk, uncertainties, and other factors, many of which are beyond our control, including, but not limited to:

- Changes to legislation, including rules and regulation
 - i.e. Bill 39, Better Municipal Governance Act, 2022 was introduced subsequent to the development of this budget and is still being reviewed at the time of printing this presentation
- Decisions of other levels of government
 - i.e. i.e. Ministry of the Environment, Conservation and Parks
 - i.e. Niagara Region water and wastewater charges have not been published or approved, only guidance from July 21, 2022 has been shared
- Economic weakness or other unforeseen factors impacting changes in past patterns of facility and service usage and/or goods purchased by users and customers
- Inflation advancing more than anticipated – note inflation was budgeted differently for different expenses ranging from 0% to the 35% range (fuel costs increased 70% over 2 years)
- Interest rates declining which impacts investment income
- Higher precipitation and lake levels compared to 2022 increasing inflow and infiltration or changing water usage
- Unexpected changes or usage in infrastructure
- Unbudgeted and/or unexpected changes in needs or wants of residents resulting in Council approved changes in service levels or goods and service offerings
- A resurgence in COVID-19 or other epidemics, pandemics or other public health crisis event

Looking Forward



- Infrastructure Needs Study (INS) will be completed in the first trimester of 2023. Staff will then develop a five (5) year linear capital projects plan that incorporates all linear assets such as water, wastewater, and storm sewer for recommended reconstruction and upgrades.
- The 5 year linear capital projects plan will be provided to Council with the 2024 Capital and Related Project Budget in September 2023.
- The INS highlighted the City needs to inventory and perform condition assessments of the storm water system. While water and wastewater inventory and condition assessment is well documented, this has not be done for the storm water system. This project has been included in the 2023 Capital and Related Project Budget.
- Review and update long standing bylaws related to rate budget activities.

Thank You

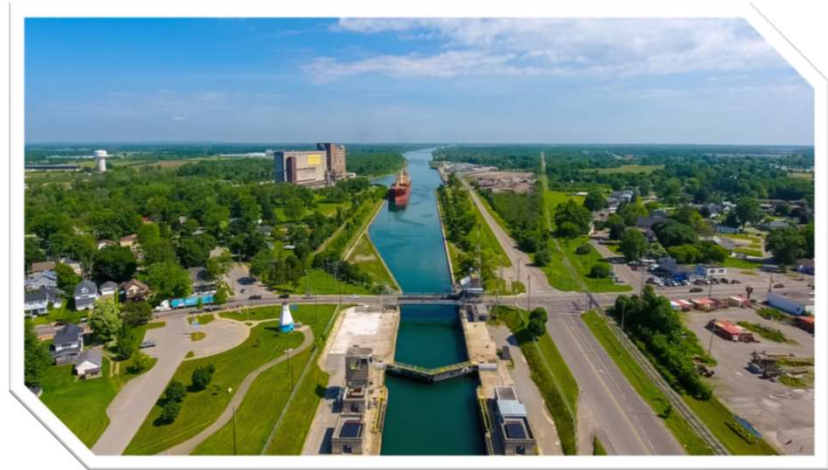


Recommendation

2023 Rates Budget

That Corporate Services Department Report 2023-246,
BE RECEIVED; and

That the 2023 Rates Budget as outlined in Appendix B to
Corporate Services Department Report 2023-246, **BE
APPROVED**.



Appendix B - Divisional Summary & Detail

Rates (Water, Wastewater, Storm Sewer) Divisional Summary

CITY OF PORT COLBORNE
2023 Budget - Rate Budget By Department

	Storm Sewer	Wastewater	Water	Total 2023 Rate Budget
Revenue				
Other Revenue			\$45,000	\$45,000
Fees		700		700
Sales			100	100
Penalties and Interest		30,400	18,000	48,400
Rate Revenue - Variable		640,000	2,376,000	3,016,000
Rate Revenue - Fixed	1,437,700	6,370,000	2,743,200	10,550,900
Total Revenue	1,437,700	7,041,100	5,182,300	13,661,100
Expense				
Salaries and Wages - Full Time	85,560	256,680	513,360	855,600
Salaries and Wages - Students	2,400	7,200	14,400	24,000
Overtime Pay	1,800	5,400	10,800	18,000
Employee Benefits	29,330	87,990	175,980	293,300
Association/Membership Fees		3,000	3,000	6,000
Comm and Public Relations		10,000	10,500	20,500
Computer Software		19,000	20,700	39,700
Contract Services	38,000	276,000	176,500	490,500
Cost of of Goods Sold			10,000	10,000
PAP / Online Incentives		7,000	7,000	14,000
GIS Credit		35,000		35,000
Equipment - Purchase		15,000	17,300	32,300
Equipment - Rental	32,000	1,000		33,000
Grants and Sponsorship Expense		50,000		50,000
Hospitality Expense			1,000	1,000
Office Supplies		3,000		3,000
Postage & Courier		28,500		28,500
Protective & Uniform Clothing		4,000	6,000	10,000
R&M Consumables and Parts	10,000	19,750	105,000	134,750
Staff Training & Development		8,000	20,000	28,000
SME - Consultants	100,000	25,000	35,000	160,000
Telephone/Internet			7,500	7,500
Travel		1,400	1,800	3,200
Utilities - Hydro	5,000	22,000	3,250	30,250
Utilities - Water	1,100			1,100
City Owned Property Tax Charges	1,900			1,900
Region Rate - Fixed		4,920,879	603,200	5,524,079
Region Rate - Variable			1,795,000	1,795,000

CITY OF PORT COLBORNE
2023 Budget - Rate Budget By Department

	<u>Storm Sewer</u>	<u>Wastewater</u>	<u>Water</u>	<u>Total 2023 Rate Budget</u>
Total Expense	307,090	5,805,799	3,537,290	9,650,179
Surplus/(Deficit) Before Allocation	1,130,610	1,235,301	1,645,010	4,010,921
Surplus/(Deficit) After Allocations	1,130,610	1,235,301	1,645,010	4,010,921
Transfer to/ (from) Reserves	(414,507)	(145,046)	79,564	(479,989)
Transfer Between Funds	1,545,117	1,380,347	1,565,446	4,490,910
Total Transfers	1,130,610	1,235,301	1,645,010	4,010,921

City of Port Colborne
Water/WasteWater/Storm
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Other Revenue	\$91,844.29	\$85,000.00	\$45,500.00	\$45,000.00	(\$40,000.00)
Fees	47,745.46		700.00	700.00	700.00
Sales	15,437.02		100.00	100.00	100.00
Penalties and Interest	27,649.34	26,000.00	48,400.00	48,400.00	22,400.00
Rate Revenue - Variable	3,163,050.05	2,743,067.00	2,840,000.00	3,016,000.00	272,933.00
Rate Revenue - Fixed	8,885,353.46	10,247,000.00	10,217,000.00	10,550,900.00	303,900.00
Total Revenue	12,231,079.62	13,101,067.00	13,151,700.00	13,661,100.00	560,033.00
Expense					
Salaries and Wages - Full Time	708,095.35	868,800.00	800,600.00	855,600.00	(13,200.00)
Salaries and Wages - Part Time	12,587.37	30,300.00			(30,300.00)
Salaries and Wages - Students	29,830.58	15,300.00	10,600.00	24,000.00	8,700.00
Overtime Pay	7,041.07	41,300.00	11,600.00	18,000.00	(23,300.00)
Employee Benefits	260,702.15	293,000.00	263,000.00	293,300.00	300.00
Association/Membership Fees	4,984.91	6,000.00	4,700.00	6,000.00	
Comm and Public Relations		20,000.00	20,000.00	20,500.00	500.00
Computer Software	11,877.72	18,400.00	17,400.00	39,700.00	21,300.00
Contract Services	395,065.73	496,010.00	434,500.00	490,500.00	(5,510.00)
Cost of of Goods Sold	12,537.98		10,000.00	10,000.00	10,000.00
PAP / Online Incentives	37,200.00	40,000.00	13,200.00	14,000.00	(26,000.00)
GIS Credit	30,744.00	35,000.00	31,000.00	35,000.00	
Equipment - Purchase	22,702.48	30,800.00	32,300.00	32,300.00	1,500.00
Equipment - Rental	21,430.58	18,000.00	1,227.80	33,000.00	15,000.00
Grants and Sponsorship Expense		50,000.00	25,000.00	50,000.00	
Hospitality Expense	102.71		1,000.00	1,000.00	1,000.00
Office Supplies	8,967.46	27,500.00	3,000.00	3,000.00	(24,500.00)
Postage & Courier	43,512.10	52,000.00	28,500.00	28,500.00	(23,500.00)
Protective & Uniform Clothing	7,643.15	10,000.00	8,000.00	10,000.00	
R&M Consumables and Parts	77,512.62	158,100.00	126,250.00	134,750.00	(23,350.00)
Staff Training & Development	6,820.24	25,600.00	26,200.00	28,000.00	2,400.00
SME - Consultants	19,285.30	59,000.00	72,000.00	160,000.00	101,000.00
Telephone/Internet	8,712.29	8,800.00	8,800.00	7,500.00	(1,300.00)
Travel	85.88	3,200.00	2,400.00	3,200.00	
Utilities - Hydro	19,921.22	30,600.00	30,250.00	30,250.00	(350.00)
Utilities - Water	1,064.52	900.00	1,000.00	1,100.00	200.00
City Owned Property Tax Charges	10,594.75	11,000.00	(6,762.35)	1,900.00	(9,100.00)
City Owned Property SS Charges	26,649.51				

City of Port Colborne
Water/WasteWater/Storm
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Reassessment/Uncollectable	4,471.50				
Region Rate - Fixed	4,855,162.25	5,479,356.00	4,647,477.00	5,524,079.00	44,723.00
Region Rate - Variable	1,424,131.02	1,482,389.00	1,662,000.00	1,795,000.00	312,611.00
Total Expense	8,069,436.44	9,311,355.00	8,285,242.45	9,650,179.00	338,824.00
Surplus/(Deficit) Before Allocation	4,161,643.18	3,789,712.00	4,866,457.55	4,010,921.00	221,209.00
Surplus/(Deficit) After Allocations	4,161,643.18	3,789,712.00	4,866,457.55	4,010,921.00	221,209.00
Transfer to/ (from) Reserves	1,714,312.77	1,204,330.00	1,621,175.50	(479,988.72)	(1,684,318.72)
Transfer Between Funds	2,447,330.41	2,585,382.00	3,245,282.05	4,490,909.72	1,905,527.72
Total Transfers	4,161,643.18	3,789,712.00	4,866,457.55	4,010,921.00	221,209.00

Appendix B - Divisional Summary & Detail

Rates (Water, Wastewater, Storm Sewer) Divisional Detail

City of Port Colborne
Storm Sewer
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Rate Revenue - Fixed	\$693,085.96	\$1,407,000.00	\$1,307,000.00	\$1,437,700.00	\$30,700.00
Total Revenue	693,085.96	1,407,000.00	1,307,000.00	1,437,700.00	30,700.00
Expense					
Salaries and Wages - Full Time	70,809.54	86,900.00	80,060.00	85,560.00	(1,340.00)
Salaries and Wages - Part Time	1,258.74	3,000.00			(3,000.00)
Salaries and Wages - Students	2,983.06	1,500.00	1,060.00	2,400.00	900.00
Overtime Pay	704.11	4,100.00	1,160.00	1,800.00	(2,300.00)
Employee Benefits	26,070.22	29,300.00	26,300.00	29,330.00	30.00
Contract Services	13,549.13	137,700.00	20,000.00	38,000.00	(99,700.00)
Equipment - Rental	20,583.94	18,000.00		32,000.00	14,000.00
R&M Consumables and Parts	4,428.83	8,500.00	8,500.00	10,000.00	1,500.00
SME - Consultants				100,000.00	100,000.00
Utilities - Hydro	12,077.42	6,000.00	5,000.00	5,000.00	(1,000.00)
Utilities - Water	1,064.52	900.00	1,000.00	1,100.00	200.00
City Owned Property Tax Charges	10,594.75	11,000.00	(6,762.35)	1,900.00	(9,100.00)
City Owned Property SS Charges	26,649.51				
Total Expense	190,773.77	306,900.00	136,317.65	307,090.00	190.00
Surplus/(Deficit) Before Allocation	502,312.19	1,100,100.00	1,170,682.35	1,130,610.00	30,510.00
Surplus/(Deficit) After Allocations	502,312.19	1,100,100.00	1,170,682.35	1,130,610.00	30,510.00
Transfer to/ (from) Reserves	(120,567.47)	390,944.00	461,526.33	(414,506.92)	(805,450.92)
Transfer Between Funds	622,879.66	709,156.00	709,156.02	1,545,116.92	835,960.92
Total Transfers	502,312.19	1,100,100.00	1,170,682.35	1,130,610.00	30,510.00

City of Port Colborne
Wastewater Services
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Fees	\$47,518.10		\$700.00	\$700.00	\$700.00
Penalties and Interest	16,444.21	14,000.00	30,400.00	30,400.00	16,400.00
Rate Revenue - Variable	1,022,570.73	623,067.00	640,000.00	640,000.00	16,933.00
Rate Revenue - Fixed	5,624,115.37	6,300,000.00	6,370,000.00	6,370,000.00	70,000.00
Total Revenue	6,710,648.41	6,937,067.00	7,041,100.00	7,041,100.00	104,033.00
Expense					
Salaries and Wages - Full Time	212,428.61	260,600.00	240,180.00	256,680.00	(3,920.00)
Salaries and Wages - Part Time	3,776.21	9,100.00			(9,100.00)
Salaries and Wages - Students	8,949.17	4,600.00	3,180.00	7,200.00	2,600.00
Overtime Pay	2,112.32	12,400.00	3,480.00	5,400.00	(7,000.00)
Employee Benefits	78,210.65	87,900.00	78,900.00	87,990.00	90.00
Association/Membership Fees	1,949.06	3,000.00	2,200.00	3,000.00	
Comm and Public Relations		10,000.00	10,000.00	10,000.00	
Computer Software	3,968.64	5,000.00	4,000.00	19,000.00	14,000.00
Contract Services	188,618.39	187,550.00	245,000.00	276,000.00	88,450.00
PAP / Online Incentives	18,600.00	20,000.00	6,200.00	7,000.00	(13,000.00)
GIS Credit	30,744.00	35,000.00	31,000.00	35,000.00	
Equipment - Purchase	1,820.82	13,500.00	15,000.00	15,000.00	1,500.00
Equipment - Rental	846.64		1,000.00	1,000.00	1,000.00
Grants and Sponsorship Expense		25,000.00	25,000.00	50,000.00	25,000.00
Office Supplies	4,069.04	13,750.00	3,000.00	3,000.00	(10,750.00)
Postage & Courier	21,730.39	26,000.00	28,500.00	28,500.00	2,500.00
Protective & Uniform Clothing	3,600.84	4,000.00	4,000.00	4,000.00	
R&M Consumables and Parts	11,042.33	45,100.00	14,750.00	19,750.00	(25,350.00)
Staff Training & Development	1,371.49	7,200.00	7,200.00	8,000.00	800.00
SME - Consultants	14,988.76	25,000.00	25,000.00	25,000.00	
Travel		1,400.00	1,400.00	1,400.00	
Utilities - Hydro	5,566.43	22,000.00	22,000.00	22,000.00	
Region Rate - Fixed	4,265,746.25	4,920,879.00	4,089,000.00	4,920,879.00	
Total Expense	4,880,140.04	5,738,979.00	4,859,990.00	5,805,799.00	66,820.00
Surplus/(Deficit) Before Allocation	1,830,508.37	1,198,088.00	2,181,110.00	1,235,301.00	37,213.00

City of Port Colborne
Wastewater Services
2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Surplus/(Deficit) After Allocations	1,830,508.37	1,198,088.00	2,181,110.00	1,235,301.00	37,213.00
Transfer to/ (from) Reserves	970,508.37	413,191.00	736,312.98	(145,046.01)	(558,237.01)
Transfer Between Funds	860,000.00	784,897.00	1,444,797.02	1,380,347.01	595,450.01
Total Transfers	1,830,508.37	1,198,088.00	2,181,110.00	1,235,301.00	37,213.00

