

2022 Levy Budget

October 28, 2021



PORT COLBORNE

Agenda

- Recommendation
- Tax and Rate Capital Impacts
- Highlights
- Inflation and City Growth
- Process
- Comparisons
- Debt/Reserves Outlook
- Funding Sources
- Projects
- Thank You
- Recommendation



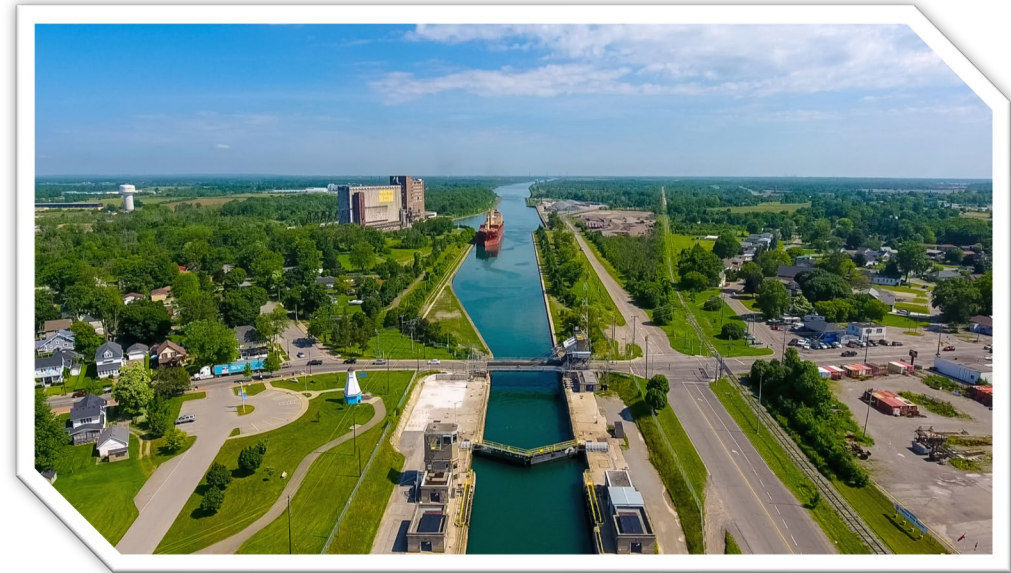
In preparing the 2021 Levy Budget, certain assumptions and estimates are necessary. They are based on information available to staff at the time. Actual results will vary although as regulated through the Municipal Act, a balanced budget is required.



Recommendation

That the Corporate Service Department, Financial Services Division, Report No. 2021-275 Subject: 2022 Levy Budget, BE RECEIVED; and

That the 2022 Levy Budget as outlined in Report 2021-275, BE APPROVED.



Tax and Rate Capital Impacts



Levy

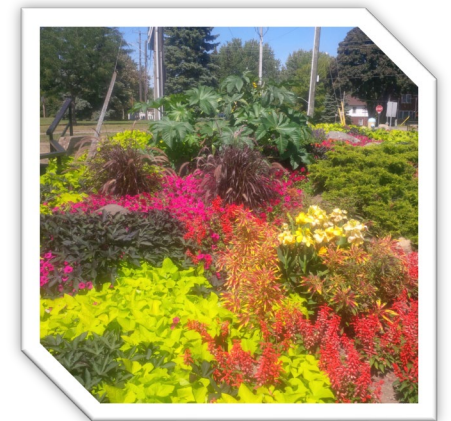
2.8% (1.1% from the Capital and related Project Budget) on the blended tax rate or \$104 increase to the average residential property valued at \$207,501.

Note: The Levy figure forecasts 1% assessment growth that at the time of presenting this budget has been achieved per MPAC's database.

Highlights



- Supports on-going operational improvements within departments (see departmental presentations)
- Re-Activating Roselawn
- WIFI costs for the Library, Museum, HH Knoll and Vale
- Enhanced Community Improvement Funding (CIP) from \$67,000 to \$125,000 to encourage redevelopment and support growth
 - CIP review and update approved by Council currently underway.
- Increased patching and spraying from \$70,000 to \$100,000 to help extend useful life of roads
- Playground equipment repair and maintenance budget increased from \$3,000 to \$20,000
- No new debt is proposed...Levy debt will be paid down by \$889 thousand to \$15.6 million.



Inflation Environment



Industrial Product Price Index

15.4%

Past Year*

Consumer Price Index

3.7%

Past Year*



Potential Growth Outlook

Preliminary, pre-consultation or draft plan approvals

3,207 units



8,017 new residents

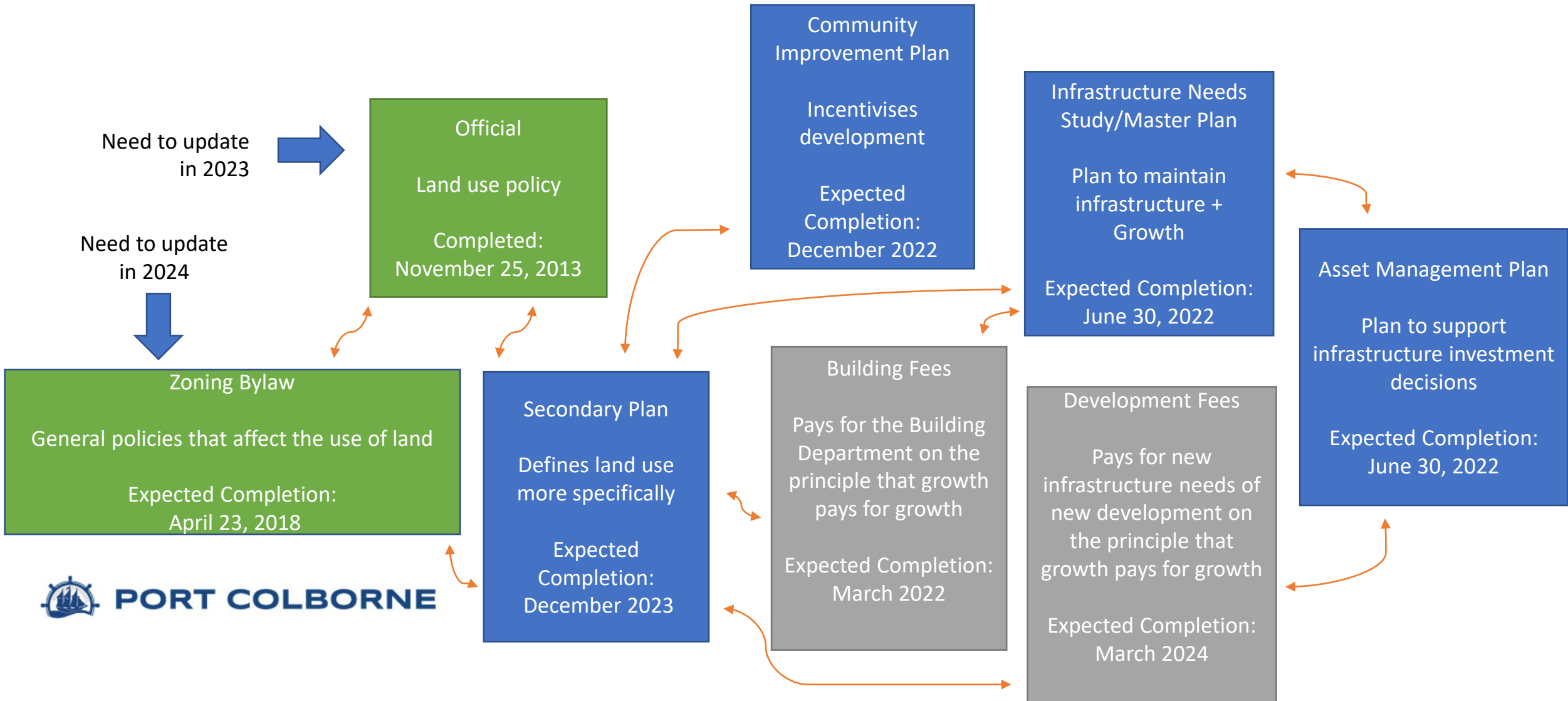
Assuming 2.5 persons per household

Other development opportunities total 1,585 units representing potentially 3,962 new residents





