



PORT COLBORNE

Subject: 2026 Rates Budget

To: Council

From: Financial Services Department

Report Number: 2025-166

Meeting Date: November 4, 2025

Recommendation:

That the Mayor's 2026 Rates Budget as outlined in Financial Services Report 2025-166 **BE RECEIVED.**

Purpose:

The purpose of this report is to present the Mayor's 2026 Rates Budget to Council **FOR INFORMATION**, and

A separate report has been prepared and presented to Council, titled "2026 Rates Setting Report 2025-167," to establish water, wastewater, and storm sewer rates to be charged.

Background:

Strong Mayors Budget

In 2025 the Mayor received Strong Mayor Powers. The legislation outlines:

- The Mayor shall prepare and present a budget to Council before February 1
- The Mayor must provide the proposed budget to each Member of Council and the Clerk, and make the proposed budget available to the public

On September 5, 2025, the Mayor issued Mayoral direction MDI-2025-001 to the CAO, and CFO/Treasurer to prepare and provide the draft budgets to Council and the public on October 6, 2025.

Staff have prepared the budgets with direction from the Mayor. The Mayor has directed staff to:

- Reduce water loss
- Reduce inflow and infiltration

Council can propose amendments to the budget. The following process has been put forward to facilitate amendments:

- Councillors to send/discuss any proposed amendments with the Mayor, CAO and CFO/Treasurer by October 27, 2025
- Clerks' department to publish the Budget Meeting (Special Council Meeting) Agenda with the budget documents published on October 6, 2025 and any amendments on October 28, 2025
- Budget amendments to be considered at the November 4, 2025 Budget Meeting (Special Council Meeting)

If amendments are passed by Council on November 4 and the Mayor waives the right to veto those amendments, or if there are no amendments, the process stops after November 4 and the Budget will be deemed adopted. There will be no resolution to pass the budget.

If amendments are passed by Council on November 4th that the Mayor wants to veto, the process will be as follows:

- Mayor veto period is between November 5 – November 15 (10 days)
- Council override period is between November 16 – December 1 (15 days).

Budget would be deemed ADOPTED December 2nd.

The following process has been put forward to facilitate the overriding of a veto:

- Council to send a notice of override to the City Clerk by November 19, 2025.
- Clerks' department to publish the November 25, 2025 Council Meeting Agenda with notice of override on November 20, 2025.
- Notice over override to be considered at the November 25, 2025 Council Meeting. If two-thirds (6) of the Council vote in favour of overriding a veto, the budget is deemed adopted with that amendment.

Budget Document

The 2026 Rates Budget is presented in a similar fashion as the prior year Rate Budget.

Salient differences are as follows:

- When moving to the new accounting system, Financial Services fully adopted the Province of Ontario's Financial Information Return (FIR) reporting requirements into the system and financial process. This includes the account structure of the FIR and the allocation of Council and administrative costs to operational departments. This will aid in more timely reporting in the future which will support grant applications.

- As a result of updated methodology the average usage of the average residential property has been changed from 188 m3 to 142 m3.

The Mayor, along with Financial Services would like to thank Public Works staff for their leadership and support in developing the Mayor's 2026 Rates Budget.

Similar to the Mayor's 2026 Capital and Related Project Budget and Levy Budget, the Mayor's 2026 Rate Budget was developed through a process that requested Council and staff input and consideration to:

- Direction from the Mayor
- 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
- Impact of leading a reduction in the Infrastructure Deficit.

The budget document should be read in conjunction with:

- The 2026 Capital and Related Project Budget and Levy (Report 2025-164) presented to Council on November 4, 2025.
- The 2026 Proposed User Fees and Charges (Report 2025-165) presented to Council on November 4, 2025.
- The 2026 Rate Setting (Report 2025-167) presented to Council on November 4, 2025.