City of Port Colborne

Water

2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Revenue					
Other Revenue	\$91,844.29	\$85,000.00	\$45,500.00	\$45,000.00	(\$40,000.00)
Fees	227.36				
Sales	15,437.02		100.00	100.00	100.00
Penalties and Interest	11,205.13	12,000.00	18,000.00	18,000.00	6,000.00
Rate Revenue - Variable	2,140,479.32	2,120,000.00	2,200,000.00	2,376,000.00	256,000.00
Rate Revenue - Fixed	2,568,152.13	2,540,000.00	2,540,000.00	2,743,200.00	203,200.00
Total Revenue	4,827,345.25	4,757,000.00	4,803,600.00	5,182,300.00	425,300.00
Expense					
Salaries and Wages - Full Time	424,857.20	521,300.00	480,360.00	513,360.00	(7,940.00)
Salaries and Wages - Part Time	7,552.42	18,200.00			(18,200.00)
Salaries and Wages - Students	17,898.35	9,200.00	6,360.00	14,400.00	5,200.00
Overtime Pay	4,224.64	24,800.00	6,960.00	10,800.00	(14,000.00)
Employee Benefits	156,421.28	175,800.00	157,800.00	175,980.00	180.00
Association/Membership Fees	3,035.85	3,000.00	2,500.00	3,000.00	
Comm and Public Relations		10,000.00	10,000.00	10,500.00	500.00
Computer Software	7,909.08	13,400.00	13,400.00	20,700.00	7,300.00
Contract Services	192,898.21	170,760.00	169,500.00	176,500.00	5,740.00
Cost of of Goods Sold	12,537.98		10,000.00	10,000.00	10,000.00
PAP / Online Incentives	18,600.00	20,000.00	7,000.00	7,000.00	(13,000.00)
Equipment - Purchase	20,881.66	17,300.00	17,300.00	17,300.00	
Equipment - Rental			227.80		
Grants and Sponsorship Expense		25,000.00			(25,000.00)
Hospitality Expense	102.71		1,000.00	1,000.00	1,000.00
Office Supplies	4,898.42	13,750.00			(13,750.00)
Postage & Courier	21,781.71	26,000.00			(26,000.00)
Protective & Uniform Clothing	4,042.31	6,000.00	4,000.00	6,000.00	
R&M Consumables and Parts	62,041.46	104,500.00	103,000.00	105,000.00	500.00
Staff Training & Development	5,448.75	18,400.00	19,000.00	20,000.00	1,600.00
SME - Consultants	4,296.54	34,000.00	47,000.00	35,000.00	1,000.00
Telephone/Internet	8,712.29	8,800.00	8,800.00	7,500.00	(1,300.00)
Travel	85.88	1,800.00	1,000.00	1,800.00	
Utilities - Hydro	2,277.37	2,600.00	3,250.00	3,250.00	650.00
Reassessment/Uncollectable	4,471.50				
Region Rate - Fixed	589,416.00	558,477.00	558,477.00	603,200.00	44,723.00
Region Rate - Variable	1,424,131.02	1,482,389.00	1,662,000.00	1,795,000.00	312,611.00

City of Port Colborne

Water

2023 Operating Budget

	2021	2022	2022	2023	Variance
	Actual	Budget	Forecast	Proposed Budget	(2023 Budget - 2022 Budget)
Total Expense	2,998,522.63	3,265,476.00	3,288,934.80	3,537,290.00	271,814.00
Surplus/(Deficit) Before Allocation	1,828,822.62	1,491,524.00	1,514,665.20	1,645,010.00	153,486.00
Surplus/(Deficit) After Allocations	1,828,822.62	1,491,524.00	1,514,665.20	1,645,010.00	153,486.00
Transfer to/ (from) Reserves	864,371.87	400,195.00	423,336.19	79,564.21	(320,630.79)
Transfer Between Funds	964,450.75	1,091,329.00	1,091,329.01	1,565,445.79	474,116.79
Total Transfers	1,828,822.62	1,491,524.00	1,514,665.20	1,645,010.00	153,486.00

Appendix C - Divisional Multi-Year Budgets

Appendix C - Summary - Five Year Combined Water and Waste Water Budgets

	2019	2019	2020	2020	2021	2021	2022	2022	2023	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	104,433	63,600	58,079	69,100	182,676	72,998	94,700	111,000	94,200	(16,800)	(15.1%)
Variable	3,805,042	4,817,159	3,916,398	5,159,839	3,163,050	4,336,213	2,840,000	2,743,067	3,016,000	272,933	9.9%
Fixed	5,771,540	5,669,554	6,170,969	5,939,314	8,192,267	7,091,895	8,910,000	8,840,000	9,113,200	273,200	3.1%
Total Revenue	9,681,015	10,550,313	10,145,446	11,168,253	11,537,993	11,501,106	11,844,700	11,694,067	12,223,400	529,333	4.60%
Fixed vs. Variable	60%	54%	61%	54%	72%	62%	76%	76%	75%		
Niagara Region	6,496,959	6,452,082	6,655,617	6,974,499	6,279,293	7,017,840	6,309,477	6,961,745	7,319,079	357,334	5.1%
Personnel costs	784,858	1,073,198	649,699	1,144,524	916,431	1,122,700	977,220	1,123,900	1,071,810	(52,090)	(4.6%)
Operations	1,440,670	1,255,473	1,597,248	1,327,081	1,542,997	1,524,310	1,782,228	1,838,810	2,071,967	233,157	12.7%
Capital	734,603	1,054,792	1,054,792	1,054,792	600,000	600,000	1,251,497	591,597	1,461,700	870,103	147.1%
Capital Pay-as-you-go (Carry forward)	-	-	-	-	-	-	-	-	-	-	0.0%
Borrowing costs	362,571	364,380	364,242	364,299	364,392	364,300	364,629	364,629	364,326	(303)	(0.1%)
Reserve transfers	(138,646)	350,388	(176,153)	303,058	1,834,880	871,956	1,159,649	813,386	(65,482)	(878,868)	(108.1%)
Total Expenses	9,681,015	10,550,313	10,145,445	11,168,253	11,537,993	11,501,106	11,844,700	11,694,067	12,223,400	529,333	4.60%
Surplus / (Deficit)	-	-	0	-	-	-	-	-	-	-	-
Revenue Budget to Actual / Forecast	(869,298)		(1,022,807)		36,887		150,633				
Niagara Region	67.1%	61.2%	65.6%	62.4%	54.4%	61.0%	53.3%	59.5%	59.9%		
Capital & Reserves	6.2%	13.3%	8.7%	12.2%	21.1%	12.8%	20.4%	12.0%	11.4%		
% of Total Revenue	73.3%	74.5%	74.3%	74.6%	75.5%	73.8%	73.6%	71.5%	71.3%		

This summary highlights that every year to balance the budget as a result of the revenue shortfall people were re-directed to other non water and wastewater tasks, capital plans were not deployed or reserves were reduced.

Appendix C - Summary - Five Year Water Budgets

	2019	2019	2020	2020	2021	2021	2022	2022	2023	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	79,870	49,600	43,773	49,600	118,714	39,998	63,600	97,000	63,100	(33,900)	(34.9%)
Variable	2,090,175	2,545,523	2,192,600	2,600,201	2,140,479	2,128,931	2,200,000	2,120,000	2,376,000	256,000	12.1%
Fixed	2,529,022	2,463,697	2,649,521	2,530,023	2,568,152	2,572,569	2,540,000	2,540,000	2,743,200	203,200	8.0%
Total Revenue	4,699,067	5,058,820	4,885,893	5,179,824	4,827,345	4,741,498	4,803,600	4,757,000	5,182,300	425,300	8.97%
Fixed vs. Variable	55%	49%	55%	49%	55%	55%	54%	55%	54%		
Niagara Region	2,128,971	2,375,340	2,124,086	2,430,382	2,013,547	2,212,840	2,220,477	2,040,866	2,398,200	357,334	17.5%
Personnel costs	735,049	746,829	540,705	790,145	610,954	561,350	651,480	749,300	714,540	(34,760)	(4.6%)
Operations	975,565	719,021	875,788	741,748	774,080	739,260	876,978	935,310	1,003,970	68,660	7.3%
Capital	507,255	509,219	509,219	509,219	200,000	250,000	266,700	266,700	621,700	355,000	133.1%
Borrowing costs	362,571	364,380	364,242	364,299	364,392	364,300	364,629	364,629	364,326	(303)	(0.1%)
Reserve transfers	(10,344)	344,031	471,853	344,031	864,372	613,748	423,336	400,195	79,564	(320,631)	(80.1%)
Total Expenses	4,699,067	5,058,820	4,885,893	5,179,824	4,827,345	4,741,498	4,803,600	4,757,000	5,182,300	425,300	8.97%
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-	
Revenue Budget to Actual / Forecast	(359,753)		(293,931)		85,847		46,600				
Niagara Region	45.3%	47.0%	43.5%	46.9%	41.7%	46.7%	46.2%	42.9%	46.3%		
Capital & Reserves	10.6%	16.9%	20.1%	16.5%	22.0%	18.2%	14.4%	14.0%	13.5%		
% of Total Revenue	55.9%	63.8%	63.6%	63.4%	63.8%	64.9%	60.6%	56.9%	59.8%		

This summary highlights that every year to balance the budget as a result of the revenue shortfall people were re-directed to other non water and wastewater tasks, capital plans were not deployed or reserves were reduced.

Appendix C - Summary - Five Year Wastewater Budgets

	2019	2019	2020	2020	2021	2021	2022	2022	2023	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	24,563	14,000	14,306	19,500	63,962	33,000	31,100	14,000	31,100	17,100	122.1%
Variable	1,714,867	2,271,636	1,723,798	2,559,638	1,022,571	2,207,282	640,000	623,067	640,000	16,933	2.7%
Fixed	3,242,518	3,205,857	3,521,448	3,409,291	5,624,115	4,519,326	6,370,000	6,300,000	6,370,000	70,000	1.1%
Total Revenue	4,981,948	5,491,493	5,259,552	5,988,429	6,710,648	6,759,608	7,041,100	6,937,067	7,041,100	104,033	1.54%
Fixed vs. Variable	65%	59%	67%	57%	85%	67%	91%	91%	91%		
Niagara Region	4,367,988	4,076,742	4,531,531	4,544,117	4,265,746	4,805,000	4,089,000	4,920,879	4,920,879	-	0.0%
Personnel costs	49,809	326,369	108,994	354,379	305,477	561,350	325,740	374,600	357,270	(17,330)	(4.6%)
Operations	465,105	536,452	721,460	585,333	768,917	785,050	905,250	903,500	1,067,997	164,497	18.2%
Capital	227,348	545,573	545,573	545,573	400,000	350,000	984,797	324,897	840,000	515,103	158.5%
Borrowing costs	-	-	-	-	-	-	-	-	-	-	0.0%
Reserve transfers	(128,302)	6,357	(648,006)	(40,973)	970,508	258,208	736,313	413,191	(145,046)	(558,237)	(135.1%)
Total Expenses	4,981,948	5,491,493	5,259,552	5,988,429	6,710,648	6,759,608	7,041,100	6,937,067	7,041,100	104,033	1.54%
Surplus / (Deficit)	-	-	0	-	-	-	-	-	-	-	
Revenue Budget to Actual / Forecast	(509,545)		(728,877)		(48,960)		104,033				
Niagara Region	87.7%	74.2%	86.2%	75.9%	63.6%	71.1%	58.1%	70.9%	69.9%		
Capital & Reserves	2.0%	10.1%	(1.9%)	8.4%	20.4%	9.0%	24.4%	10.6%	9.9%		
% of Total Revenue	89.7%	84.3%	84.2%	84.3%	84.0%	80.1%	82.5%	81.6%	79.8%		

This summary highlights that every year to balance the budget as a result of the revenue shortfall people were re-directed to other non water and wastewater tasks, capital plans were not deployed or reserves were reduced.

Appendix C - Summary - Four Year Storm Sewer Budgets

	2019	2019	2020	2020	2021	2021	2022	2022	2023	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Installation service fee	1,112	5,000	(276)	5,000	-	-	-	-	-	-	-
Rate fees	730,566	740,800	766,976	770,279	693,086	854,720	1,307,000	1,407,000	1,437,700	30,700	2.2%
Total Revenue	731,678	745,800	766,700	775,279	693,086	854,720	1,307,000	1,407,000	1,437,700	30,700	3.96%
Personnel costs	-	-	-	-	101,826	-	108,580	124,800	119,090	(5,710)	(4.6%)
Operations	265,847	220,350	279,204	248,181	156,948	252,870	95,738	250,100	351,962	101,862	40.7%
Capital	-	-	39,998	-	23,724	23,724	110,000	110,000	850,000	740,000	672.7%
Borrowing costs	299,819	299,819	309,823	299,819	531,156	535,819	531,156	531,156	531,155	(1)	(0.0%)
Reserve transfers	166,012	225,631	137,675	227,279	(120,567)	42,307	461,526	390,944	(414,507)	(805,451)	(206.0%)
Total Expenses	731,678	745,800	766,700	775,279	693,086	854,720	1,307,000	1,407,000	1,437,700	30,700	3.96%
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	(0)	(0)

Appendix D - Divisional Usage & Billing Metrics

Appendix D - Water and Wastewater Usage and Billing Metrics

	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Forecast
Water (M³)						
Water purchase from Region (Actual)	3,182,370	3,233,180	2,656,040	2,541,330	2,335,980	2,511,330
Water purchase from Region (3 year average for budget)	3,097,000	3,048,000	3,023,863	3,037,000	2,873,000	2,541,000
Water of Region Total (3 year average for Budget purposes)	57,682,000	57,525,000	58,130,000	57,148,000	56,860,000	55,193,000
Port Colborne %	5.37%	5.30%	5.20%	5.31%	5.05%	4.60%
Wastewater (M³)						
Wastewater to Region (Actual)	4,389,000	4,547,000	4,846,000	4,126,341	3,698,000	3,520,000
Wastewater to Region (Budget basis - 3 Year Average - Oct 31 Ending)	4,200,000	3,934,000	3,944,000	4,480,000	4,590,000	4,232,000
Wastewater of Region (Budget basis - 3 Year Average - Oct 31 Ending)	70,095,000	68,571,000	70,306,000	75,938,000	75,218,000	71,680,000
Port Colborne %	5.99%	5.74%	5.61%	5.90%	6.10%	5.90%
Billing (M³)						
Water bill	1,678,488	1,754,042	1,632,548	1,629,458	1,607,686	1,622,039
Water billed vs. Water Purchased (Goal 85%)	52.74%	54.25%	61.47%	64.12%	68.82%	64.59%
Additional Data						
Lake Level (Avg. cm above datum)	109.3	115.3	134.0	140.0	117.0	104.0
Percipitation (MM)	1,030.8	1,405.2	1,078.3	830.0	939.0	669.0

Subject: 2023 Rates Setting

To: Committee of the Whole - Budget

From: Corporate Services Department

Report Number: 2022-247

Meeting Date: December 7, 2022

Recommendation:

That the Committee of the Whole recommend to Council:

That Corporate Services Department Report 2022-247, **BE RECEIVED**;

That the 2023 Water and Wastewater Rates as outlined on page 3 of Corporate Services Department Report 2022-247, **BE APPROVED**; and

That the 2023 Storm Sewer Rates as outlined on page 5 of Corporate Services Department Report 2022-247, **BE APPROVED**; and

That the draft by-law attached as Appendix A of Corporate Services Report 2022-247 be brought forward to Council for consideration.

Purpose:

The purpose of this report is to present the proposed 2023 water, wastewater, and storm sewer rates to the Budget Committee of the Whole.

A separate report has been prepared and presented to the Committee of the Whole – Budget entitled, 2023 Rates Budget Report 2022-246, to establish water, wastewater, and storm sewer budgets.

Background:

The City of Port Colborne (the “City”) water and wastewater system is operated under a two-tier municipal governance model. The Niagara Region is responsible for cleaning and providing drinking water and treating all wastewater. The City is responsible for water distribution and wastewater collection. The City is also responsible for billing,

retains all collection risk and, except for some shared volume risk with water, is responsible for the risk associated with volume under or over usage from budget.

The Niagara Region bills the municipality for all water that leaves their water plant and for all wastewater that enters the treatment plant. As noted in the report, 2023 Rate Budgets, Report 2022-246, water billed in 2022 is projected at 64.0% suggesting a 36.0% water loss rate. Directionally this figure should be closer to 15%. In the same report it can be identified the amount of wastewater that is sent to the Niagara Region treatment plants is approximately double the amount of clean drinking water purchased. These figures identify the current linear assets (the pipes) transporting water and wastewater are in need of significant investment. These issues, coupled with the capital investment required, are the most significant drivers of the water and wastewater rates within the City.

The City storm sewers alleviate storm water from the City. An effective storm sewer system can help reduce inflow and infiltration (I&I) in the wastewater system.

Discussion:

The 2023 Rates Budget, Report 2022-246 translates into the following impacts on rates.

Rate Budget Impact

Water and Wastewater

If the proposed 2023 Rates Budget and 2023 Rates Setting reports are approved as presented, the water and wastewater impact to a single-family property will be:

	\$ Change	% Change
Water	\$46.07	8.00%
Wastewater	Zero	Zero
Blended/Combined	\$46.07	2.92%

Storm Sewer

If the proposed 2023 Rates Budget is approved as presented, the storm sewer impact to a single-family property is \$12.71 which represents a 10% increase over the prior year.

Water and Wastewater

In 2022, a number of changes to the water and wastewater billing process occurred:

- The annual fixed charges of water and wastewater were applied on a prorated monthly basis instead of a prorated daily basis. This resulted in the same fixed charge each month instead of the fixed charges changing month to month based on the number of days in a month.