Preparing for Growth





Process

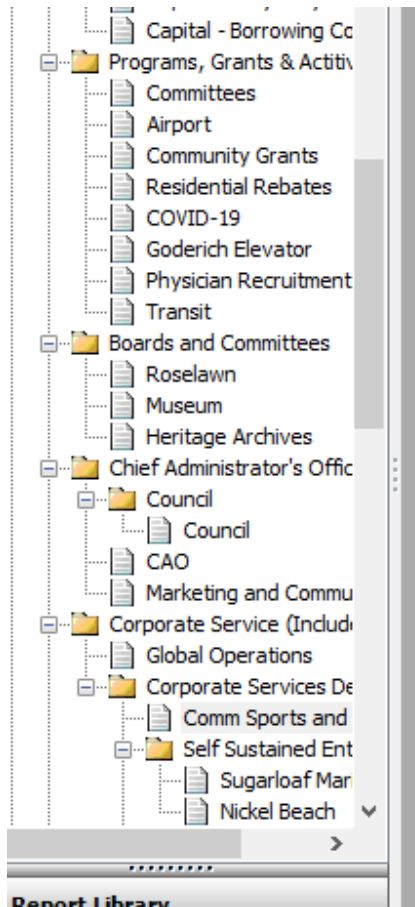
Developed through a process that obtained both Council and Staff input.

	Capital	Levy	Rate
Final to Financial Services	August 12th	September 23rd	October 28th
Final Senior Leadership Review	August 26th	October 7th	November 10th
Draft Package Available	September 2nd	October 14th	November 18th
Budget Committee Package	September 9th	October 21st	November 25th
Committee of the Whole Budget Meeting	September 16th	October 28th	December 2nd
Council Approval	September 27th	November 8th	December 13th



Reporting – P&L

New reporting tool to help staff keeping track of spending and managing budget.



**Comm Sports and Rec (VHWC)
For the Ten Months Ending October 31, 2021**

	YTD Oct ACTUAL	2021 BUDGET	VARIANCE	VAR %
Revenue				
Advertising and Sponsorship	\$10,000.00	\$35,000.00	(\$25,000.00)	(71.43%)
Lease Income		18,700.00	(18,700.00)	(100.00%)
Rentals	84,834.26	497,000.00	(412,165.74)	(82.93%)
Other Revenue	38.10		38.10	0.00%
Fees	1,428.76	70,000.00	(68,571.24)	(97.96%)
Sales		4,800.00	(4,800.00)	(100.00%)
TOTAL REVENUE	96,301.12	625,500.00	(529,198.88)	(84.60%)
Expense				
Salaries and Wages - Full Time	337,680.38	478,600.00	(140,919.62)	(29.44%)
Salaries and Wages - Part Time	2,882.08	120,600.00	(117,717.92)	(97.61%)
Overtime Pay	9,801.68		9,801.68	0.00%
Employee Benefits	139,379.12	177,900.00	(38,520.88)	(21.65%)
Association/Membership Fees	23.75		23.75	0.00%
Cleaning Supplies	7,439.34	21,500.00	(14,060.66)	(65.40%)
Contract Services	183,319.91	382,100.00	(198,780.09)	(52.02%)
Cost of of Goods Sold		500.00	(500.00)	(100.00%)
Equipment - Purchase	994.19	8,500.00	(7,505.81)	(88.30%)
Equipment - Rental		3,400.00	(3,400.00)	(100.00%)
Office Supplies	31.27	3,100.00	(3,068.73)	(98.99%)
Postage & Courier	6.51	100.00	(93.49)	(93.49%)
Program Supplies	883.43	13,600.00	(12,716.57)	(93.50%)
Protective & Uniform Clothing	1,081.27	1,000.00	81.27	8.13%
R&M Grounds	18,669.90	27,800.00	(9,130.10)	(32.84%)
R&M Consumables and Parts	10.58		10.58	0.00%
Staff Training & Development	2,200.00	15,000.00	(12,800.00)	(85.33%)
Telephone/Internet	6,525.26	8,700.00	(2,174.74)	(25.00%)
Travel	161.32	3,000.00	(2,838.68)	(94.62%)
TOTAL EXPENSE	711,089.99	1,265,400.00	(554,310.01)	(43.81%)

* Embedded drill-down function allows system user to go into the transaction level and analyze information.



Reporting - Activity Code

New reports on Activity Codes are being developed to report on different dimensions, e.g. separate facilities, individual service areas, etc.



PORT COLBORNE

**2021 Facilities
For the Ten Months Ending October 31, 2021**

<u>Facilities</u>	<u>Gas Actual</u>	<u>Gas Budget</u>	<u>Hydro Actual</u>	<u>Hydro Budget</u>	<u>Water Actual</u>	<u>Water Budget</u>	<u>Repair&Mtn Parts/Consum Actual</u>	<u>Repair&Mtn Parts/Consum Budget</u>
General							\$755.46	
City Hall	5,512.03	7,400.00	44,996.23	73,000.00	2,389.76	3,500.00	3,190.81	10,500.00
Fire Station 1	5,227.04	11,800.00	13,466.47	23,000.00	3,172.29	3,700.00	5,371.90	15,200.00
Humberstone Hall	1,160.91	1,900.00	737.64	1,600.00	781.99	1,000.00	323.91	1,100.00
PCOC	15,616.28	23,600.00	30,388.52	54,700.00	16,107.50	18,400.00	14,612.18	5,500.00
City Yard - 11 King			1,218.93	2,400.00	564.17	600.00	19.84	
Roselawn	6,365.16	8,100.00	4,401.33	13,300.00	3,359.07	4,200.00	2,166.03	10,900.00
Soccer Complex			1,988.82	3,600.00	2,349.03	4,300.00	46.84	1,700.00
Street Lights			119,373.87	194,000.00				
Traffic Signals			6,541.35					
VHWC	29,862.75	87,800.00	182,790.06	617,000.00	21,694.79	84,500.00	15,988.60	37,300.00
Harbourmaster Building			464.63	1,700.00	867.11	1,200.00	81.41	1,700.00
Subtotal	63,744.17	140,600.00	406,367.85	984,300.00	51,285.71	121,400.00	42,556.98	83,900.00
Library Facility	4,943.22	7,700.00	8,776.98	18,900.00	1,355.97	1,900.00	4,302.05	4,500.00
Historical Marine Museum	4,669.65	6,100.00	2,897.42	6,600.00	2,884.21	3,000.00	79.03	4,000.00
Heritage Reseach Archives	1,329.91	2,100.00	1,474.10	2,600.00	963.24	1,100.00		1,000.00
Subtotal	10,942.78	15,900.00	13,148.50	28,100.00	5,203.42	6,000.00	4,381.08	9,500.00
Bethel Community Centre							267.60	4,500.00
Sherkston Community Centre							268.31	2,000.00
Animal Shelter							181.45	1,600.00
Market Square			586.00	1,100.00			200.27	300.00
Subtotal			586.00	1,100.00			917.63	8,400.00



PORT COLBORNE

Vision/Mission/Values



Vision Statement:

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

A vibrant waterfront community embracing growth for future generations

Mission Statement:

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

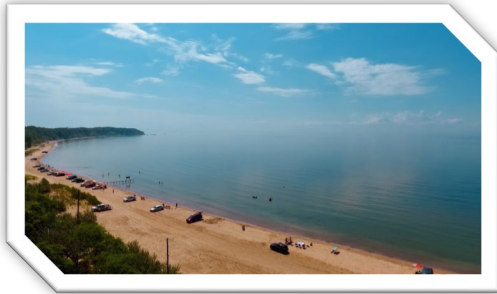
To provide an exceptional small-town experience in a big way

Corporate Values:

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

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

Strategic Pillars



Community Pillars

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

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



Corporate Pillars

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

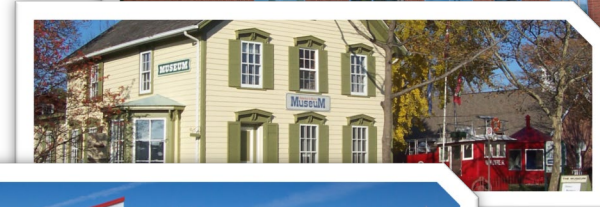
1. **Value: Financial Management to Achieve Financial Sustainability**
2. **People: Supporting and Investing in Human Capital**
3. **Governance: Communications, Engagement, and Decision-Making**





Department Operations

- Museum (2021-125), May 10, 2021
- Corporate Services & Recreation (2021-153), May 25, 2021
- Fire and Emergency Services (2021-161), June 14, 2021
- Bylaw Enforcement Services (2021-159), June 14, 2021
- CAO (2021-187), June 28, 2021
- Public Works (2021-198), July 12, 2021
- Clerk's, Planning and Building (2021-210), July 26, 2021
- Library (2021-247), September 27, 2021



Process

Staff based their recommendations after considering:

- ✓ Vision/Mission/Values/Strategic Pillars
- ✓ A need to connect the community
- ✓ A desire to come out of the COVID-19 pandemic stronger
- ✓ Planning and building for growth
- ✓ Organization capacity
- ✓ Organizational financial flexibility





Comparison: Property Taxes

	CVA	Niagara Region	City	Education	Total
City of Port Colborne	\$207,501	\$1,411	\$1,929	\$317	\$3,657
Average Local Area Municipality (LAMs)	300,671	1,933	1,600	460	3,993
Median LAMS	268,156	1,742	1,647	409	3,796

The above uses a “simple” calculation for the average and medium of LAM averages, CVA represents all properties and not just single family residents (not on water) as report in previous years. The comparison of property taxes is as of 2021.



Comparison: Property Taxes

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





Comparison: Property Taxes

	Residential	Commercial	Industrial	Other
Port Colborne	77.8%	10.8%	9.4%	2.0%
LAMs	80.3%	11.9%	4.1%	3.7%

* Excludes Niagara Falls and Wainfleet as their 2019 Financial Information Returns (FIRs) are not yet available.

Comparison: Revenue / Expenses



Revenue	Property Taxes	Grants	User Fees/Rate	Other
Port Colborne	46.7%	12.7%	34.9%	5.7%
LAMs	45.2%	8.6%	29.0%	17.2%

Due to wastewater

Expenses	Salary	Interest Expense	Enviro	Operating
Port Colborne	39.1%	2.4%	24.5%	34.0%
LAMs	40.7%	1.6%	21.1%	36.6%

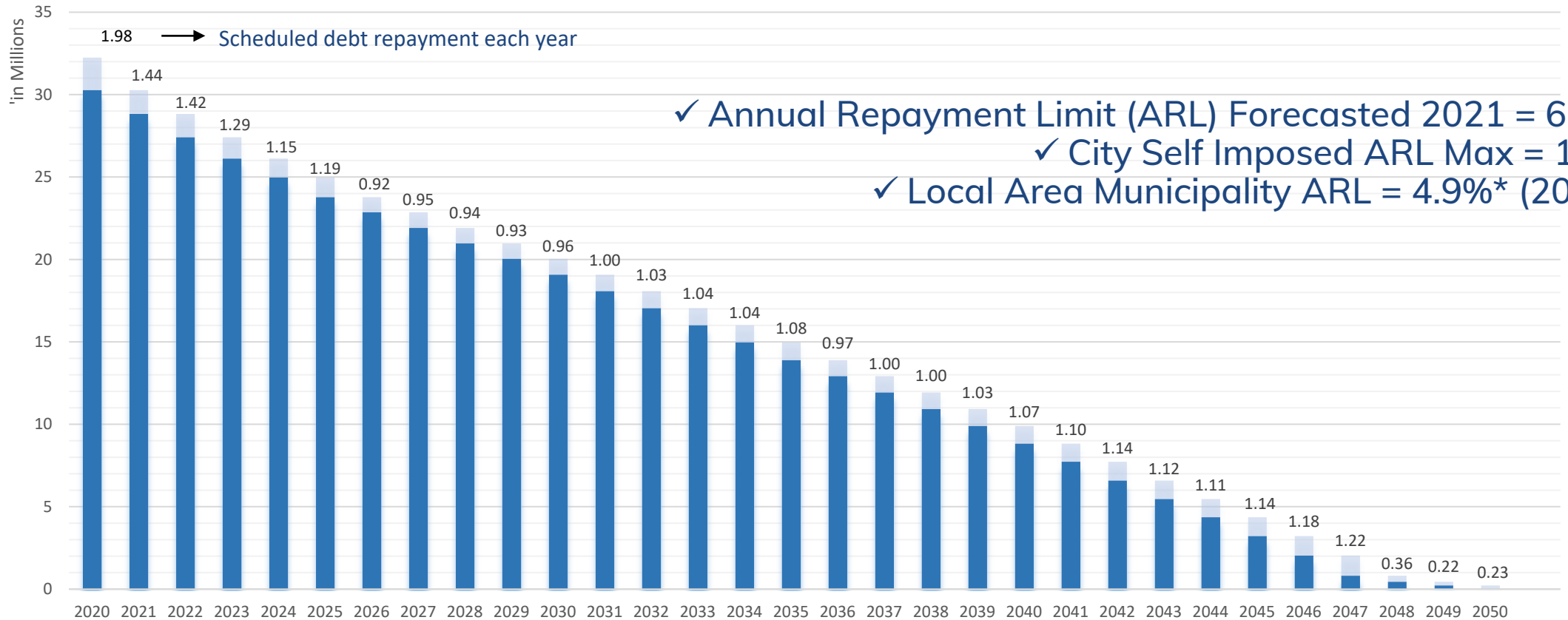
Due to one-time asset sales

Due to wastewater

* Excludes Niagara Falls and Wainfleet as their 2019 FIRs are not yet available.



