

2025 Capital and Related Project and Levy (Operating) Budget

Budget Committee of the Whole: October 16, 2024



PORT COLBORNE

2025 Capital (All) and Levy (Operating) Budget

In preparing the **2025 Capital and Related Project and Levy (Operating) 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

- 1 2025 Budget Summary
- 2 City Fundamentals
- 3 Budget Details – Capital (All)
- 4 Budget Details – Levy (Operating)
- 5 Looking Forward
- 6 Thank You

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- 1 2025 Budget Summary
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- Recommendation
- Vision, Mission, & Corporate Values
- Alignment with the Strategic Plan
- Budget Highlights
- Process
- Tax (Levy) impacts
- Tax and rate comparisons
- Risks to the budget

Recommendation

That the Corporate Service Department, Financial Services Division, Report No. 2024-184 Subject: 2025 Capital and Related Project and Levy (Operating) Budget, **BE RECEIVED**; and

That the recommended transfers to and from the City's capital close-out account and related accounts as outlined in Appendix C of the Corporate Services Report 2024-184 **BE APPROVED**; and

That the 2025 Capital and Related Project and Levy (Operating) Budget in Report 2024-184, **BE APPROVED** and that the projects identified in the 2025 Capital and Related Project and Levy (Operating) Budget be permitted to begin immediately where feasible.



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**



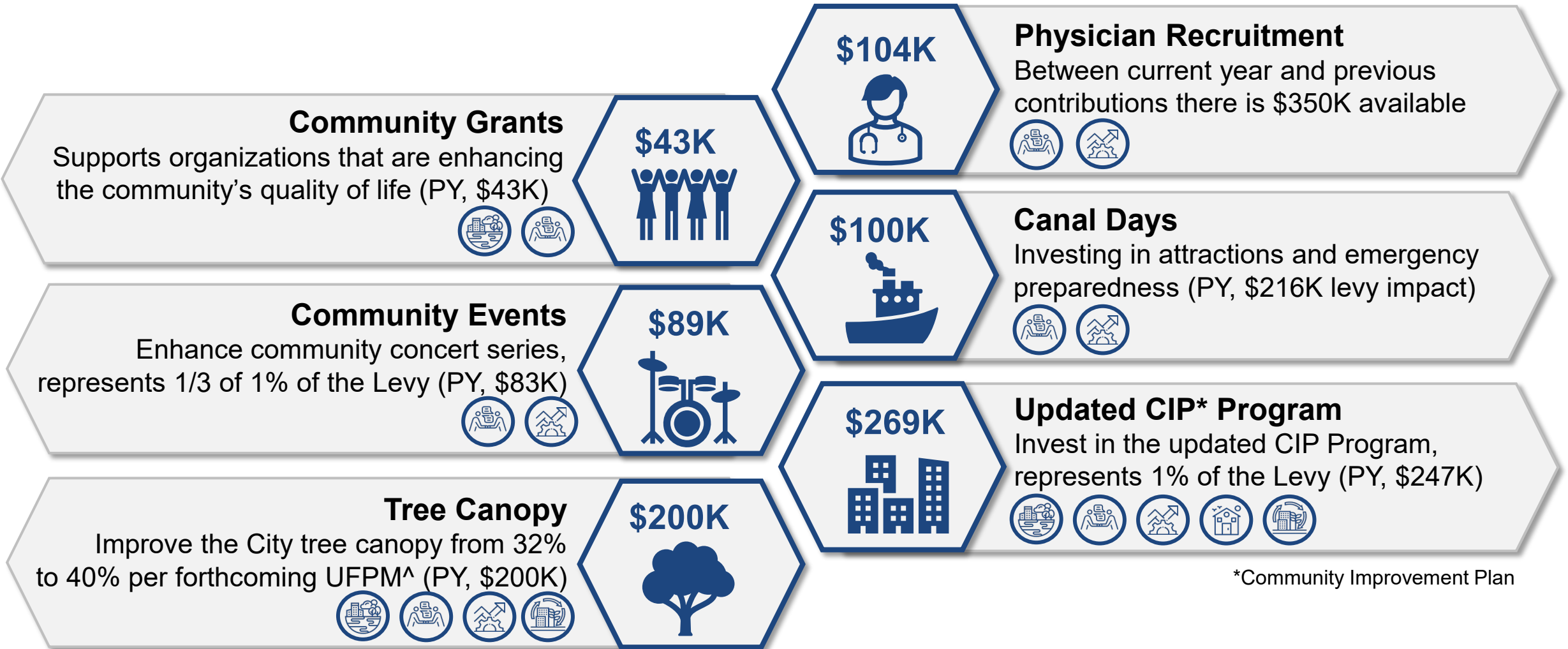
**Increased
Housing
Options**



**Sustainable
& Resilient
Infrastructure**

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

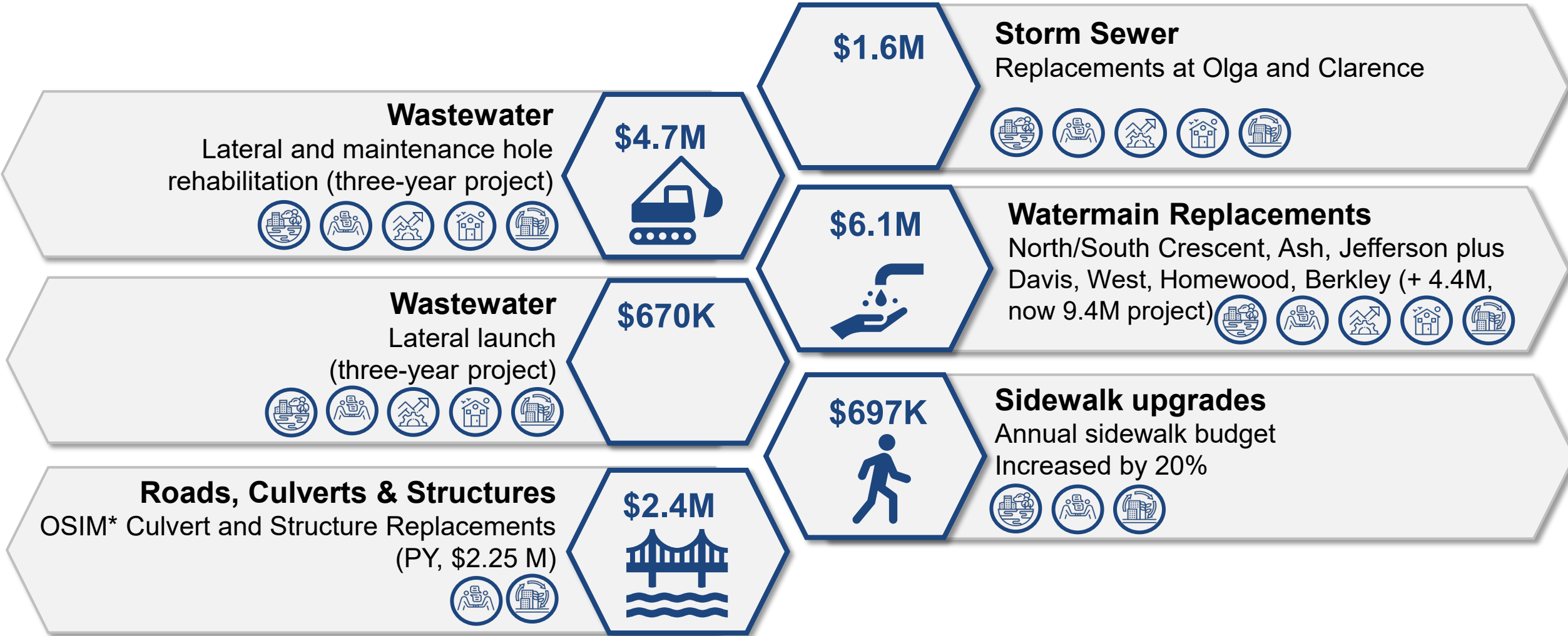
Budget Highlights



*Community Improvement Plan

^Urban forest management plan, target already set in Strategic Plan

Budget Highlights



* Ontario Structure Inspection Manual

Budget Highlights

Park improvements

Lock 8, West Street, Johnson Street, Lockview



\$2M



\$405K



NRH* Partnership

Affordable housing project – land contribution



\$10K



Accessible Step up (Stop Gap) Initiative

Program to improve access to businesses



\$203K



VHWC Building

Includes projects such as rink bench floor mats and family change room



\$75K



New billing software

Will ensure fixed costs are fixed – shared service project with Niagara Falls



Fire Masterplan

As directed through the shared service planning with Wainfleet



\$150K



* Niagara Region Housing



Budget Highlights – Cultural Block

Sherk Log Cabin 1844 Roof
Cedar shake roof replacement



\$20K

\$550K



Library Roof

Roof replacement with warranty



Schoolhouse 1835 Ceiling Repair
Damage occurred from squirrels



\$20K



\$25K



Museum Fence Replacement

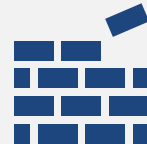
Volunteers supporting by making and painting pickets



Williams Home 1861 Repoint
Repoint the stone on Façade with Willowbank School of Restoration



\$15K



\$40K



Roselawn Accessibility Phase II

Doorways and reception near new ramp



Alignment with the Strategic Plan



**Environment
& Climate
Change**



**Welcoming,
Livable &
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**Economic
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**Increased
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PEOPLE  **SIMPLE**  **VALUE**  **CUSTOMER**



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Environment & Climate Change



Goal:

To adapt to the global climate emergency.

Measures:

Reach net-zero energy by 2040 through reduced greenhouse gas emissions and improved energy efficiency.



Current projects:

- Electric Charging Stations
- Transitioning Light Duty Fleet
- Energy efficiency engineering at the Vale Health & Wellness Centre
- Net-zero recreation facility in Sherston



Environment & Climate Change



Goal:

To grow the total tree population.

Measures:

Increase the canopy cover to 40% by 2040.

Currently 32%.



Current initiatives:

- City gave away 1000 trees this year
- Vale partnership at Canal Days with a tree giveaway
- City is planting 400 trees this year
- Lockview and Johnson Street parks



Environment & Climate Change



Goal:

To improve the resiliency of the storm sewer system against current and future climate-related risks and disaster.

Measures:

- Replace the storm sewer system in areas impacted by seiche flooding events
- Minimize vulnerabilities to residences and businesses by reducing inflow and infiltration to the wastewater system.



Current projects:

- Mapping the storm sewer system
- Olga and Clarence storm sewer replacements



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Welcoming, Livable, and Healthy Community

Goal:

To support our community health

Measures:

- Invest in physician recruitment activities to reach 14 family physicians by 2026
- Facilitate partnerships that provide funding for health and social programs



Approach:

- Social Determinants of Health Advisory Committee
- Health Care Working Group

Current initiatives:

- Pursuing YMCA and Niagara Region childcare opportunity
- Investing in physician recruitment (City has \$350K to invest)



Welcoming, Livable, and Healthy Community



Goal:

To provide exceptional park and community event experiences

Measures:

- Meet a benchmark of 13.1 km of trails per 20,000 residents
 - Currently 19.75 km per 20,033 residents
- Focus on new trails on Welland Avenue and from the T.A. Lannan Sports Complex (TALSC) to Lockview Park and Lock 8 Gateway Park
- Meet a benchmark of one park per 2,014 residents
 - Currently 3.4 parks per 2,014 residents
- Meet a benchmark of 11.3 acres of park per 1,000 residents
 - Currently 20.59 acres per 1,000 residents
- Benchmark a positive net promotor score (NPS) for community events

Results:

- Community Concert Series NPS was 94
- Community Concert Series collected 2,300 lbs of food for Port Cares and residents of the City
- 2024 Extra Event: The Eclipse

Current projects:

- Lockview Park
- Lock 8 Gateway Park
- Johnson Park
- West Street Parkette
- Lions Field (completed)
- Victoria Park (completed)
- TALSC to Lockview Park sidewalk (completed)
- Lockview Park to Lock 8 Park trail
- Welland Ave Bridge to Nickel Beach trail



Welcoming, Livable, and Healthy Community



Goal:

To lead collaboration in support of a welcoming, livable, and healthy community through partnerships with non-profits

Measures:

- Benchmark a positive net promotor score (NPS) with non-profit partners (Survey in development to determine score)

Community Partners:

- Canada Day (Optimist)
- Lion's Carnival
- Canal Days (Port Colborne Minor Hockey, Port Colborne Wave, Port Colborne Marine Auxiliary Rescue, Port Cares)
- YMCA



Economic Prosperity



Goal:

To develop policies and principles to revitalize lands, buildings, and infrastructure

Measures:

- Establish growth management principles to intensify density and an appropriate mix of housing in the urban core
- Incentivize private sector investment in commercial façade improvements, residential redevelopment, brownfield remediation, and industrial redevelopment through new or improved CIPs

Approach:

- Official Plan (process started)
- Community Improvement Plan (completed)



