



**Subject: 2024 Rates Budget**

**To: Committee of the Whole - Budget**

**From: Corporate Services Department**

Report Number: 2023-164

Meeting Date: November 22, 2023

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**Recommendation:**

That the Committee of the Whole recommend to Council:

That Corporate Services Department Report 2023-164, **BE RECEIVED**; and

That the 2024 Rates Budget as outlined in Appendix B to Corporate Services Department Report 2023-164, **BE APPROVED**.

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**Purpose:**

The purpose of this report is to present the proposed 2024 Rates Budget to the Budget Committee of the Whole.

A separate report has been prepared and presented to the Committee of the Whole – Budget, titled “2024 Rates Setting Report 2023-165,” to establish water, wastewater, and storm sewer rates to be charged.

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**Background:**

The 2024 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 2024 Rates Budget.

Should the 2024 Rates Budget report be approved by the Committee of the Whole – Budget on November 22, 2023, it will move forward to be ratified at the November 28, 2023, Council meeting.

Similar to the 2024 Capital and Related Project Budget, the 2024 Rate Budget was developed through a process that requested Council and staff input. Staff have prepared 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:
  - Environment and Climate Change;
  - Welcoming, Livable, Healthy Community;
  - Economic Prosperity;
  - Increased Housing Options;
  - Sustainable and Resilient Infrastructure;
- 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; and
- Impact of leading a reduction in the Infrastructure Deficit.

The budget document should be read in conjunction with:

- The 2024 Capital and Related Project Budget (Report 2023-160) presented to the Budget Committee of the Whole on September 20, 2023 and ratified by Council on September 26, 2023.
- The 2024 User Fees and Charges (Report 2023-162) presented to the Budget Committee of the Whole on October 18, 2023 and ratified by Council on October 24, 2023 with appendments.

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## **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 2024 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 2024 Rates Budget and 2024 Rates Setting reports are approved as presented, the water and wastewater impact to a single-family property use 188 m<sup>3</sup> of water will be:

	\$ Change	% Change
<b>Water</b>	\$81.05 per year	12%
<b>Wastewater</b>	\$120.29 per year	12%
<b>Blended/Combined</b>	\$201.34 per year	12%
	\$16.78 per month	

This increase is required to offset the Niagara Region anticipated water and wastewater increases as presented at the Niagara Region's Budget Review Committee of the Whole – November 16, 2023, and to fund City of Port Colborne capital projects to reduce water loss and inflow and infiltration ("I&I"). Reduced water loss and I&I would result in lower charges from the Niagara Region, all things being equal.

### Storm Sewer

If the proposed 2024 Rates Budget is approved as presented, the storm sewer impact to a single-family property is \$55.90 per year or \$4.66 per month, which represents a 40% increase over the prior year.

This increase is part of the approved Disaster Mitigation Adaptation Fund (DMAF) grant application (Report 2023-39) to address storm sewer outlet protection, outlet pumping, and sump pump drains in storm sewer districts 6, 7, and 13 which are at highest risk of storm seiche events.

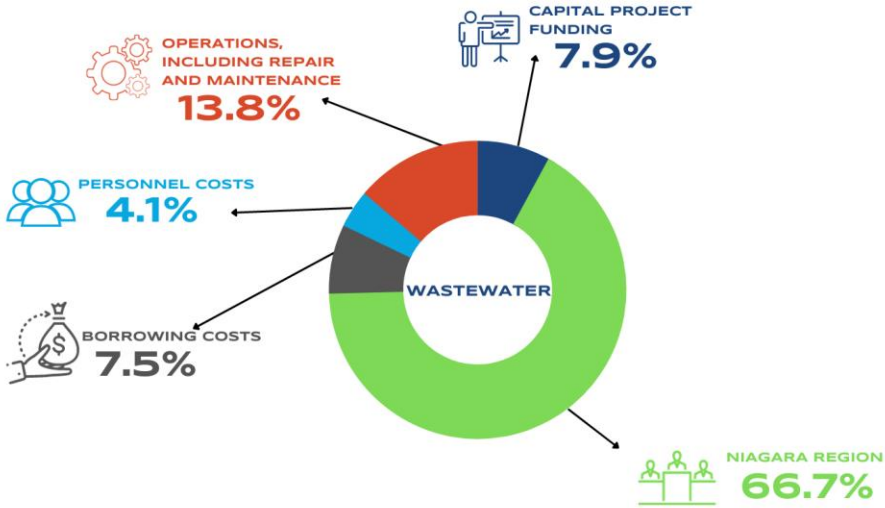
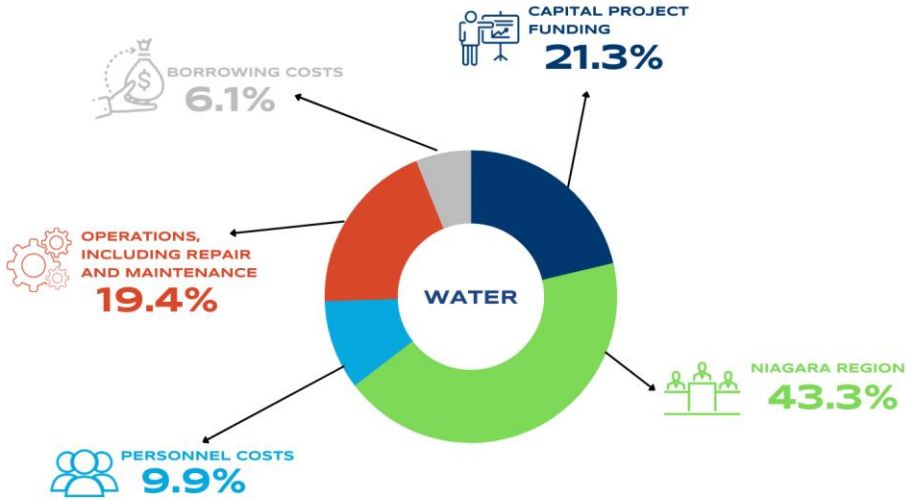
## Budget Summary

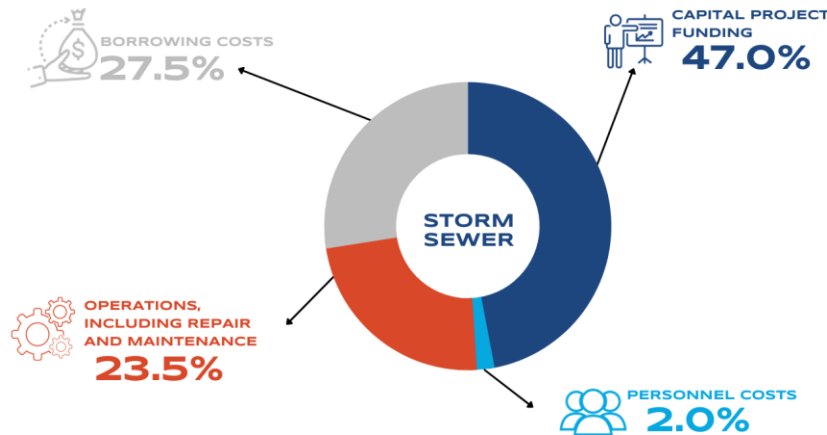
This budget was developed to maintain current service levels and tackle water loss and I&I.

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

The 2024 Rates Budget as outlined in Appendix A – 2024 Rates Budget Presentation and Appendix B – 2024 Rates Budget Divisional Summary & Detail totals \$16,559,613 (2023 - \$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:

	Water	Wastewater	Storm	Total
Revenue	5,939,113	8,685,700	1,934,800	16,559,613
Personnel Expenses	589,900	356,025	37,875	983,800
Operating Expenses	1,149,513	1,196,396	455,725	2,801,634
Borrowing Expenses	364,800	650,000	531,200	1,546,000
Niagara Region	2,572,900	5,797,279	-	8,370,179
Total Expenses	4,677,113	7,999,700	1,024,800	13,701,613
Surplus/(Deficit) Before Capital Transfers	1,262,000	686,000	910,000	2,858,000
Transfer to/(from) Capital Reserves	568,700	302,000	26,000	896,700
Transfer to/(from) Reserves	693,300	384,000	884,000	1,961,300
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Some of the salient highlights and changes in the 2024 Rates Budget are as follows:

- The budget incorporates an anticipated 7.95% combined increase in water and wastewater charges from the Niagara Region, as communicated at their Budget Review Committee of the Whole – November 16, 2023. This increase is before adjusting for the City’s increase in water purchases and wastewater volumes.
- This budget accounts for the fact that water purchased vs. water billed ratio fell to a forecasted 56.6% in 2023 vs. 64.0% in 2022 and sent to the wastewater plant

vs. water metered increased to 2.7 m<sup>3</sup> in 2023 vs. 2.17 m<sup>3</sup> in 2022. These water and wastewater volume occurrences are why the combined water and wastewater budget to the Niagara Region has increased 14% year over year.

- The budget maintains the wastewater backflow and disconnect grant program, with the backflow at \$1,000 and disconnect at \$2,500. This program exists through the wastewater by-law.
- The budget maintains the Guaranteed Income Supplement (GIS) grant introduced in 2021 for wastewater charges.
- The budget maintains the pre-authorized payment (PAP) and move to online billing incentives that have been in place since 2021. The City currently has 1,658 or 26.8% of properties on PAP and 889 or 14.4% of properties on online billing.
- The budget proposes changing the water and wastewater lateral replacement grant and loan program introduced in 2022 to a straight grant program with an incentive for doing both the water and wastewater lines at the same time. Specifically, instead of a proposed \$1,000 grant per line and up to a \$2,500 loan per line the program be adjusted to a straight grant of \$1,000 per line with an incentive, an additional \$1,000, if both lines are done. This would make the total value of the grant \$3,000. Moving away from the loan component will reduce complexity and collectability concerns.
- This budget provides a number of water, wastewater and storm water projects as follows:
  - \$5 million in water upgrades funded over 5 years with Federal and Provincial funding support.
  - \$10 million in wastewater lateral lining (1/3 the City).
  - \$32 million Disaster Mitigation Adaptation Fund (DMAF) Grant Application to address storm sewer outlet protection, outlet pumping, and sump pump drains in storm sewer districts 6, 7, and 13 which are at highest risk of storm seiche events.
- To facilitate the lining of 1/3 of the City's wastewater pipes, this debt includes annual funding of \$650,000 to fund \$10,000,000 in debt.

## 2023 Forecast

The City is forecasting a slight deficit in the combined rates budget of \$72,300. This represents ½ of 1% differential from budget. The main drivers are charges from the Niagara Region as volumes of water purchased and wastewater cleaned are higher than budgeted. Water sales are also down slightly year over year. These budget pressures were partly offset by reductions in personnel expenses and operating costs.

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.

### **Reserve Forecasted Balances**

Should this budget be approved, and the 2024 budget equal actual, and the 2023 forecast equal forecast at year end, the forecasted rate reserves would be as follows at the end of 2024 (provided there are no new projects approved):

- Water forecasted at \$1,525,700;
- Wastewater forecasted at \$2,804,900;
- Storm Sewer forecasted at \$1,039,300.

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. The main priority of these reserves is to support the City's portion of funding in the DMAF Grant Application.

### **Risks to the Rates Budget**

- Changes to legislation, including rules and regulation;
- Decisions of other levels of government:
  - i.e. Ministry of the Environment, Conservation and Parks;
  - i.e. the Bereavement Authority of Ontario;
- Unforeseen and/or unplanned environmental considerations related to approved projects;
- 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;
- Interest rate changes, impacting investments and borrowing costs;
- 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; and
- Weather conditions that impact operations, including storm surges.

### **Looking Forward**

Corporate Services recognizes that continuous improvement is a process. Looking forward to 2024, staff identify the following activities that will help determine the financial outcomes of the City going into the 2025 budget process:

- Finalize reviewing fees (specifically non-full cost recovery fees);

- Continue to work on Key Performance Indicators (KPIs) and related benchmarks, where applicable;
  - Complete the Infrastructure Needs Assessment (INS) and Non-Linear Asset Management Plan to support future capital and related project budgets;
  - Update the development charges by-law so growth pays for growth Report 2023-161;
  - Review and update long standing by-laws related to rate budget activities;
  - Working on a multi-year operating forecast (anticipated T1 reporting time [June 2024]);
  - A multi-year capital and related project funding plan has been developed. Upon completion of the INS, staff will assign projects for Council consideration.
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### **Internal Consultations:**

As stated, Financial Services would like to thank Public Works for their leadership and support in developing this 2024 Rates Budget.

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### **Financial Implications:**

Financial Services identifies the proposed 2024 Rates Budget is a staff recommendation that Council can adjust, if required.

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### **Public Engagement:**

The 2024 Rates Budget was published on the City's website on November 17, 2023, through the agenda process. The 2024 Rates Budget will be considered by the Committee of the Whole on November 22, 2023, and, if approved by the Committee of the Whole, the 2024 Rates Budget will be presented before Council on November 28, 2023, for ratification.

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.

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### **Strategic Plan Alignment:**

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

- Environment and Climate Change
- Welcoming, Livable, Healthy Community



- Economic Prosperity
  - Increased Housing Options
  - Sustainable and Resilient Infrastructure
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## **Conclusion:**

Staff recommend that the Committee of the Whole recommend approval of the 2024 Rates Budget as outlined in this report and the various appendices.

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## **Appendices:**

- a. Appendix A – 2024 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,

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## **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.

# 2024 Rate Budget

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Budget Committee of the Whole: November 22, 2023



**PORT COLBORNE**

# 2024 Rate Budget

In preparing the **2024 Rate 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.**



# Agenda

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- 1 2024 Budget Summary
- 2 City Fundamentals
- 3 Budget Details
- 4 Billing Change
- 5 Thank You

# Agenda

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1 2024 Budget Summary

2 City Fundamentals

3 Budget Details

4 Billing Change

5 Thank You

- Recommendation
- Vision, Mission & Corporate Values
- Alignment with the Strategic Plan
- Budget Highlights
- Process
- Rate impacts
- Tax and rate comparisons
- Risks to the budget

# Recommendation

That the Corporate Services  
Department, Financial Services  
Division, Report No. 2023-164  
Subject: 2024 Rate Budget, **BE  
RECEIVED**; And

That the 2024 Rate Budget as  
outlined in Report 2023-164, **BE  
APPROVED**.



# Vision, Mission & Corporate Values

## Vision Statement:

A healthy and vibrant waterfront community embracing growth for future generations.

## Mission Statement:

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

## 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



# Alignment with the Strategic Plan



**Environment  
& Climate  
Change**



**Welcoming,  
Livable &  
Healthy  
Community**



**Economic  
Prosperity**



**Increased  
Housing  
Options**



**Sustainable  
& Resilient  
Infrastructure**

**PEOPLE**  **SIMPLE**  **VALUE**  **CUSTOMER**



# Sustainable & Resilient Infrastructure



## Goal:

To sustainably renew and improve infrastructure.

## Measures:

- All stormwater assets to have a remaining asset life of 20% or greater by 2030. Currently 96%
- All wastewater assets to have a remaining asset life of 20% or greater by 2030. Currently 80%
- All water assets to have a remaining asset life of 20% or greater by 2040. Currently 64%

## Approach:

- **\$32 million** application to the Disaster Mitigation & Adaptation Fund (DMAF)
- **\$10 million** investment to reline 1/3 of the City
- **Erie Street plus \$5 million** Fed/Prov Grant Program (water projects)

## Reminder:

- 20% or less is **very** poor.

	Storm	Wastewater	Water	Total
Very Poor	6,676,630	48,626,018	83,995,037	139,297,685
Poor	19,207,416	34,072,821	11,534,660	64,814,897
	<b>25,884,046</b>	<b>82,698,839</b>	<b>95,529,697</b>	<b>204,112,582</b>

## Investment required in the system

2024 base funding = 2.8 million + 655 thousand in new debt payments  
 2023 base funding = 1.8 million



# Sustainable & Resilient Infrastructure



## Goal:

To implement capital projects required for the sustainability of the water, wastewater, and storm water rate systems.

## Measures:

- Reduce the wastewater to water ratio to 1 by 2040. Currently 2.17

→ **Update for 2023 = 2.7**

- Reduce the water loss rate to 15% by 2040. Currently 35%

→ **Update for 2023 = 30.7% (unaccounted)**

## Update:

- Approx 80% of all wastewater treated is resulting from inflow and infiltration
- The City needs a storm sewer system



# Sustainable & Resilient Infrastructure



## Goal:

To fund infrastructure resulting from growth.