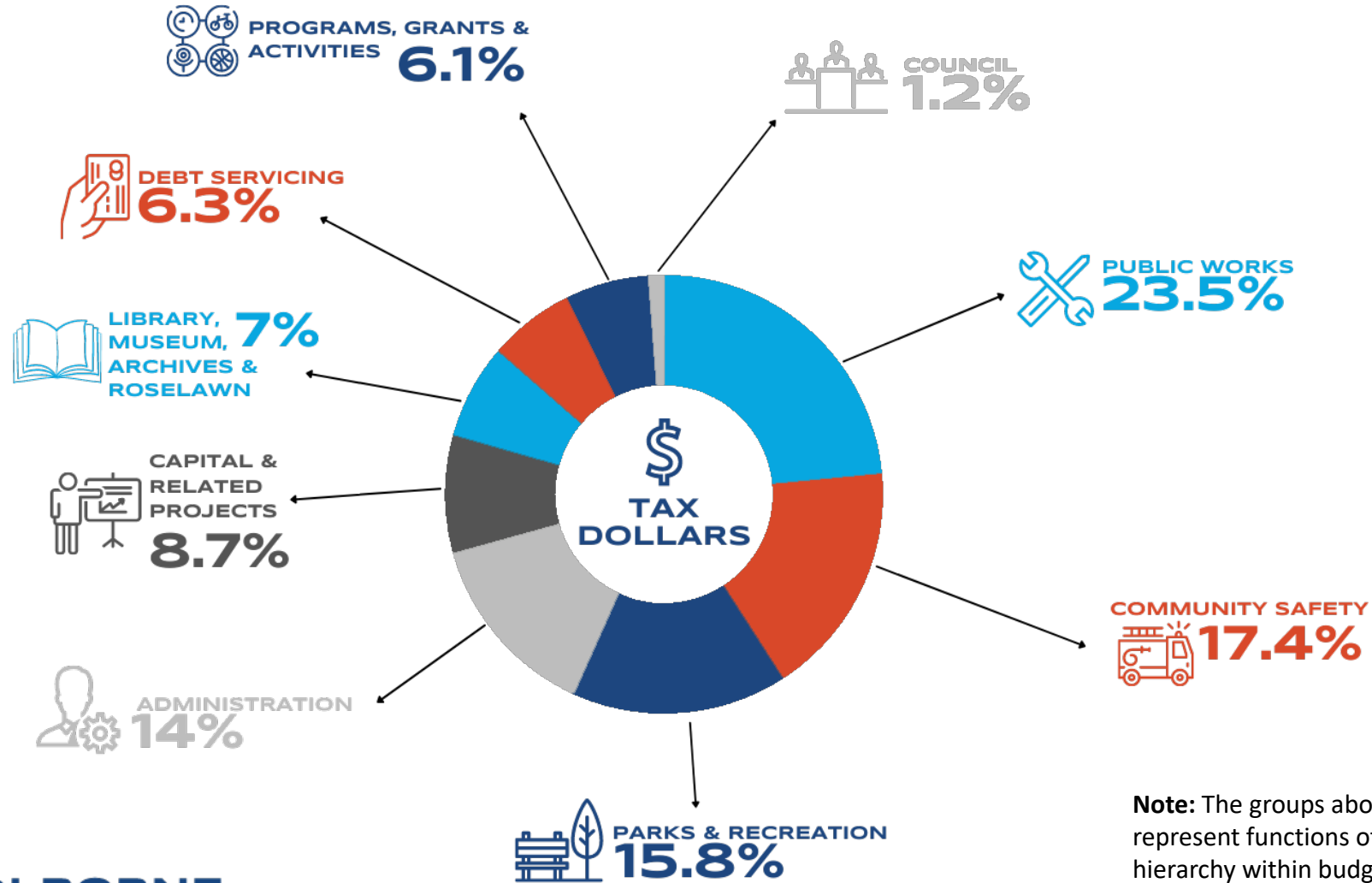
Debt Outlook



- ✓ Annual Repayment Limit (ARL) Forecasted 2021 = 6.5%
- ✓ City Self Imposed ARL Max = 15%
- ✓ Local Area Municipality ARL = 4.9%* (2019)

* Excludes Niagara Falls and Wainfleet as their 2019 FIRs are not yet available.

What tax dollars support ...



Note: The groups above were developed to better represent functions of the City rather than reporting hierarchy within budgetary departments.



Levy Summary ...

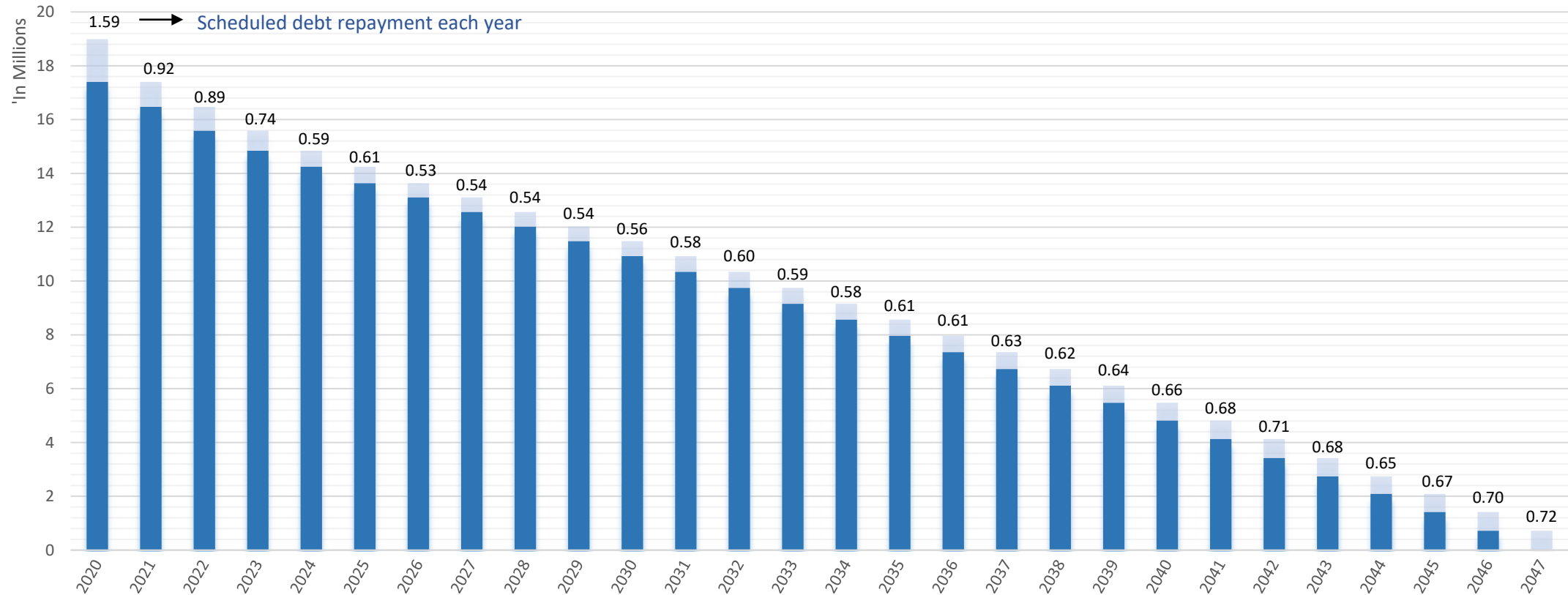
Statement of Operations

	Budget		Forecast 2021	Change from Budget		Change from Forecast	
	2022	2021		\$	%	\$	%
Revenue	31,102,429	28,890,515	31,135,147	2,211,914	7.7%	(32,718)	(0.1%)
Personnel Expenses	16,160,150	15,143,800	15,650,843	1,016,350	6.7%	509,308	3.3%
Operating Expenses	13,595,968	12,611,291	12,104,019	984,677	7.8%	1,491,949	12.3%
Total Expenses	29,756,118	27,755,091	27,754,862	2,001,027	7.2%	2,001,256	7.2%
Surplus/(Deficit) Before Allocations	1,346,311	1,135,424	3,380,286	210,887	18.6%	(2,033,974)	(60.2%)
Allocations (To)/From Departments	-	-	-	-	-	-	-
Surplus/(Deficit) After Allocations	1,346,311	1,135,424	3,380,286	210,887	18.6%	(2,033,974)	(60.2%)
Transfer To/(From) Reserves	3,230,096	3,266,368	5,300,430	(36,272)	(1.1%)	(2,070,334)	(39.1%)
Transfers To/(From) Rate	(1,883,785)	(2,130,944)	(2,511,844)	247,159	(11.6%)	628,059	(25.0%)
Surplus/(Deficit)	0	-	591,700	0		(591,699)	(100.0%)

IF realized ... potential to fund VHWC Roof Repair



Debt Outlook - Levy





Revenue

Some Salient Changes from Prior Year Budget

▪ Provincial Transit Grant	(\$138,000)	- Planning NRT onDemand
▪ Property Taxes	\$1,296,389	- 2.8% on blended rate (1% growth)
▪ Quarry Aggregate	\$132,540	- Included in the 2022 Capital and Related Project Budget
▪ Canal Days	\$366,500	- Yes – Planning for Canal Days
▪ Nickel Beach	\$213,300	- Self Sustaining Entity (“SSE”)
▪ Marina	\$339,800	- SSE
▪ OMPF Funding	(\$143,400)	- Province announced a reduction on October 21

Impact offset by reducing the tax assessment and uncollectible account to \$187,000. In future years it is recommended we look to increase this amount back to the original budget. The general stabilization reserve to be used in 2022, if required.