Economic Prosperity



Goal:

To build relationships that are supportive of doing business within the city and increasing household income levels

Measures:

- Benchmark a positive net promoter score with existing and new members of the business community (Survey in development to determine score)
- Bring household income closer to the Niagara median

Approach:

- Official Plan (process started)
- Pursuing YMCA and Niagara Region childcare opportunity
- Community Improvement Plan (completed)



Economic Prosperity



Goal:

To develop property progressively and judiciously

Measures:

- Develop new industrial park on Invertose Road and Progress Drive
- Partner on the redevelopment of wharves 18.1, 18.2, and 18.3
- Develop redundant lands in the H.H. Knoll Lakeview Park area
- Develop the lands between Lakeshore Catholic High School and Chestnut Street

Progress:

- Wharves 18.1 and 18.2 is moving forward with Federal funding approved, other funding opportunities discussions are continuing
- All other projects are in development with reports coming to Council fall 2024 / winter 2025



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Appendix A – 2025 Capital and Related Project and Levy (Operating) Budget



Increased Housing Options



Goal:

To develop policies, by-laws, and processes that provide more diverse (form of tenure) housing options

Measures:

- Update the Official Plan and Zoning By-law
- Streamline the development approval process and implement a minimum affordable housing target requirement
- Incentivise affordable housing development through new or improved CIPs

Progress:

- Official Plan (process started)
- Affordable housing targets are being researched (Port Cares, 2 Niagara Region Housing Partnership Projects)
- Community Improvement Plan (completed)



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Appendix A – 2025 Capital and Related Project and Levy (Operating) Budget



Increased Housing Options



Goal:

To increase the number of affordable housing options

Measures:

- Track annual changes in the number of housing units and type of housing options

Progress:

Year	Units						Total
	Alternative Dwelling	Apartment	Single Detached	Semi-Detached	Townhouse	Seasonal	
2024 (to June)	8	4	12	0	0	17	41
2023	7	71	29	0	7	27	141
2022	9	8	52	0	6	67	142
2021	7	4	29	2	4	71	117
	31	87	122	2	17	182	441



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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%
- All bridges and culverts to have a Bridge Condition Index (BCI) of ≥ 41 by 2030. Currently 98%
- All roads and sidewalks to have a Pavement Condition Index (PCI) of ≥ 35 by 2030. Currently 97%
- All facilities rate to have a Facility Condition Index (FCI) of $\leq 10\%$ by 2030. Rating TBD - 2025.
- All parks to have a “to be replaced within the near-term” rating by 2030. Rating TBD – Parks and Recreation Masterplan.



Current projects:

- North/South Crescent, Ash and Jefferson watermain construction
- Davis, West, Homewood, Berkley watermain construction
- Relining 1/3 of wastewater lines
- Lateral and maintenance hole rehabilitation
- Lateral launches

Reminder:

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



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 billed ratio to 1 by 2040. Currently 3.23
- Reduce the water loss rate to 15% by 2040. Currently 42%

Approach:

- Our infrastructure investments
- Our data analysis and geographic information system
- Our People (Supervisor of Asset Management, Environmental Compliance Supervisor, Senior Project Manager and Manager of Customer Services)

Reminder:

- Wastewater to water “billed” ratio is currently >3





Sustainable & Resilient Infrastructure



Goal:

To fund infrastructure resulting from growth.

Measures:

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



Key project:

- Development Charge (DC) study is being presented to Council at the time this budget is being prepared.



Process

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

Current Value Assessment	Capital & Levy	Rate
Submissions to Finance	June 28, 2024	September 27, 2024
Staff Review	September 25, 2024	October 30, 2024
Budget Committee Package	October 2, 2024	November 6, 2024
Budget Committee of the Whole	October 16, 2024	November 20, 2024
Council Approval	October 22, 2024	November 26, 2024

Property Tax Impacts



For an average residential property valued at \$214,435

55%
Capital

45%
Operational

	Estimated % Change	Proportional Based on 2024	Estimated \$ Impact	Estimated \$ Impact
City	6.00%*	52.95%	3.18%	\$139
Niagara Region (July 25, 2024)	8.27%*	39.54%	3.27%	\$143
Education	0.00 %	7.51%	0.0%	\$ 0
Total		100%	6.45%	\$282

* Net of assessment growth, City growth is estimated at 2.5% and Niagara Region growth is estimated at 1.5%

Property Tax Impacts

Property Tax Allocation Capital vs. Operations

	2025	2024	2023	2022	2021
Capital	3.30% 55%	2.85% 57%	2.46% 51%	2.16% 39%	1.72% 29%
Operations	2.70% 45%	2.16% 43%	2.36% 49%	3.33% 61%	4.20% 71%
Aggregate	6.00%	5.01%	4.82%	5.49%	5.92%
Capital Budget	\$4,380,731	\$3,825,509	\$2,676,451	\$2,029,669	\$1,676,539

\$12.2 million in capital renewal, rehabilitation & replacement infrastructure spending is required, on levy related assets, per year over the next 20 years (in present value dollars)

Property Tax Impacts

Operations increase compared to Consumer Price Index

	2025	2024	2023	2022	2021
Operations	2.70%	2.16%	2.36%	3.33%	4.20%
Consumer Price Index	2.00%^	2.5%*	3.4%	6.3%	4.8%

14.75% over 5 Year

19.0% over 5 Years

^ Bank of Canada policy/target rate

* August 2024

Property Tax Impacts

City Share of Property Tax Impacts (Blended) over the Past 5 years

	2025	2024	2023	2022	2021
Capital	1.75%	1.51%	1.32%	1.14%	0.90%
Operations	1.43%	1.14%	1.26%	1.78%	2.19%
Aggregate	3.18%	2.65%	2.58%	2.92%	3.09%

Comparison: Property Taxes

	CVA	Niagara Region	City	Education	Total	
City of Port Colborne (ALL)	\$214,435	\$2,385	\$2,314	\$328	\$4,371	+ Storm \$195.66
Average						
City of Port Colborne (Standard)	\$200,914	\$1,619	\$2,169	\$307	\$4,095	+ Storm \$195.66
Weight Average Local Area Municipality (LAMs)	\$333,666	\$2,572	\$1,962	\$511	\$5,045	
Median						
City of Port Colborne (Standard)	\$180,000	\$1,450	\$1,943	\$275	\$3,668	+ Storm \$195.66
Weight Average Local Area Municipality (LAMs)	\$308,333	\$2,376	\$1,814	\$472	\$4,662	

Driven by assessment

Full-time fire department vs. volunteer; and Focus on capital (20% of levy in 2024)

Comparison: Water and Wastewater Rates

Equals 1 cent per litre for water
(if allocating no cost to wastewater)

	Avg. Usage	Water	Wastewater	Total
City of Port Colborne (ALL)	188 m3	\$757	\$1,123	\$1,880
Next Closest LAMs	188 m3	\$669	\$1,038	\$1,707
Average LAMs	188 m3	\$596	\$786	\$1,382
Median LAM	188 m3	\$587	\$714	\$1,301

Wastewater differential is driven by inflow and infiltration

Comparison: Total Cost

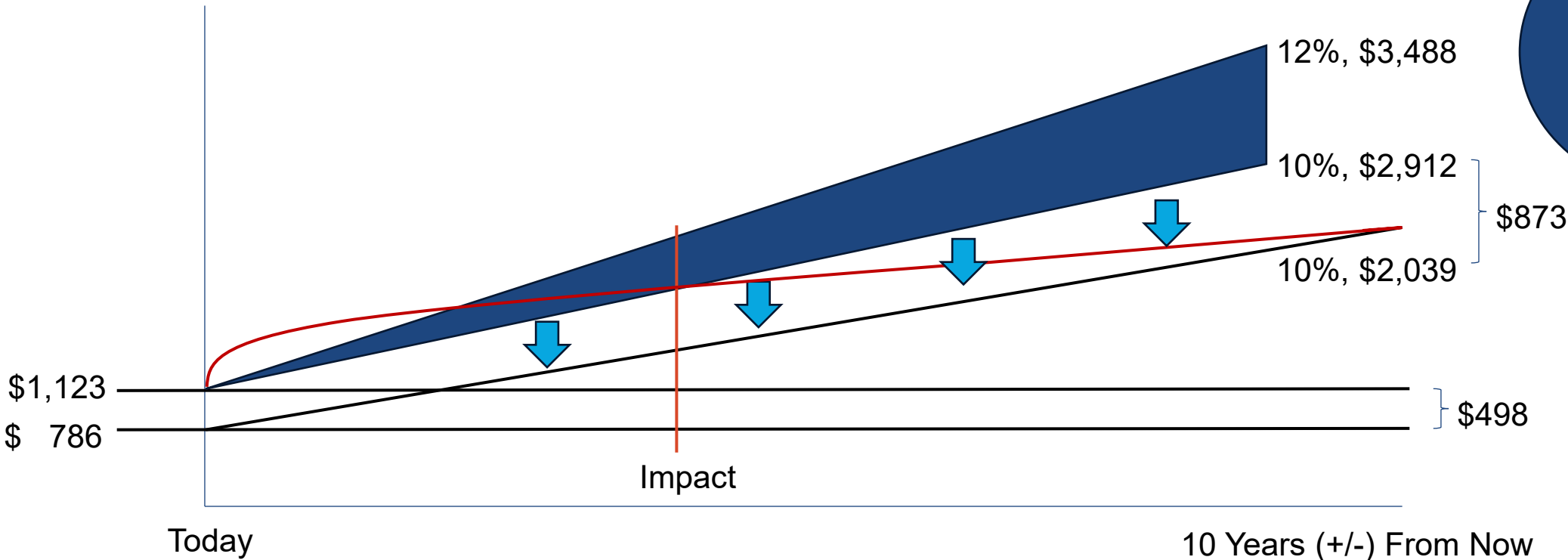
CVA	Port Colborne	Local Area Municipalities	Delta
Property Tax	4,095	5,045	(950)
Storm Sewer	196	Included in above	196
	4,291	5,045	(754)
Water and Wastewater	1,880	1,382	498
Total	6,171	6,427	(256)