## Measures:

- Complete a Development Charges (DCs) study and implement new DCs



## Approach:

- Development Charge study is underway and estimated to be complete by spring 2024



# Budget Highlights

## Guaranteed Income Supplement (GIS) Grant

134 participants



\$35K



\$25K



**Backflow and Disconnect Grant**  
\$1,000 backflow and \$2,500 disconnect



## Lateral Replacement Grant

Incentivise both laterals with an additional \$1,000 grant (cancel loan program)



\$75K



## Pre-authorized payment (PAP) and online billing incentive

1,658 or 26.9% of properties are PAP; 889 or 14.4% are online billing



\$8K



\$10M



**Wastewater Lateral Lining**  
1/3 of the City's infrastructure



## DMAF<sup>^</sup> Grant

To mitigate impacts of storm surges related to storm sewer (phased funding over 2 years)



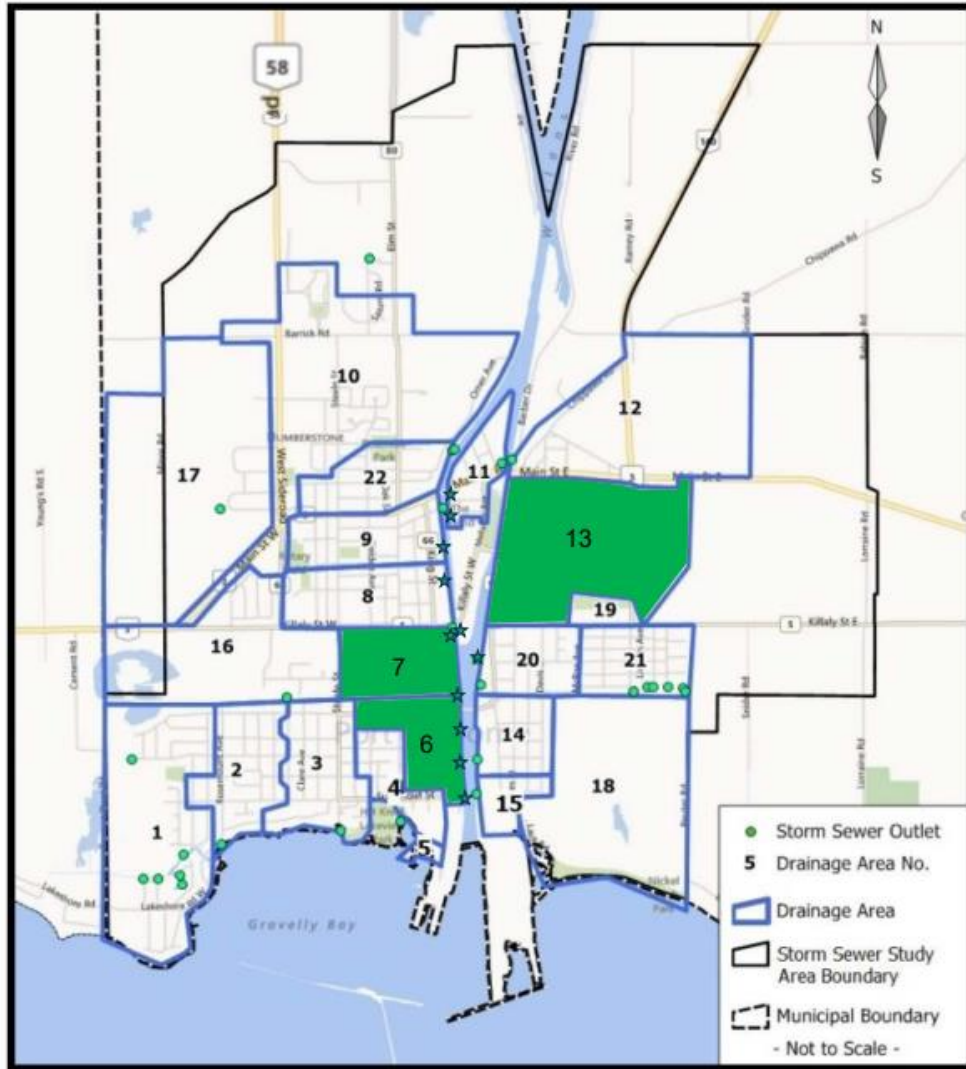
\$32M



Supports ongoing operational improvements (see previous Public Works departmental presentation)

<sup>^</sup>Disaster Mitigation and Adaptation Fund

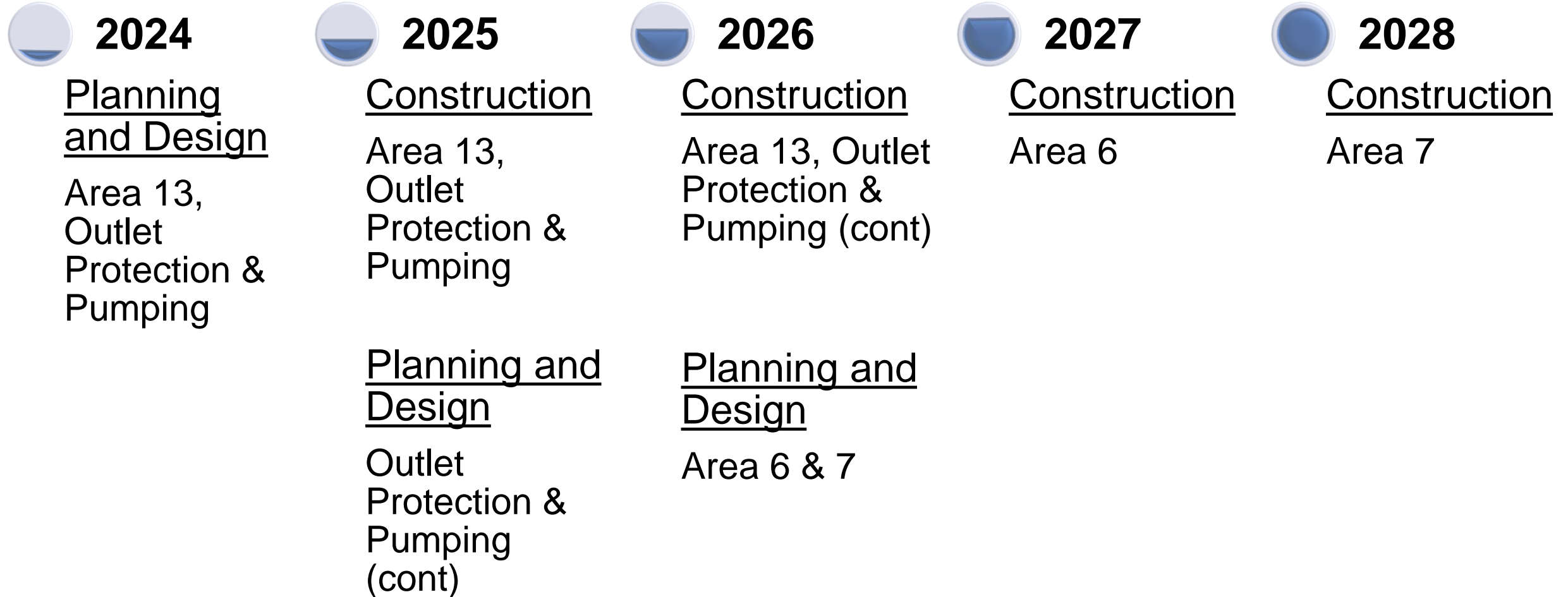
# DMAF – Project



- Total estimated cost is \$32 million (40% would be grant)
- **Projects include:**
  - Storm sewer outlet protection
  - Storm sewer outlet pumping
  - Storm sewer and sump pump drains

# DMAF - Project Timeline

Phasing reduces risk



# Rate Impacts



## Rate Impacts

For average residential water usage of 188m<sup>3</sup>

Storm:	↑ 40.0%	\$55.90	\$4.66
Wastewater:	↑ 12.0%	\$120.29	\$10.03
Water:	↑ 12.0%	\$81.05	\$6.75
		<b>\$257.24</b>	<b>\$21.44</b>
		Yearly	Monthly

### Drivers of increase:

- Capital infrastructure
- Treatment costs (Niagara Region)

# Process

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

<b>Current Value Assessment</b>	<b>Capital</b>	<b>Levy</b>	<b>Rate</b>
<b>Submissions to Finance</b>	June 31, 2023	June 31, 2023	September 29, 2023
<b>Staff Review</b>	August 10, 2023	September 13, 2023	November 1, 2023
<b>Budget Committee Package</b>	September 6, 2023	October 4, 2023	November 8 & 17, 2023
<b>Budget Committee of the Whole</b>	September 20, 2023	October 18, 2023	November 22, 2023
<b>Council Approval</b>	September 26, 2023	October 24, 2023	November 28, 2023



# Comparison: Property Taxes

	CVA	Niagara Region	City	Education	Total	
City of Port Colborne (ALL)	\$213,407	\$1,630	\$2,193	\$327	\$4,150	+ Storm \$139.76
<b>Average</b>						
City of Port Colborne (Standard)	\$199,897	\$1,527	\$2,055	\$306	\$3,887	+ Storm \$139.76
Weighted Average Local Area Municipality (LAMs)	\$297,431	\$2,272	\$1,783	\$455	\$4,510	
<b>Median</b>						
City of Port Colborne (Standard)	\$179,000	\$1,367	\$1,840	\$274	\$3,481	+ Storm \$139.76
Weighted Average Local Area Municipality (LAMs)	\$274,053	\$2,096	\$1,640	\$420	\$4,156	

Driven by assessment

Full-time fire department vs. volunteer; and Focus on capital (17% of levy in 2023)

# Comparison: Water and Wastewater Rates

	Avg. Usage	Water	Wastewater	Total
City of Port Colborne (ALL)	188 m3	\$676	\$1,002	\$1,678
Next Closest LAM	188 m3	\$601	\$974	\$1,575
Average LAM	188 m3	\$564	\$711	\$1,275

} \$103  
 } \$403

Wastewater differential is driven by inflow and infiltration



# Comparison: Total Cost

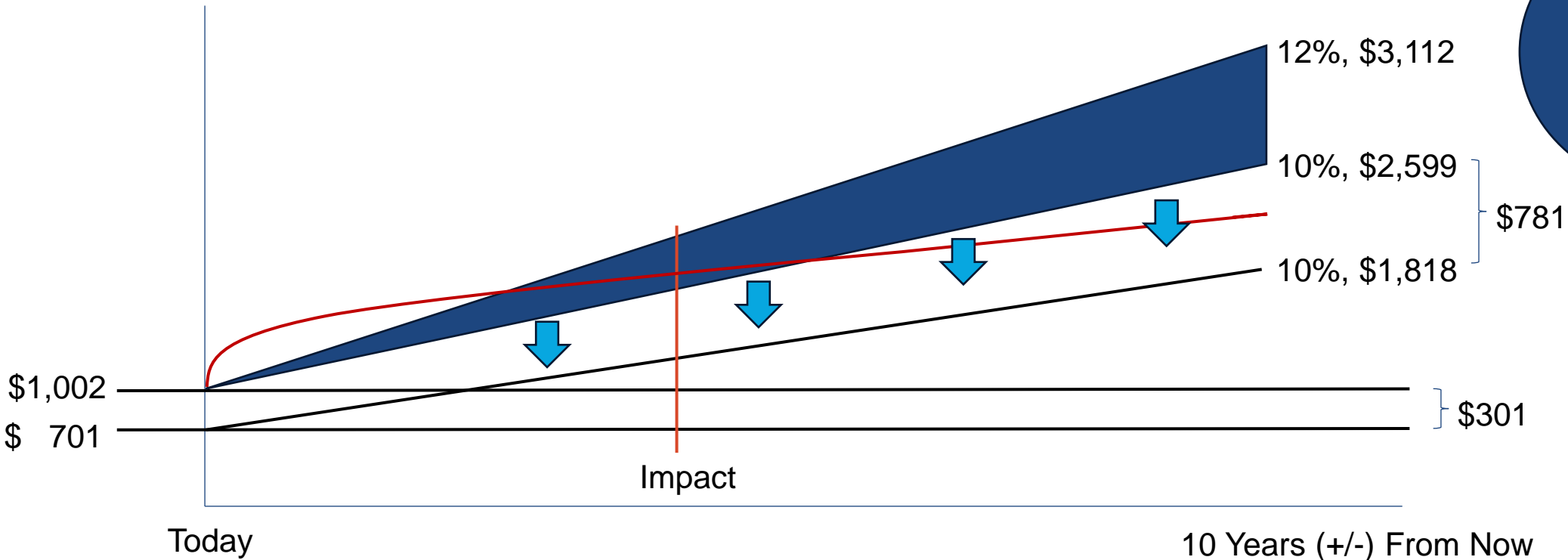
CVA	Port Colborne	Local Area Municipalities	Delta
Property Tax	3,887	4,510	(623)
Storm Sewer	140	Included in above	140
	4,027	4,510	(483)
Water and Wastewater	1,678	1,275	403
Total	5,705	5,785	(80)

Net “all-in” average household cost is slightly below average



# Impact of Doing Nothing

Illustration - Annual Wastewater Payment per Average Residential Property

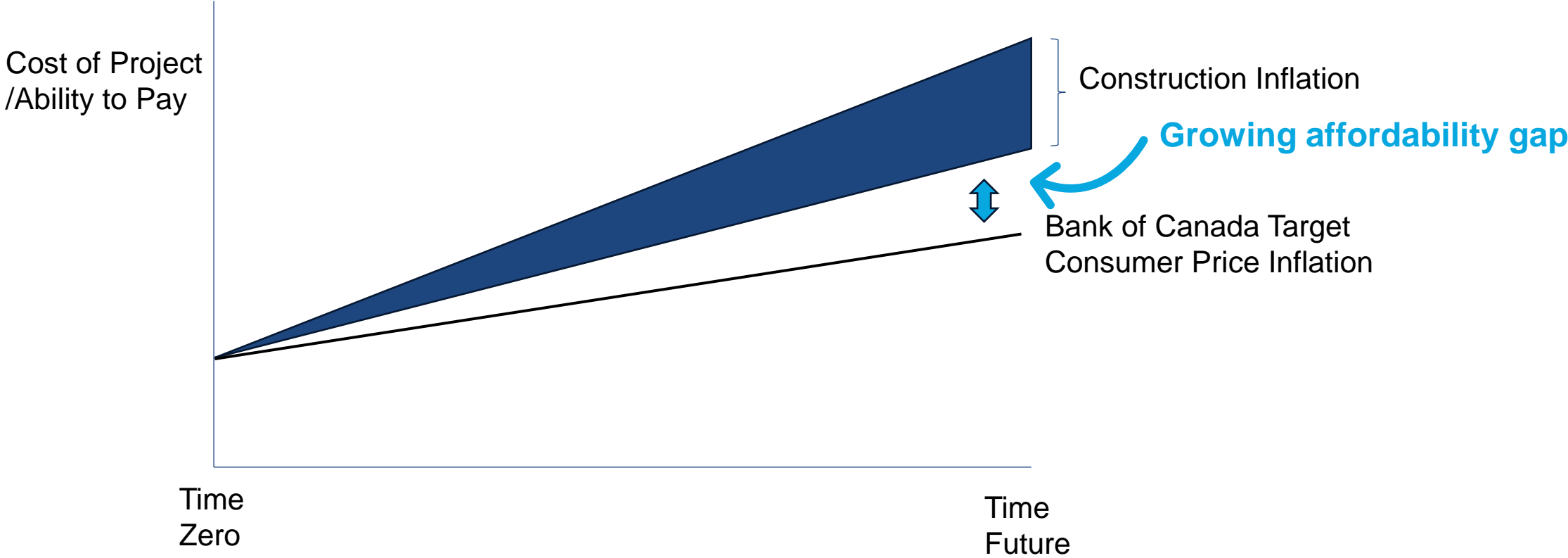


≈ 67% of bill is Niagara Region

↓ **Combined effort** – Address the 2/3 of the city without storm sewers and replace and/or reline wastewater pipes