Personnel

Update: The reorganizations completed in 2021 saved over \$340,000 (these savings were already budgeted in the 2021 budget)

Some Salient Changes from Prior Year Budget

	Budget 2022		Budget 2021*	
	FTE	Headcount	FTE	Headcount
Crossing Guards	9.3	19.0		
Library	8.7	10.0	8.1	10.0
Museum	6.1	11.0	4.3	7.0
Council	9.0	9.0	9.0	9.0
CAO	2.0	2.0	3.0	3.0
Marketing & Communications	2.6	4.0	2.3	3.0
Corporate Services & Recreation	45.6	72.0	25.0	29.0
Legislative Services	12.7	14.0		
Strategic Planning & Economic Development	4.7	6.0	2.3	3.0
Planning			12.7	14.0
Community Safety	21.6	25.0		
Fire			15.6	17.0
Public Works	57.1	69.0	43.0	48.0
Parks and Recreation			51.3	94.0
	179.3	241.0	176.6	237.0

- Community Safety = Fire and Bylaw
- Parks & Recreation went to ...
 - Crossing Guards
 - Strategic Planning & Economic Development
 - Corporate Services & Recreation
 - Public Works
- Headcount increase of 4 is the result of a budgeted student increase of 6, primarily to support SSEs

* As displayed in the 2021 budget document



Personnel

Some Salient Changes from Prior Year Budget

- Salary & Wages - \$354,000 or 3%
- Benefits - \$662,000 or 19%
- ▪ The Fire Department Represents \$287,000 or 46% of this increase. Relates to presumptive cancer legislation. The benefit cost for the average firefighter is budgeted at approximately 58% of their salary.
- x-Fire Department increase is \$375,000
 - Estimate \$186,000 or 7% increase represents OMERS, CPP, EI, Health and Dental
 - Estimate \$189,000 or 7% increase represents “true-up” representing 2021 under budget based on forecast.

Action: HR to perform Post-Retirement Benefits Review in 2022

Operating Expenses

Some Salient Changes from Prior Year Budget

▪ Utilities	\$169,100	- Forecasting 12%
▪ Facilities maintenance	\$71,100	- Forecasting 12%
▪ Legal*	\$80,000	- Aligns to 2021 forecast
▪ Insurance	\$130,800	- Per Contract
▪ Computer Software	\$71,000	- Aligns to 2021 forecast
▪ Canal Days	\$366,500	- Yes – Planning for Canal Days (Revenue-offset)
▪ Nickel Beach	\$84,100	- Covered by SSE, not Levy impacting
▪ Marina	\$149,200	- Covered by SSE, not Levy impacting

Action: Financial Services to tender insurance in 2022 for 2023 and beyond

Action: Information Technology through the Municipal Modernization Grant to review Computer Software options

Update: City Wide (Levy and Water and Wastewater) Postage & Courier costs reduced by \$34,000 through Niagara Purchasing Consortium

Update: Telephone/Internet costs are budgeted \$23,400 lower after including the new WIFI project. This came from a Staff review of telephone/internet activity and costs

Transfer to/from Reserves & Capital

Marina Repayment of Internal Loan*	130,400
Transfer Interest Earned to Reserve	37,200
Transfer to Municipal Election Reserve	30,000
Transfer to Drainage Reserve	85,000
Levy Capital Funding to Capital Accounts*	2,098,669
Grant Capital Funding to Capital Accounts*	1,131,877
Transfer from Encumbrance Reserve – Forecasted Unspent Gov’t Grant for COVID-19	(92,000)
Transfer from Transit Reserve – NRT OnDemand (Report 2021-15)	(157,600)
Transfer from Capital Accounts to fund temporary purchasing support (Report 2021-74)	(74,600)
Forecasted Surplus/(Deficit) of SSEs	41,150
	3,230,096





Transfer to/from Rate

Transfer from for borrowing costs	895,785
Transfer from to cover administrative costs, related facility, insurance and fleet	988,000
	1,883,785

Some Salient Changes from Prior Year Budget

- Rate capital funding now flows directly to the capital budget instead of first flowing through the Levy budget.
- Transfer from rate budgets to cover administrative costs, related facility, insurance and fleet increased from 607,100 to 988,000.
 - It was noted during the 2021 budget process that Staff would review going into 2022.
 - This chargeback effectively represents an 8% overhead charge.
 - Staff will be presenting Council with options to hold the residential (meters that are 5/8 to 3/4) water and wastewater rates constant on a combined basis for 2022.



Levy Summary ...

Departmental Net Budgets

	Budget		Forecast 2021	Change from Budget		Change from Forecast	
	2022	2021		\$	%	\$	%
Global	18,202,792	16,289,656	16,784,481	1,913,136	11.7%	1,418,311	8.5%
PGA	(1,422,485)	(1,419,350)	(912,450)	(3,135)	0.2%	(510,036)	55.9%
BC	(1,633,075)	(1,244,500)	(1,351,640)	(388,575)	31.2%	(281,435)	20.8%
Council	(300,620)	(315,500)	(259,825)	14,880	(4.7%)	(40,795)	15.7%
CAO	(1,118,384)	(1,110,762)	(1,210,328)	(7,622)	0.7%	91,944	(7.6%)
Corporate Services	(2,857,700)	(2,776,750)	(2,706,504)	(80,950)	2.9%	(151,196)	5.6%
Legislative Services	(755,350)	(584,900)	(704,700)	(170,450)	29.1%	(50,650)	7.2%
Community Safety	(3,945,100)	(3,537,900)	(3,581,356)	(407,200)	11.5%	(363,744)	10.2%
Public Works	(6,170,078)	(5,299,994)	(5,465,979)	(870,084)	16.4%	(704,099)	12.9%
	0	-	591,700	0		(591,700)	





Programs, Grants, and Activates (PGA)

Some Salient Changes from Prior Year Budget

- **Community Investment Program (CIP) 57,000 ↑**
 - Total available is \$115,000 for CIP and \$10,000 Marketing

- **Grant commitments 34,300 ↓**
 - Recreational Committee - Bethel - \$ 8,300
 - Recreational Committee - Sherkston - \$ 8,300
 - French Golden Age Centre - \$10,000
 - Port Colborne Social & Recreation Center - \$10,000
 - Other Groups - \$1,600
 - Grant Committee - \$36,000
 - Hospice Niagara- \$30,000 (2021, 2022, 2023)
 - Pathstone - \$20,000

- **Physician recruitment budgeted 60,000 ↓**
 - Total available is \$75,000 for one Physician per year and \$13,000 for regional medical support grants

Total PGA Budget

\$1,422,485

- | | |
|------------------------|-----------------------|
| Airport | Residential Rebates |
| Animal Control | Showboat – Lighthouse |
| Canal Days | SportsFest |
| CIP Incentives | Transit |
| Civic Celebrations | |
| Community Grants | |
| COVID-19* | |
| Crossing Guards | |
| EcDev & Tourism Grants | |
| Goderich Elevator | |
| Municipal Election | |
| Outdoor Vendors | |
| Physician Recruitment | |

Action: Review Tourism activities and other sources of revenue

Boards and Committees

Some Salient Changes from Prior Year Budget

- Niagara South Coast 45,000 ↑
 - Result of cost allocations related to costs associated with Tourism Coordinator activities (this is not a new cost)
- Committees 7,500 ↓
 - Moved costs associated with Committee of Adjustment to Legislative Services (revenue also budgeted there)
- Museum & Archives 4,353 ↓
- Roselawn 267,000 ↑
 - Re-activation (includes shared staffing increase with Museum & Archives FTE increases 1.8 and Headcount 4)
- Library 88,400 ↑
 - Includes capital funding (additional 24,000 from 2022 Capital and Related Capital Budget and FTE increase of 0.6.