- A \$25 incentive was issued to users who moved their City billings online rather than receiving a mailed bill.
- A \$25 credit was issued to new users who enrolled in Pre-Authorized Payments.

In 2023, staff is proposing to continue offering the \$25 incentives for users that move their City billings online rather than receiving bills and for new users that enroll in Pre-Authorized Payments.

As identified during the 2023 Rates Budget, an 8% increase to the 2023 Water Rates and a 0% increase to the Wastewater Rates was forecasted and has been recommended in this report. The chart below shows the proposed rates for 2023:

Variable			
			Rate per m3
Water (all meter types)			1.4120
Wastewater (5/8 tp 3/4 residential meters)			0.0000
Wastewater (all non-5/8 to 3/4 residential meter types)			1.8860
			3.2980
Fixed			
Meter	Water	Wastewater	Combined
N 5/8 to 3/4 - Residential	\$ 410.10	\$ 1,002.38	\$ 1,412.48
N 5/8 to 3/4 - Non-Residential	\$ 410.10	\$ 738.03	\$ 1,148.13
N 1	\$ 574.13	\$ 1,033.24	\$ 1,607.37
N 1 1/2	\$ 738.17	\$ 1,328.44	\$ 2,066.61
N 2	\$ 1,189.27	\$ 2,140.28	\$ 3,329.55
N 3	\$ 4,511.03	\$ 8,118.29	\$ 12,629.32
N 4	\$ 5,741.31	\$ 10,332.36	\$ 16,073.67
N 6	\$ 8,611.97	\$ 15,498.55	\$ 24,110.52
N 8	\$ 11,892.72	\$ 21,402.75	\$ 33,295.47
N 10	\$ 16,403.75	\$ 29,521.04	\$ 45,924.79

The rates above will result in the average residential user with a 5/8 to 3/4 meter that uses 150 cubic meters of water per year paying \$135.36 per month.

While the 2023 rates of other local area municipalities are not available at the time of writing this report, the chart below breaks down the 2022 monthly charge between water and wastewater:

	City of Port Colborne	Local Area Municipality Average
Water	\$47.99	\$38.86
Wastewater	\$83.53	\$51.03
Total	\$131.52	\$89.89

As identified above the monthly charge for wastewater in 2022 is approximately 93% of the combined water and wastewater charge for the average local area municipality.

The primary reason for this is the inflow and infiltration in the wastewater system. The City is built on rock and along the lake and canal. When there is a weather event the wastewater system captures a significant amount of that water and sends it to the Niagara Region wastewater treatment plant to be cleaned. A salient fact is for every 1 litre of clean water individuals and business use in the City, the wastewater system collects and sends back to the Niagara Region 2.67 litres to be treated (based on the three-year average). The Niagara Region bills local area municipalities for treating that wastewater by taking the Niagara Region's total cost for the whole wastewater system and allocating those costs to each local area municipality based on the amount of wastewater each local area municipality sends to the Niagara Region treatment plants.

In 2022, the City of Port Colborne three-year average wastewater flow to Niagara Region wastewater facilities was 5.9% of all local area municipality wastewater flows. This is despite the fact the 2021 census shows that the City of Port Colborne has only 4.1% of the Niagara Region population. In making this comparison staff recognize not all individuals within the City and other cities within the Niagara Region are water and wastewater users. This comparison also does not factor in the impacts of different commercial and industrial activities within different cities. The comparison does directionally indicate the City's portion of Niagara Region wastewater charges are high compared to other municipalities. As identified in the 2023 Rates Budget report, the Niagara Region portion of the wastewater bill represents 70.0% of the total wastewater charge.

In response to the inflow and infiltration experienced in the wastewater system, Council directed staff to develop a long-term solution to water and wastewater rates. To do this staff have/are working to:

- Completed and updated the City's asset management plan in June 2022 to meet Provincial planning and reporting obligations, including an infrastructure needs assessment of all linear assets.
- Based on the completion of the Infrastructure Needs Study, develop a five (5) year linear capital projects plan that incorporates all linear assets such as water, wastewater, and storm sewer for recommended reconstruction and upgrades.

In addition to upgrading the infrastructure, growth within the City of Port Colborne, whether it be residential, commercial, or industrial can also be very impactful as it shares the cost of the system over more users.

Storm Sewer

As identified during the 2023 Capital and Related Project budget process a 10% increase to the storm sewer charge of a single-family property was forecasted and has been recommended in this report. This equals a \$12.71 year over year increase. During the same process it was identified staff were looking at the multiplier rates of other

properties. The chart below shows proposed new multipliers and their related fees for non-single-family properties:

Bylaw Code	Property Type	Multiplier		Flat Fee Per Year (\$)	
		2022	2023	2022	2023
SS01	Single Family Properties	1	1	\$ 127.05	\$ 139.76
SS02	Multi-Residential 2 to 5 Units	5	5	\$ 635.25	\$ 698.78
SS03	Multi-Residential 6 to 9 Units	10	10	\$1,270.50	\$ 1,397.55
SS05	Institutional/Multi Res > 10 units	20	20	\$2,541.00	\$ 2,795.10
SS05A	112 Charlotte St Condo 23 units	90% SS01	90% SS01	\$ 114.35	\$ 125.78
SS05B	112 Sugarloaf St Condo 22 Units	90% SS01	90% SS01	\$ 114.35	\$ 125.78
SS05C	72 Main St E Condo 31 Units	90% SS01	90% SS01	\$ 114.35	\$ 125.78
SS06	Small Commercial	5	5	\$ 635.25	\$ 698.78
SS07	Medium Commercial	10	10	\$1,270.50	\$ 1,397.55
SS08	Large Commercial	20	20	\$2,541.00	\$ 2,795.10
SS09	Light Industrial	10	10	\$1,270.50	\$ 1,397.55
SS10	Heavy Industrial	40	40	\$5,082.00	\$ 5,590.20
SS12	CNPI Owned	20	20	\$2,541.00	\$ 2,795.10
SS13	Hydro One Owned	20	20	\$2,541.00	\$ 2,795.10
SS15	Niagara Region	20	20	\$2,541.00	\$ 2,795.10

Council and users of this report will identify multipliers from an identified base exist in other municipal billing models such as property tax and water and wastewater. In the storm sewer charge the multiplier base charge is a single-family property. Multipliers exist for a variety of reasons, some of which may include to:

- Account for usage, causation, impact and/or benefit.
- Acknowledge ability to pay and/or promote a degree of social equity.
- Encourage or discourage certain types of actions and/or activity.
- Acknowledge and/or normalize for other related or unrelated benefits or disadvantages.

Looking Forward

As identified on many occasions, “everyday is budget day” in a municipality. Corporate Services continues to identify continuous improvement is a process. Looking forward to 2023, staff identify the following activities, in addition to those identified during the 2023 Levy and Rates Budget processes, that will help determine the financial outcomes of the City going into the 2024 budget process:

- Continue the review of water and wastewater fixed charge equity between single family properties and other property classifications.
 - Continue the review of properties with significant and specified water, wastewater, and storm sewer usage and discharge rights and associated fees regarding those rights.
-

Internal Consultations:

As stated, Financial Services would like to thank Public Works for their leadership and support in setting the 2023 water, wastewater, and storm sewer rates.

Financial Implications:

Financial Services identifies the proposed 2023 water, wastewater, and storm sewer rates are a staff recommendation that Council can adjust, if required.

Public Engagement:

The 2023 Rates Setting report was published on the City's website on November 28, 2022 through the agenda process. The 2023 Rates Setting report will be considered by the Committee of the Whole – Budget on December 7, 2022. If approved by the Committee of the Whole – Budget, the 2023 Rates Setting report will be considered by Council on December 13, 2022.

Following the budget process, staff will continue to review service levels and operations. Should changes be requested or sought, staff will seek input and, where necessary, approval from Council.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
- Attracting Business Investment and Tourists to Port Colborne
- City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
- Value: Financial Management to Achieve Financial Sustainability
- People: Supporting and Investing in Human Capital
- Governance: Communications, Engagement, and Decision-Making

Conclusion:

Staff recommend Council approve the 2023 water, wastewater, and storm sewer rates identified in this report.

The storm sewer rates will be updated by way of the 2023 Property Tax Rates by-law once tax policy decisions are finalized by the Niagara Region in early 2023.

Appendices:

- a. Draft By-Law – 2023 Water and Wastewater Rates

Respectfully submitted,

Bryan Boles, CPA, CA, MBA
Director of Corporate Services/Treasurer
(905) 835-2900 Ext. 105
Bryan.Boles@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

The Corporation of the City of Port Colborne

By-law No.

Being a By-law to

Amend By-Law No. 3151/22/95, as Amended, Being a By-Law to Regulate the Supply of Water and to Provide for the Maintenance and Management of the Water Works and for the Imposition and Collection of Water Rates

and

Amend By-Law No. 3424/6/97, as Amended, Being a By-Law for the Imposition and Collection of Sewage Service Rates and Sewer Rates

Whereas at its meeting of December 13, 2022, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of the Corporate Services Department Report No. 2022-247, Subject: 2023 Rates Setting, and resolved the following be effective January 1, 2023:

- Residential Users (Meter 19 mm (3/4") or smaller)
 - Water usage rate be set at \$1.4120 per cubic meter
 - Water fixed service charge be set at \$410.10 per year per year
 - Wastewater fixed service charge be set at \$1,002.38 per year
- All Other Users
 - Water usage rate be set at \$1.4120 per cubic meter of water usage
 - Wastewater usage rate be set at \$1.886 per cubic meter of water usage
 - Water fixed service charge be set at \$410.10 per year multiplied by meter factor
 - Wastewater fixed service charge be set at \$738.03 per year multiplied by meter factor

Whereas Council is desirous of amending By-Law 3151/22/95, as Amended, Being a By-Law for the Imposition and Collection of Water Rates and By-Law 3424/6/97, as Amended, Being a By-Law for the Imposition and Collection of Sewage Service Rates and Sewer Rates.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That By-Law 3151/22/95, as Amended, Being a By-Law to Regulate the Supply of Water and to Provide for the Maintenance and Management of the Water Works and for the Imposition and Collection of Water Rates and By-Law 3424/6/97, as Amended, Being a By-Law for the Imposition and Collection of Sewage Service Rates and Sewer Rates, be further amended by replacing Schedule "A" thereto with Schedule "A" hereto.
2. The usage and fixed rates established by this By-Law shall be effective January 1, 2023.
3. That by-law 6873/21/21 be repealed.

Enacted and passed this 13th day of December, 2022.

William C. Steele
Mayor

Nicole Rubli
Acting City Clerk

Water and Wastewater Rates

1. Metered Consumption Rates

All users, including Residential, Institutional / Commercial / Industrial (“ICI”) are subject to a metered consumption rate for water of \$1.4120 per cubic meter of water usage.

All users, with the exception of Residential users on a 19 mm (3/4”) meter or smaller are subject to a metered consumption rate for wastewater of \$1.8860 per cubic meter of water usage.

There is no minimum charge per billing period.

2. Bulk Water Sales

The metered rate for bulk water sales is \$1.4120 per cubic meter.

The service charge is based on a 75mm (3”) meter regardless of the actual meter used. The fixed service charge is \$4,511.03 per year.

3. Fixed Service Charge

All users are subject to a fixed service charge based on user type or meter size.

Meter Size	Meter Factor	Water	Wastewater
19 mm (3/4”) or smaller - Residential	1 (Water) N/A (Wastewater)	\$410.10	\$1,002.38
19 mm (3/4”) or smaller – non-Residential	1	\$410.10	\$738.03
25 mm (1”)	1.4	\$574.13	\$1,033.24
38 mm (1 1/2”)	1.8	\$738.17	\$1,328.44
50 mm (2”)	2.9	\$1,189.27	\$2,140.28
75 mm (3”)	11.0	\$4,511.03	\$8,118.29
100 mm (4”)	14.0	\$5,741.31	\$10,332.36
150 mm (6”)	21.0	\$8,611.97	\$15,498.55
200 mm (8”)	29.0	\$11,892.72	\$21,402.75
250 mm (10”)	40.0	\$16,403.75	\$29,521.04

All vacant land directly abutting the water distribution and/or wastewater collection system will be charged the fixed service charge for wastewater of \$1,002.38 through the property tax billing system.

4. Flat Rate (Residential)

During any month where an accurate meter reading cannot be recorded, a Residential user account will be charged a monthly flat rate of \$148.00 for water and \$150.00 for wastewater will be charged.

Examples of when a meter reading cannot be recorded are as follows:

- where a service connection has been turned on at the property line but where no meter has been installed (water meter refusal);
- refusing to provide a meter reading and / or providing access to read a water meter or reading device;
- refusing to remove any obstruction to reading a meter or reading device;
- refusing to provide for meter or reading device repairs for accurate meter

- readings;
- the tampering with or alteration of the water meter or reading device and meter readings cannot be obtained.

Flat Rate (ICI)

During a period where an accurate meter reading cannot be recorded, an ICI user account will be charged a monthly flat rate for water and wastewater. The flat rate will be calculated as two (2) times the current fixed service charge per Section 3 (the fixed service charge will be dependent on meter size) above PLUS two (2) times the monthly average of the previous 12 months' available consumption at the metered consumption rates per Section 1 above.

Examples of when a meter reading cannot be recorded are the same as those outlined under "Residential" above.

5. Water for New Construction Rates

During periods of new construction where there is no water meter the following rates are charged:

- Residential properties are subject to a \$226.00 flat fee.
- ICI properties are subject to a \$379.00 flat fee.

Upon final inspection or once a water meter has been installed and is operational, rates are no longer subject to this section. Rates are to be charged based on Sections 1 to 4 above.

6. Administration Charges

- Issuing a water shut off tag shall be charged to the property owner at a fee of \$50.00;
- Water account inquiries will be provided at a fee of \$7.00;
- Reading of analog meters due to refusal to upgrade to RF meters will be provided at a fee of \$50.00 per scheduled reading date.
- Customer request to change out from an RF meter to an analog meter will be at the customer's expense to cover the actual cost of the new analog meter plus removal and installation costs.

7. User Charges

There are certain user charges with respect to water and wastewater that are included in the User Fee By-Law. These include such topics as water turn on / off and installation of water services.

User fees may be billed individually, included in a user's water and wastewater bill or charged and collected through a building permit.

8. Late Payment Fees

Interest on water and wastewater accounts to begin accruing at one and one fourth (1 ¼) percent of the amount due and unpaid starting on the first day of default.

At the discretion of the Director, Corporate Services / Treasurer a payment can be backdated any payment to the due date on any accounts receivable balance received within five business days of the due date provided a reasonable explanation for the late payment has been provided by the account holder.

The Director, Corporate Services / Treasurer is approved to move any unpaid water and wastewater balances to the property tax roll of the related property.

9. Billing Cycle

Vacant land will be billed semi-annually on the property tax bill.

All water and wastewater meter users will be billed monthly.

10. Exemptions from Billing for Sanitary Sewer Costs

- Bulk water haulers accessing City bulk water facilities;
- Port Colborne Poultry Limited;
- Any property that does not directly abut any part of the wastewater sewer system;
- Any other property that is covered by a separate By-Law enacted by Council.

Subject: 2023 Proposed User Fees and Charges

To: Committee of the Whole - Budget

From: Corporate Services Department

Report Number: 2022-244

Meeting Date: December 7, 2022

Recommendation:

That the Committee of the Whole recommend to Council:

That Corporate Services Department Report 2022-244 **BE RECEIVED**;

That the 2023 Proposed User Fees and Charges schedules attached as Appendices A to R of Corporate Services Report 2022-244 **BE APPROVED**; and

That the draft by-law attached as Appendix S of Corporate Services Report 2022-244 be brought forward to Council for consideration.

Purpose:

The purpose of this report is to seek Council approval to amend and replace schedules from the previously approved user fees and charges (Report 2021-277) by-law with the 2023 proposed user fees and charges schedules identified in Appendices A to R of Corporate Services Report 2022-244.

Background:

As part of the annual budget process, user fees and charges are reviewed to ensure that previously approved or new user fees and charges are complete and included in this user fee bylaw, account for changes in service, and consider market rates and cost recovery.

Discussion:

User fees and charges were reviewed as part of the annual budget process. Through this review, staff identified that some services were offered where:

- a fee was not charged;
- full cost was not charged/recovered; and/or
- the fee was not at market rate.

As a result of this review, new user fees and charges are being recommended where the services are new, or the fees were previously not charged. Adjustments to reflect changes in market rates, inflation, and cost recovery are being recommended for other user fees and charges.

Staff continue to acknowledge that details on the number of units sold by service is not always readily available. This information gap makes it difficult to estimate the financial impact of changes made to some services where revenues from multiple fees were recorded to the same revenue account. Staff are working toward improving the tracking of units sold.