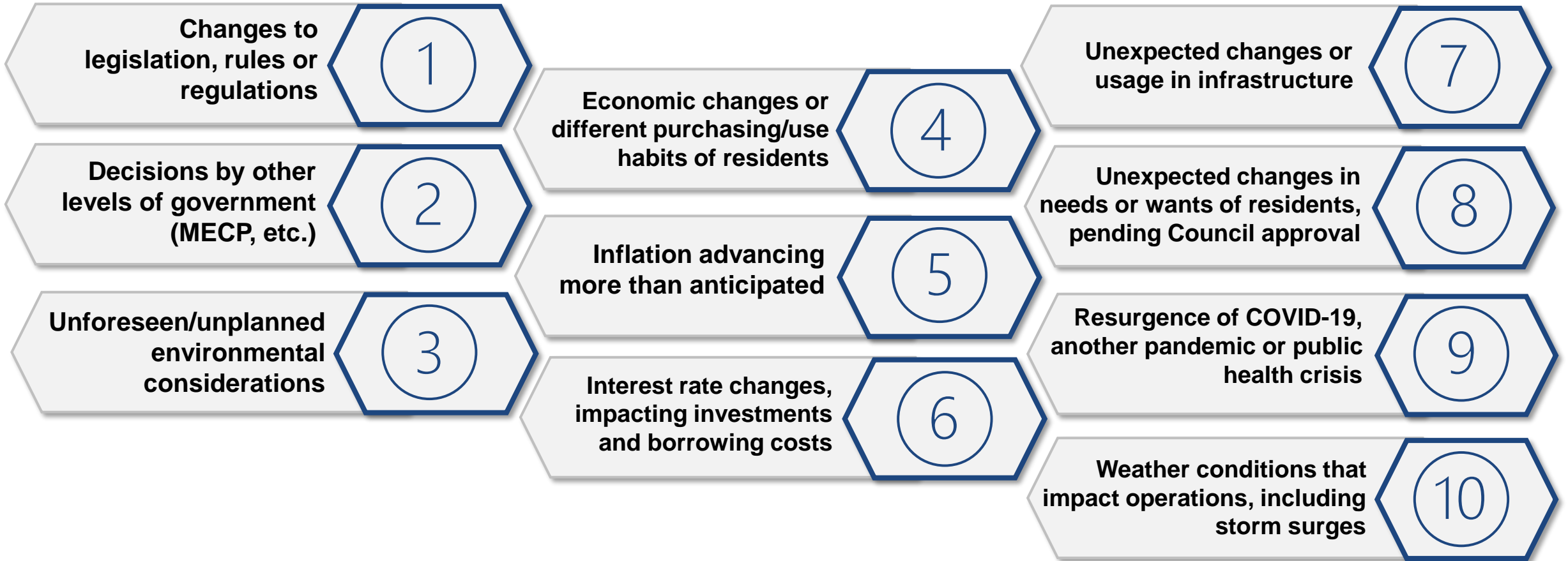
# Impact of Doing Nothing

Illustration – Timing of Construction Projections



# 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:



# Agenda

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1 2024 Budget Summary

2 City Fundamentals

3 Budget Details

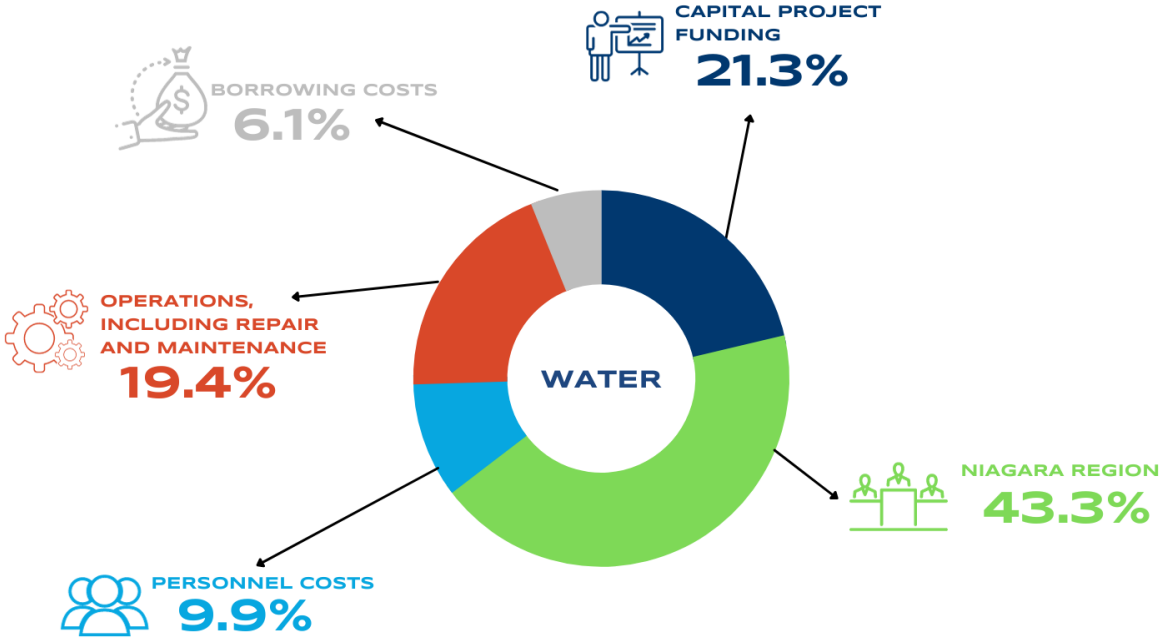
4 Billing Change

5 Thank You

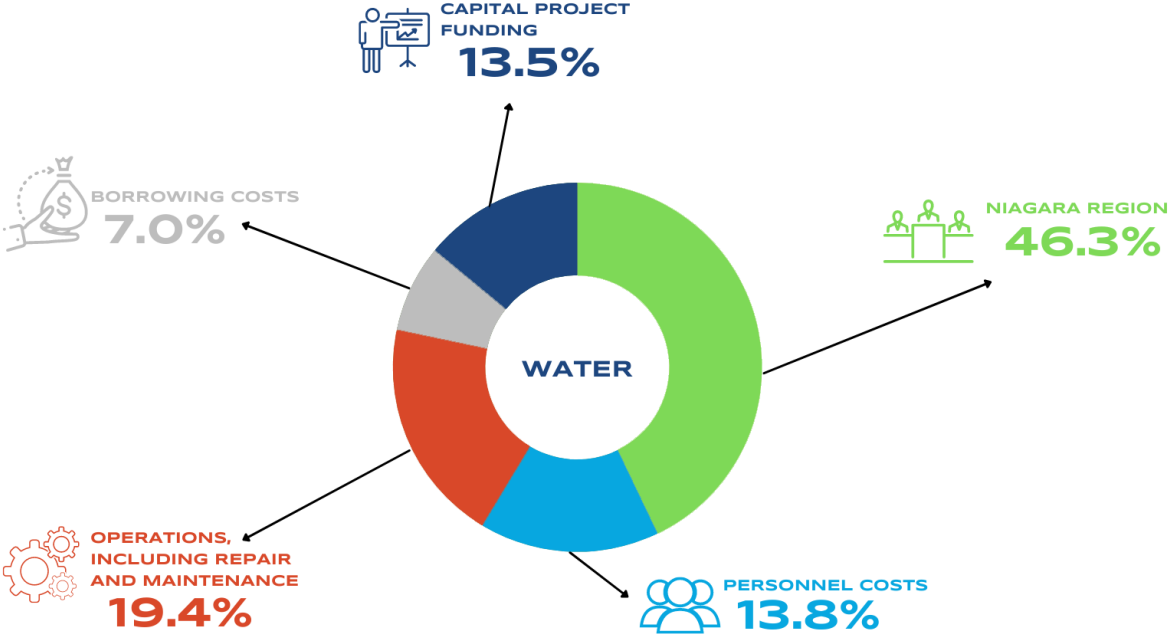
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- What rate dollars support ...
  - City growth projections
  - 2023 Forecast
  - Debt outlook
  - Reserves

# What water dollars support ...

## 2024



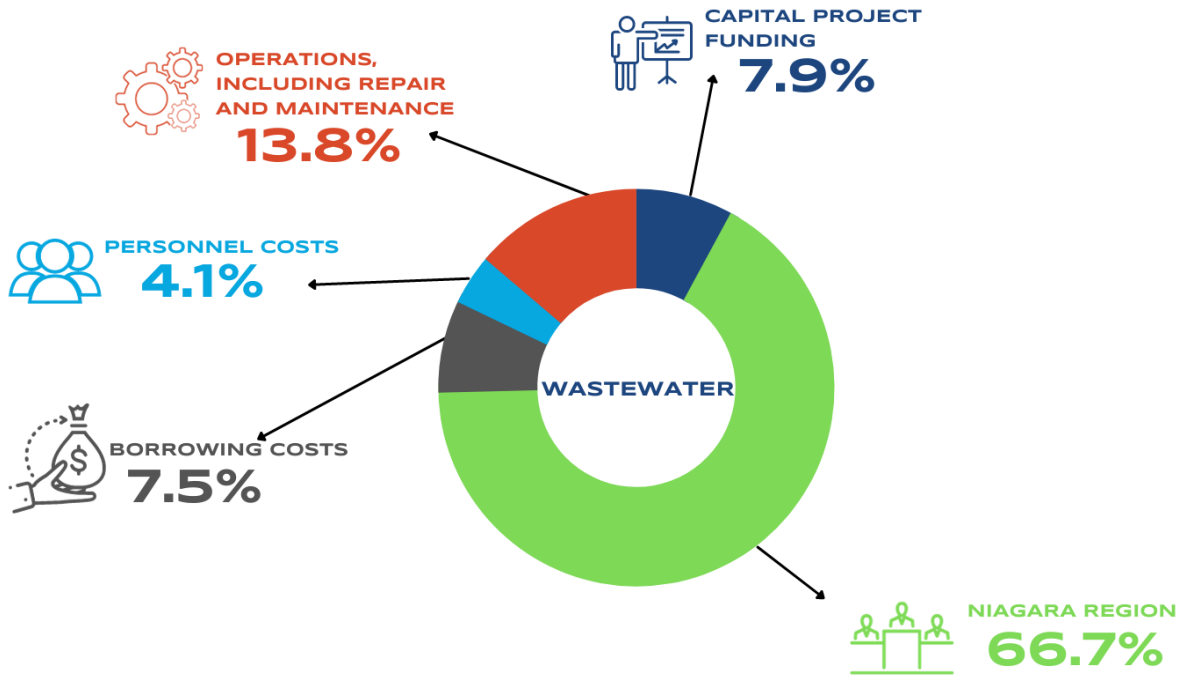
## 2023



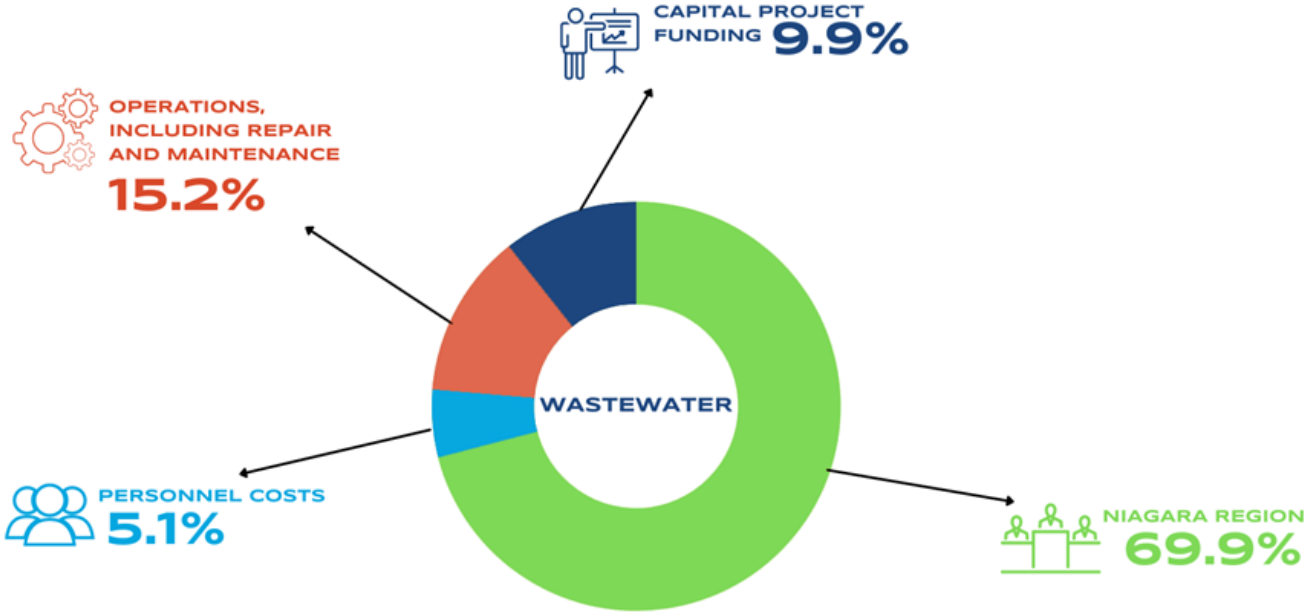


# What wastewater dollars support ...

## 2024

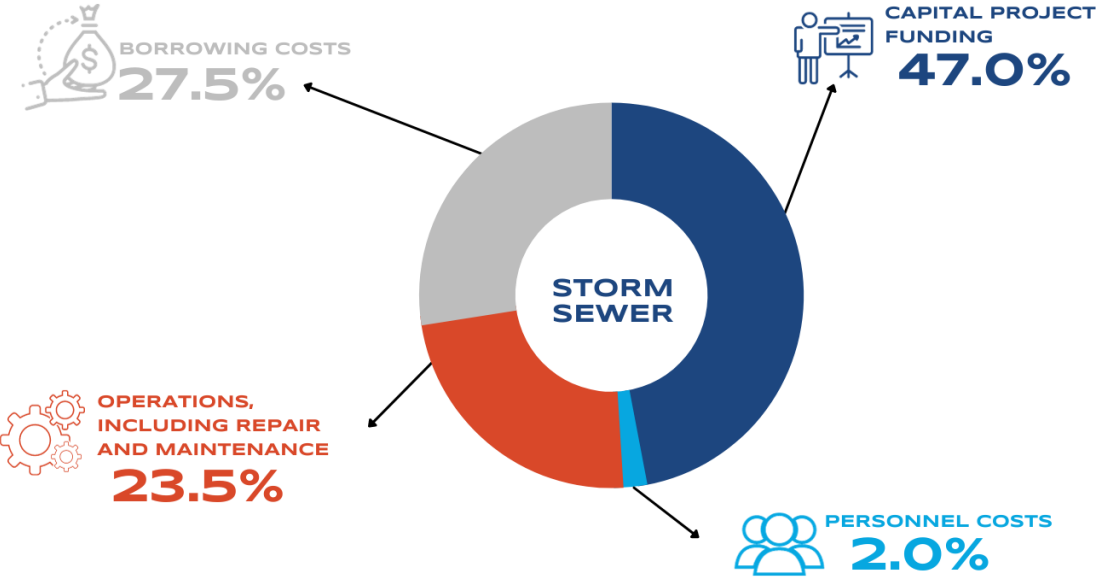


## 2023

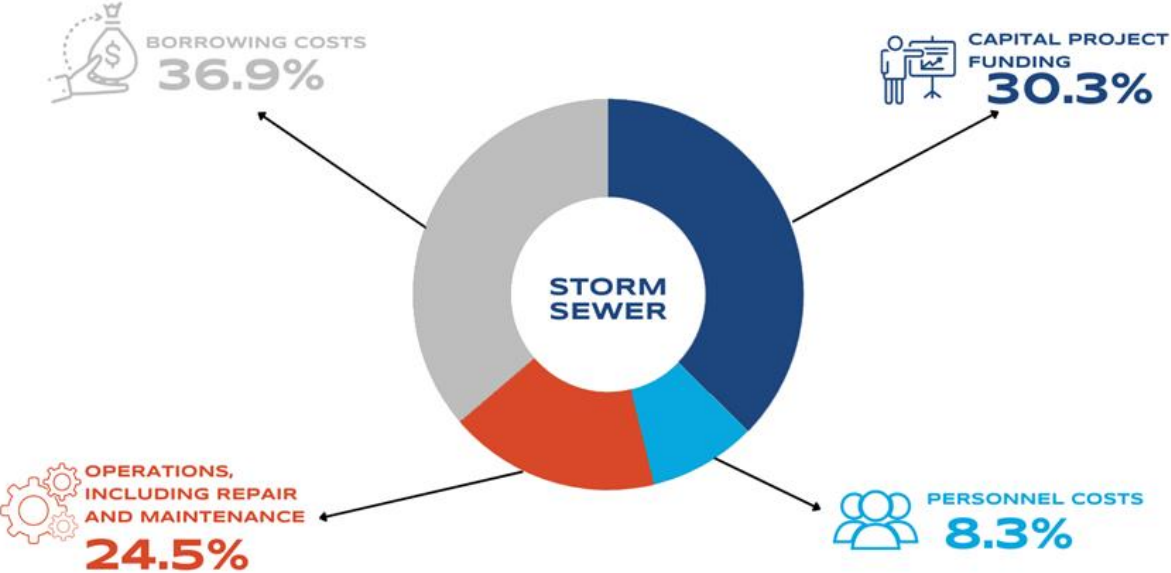


# What storm water dollars support ...

## 2024



## 2023



# City Growth Projections

Capacity for residential development



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Development pipeline



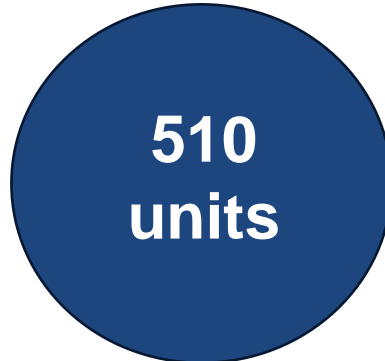
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Vacant land potential





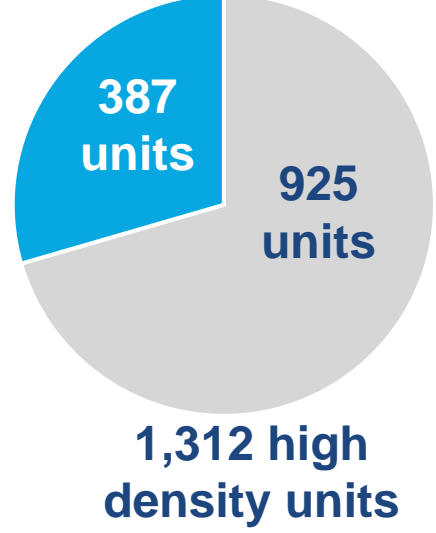
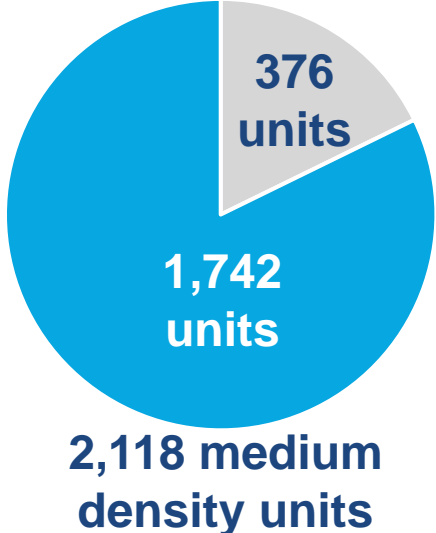
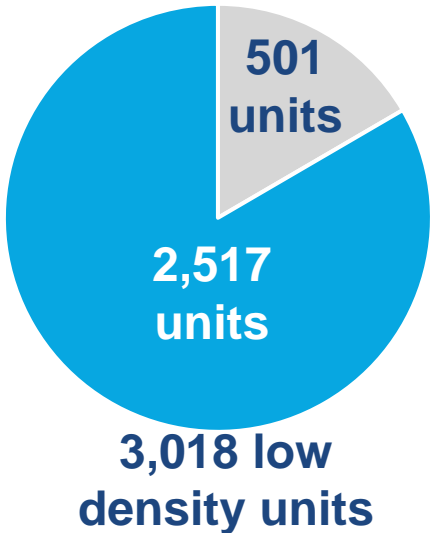
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Intensification



Breakdown of 6,448 units by Policy Area:

 DGA  
 BUA



DGA = Designated Greenfield Areas  
 BUA = Built up Areas



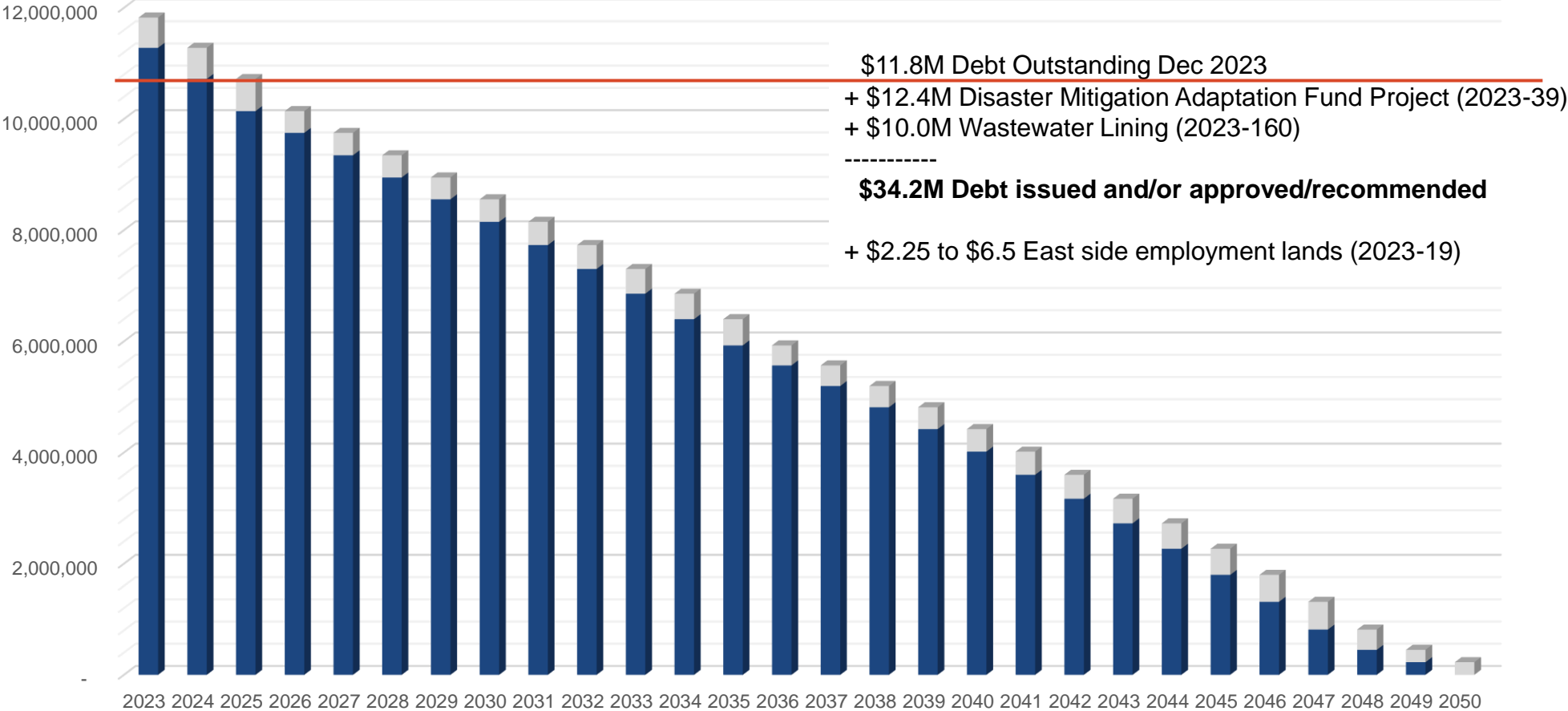
# 2024 Budget and 2023 Forecast

	Budget		Forecast	Change from Budget		Change from Forecast	
	2024	2023	2023	\$	%	\$	%
Revenue	16,559,613	13,661,100	13,495,820	2,898,513	21.2%	3,063,793	22.7%
Personnel Expenses	983,800	1,190,900	1,094,800	(207,100)	(17.4%)	(111,000)	(10.1%)
Operating Expenses	2,801,634	2,423,929	2,238,519	377,705	15.6%	563,115	25.2%
Borrowing Expenses	1,546,000	895,481	895,481	650,519	72.6%	650,519	72.6%
Niagara Region	8,370,179	7,319,079	7,507,600	1,051,100	14.4%	862,579	11.5%
Total Expenses	13,701,613	11,829,389	11,736,400	1,872,224	15.8%	1,965,213	16.7%
Surplus/(Deficit) Before Capital Transfers	2,858,000	1,831,711	1,759,420	1,026,289	56.0%	1,098,580	62.4%
Transfer to/(from) Capital	896,700	2,311,700	2,311,700	(1,415,000)	(61.2%)	(1,415,000)	(61.2%)
Transfer to/(from) Reserves	1,961,300	(479,989)	(479,989)	2,441,289	508.6%	2,441,289	(508.6%)
<b>Surplus/(Deficit)</b>	-	-	<b>(72,291)</b>	-	-	<b>72,291</b>	-

A  
B  
C  
D  
E  
F

- A – Rate increase plus June 27, 2023 Water and wastewater by-law updated
- B – Operating down two headcount (9 in 2024 vs. 11 in 2023)
- C – Phasing in grant program (see future slide) and shared service cost review complete
- D – Borrowing cost for project to reline 1/3 of the City’s wastewater linear assets
- E – Niagara Region rate increases plus increased inflow and infiltrating (see future slide) and water loss (see future slide)
- F – Net increase of capital and reserves is \$1,026,289. Funds temporarily reserved for \$32 million dollar Disaster Mitigation Adaptation Fund (DMAF) application.

# Current Debt Position



# Reserves

	2022 Year-End Reserve Balance	2023 Forecasted Year-End Reserve Balance	2024 Budgeted Reserve Transfer	2024 Forecasted Reserve Balance
Storm Sewer Reserve	557,323	155,348	884,000	1,039,348
Waste Water Reserve	2,479,933	2,420,906	384,000	2,804,906
Water Reserve	807,614	832,456	693,300	1,525,756
	<b>3,844,870</b>	<b>3,408,710</b>	<b>1,961,300</b>	<b>5,370,010</b>

## Capital Funding Levels

**Storm = 26% of required capital funding level**

**Wastewater = 28% of required capital funding level**

**Water = 22% of required capital funding level**

# Funding Level

## Required Funding per Asset Management Plan

in millions	2024	2025	2026	2027	2028
<b>Storm</b>					
Projected	910	1,546	1,839	2,169	2,541
Required	3,458	3,631	3,812	4,003	4,203
	(2,547)	(2,085)	(1,973)	(1,834)	(1,662)
<b>Funding Gap</b>	<b>74%</b>	<b>57%</b>	<b>52%</b>	<b>46%</b>	<b>40%</b>
<b>Wastewater</b>					
Projected	1,336	1,695	2,055	2,461	2,915
Required	4,759	4,997	5,247	5,509	5,785
	(3,423)	(3,302)	(3,192)	(3,048)	(2,870)
<b>Funding Gap</b>	<b>72%</b>	<b>66%</b>	<b>61%</b>	<b>55%</b>	<b>50%</b>
<b>Water</b>					
Projected	1,262	1,795	2,427	2,913	3,444
Required	5,792	6,081	6,386	6,705	7,040
	(4,530)	(4,286)	(3,959)	(3,792)	(3,596)
<b>Funding Gap</b>	<b>78%</b>	<b>70%</b>	<b>62%</b>	<b>57%</b>	<b>51%</b>

# In-Year Operating Activity

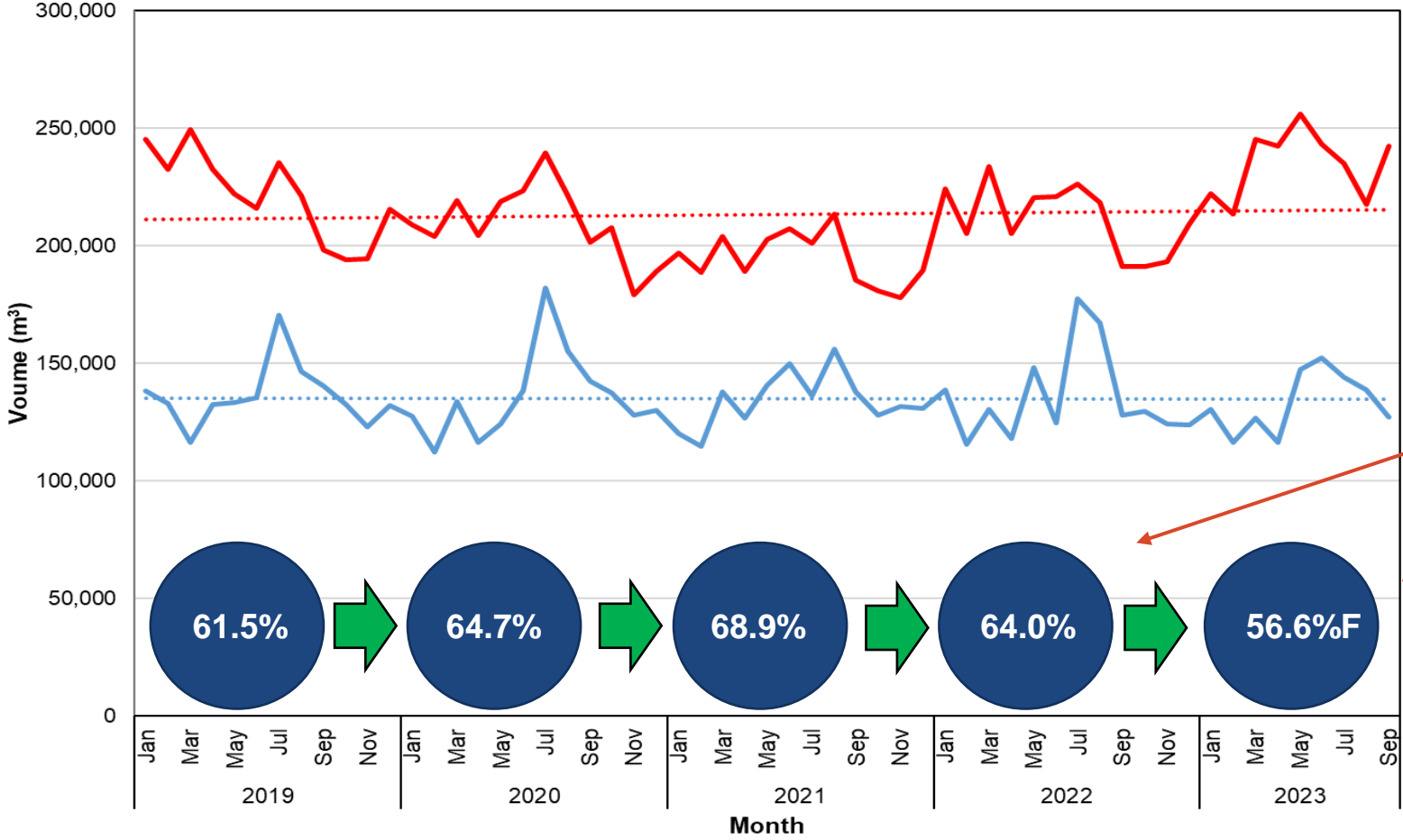
Water	2022	2023*	Trend
Watermain breaks	21	7	↓
Complaints	7	14	↑
Chlorine samples	1,956	2,281	↑
Microbiological samples	350	352	↑
Hydrant inspections	1,631	1,844	↑
Valves turned	302	649	↑
Water services installed	7	6	→
Curb boxes repaired	44	34	↓
Dead end flushing	684	570	→
New subdivision flushing	60	60	→

Waste/Storm Water	2022	2023*	Trend
Maintenance holes inspected	519	2,055	↑
Sewer lateral backups	25	15	↓
Wastewater lateral installations	2	1	→
Clean out repairs	33	25	↓
Catch basin/manhole repairs	3	38	↑
Water meter repairs or replacements	75	96	↑
Final Meter Reads	368	311	→
Fire Flow Testing	110	229	↑
Acoustic Leak Detection Locations & Leaks Found	751 locations 10 leaks	1,298 locations 2 Leaks	↑
CCTV inspections	22.5 km	12.5 km	↓



# Water Purchased vs. Water Billed

Monthly Regional Water Purchases vs. Monthly Metered Consumption  
January 2019 to September 2023



New Developments Estimate vs. Actual

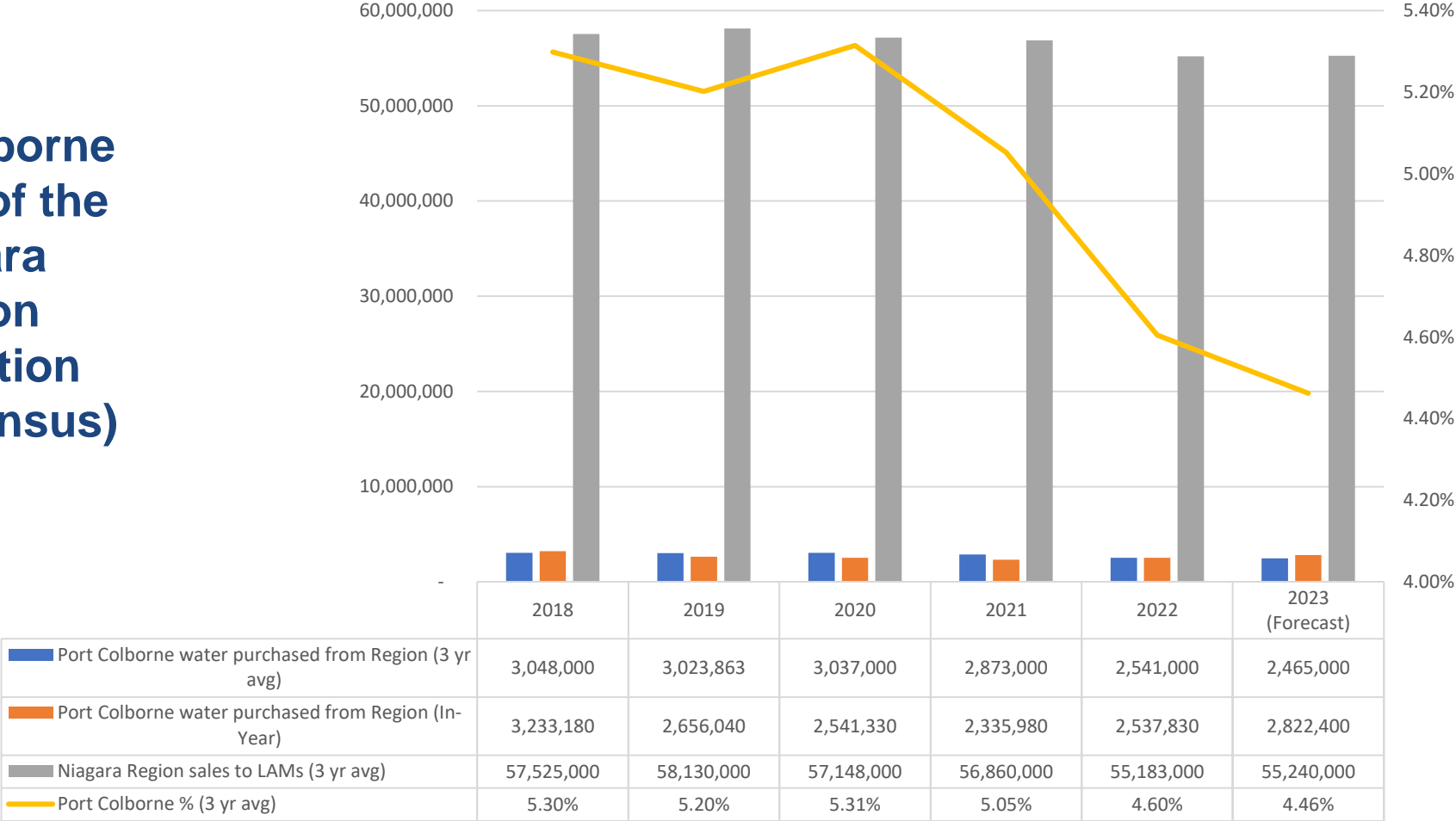
Fixed Charge in Bylaw Amendments June 27, 2023

New Water and Wastewater by-law in development to measure development

— Metered volume — Regional Water Purchases - - - Linear (Metered volume) - - - Linear (Regional Water Purchases)

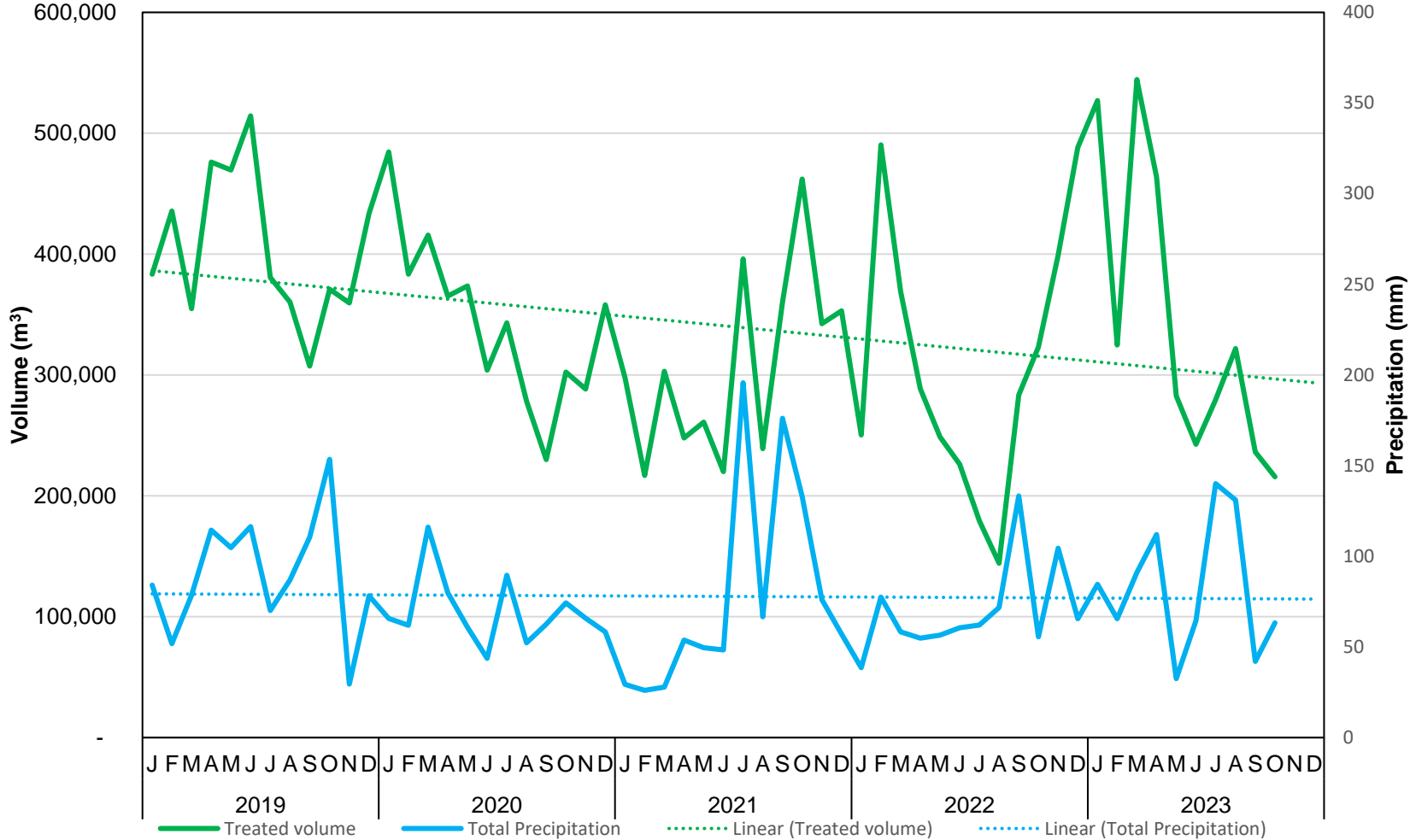
# Water Volumes (m<sup>3</sup>)