Total Boards and Committees

\$1,633,075

Library
Archives
Museum
Roselawn
Niagara South Coast
Committees





Council, CAO & Support

Some Salient Changes from Prior Year Budget

- Council 14,900 or 4.7% ↓
 - Primarily the result of an accounting allocation change related to benefits (post-retirement benefit allocations are no longer allocated to Councillors)
- CAO & Support 7,600 or 0.7% ↑

Total Council

\$300,620

Total CAO & Support

\$1,118,384

CAO

Strategic and Economic Development

Marketing and Communications



Corporate Services

Some Salient Changes from Prior Year Budget

- Move two part-time Customer Service employees to full-time
- Introduce new property change fee in Financial Services similar to other LAMs
- Arena Fees to increase (2.5% - effective spring/summer 2022) – Fees identified as average of similar LAMs.
- Increasing Marina and Beaches overhead allocation from 5% to 10% (following T2 Forecast)
 - This chargeback is recorded in Global Revenue

Total Corporate Services

\$2,857,700

Customer Service

Financial Services

Human Resources

Information Services

Recreation

Events



Marina (SSE = Zero on Levy)

Detail in later slides



Beaches (SSE = Zero on Levy)

Detail in later slides





Legislative Services

Some Salient Changes from Prior Year Budget

- Bringing Clerks and Planning and Development together allowed for a position to be repurposed to an Executive Assistant/Records Coordinator to meet required document retention standards
- Includes a Manager of Planning to support anticipated growth

Total Legislative Services

\$755,350

Clerks

Planning & Development



Building (SSE = Zero on Levy)





Community Safety

Some Salient Changes from Prior Year Budget

- Fire Department
 - Presumptive cancer legislation
- Bylaw
 - Increasing from 1 to 3 student. Positions supported by changes in 2021 to fees and fine processes. Additional positions budgeted through COVID-19 funding in 2021. Anticipate need to maintain service level.

Total Community Safety

\$3,945,100

Fire
Bylaw





Public Works

Some Salient Changes from Prior Year Budget

- Main increase is moving \$530,000 in transportation costs from the Capital and Related Capital Budget to the Public Works operating budget (this is not a new cost).
- Increased patching and spraying from \$70,000 to \$100,000 to help extend useful life of roads
- Increased bridge maintenance from \$10,000 to \$35,000 to accommodate required engineering inspections
- Introduced a curb maintenance budget of \$15,000
- Playground equipment repair and maintenance budget increased from \$3,000 to \$20,000
- New fees are being proposed in certain areas similar to other LAMs...lack of activity data has meant we have not included a budget figure at this point.

Total Public Works

\$6,170,078

- Drainage
- Environmental Compliance
- Facilities (see following slide)
- Fleet (see following slide)
- Parks and Trails
- Project Management
- Stores
- Transportation

Action: Review drains cost of \$132,900 on levy (note: this doesn't include the \$85,000 budget for City drains)





Public Works: Facilities

Some Salient Changes from Prior Year Budget

- Utilities budgeted to increase \$169,100 or 12%
- Maintenance (Parts, Consumables and Contracted Services) budgeted to increase \$71,100 or 12%
- Land lease included in the budget \$40,000 (budget “true-up”)

Total Facilities

\$2,730,495

Excluding: SSEs (Marina and Beaches), BCs (Library, Museum & Archives, Roselawn) and PGA (Animal Control and Sherkston and Bethel) =

\$2,323,695

Figure can be seen under Global Facilities. This figure does not include capital.





Public Works: Fleet

Some Salient Changes from Prior Year Budget

- Budgeting \$20,900 or 17% increase in fuel charges
- Overall this budget decreased \$113,000 or 9% as a result of reduced leasing costs.

Total Fleet

\$1,181,823

Figure can be seen under Global Fleet. This figure does not include capital.



SSE: Sugarloaf Marina

Year in Review

- ✓ COVID-19 delayed opening until the May long weekend.
- ✓ We had 510 seasonal boaters, new record.
- ✓ Council tours were conducted in July/August.
- ✓ Increase in complaints between boaters.
- ✓ Increasing number of boats in summer dry storage.
- ✓ Parking remained a significant concern on busy weekends. The 2022 Capital and Related Project Budget includes a plan to move boat storage.
- ✓ 2021 Forecasted surplus is 3,000 vs. a budgeted transfer from reserve of 13,200