The user fees and charges updated by way of this report represent the most frequently used services offered by the City. Finance, in collaboration with all City departments, will continue to review the City's user fees and charges. New fees and changes to existing fees may come forward as a result.

Some of the salient changes included in this proposed bylaw are as follows:

- Arena fees have been updated after reviewing the fees charged by local area municipalities and considering the ever-increasing cost of operations. Since September 2018 the fees have only increased 2.5%. Historically the City has done a larger increase every three years. The new fees will not increase the revenue line in the budget. Through historical review it was noted the former Parks and Recreation department increased the revenue budget several years ago without increasing the rink rate at that time. Budgeted fees at the recommended rates are \$505,000 which compares to direct personnel costs for arena and cleaning attendants of \$560,000.
- Beach fees were updated to reflect new non-beachfront parking options as well the introduction of new fines to deter unwanted behaviour.
- Roselawn fees have been simplified after having reviewed the facility rental and agreement processes. Key to this is the grouping of options that were regularly purchased together.
- Marina fees have been updated to reflect the introduction of a new non-motorized recreational craft (kayaks and stand-up paddleboards) rental program

being developed, as well as discount incentives for first time seasonal customers and for those customers that pay their winter storage fees in full by September 15th. Attracting new boaters, retaining existing boaters, as well as maintaining a best in class facility were key criteria in developing these rates.

- Financial Services is introducing four new fees: Administration Processing Fee (for tax registrations and sales); New Account Fee – Water; POA Add to Tax Administration Fee; and Administration Fee Accounts Sent to Collections. These new fees are fees that other local area municipalities charge and are a means of offsetting the cost of providing these services.
- Cemetery fees have been simplified and updated after having reviewed the operational costs of the services offered as well as the cost of maintaining the cemeteries in perpetuity. Key to this review, which was done with the help of an external cemetery consultant, was ensuring that services sold were not subsidized by the levy. New to this fee schedule is the proposal to waive fees for Baby/Child Grave Opening and Closing services as well as Baby Lots for Port Colborne residents under the age of 12 years old.
- Planning fees have been updated to accommodate the addition of an engineering technologist within the division who is reviewing development applications.

In addition to the updates noted above and in the attached appendices, the following is proposed to facilitate the timely delivery of goods and services and to support a strong customer service environment:

- Unless otherwise identified, that staff be delegated authority to set advertising and rental fees not specified in the appendices of this report and for sponsorships less than \$50,000. Sponsorships will need to be consistent with the City's values in order to be considered.

Internal Consultations:

Internally, user fees and charges have been discussed through the development of the 2023 Levy Budget.

Financial Services would like to thank City departments for their leadership and cooperation in updating certain user fees and charges in this report and look forward to working with others to update their user fees and charges going forward.

Financial Implications:

User fees and charges are a significant source of revenue for the City. The City will rely on \$3.7 million generated through user fees and charges to deliver the wide range of services offered in the 2023 Levy Budget. Despite changes in the user fees and charges in the 2023 Levy Budget, user fees and charges revenue is expected to remain flat over the 2022 Levy Budget, this is due to the change and mix of customers.

Section 391 of the *Municipal Act* and section 69 of the *Planning Act* provide the authority for a municipality to establish fees and charges. The fundamental principle behind user fees and cost recovery price setting is that those who actually consume and benefit from the good/service pay for it and those who do not use the good/service or receive any benefit from it should not be obligated to pay for it. A key element is that the benefit of the service is to the individual, not the general taxpayer. The main economic reason why user charges should be levied on the direct recipient of benefits is that this improves the efficiency of the government in allocating resources in a way which creates the largest bundle of possible services demanded by the public.

An alternative to the proposed fees and charges schedules would be to not increase the fees and charges and to subsidize the cost of service through the general levy tax base. This alternative is not recommended since many of these services directly benefit the user and provide little or no direct benefits to the community as a whole. Alternatively, larger increases to the fees and charges schedule could have been applied to ensure full cost recovery and no subsidization from the general tax levy. This alternative is also not recommended since larger increases may have negative impacts on lower income customers and small businesses.

Public Engagement:

User fees and charges take into account cost recovery and for significant or material user fees and charges market rates are considered when available.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
- Attracting Business Investment and Tourists to Port Colborne
- City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
- Value: Financial Management to Achieve Financial Sustainability
- People: Supporting and Investing in Human Capital
- Governance: Communications, Engagement, and Decision-Making

Conclusion:

Staff recommend Council approve the proposed user fees and charges outlined in this report.

Appendices:

- a. Schedule A - Engineering and Operations
- b. Schedule B - Dog Licensing
- c. Schedule C - Fire and Emergency
- d. Schedule D - Vale Health and Wellness Centre
- e. Schedule E - Parks and Pavilions
- f. Schedule F - Playing Fields and Sport Courts
- g. Schedule G - Beaches
- h. Schedule H - Roselawn Centre
- i. Schedule I - Sugarloaf Marina
- j. Schedule J - Procedures for Tax Registration and Tax Sales
- k. Schedule K - Corporate Services
- l. Schedule L - Port Colborne Historical and Marine Museum
- m. Schedule M - L.R. Wilson Heritage Research Archives
- n. Schedule N – By-Law Enforcement
- o. Schedule O - Cemeteries of the City of Port Colborne
- p. Schedule P – Planning and Development
- q. Schedule Q - Maintenance & Occupancy of Property (Property Standards By-law)
- r. Schedule R - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections
- s. Draft By-law to Establish User Fees and Charges

Respectfully submitted,

Adam Pigeau, CPA, CA
Manager, Financial Services/Deputy Treasurer
905-835-2900 Ext. 101
adam.pigeau@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

APPENDIX A: Schedule A - Engineering & Operations

Engineering & Operations Service Fees						
Service Type	Name	Description	2022 Fee	2022 Minimum Fee	2023 Proposed Fee	2023 Proposed Minimum Fee
Commemorative	Park Bench	Installation of a bench within a City park.	\$2,262.28	-	\$2,375.39	-
Commemorative	Promenade Bench	Installation of a bench on the West Street promenade.	\$1,783.88	-	\$1,873.07	-
Commemorative	Muskoka Chair	Installation of a Muskoka chair.	\$1,479.78	-	\$1,553.77	-
Commemorative	Tree Planting	Planting of a single native species tree on City property.	\$652.34	-	\$684.96	-
Commemorative	Pet Waste Station	Installation of a pet waste station.	\$1,218.44	-	\$1,279.36	-
Commemorative	Plaque Replacement	Replacement plaque for a previously purchased commemorative item.	\$239.46	-	\$251.43	-
Drainage	Drainage Apportionment Agreement	Cost for the Drainage Superintendent to complete a drainage apportionment agreement due to the severance of a parcel. Fee is for up to 5 parcels, more than 5 parcels will be completed by an appointed Engineer and fees (actual cost) will be charged accordingly.	\$118.00	-	\$118.00	-
Engineering	Water Model	Running a proposed development through the water model to determine if existing infrastructure is sufficient or if upgrades are required.	N/A	-	Actual Cost	-
Water/Sewer/Storm	Service Decommissioning	Decommissioning of a water service, sanitary or storm lateral.	\$1750.00/service	-	\$1750.00/service	-
General	Rock Removal	Removal of Rock for Trench Work.	\$136.29/hour	\$574.32	\$143.11	\$572.44
General	Street Sweeping*	Street sweeping for general cleanliness of the roadways.	\$143.58/hour	\$0.00	\$150.76/hour	\$603.04
General	Street Cleaning	Removal and recovery of debris including mud, and rock left within the roadway with means other than a street sweeper.			\$150.76/hour	\$603.04
General	Cart Retrieval Fee	Retrieval and storage of a single cart.	\$50.00/cart	-	\$65.00/cart	-
General	On-Call Supervisor Call Out	Request for Supervisor inspection found to be caused by private property issue afterhours, Monday to Saturday. Only charged if deemed to be a private issue, no charge for City issue.	\$125.28/Hour	-	\$131.54/Hour	-
General	On-Call Supervisor Call Out	Request for Supervisor inspection found to be caused by private property issue on Sundays and statutory hoidays. Only charged if deemed to be a private issue, no charge for City issue.	\$156.94/Hour	-	\$164.79/Hour	-

APPENDIX A: Schedule A - Engineering & Operations

Engineering & Operations Service Fees						
Service Type	Name	Description	2022 Fee	2022 Minimum Fee	2023 Proposed Fee	2023 Proposed Minimum Fee
Parks	Trail Closure*	To be charged per application for each trail closure. Accomodates one section of trail to be closed with two barricades and road closed signage. Closures beyond one section of trail (entrance to entrance) are subject to job specific pricing.	\$115.04	–	\$120.79	–
Parks	Parade and Event Services *	Services to clear City owned waste bins at a higher frequency then the standard level of service during Parades and Events. Street Sweeping after event is included.	\$323.01	–	\$339.16	–
Parks	Park & Pavilion Services*	Electrical and Water connections when requested from renters. Connections only available at select locations.	\$31.65	-	\$31.65	-
Roads	Driveway Culvert	Install HDPE driveway culvert up to 600mm in diameter; includes stone backfill and compaction to grade.	\$469.03/meter	–	\$469.03/meter	–
Roads	Driveway Culvert	Install HDPE driveway culvert over 600mm in diameter; includes stone backfill and compaction to grade.	Actual Cost	–	Actual Cost	–
Roads	Asphalt Driveway Apron Installation	Includes preparation and installation of a residential asphalt driveway apron to City standards.	\$53.10/square meter	\$159.18	\$53.10/square meter	\$159.18
Roads	Curb Cut	Cut existing curb to accommodate a new entrance.	\$137.17/meter	\$421.35	\$144.03/meter	\$432.09
Roads	Curb Installation	Install curb to match existing area. One cost for standard curb & gutter, barrier curb or mountable curb.	\$185.84/meter	\$374.54	\$195.13/meter	\$390.26
Roads	Sidewalk Repair	Replace existing sidewalk panels.	\$154.87/square meter	\$312.12	\$162.61/square meter	\$325.22
Roads	Road Closure*	To be charged per application for each road closure. Accommodates one block of roadway to be closed with two barricades and road closed signage. Closures beyond one block are subject to job specific pricing.	\$230.00	–	\$241.50	–

APPENDIX A: Schedule A - Engineering & Operations

Engineering & Operations Service Fees						
Service Type	Name	Description	2022 Fee	2022 Minimum Fee	2023 Proposed Fee	2023 Proposed Minimum Fee
Roads	Traffic Control	Traffic control on primary roadways for City construction activities generated through Municipal Consent and Building Permits. Fee accommodates a 4 hour operation during regular business hours. Fee to be doubled for an 8 hour operation. Work beyond regular business hours is subject to job specific pricing.	\$890.32	–	\$934.84	–
Roads	Traffic Control	Traffic control on secondary roadways for City construction activities generated through Municipal Consent and Building Permits. Fee accommodates a one day lane shift. Work beyond regular business hours is subject to job specific pricing.	\$272.98	–	\$286.63	–
Roads	New Granular Driveway Installation	New installation of a granular driveway including excavation and placement of granular to a minimum area of 40 square meters. Cost per square meter to be charged above the flat fee of 40 square meters.	\$52.85/square meter	\$2,114.02	\$55.49/square meter	\$2,219.60
Roads	Tree Trimming per By-law 6175/01/15	Maintenance and removal of trees on or affecting property of the City of Port Colborne.	\$185.56/hr	–	\$194.84/hr	–
Roads	Tree Removal per By-law 6175/01/16	Maintenance and removal of trees on or affecting property of the City of Port Colborne.	\$185.56/hr	–	\$194.84/hr	–
Roads	Stump Removal per By-law 6175/01/17	Maintenance and removal of trees on or affecting property of the City of Port Colborne.	\$256.81/hr	–	\$269.65/hr	–
Roads	Stump Reinstatement per By-law 6175/01/18	Maintenance and removal of trees on or affecting property of the City of Port Colborne.	\$201.47/hr	–	\$211.54/hr	–
Roads	Tree Replacement per By-law 6175/01/18	Maintenance and removal of trees on or affecting property of the City of Port Colborne.	\$652.34	–	\$684.96	–
Roads	Arborist Tree Inspection per By-law 6175/01/19	Maintenance and removal of trees on or affecting property of the City of Port Colborne.	\$588.50	–	\$617.93	–
Sewer	Sewer Rodding	Sewer rodding during Operations regular hours.	\$325.00/event	–	\$345.00/event	–
Sewer	Sewer Rodding	Sewer rodding outside of Operations regular hours.	\$762.00/event	–	\$762.00/event	–

APPENDIX A: Schedule A - Engineering & Operations

Engineering & Operations Service Fees						
Service Type	Name	Description	2022 Fee	2022 Minimum Fee	2023 Proposed Fee	2023 Proposed Minimum Fee
Sewer	Sewer Service Tapping	Sewer (sanitary or storm) tapping for up to 125mm diameter lateral.	\$225.00/each	–	\$350.00/each (plus materials)	Material cost dependent upon sewer size. Contractor responsible for preparing and securing site for tapping. If not ready to tap (ie. sewer has not been exposed), or traffic protection and/or shoring protection doesn't meet regulatory requirements, staff will not proceed, but will charge the fee, plus another fee when return to perform the tap. If staff are required to wait while any of the above are completed, hourly rate of \$60/hour/staff member will apply, on top of the fee.
Sewer	Sewer Service Tapping	Sewer (sanitary or storm) tapping for lateral larger than 125mm diameter.	Actual Cost	–	Actual Cost	–
Sewer	Review of inspection and testing plans for private sanitary sewers, forcemains, maintenance holes and/or chambers	Review of inspection and testing plans for sanitary sewers, forcemains, maintenance holes and/or chambers required under Province's Design Criteria for Sanitary Sewers, Storm Sewers and Forcemains for Alterations Authorized under Environmental Compliance Approval that will connect to the City's wastewater collection system.	\$136.00	1 fee for initial review, 1 "free" resubmission with required edits, fee applies again to any additional edits.	\$136.00	1 fee for initial review, 1 "free" resubmission with required edits, fee applies again to any additional edits.

APPENDIX A: Schedule A - Engineering & Operations

Engineering & Operations Service Fees						
Service Type	Name	Description	2022 Fee	2022 Minimum Fee	2023 Proposed Fee	2023 Proposed Minimum Fee
Sewer	Witness inspection and testing activities for sanitary sewers, forcemains, maintenance holes and/or chambers	Witnessing all required inspection and testing activities for sanitary sewers, forcemains, maintenance holes and/or chambers that will connect to the City's wastewater collection system.	\$60.00/hour	minimum 4 hours	\$65.00/hour	minimum 4 hours
Sewer	Mandatory Sanitary Sewer Flow Monitoring Activities	Flow monitoring in select manholes to ensure the new sanitary sewers do not contribute excess I&I, particularly during wet weather events. Deficient sanitary sewers will require remediation.	\$60/monitoring event	-	\$880/unit/year	Mandatory monitoring at connection points to existing City infrastructure. Cost is to cover annual fees for City-owned Smart Covers, maintenance and depreciation. # of units to be determined by City staff.
Water	Water Service Turn On/Off	One fee to turn off and back on, during Operations regular business hours for a valve up to 100mm. Additional fee will apply if water is turned back on a different day, or after regular business hours.	\$55.00/event	-	\$60.00/event	-
Water	Water Service Turn On/Off	One fee to turn off and back on, during Operations regular business hours for a valve 100mm and larger. Additional fee will apply if water is turned back on a different day, or after regular business hours.	\$135.00/event	-	\$135.00/event	-
Water	Water Service Turn On/Off	One fee to turn off and on, outside of Operations regular business hours. Four hour window to have water turned back on. Additional fee will apply if water is turned back on after four hours, or on a different day.	\$385.00/event	-	\$390.00/event	-
Water	Unscheduled Water Meter Reading	Water meter reading as requested by user.	\$100.00/event	-	\$100.00/event	-

APPENDIX A: Schedule A - Engineering & Operations

Engineering & Operations Service Fees						
Service Type	Name	Description	2022 Fee	2022 Minimum Fee	2023 Proposed Fee	2023 Proposed Minimum Fee
Water	Water Meter Testing	Testing of water meter.	Actual Cost	\$250 deposit (refundable if meter is determined to be outside of AWWA accuracy, applied towards the cost of the test if the meter is within AWWA accuracy) Reference "Addendum to AWWA Manual M6, Water Meters - Selection, Installation and Testing, and Maintenance, Fifth Edition (November 2018)"	Actual Cost	\$250 deposit (refundable if meter is determined to be outside of AWWA accuracy, applied towards the cost of the test if the meter is within AWWA accuracy) Reference "Addendum to AWWA Manual M6, Water Meters - Selection, Installation and Testing, and Maintenance, Fifth Edition (November 2018)"