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



Impact of Doing Nothing

Illustration - Annual Wastewater Payment per Average Residential Property

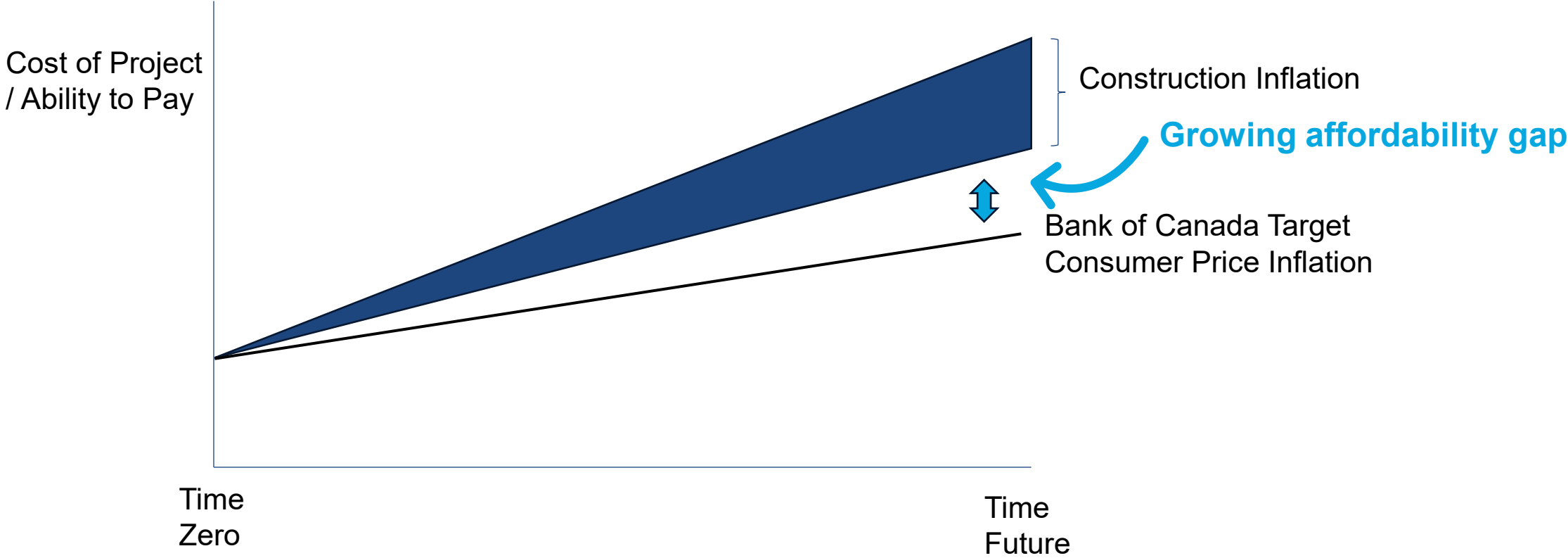


≈ 70% of bill is Niagara Region

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

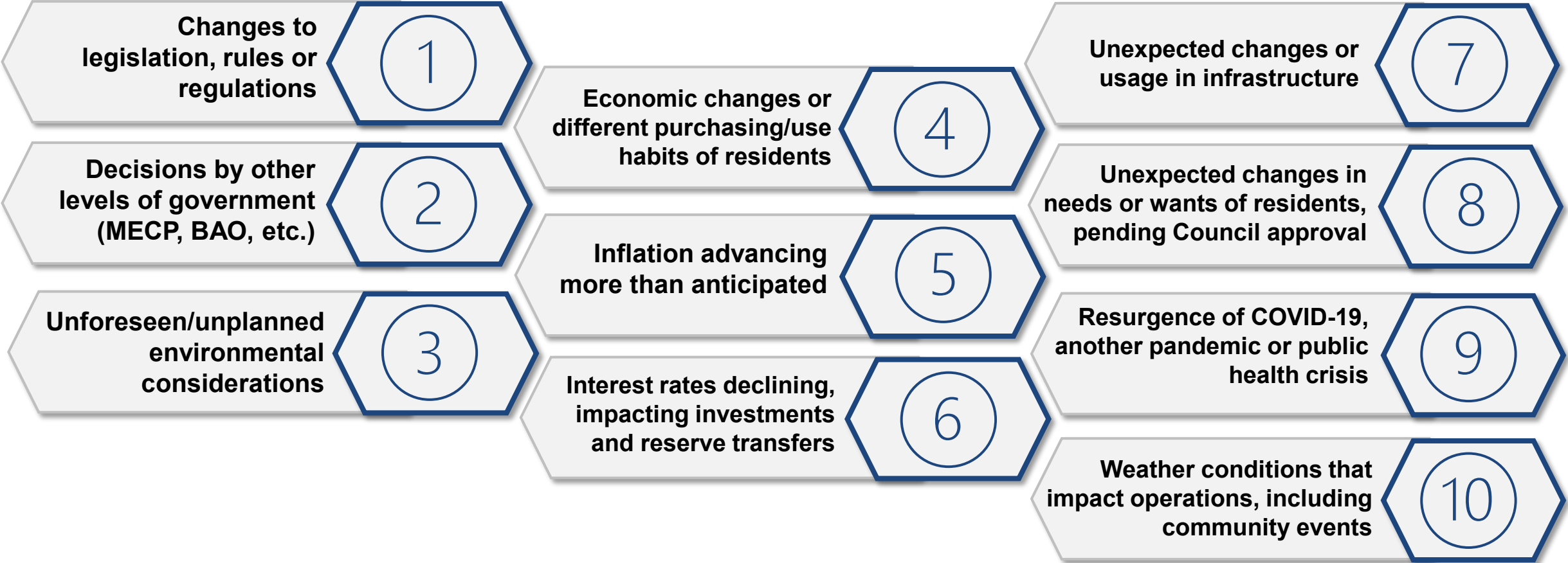
Impact of Doing Nothing

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:



Risks Mitigation

Risks as identified in this presentation, including the additional notable specific risks here, are first addressed (mitigated) by management through the in-year operating budget. Where available adjustments are made to accommodate in-year financial pressures that arise. In the case adjustments cannot be made due to factors like timing or magnitude of the pressure, the contingency reserve is the mitigation plan.

Notably Specific Risk

Building permits below forecast

Planning applications below forecast

Municipal Accommodation Tax (MAT) delayed

Beach and Marina Users below forecast

Assessment Growth

Mitigation Plan

Building Reserve

In-year operating budget and/or contingency Reserve

In-year operating budget and/or contingency Reserve

In –year operating budget and/or Beach and Marina Reserves

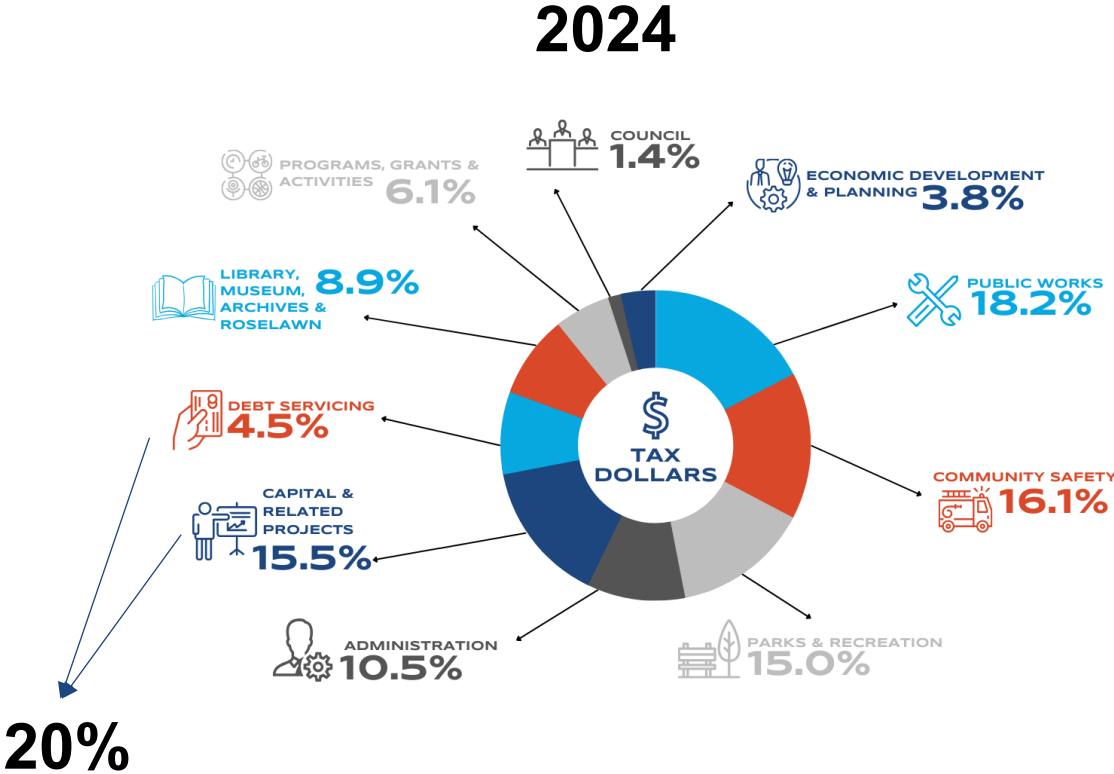
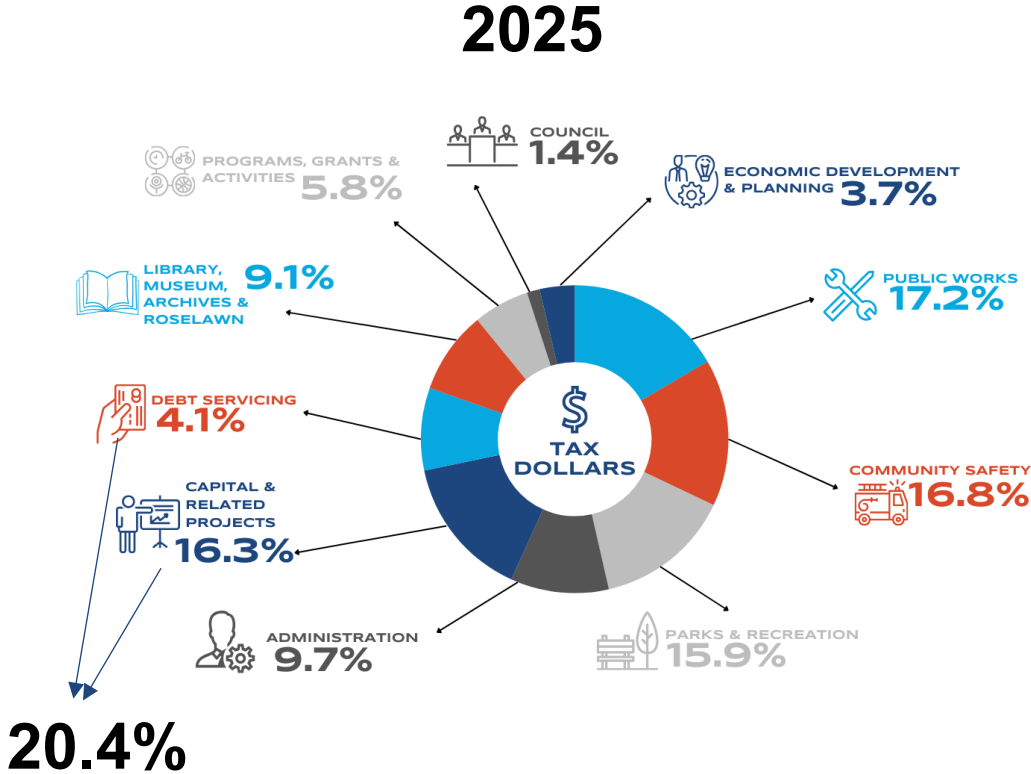
Adjust property tax rate at final setting in April 2025

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- What tax dollars support ...
- City growth projections
- Progress on 2024 Capital and Related Projects
- 2024 Levy (Operating) forecast
- Debt and reserves outlook
- Capital funding requirements

What tax dollars support ...



City Growth Projections

Historical Residential Building Starts

Year	Units						Total
	Alternative Dwelling	Apartment	Single Detached	Semi-Detached	Townhouse	Seasonal	
2024 (to June)	8	4	12	0	0	17	41
2023	7	71	29	0	7	27	141
2022	9	8	52	0	6	67	142
2021	7	4	29	2	4	71	117
Total	31	87	122	2	17	182	441

Housing units growing to 180+ per year in Development Charge plan

7,000 housing units in secondary planning phases (excluding City owned land opportunities)

Estimated \$200 million in assessment growth from CIP projects based on corporate approved initial phases.



Equates to approximately \$4.5 million in property taxes from a base of \$26.8 million (2025 budget) representing 16.8%

Progress on 2024 and Prior

Estimated Project Completion Timeline

Department	Open Projects At the beginning of 2024 T2	Projects Approved in T2	Total Open Projects for 2024 T2	Projects Completed/Closed out	Open Projects - At the end of 2024 T2	Closeout Percentage
Global CLT	2	-	2	-	2	0.0%
Development	5	-	5	-	5	0.0%
Communications	3	-	3	-	3	0.0%
Corporate Services	7	-	7	(1)	6	14.3%
Community Safety	3	-	3	-	3	0.0%
Planning	2	-	2	-	2	0.0%
Library	6	-	6	(2)	4	33.3%
Museum + Roselawn	10	-	10	(3)	7	30.0%
Self-sustaining Entities	5	-	5	(1)	4	20.0%
Public Works	35	1	36	(6)	30	16.7%
Rates (Water, Wastewater, Storm Sewer)	28	-	28	(3)	25	10.7%
Total	106	1	107	(16)	91	15.0%

+

41 projects in this proposed budget

132 total projects (152 prior year)

Progress on 2024 and Prior

Estimated Project Completion Timeline

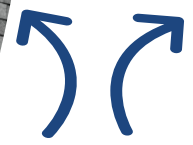
Department	2024 T3	2025 T1	Multi-Year Project	Forecasted Open Projects End of 2024
Global	-	-	2	2
Development	4		1	1
Communications	2		1	1
Corporate Services	2		4	4
Community Safety	1		2	2
Planning		1	1	2
Library	4			-
Museum + Roselawn	4	3		3
Self-sustaining Entities	1		3	3
Public Works	16	1	13	14
Rates	11	2	12	14
Total	45	7	39	46