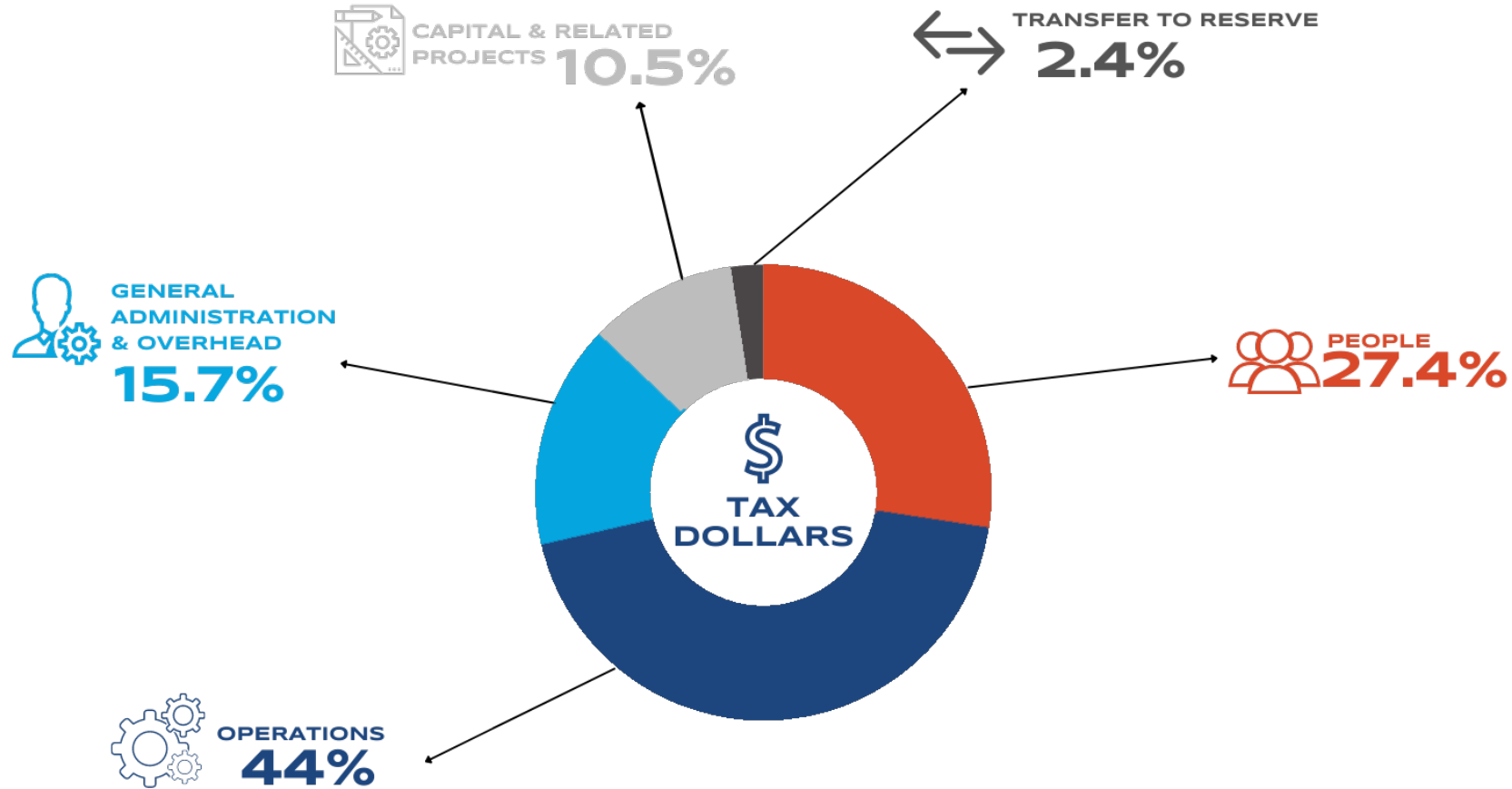
Initial Planning Thoughts Going Forward

- ✓ COVID-19 impact unknown so planning for it.
- ✓ Boater contracts of all types to be reviewed along with boaters code of conduct.
- ✓ Options to digitize the registration and payment system being investigated.
- ✓ Marina customer service to remain at the Marina but integrate with the City Hall customer service team.
- ✓ Fee charges to accommodate capital requirements at the Marina will require certain fees to increase between 10% to 15% next year then start to level down to more normalized increases in the following years.





SSE: Sugarloaf Marina





SSE: Sugarloaf Marina

Some Salient Changes from Prior Year Budget

- Funding available for facility, grounds and dock maintenance increasing from \$119,000 to \$186,500
- Overhead allocation increased from 5% to 10% to cover insurance, credit card fees and central administration
- Internal borrowing costs increasing by \$63,100 to cover costs of the 2022 Capital and Related Budget
- Includes cost of new fibre, high speed WIFI included in Marina slip fees.

Total Budgeted Revenue

\$1,409,000

Forecasted reserve transfer of \$33,700

Zero operating
or capital cost to
the Levy

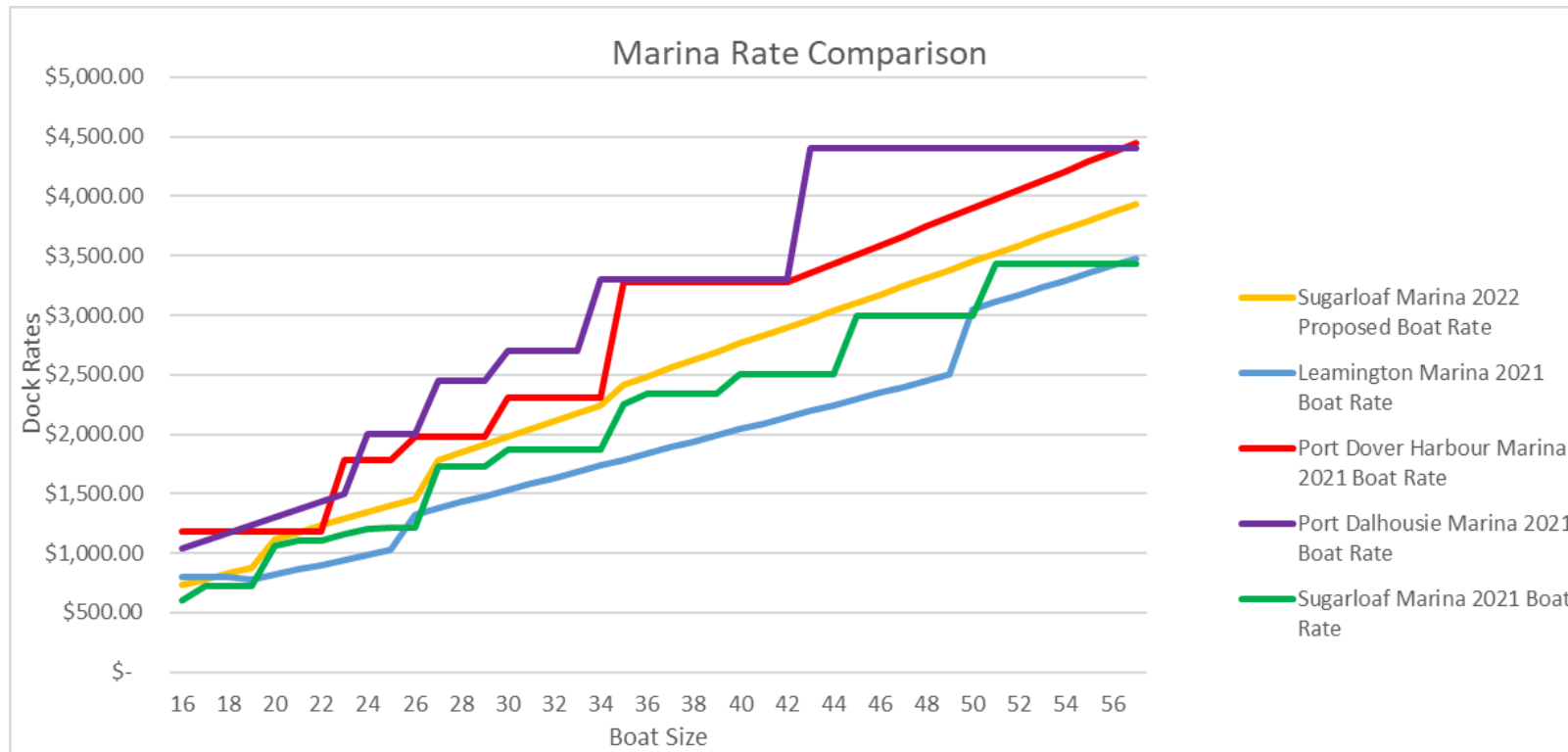
Action: Separate Marina and Boat Launch budgets ... will reflect in Year End Reporting





SSE: Sugarloaf Marina

Fee Comparisons





SSE: Sugarloaf Marina

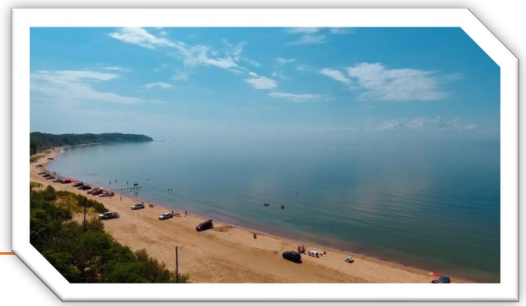
Multi-Year

	Forecast	Budget	Budget	Budget
	2021	2022	2023	2024
Sugarloaf Marina Total Revenue	1,272,687	1,409,000	1,582,500	1,776,800
Personnel Expenses	395,000	297,000	303,500	313,800
Operating Expenses	414,800	456,300	480,700	507,700
Total Expense	809,800	753,300	784,200	821,500
Surplus/(Deficit) Before Allocations	462,887	655,700	798,300	955,300
Allocations: Between Departments	459,846	622,000	762,900	918,100
Surplus/(Deficit) After Allocations	3,041	33,700	35,400	37,200
Transfers to (from) Reserves	3,041	33,700	35,400	37,200
Total Transfers	3,041	33,700	35,400	37,200
Surplus/(Deficit)	-	-	-	-

Some salient assumptions:

- ✓ No growth in slip usage projected (although marketing efforts will be planned for next year)
- ✓ Any growth to support capital/reserves given low level
- ✓ Proposed 2022 average rate increase of 12%.
- ✓ Internal financing begins to reduce in 2026 with \$83,841 fully removed in 2027. When this occurs dock replacements will be proposed.
- ✓ No new docks to be considered at this time. Capacity to repurpose some of the 150 full service transient docks that historically have only seen 3% - 4% occupancy.