APPENDIX A: Schedule A - Engineering & Operations

Engineering & Operations Service Fees						
Service Type	Name	Description	2022 Fee	2022 Minimum Fee	2023 Proposed Fee	2023 Proposed Minimum Fee
Water	Water Service Tapping	Watermain tapping for water service up to 50mm.	\$265.00 per tap	Contractor responsible for preparing and securing site for tapping. If not ready to tap (ie. watermain has not been exposed), or traffic protection and/or shoring protection doesn't meet regulatory requirements, staff will not proceed, but will charge the fee, plus another fee when return to perform the tap. If staff are required to wait while any of the above are completed, hourly rate of \$60/hour/staff member will apply, on top of the fee.	\$375.00 per tap	Contractor responsible for preparing and securing site for tapping. If not ready to tap (ie. watermain has not been exposed), or traffic protection and/or shoring protection doesn't meet regulatory requirements, staff will not proceed, but will charge the fee, plus another fee when return to perform the tap. If staff are required to wait while any of the above are completed, hourly rate of \$60/hour/staff member will apply, on top of the fee.
Water	Water Service Tapping	Watermain tapping for water service over 50mm.	Actual Cost	\$500.00	Actual Cost	\$500.00
Water	Water Service Upgrade	Upgrading an existing water service to a larger diameter, up to 50mm as per City standards.	\$500.00/ linear meter	\$5,000.00	Actual Cost	\$5,000.00
Water	Temporary Water Supply - Install and removal	Fee to install and remove temporary water supply. (ie. for watermain commissioning, event servicing, not fire hydrant access).	\$400.00/supply		\$500.00/supply	
Water	Temporary Water Supply - Daily	Daily fee for one connection point to the City's water system, plus consumption charge for water used, at current rates (i.e. for watermain commissioning, event servicing - not fire hydrant access).	\$100.00/day plus per cubic metre consumption charge for water used		\$100.00/day plus per cubic metre consumption charge for water used	

APPENDIX A: Schedule A - Engineering & Operations

Engineering & Operations Service Fees						
Service Type	Name	Description	2022 Fee	2022 Minimum Fee	2023 Proposed Fee	2023 Proposed Minimum Fee
Water	Water service (100mm +) commissioning plan review	Review of commissioning plans required under the Provincial Watermain Disinfection Procedure for water services 100mm+.	\$68.00	1 fee for initial review, 1 "free" resubmission with required edits, fee applies again to any additional edits.	\$72.00	1 fee for initial review, 1 "free" resubmission with required edits, fee applies again to any additional edits.
Water	Private Watermain Commissioning Plan review	Review of commissioning plans required under the Provincial Watermain Disinfection Procedure for watermains that will be connected to the City's water system.	\$136.00	1 fee for initial review, 1 "free" resubmission with required edits, fee applies again to any additional edits.	\$144.00	1 fee for initial review, 1 "free" resubmission with required edits, fee applies again to any additional edits.
Water	Water Service (100mm +) commissioning activities - witness and sampling	Witnessing of the commissioning activities for water services 100mm+. All required sampling activities.	\$60.00/hour	minimum 4 hours	\$60.00/hour	minimum 4 hours
Water	Private Watermain Commissioning Activities - witness and sampling	Witnessing of the commissioning activities for private watermains (i.e. new subdivisions, watermains that technically fall under the Building Code but must meet requirements of Watermain Commissioning Protocol) that will be connected to the City's water system. All required sampling activities.	\$60.00/hour	minimum 4 hours	\$60.00/hour	minimum 4 hours
Water	Laboratory Analysis of Water Samples required under commissioning plans	Analysis of all samples required under the commissioning plans (water service 100mm+ or private watermains).	\$20.00/sample	-	\$35.00/sample	-
Water	Oversee Final Connections (private watermain or service)	Time for an Operator-in-Charge to review the watermain/service connection plan to establish flush and sample points and to directly oversee the connection, in accordance with the City's Watermain Commissioning Protocol and with the Provincial Watermain Disinfection Procedure.	\$60.00/hour	minimum 4 hours	\$60.00/hour	minimum 4 hours

APPENDIX A: Schedule A - Engineering & Operations

Engineering & Operations Service Fees						
Service Type	Name	Description	2022 Fee	2022 Minimum Fee	2023 Proposed Fee	2023 Proposed Minimum Fee
Water	Development flushing	Flushing fees for maintaining water quality in active development with not enough demand. This would be part of the Subdivision flushing agreement to maintain water quality.	\$60.00 per hour, plus per cubic metre charge for the water used	minimum 1 hour, minimum 5 cubic metres per event	\$60.00 per hour, plus per cubic metre charge for the water used	minimum 1 hour, minimum 5 cubic metres per event
Water/Sewer/Storm	Inspection of water service and/or sewer lateral install.	When outside contractors perform new installation of water service and/or sewer lateral our fee for the inspection. (hourly rate)	\$60.00/hour		\$60.00/hour	
Water/Sewer/Storm	Inspection of water service and/or sewer lateral install. (after hours/emergency)	When outside contractors perform new installation of water service and/or sewer lateral our fee for the inspection, and the inspection is outside normal operating hours. (hourly afterhours rate - emergency call out is 4 hour minimum)	\$120.00/hour	emergency call out - 4 hour minimum \$404.00	\$120.00/hour	emergency call out - 4 hour minimum \$404.00
Water/Sewer/Storm	Inspection of service disconnect	When outside contractors perform a disconnect of water service and/or sewer lateral our fee for the inspection. (hourly rate)	\$60.00/hour	-	\$60.00/hour	-
Water/Sewer/Storm	Inspection of service disconnect (After hours/emergency)	When outside contractors perform a disconnect of water service and/or sewer lateral our fee for the inspection, and the inspection is outside normal operating hours. (emergency call out is a 4 hour minimum)	\$120/hour	emergency call out - 4 hour minimum \$404.00	\$120/hour	emergency call out - 4 hour minimum \$404.00

APPENDIX A: Schedule A - Engineering & Operations

Engineering & Operations Service Fees						
Service Type	Name	Description	2022 Fee	2022 Minimum Fee	2023 Proposed Fee	2023 Proposed Minimum Fee
Water	Bulk Water Station Key - Deposit	Refundable deposit, if key is returned. If key is not returned, will also be charged for a new key	N/A		\$70.00	
Water	Bulk Water Station Key - replacement or additional key	Fee applies to replace a key if a user of a bulk water station loses a key. Bulk water haulers who have an agreement with the City will be provided 2 keys at no charge, additional keys will be supplied at this rate.	N/A		\$70.00	
Water/Sewer/Storm	Review of Form 1, Form SS1 (or equivalent) for watermain, sanitary sewers and/or storm sewers	Review to ensure the Form 1, Form SS1, or equivalent, submitted to the City for watermain, sanitary sewers and/or storm sewers that will connect to the City's water system, wastewater collection system and/or stormwater system, are in compliance with the requirements of the City's Drinking Water Works Permit and/or the City's Consolidated Linear Infrastructure Environmental Compliance Approval.	\$68.00	One fee for each form (i.e. if submit for water, sani and storm - 3 fees) for initial review. If all 3 forms submitted in one package, will only charge 2 fees. One "free" resubmission with required edits, fee applies again to any additional edits.	\$72.00	One fee for each form (i.e. if submit for water, sani and storm - 3 fees) for initial review. If all 3 forms submitted in one package, will only charge 2 fees. One "free" resubmission with required edits, fee applies again to any additional edits.

Notes:

- 1. The Municipal Consent permit is applicable for all occupancy within the road allowance and on City property.
- 2. All works taking place on private property must have proper permitting from the City's Building Department. A Municipal Consent permit for servicing will only be issued upon approved permits from the Building Department.
- 3. All service installations within the right of way (Water, Sanitary, Storm) must be witnessed by the City's Engineering & Operations Department. Please contact the City at 905-835-2900 ext. 233 to arrange an inspection.
- 4. All private service connections at the property line must be witnessed by the City's Building Department. Please contact the City's Building Division at 905-835-2900 ext. 229 to arrange an inspection.
- 5. Operations hours are 7:00am to 3:00pm from the first Monday in May to the third Friday in September and 8:00am to 4:00pm outside of the listed dates.
- 6. All fees and charges listed are exclusive of any applicable taxes.
- 7. * Not for Profit is half of the cost.

APPENDIX B: Schedule B - Dog Licensing

Dog Licensing **	2022 Fee	2023 Proposed Fee
1. Early purchase discount rate on or before March 15th of each year:		
Licence, Neutered/Spayed dog*	\$15.00	\$16.00
Licence, Un-Neutered/Un-Spayed dog	\$28.00	\$30.00
Vicious Dog	\$106.00	\$113.00
2. After March 15th of each year where sections 3 and 4 of this Schedule are not applicable:		
Licence, Neutered/Spayed dog*	\$28.00	\$30.00
Licence, Un-Neutered/Un-Spayed dog	\$38.00	\$41.00
Vicious Dog	\$106.00	\$113.00
3. Replacement Tag – verification of original tag purchase required	\$5.00	\$5.00
4. Application for Hearing – non refundable	\$196.00	\$210.00
Kennel Licensing	2022 Fee	2023 Proposed Fee
Kennel License	\$86.00	\$92.00

Notes:

* Proof is required

** No HST is applicable

APPENDIX C: Schedule C - Fire and Emergency

All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.

Administrative Fee of \$50.00 to be charged to all invoices.

Emergency Response	2022 Fee	2023 Proposed Fee
* Nuisance false alarms and nuisance deployments: First false alarm in any calendar year	Nil	Nil
* Nuisance false alarms and nuisance deployments: Subsequent false alarms in calendar year	Applicable MTO Rates Per apparatus dispatched	Applicable MTO Rates Per apparatus dispatched
Billing for firefighting services using a third party, as necessary.	Applicable MTO Rates Per apparatus dispatched	Applicable MTO Rates Per apparatus dispatched
Failure to Extinguish Open Air Burning (liable for costs under Section 2.5 By-Law 6280/106/15). Owner responsible for any and all additional expenses - to retain a private Contractor, rent special equipment, preserve property or evidence, or in order to eliminate an emergency or risk of an emergency situation.	Actual Costs	Actual Costs
Hourly Rate of Personnel	Current	Current

*Motor vehicle accident/vehicle fire and providing firefighting or other emergency services to a non-resident:		
a) * For the first hour or any part thereof	Applicable MTO Rates Per apparatus dispatched	Applicable MTO Rates Per apparatus dispatched
b) * For each additional one half hour or part thereof	Applicable MTO Rates Per apparatus dispatched	Applicable MTO Rates Per apparatus dispatched

Note: MTO Rates are applicable to residents when Fire Department services are provided on Hwy. No's 3, 58 and 140.

APPENDIX C: Schedule C - Fire and Emergency

All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.

Administrative Fee of \$50.00 to be charged to all invoices.

Response to fires on or beside rail lines caused by Railway Company - owner responsible for any and all additional expenses - to retain a private Contractor, rent special equipment, preserve property or evidence, or in order to eliminate an emergency or risk of an emergency situation.	Actual Costs	Actual Costs
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*For attending a natural gas incident

a) * For the first hour or any part thereof	Applicable MTO Rates Per apparatus dispatched	Applicable MTO Rates Per apparatus dispatched
b) * For each additional one half hour or part thereof	Applicable MTO Rates Per apparatus dispatched	Applicable MTO Rates Per apparatus dispatched

Extraordinary expenses - Owner responsible for any and all additional expenses that the Fire Chief or Deputy Fire Chief determines-to retain a private Contractor, rent special equipment, preserve property or evidence, or in order to eliminate an emergency or risk of an emergency situation.	Actual Costs	Actual Costs
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*For responding to non-emergency requests

a) * For the first hour or any part thereof	Applicable MTO Rates Per apparatus dispatched	Applicable MTO Rates Per apparatus dispatched
b) * For each additional one half hour or part thereof	Applicable MTO Rates Per apparatus dispatched	Applicable MTO Rates Per apparatus dispatched

APPENDIX C: Schedule C - Fire and Emergency

All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.

Administrative Fee of \$50.00 to be charged to all invoices.

Fire Prevention	2022 Fee (plus HST)	2023 Proposed Fee (plus HST)
Commercial (GROUP A, D&E OCCUPANCY)		
Refreshment Vehicle	\$128.75	\$137.63
Inspect base building, less than 3,000 sq. ft. (gross area)	\$257.50	\$275.27
- Plus inspect each additional 3,000 sq. ft.	\$128.75	\$137.63
- Plus inspect each suite in addition to base building	\$25.75	\$27.53
Day Care: Home Day Cares with less than 5 children	\$77.25	\$82.58
Day Care: Licenced Day Cares with occupant load of 40 or less	\$154.50	\$165.16
Day Care: Licenced Day Cares with occupant load of more than 40	\$257.50	\$275.27
Repeat follow-up inspections on a violation	\$77.25	\$82.58
Institutional (GROUP B) or Residential (GROUP C containing a Care Facility)		
Inspect base building, less than 3,000 sq. ft. (gross area)	\$283.25	\$302.79
- Plus inspect each additional 3,000 sq. ft.	\$128.75	\$137.63
- Plus each dwelling/unit/sleeping room in addition to base building	\$10.30	\$11.01
Repeat follow-up inspections on a violation	\$77.25	\$82.58
Residential (GROUP C, Not Including Care Facilities) (includes Hotels, Motels, Apartments and Bed and Breakfast)		
Small building – 3,000 sq. ft. or less – containing single dwelling units	\$77.25	\$82.58
Small building – 3,000 sq. ft. or less – containing two dwelling units	\$309.00	\$330.32
Large building – more than 3,000 sq. ft. OR contains		
- 3 to 5 dwelling units/suites of residential occupancy	\$515.00	\$550.54
- 6 to 18 dwelling units/suites of residential occupancy	\$772.50	\$825.80
- More than 18 dwelling units/suites of residential occupancy	\$1,545.00	\$1,651.61
Repeat follow-up inspections on a violation	\$77.25	\$82.58
Bed and Breakfast – up to four (4) sleeping rooms	\$283.25	\$302.79

APPENDIX C: Schedule C - Fire and Emergency

All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.

Administrative Fee of \$50.00 to be charged to all invoices.

Industrial (GROUP F OCCUPANCY)		
Inspect base building, less than 3,000 sq. ft. (gross area)	\$180.25	\$192.69
Plus inspect each additional 3,000 sq. ft.	\$77.25	\$82.58
Plus inspect each suite in addition to base building	\$25.75	\$27.53
Repeat follow-up inspections on a violation	\$77.25	\$82.58

Miscellaneous Inspections/Application Reviews/Permits		
Open Air Burning Site Inspection and Clearance	\$77.25	\$82.58
Fireworks Vendor-Site Inspection	\$77.25	\$82.58
Propane Licence Application Review (Basic)	\$103.00	\$103.00
Propane Licence Application Review (Complex)	\$61.80/hour	\$66.06/hour
Marijuana Grow-Op/Drug Lab Compliance Inspection	\$257.50	\$275.27
Review of Site Plans	\$61.80/hour	\$66.06/hour
Sale of Consumer Fireworks Vendor Permit	\$103.00/annually	\$110.11/annually
Display Fireworks Discharge Permit	\$154.50/per event	\$165.16/per event

Fire Department Assistance	2022 Fee (plus HST)	2023 Proposed Fee (plus HST)
Fire Watch	\$61.80/hour	\$66.06/hour
Securing Buildings	\$61.80/hour	\$66.06/hour
Fire Prevention Assistance	\$61.80/hour	\$66.06/hour
Training Assistance	\$61.80/hour	\$66.06/hour

File Reports and File Searches	2022 Fee (plus HST)	2023 Proposed Fee (plus HST)
File Search/File Reports - Environmental Issues	\$257.50	\$275.27
File Search/File Reports - Information	\$180.25	\$192.69
Letters and Produce Incident Reports to Insurance Companies	\$180.25	\$192.69
LLBO - Letters of Compliance	\$180.25	\$192.69

APPENDIX C: Schedule C - Fire and Emergency

All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.

Administrative Fee of \$50.00 to be charged to all invoices.