**Port Colborne is 4.1% of the Niagara Region Population (2021 Census)**



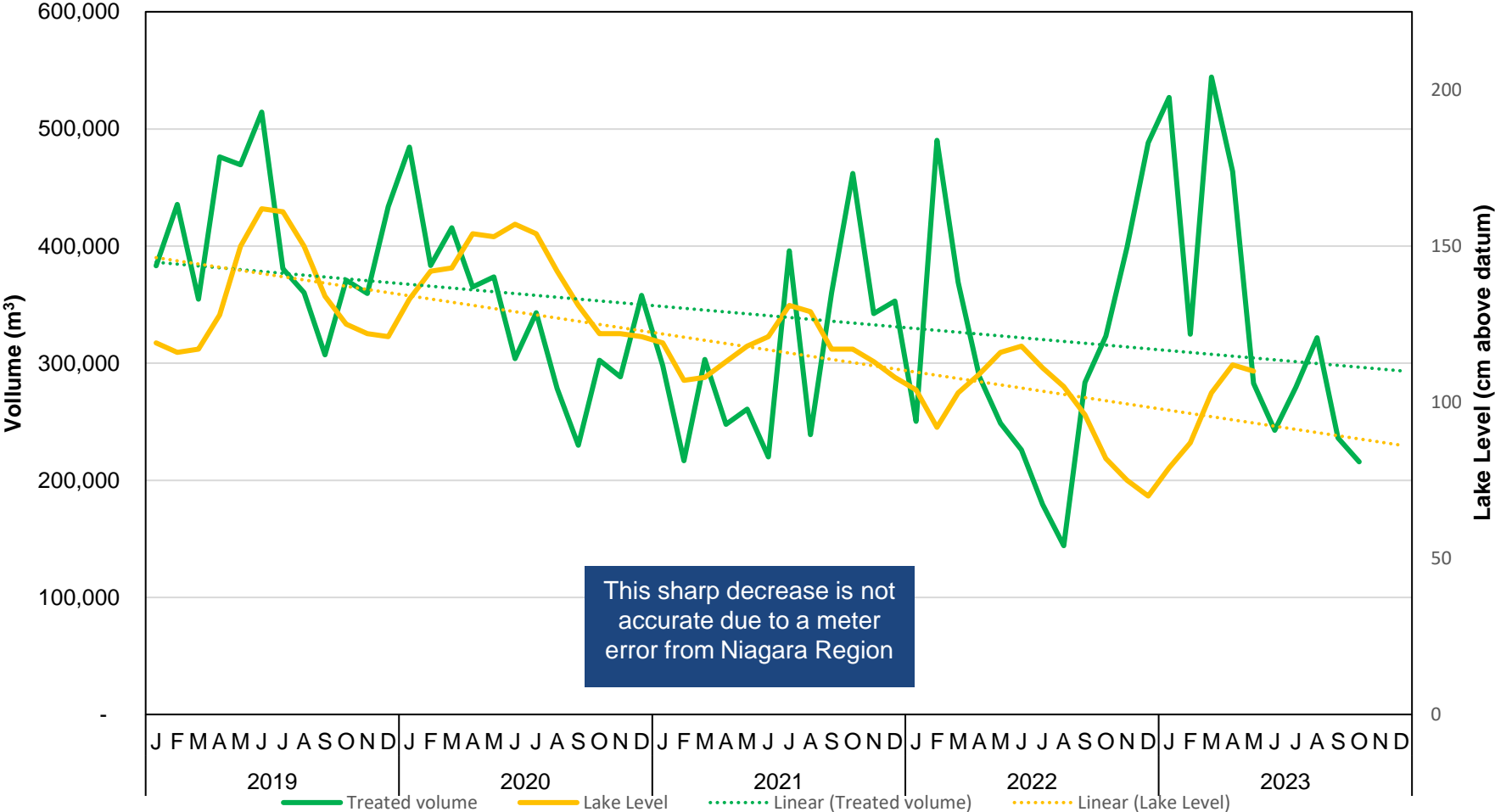
# Wastewater Treated Volumes vs. Precipitation

Monthly Treated Wastewater Volumes vs. Precipitation



# Wastewater Treated Volumes vs. Lake Level

Monthly Treated Wastewater Volumes vs. Lake Level

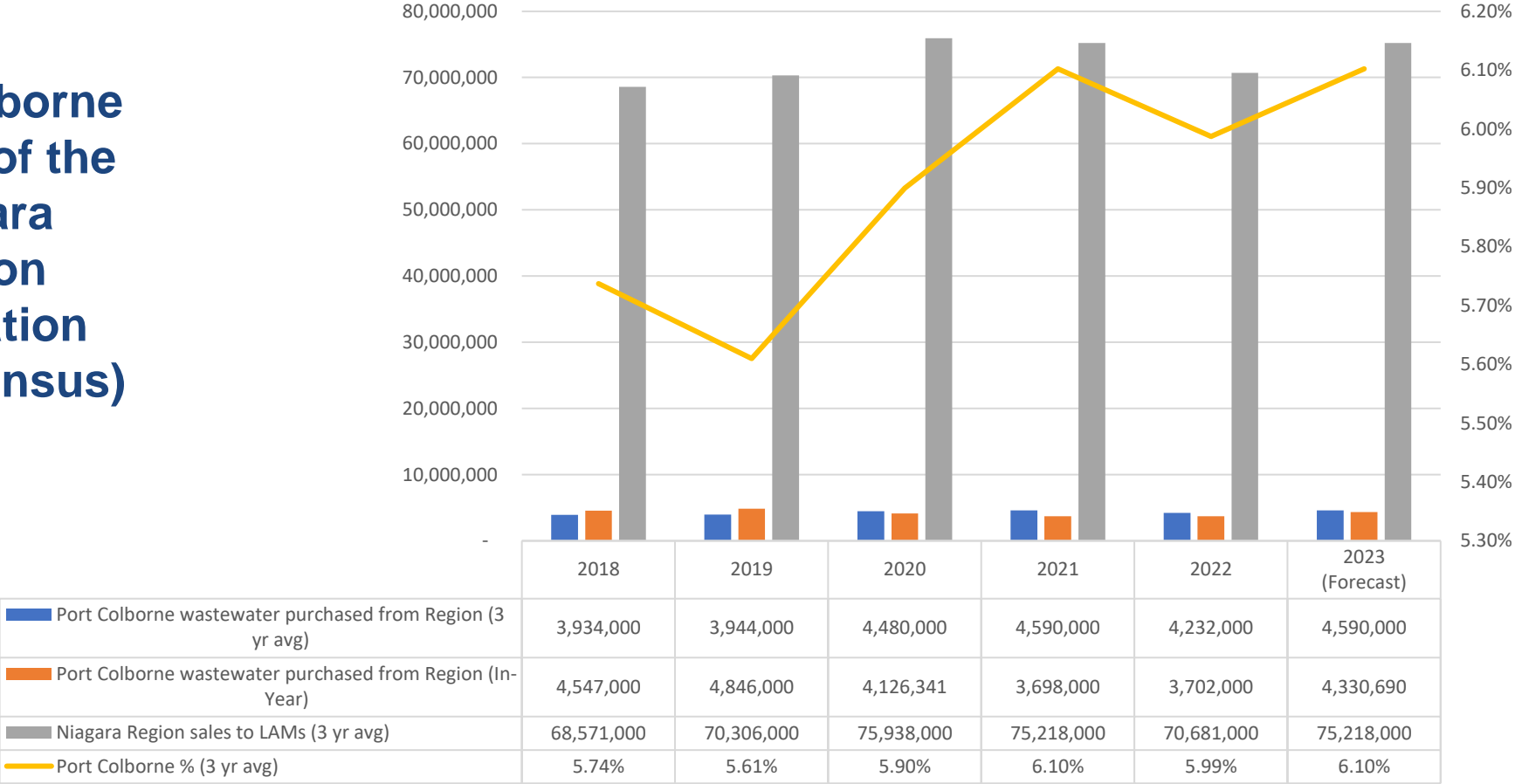


This sharp decrease is not accurate due to a meter error from Niagara Region

# Wastewater Volumes (m<sup>3</sup>)

In 2023 YTD  
 1 M<sup>3</sup> of water metered = 2.7 M<sup>3</sup>  
 sent to the Niagara Region  
 wastewater plant

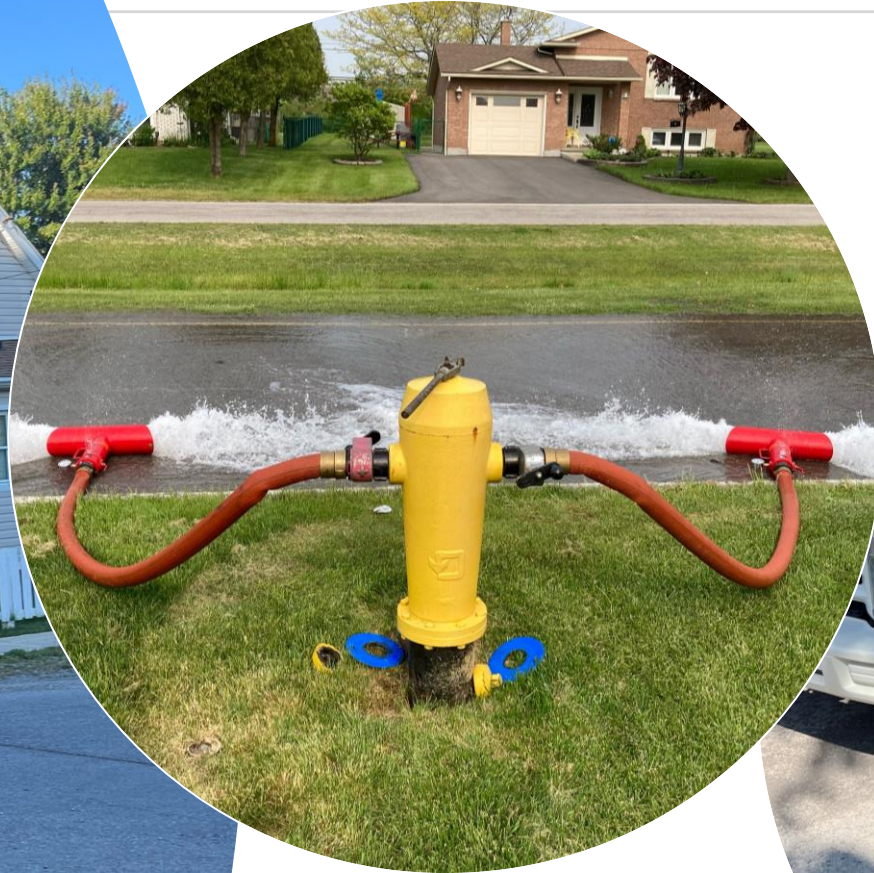
Port Colborne  
 is 4.1% of the  
 Niagara  
 Region  
 Population  
 (2021 Census)



# 2023 Initiatives



# 2023 Initiatives



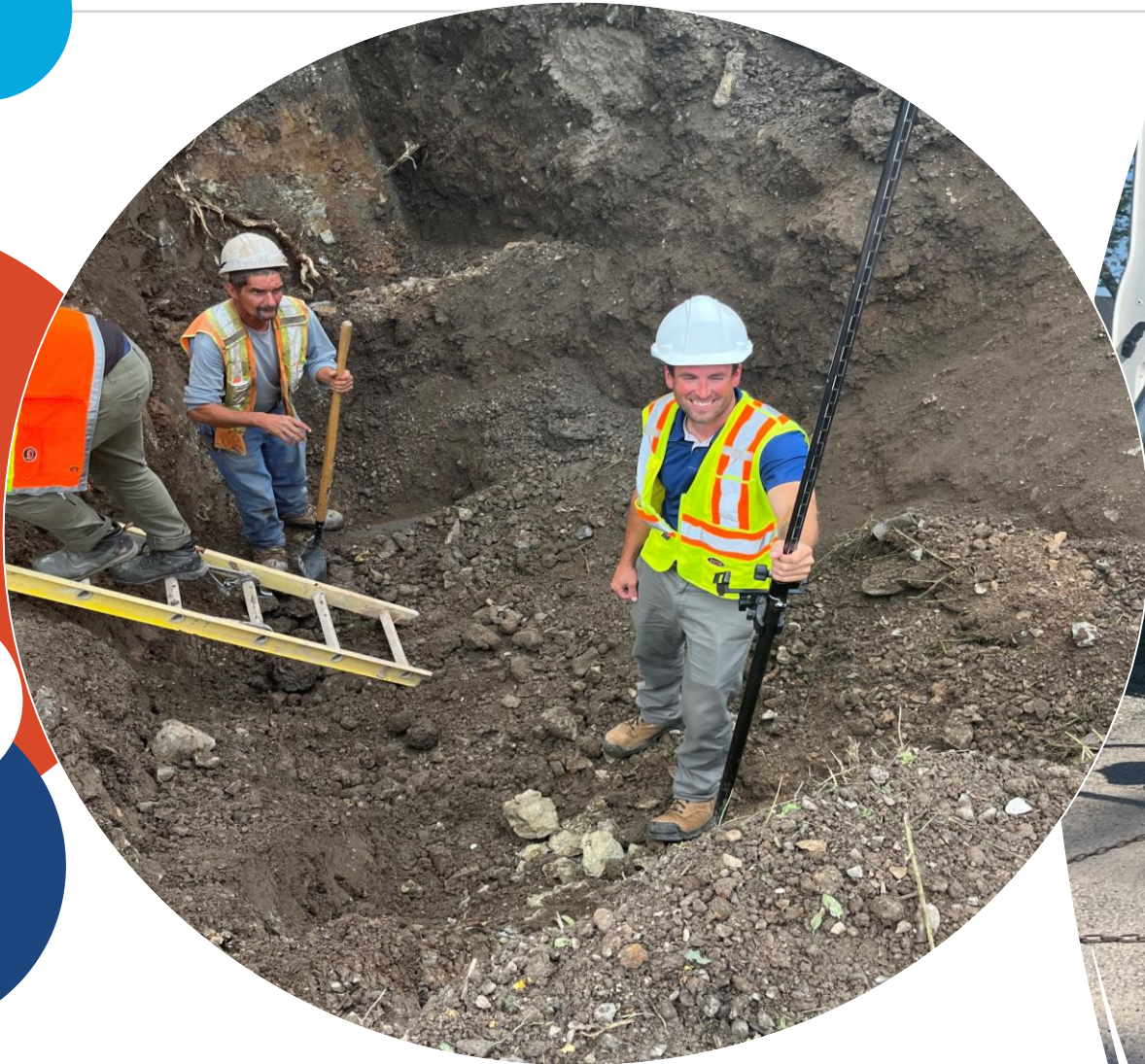
# 2023 Initiatives



**PORT COLBORNE**



# 2023 Initiatives



**PORT COLBORNE**

Recommended Upgrade

**\$44.9M**

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Recommended Upsize

**\$11.7M**

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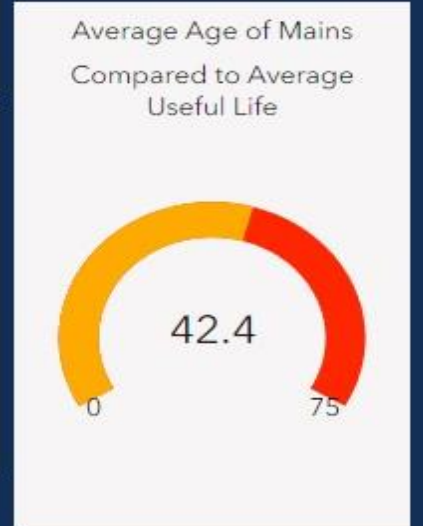
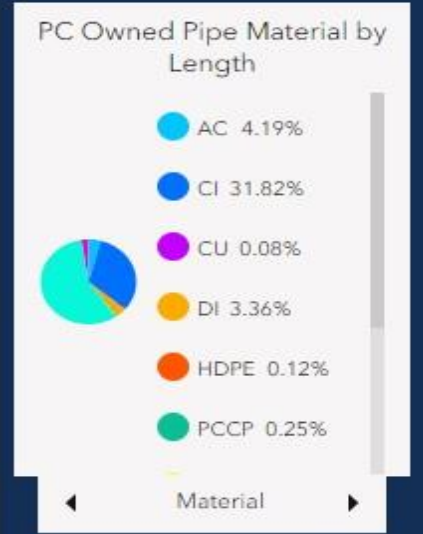
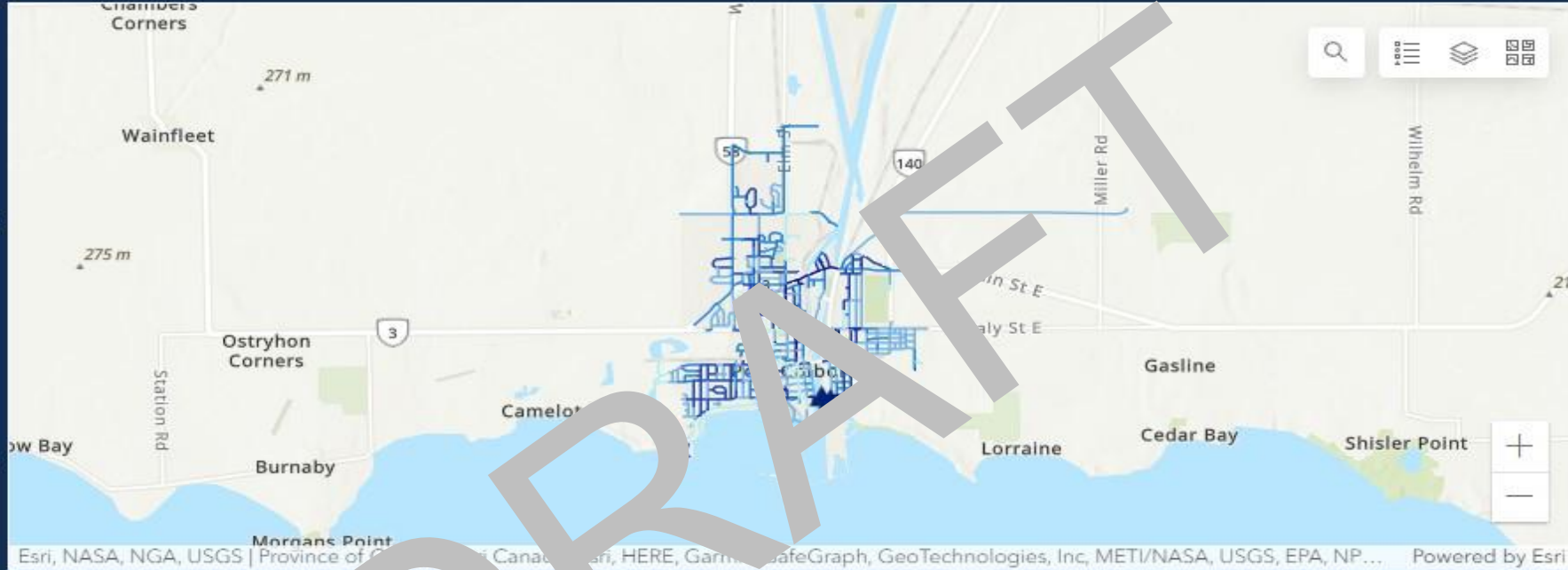
Total PC Owned Watermain