+

Projects in this proposed budget 41

87 total projects

Completed Projects



Road
Reconstruction Program



PORT COLBORNE

Completed Projects

Nickel Beach Pathway



Victoria Park Playground



Completed Projects



↶ ↷
Sidewalk Program

Completed Projects

← Hopf-Wagner Culvert



↗ Neff Street Storm Outlet



Completed Projects



City Hall AODA
Renovation

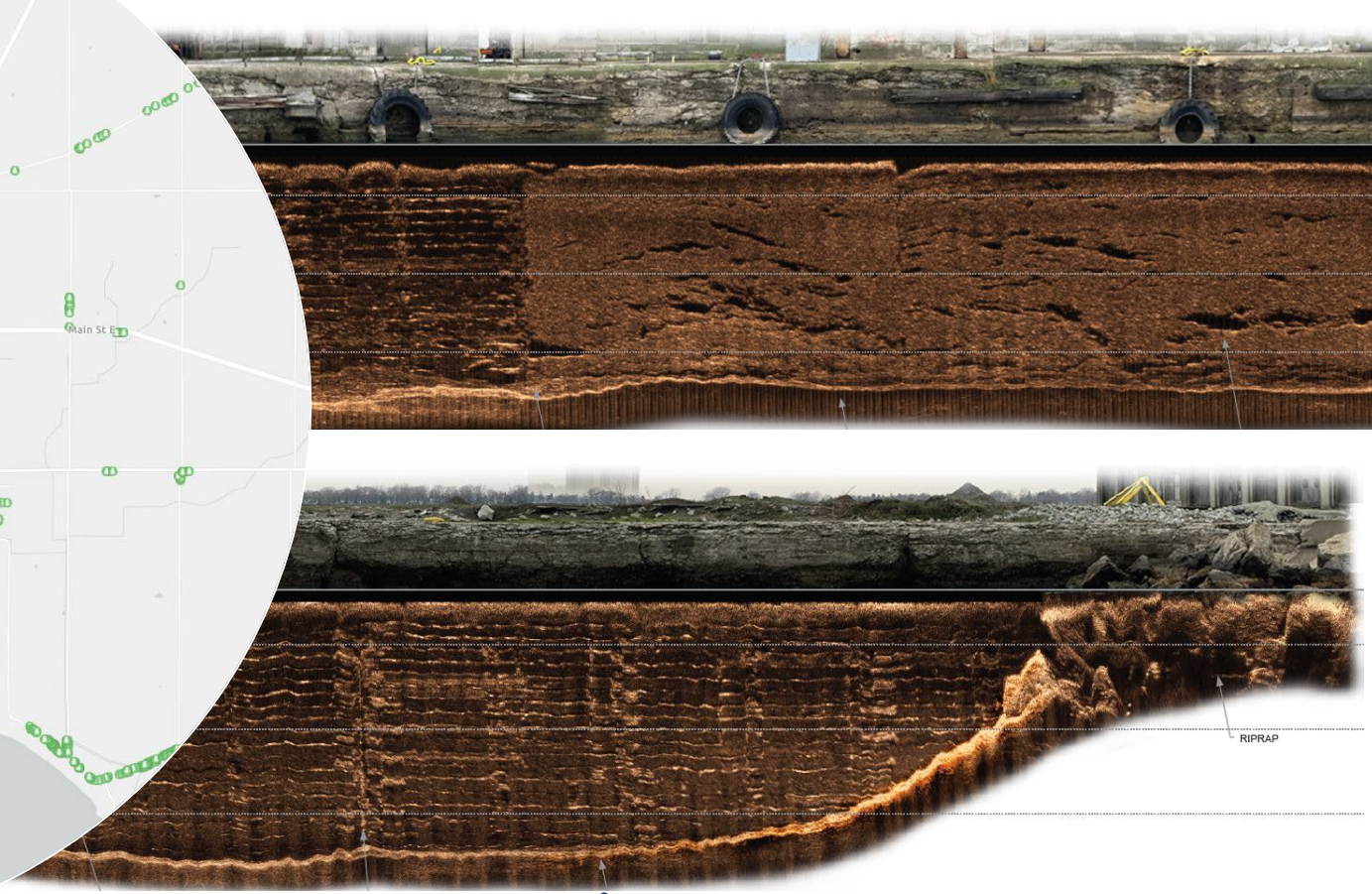


Lion's Field Streetscaping

Completed Projects

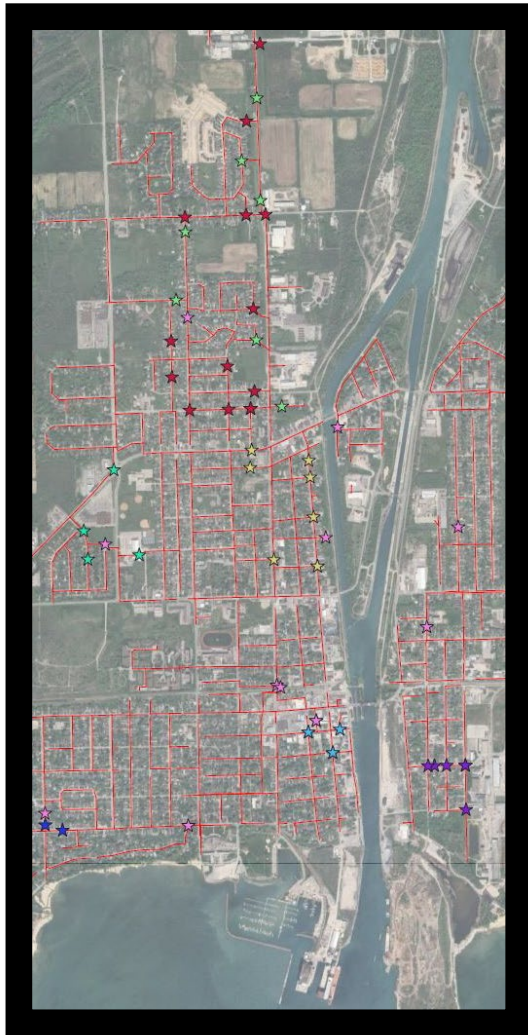


Urban Forest Management Plan



Seawall Inspection

Completed Projects



Flow Monitoring Program



Smoke Testing Program



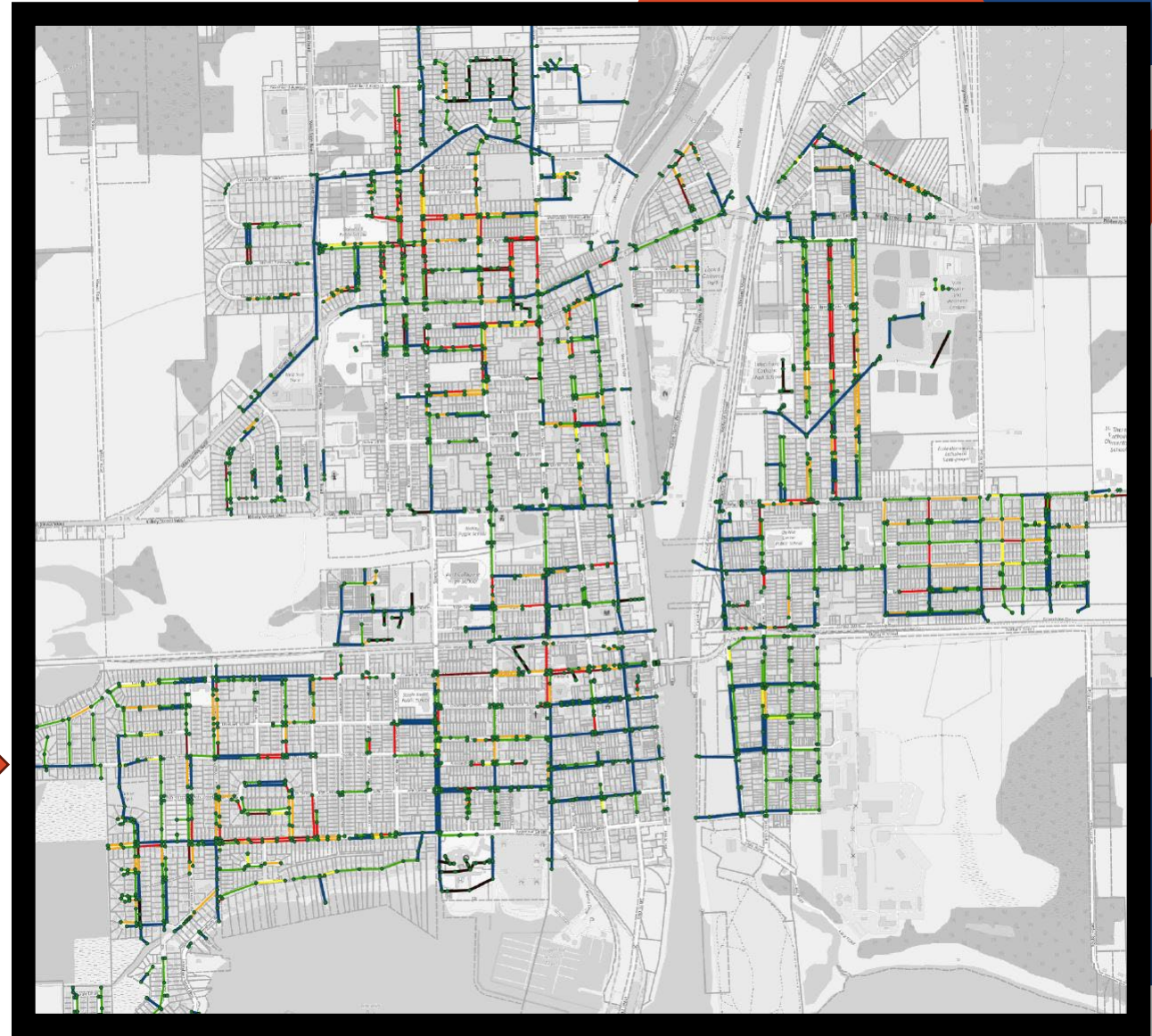
Priority Lining Program



Prioritized Lateral Inspection Program

Storm Sewer Inventory Program

Completed Projects



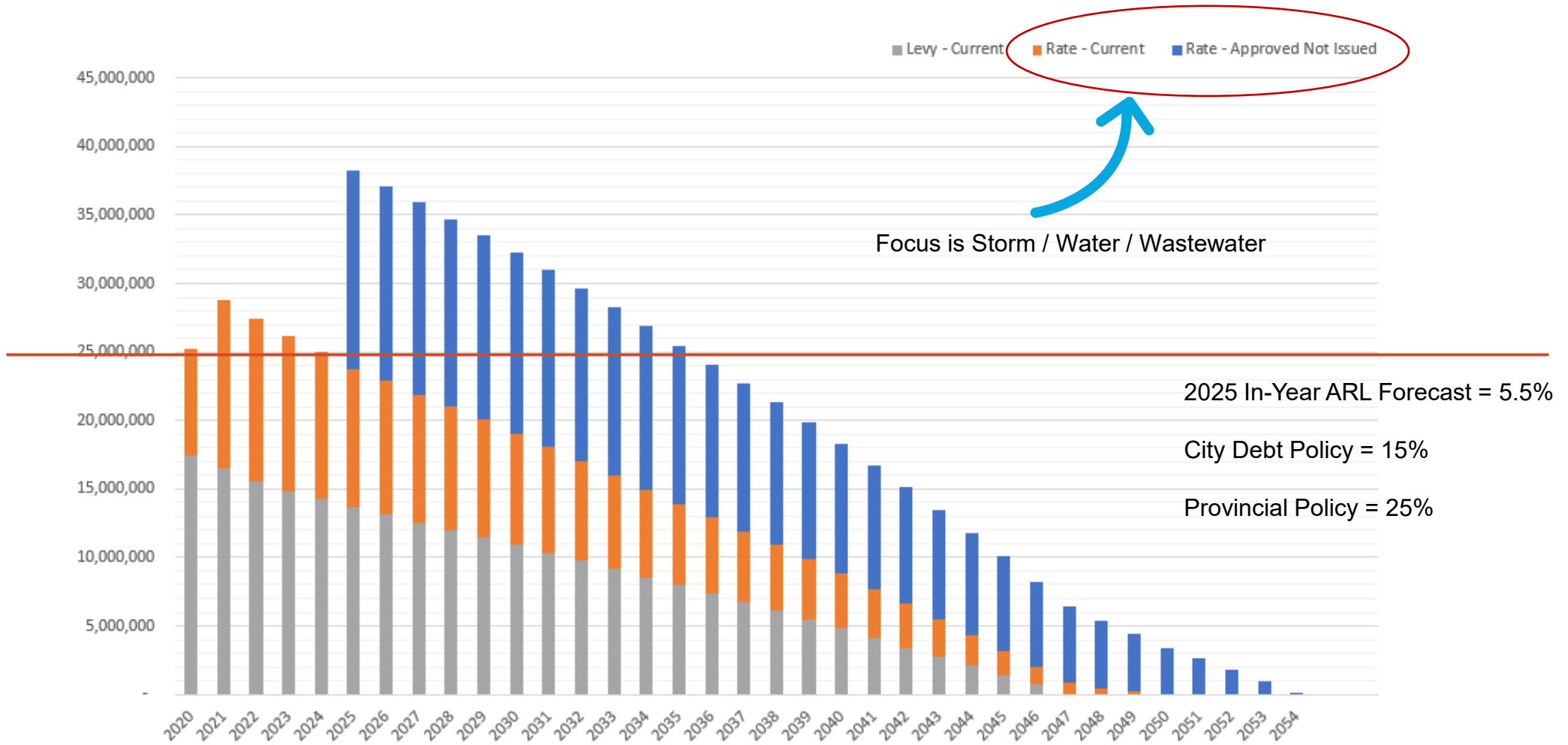
2024 Levy Forecast

	Budget		Forecast	Budget vs. Budget		2024 Budget vs. Forecast	
	2025	2024	2024	\$	%	\$	%
Revenue	39,465,389	36,375,365	38,680,281	3,090,024	8.5%	2,304,916	6.0%
Personnel Expenses	18,438,344	16,704,500	16,755,600	1,733,844	10.4%	51,100	0.3%
Operating Expenses	16,114,215	15,051,480	14,608,650	1,062,735	7.1%	(442,830)	(3.0%)
Total Expenses	34,552,559	31,755,980	31,364,250	2,796,579	8.8%	(391,730)	(1.2%)
Surplus/(Deficit) Before Allocations	4,912,830	4,619,385	7,316,031	293,445	6.4%	2,696,646	36.9%
Allocations (to)/from Departments	-	-	-	-	-	-	-
Surplus/(Deficit) After Allocations	4,912,830	4,619,385	7,316,031	293,445	6.4%	2,696,646	36.9%
Transfer to/(from) Capital	10,196,100	6,168,881	12,035,153	4,027,219	65.3%	5,866,272	48.7%
Transfer to/(from) Reserves	1,401,773	1,821,538	1,835,567	(419,765)	(23.0%)	14,029	0.8%
Transfer to/(from) Rates/Library	(6,685,043)	(3,371,034)	(6,554,689)	(3,314,009)	98.3%	(3,183,655)	48.6%
Surplus/(Deficit)	-	-	-	-	-	-	-