Smoke and Carbon Monoxide Alarm Installations	2022 Fee (plus HST)	2023 Proposed Fee (plus HST)
Installation of Smoke Alarm	\$8.85 each	\$13.28 each
Installation of Carbon Monoxide Alarm (Plug-In)	\$22.13 each	\$26.55 each
Installation of Carbon Monoxide Alarm (Combination)	\$26.55 each	\$30.98 each

Fire Department Services	2022 Fee (plus HST)	2023 Proposed Fee (plus HST)
Refilling of Air Cylinders	\$12.36 each	\$13.21 each
Fire Extinguisher Rentals	\$10.30 each	\$11.01 each
Photographs	\$5.15 each	\$5.51 each
I.D. Photos	\$10.30 each	\$11.01 each
Meeting Room Rental	\$103.00 daily	\$110.11 daily
911 Sign Installation	\$103.00 each	\$110.11 daily
911 Sign Replacement	\$51.50 each	\$55.05 each
Emily Sign Installation	\$101.77 each	\$108.79 daily

APPENDIX D: Schedule D - Vale Health and Wellness Centre

Arena	Term	2022 Fee	2023 Proposed Fee
Adult Prime (Mon to Sat 5.00pm – 10.00pm and Sun 8.00am – 10.00pm)	Per hour	\$197.35	\$223.36
Adult Non-Prime (Mon to Fri 8.00am – 4.00pm)	Per hour	\$141.60	\$136.28
Adult League/Tournament (Rental of 3 or more hours for Adults)	Per hour	\$186.75	\$207.96
Junior Hockey Team - Game	Per hour	\$162.83	\$185.84
Individual Training (half ice) (per player w/one coach; 50% of minor hockey)	Per hour	\$65.50	\$75.22
Public/Catholic Schools - Physical Education Classes	Per hour	\$50.45	\$57.52
Public/Catholic Schools - Varsity Hockey Team Practices	Per hour	\$60.20	\$69.02
Public/Catholic Schools - Varsity Hockey Team Games	Per hour	\$131.85	\$146.90
Youth Prime/Minor Hockey	Per hour	\$131.85	\$146.90
Youth Non-Prime (Adult Supervision) (Mon to Fri 8.00am – 4.00pm)	Per hour	\$80.55	\$88.50

Leagues are charged the rate in effect at the time their ice rental agreement are made for the duration of the agreement.

APPENDIX D: Schedule D - Vale Health and Wellness Centre

Family and Public Ice Skating	Term	2022 Fee	2023 Proposed Fee
Students	Per session	\$2.65	\$3.54
Adults	Per session	\$3.54	\$4.42
Seniors	Per session	\$2.65	\$3.54
Seniors Pay-As-You-Play	Per session	\$3.54	\$4.42
Pay-As-You-Play	Per session	\$4.42	\$4.42
Stick and Puck (Adult and 1 child)	Per session	\$4.42	\$4.42
Stick and Puck (Each additional child)	Per session	\$2.65	\$3.54
Tots and Adults	Per session	\$4.42	\$4.42
Public Skate Group Pass (Max 5 people. Min 1 adult 18+)	Per session	\$8.85	\$10.62

Summer Arena Floor/Facility Rental (No Ice)*	Term	2022 Fee	2023 Proposed Fee
Rink 2 – Floor (Non-Profit; Youth Sport Groups)	Per hour	\$49.93	\$57.52
Rink 2 – Floor (Adult Sport Group; Commercial – Trade Show/Event)	Per hour	\$74.91	\$85.84

*Does not include associated staging and removal costs and access to the Golden Puck Community Room

APPENDIX D: Schedule D - Vale Health and Wellness Centre

Golden Puck Community Room (GPCR) (Includes 2 6ft tables and 12 chairs)	Term	2022 Fee	2023 Proposed Fee
For Profit/Commercial Use (Full Room)	Daily	\$295.00	\$336.28
	Hourly	\$64.25	\$73.45
Not for Profit/Community Groups (Full Room)	Daily	\$147.00	\$168.14
	Hourly	\$35.00	\$39.82
For Profit/Commercial Use (Half Room)	Daily	\$147.00	\$168.14
	Hourly	\$32.00	\$36.28
Not for Profit/Community Groups (Half Room)	Daily	\$73.50	\$84.07
	Hourly	\$17.25	\$19.47

*Tournaments and Trade Shows will have access with floor/facility booking at negotiated rates

Other Rates	Term	2022 Fee	2023 Proposed Fee
Upper or Lower Lobby – Not for Profit/Community Group	Hourly	\$17.70	\$20.35
Upper or Lower Lobby – For Profit/Commercial	Hourly	\$32.25	\$36.28
Dressing Room (special events/tournaments)	Each/Daily	\$32.25	\$36.28
Swipe Card (Replacement)	Each	\$11.45	\$13.27
Keys (Additional)	Each	\$11.45	\$13.27
Power Cart & Hydro	Each	\$16.65	\$19.47

Staffing	Term	2022 Fee	2023 Proposed Fee
Assistant Arena Attendant Chargeback (Trade shows, tournaments, large scale events, etc.)	Per hour	\$6.25	\$7.08

NOTE: Applicable User Group Liability Insurance rates will be applied, as per Schedule U, as amended.

APPENDIX E: Schedule E - Parks and Pavilions

Park Pavilions	Term	2022 Fee	2023 Proposed Fee
Pavilion – Large	Per Booking Per Day	\$36.50	\$41.59
Pavilion – Small	Per Booking Per Day	\$31.20	\$35.39
Bandshell	Per Booking Per Day	\$52.00	\$59.29
Hydro	Per Booking Per Day	\$5.20	\$6.19
Washroom Rental Rate (non-public, after hours before Labour Day Weekend or after Thanksgiving)	Per Booking Per Day	\$47.86	\$53.10
Park Permit (events) Note: Park permit does not include pavilion fee	Per Booking Per Day	\$78.00	\$88.50

APPENDIX F: Schedule F - Playing Fields and Sport Courts

Playing Fields and Sport Courts	Unit	2022 Fee	2023 Proposed Fee
Soccer Fields – Youth	Per game (2 hours)	\$7.43	\$8.85
Soccer Fields – Youth Tournament	Per field/Per hour	\$7.43	\$8.85
Soccer Fields – Adult	Per game (2 hours)	\$55.08	\$63.71
Soccer Fields – Adult Tournament	Per field/Per hour	\$26.50	\$30.97
Lighting	Add/Per field	\$14.80	\$17.70
Lining	Add/Per field	\$15.80	\$177.00
Baseball/Softball Diamonds – Youth	Per game (2 hours)	\$7.43	\$8.85
Baseball/Softball Diamonds – Youth Tournament	Per field/Per hour	\$7.43	\$8.85
Baseball/Softball Diamonds – Adult	Per game (2 hours)	\$56.10	\$63.71
Baseball/Softball Diamonds – Adult Tournament	Per field/Per hour	\$26.50	\$30.97
Floating	Add/Per field	\$15.80	\$17.70
Lighting	Add/Per field	\$15.80	\$17.70
Lining	Add/Per field	\$15.80	\$17.70
Tennis Courts* (Cedar Bay Centennial or West Side Tennis Courts)	Per court/Per hour	\$4.52	\$4.52
Volleyball Courts* (Cedar Bay Centennial Park)	Per court/Per hour	\$9.93	\$11.50
Horse Paddock Skateboard & BMX Park	Sanctioned OR Un-Sanctioned Competitions terms to be negotiated.		

*Tournaments on request

APPENDIX G: Schedule G - Beaches

Nickel Beach			
Pass/Permit Type	Classification	2022 Fee	2023 Proposed Fee
Beachfront Daily Pass Monday - Friday (Per vehicle)	Niagara Residents	\$17.69	\$20.00
	Non-Residents	\$44.25	\$50.00
Beachfront Daily Pass Weekends & Statutory Holidays (per vehicle)	Niagara Residents	\$22.12	\$25.00
	Non-Residents	\$53.10	\$55.00
Non-Beachfront Daily Pass Monday - Friday (Per vehicle)	Niagara Residents	N/A	\$10.00
	Non-Residents	N/A	\$20.00
Non-Beachfront Daily Pass Weekends & Statutory Holidays (per vehicle)	Niagara Residents	N/A	\$15.00
	Non-Residents	N/A	\$25.00
Season Passes	PORTicipate Pass (Port Colborne Residents Only)	FREE	FREE
	Niagara Weekday Pass (Niagara Residents Only)	\$88.50	\$100.00
Public Restricted Production Permits	Half Day Permit (4/- hours)	\$408.19	\$4,000.00
	Full Day Permit (4/+ hours)	\$725.66	\$7,000.00

Centennial – Cedar Bay Beach			
Pass/Permit Type	Classification	2022 Fee	2023 Proposed Fee
Daily Pass Monday - Friday (Per vehicle)	Niagara Residents	\$17.69	\$20.00
	Non-Residents	\$44.25	\$50.00
Daily Pass Weekends & Statutory Holidays (per vehicle)	Niagara Residents	\$17.69	\$25.00
	Non-Residents	\$44.25	\$55.00

Beach Fines			
Wreckless Driving/Environmental Impact		N/A	\$250.00
Prohibited Items		N/A	\$75.00
Unauthorized use/transfer of day passes or seasonal passes		N/A	\$75.00
Open Alcohol		N/A	\$75.00

APPENDIX H : Schedule H - Roselawn Centre

Roselawn Centre (Rental rates are based on a 6 hour event use.)	Term	2022 Fee	2023 Proposed Fee
Present's Room Rental		\$198.00	\$300.00
Roselawn – All Rooms		\$566.00	\$570.00
Daily Dishwasher Fee (Dish rental)		N/A	\$50.00
Table Linens	Per table	\$4.45	\$5.50
Linen Napkins	Per napkin	\$1.10	\$2.50
Cruiser Tables	Per table	\$2.60	\$2.60
Outdoor Garden (Tents, tables and chairs are not supplied)		\$198.00	\$198.00
Door Open Fee (plus staff time) (Wedding Pictures, Event Set-up, etc.)		\$52.00	\$55.00

Additional Rentals	Term	2022 Fee	2023 Proposed Fee
Screen and Projector	Per rental	\$10.00	\$10.00

NOTE: Applicable User Group Liability Insurance rates will be applied, as per Schedule U, as amended.

APPENDIX I: Schedule I - Sugarloaf Marina

Seasonal Dock Rates			
Docking Options	2022 Fee	2023 Proposed Fee	
		Paid in full by Feb. 15/23	Paid in full after Feb. 15/23
Boats 16 - 19 ft (unserviced)	\$46.00/ft	\$50.00/ft	\$52.50/ft
Boats 20 - 26 ft (optional service)	\$56.00/ft	\$61.00/ft	\$63.85/ft
Boats 27 - 34 ft (serviced)	\$66.00/ft	\$71.95/ft	\$75.25/ft
Boats 35 - 60 ft (serviced)	\$69.00/ft	\$75.25/ft	\$78.65/ft
Power Options	2022 Fee	2023 Proposed Fee	
		Paid in full by Feb. 15/23	Paid in full after Feb. 15/23
Use of 15A/110V Power	\$55.00	\$85.00	\$100.00
Use of 30 Amp shore power	\$230.00	\$250.00	\$265.00
Second Boat (Must be owned by same owner with valid proof of insurance.)	2022 Fee	2023 Proposed Fee	
		Paid in full by Feb. 15/23	Paid in full after Feb. 15/23
On J Run (16 ft dock)	\$230.00	\$250.00	\$265.00
On Dock #3 (17 ft dock)	\$250.00	\$275.00	\$290.00
Discounted Rates	2022 Fee	2023 Proposed Fee	
First time seasonal customer incentive (One time only, paid in full by February 15)	N/A	20% of seasonal rate	
Same Slip/Non Designated Space Discount *	N/A	50% of 1st dock fee	

* Only available for use directly beside oversized vessels or non-designated docking spaces. Must be preapproved by marina management. Must be same owner.

APPENDIX I: Schedule I - Sugarloaf Marina

Transient & Boat Ramp Rates		
Transient Rates (per foot)	2022 Fee	2023 Proposed Fee
Daily	\$2.00	\$2.25
Canal Days Daily Rates (Monday-Monday)	\$3.00	\$3.75
Weekly	\$10.00	\$12.50
Monthly	\$26.50	\$30.50
Discounted Transient Rates	2022 Fee	2023 Proposed Fee
Tournament/Regatta Discount (Only with proof of registration)	N/A	40% of applicable rates

Launch Ramp Rates	2022 Fee	2023 Proposed Fee
Daily Launch Pass	\$17.70	\$20.00
Seasonal Pass	\$106.19	\$125.00
**Non-Display Fine - Missing Ramp Pass	\$17.70	\$35.39

** Customer is still subject to the By-Law Parking Enforcement Fine as well

Miscellaneous Fees		
Additional Fees	2022 Fee	2023 Proposed Fee
Seasonal Dock Box Rental (Limited Availability)	\$95.00	\$100.00
Workplace Passport (Based on satisfaction of all required registration documents)	N/A	\$250.00
Non Registered Boat Fee (Daily) ***	N/A	\$1.50/ft
Missed appointment/unprepared Fee****	N/A	\$125.00
Administrative/Cancellation Fee	N/A	\$25.00
Dock Hold Deposit (To hold same space for following season)	N/A	20% of current dock rate
Interest Charges - Balances owing (Monthly)	N/A	\$0.01

*** For any boat found in a slip or storage that is without proper registration with marina office or has balances owing. Based on dock or boat LOA, whichever is greater.

**** Applied to customers who are not prepared at time of scheduled service appointments, or miss scheduled appointment times without prior confirmation.

APPENDIX I: Schedule I - Sugarloaf Marina

Storage and Boat Yard Rates				
Winter Storage - All Inclusive (Includes fall haul out, powerwash*, blocking/cradle setup, and spring launch)	2022 Fees		2023 Proposed Fees	
	Seasonal Slip Holder	Non-Seasonal Slip Holder		
Paid in Full by September 15	N/A	N/A	\$3.65/ sq. ft	\$925 minimum fee
Paid in Full after September 15	N/A	N/A	\$3.85/ sq. ft	\$1,050 minimum fee
Winter Storage - Trailerable Only (Own trailer, no marina services)	2022 Fees		2023 Proposed Fees	
	Seasonal Slip Holder	Non-Seasonal Slip Holder		
Paid in Full by September 15	N/A	N/A	\$1.72/ sq. ft	\$500 minimum fee
Paid in Full after September 15	N/A	N/A	\$1.80/ sq. ft	\$570 minimum fee
Summer Storage	2022 Fees		2023 Proposed Fees	
	Seasonal Slip Holder	Non-Seasonal Slip Holder		
Seasonal (April 15-October 15)	N/A	N/A	\$1.72/ sq. ft	\$500 minimum fee
Monthly	N/A	\$0.94/sq. ft	\$1.89/ sq. ft	
Weekly	N/A	N/A	\$2.07/ sq. ft	
Boat Handling & Yard Fees	2022 Fees		2023 Proposed Fees	
	Seasonal Slip Holder	Non-Seasonal Slip Holder	Seasonal Slip Holder***	Non-Seasonal Slip Holder
Travel Lift (Haul Out/Launch) Minimum \$225 charge	\$8.50/ft	\$9.50/ft	\$9.70/ft	\$10.90/ft
Travel Lift (per hour after first hour)	\$8.50/ft	\$9.50/ft	\$8.50/ft	\$9.50/ft
Block & Stand Rental (per season)	\$5.50/ft	\$6.00/ft	\$5.75/ft	\$6.90/ft
Power Washing Hull Bottom**	Free	\$2.75/ft	\$2.75/ft	\$3.15/ft
Yard Equipment Fee	\$ 115/hr	\$ 130/hr	\$ 125/hr	\$ 145/hr
Yard Labour Fee	N/A	N/A	\$ 80/hr	\$ 100/hr
Mast Stepping - Length Overall (LOA)	\$ 3.95/ft	\$ 5.60/ft	\$ 4.15/ft	\$ 6.40/ft
Mast Storage (per season) - Length Overall (LOA)	\$ 1.65/ft	\$ 3.00/ft	\$ 1.81/ft	\$ 3.45/ft
Trailer/Cradle Storage (per season)	\$100.00	\$180.00	\$115.00	\$200.00
Pump-out (Transients)	N/A	\$15.00	N/A	\$15.00

* Based on payment in full prior to haul out.

** Powerwash only free for boats with anti-fouling paint on hull. Oversized boats (>42 ft in length), or non anti-fouling on hull may result in applicable extra charges.

*** Based on payment in full for dockage during current season.

APPENDIX I: Schedule I - Sugarloaf Marina

Marina Pavilion Rates**			
Organization	2022 Fees		2023 Proposed Fees
	Full Day	Half Day	Flat Rate
Seasonal boaters	\$75.00	\$50.00	\$200.00
General Public	\$350.00	\$200.00	\$375.00
Additional charges:	Full Day	Half Day	Flat Rate
Clean-up fee is charged	\$25.00	\$25.00	\$30.00
Damage deposit (refundable w/o damage to property)	\$200.00	\$200.00	\$200.00
Chairs (per chair)	N/A	N/A	\$5.75
Tables (per table)	N/A	N/A	\$13.00

Non-Motorized Recreation Rental Fees		
Rates	2022 Fee	2023 Proposed Fee
Kayak	N/A	\$13.27/hr
Stand Up Paddleboard (SUP) or Canoe	N/A	\$17.69/hr
Refundable Security Deposit	N/A	\$100.00
Children under 13 years of age	N/A	FREE with Adult Purchase
PORTicipate Pass/Seasonal Slip Holder Fee	N/A	50% of all applicable fees
Punch Pass (15 hours)	N/A	\$125.00

APPENDIX J: Schedule J - Procedures for Tax Registration and Tax Sales

Whereas Section 385 of the *Municipal Act, 2001* provides that a municipality may fix a scale of costs to be charged as reasonable costs of proceedings under Part XI of said Act, the scale of costs per property shall be as follows:

Procedure	2022 Fee	2023 Proposed Fee
Tax Registration (per address)	Actual Cost for 3 rd Party Services	Actual Cost for 3 rd Party Services
Tax Sale (per address)	Actual Cost for 3 rd Party Services	Actual Cost for 3 rd Party Services
Administration Processing Fee	N/A	\$500.00
Extension Agreement Prepare Extension Agreement and present to Council for consideration	\$275.00	\$275.00
Other direct incidental costs: Costs for other direct incidental items not considered above to be established as incurred based on invoice cost, plus ten percent (10% Administration Fee).		