**111.8k**

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Watermain Breaks This Year

**9**



# Agenda

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1 2024 Budget Summary

2 City Fundamentals

3 Budget Details

4 Billing Change

5 Thank You

- 
- Rate Program Incentives
  - Water
  - Wastewater
  - Storm Water
  - Looking Forward

# Rate Program Incentives

## Water Service and Wastewater Lateral Replacement Grant Program

Current

Grant portion	Loan program
\$1,000 for water service	\$2,500 for water service
\$1,000 for wastewater lateral	\$2,500 for wastewater lateral

Proposed

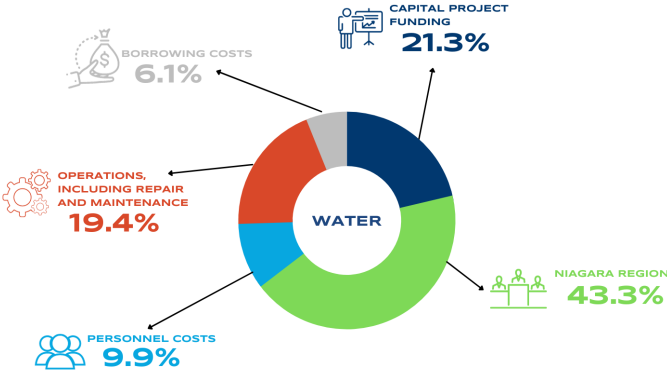
Grant
\$1,000 for only water service
\$1,000 for only wastewater lateral (replacement or lining)
\$3,000 if both water and wastewater are done



Reasons to retire program

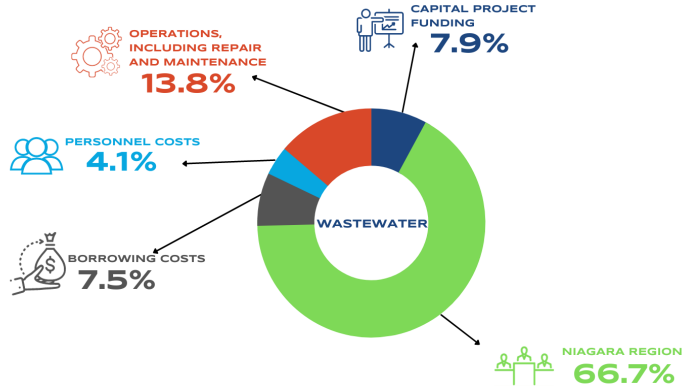
- Complexity
- Collectability
- Interest

# Water



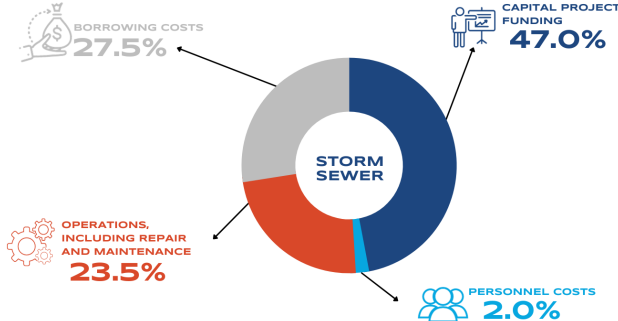
	2020	2020	2021	2021	2022	2022	2023	2023	2024	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	43,773	49,600	118,714	39,998	71,587	97,000	28,700	63,100	28,700	(34,400)	(54.5%)
Variable	2,192,600	2,600,201	2,140,479	2,128,931	2,142,479	2,120,000	2,280,300	2,376,000	2,604,993	228,993	9.6%
Fixed	2,649,521	2,530,023	2,568,152	2,572,569	2,547,531	2,540,000	2,750,920	2,743,200	3,305,420	562,220	20.5%
<b>Total Revenue</b>	<b>4,885,893</b>	<b>5,179,824</b>	<b>4,827,345</b>	<b>4,741,498</b>	<b>4,761,596</b>	<b>4,757,000</b>	<b>5,059,920</b>	<b>5,182,300</b>	<b>5,939,113</b>	<b>756,813</b>	<b>14.60%</b>
<b>Fixed vs. Variable</b>	<b>55%</b>	<b>49%</b>	<b>55%</b>	<b>55%</b>	<b>54%</b>	<b>55%</b>	<b>55%</b>	<b>54%</b>	<b>56%</b>		
Niagara Region	2,124,086	2,430,382	2,013,547	2,212,840	2,172,540	2,040,866	2,455,000	2,398,200	2,572,900	174,700	7.3%
Personnel costs	540,705	790,145	610,954	561,350	649,478	749,300	656,900	714,540	589,900	(124,640)	(17.4%)
Operations	875,788	741,748	774,080	739,260	845,712	935,310	1,067,306	1,003,970	1,149,513	145,543	14.5%
Capital	509,219	509,219	200,000	250,000	266,700	266,700	621,700	621,700	568,700	(53,000)	(8.5%)
Borrowing costs	364,242	364,299	364,392	364,300	364,629	364,629	364,326	364,326	364,800	474	0.1%
Reserve transfers	471,853	344,031	864,372	613,748	462,537	400,195	79,564	79,564	693,300	613,736	771.4%
<b>Total Expenses</b>	<b>4,885,893</b>	<b>5,179,824</b>	<b>4,827,345</b>	<b>4,741,498</b>	<b>4,761,596</b>	<b>4,757,000</b>	<b>5,244,796</b>	<b>5,182,300</b>	<b>5,939,113</b>	<b>756,813</b>	<b>14.60%</b>
<b>Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(184,876)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Wastewater



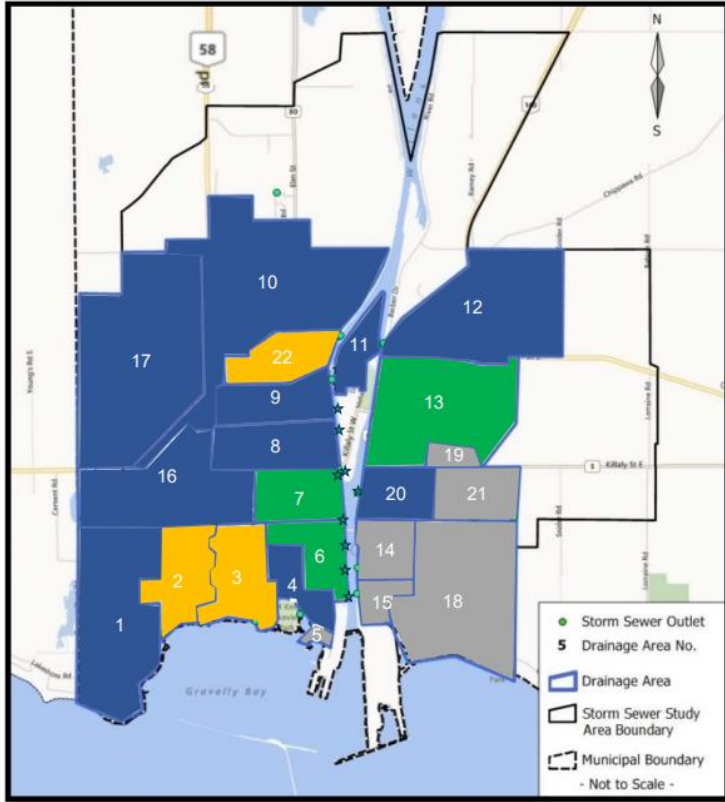
	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Forecast	2023 Budget	2024 Budget	\$	%
Penalties and other fees	14,306	19,500	63,962	33,000	82,109	14,000	89,800	31,100	31,400	300	1.0%
Variable	1,723,798	2,559,638	1,022,571	2,207,282	632,371	623,067	457,500	640,000	698,400	58,400	9.1%
Fixed	3,521,448	3,409,291	5,624,115	4,519,326	6,345,888	6,300,000	6,505,700	6,370,000	7,955,900	1,585,900	24.9%
<b>Total Revenue</b>	<b>5,259,552</b>	<b>5,988,429</b>	<b>6,710,648</b>	<b>6,759,608</b>	<b>7,060,368</b>	<b>6,937,067</b>	<b>7,053,000</b>	<b>7,041,100</b>	<b>8,685,700</b>	<b>1,644,600</b>	<b>23.36%</b>
<b>Fixed vs. Variable</b>	<b>67%</b>	<b>57%</b>	<b>85%</b>	<b>67%</b>	<b>91%</b>	<b>91%</b>	<b>93%</b>	<b>91%</b>	<b>92%</b>		
Niagara Region	4,531,531	4,544,117	4,265,746	4,805,000	4,209,067	4,920,879	5,052,600	4,920,879	5,797,279	876,400	17.8%
Personnel costs	108,994	354,379	305,477	561,350	324,739	374,600	328,450	357,270	356,025	(1,245)	(0.3%)
Operations	721,460	585,333	768,917	785,050	638,672	903,500	907,312	1,067,997	1,196,396	128,399	12.0%
Capital	545,573	545,573	400,000	350,000	1,124,797	324,897	840,000	840,000	302,000	(538,000)	(64.0%)
Borrowing costs	-	-	-	-	-	-	-	-	650,000	650,000	
Reserve transfers	(648,006)	(40,973)	970,508	258,208	763,093	413,191	(145,046)	(145,046)	384,000	529,046	(364.7%)
<b>Total Expenses</b>	<b>5,259,552</b>	<b>5,988,429</b>	<b>6,710,648</b>	<b>6,759,608</b>	<b>7,060,368</b>	<b>6,937,067</b>	<b>6,983,316</b>	<b>7,041,100</b>	<b>8,685,700</b>	<b>1,644,600</b>	<b>23.36%</b>
<b>Surplus / (Deficit)</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>69,684</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Storm Water



	2020	2020	2021	2021	2022	2022	2023	2023	2024	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Foercast	Budget	Budget	Y/Y Budget Change	
Installation service fee	(276)	5,000	-	-	120	-	700	-	-	-	
Rate fees	766,976	770,279	693,086	854,720	1,305,980	1,407,000	1,382,200	1,437,700	1,934,800	497,100	34.58%
<b>Total Revenue</b>	<b>766,700</b>	<b>775,279</b>	<b>693,086</b>	<b>854,720</b>	<b>1,306,100</b>	<b>1,407,000</b>	<b>1,382,900</b>	<b>1,437,700</b>	<b>1,934,800</b>	<b>497,100</b>	<b>34.58%</b>
Personnel costs	-	-	101,826	-	108,487	124,800	109,450	119,090	37,875	(81,215)	(68.20%)
Operations	279,204	248,181	156,948	252,870	128,578	250,100	263,901	351,962	455,725	103,763	29.48%
Capital	39,998	-	23,724	23,724	210,876	110,000	850,000	850,000	26,000	(824,000)	(96.94%)
Borrowing costs	309,823	299,819	531,156	535,819	531,156	531,156	531,155	531,155	531,200	45	0.0%
Reserve transfers	137,675	227,279	(120,567)	42,307	327,003	390,944	(414,507)	(414,507)	884,000	1,298,507	(313.27%)
<b>Total Expenses</b>	<b>766,700</b>	<b>775,279</b>	<b>693,086</b>	<b>854,720</b>	<b>1,306,100</b>	<b>1,407,000</b>	<b>1,339,999</b>	<b>1,437,700</b>	<b>1,934,800</b>	<b>497,100</b>	<b>34.58%</b>
<b>Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>42,901</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Looking Forward



## Stream 1

- Focus Areas:**
- Area 6
  - Area 7
  - Area 13

**DMAF**

## Stream 2

- Focus Areas:**
- Area 2
  - Area 3
  - Area 22

- Dependent on:**
- Infrastructure Needs Study
  - Pollution Prevention Control Plan

## Stream 3

- Focus Areas:**
- TBD

- Dependent on:**
- Infrastructure Needs Study
  - Pollution Prevention Control Plan

## Stream 4

Not currently required



# Looking Forward

- 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
- Enhancing geographic information systems (GIS) to visualize asset management program
- Update the development charges by-law so growth pays for growth
- Working on a multi-year capital forecast (to follow completion of INS)



# Agenda

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1 2024 Budget Summary

2 City Fundamentals

3 Budget Details

4 Billing Change

5 Thank You



- Billing Changes

# Storm Water - Billing Changes

---

## Properties that do not receive a Property Tax Bill

### Current

- Receive a special purpose bill (property tax bill format) for the storm water portion of the bill only

### Proposed

- Allocate the applicable storm water charge over 12 months on their water and wastewater bill

# Storm Water - Billing Changes

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## Adjusted Storm Sewer Billing Model for Multi-Residential to Parallel Water and Wastewater

### Current

- Fixed charges varies by unit categories
- Categories are 2 to 5 units, 6 to 10 units and >10 units

### Proposed

- Fixed charge on 3 units or more
- Fixed charge x number of units

# Agenda

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1 2024 Budget Summary

2 City Fundamentals

3 Budget Details

4 Billing Change

5 Thank You

- Thank You
- Recommendation



# Thank You

# Recommendation

That the Corporate Service Department, Financial Services Division, Report No. 2023-164 Subject: 2024 Rate Budget, **BE RECEIVED**; And

That the 2024 Rate Budget as outlined in Report 2023-164, **BE APPROVED**.