2024 Rate Forecast

	Budget	Forecast	2024 Budget vs. Forecast	
	2024	2024	\$	%
Revenue	16,559,613	16,449,200	(110,413)	(0.7%)
Personnel Expenses	983,800	917,400	(66,400)	(6.75%)
Operating Expenses	9,421,879	9,261,300	(160,579)	(1.7%)
Total Expenses	10,405,679	10,178,700	(226,979)	(2.18%)
Surplus/(Deficit) Before Allocations	6,153,934	6,270,500	116,566	1.89%
Allocations (to)/from Departments	-	-	-	-
Surplus/(Deficit) After Allocations	6,153,934	6,270,500	116,566	1.89%
Transfer to/(from) Reserves	1,961,300	(1,098,071)	(3,059,371)	(155.99%)
Transfer to/(from) Rates/Library	4,192,634	7,368,571	3,175,937	75.75%
Surplus/(Deficit)	-	-	-	-

Debt Position and Outlook



Some Future Need: East Side Service Lands, Wastewater Canal Crossing, Childcare and recreation centre, Marina Dredging

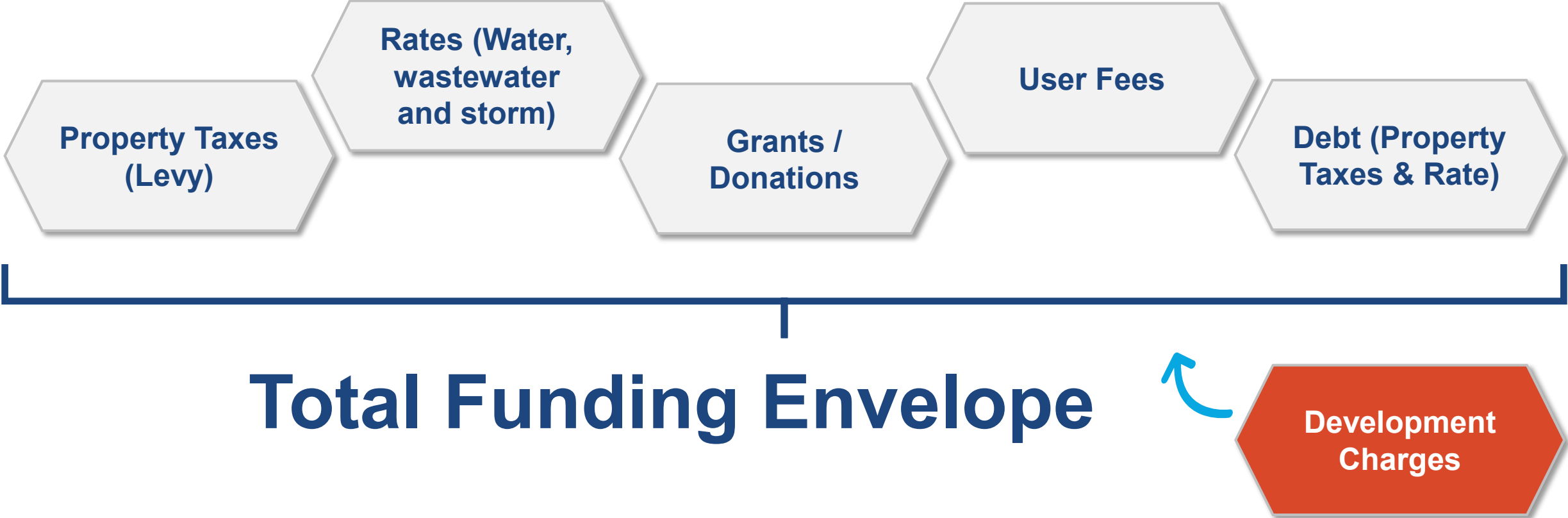
Reserves and Outlook

	2023 Year End Balance	2024 Approved Budget	2024 In-Year Approved Transfers	2024 T2 Forecasted Transfer	2024 T2 Capital Close Out	2024 Forecasted Transactions	2024 Forecasted Interest Allocation	2024 Forecasted Year-End Reserve Balance	2025 Budget & Future Debt Substitution	2025 Forecasted Reserve Balance
Museum Bequest Reserve	218,524							218,524		218,524
Museum Capital	1,729							1,729		1,729
Roselawn Capital	515,799	(26,500)						489,299	(40,000)	449,299
Building Department Reserve (RF)	149,085	(110,000)						39,085		39,085
Beach Reserve	198,166							198,166		198,166
Cemetery Reserve	32,000	53,100						85,100	85,000	170,100
Sugarloaf Marina Reserve	113,594	51,738						165,332		165,332
Marina Internal Financing	(1,064,212)	100,000					(20,300)	(984,512)	83,347	(901,165)
Eco Dev Internal Financing Reserve (W)	(989,000)	(300,000)				1,900,000	(57,000)	554,000	(1,085,735)	(531,736)
(A) Development Charges (DC) (RF)	1,268,175						63,400	1,331,575	53,263	1,384,838
Drain Internal Financing	(265,618)					130,000	(9,900)	(155,418)	122,200	(33,218)
Facilities Reserve	131,386	403,500						534,886	(350,000)	184,886
General Infrastructure (TCA) Reserve	1,116,827							1,116,827	(530,000)	586,827
Storm Sewer Reserve	61,317	884,000	(725,000)	12,806			7,400	240,523	135,285	375,808
Waste Water Reserve	3,029,733	384,000	(1,850,000)	677,403			131,800	2,372,936	(1,418,799)	954,137
Water Reserve	812,848	693,300	(1,190,000)	15,420	410,307		38,900	780,775	(347,291)	433,484
Total Capital Reserve	5,330,352	2,133,138	(3,765,000)	705,629	410,307	2,030,000	154,300	6,988,826	(3,292,731)	3,696,096

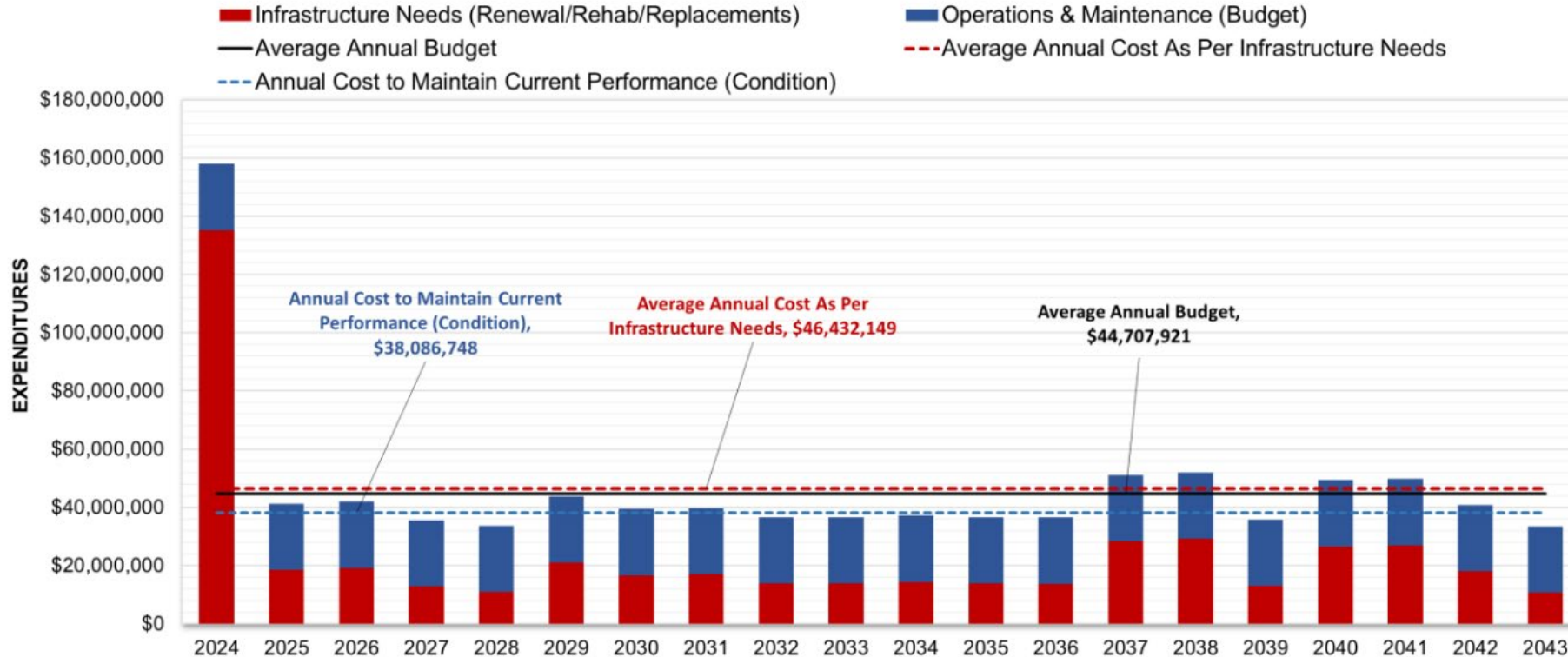
Reserves and Outlook

	2023 Year End Balance	2024 Approved Budget	2024 In-Year Approved Transfers	2024 T2 Forecasted Transfer	2024 T2 Capital Close Out	2024 Forecasted Transactions	2024 Forecasted Interest Allocation	2024 Forecasted Year-End Reserve Balance	2025 Budget & Future Debt Substitution	2025 Forecasted Reserve Balance
Total Boards and Committees Reserves	1,142,523	(26,500)	-	-	-	-	5,300	1,121,323	(35,581)	1,085,742
Total Programs, Grants and Activities	482,213	50,000	-	-	-	-	-	532,213	50,000	582,213
Total Self Sustaining Entities	(571,368)	94,838	-	-	-	-	(20,300)	(496,830)	168,347	(328,483)
Total General Government	9,396,051	478,700	(53,018)	-	-	1,900,000	99,900	11,821,633	(385,955)	11,435,679
Total Capital	8,235,162	4,066,317	(3,765,000)	705,629	410,307	(197,135)	348,400	9,793,780	(2,261,487)	7,532,293
Total Reserves before WIP	18,684,581	4,663,355	(3,818,018)	705,629	410,307	1,702,865	433,300	22,772,119	(2,464,675)	20,307,444