APPENDIX K: Schedule K - Corporate Services

Service	2022 Fee	2023 Proposed Fee
Tax Arrears Certificate (includes water arrears)	\$50.00	\$50.00
Paper Copy - Tax Inquiry / Water Inquiry Returned	\$7.00	\$7.00
Cheque Charge	\$25.00	\$35.00
New Account Fee - Ownership Change	\$40.00	\$50.00
New Account Fee - New Roll Creation	\$40.00	\$50.00
New Account Fee - Water	N/A	\$50.00
Transfers to Tax for Over Due Accounts	\$25.00	\$50.00
POA Add to Tax Administration Fee	N/A	\$50.00
Administration Fee Accounts Sent to Collections	N/A	\$50.00
Marriage License	\$125.00	\$125.00
Commissioner for Taking Affidavits (including HST)*	\$15.00	\$15.00
Death Registrations	\$20.00	\$20.00
Photocopying (per page)	\$0.25	\$0.25
Certified Copy of Document	\$15.00	\$15.00
Lease Agreements - Application	\$300.00	\$300.00
Lease Agreements - Annual Minimum	\$100.00	\$100.00

* per oath or declaration (City business and pensions exempt)

APPENDIX L: Schedule L - Port Colborne Historical and Marine Museum

Museum	Term	2022 Fee	2023 Proposed Fee
Research Fees: (The following applies to research conducted by Museum staff for others.)			
Commercial Use	Per hour	\$60.00	\$60.00
Personal Use	Per hour	\$20.00	\$20.00
Student Use	Per hour	\$10.00	\$10.00
Unassisted Research		By Donation	By Donation
Retrieval Fees: Artifact/ Photograph - (Appointment Required)	Per item	\$20.00	\$20.00
Photo Reproduction Fees: Copyright Restrictions Apply and a Reproduction Agreement must be signed			
Commercial Use	Per image	\$50.00	\$50.00
Personal Use	Per image	\$30.00	\$30.00
Publication (print, digital)	Per image	\$100.00	\$100.00
Photocopies: *Copyright Restrictions Apply			
Black & White 8 x 10 copy paper	Per copy	\$0.25	\$0.25
Black & White > 8 x 10 copy paper	Per copy	\$0.50	\$0.50
Colour Copy	Per page	\$2.00	\$1.00
(Retrieval fees may apply)			
Tours:			
Group Tours (Minimum 5 people)	Per person	\$5.00	\$5.00
School Tours	Per student	\$5.00	\$5.00
Off Site Tours – Cemetery, West St Humberstone, etc.	Per person	\$5.00	\$5.00
Admission Fees:			
Museum & Village		Donation Box	Donation Box
Canal Days		Sponsored	Sponsored
Christmas Festival		By Donation	By Donation
Membership Fees:			
Students/Seniors (60+)		\$5.00	\$5.00
Individual		\$8.00	\$8.00
Family		\$10.00	\$10.00
Life Patron		\$100.00	\$100.00
Sustaining (Corporate)		By Donation	By Donation

APPENDIX M: Schedule M - L.R. Wilson Heritage Research Archives

Archives	Term	2022 Fee	2023 Proposed Fee
Research Fees: (The following applies to research conducted by Museum staff for others.)			
Commercial Use	Per hour	\$60.00	\$60.00
Personal Use	Per hour	\$20.00	\$20.00
Student Use	Per hour	\$10.00	\$10.00
Unassisted Research		By Donation	By Donation
Retrieval Fees: Artifact/ Photograph - (Appointment Required)	Per item	\$20.00	\$20.00
Photo Reproduction Fees: Copyright Restrictions Apply and a Reproduction Agreement must be signed			
Commercial Use	Per image	\$50.00	\$50.00
Personal Use	Per image	\$30.00	\$30.00
Publication (print, digital)	Per image	\$100.00	\$100.00
Photocopies: *Copyright Restrictions Apply			
Black & White 8 x 10 copy paper	Per copy	\$0.25	\$0.25
Black & White > 8 x 10 copy paper	Per copy	\$0.50	\$0.50
Colour Copy	Per page	\$2.00	\$1.00
(Retrieval fees may apply)			
Rental Fees for MacDonald Conference Hall: Daily Rental up to 8 hours (Requires signed contract)	Daily	\$120.00	\$120.00
Use of the following within MacDonald Conference Hall:			
Overhead Projector and Screen		\$10.00	\$10.00
Digital Projector and Screen		\$10.00	\$10.00

APPENDIX N: Schedule N - By-Law Enforcement

Miscellaneous Fees		
Schedule of Fees	2022 Fee	2023 Proposed Fee
Fence By-Law		
Fence Variance (non-refundable)	\$487.00	\$521.00
Fence By-Law Order to Comply – application fee	\$220.00	\$235.00
Boulevard and of Snow Removal By-Law		
Snow clearing - per meter	\$11.00	\$12.00
Snow and Ice Removal By-Law Order to Comply – application fee	\$212.00	\$227.00
Regulate Noise By-Law		
Noise Variance – Private function taking place on private property	\$162.00	\$173.00
Noise Variance – Private function taking place on City	\$108.00	\$115.00
On Street Parking Permits		
Initial Fee (per vehicle)	\$29.00	\$31.00
Replacement Fee (per vehicle)	\$44.00	\$47.00
Fail to display permit prominently	\$29.00	\$31.00
Park without permit	\$54.00	\$58.00
Encroachment Agreements		
Application	\$371.00	\$397.00
Annual	\$106.00	\$113.00
Discharge of Firearm		
Discharge of Firearm Variance	\$100.00	\$107.00

Maintenance of Property and Land(Lot Maintenance By-law)		
Schedule of Fees	2022 Fee	2023 Proposed Fee
Re-inspection fee*	\$103.00	\$110.00
Minimum maintenance fee	\$185.00	\$198.00
Administration fee	Add 15%	Add 15%
Mailing fee	\$29.00	\$31.00
*Re-inspection fee is payable where violation still exists.		

APPENDIX N: Schedule N - By-Law Enforcement

Cutting Grasses and Weeds(Lot Maintenance By-law)		
Lot Size	2022 Fee	2023 Proposed Fee
1 to 7,500 square feet	Actual Costs	Actual Costs
7,501 to 15,000 square feet	Actual Costs	Actual Costs
15,001 to 30,000 square feet	Actual Costs	Actual Costs
30,000 square feet to 1 acre	Actual Costs	Actual Costs
> 1 acre to 1.5 acres	Actual Costs	Actual Costs
> 1.5 acres to 2 acres	Actual Costs	Actual Costs
Each additional acre	Actual Costs	Actual Costs

Erection and Maintenance of Signs and Other Advertising Devices (Sign By-law)				
Sign Type	Size	Term	2022 Fee	2023 Proposed Fee
Awning	Each		\$54.00	\$58.00
Banner	Not exceeding 6.7 square meters	Per 15 days	\$16.00	\$17.00
Banner	Exceeding 6.7 square meters	Per 15 days	\$34.00	\$36.00
Billboard	Maximum 50 square meters	Per square meter	\$6.00	\$6.00
Facia	Maximum 15 square meters	Per square meter	\$6.00	\$6.00
Ground	Maximum 10 square meters		\$54.00	\$58.00
Mall		Per square meter	\$6.00	\$6.00
Pole / Pylon	Maximum 20 square meters	Per square meter	\$6.00	\$6.00
Portable	Maximum 9 square meters	Per 15 days	\$16.00	\$17.00
Projecting	Maximum 10 square meters		\$54.00	\$58.00
Roof	Maximum 50 square meters	Per square meter	\$6.00	\$6.00

Sign Variance By-law		
Type	2022 Fee	2023 Proposed Fee
Sign Variance (non-refundable)	\$758.00	\$810.00
Order to Comply – administration fee	\$220.00	\$235.00

APPENDIX N: Schedule N - By-Law Enforcement

Respecting the Keeping of Animals (Exotic Animals By-law)		
Schedule of Fees	2022 Fee	2023 Proposed Fee
For the first animal of each species	\$21.00	\$22.00
For the second and third animal of each species	\$3.00	\$3.00
For each species the aggregate of which exceed three in	\$2.00	\$2.00
Maximum Licensing fee*	\$5,412.00	\$5,785.00
*regardless of the number of animals, animal species or sub-species held in a single location		

Note: Beach and Marina enforcement penalties are noted in their respective appendices

APPENDIX O: Schedule O - Cemeteries of the City of Port Colborne

Cemeteries	Term	2022 Fee	2023 Proposed Fee
Opening and Closing Fees and Charges			
Regular Single Grave: Opening and Closing*	Any Day of Week	\$969.00 - \$1,275.00	\$1,679.00
Baby/Child Grave Opening and Closing**	Any Day of Week	\$357.00 to \$377.00	No Charge for Port Colborne Residents under the age of 12 years old
Cremation Openings	Any Day of Week	\$510.00 to \$680.00	\$788.00
Columbarium Openings and Closing	Any Day of Week	\$250.00 to \$400.00	\$734.00
Cemetery Services and Interment Rights Prices			
Columbarium, each crypt (includes perpetual care of 40%)	Any Row	\$1,377.00 to \$1,530.00	\$3,830.00
Single Lot or Grave (includes perpetual care of 40%)	3.5' x 9.0'	\$1,377.00	\$3,989.00
Single Lot or Grave plus Cornerstones*	3.5' x 9.0'	NEW	\$5,787.00
Cremation Lot (includes perpetual care of 40%)	2' x 2'	\$485.00	\$1,785.00
Baby Lot (includes perpetual care of 40%)**	Size determinant	\$357.00	No Charge for Port Colborne Residents under the age of 12 years old
Installation of footing foundation for marker or monument	Per cubic foot	\$40.00	\$50.00
Perpetual care markers (owner supplied)	Flat stone on grade	\$50.00	\$100.00
Perpetual care markers (owner supplied) <48" high	Marker above grade	\$100.00	\$200.00
Perpetual care markers (owner supplied) >48" high	Marker above grade	\$200.00	\$400.00
Disinter (opening fee plus actual cost to disinter)		\$969.00	\$1,479.00
Transfer Fee		\$26.00	\$117.00
Columbarium plaque with full day/month/year of birth and passing		n/a	\$922.00
Columbarium side plaque		n/a	\$592.00

*Not including cost of headstone and/or cornerstones or related installation - only on-going maintenance.

** Regular Single Lot or Grave fees apply for non-residents of Port Colborne.

APPENDIX P: Schedule P - Planning and Development

Application	2022 Fee	2023 Proposed Fee
Official Plan		
Official Plan Amendment	\$4,763.00	\$5,092.00
Adjournment of an Official Plan Amendment (at applicant's request)	\$758.00	\$810.00
Zoning By-Law		
Zoning By-Law Amendment	\$4,222.00	\$4,513.00
Adjournment of a Zoning By-Law (at owner's request)	\$758.00	\$810.00
Removal of a Holding Symbol	\$1,082.00	\$1,157.00
Temporary Use By-Law	\$4,222.00	\$4,513.00
Preparation of a Temporary Use Agreement	\$1,948.00	\$2,082.00
Extension of a Temporary Use	\$1,624.00	\$1,736.00
Plan of Subdivision		
Draft Plan Approval of Subdivision (For greater certainty, the maximum fee shall be \$7,521.00 plus \$10,000 = \$17,521.000)	\$7,036.00	\$7,521.00 base fee plus \$50.00 per lot/ block to a maximum of \$10,000.00
Redline Revisions/Change of Conditions to Draft Plan	\$2,165.00	\$3,314.00
Extension to Draft Plan Approval	\$1,624.00	\$1,736.00
Final Plan Approval	\$1,624.00	\$2,736.00
Amendment to Subdivision Agreement	\$2,165.00	\$2,314.00
Part Lot Control	\$1,082.00	\$1,157.00
Deeming By-Law	\$432.00	\$462.00
Discharge of a Subdivision Agreement	\$1,082.00	\$1,157.00
Plan of Condominium		
Draft Plan Approval of Subdivision (For greater certainty, the maximum fee shall be \$7,521.00 plus \$10,000 = \$17,521.000)	\$7,036.00	\$7,521.00 base fee plus \$50.00 per lot/ block to a maximum of \$10,000.00
Redline Revisions/Change of Conditions to Draft Plan	\$2,165.00	\$3,314.00
Extension to Draft Plan Approval	\$1,624.00	\$1,736.00
Final Plan Approval	\$1,624.00	\$2,736.00
Condominium Conversion	\$7,036.00	\$7,521.00
Amendment to Condominium Agreement	\$2,165.00	\$2,314.00
Discharge of a Condominium Agreement	\$1,082.00	\$1,157.00
Condominium Exemption Request	\$1,561.00	\$1,669.00

APPENDIX P: Schedule P - Planning and Development

Application	2022 Fee	2023 Proposed Fee
Site Plan Control		
Site Plan Control Approval (agreement)	\$3,680.00	\$4,934.00
Site Plan Control Approval (no agreement)	N/A	\$2,000.00
Amendment to Site Plan Agreement	\$1,624.00	\$2,036.00
Discharging of a Site Plan Agreement	\$1,082.00	\$1,157.00
Committee of Adjustment		
Minor Variance/Expansion of Non-Conforming Use	\$1,244.00	\$1,330.00
Minor Variance (Building without a Permit)	\$1,624.00	\$1,736.00
Consent (new lot)	\$1,732.00	\$1,852.00
Easement	\$1,190.00	\$1,272.00
Lot Addition/Boundary Adjustment	\$1,190.00	\$1,272.00
Adjournment of a Consent or Variance (at applicant's request)	\$541.00	\$578.00
Changes to Consent Conditions	\$541.00	\$578.00
Final Certification Fee	\$216.00	\$231.00
Validation of Title	\$974.00	\$1,041.00
Miscellaneous		
Quarry/Pit Establishment or Expansion	\$64,945.00	\$69,426.00
Telecommunication Facilities Consultation Process	\$1,624.00	\$1,736.00
Compliance Letter Express (within 3 days)	\$195.00	\$208.00
Development Agreement	\$2,598.00	\$2,777.00
Discharging of a Development Agreement	\$974.00	\$1,041.00
Front Ending Agreement	\$1,624.00	\$1,736.00
OMB Subpoena - first day	\$649.00	\$694.00
OMB Subpoena - thereafter	\$432.00	\$462.00
Pre-consultation Meetings (Major - OPA/ ZBLA/ Subdivision/ Condominium)*	\$500.00	\$500.00
Pre-consultation Meetings (Minor - minor variance & consent)*	\$250.00	\$250.00
Combined Applications		
Consent & Minor Variance	\$2,274.00	\$2,431.00
Consent & Development Agreement	\$3,788.00	\$4,049.00
Minor Variance & Development Agreement	\$3,247.00	\$3,471.00
Engineering		
Municipal Consent Permit Fee**	\$220.00	\$350.00
Lot Grading Plan Review	\$60.00	\$100.00

APPENDIX P: Schedule P - Planning and Development

Application	2022 Fee	2023 Proposed Fee
Site Alteration Permit Inspections**		
Site Alteration Permit (< 1,000m³): Permit application fee to be applied where the being removed or placed exceeds the following limits per lot size: <ul style="list-style-type: none"> - 0.1 hectares or less/maximum of 10m³ - > 0.1 to 0.2 hectares/maximum of 50m³ - > 0.2 to 0.5 hectares/maximum of 100m³ - > 0.5 hectares or larger/maximum of 500m³ - > 500m³ but less than 1,000m³ 	N/A	\$500.00
Site Alteration Permit (> 1,000m³): Permit application fee to be applied where the fill being removed or placed is greater than 1,000m ³ .	N/A	\$1,000.00
Site Alteration Permit Renewal/Extension (within limits): Fee to be applied when a renewal/extension is granted two (2) months prior to the expiration of the Site Alteration Permit issued. <u>Note:</u> A renewal/extension occurring after expiration of, or within two (2) months prior to the expiration of, the Site Alteration Permit issued is considered a new application and subject to new application fees.	N/A	\$500.00
Site Alteration Permit Renewal/Extension (exceeded limits): Fee to be applied when a Site Alteration Permit (< 1,000m ³) permit has been issued and subsequently, the amount of material has exceeded the allowable limits, and the renewal/extension is granted two (2) months prior to the expiration of the Site Alteration Permit issued. <u>Note:</u> A renewal/extension occurring after expiration of, or within two (2) months prior to the expiration of, the Site Alteration Permit issued is considered a new application and subject to new application fees.	N/A	\$750.00

APPENDIX P: Schedule P - Planning and Development

Application	2022 Fee	2023 Proposed Fee
Post Site Alteration Permit Issuance Reviews: Engineering or zoning review or other changes after Site Alteration Permit has been issued.	N/A	\$1,000.00
Haul route inspections: Haul route inspections prior to, during and after issuance of a Site Alteration Permit).	N/A	\$100/inspection
Post-Commencement Permit Surcharge: Fees to be applied for any Site Alteration Permit application which has been made post-commencement of activities.	N/A	150% of applicable fees
Site Alteration Violation Investigation: This fee shall be applied in any situation where work or activities have been undertaken for which a Site Alteration Permit is required but not obtained. This fee is in addition to all other fees, charges and securities applicable under this By-law.	N/A	100% of applicable application fee (each occurrence)

* The application fee is reduced by the amount paid for pre-consultation if the application is submitted within 18 months of the pre-consultation meeting date.