# Appendix B - Divisional Summary & Detail

## Rates (Water, Wastewater, Storm Sewer) Divisional Summary



**CITY OF PORT COLBORNE  
2024 Budget - Rates Divisional Summary**

	<b>Storm Sewer</b>	<b>Wastewater</b>	<b>Water</b>	<b>Total 2024 Rate Budget</b>
<b>Revenue</b>				
Other Revenue			\$6,000	\$6,000
Fees		700	3,000	3,700
Penalties and Interest		30,700	19,700	50,400
Rate Revenue - Variable		698,400	2,604,993	3,303,393
Rate Revenue - Fixed	1,934,800	7,955,900	3,305,420	13,196,120
<b>Total Revenue</b>	<b>1,934,800</b>	<b>8,685,700</b>	<b>5,939,113</b>	<b>16,559,613</b>

**Expense**

**Personnel Expense**

Salaries and Wages - Full Time			684,000	684,000
Salaries and Wages - Students			26,000	26,000
Overtime Pay			14,200	14,200
Employee Benefits			259,600	259,600
<b>Subtotal Personnel Expense</b>			<b>983,800</b>	<b>983,800</b>

**Operating Expense**

Association/Membership Fees		3,000	3,000	6,000
Comm and Public Relations		5,000	5,000	10,000
Computer Software		20,000	20,000	40,000
Contract Services	80,000	200,000	176,500	456,500
Cost of of Goods Sold			10,000	10,000
PAP / Online Incentives		4,000	4,000	8,000
GIS Credit		35,000		35,000
Equipment - Purchase		20,000	20,000	40,000
Equipment - Rental	2,000			2,000
Grants and Sponsorship Expense		50,000	50,000	100,000
Hospitality Expense			1,000	1,000
Office Supplies		2,600	2,600	5,200
Postage & Courier		26,000	26,000	52,000

	<b>Storm Sewer</b>	<b>Wastewater</b>	<b>Water</b>	<b>Total 2024 Rate Budget</b>
Protective & Uniform Clothing		3,000	3,000	6,000
R&M - Consumables and Parts	15,000	20,000	105,000	140,000
Staff Training & Development			14,500	14,500
SME - Consultants	20,000	25,000	35,000	80,000
Telephone/Internet			7,200	7,200
Travel			7,300	7,300
Utilities - Hydro	5,100	20,400	4,400	29,900
Utilities - Water	1,100			1,100
Region Rate - Fixed		5,797,279	608,000	6,405,279
Region Rate - Variable			1,964,900	1,964,900
<b>Subtotal Operating Expense</b>	<b>123,200</b>	<b>6,231,279</b>	<b>3,067,400</b>	<b>9,421,879</b>
<b>Total Expense</b>	<b>123,200</b>	<b>6,231,279</b>	<b>4,051,200</b>	<b>10,405,679</b>
<b>Surplus/(Deficit) Before Allocation</b>	<b>1,811,600</b>	<b>2,454,421</b>	<b>1,887,913</b>	<b>6,153,934</b>
Allocations: Within Departments	37,875	356,025	(393,900)	
<b>Surplus/(Deficit) After Allocation</b>	<b>1,773,725</b>	<b>2,098,396</b>	<b>2,281,813</b>	<b>6,153,934</b>
Transfer to/ (from) Reserves	884,000	384,000	693,300	1,961,300
Transfer Between Funds	889,725	1,714,396	1,588,513	4,192,634
<b>Total Transfer</b>	<b>1,773,725</b>	<b>2,098,396</b>	<b>2,281,813</b>	<b>6,153,934</b>

**City of Port Colborne  
2024 Operating Budget  
Water/WasteWater/Storm**

	2022	2022	2023	2023	2024	Variance
	Actual	Budget	Forecast	Budget	Proposed Budget	(2024 Budget - 2023 Budget)
<b>Revenue</b>						
Other Revenue	\$45,306.03	\$85,000.00	\$6,400.00	\$45,000.00	\$6,000.00	(\$39,000.00)
Fees	1,323.76		9,700.00	700.00	3,700.00	3,000.00
Grants - Other	51,152.43		63,700.00			
Sales	7,688.35			100.00		(100.00)
Penalties and Interest	48,345.22	26,000.00	39,400.00	48,400.00	50,400.00	2,000.00
Rate Revenue - Variable	2,774,850.44	2,743,067.00	2,737,800.00	3,016,000.00	3,303,393.00	287,393.00
Rate Revenue - Fixed	10,199,398.48	10,247,000.00	10,638,820.00	10,550,900.00	13,196,120.00	2,645,220.00
<b>Total Revenue</b>	<b>13,128,064.71</b>	<b>13,101,067.00</b>	<b>13,495,820.00</b>	<b>13,661,100.00</b>	<b>16,559,613.00</b>	<b>2,898,513.00</b>
<b>Expense</b>						
<b>Personnel Expense</b>						
Salaries and Wages - Full Time	791,559.48	868,800.00	788,460.00	855,600.00	684,000.00	(171,600.00)
Salaries and Wages - Part Time		30,300.00				
Salaries and Wages - Students	10,563.48	15,300.00	20,000.00	24,000.00	26,000.00	2,000.00
Overtime Pay	19,644.37	41,300.00	14,200.00	18,000.00	14,200.00	(3,800.00)
Employee Benefits	260,937.12	293,000.00	272,140.00	293,300.00	259,600.00	(33,700.00)
<b>Subtotal Personnel Expense</b>	<b>1,082,704.45</b>	<b>1,248,700.00</b>	<b>1,094,800.00</b>	<b>1,190,900.00</b>	<b>983,800.00</b>	<b>(207,100.00)</b>
<b>Operating Expense</b>						
Association/Membership Fees	3,884.71	6,000.00	6,000.00	6,000.00	6,000.00	
Comm and Public Relations	805.60	20,000.00	20,000.00	20,500.00	10,000.00	(10,500.00)
Computer Software	17,524.61	18,400.00	39,700.00	39,700.00	40,000.00	300.00
Contract Services	276,415.08	496,010.00	456,500.00	490,500.00	456,500.00	(34,000.00)
Cost of of Goods Sold	7,156.61		30,000.00	10,000.00	10,000.00	
PAP / Online Incentives	12,875.00	40,000.00	8,000.00	14,000.00	8,000.00	(6,000.00)
GIS Credit	30,093.32	35,000.00	35,000.00	35,000.00	35,000.00	
Equipment - Purchase	19,970.14	30,800.00	47,000.00	32,300.00	40,000.00	7,700.00
Equipment - Rental	18,080.46	18,000.00	2,000.00	33,000.00	2,000.00	(31,000.00)
Grants and Sponsorship Expense	7,000.00	50,000.00	20,000.00	50,000.00	100,000.00	50,000.00
Hospitality Expense	1,265.38		4,400.00	1,000.00	1,000.00	

	2022	2022	2023	2023	2024	Variance
	Actual	Budget	Forecast	Budget	Proposed Budget	(2024 Budget - 2023 Budget)
Office Supplies	7,112.38	27,500.00	27,600.00	3,000.00	5,200.00	2,200.00
Postage & Courier	61,791.06	52,000.00	52,000.00	28,500.00	52,000.00	23,500.00
Protective & Uniform Clothing	9,422.50	10,000.00	6,000.00	10,000.00	6,000.00	(4,000.00)
R&M - Consumables and Parts	94,081.75	158,100.00	140,000.00	134,750.00	140,000.00	5,250.00
Staff Training & Development	29,514.20	25,600.00	16,000.00	28,000.00	14,500.00	(13,500.00)
SME - Consultants	4,463.40	59,000.00	80,000.00	160,000.00	80,000.00	(80,000.00)
Subscriptions and Publications			4,600.00			
Telephone/Internet	5,550.49	8,800.00	3,800.00	7,500.00	7,200.00	(300.00)
Travel	1,064.57	3,200.00	8,300.00	3,200.00	7,300.00	4,100.00
Utilities - Hydro	23,449.15	30,600.00	27,000.00	30,250.00	29,900.00	(350.00)
Utilities - Water	1,120.51	900.00	1,000.00	1,100.00	1,100.00	
City Owned Property Tax Charges	(6,762.35)	11,000.00		1,900.00		(1,900.00)
City Owned Property Drainage Charges	2,104.14					
Reassessment/Uncollectable	3,594.84					
Region Rate - Fixed	4,767,547.10	5,479,356.00	5,623,000.00	5,524,079.00	6,405,279.00	881,200.00
Region Rate - Variable	1,614,059.88	1,482,389.00	1,884,600.00	1,795,000.00	1,964,900.00	169,900.00
<b>Subtotal Operating Expense</b>	<b>7,013,184.53</b>	<b>8,062,655.00</b>	<b>8,542,500.00</b>	<b>8,459,279.00</b>	<b>9,421,879.00</b>	<b>962,600.00</b>
<b>Total Expense</b>	<b>8,095,888.98</b>	<b>9,311,355.00</b>	<b>9,637,300.00</b>	<b>9,650,179.00</b>	<b>10,405,679.00</b>	<b>755,500.00</b>
<b>Surplus/(Deficit) Before Allocation</b>	<b>5,032,175.73</b>	<b>3,789,712.00</b>	<b>3,858,520.00</b>	<b>4,010,921.00</b>	<b>6,153,934.00</b>	<b>2,143,013.00</b>
<b>Surplus/(Deficit) After Allocation</b>	<b>5,032,175.73</b>	<b>3,789,712.00</b>	<b>3,858,520.00</b>	<b>4,010,921.00</b>	<b>6,153,934.00</b>	<b>2,143,013.00</b>
Transfer to/ (from) Reserves	1,552,633.41	1,204,330.00	(479,988.72)	(479,988.72)	1,961,300.00	2,441,288.72
Transfer Between Funds	3,479,542.32	2,585,382.00	4,410,799.68	4,490,909.72	4,192,634.00	(298,275.72)
<b>Total Transfer</b>	<b>5,032,175.73</b>	<b>3,789,712.00</b>	<b>3,930,810.96</b>	<b>4,010,921.00</b>	<b>6,153,934.00</b>	<b>2,143,013.00</b>
<b>Surplus / (Deficit)</b>			<b>(\$72,290.96)</b>			

# Appendix B - Divisional Summary & Detail

Rates (Water, Wastewater, Storm Sewer) Divisional Detail

## City of Port Colborne 2024 Operating Budget

### Water

	2022	2022	2023	2023	2024	Variance
	Actual	Budget	Forecast	Budget	Proposed Budget	(2024 Budget - 2023 Budget)
<b>Revenue</b>						
Other Revenue	\$45,306.03	\$85,000.00	\$6,000.00	\$45,000.00	\$6,000.00	(\$39,000.00)
Fees	457.57		3,000.00		3,000.00	3,000.00
Sales	7,688.35			100.00		(100.00)
Penalties and Interest	18,134.81	12,000.00	19,700.00	18,000.00	19,700.00	1,700.00
Rate Revenue - Variable	2,142,479.16	2,120,000.00	2,280,300.00	2,376,000.00	2,604,993.00	228,993.00
Rate Revenue - Fixed	2,547,530.56	2,540,000.00	2,750,920.00	2,743,200.00	3,305,420.00	562,220.00
<b>Total Revenue</b>	<b>4,761,596.48</b>	<b>4,757,000.00</b>	<b>5,059,920.00</b>	<b>5,182,300.00</b>	<b>5,939,113.00</b>	<b>756,813.00</b>
<b>Expense</b>						
<b>Personnel Expense</b>						
Salaries and Wages - Full Time	474,935.69	521,300.00	473,100.00	513,360.00	684,000.00	170,640.00
Salaries and Wages - Part Time		18,200.00				
Salaries and Wages - Students	6,338.09	9,200.00	12,000.00	14,400.00	26,000.00	11,600.00
Overtime Pay	11,786.62	24,800.00	8,500.00	10,800.00	14,200.00	3,400.00
Employee Benefits	156,417.77	175,800.00	163,300.00	175,980.00	259,600.00	83,620.00
<b>Subtotal Personnel Expense</b>	<b>649,478.17</b>	<b>749,300.00</b>	<b>656,900.00</b>	<b>714,540.00</b>	<b>983,800.00</b>	<b>269,260.00</b>
<b>Operating Expense</b>						
Association/Membership Fees	1,676.19	3,000.00	3,000.00	3,000.00	3,000.00	
Comm and Public Relations	691.97	10,000.00	10,000.00	10,500.00	5,000.00	(5,500.00)
Computer Software	13,555.97	13,400.00	20,700.00	20,700.00	20,000.00	(700.00)
Contract Services	158,375.13	170,760.00	176,500.00	176,500.00	176,500.00	
Cost of of Goods Sold	7,156.61		30,000.00	10,000.00	10,000.00	
PAP / Online Incentives	6,437.50	20,000.00	4,000.00	7,000.00	4,000.00	(3,000.00)
Equipment - Purchase	13,737.34	17,300.00	25,000.00	17,300.00	20,000.00	2,700.00
Equipment - Rental	2,730.59					
Grants and Sponsorship Expense	5,000.00	25,000.00	10,000.00		50,000.00	50,000.00
Hospitality Expense	1,265.38		4,400.00	1,000.00	1,000.00	
Office Supplies	3,566.07	13,750.00	25,000.00		2,600.00	2,600.00
Postage & Courier	30,935.00	26,000.00	26,000.00		26,000.00	26,000.00

Appendix B - Divisional Summary & Detail

	2022	2022	2023	2023	2024	Variance
	Actual	Budget	Forecast	Budget	Proposed Budget	(2024 Budget - 2023 Budget)
Protective & Uniform Clothing	4,785.65	6,000.00	3,000.00	6,000.00	3,000.00	(3,000.00)
R&M - Consumables and Parts	88,415.77	104,500.00	105,000.00	105,000.00	105,000.00	
Staff Training & Development	23,230.66	18,400.00	14,500.00	20,000.00	14,500.00	(5,500.00)
SME - Consultants	4,463.40	34,000.00	35,000.00	35,000.00	35,000.00	
Subscriptions and Publications			300.00			
Telephone/Internet	5,550.49	8,800.00	3,800.00	7,500.00	7,200.00	(300.00)
Travel	1,064.57	1,800.00	7,300.00	1,800.00	7,300.00	5,500.00
Utilities - Hydro	3,289.42	2,600.00	3,900.00	3,250.00	4,400.00	1,150.00
Reassessment/Uncollectable	3,594.84					
Region Rate - Fixed	558,480.00	558,477.00	570,400.00	603,200.00	608,000.00	4,800.00
Region Rate - Variable	1,614,059.88	1,482,389.00	1,884,600.00	1,795,000.00	1,964,900.00	169,900.00
<b>Subtotal Operating Expense</b>	<b>2,552,062.43</b>	<b>2,516,176.00</b>	<b>2,962,400.00</b>	<b>2,822,750.00</b>	<b>3,067,400.00</b>	<b>244,650.00</b>
<b>Total Expense</b>	<b>3,201,540.60</b>	<b>3,265,476.00</b>	<b>3,619,300.00</b>	<b>3,537,290.00</b>	<b>4,051,200.00</b>	<b>513,910.00</b>
<b>Surplus/(Deficit) Before Allocation</b>	<b>1,560,055.88</b>	<b>1,491,524.00</b>	<b>1,440,620.00</b>	<b>1,645,010.00</b>	<b>1,887,913.00</b>	<b>242,903.00</b>
Allocations: Within Departments					(393,900.00)	(393,900.00)
<b>Surplus/(Deficit) After Allocation</b>	<b>1,560,055.88</b>	<b>1,491,524.00</b>	<b>1,440,620.00</b>	<b>1,645,010.00</b>	<b>2,281,813.00</b>	<b>636,803.00</b>
Transfer to/ (from) Reserves	462,537.12	400,195.00	79,564.21	79,564.21	693,300.00	613,735.79
Transfer Between Funds	1,097,518.76	1,091,329.00	1,545,931.96	1,565,445.79	1,588,513.00	23,067.21
<b>Total Transfer</b>	<b>1,560,055.88</b>	<b>1,491,524.00</b>	<b>1,625,496.17</b>	<b>1,645,010.00</b>	<b>2,281,813.00</b>	<b>636,803.00</b>
<b>Surplus / (Deficit)</b>			<b>(\$184,876.17)</b>			

**City of Port Colborne  
2024 Operating Budget**

**Wastewater**

	2022	2022	2023	2023	2024	Variance
	Actual	Budget	Forecast	Budget	Proposed Budget	(2024 Budget - 2023 Budget)
<b>Revenue</b>						
Other Revenue			\$400.00			
Fees	746.19		6,000.00	700.00	700.00	
Grants - Other	51,152.43		63,700.00			
Penalties and Interest	30,210.41	14,000.00	19,700.00	30,400.00	30,700.00	300.00
Rate Revenue - Variable	632,371.28	623,067.00	457,500.00	640,000.00	698,400.00	58,400.00
Rate Revenue - Fixed	6,345,888.17	6,300,000.00	6,505,700.00	6,370,000.00	7,955,900.00	1,585,900.00
<b>Total Revenue</b>	<b>7,060,368.48</b>	<b>6,937,067.00</b>	<b>7,053,000.00</b>	<b>7,041,100.00</b>	<b>8,685,700.00</b>	<b>1,644,600.00</b>
<b>Expense</b>						
<b>Personnel Expense</b>						
Salaries and Wages - Full Time	237,467.84	260,600.00	236,520.00	256,680.00		(256,680.00)
Salaries and Wages - Part Time		9,100.00				
Salaries and Wages - Students	3,169.04	4,600.00	6,000.00	7,200.00		(7,200.00)
Overtime Pay	5,893.31	12,400.00	4,300.00	5,400.00		(5,400.00)
Employee Benefits	78,208.89	87,900.00	81,630.00	87,990.00		(87,990.00)
<b>Subtotal Personnel Expense</b>	<b>324,739.08</b>	<b>374,600.00</b>	<b>328,450.00</b>	<b>357,270.00</b>		<b>(357,270.00)</b>
<b>Operating Expense</b>						
Association/Membership Fees	2,208.52	3,000.00	3,000.00	3,000.00	3,000.00	
Comm and Public Relations	113.63	10,000.00	10,000.00	10,000.00	5,000.00	(5,000.00)
Computer Software	3,968.64	5,000.00	5,000.00	19,000.00	20,000.00	1,000.00
Contract Services	70,276.03	187,550.00	200,000.00	276,000.00	200,000.00	(76,000.00)
PAP / Online Incentives	6,437.50	20,000.00	4,000.00	7,000.00	4,000.00	(3,000.00)
GIS Credit	30,093.32	35,000.00	35,000.00	35,000.00	35,000.00	
Equipment - Purchase	3,357.06	13,500.00	20,000.00	15,000.00	20,000.00	5,000.00
Equipment - Rental	3,469.51			1,000.00		(1,000.00)
Grants and Sponsorship Expense	2,000.00	25,000.00	10,000.00	50,000.00	50,000.00	
Office Supplies	3,546.31	13,750.00	2,600.00	3,000.00	2,600.00	(400.00)
Postage & Courier	30,856.06	26,000.00	26,000.00	28,500.00	26,000.00	(2,500.00)
Protective & Uniform Clothing	4,636.85	4,000.00	3,000.00	4,000.00	3,000.00	(1,000.00)



Appendix B - Divisional Summary & Detail

	2022	2022	2023	2023	2024	Variance
	Actual	Budget	Forecast	Budget	Proposed Budget	(2024 Budget - 2023 Budget)
R&M - Consumables and Parts	2,773.51	45,100.00	20,000.00	19,750.00	20,000.00	250.00
Staff Training & Development	6,283.54	7,200.00	1,500.00	8,000.00		(8,000.00)
SME - Consultants		25,000.00	25,000.00	25,000.00	25,000.00	
Subscriptions and Publications			4,300.00			
Travel		1,400.00	1,000.00	1,400.00		(1,400.00)
Utilities - Hydro	13,585.16	22,000.00	18,500.00	22,000.00	20,400.00	(1,600.00)
Region Rate - Fixed	4,209,067.10	4,920,879.00	5,052,600.00	4,920,879.00	5,797,279.00	876,400.00
<b>Subtotal Operating Expense</b>	<b>4,392,672.74</b>	<b>5,364,379.00</b>	<b>5,455,500.00</b>	<b>5,448,529.00</b>	<b>6,231,279.00</b>	<b>782,750.00</b>
<b>Total Expense</b>	<b>4,717,411.82</b>	<b>5,738,979.00</b>	<b>5,783,950.00</b>	<b>5,805,799.00</b>	<b>6,231,279.00</b>	<b>425,480.00</b>
<b>Surplus/(Deficit) Before Allocation</b>	<b>2,342,956.66</b>	<b>1,198,088.00</b>	<b>1,269,050.00</b>	<b>1,235,301.00</b>	<b>2,454,421.00</b>	<b>1,219,120.00</b>
Allocations: Within Departments					356,025.00	356,025.00
<b>Surplus/(Deficit) After Allocation</b>	<b>2,342,956.66</b>	<b>1,198,088.00</b>	<b>1,269,050.00</b>	<b>1,235,301.00</b>	<b>2,098,396.00</b>	<b>863,095.00</b>
Transfer to/ (from) Reserves	763,093.33	413,191.00	(145,046.01)	(145,046.01)	384,000.00	529,046.01
Transfer Between Funds	1,579,863.33	784,897.00	1,344,411.96	1,380,347.01	1,714,396.00	334,048.99
<b>Total Transfer</b>	<b>2,342,956.66</b>	<b>1,198,088.00</b>	<b>1,199,365.95</b>	<b>1,235,301.00</b>	<b>2,098,396.00</b>	<b>863,095.00</b>
<b>Surplus / (Deficit)</b>			<b>\$69,684.05</b>			