Funding Sources – Capital Budget



Funding Level



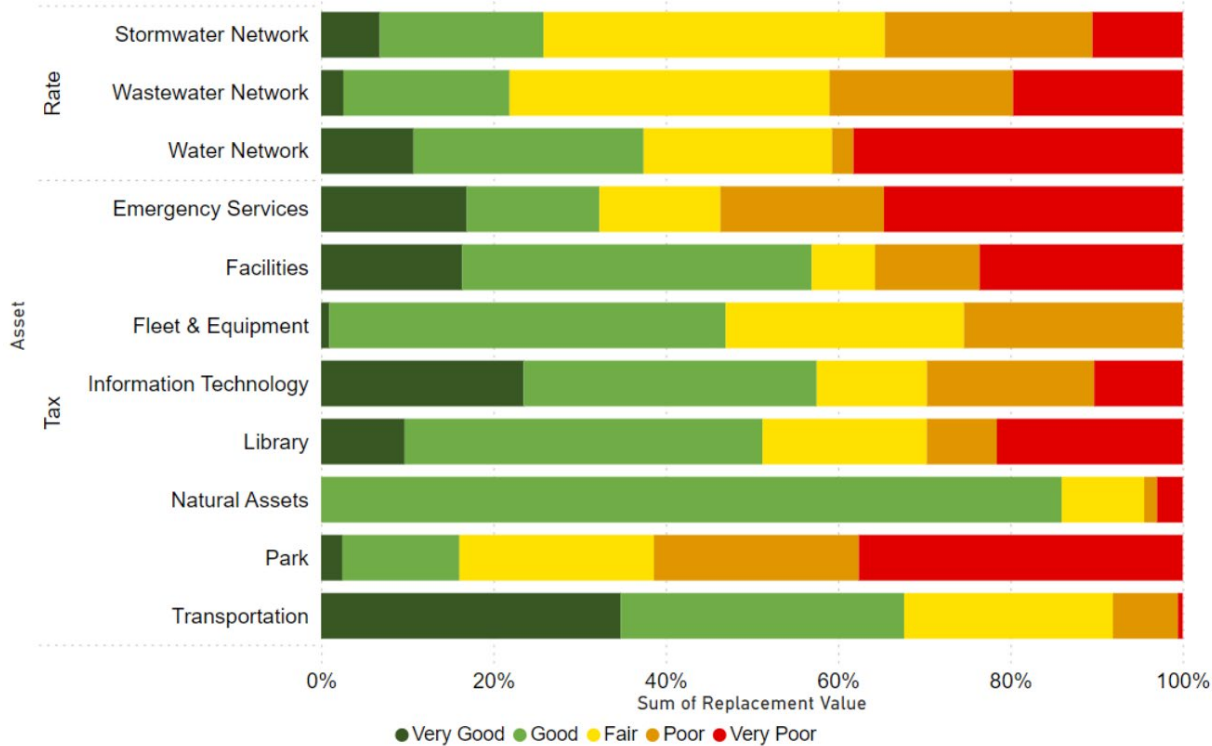
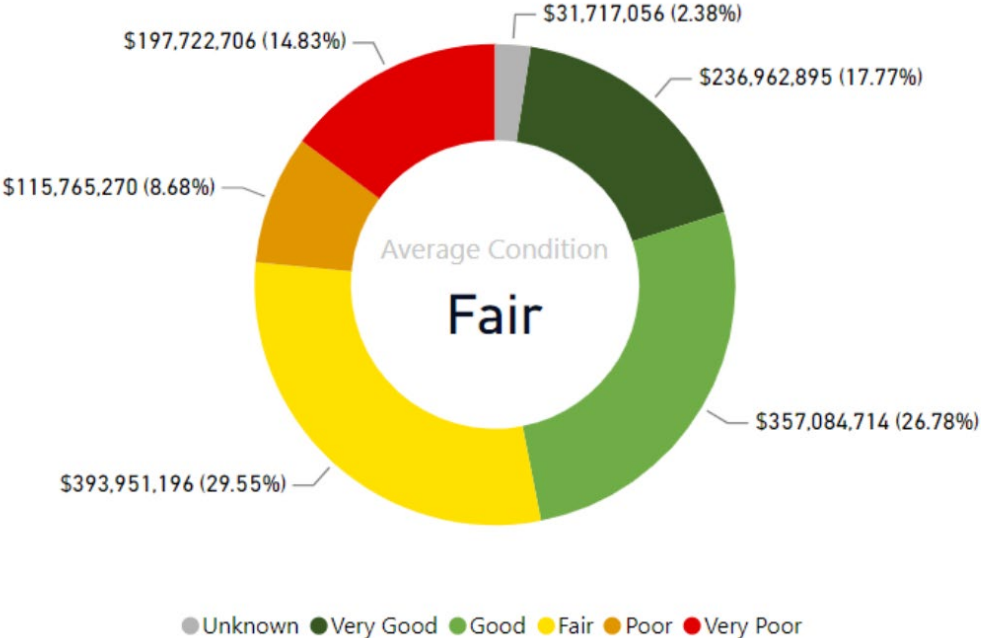
To achieve required funding level we need:

- Levy asset budgets to grow by 20% per year until 2031
- Water and wastewater asset budgets to grow by 20% until 2033
- Storm sewer asset budget to grow by 20% will 2038 (note: 2/3 of the City does not have a designed working storm sewer)



Deferred maintenance ... largest single item is the Grain Terminal valued over \$5 million

Funding Level



Funding Level

	Amortization	Replacement
Levy	4,380,731	
Rates	3,903,000	
Recurring Grants	1,997,669	
Principle Debt Payments	1,427,000 (Levy = 613,900; Rate = 813,100)	
	11,780,400	
	7,635,296 [^]	23,691,549
	4,145,104	(11,983,149)

\$1.34 billion in replacement value

Asset Management Plan approved by Council June 2024 (represents average required spend before inflation over next 20 years)

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

[^] 2023 Audited Financial Statements

Funding Level

Levy Core Capital Funding Model

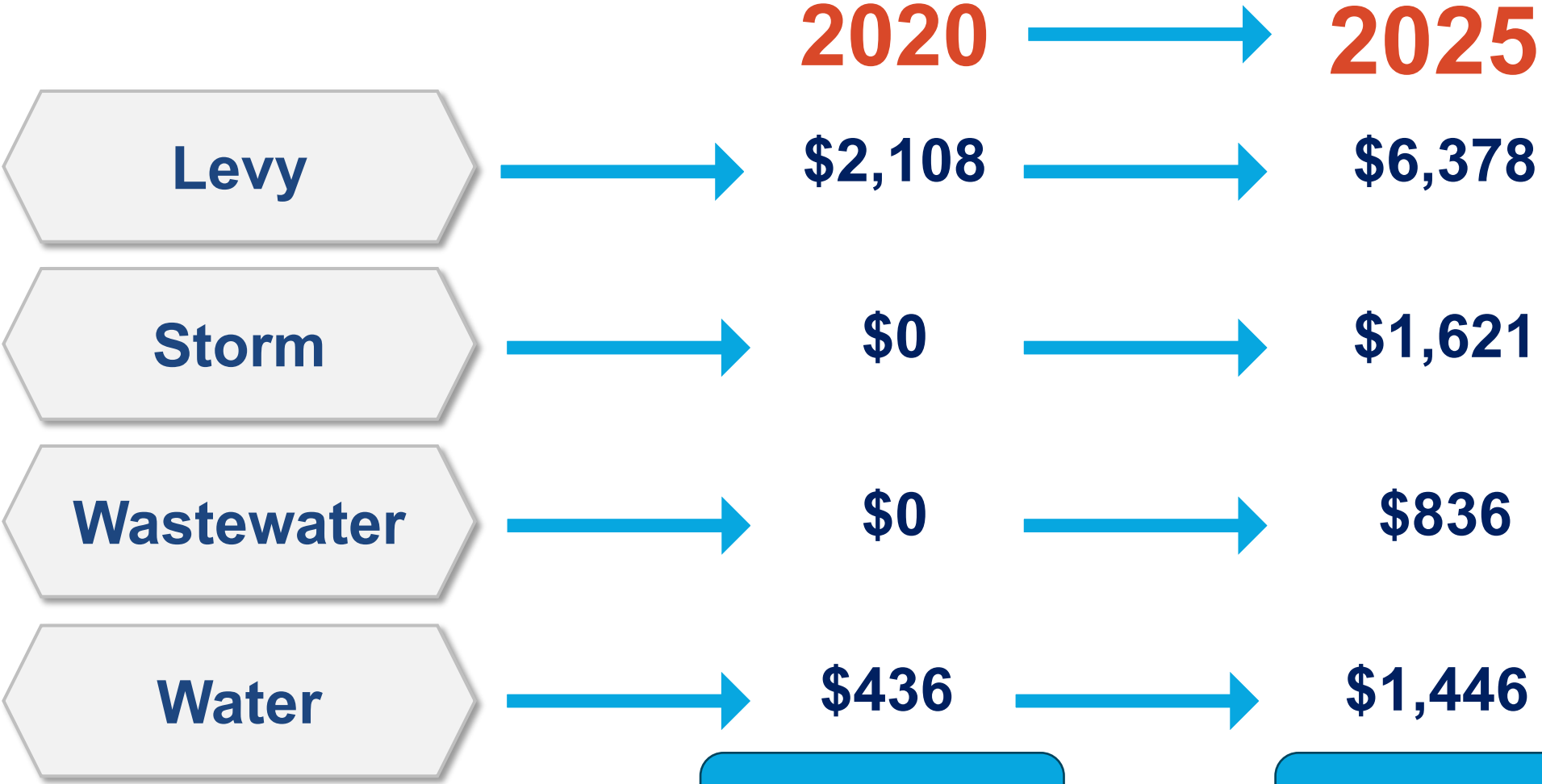
\$1,997,669

Funding Category	2024 Budget	Funding Level [Catch-up Factor 2.50%]	Modelled Long-Term Construction Inflation [5%]	New Grant or Other Funding	Transfer from/(to) Borrowing to/(from) "Pay-as-you-go"	Adjustment to Resource Capital	Proposed 2025 Balance
Capital Levy	\$ 3,825,509	\$ 617,341	\$ 191,275	\$ -	\$ 55,129	(\$ 308,524)	\$ 4,380,731
Aggregate Resources Funding	\$ 150,255	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,255
CCBF (Canada Community-Building Fund)	\$ 580,577	\$ -	\$ -	\$ 75,506	\$ -	\$ -	\$ 656,083
OCIF (Ontario Community Infrastructure Fund)	\$ 1,035,940	\$ -	\$ -	\$ 155,391	\$ -	\$ -	\$ 1,191,331
	\$ 5,592,281	\$ 617,341	\$ 191,275	\$ 230,897	\$ 55,129	(\$ 308,524)	\$ 6,378,400
Borrowing Costs Levy	\$ 1,099,659	\$ -	\$ 54,983	\$ -	-\$ 55,129	\$ -	\$ 1,099,513
	\$ 6,691,940	\$ 617,341	\$ 246,258	\$ 230,897	\$ -	(\$ 308,524)	\$ 7,477,912



Base Capital Funding

in '000s



\$3,903

Agenda

1 2025 Budget Summary

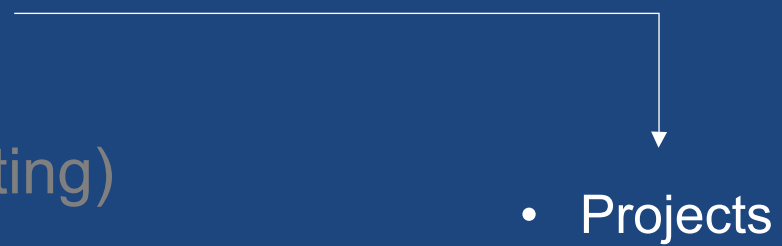
2 City Fundamentals

3 Budget Details – Capital (All)

4 Budget Details – Levy (Operating)

5 Looking Forward

6 Thank You



Project Summary

Function	Levy	Rate	Recurring Grants	Total	Grants (Prior Year)	Reserves	Other	Development Charges	Total
Facilities	\$ 434,000	-	-	\$ 434,000	-	\$ 570,000	-	-	\$ 1,004,000
Fleet and equipment	\$ 837,600	\$ 205,000	-	\$ 1,042,600	-	\$ 50,000	\$ 450,000	-	\$ 1,542,600
Information Technology	\$ 858,500	\$ 186,500	-	\$ 1,045,000	-	-	\$ 700,000	-	\$ 1,745,000
Parks	\$ 515,000	-	\$ 480,000	\$ 995,000	\$ 395,000	-	\$ 655,000	-	\$ 2,045,000
Cemetery	\$ 135,000	-	-	\$ 135,000	-	-	-	-	\$ 135,000
Planning	\$ 331,300	\$ 50,000	-	\$ 381,300	-	-	\$ 295,000	\$ 643,700	\$ 1,320,000
Roads	\$ 1,269,331	-	\$ 1,517,669	\$ 2,787,000	-	\$ 350,000	-	-	\$ 3,137,000
Affordable Housing	-	-	-	-	-	-	\$ 405,000	-	\$ 405,000
Storm Sewer	-	\$ 1,573,200	-	\$ 1,573,200	-	-	-	-	\$ 1,573,200
Wastewater	-	\$ 1,698,600	-	\$ 1,698,600	-	\$ 834,063	\$ 2,871,037	-	\$ 5,403,700
Water	-	\$ 5,478,600	-	\$ 5,478,600	-	\$ 371,100	\$ 266,700	-	\$ 6,116,400
Subtotal	\$ 4,380,731	\$ 9,191,900	\$ 1,997,669	\$ 15,570,300		\$ 2,175,163	\$ 5,642,737	\$ 643,700	\$ 24,426,900
Net Debt Financing	-	(\$5,289,200)	-	(\$ 5,289,200)	-	-	-	-	(\$5,289,200)
Total	\$ 4,380,731	\$ 3,902,700	\$ 1,997,669	\$ 10,281,100	\$395,000	\$ 2,175,163	\$ 5,642,737	\$ 643,700	\$ 19,137,000

Proposed Projects: Facilities

\$1,004,000

\$454,000 excluding
pre-committed projects

- A.1 – Accessible Washrooms (Fire Hall)
- A.2 – Accessible Step up (Stop Gap) Initiative
- A.3 – Exit and Emergency Lighting Multiple Facilities
- A.4 – Furnace Replacement (Bethel)
- A.5 – Furnace Replacement (Williams Home)
- A.6 – Roselawn and Museum Facilities (Multiple projects – largest is accessible doorways in Roselawn)
- A.7 – VHWC Facility (Multiple projects – largest is family room lockers)
- Pre-committed (Library Roof)