This multi-year forecast is based on certain assumptions and estimates. They are based on information available to staff at this time. Actual results will vary.



SSE: Beaches

Year in Review

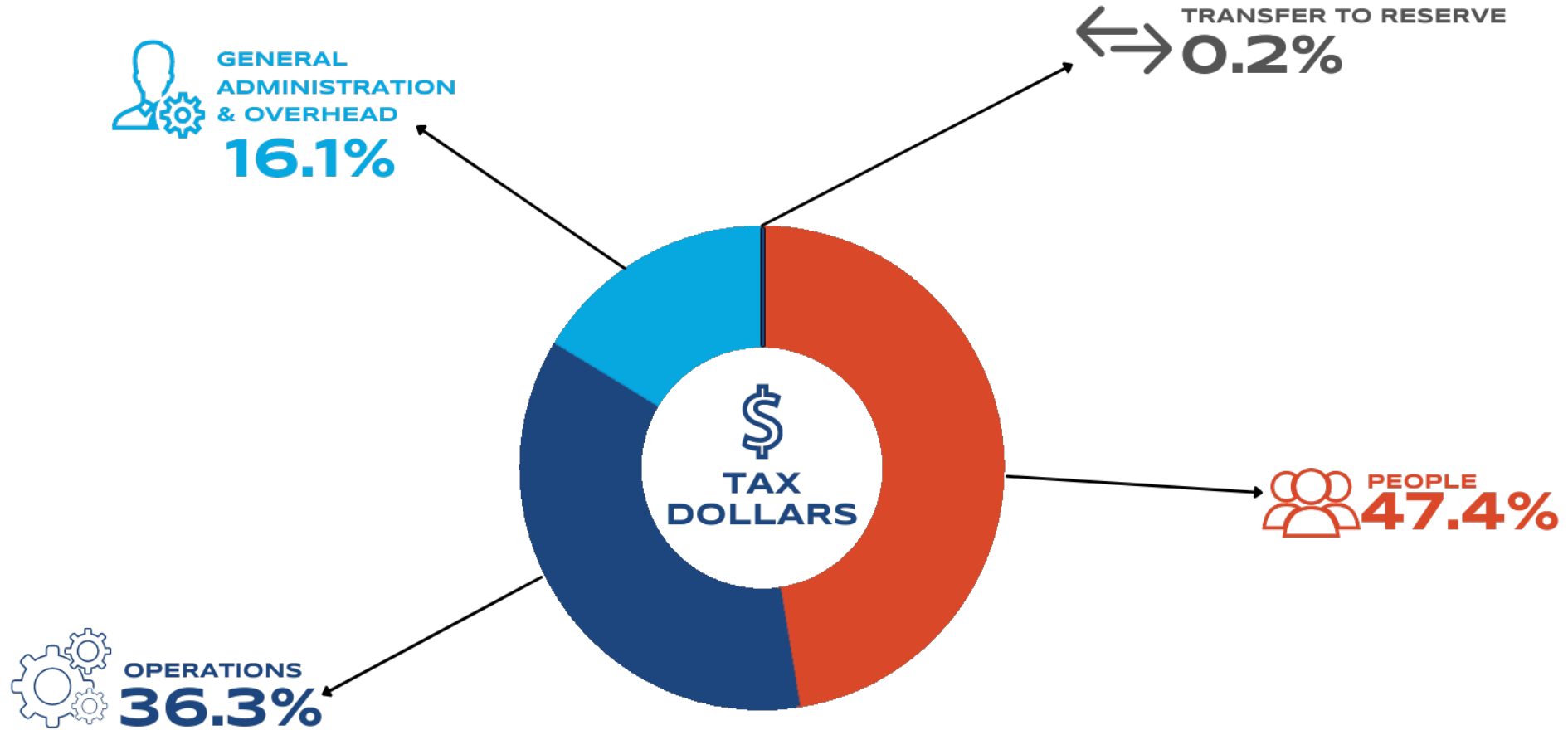
- ✓ COVID-19 limited capacity to 150 guests that pre-registered from outside Port Colborne.
- ✓ Users like the “pace” of the beach.
- ✓ PORTicipate Pass was well received.
- ✓ Beach policies and procedures reduced complaints and vandalism substantially.
- ✓ Amenities, specifically bathrooms requested at Nickel Beach.
- ✓ Pricing at Centennial-Cedar Bay was higher than Nickel Beach.
- ✓ 2021 Forecasted surplus is \$33,750 vs. a budgeted transfer from reserve of \$2,300

Initial Planning Thoughts Going Forward

- ✓ COVID-19 impact unknown so plan for it.
- ✓ Align Centennial-Cedar Bay to Nickel Beach pricing and allow residents from outside of the Niagara Region while maintaining space limits on non-Port Colborne resident.
- ✓ Limit capacity to 200 guests that pre-registered from outside Port Colborne, other current pricing maintained.
- ✓ Introduce for Niagara Region residents, Nickel Beach weekday (excluding holiday) pass that would work the same way as a Port Colborne PORTicipate Pass (e.g. no need to pre-register).
- ✓ Maintain beach policies and procedures, including staffing at Centennial-Cedar Bay.
- ✓ Introduce the capital projects recommended in the 2022 Capital and Related Project budget.



SSE: Beaches





SSE: Beaches

Some Salient Changes from Prior Year Budget

- Funding for security (“true-up” to 2021 forecast) and contract services related to washrooms proposed in the 2022 Capital and Related Project budget at Nickel Beach, increased from \$36,700 to \$98,500.
 - Note: Cedar Bay – Centennial was not included in the budget last year
- Overhead allocation increased from 5% to 10% to cover insurance, credit card fees and central administration
- Beaches will contribute to customer service and related reservation activities going forward

Total Budgeted Revenue

\$409,500

Forecasted reserve transfer of \$750

Zero operating
or capital cost to
the Levy





SSE: Building

Some Salient Changes from Prior Year Budget

- Total costs within \$5,500 of prior year budget.
- Fee budget increased \$87,700 or 26.4%.
 - In 2021 there was a budgeted funding gap that was budgeted to be funded with a reserve transfer from the building reserve.

Total Budgeted Revenue

\$419,400

Action: The 2021 forecast includes an amount to complete a fee review. Building fees need to rise for the department to be self sustaining per regulation.





SSE: Cemetery

Some Salient Changes from Prior Year Budget

- Budget is consistent year over year

Total Budgeted Revenue

\$46,900

Budgeted reserve transfer of \$6,700

Action: Review Public Works costs associated with the active Cemetery and established a transfer of those costs between departments. Currently these costs are not recovered.

Action: Review fees to cover public works costs associated with the Cemetery





Thank You



PORT COLBORNE

Recommendation

That the Corporate Service Department, Financial Services Division, Report No. 2021-275 Subject: 2022 Levy Budget, BE RECEIVED; and

That the 2022 Levy Budget as outlined in Report 2021-275, BE APPROVED.