** A \$1000.00 security deposit is required. The funds will be returned after final inspection if all works have been completed to the satisfaction of the City. The City has the right to use the funds if damage is not repaired or reinstated to the satisfaction of the City.

Refund of Fees

If an application is withdrawn before circulation to commenting agencies, ninety percent (90%) of the fee will be refunded . If withdrawn after circulation, but before notice of the public meeting is given, fifty percent (50%) of the fee will be refunded and if withdrawn after the notice of public meeting is given, but before the Planning and Development Services division Recommendation Report is prepared, twenty five percent (25%) of the fee will be refunded.

Reactivation

Any application which has been withdrawn and/or has been inactive for one year shall be considered abandoned and a full fee shall be required to activate a new application.

Notes:

Additional fees for most applications are required for Niagara Regional Development Services and the Niagara Peninsula Conservation Authority review. Applicants are recommended to contact each agency for their respective Fee Schedule. If fees are required, applicants must make out separate cheques payable to each agency at the time of application submission to the City.

APPENDIX Q: Schedule Q - Maintenance and Occupancy of Property (Property Standards By-law)

Schedule of Fees	Unit	2022 Fee	2023 Proposed Fee
Issuance of Certificate of Compliance			
1-5 Dwelling Units	Per Dwelling Unit	\$54.00	\$58.00
More than 5, but not exceeding 25 Dwelling Units	Per certificate	\$270.00	\$289.00
PLUS	Per Dwelling Unit	\$11.00	\$12.00
More than 25 Dwelling Units	Per certificate	\$432.00	\$462.00
PLUS	Per Dwelling Unit	\$11.00	\$12.00
Other		\$83.00	\$89.00
Vacant Property		\$108.00	\$115.00
Inspection Fees			
Registering Order on Title	Per Title	\$54.00	\$58.00
Compliance Inspection & Removing Order	Per Order	\$108.00	\$115.00
<i>(Inspection Fee, Removal and Response to Lawyer)</i>			
Additional Inspection for Compliance	Each	\$34.00	\$36.00
Appeal Fees			
Apply for an Appeal (non-refundable)	Per Appeal	\$270.00	\$289.00
Other Fees			
Order to Comply		\$220.00	\$235.00

APPENDIX R: Schedule R - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections

Construction			
New Building Construction and Additions ^{6,8}		2022 Fee	2023 Proposed Fee
Minimum Fee for all Building Permits ⁹		\$130.00	\$139.00
Major Occupancy ⁷	Permit Fee Details ¹⁻¹⁶	2022 Fee	2023 Proposed Fee
Group A – Assembly Occupancies <i>Examples: School, church, restaurant, daycare, hall, transit, recreation facility, other</i>	Per square foot	\$2.03	\$2.17
Group B – Institutional Occupancies <i>Examples: Hospital, retention facility, nursing home, other</i>	Per square foot	\$2.20	\$2.35
Group C – Residential Occupancies <i>Single detached dwelling</i> <i>Semi-detached dwelling, duplex dwelling</i> <i>Townhouse</i> <i>Multiple unit dwellings, apartment building, townhouse</i> <i>Hotels, motels</i> <i>Other residential</i>	Per square foot	\$1.50	\$1.60
Group D – Business/Personal Services Occupancies <i>Examples: Office, bank, medical, police station, other</i>	Per square foot	\$1.87	\$2.00
Group E – Mercantile Occupancies <i>Examples: Store, shopping mall/plaza, shop, market, retail, other</i>	Per square foot	\$1.75	\$1.87
Group F – Industrial Occupancies <i>Examples:</i> <i>Industrial mall/plaza/garage, plant, factory, warehouse, other</i> <i>Industrial buildings with no partitions, no plumbing and no mechanical</i>	Per square foot Per square foot	\$1.29 \$0.98	\$1.38 \$1.05

APPENDIX R: Schedule R - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections

New Building Construction and Additions ^{6,8 (continued)}	Permit Fee Details ¹⁻¹⁶	2022 Fee	2023 Proposed Fee
Special Categories/Occupancies			
Farm building, greenhouse	Per square foot	\$0.34	\$0.36
Park Model Trailer		\$229.18	\$244.99
Tent, temporary fabric structure	Each	\$229.18	\$244.99
Renewable Energy Projects		See note 12	See note 12
Houses and Accessory to Houses: ¹⁴			
Garage, carport	Per square foot	\$0.84	\$0.90
Covered deck/porch	Per square foot	\$0.54	\$0.58
Uncovered deck/porch	Per square foot	\$0.54	\$0.58
Sunroom/solarium, 3-Season Room, Add-A-Room (on Park Model Trailers)	Per square foot	\$0.84	\$0.90
Shed/accessory building	Per square foot	\$0.84	\$0.90
Alterations	Permit Fee Details ¹⁻¹⁶	2022 Fee	2023 Proposed Fee
Unfinished basement (new or replaced foundation)	Per square foot	\$0.32	\$0.34
Under pinning foundation		See note 12	See note 12
Roof structure	Per square foot	\$0.18	\$0.19
Fireplace, woodstove, chimney		\$143.07	\$152.94
Interior Alterations:			
Interior alterations, all occupancies, except finished basements	Per square foot	\$0.71	\$0.76
Finishing basement	Per square foot	\$0.71	\$0.76
Other minor alteration		See note 12	See note 12
Partial Permit/Staged Construction ¹¹		2022 Fee	2023 Proposed Fee
All partial permits subject to a surcharge applied to the stage permit value		50%	50%
Foundation Stage ¹¹			
Complete to grade including or excluding underground services within building		15%	15%
Building Shell Stage ¹¹			
Completed structural shell stage		40%	40%
Completed architectural shell stage		80%	80%
Building Completion Stage ¹¹			
Includes completed building stage		100%	100%

APPENDIX R: Schedule R - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections

Plumbing Only	Permit Fee Details ¹⁻¹⁶	2022 Fee	2023 Proposed Fee
Fixture; plumbing appliance; stack; interceptor; tank; floor drain; sewage ejector; sump; manhole; catchbasin; rain water leader; other	Each	\$10.63	\$11.36
All buried piping including building drain and sewer; building storm drain and sewer; storm drainage piping; water service pipe	Per linear foot	\$1.43	\$1.53
Water distribution pipe inside a building	Each	\$143.07	\$152.94
Residential¹⁴			
Replace buried water service, sanitary drains or storm drains (single fee applies if multiple services are replaced at the same time)	Each	\$229.00	\$245.00
Mechanical HVAC Only	Permit Fee Details ¹⁻¹⁶	2022 Fee	2023 Proposed Fee
Group A, B, C (except houses), D E	Per square foot	\$0.11	\$0.12
Houses		\$143.07	\$152.94
Group F	Per square foot	\$0.11	\$0.12
Commercial type Kitchen Exhaust		See note 12	See note 12
Pool		2022 Fee	2023 Proposed Fee
Public pool		\$394.62	\$421.85
Private pool		\$166.92	\$178.44
Designated Structure		2022 Fee	2023 Proposed Fee
As defined in the Ontario Building Code		See note 12	See note 12
Demolition	Permit Fee Details ¹⁻¹⁶	2022 Fee	2023 Proposed Fee
Houses ¹⁴ and buildings less than 3,000 square feet (gross area)	Each	\$178.83	\$191.17
Other demolitions	Per square foot	\$0.11	\$0.12
Conditional ¹⁵		2022 Fee	2023 Proposed Fee
Surcharge		50%	50%

APPENDIX R: Schedule R - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections

Change of Use	2022 Fee	2023 Proposed Fee
Permit for the change of use of a building or part thereof	\$150.00	\$160.00

Occupancy		2022 Fee	2023 Proposed Fee
Permit to allow occupancy			
Houses, semi-detached dwellings, townhouses	Each	\$150.00	\$160.00
Other buildings	Each	\$150.00	\$160.00
Permit to allow partial occupancy			
For area of building to be occupied	Per square foot gross floor space to be occupied	\$0.08	\$0.09
Review of proposed application	Per hour	\$110.00	\$118.00

Transfer	2022 Fee	2023 Proposed Fee
Transfer of permit to a new owner	\$150.00	\$160.00

Deposits Required for Permits		2022 Fee	2023 Proposed Fee
New Main Buildings	Houses	\$1,050.00	\$1,050.00
	Other than Houses	\$525.00	\$525.00
Additions, Accessory	Houses	\$525.00	\$525.00
	Other than Houses	\$525.00	\$525.00
Alterations	Houses	\$525.00	\$525.00
	Other than Houses	\$525.00	\$525.00
Demolitions	Main Building	\$2,100.00	\$2,100.00
	Accessory, Partial	\$525.00	\$525.00
Pools	In ground and On-	\$525.00	\$525.00
Other		\$525.00	\$525.00
New Main Buildings, Additions and Renovations	Industrial, Commercial Institutional and Residential other than Houses	\$1,050.00	\$1,050.00
Lot Grading Deposit	All categories of	\$2,100.00	\$2,100.00

APPENDIX R: Schedule R - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**Notes for Deposits:**

1. No deposit is required for the following:
 - a) Uncovered decks on piers
 - b) Tents and fabric structures
2. "Houses" includes single detached, semi-detached, duplexes, triplexes and townhouses.
3. "Other than Houses" includes Plumbing only, Mechanical HVAC only, Designated Structures, etc.
4. The requirement for a new deposit may be waived where the City already holds a deposit with an owner on the same property with respect to an open permit file with the City, provided:
 - a) The deposit already held is equal or larger than the amount specified in this Schedule.
 - b) There is no existing damage to City property as a result of work on the lot.
 - c) The existing deposit is recorded on all applicable permit files as being held as security for other

Additional Fees and Charges	2022 Fee	2023 Proposed Fee
Discharge of an Order from property title	\$902.99	\$965.30
Submitting an application for Permit		
Minimum non-refundable fee for submitting all permit applications. This fee is discounted against the final Permit fee.	\$130.00	\$139.00
Work Without Permit - Percentage increase in applicable fees from this schedule will apply where commencement of construction or demolition has occurred prior to the issuance of the required permit. Refer to Section 4.4 of The Building By-law.	100%	100%
<i>Alternative Solution</i> application (per hour, minimum 4 hours)	\$150.00	\$160.00

Refund of Permit Fees	2022 Fee	2023 Proposed Fee
Permit Issued. Administration functions only have been performed. No field inspections have been	50%	50%
Additional deduction from eligible refund for each field inspection that had been performed.	\$57.00	\$61.00

Notes for Refunds:

1. No refund will apply one year after date of permit issuance.
2. If the calculated refund is less than the minimum fee applicable to any permit, no refund shall be made of the fees paid.
3. No permit fee shall be refunded where the permit has been revoked by the Chief Building Official in accordance with the Act.

APPENDIX R: Schedule R - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections

General Notes:

- 1.** Permit fee is \$/square foot, \$/linear foot, or \$ (flat rate).
- 2.** Square foot is gross of all floors above grade measured from the outer face of exterior walls, unless noted otherwise. Mezzanines, lofts, habitable attics and dwelling units below grade are included as floor areas for permit fee calculations.
- 3.** Where there is no floor or exterior walls for the project, square foot is the greatest horizontal area of the structure. For example, buildings or structures supported by posts or columns.
- 4.** \$130.00 paid at time of application plus \$55.00 for each additional inspection in excess of one where the building is not ready for occupancy and which must be paid prior to issuance of Occupancy Permit.
- 5.** There are no deductions from the gross floor area for openings such as stairs, elevators, shafts, etc.
- 6.** Cellars, unfinished basements and crawl spaces are not used in the fee calculation for new construction.
- 7.** Major occupancy is based upon the Ontario Building Code.
- 8.** New construction and additions include plumbing, HVAC and all other regulated building services/components.
- 9.** Minimum permit fee is \$130.00 and is in addition to the per square foot fee.
- 10.** Revision or amendment to an open permit is a minimum \$55.00 fee plus \$55.00 per hour of administration time.
- 11.** For a Partial Permit, the percentage shown for the applicable stage of construction (minus the percentage for any previous Partial Permits) must be multiplied by the applicable permit application fee shown for new construction and then increased by a 50% administrative surcharge to obtain the required total fee for that stage.
- 12.** If the work regulated by the permit cannot be described otherwise, the permit application fee shall be \$15.40 for each \$1,000.00 value of work proposed.
- 13.** Houses in Special Categories and Alterations includes semi-detached, duplexes, triplexes, and townhouses.
- 14.** See "Deposits Required for Permits" for applicable deposits.
- 15.** The fee for a Conditional Permit is equal to the regular permit fee described above plus an additional administrative surcharge of 50% of the regular permit fee. If the Conditional Permit also happens to be a Partial Permit, the Partial Permit fee already increased by 50% must be increased by an additional 50% to obtain the required total fee.
- 16.** A 50% reduction in the fees payable will be applicable to all properties that are located within the project area boundaries of the Olde Humberstone Main Street Community Improvement Plan, the Downtown Central Business District Community Improvement Plan, Brownfield Community Improvement Plan and East Waterfront Community Improvement Plan. No fee reduction will be applied where the 'Work Without Permit' fee is applicable.
- 17.** Third Party Review of applications are undertaken at the discretion of the Chief Building Official and may be required for very large or complex developments. The Chief Building Official may require that the estimated or actual costs associated with the third party review be payable at any time prior to permit issuance.

The Corporation of the City of Port Colborne

By-law No. _____

Being a by-law to establish fees and charges for various services and to repeal by-law 6949/95/21

Whereas the *Municipal Act, 2001, S.O. 2001, c. 25*, as amended, provides a municipality may pass by-laws imposing fees or charges on any class or persons; and

Whereas subsection 391(1) of the *Municipal Act, 2001, S.O. 2001, c. 25*, as amended allows municipalities to adopt By-laws imposing fees or charges on any class of person for services or activities provided or done by or on behalf of it, for cost payable by it for services or activities provided or done by or on behalf of any other municipality or local board, and for the use of its property including property under its control; and

Whereas the *Building Code Act, 1992, S.O. 1992, c. 23*, as amended provides a municipality may pass by-laws imposing fees and charges; and

Whereas the *Cemeteries Act (Revised), R.S.O. 1990, c. C.4*, as amended, provides a municipality may pass by-laws imposing fees and charges; and

Whereas the *Planning Act, R.S.O. 1990, c. P.13*, as amended, provides a municipality may pass by-laws imposing tariffs, fees and charges; and

Whereas at its meeting of December 13, 2022 the Council of The Corporation of the City of Port Colborne approved the recommendation of Corporate Services Finance Division Report No. 2022-244, Subject: 2023 Proposed Fees and User Charges.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That the fees and charges, outlined in Appendices "A to R" attached hereto and forming part of this by-law, be enacted.
2. Unless otherwise identified, that staff be delegated authority to set the price for goods purchased for resale (including insurance for activities held within City facilities). Provided that the price is higher than the cost to purchase the goods.
3. That staff be approved to waive any fee up to \$2,000 on compassionate grounds or when related to a charity or related fundraiser. This waiver shall be applied only once per event.
4. That staff be given delegated authority to set advertising and rental rates not specified in Appendices "A to R" and for sponsorships less than \$50,000.
5. That if a court of competent jurisdiction should declare any section or part of a section of this by-law to be invalid, such section or part of a section shall not be construed as having persuaded or influenced Council to pass the remainder of this by-law, and it is hereby declared that the remainder of this by-law shall be valid and shall remain in full force and effect.
6. That should this by-law conflict with any other by-law or resolution of Council, or any staff report approved by Council, in relation to fees and charges imposed under the *Municipal Act, Planning Act, Building Code Act* or any other act, this by-law shall take precedence, unless specifically stated to the contrary.
4. That By-law No. 6949/95/21 is hereby repealed.
5. That this by-law come into force and take effect on the day of passing.

Enacted and passed this 13 day of December, 2022.

William C. Steele
Mayor

Nicole Rubli
Acting City Clerk