Funding

2025 Capital Levy	\$ 434,000
Roselawn Capital Reserve	\$ 40,000
Building Reserve	\$ 350,000
Tangible Capital Asset Reserve	\$ 180,000
	<u>\$ 1,004,000</u>

Note: The trimester 2 appendix includes a transfer from the prior year fire encumbrance of \$60,000 to complete the fire training centre



Proposed Projects: Fleet & Equipment

\$1,542,600

\$1,345,916 excluding
pre-committed projects

- B.1 – Fleet and equipment replacement
 - Pick-up Truck
 - Dump Truck
 - Utility Van
 - Squad One
 - 3 Pick-up Trucks (Electric)
 - Mower (Electric)
 - RTV (Electric)
 - Grass Sweeper (replace rental)
 - Sidewalk Tractor (replace rental)
- B.2 – Electric Automower
- B.3 – Excavator GPS – Drains
- Pre-committed (Prior year fleet)



Funding

2025 Capital Levy	\$ 837,600
New Future Capital Levy	\$ 450,000
2024 Rates	\$ 205,000
Drain Reserve	\$50,000
	<hr/>
	\$1,542,600

Proposed Projects:

Information Technology

\$1,745,000

\$495,000 excluding pre-committed projects

- C.1 – IT Evergreening
- C.2 – Video Surveillance
- C.3 – New property tax and rate billing software
- C.4 – Data Cloud migration
- Pre-committed (Fire Radio System and Enterprise Resource System [ERP])

Funding

2025 Capital Levy	\$ 858,500
Future Capital Levy (Pre-committed)	\$ 620,000
2025 Rates	\$ 186,500
Future Rates (Pre-committed)	\$ 80,000
	<hr/>
	\$ 1,745,000

Note pre-committed for Fire Radio System and ERP occurred in 2024 Capital and Related Project Budget the future capital levy balances reflect the flow through of funding those projects.



PORT COLBORNE

Proposed Projects:

Parks

\$2,045,000

\$1,650,000 excluding
pre-committed projects

- D.1 – Lock 8 Park Improvement
- D.2 – West Street Parkette
- D.3 – Johnson Street Park
- Pre-committed (Lockview Park)

Funding

2025 Capital Levy	\$ 515,000
Grants	\$ 480,000
Prior Year Grants [^]	\$ 395,000
Economic Development Reserve*	\$ 655,000
	<hr/>
	\$2,045,000

[^] Working with external partner

* Funding from anticipated future land sales

Note 1: if partnership grant or future lands sales do not materialize staff will come back to Council

Note 2: All park designs will come back to Council for approval before proceeding



PORT COLBORNE

Proposed Projects:

Cemetery

\$135,000

- E.1 – Monument Repairs
- Reserve Transfer \$85,000

Funding

2024 Capital Levy \$ 135,000



Building reserve to address headstones, future improvements, and fund cemetery consolidation costs

Proposed Projects: Planning

\$1,320,000

\$1,095,000 excluding
pre-committed projects

- F.1 – Transportation Masterplan
- F.2 – Fire Masterplan
- F.3 – Parks and Recreation Masterplan
- F.4 – Cash-in-Lieu of Parking
- F.5 – Community Benefit Charges
- F.6 – Official Plan*
- F.7 – Development Charges*
- F.8 – Official Plan Zoning By-Law Update
- Pre-committed (GIS Mapping)



Funding

2025 Capital Levy	\$ 331,300
2025 Rates	\$ 50,000
Prior Year Capital	\$ 295,000
Development Charges	\$ 643,700
	<u>\$ 1,320,000</u>

* Includes adjustment and funding substitution

Note: Council direction to fund Design Standards is incorporated into the T2 appendix

Proposed Projects:

Roads, Other Road Renewal, Sidewalks

\$3,137,000

\$3,097,000 excluding
pre-committed projects

- G.1 – Annual Roads Program
- G.2 – Annual Sidewalk Program
- G.3 – OSIM Bridge & Culvert Design (Indian, Michner M2, Lot 18)
- G.4 – OSIM Bridge & Culvert Construction (Eagle)
- G.5 – OSIM Bridge & Culvert Construction (Wignell)
- G.6 – OSIM Retaining Wall Design (Lakeshore Rd, St. Joseph Cemetery)
- G.7 – OSIM Retaining Wall Design & Construction (Hampton)
- G.8 – Guiderail Replacement (Forks, Yaeger, Lake)
- Pre-committed (Road End Report)



Funding

2025 Capital Levy	\$ 1,269,331
Grants	\$ 1,517,669
Tangible Capital Asset Reserve	\$ 350,000
	<hr/>
	\$ 3,137,000

Proposed Projects: Affordable Housing

\$405,000

**\$NIL excluding
pre-committed projects**

- Pre-committed (Niagara Region Housing, King Street Location Partnership)



Funding

Economic Development Reserve*	\$ 405,000
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* Funding from anticipated future land sales

Note 1: if future lands sales do not materialize staff will come back to Council

Proposed Projects: Storm Sewers

\$1,573,200

- I.1 Storm Sewer Replacement (Olga)
- I.2 Storm Sewer Replacement (Clarence)
- Reserve Transfer \$123,200

Funding

2025 Rates

\$ 1,573,
200



Proposed Projects: Wastewater

\$5,403,700

- J.1 Wastewater Lateral Rehabilitation
- J.2 Wastewater Maintenance Hole Rehabilitation
- J.3 Wastewater Lateral Launch



Funding

2025 Rates	\$ 639,600
New Debenture	\$ 1,059,000
Reserves	\$ 834,063
Future Capital Budgets	\$ 2,871,037
	<hr/>
	\$5,403,700



Budgeting over multiple years as projects will occur over three years with potential for part to be debt financed. A recommendation on debt financing will accompany the 10-year wastewater financial plan scheduled for 2025.

Proposed Projects:

Water

\$6,116,400

\$1,155,000 excluding pre-committed projects

- K.1 Watermain construction (North/South Crescent, Ash, Jefferson)
- Debt substitution (Report 2024-146, Davis, West, Homewood, Berkley)
- Pre-committed (Davis, West, Homewood, Berkley, year 4 of 5)



Funding

2025 Rates	\$ 1,248,400
New Debt	\$ 4,230,200
Reserves	\$ 371,100
Future Capital Budgets	\$ 266,700
	<u>\$ 6,116,400</u>

Funding substitution from reserves noted in Report 2024-146 to debt.



Agenda

- 1 2025 Budget Summary
- 2 City Fundamentals
- 3 Budget Details – Capital (All)
- 4 Budget Details – Levy (Operating)
- 5 Looking Forward
- 6 Thank You

- Levy Summary
- Revenue
- Personnel
- Operating
- Transfers to Capital, Reserves, Entities
- Levy summary – by department
- PGA, BC, Department, SSEs
- Looking Forward

Levy Summary

	Budget		Forecast	Budget vs. Budget		2024 Budget vs. Forecast	
	2025	2024	2024	\$	%	\$	%
Revenue	39,465,389	36,375,365	38,680,281	3,090,024	8.5%	2,304,916	6.0%
Personnel Expenses	18,438,344	16,704,500	16,755,600	1,733,844	10.4%	51,100	0.3%
Operating Expenses	16,114,215	15,051,480	14,608,650	1,062,735	7.1%	(442,830)	(3.0%)
Total Expenses	34,552,559	31,755,980	31,364,250	2,796,579	8.8%	(391,730)	(1.2%)
Surplus/(Deficit) Before Allocations	4,912,830	4,619,385	7,316,031	293,445	6.4%	2,696,646	36.9%
Allocations (to)/from Departments	-	-	-	-	-	-	-
Surplus/(Deficit) After Allocations	4,912,830	4,619,385	7,316,031	293,445	6.4%	2,696,646	36.9%
Transfer to/(from) Capital	10,196,100	6,168,881	12,035,153	4,027,219	65.3%	5,866,272	48.7%
Transfer to/(from) Reserves	1,401,773	1,821,538	1,835,567	(419,765)	(23.0%)	14,029	0.8%
Transfer to/(from) Rates/Library	(6,685,043)	(3,371,034)	(6,554,689)	(3,314,009)	98.3%	(3,183,655)	48.6%
Surplus/(Deficit)	-	-	-	-	-	-	-

Revenue

Some Salient Changes from Prior Year Budget

Item	Change	Comments
	\$	
Goderich Elevator	(\$ 150,000)	Current lease agreement ends at the end of the year. City is in the process of negotiating with a new partner
Building Department Fees	\$ 182,640	Tracks building activity and set to offset costs.
Community Safety Grants – Other	\$ 260,700	Shared Service Contribution from Wainfleet (agreement in development at time of budget, this represents salary component only)
Municipal Accommodation Tax (MAT)	\$ 270,000	Represents expanded program and offsets tourism costs within the City
Property Taxes	\$ 2,167,580	Blended tax rate is estimated at 3.18% or \$138 after accounting for assessment growth estimated at 2.5%

Personnel

Levy	Budget 2025					Budget 2024				
	Headcount	Headcount x-students	Headcount FT	Headcount PT	Headcount Students	Headcount	Headcount x-students	Headcount FT	Headcount PT	Headcount Students
CAO	2.00	2.00	2.00	-	-	2.00	2.00	2.00	-	-
Marketing & Communications	6.00	3.00	3.00	-	3.00	5.00	3.00	3.00	-	2.00
Human Resources	4.00	4.00	4.00	-	-	5.00	4.00	4.00	-	1.00
Clerks	6.00	4.00	4.00	-	2.00	6.00	4.00	4.00	-	2.00
Development & Government Relations	16.00	12.00	12.00	-	4.00	15.00	12.00	12.00	-	3.00
Corporate Services	22.00	16.00	16.00	-	6.00	22.00	17.00	17.00	-	5.00
Recreation & Tourism	39.00	21.00	14.00	7.00	18.00	35.00	20.00	14.00	6.00	15.00
Council	9.00	9.00	-	9.00	-	9.00	9.00	-	9.00	-
Crossing Guards	18.00	18.00	-	18.00	-	18.00	18.00	-	18.00	-
Community Safety & Enforcement	24.00	23.00	20.00	3.00	1.00	22.00	21.00	19.00	2.00	1.00
Library	13.00	13.00	7.00	6.00	-	13.00	13.00	7.00	6.00	-
Museum & Cultural Programming	13.00	11.00	7.00	4.00	2.00	12.00	10.00	7.00	3.00	2.00
Public Works	67.00	49.00	39.00	10.00	18.00	69.00	49.00	40.00	9.00	20.00
Total	239.00	185.00	128.00	57.00	54.00	233.00	182.00	129.00	53.00	51.00
Budget 2024	233.00	182.00	129.0	53.0	51.0					
Year over Year Change	6.00	3.00	-1.00	4.00	3.00					

Reporting moved to headcount from FTE at the request of Council during the 2024 budget process.