**City of Port Colborne  
2024 Operating Budget**

**Storm Sewer**

	2022	2022	2023	2023	2024	Variance
	Actual	Budget	Forecast	Budget	Proposed Budget	(2024 Budget - 2023 Budget)
<b>Revenue</b>						
Fees	\$120.00		\$700.00			
Rate Revenue - Fixed	1,305,979.75	1,407,000.00	1,382,200.00	1,437,700.00	1,934,800.00	497,100.00
<b>Total Revenue</b>	<b>1,306,099.75</b>	<b>1,407,000.00</b>	<b>1,382,900.00</b>	<b>1,437,700.00</b>	<b>1,934,800.00</b>	<b>497,100.00</b>
<b>Expense</b>						
<b>Personnel Expense</b>						
Salaries and Wages - Full Time	79,155.95	86,900.00	78,840.00	85,560.00		(85,560.00)
Salaries and Wages - Part Time		3,000.00				
Salaries and Wages - Students	1,056.35	1,500.00	2,000.00	2,400.00		(2,400.00)
Overtime Pay	1,964.44	4,100.00	1,400.00	1,800.00		(1,800.00)
Employee Benefits	26,310.46	29,300.00	27,210.00	29,330.00		(29,330.00)
<b>Subtotal Personnel Expense</b>	<b>108,487.20</b>	<b>124,800.00</b>	<b>109,450.00</b>	<b>119,090.00</b>		<b>(119,090.00)</b>
<b>Operating Expense</b>						
Contract Services	47,763.92	137,700.00	80,000.00	38,000.00	80,000.00	42,000.00
Equipment - Purchase	2,875.74		2,000.00			
Equipment - Rental	11,880.36	18,000.00	2,000.00	32,000.00	2,000.00	(30,000.00)
R&M - Consumables and Parts	2,892.47	8,500.00	15,000.00	10,000.00	15,000.00	5,000.00
SME - Consultants			20,000.00	100,000.00	20,000.00	(80,000.00)
Utilities - Hydro	6,574.57	6,000.00	4,600.00	5,000.00	5,100.00	100.00
Utilities - Water	1,120.51	900.00	1,000.00	1,100.00	1,100.00	
City Owned Property Tax Charges	(6,762.35)	11,000.00		1,900.00		(1,900.00)
City Owned Property Drainage Charges	2,104.14					
<b>Subtotal Operating Expense</b>	<b>68,449.36</b>	<b>182,100.00</b>	<b>124,600.00</b>	<b>188,000.00</b>	<b>123,200.00</b>	<b>(64,800.00)</b>
<b>Total Expense</b>	<b>176,936.56</b>	<b>306,900.00</b>	<b>234,050.00</b>	<b>307,090.00</b>	<b>123,200.00</b>	<b>(183,890.00)</b>
<b>Surplus/(Deficit) Before Allocation</b>	<b>1,129,163.19</b>	<b>1,100,100.00</b>	<b>1,148,850.00</b>	<b>1,130,610.00</b>	<b>1,811,600.00</b>	<b>680,990.00</b>

Appendix B - Divisional Summary & Detail

	<b>2022</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>Variance</b>
	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>	<b>Proposed Budget</b>	<b>(2024 Budget - 2023 Budget)</b>
Allocations: Within Departments					37,875.00	37,875.00
<b>Surplus/(Deficit) After Allocation</b>	<b>1,129,163.19</b>	<b>1,100,100.00</b>	<b>1,148,850.00</b>	<b>1,130,610.00</b>	<b>1,773,725.00</b>	<b>643,115.00</b>
Transfer to/ (from) Reserves	327,002.96	390,944.00	(414,506.92)	(414,506.92)	884,000.00	1,298,506.92
Transfer Between Funds	802,160.23	709,156.00	1,520,455.76	1,545,116.92	889,725.00	(655,391.92)
<b>Total Transfer</b>	<b>1,129,163.19</b>	<b>1,100,100.00</b>	<b>1,105,948.84</b>	<b>1,130,610.00</b>	<b>1,773,725.00</b>	<b>643,115.00</b>
<b>Surplus / (Deficit)</b>			<b>\$42,901.16</b>			

# Appendix C - Divisional Multi-Year Budgets

**Appendix C - Summary - Five Year Combined Water and Wastewater Budgets**

	2020	2020	2021	2021	2022	2022	2023	2023	2024	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	58,079	69,100	182,676	72,998	153,696	111,000	118,500	94,200	60,100	(34,100)	(36.2%)
Variable	3,916,398	5,159,839	3,163,050	4,336,213	2,774,850	2,743,067	2,737,800	3,016,000	3,303,393	287,393	9.5%
Fixed	6,170,969	5,939,314	8,192,267	7,091,895	8,893,419	8,840,000	9,256,620	9,113,200	11,261,320	2,148,120	23.6%
<b>Total Revenue</b>	<b>10,145,446</b>	<b>11,168,253</b>	<b>11,537,993</b>	<b>11,501,106</b>	<b>11,821,965</b>	<b>11,694,067</b>	<b>12,112,920</b>	<b>12,223,400</b>	<b>14,624,813</b>	<b>2,401,413</b>	<b>19.65%</b>
<b>Fixed vs. Variable</b>	<b>61%</b>	<b>54%</b>	<b>72%</b>	<b>62%</b>	<b>76%</b>	<b>76%</b>	<b>77%</b>	<b>75%</b>	<b>77%</b>		
Niagara Region	6,655,617	6,974,499	6,279,293	7,017,840	6,381,607	6,961,745	7,507,600	7,319,079	8,370,179	1,051,100	14.4%
Personnel costs	649,699	1,144,524	916,431	1,122,700	974,217	1,123,900	985,350	1,071,810	945,925	(125,885)	(11.7%)
Operations	1,597,248	1,327,081	1,542,997	1,524,310	1,484,384	1,838,810	1,974,618	2,071,967	2,345,909	273,942	13.2%
Capital	1,054,792	1,054,792	600,000	600,000	1,391,497	591,597	1,461,700	1,461,700	870,700	(591,000)	(40.4%)
Borrowing costs	364,242	364,299	364,392	364,300	364,629	364,629	364,326	364,326	1,014,800	650,474	178.5%
Reserve transfers	(176,153)	303,058	1,834,880	871,956	1,225,630	813,386	(65,482)	(65,482)	1,077,300	1,142,782	(1745.2%)
<b>*Total Expenses</b>	<b>10,145,445</b>	<b>11,168,253</b>	<b>11,537,993</b>	<b>11,501,106</b>	<b>11,821,965</b>	<b>11,694,067</b>	<b>12,228,112</b>	<b>12,223,400</b>	<b>14,624,813</b>	<b>2,401,413</b>	<b>19.65%</b>
<b>Surplus / (Deficit)</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(115,192)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Revenue Budget to Actual / Forecast	(1,022,807)		36,887		127,898		(110,480)				
Niagara Region	65.6%	62.4%	54.4%	61.0%	54.0%	59.5%	61.4%	59.9%	57.2%		
Capital & Reserves	8.7%	12.2%	21.1%	12.8%	22.1%	12.0%	11.4%	11.4%	13.3%		
<b>% of Total Revenue</b>	<b>74.3%</b>	<b>74.6%</b>	<b>75.5%</b>	<b>73.8%</b>	<b>76.1%</b>	<b>71.5%</b>	<b>72.8%</b>	<b>71.3%</b>	<b>70.6%</b>		

\*Some expense categories have been re-classed in this schedule to match prior years' reporting.

**Appendix C - Summary - Five Year Water Budgets**

	2020	2020	2021	2021	2022	2022	2023	2023	2024	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	43,773	49,600	118,714	39,998	71,587	97,000	28,700	63,100	28,700	(34,400)	(54.5%)
Variable	2,192,600	2,600,201	2,140,479	2,128,931	2,142,479	2,120,000	2,280,300	2,376,000	2,604,993	228,993	9.6%
Fixed	2,649,521	2,530,023	2,568,152	2,572,569	2,547,531	2,540,000	2,750,920	2,743,200	3,305,420	562,220	20.5%
<b>Total Revenue</b>	<b>4,885,893</b>	<b>5,179,824</b>	<b>4,827,345</b>	<b>4,741,498</b>	<b>4,761,596</b>	<b>4,757,000</b>	<b>5,059,920</b>	<b>5,182,300</b>	<b>5,939,113</b>	<b>756,813</b>	<b>14.60%</b>
<b>Fixed vs. Variable</b>	<b>55%</b>	<b>49%</b>	<b>55%</b>	<b>55%</b>	<b>54%</b>	<b>55%</b>	<b>55%</b>	<b>54%</b>	<b>56%</b>		
Niagara Region	2,124,086	2,430,382	2,013,547	2,212,840	2,172,540	2,040,866	2,455,000	2,398,200	2,572,900	174,700	7.3%
Personnel costs	540,705	790,145	610,954	561,350	649,478	749,300	656,900	714,540	589,900	(124,640)	(17.4%)
Operations	875,788	741,748	774,080	739,260	845,712	935,310	1,067,306	1,003,970	1,149,513	145,543	14.5%
Capital	509,219	509,219	200,000	250,000	266,700	266,700	621,700	621,700	568,700	(53,000)	(8.5%)
Borrowing costs	364,242	364,299	364,392	364,300	364,629	364,629	364,326	364,326	364,800	474	0.1%
Reserve transfers	471,853	344,031	864,372	613,748	462,537	400,195	79,564	79,564	693,300	613,736	771.4%
<b>*Total Expenses</b>	<b>4,885,893</b>	<b>5,179,824</b>	<b>4,827,345</b>	<b>4,741,498</b>	<b>4,761,596</b>	<b>4,757,000</b>	<b>5,244,796</b>	<b>5,182,300</b>	<b>5,939,113</b>	<b>756,813</b>	<b>14.60%</b>
<b>Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(184,876)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Revenue Budget to Actual / Forecast	(293,931)		85,847		4,596		(122,380)				
Niagara Region	43.5%	46.9%	41.7%	46.7%	45.6%	42.9%	46.8%	46.3%	43.3%		
Capital & Reserves	20.1%	16.5%	22.0%	18.2%	15.3%	14.0%	13.4%	13.5%	21.2%		
<b>% of Total Revenue</b>	<b>63.6%</b>	<b>63.4%</b>	<b>63.8%</b>	<b>64.9%</b>	<b>60.9%</b>	<b>56.9%</b>	<b>60.2%</b>	<b>59.8%</b>	<b>64.6%</b>		

\*Some expense categories have been re-classed in this schedule to match prior years' reporting.

**Appendix C - Summary - Five Year Wastewater Budgets**

	2020	2020	2021	2021	2022	2022	2023	2023	2024	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	14,306	19,500	63,962	33,000	82,109	14,000	89,800	31,100	31,400	300	1.0%
Variable	1,723,798	2,559,638	1,022,571	2,207,282	632,371	623,067	457,500	640,000	698,400	58,400	9.1%
Fixed	3,521,448	3,409,291	5,624,115	4,519,326	6,345,888	6,300,000	6,505,700	6,370,000	7,955,900	1,585,900	24.9%
<b>Total Revenue</b>	<b>5,259,552</b>	<b>5,988,429</b>	<b>6,710,648</b>	<b>6,759,608</b>	<b>7,060,368</b>	<b>6,937,067</b>	<b>7,053,000</b>	<b>7,041,100</b>	<b>8,685,700</b>	<b>1,644,600</b>	<b>23.36%</b>
<b>Fixed vs. Variable</b>	<b>67%</b>	<b>57%</b>	<b>85%</b>	<b>67%</b>	<b>91%</b>	<b>91%</b>	<b>93%</b>	<b>91%</b>	<b>92%</b>		
Niagara Region	4,531,531	4,544,117	4,265,746	4,805,000	4,209,067	4,920,879	5,052,600	4,920,879	5,797,279	876,400	17.8%
Personnel costs	108,994	354,379	305,477	561,350	324,739	374,600	328,450	357,270	356,025	(1,245)	(0.3%)
Operations	721,460	585,333	768,917	785,050	638,672	903,500	907,312	1,067,997	1,196,396	128,399	12.0%
Capital	545,573	545,573	400,000	350,000	1,124,797	324,897	840,000	840,000	302,000	(538,000)	(64.0%)
Borrowing costs	-	-	-	-	-	-	-	-	650,000	650,000	
Reserve transfers	(648,006)	(40,973)	970,508	258,208	763,093	413,191	(145,046)	(145,046)	384,000	529,046	(364.7%)
<b>*Total Expenses</b>	<b>5,259,552</b>	<b>5,988,429</b>	<b>6,710,648</b>	<b>6,759,608</b>	<b>7,060,368</b>	<b>6,937,067</b>	<b>6,983,316</b>	<b>7,041,100</b>	<b>8,685,700</b>	<b>1,644,600</b>	<b>23.36%</b>
<b>Surplus / (Deficit)</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>69,684</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Revenue Budget to Actual / Forecast	(728,877)		(48,960)		123,301						
Niagara Region	86.2%	75.9%	63.6%	71.1%	59.6%	70.9%	72.4%	69.9%	66.7%		
Capital & Reserves	(1.9%)	8.4%	20.4%	9.0%	26.7%	10.6%	10.0%	9.9%	7.9%		
<b>% of Total Revenue</b>	<b>84.2%</b>	<b>84.3%</b>	<b>84.0%</b>	<b>80.1%</b>	<b>86.4%</b>	<b>81.6%</b>	<b>82.3%</b>	<b>79.8%</b>	<b>74.6%</b>		

\*Some expense categories have been re-classed in this schedule to match prior years' reporting.

**Appendix C - Summary - Four Year Storm Sewer Budgets**

	2020	2020	2021	2021	2022	2022	2023	2023	2024
	Actual	Budget	Actual	Budget	Actual	Budget	Foercast	Budget	Budget
Installation service fee	(276)	5,000	-	-	120	-	700	-	
Rate fees	766,976	770,279	693,086	854,720	1,305,980	1,407,000	1,382,200	1,437,700	1,934,800
<b>Total Revenue</b>	<b>766,700</b>	<b>775,279</b>	<b>693,086</b>	<b>854,720</b>	<b>1,306,100</b>	<b>1,407,000</b>	<b>1,382,900</b>	<b>1,437,700</b>	<b>1,934,800</b>
Personnel costs	-	-	101,826	-	108,487	124,800	109,450	119,090	37,875
Operations	279,204	248,181	156,948	252,870	128,578	250,100	263,901	351,962	455,725
Capital	39,998	-	23,724	23,724	210,876	110,000	850,000	850,000	26,000
Borrowing costs	309,823	299,819	531,156	535,819	531,156	531,156	531,155	531,155	531,200
Reserve transfers	137,675	227,279	(120,567)	42,307	327,003	390,944	(414,507)	(414,507)	884,000
<b>*Total Expenses</b>	<b>766,700</b>	<b>775,279</b>	<b>693,086</b>	<b>854,720</b>	<b>1,306,100</b>	<b>1,407,000</b>	<b>1,339,999</b>	<b>1,437,700</b>	<b>1,934,800</b>
<b>Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>42,901</b>	<b>-</b>	<b>-</b>

\*Some expense categories have been re-classed in this schedule to match prior years' reporting.



Appendix D - Divisional Usage & Billing Metrics  
Report 2023-164

# Appendix D - Divisional Usage & Billing Metrics

## Appendix D - Water and Wastewater Usage and Billing Metrics

	2019	2020	2021	2022	2023
	Actual	Actual	Actual	Actual	Forecast
<b>Water (M<sup>3</sup>)</b>					
Water purchase from Region (Actual)	2,656,040	2,541,330	2,335,980	2,537,830	2,822,400
Water purchase from Region (3 year average for budget)	3,023,863	3,037,000	2,873,000	2,541,000	2,465,000
Water of Region Total (3 year average for Budget purposes)	58,130,000	57,148,000	56,860,000	55,183,000	55,240,000
Port Colborne %	5.20%	5.31%	5.05%	4.60%	4.46%
<b>Wastewater (M<sup>3</sup>)</b>					
Wastewater to Region (Actual)	4,846,000	4,126,341	3,698,000	3,702,000	4,330,690
Wastewater to Region (Budget basis - 3 Year Average - Oct 31 Ending)	3,944,000	4,480,000	4,590,000	4,232,000	4,590,000
Wastewater of Region Total (Budget basis - 3 Year Average - Oct 31 Ending)	70,306,000	75,938,000	75,218,000	70,681,000	75,218,000
Port Colborne %	5.61%	5.90%	6.10%	5.99%	6.10%
<b>Billing (M<sup>3</sup>)</b>					
Water bill	1,632,548	1,629,458	1,607,686	1,623,262	1,598,479
Water billed vs. Water Purchased (Goal 85%)	61.47%	64.12%	68.82%	63.96%	56.64%
<b>Additional Data</b>					
Lake Level (Avg. cm above datum)	134.0	140.0	117.0	98.0	98.0 (to June)
Precipitation (MM)	1,078.3	830.0	939.0	839.0	763.0 (to September)