Personnel

Some Salient Cost Drivers

- Added two Deputy Fire Chiefs for Shared Service with Wainfleet
 - Agreement in development at time of this budget
 - Partial offset on a separate revenue line (noted on earlier slide)
- Union Job Evaluations
- Fire Association Collective Agreement
- Fire Fighter overtime costs
- CUPE Collective Agreement
- Part-time and student resourcing
- Year 2 of 2 of the Enhanced Canada Pension Plan implementation

Operating Expenses

Some Salient Changes from Prior Year Budget

Item	Change	Comments
	\$	
Auto-Fuel	(44,600)	Function of price of fuel although moving vehicles to electric will help going forward
Computer Software	170,000	City uses 40+ software platforms... potential for rationalization once cloud migration, enterprise resource planning (ERP) system implemented, and property and rate billing software implemented.
Contract Services	308,550	Ditching, traffic signs, parks, VHWC maintenance, Marina
Cost of Borrowing, Net	347,800	Related to water and wastewater projects (funding from water and wastewater budgets)
Equipment Rental	(91,200)	Replaced rental equipment with owned equipment
Grants and Sponsorship	(43,400)	Community Improvement Program (CIP) maintained at 1% of levy, increased grants as previously approved to Sherkston and Bethel Community Centres, Fishing Tournament to be funded through the Niagara South Coast as a result of the Municipal Accommodation Tax (MAT) and Physician Recruitment grants reduced to \$100,000 in the base budget. With the 2025 contribution the fund will have \$300,000.
Insurance	95,900	Pricing from request for proposal (RFP) performed last year
Protective Equipment and Purchased Equipment	121,220	Increase establishes an evergreening protective gear replacement program for the fire department

Operating Expenses

Some Salient Changes from Prior Year Budget

Item	Change	Comments
	\$	
R&M - Grounds	(90,000)	Goderich Elevator lease agreement ends at the end of the year. Previously lease required an \$85,000 contribution back to the lessee for maintenance of the building. City is in the process of negotiating with a new partner.
Staff Training and Development	(101,300)	Streamlined training and development budgets. All training requirements will still be achieved
Subject Matter Experts	155,000	Largest function is support for geographic information systems (GIS) and advisory on development
Utilities	77,240	Adjusted to current year forecast and increased by 10%
Tax Incentive Grants	198,000	Funded through assessment growth

Transfer to Capital and Related Projects

Components of Transfer to Capital and Related Project Accounts

Capital and Related Project Funding	\$
Aggregate Resource Trust	150,255
Canada Community Building Fund	656,083
Ontario Community Infrastructure Fund	1,191,331
Rate Transfers (to)/from ^	3,902,700
Levy	4,380,731
Total	10,281,100
Reserve Transfers (to)/from *	(85,000)
Total	10,196,100

* To Cemetery \$85,000

^ From Water \$836,700; Wastewater \$1,445,500; Storm \$1,620,500

Transfer to/from Reserves

Components of to/from Reserves

Reserve Transfers	\$	Comments
Municipal Election	50,000	On-going practice to set funds aside each year for the next election
Drains	119,373	On-going practice to fund City portion of drain projects (this is up from 85,000)
Marina Loan Repayment	100,000	On track for the current internal loan to be repaid by the end of 2029
Interest on Reserves	447,400	Transfers interest earned on reserves to reserves
Employee Future Benefits	600,000	Funds post-retirement benefits negotiated through collective agreements, presumptive cancer legislative requirements, and workplace injury claims
Subtotal Operating Reserve Transfer	1,316,773	
Capital and Related Project Reserve Transfers	85,000	From previous slide
Total Reserve Transfer	1,401,773	

Levy Summary – by Department

Departmental Net Budgets

	Budget		Forecast	Change from Budget	
	2025	2024	2024	\$	%
Global	23,741,107	21,936,047	22,402,207	1,805,060	8.2%
Programs, Grants and Activities (PGA)	(1,744,353)	(1,683,410)	(1,680,625)	(60,943)	3.6%
Boards and Committees	(2,427,431)	(2,188,357)	(2,270,278)	(239,074)	10.9%
Council	(438,992)	(402,024)	(451,164)	(36,968)	9.2%
Office of CAO	(1,315,053)	(1,292,116)	(1,303,965)	(22,937)	1.8%
Corporate Services	(1,617,974)	(1,638,358)	(1,406,390)	20,384	-1.2%
Recreation	(2,502,034)	(2,032,820)	(2,404,563)	(469,214)	23.1%
Planning & Economic Development	(1,115,364)	(1,058,326)	(1,181,945)	(57,038)	5.4%
Community Safety	(5,085,796)	(4,459,943)	(4,487,501)	(625,853)	14.0%
Public Works	(7,494,110)	(7,180,693)	(7,215,776)	(313,417)	4.4%
	-	-	-	-	-

- Employee job evaluation and type
- ← Costs associated with development
- Employee job evaluation and type, students (ticketing capabilities), facility, Nickel Beach 1/3 levy and 2/3 parking cost recovery
- ← Headcount, overtime, protective equipment

Self-Sustaining Entities (SSEs)

Some Salient Comments on SSEs

- Building is budgeting a balanced budget.
- Marina is budgeting a balanced budget.
 - A capital plan will come forward once dredging approval has been optioned – working on process as to where the dredged material can go.
- Cemetery (subject to fee approval) forecasts a \$58,200 contribution to Parks to help maintain Cemetery.
 - Actual operating costs estimated closer to \$210,000.



SSE: Beach

Year in Review

- Difficult year with weather (16 days were essentially cancelled in the summer months) and seaweed (late June to July 26)
- Revenue forecasted same as last year around \$150,000. This figure is consistent with pre-covid figures.
- There was a day the beach did \$8,000 in revenue (during Canal Days)
- Feedback found 78% of people thought parking fees were affordable
- Parking revenue does cover direct costs (students and washroom cleaning)
- Estimate 20,000+ beach users. Estimate increase of 20% over prior year. Based on spot checks of PORTicipate passes approximately 1/3 of users are City residents.
- The budget is built with 1/3 of the beach costs covered by the levy and 2/3 covered by parking fees.
- Splashtown plans to come back and is looking at additional investments. They had a strong year.
- User Fees proposes a \$4 hourly parking fee in zone 2 in 2025 from the May long weekend to Thanksgiving.



SSE: Beach

Year in Review

- Proposed changes in user fees
 - Zone 2 and 3, \$20 all day or hourly parking Monday to Thursday \$4 per hour during Prime season
 - Zone 2 and 3, \$30 all day or hourly parking Friday to Sunday \$4 per hour starting at 4pm during Prime season
 - Removed Platinum pass – guaranteed parking in Zone 2
 - Enhanced Gold pass, price moved from \$150 to \$200
 - Current: Zone 2 and 3 parking from Monday to Thursday sunrise to dusk year around
 - New: Zone 2 and 3 parking Friday to Sunday 4pm to dusk
 - New: Prime season access to Zone 1 from sunrise to 8:30 am
 - New: Offseason access to Zone 1 from sunrise to dusk
 - Enhanced PORTicipate pass
 - Current access to Zone 2 and 3 year around
 - New: Prime season access to Zone 1 from sunrise to 8:30 am
 - New: Offseason access to Zone 1 from sunrise to dusk
 - Introduce “Sunrise pass”, price of \$120
 - New: Year around access to Zone 1 from sunrise to 8:30 am
 - Removed reckless driving/environmental impact fine
 - Removed the 7 day a week guaranteed spot pass
 - Removes to many parking spots from inventory vs. usage

Note 1: Prime season = Victoria day to Thanksgiving and Offseason = All other days, although the City notes these lots will not be plowed during the winter period and therefore may not be available.

Note 2: Passes purchased after Thanksgiving 2024 will be good until December 31, 2025



Transfer to/from Rate and Related Entities

Components of to/from Rate and Related Entities

Rate and Related Entity Transfers	\$
Library: Operating cost of the Library (excluding capital facility costs)	1,100,706
Library: Corporate Services	(101,000)
Library: Facilities, insurance, shared systems	(164,561)
Subtotal Library Transfer	835,145
NSCTA: Operations	(85,320)
NSCTA: Tourism	170,000
Subtotal NSCTA Transfer	84,680
Rate: Capital	(3,902,700)
Rate: Borrowing costs	(1,181,500)
Rate: Departmental services	(2,000,834)
Rate: Facilities, fleet, insurance, shared systems	(519,834)
Subtotal Rates Transfer	(7,604,868)
Total Transfers	(6,685,043)

Departmental User Fees

Summary of User Fees to Framework

Fees increased based on fee cost drivers and cost reviews

	Model	Comments	Model Reviewed by Finance
Engineering and Operations	1	In-progress	2025
Dog Licensing	2		Yes
Fire and Emergency	2	In-progress	2025
Vale Health and Wellness Centre	2, 3	*	Yes
Parks and Pavilions	2	In-progress	2025
Playing Fields and Sports Courts	2	In-progress	2025
Beaches	1, 3	SSE: Beach Slide	Yes
Museum and Cultural Services	2, 3	In-progress (consolidated)	2025
Sugarloaf Marina	1, 3	Approved August 27, 2024	Yes
Procedures for Tax Registration and Tax Sales	1		Yes
Corporate Services and Clerks	1	^	Yes
By-Law Enforcement	2		Yes
Cemeteries of the City of Port Colborne	1, 2, 3		Yes
Planning and Development	1	Updated with Subject Matter Review	Yes
Permits for Construction, Demolition, Occupancy and Change of User, Transfer of Permits and Inspections	1	In-progress	2025

* Ice rental on Sunday April 1st to September 30th classified as non-prime

^ Marriage ceremonies (updated from \$250 to \$325 for local City Hall ceremonies during normal hours of operations, non-resident \$650 with other locations adjusted accordingly and after hours options only available upon request with actual additional fees to be applied as incurred.

Model 1 – Full Cost Recovery; Model 2 – Subsidized (Partial cost recovery); Model 3 - Differentiated

Agenda

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- 4 Budget Details – Levy (Operating)
- 5 Looking Forward
- 6 Thank You

- Levy (Operation) multi-year
- Capital and Related Project multi-year
- Actions

Multi-Year Operating Budget Forecast

	Budget	Forecast	Forecast	Budget Forecast			
	2024	2024	2025	2026	2027	2028	2029
Revenue	36,375,365	38,680,281	39,465,389	41,552,503	47,604,305	51,589,668	54,948,688
Personnel Expenses	16,704,500	16,755,600	18,438,344	19,685,500	20,555,600	21,120,280	21,985,600
Operating Expenses	15,051,480	14,608,650	16,114,215	16,640,000	20,759,200	22,388,900	23,177,700
Total Expenses	31,755,980	31,364,250	34,552,559	36,325,500	41,314,800	43,509,180	45,163,300
Surplus/(Deficit) Before Allocations	4,619,385	7,316,031	4,912,830	5,227,003	6,289,505	8,080,488	9,785,388
Allocations (to)/from Departments	-	-	-	-	-	-	-
Surplus/(Deficit) After Allocations	4,619,385	7,316,031	4,912,830	5,227,003	6,289,505	8,080,488	9,785,388
Transfer to/(from) Capital	6,168,881	12,035,153	10,196,100	12,604,775	15,117,812	18,026,888	21,129,222
Transfer to/(from) Reserves	1,821,538	1,835,567	1,401,773	1,228,828	1,375,189	1,493,033	1,612,945
Transfer to/(from) Rates/Library	(3,371,034)	(6,554,689)	(6,685,043)	(7,736,178)	(9,093,799)	(10,632,622)	(12,196,582)
Surplus/(Deficit)	-	-	-	(870,422)	(1,109,697)	(806,811)	(760,197)
Efficiency Target				870,422	870,422	870,422	870,422
Adjusted Surplus/(Deficit)	-	-	-	-	(239,275)	63,611	110,225

Core Assumptions

Property taxes are modelled at 5.5% (approximately 2.0% to 2.5% operations and 3% to 3.5% capital), includes Community Improvement Projects (CIPs)

Personnel expenses are modelled based on collective agreements, past collective agreement experience, benefit experience and actuarial forecasts, no change in staffing levels are forecasted at the time of this forecast

Operating expenses are modelled between zero to 10% (highest rate increases for utilities and insurance)

Capital is based on the Asset Management Plan (AMP)

Note: 2025 has an efficiency target of approximately \$260,000 incorporated which will be achieved by hitting the 2026 target early.

Multi-Year Capital Budget Forecast

Capital Growth Forecast

	Budget	Forecast	Forecast	Budget Forecast			
	2024	2024	2025	2026	2027	2028	2029
Levy Only Capital	5,272,181	7,373,453	6,293,400	7,498,928	8,708,694	10,136,583	11,738,261
Levy Only Capital \$ Change			1,021,219	1,205,528	1,209,766	1,427,889	1,601,678
Levy Only Capital % Change			14%	19%	16%	16%	16%
Rate Only Capital~	2,858,000	4,661,700	3,902,700	5,105,847	6,409,118	7,890,305	9,390,961
Rate Only Capital \$ Change			1,044,700	1,203,147	1,303,271	1,481,187	1,500,656
Rate Only Capital % Change			22%	31%	26%	23%	19%
Combined Capital	8,130,181*	12,035,153	10,196,100	12,604,775	15,117,812	18,026,888	21,129,222
Combined Capital \$ Change			2,065,919	2,408,675	2,513,037	2,909,076	3,102,334
Combined Capital % Change			17%	24%	20%	19%	17%

A portion of the above forecasted capital balances are anticipated to transition to support debt payments to support various future capital and related projects to be presented in future budgets.

* Includes reserve transfers in 2024

~ Represents the low end of capital and related project budget growth required per the Asset Management Plan (AMP).

Looking Forward

- Continue to review opportunities to support affordability
- Continue reviewing fees
- Begin a review of commercial agreements
- Explore land development opportunities
- Complete wastewater and storm sewer 10-year master plans
- Introduce a multi-year capital budget
- Continue to work towards Key Performance Indicators (KPIs) and related benchmarks, where applicable
- Achieve efficiency target



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- Thank You
- Recommendation



Thank You

Recommendation

That the Corporate Service Department, Financial Services Division, Report No. 2024-184 Subject: 2025 Capital and Related Project and Levy (Operating) Budget, **BE RECEIVED**; and

That the recommended transfers to and from the City's capital close-out account and related accounts as outlined in Appendix C of the Corporate Services Report 2024-184 **BE APPROVED**; and

That the 2025 Capital and Related Project and Levy (Operating) Budget in Report 2024-184, **BE APPROVED** and that the projects identified in the 2025 Capital and Related Project and Levy (Operating) Budget be permitted to begin immediately where feasible.