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 2026 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 2026 Rates Budget and 2026 Rates Setting reports are approved as presented, the water and wastewater impact to a single-family property using 142 m³ of water will be:

	Annual \$ Change	Monthly \$ Change	\$ Change
Water	\$91.91	\$7.65	12%
Wastewater	\$88.02	\$7.34	7%
Blended/Combined	\$179.93	\$14.99	8.89%

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 – August 14, 2025, and to fund City of Port Colborne capital projects to reduce water loss and inflow and infiltration ("I&I"). The Niagara Region forecasted rate increase is 9.05%. Reduced water loss and I&I would result in lower charges from the Niagara Region, all things being equal.

Storm Sewer

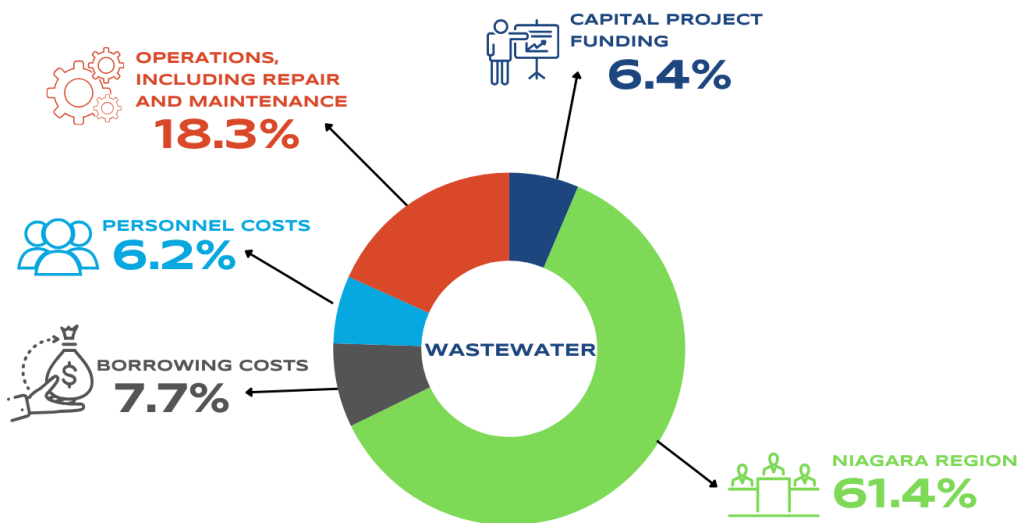
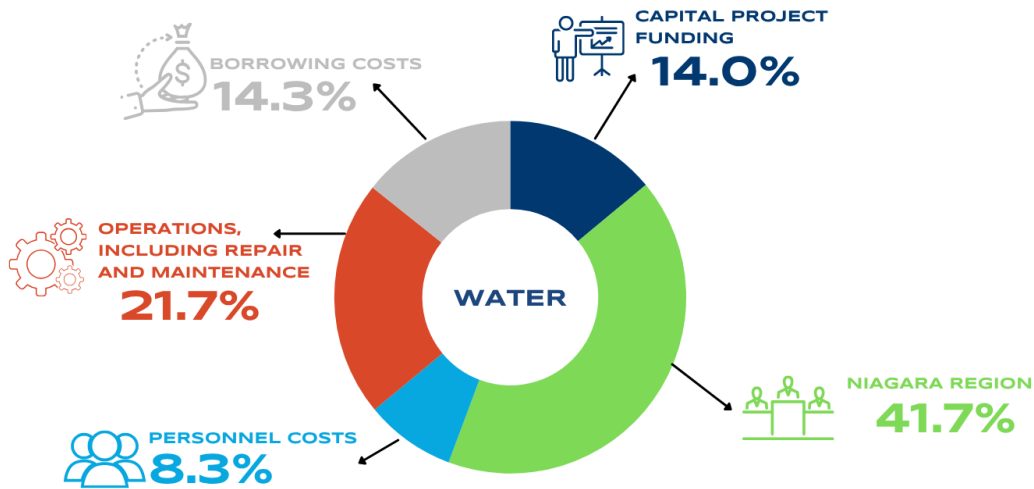
If the proposed 2026 Rates Budget is approved as presented, the storm sewer impact to a single-family property is \$27.39 per year or \$2.28 per month, which represents a 10% increase over the prior year.

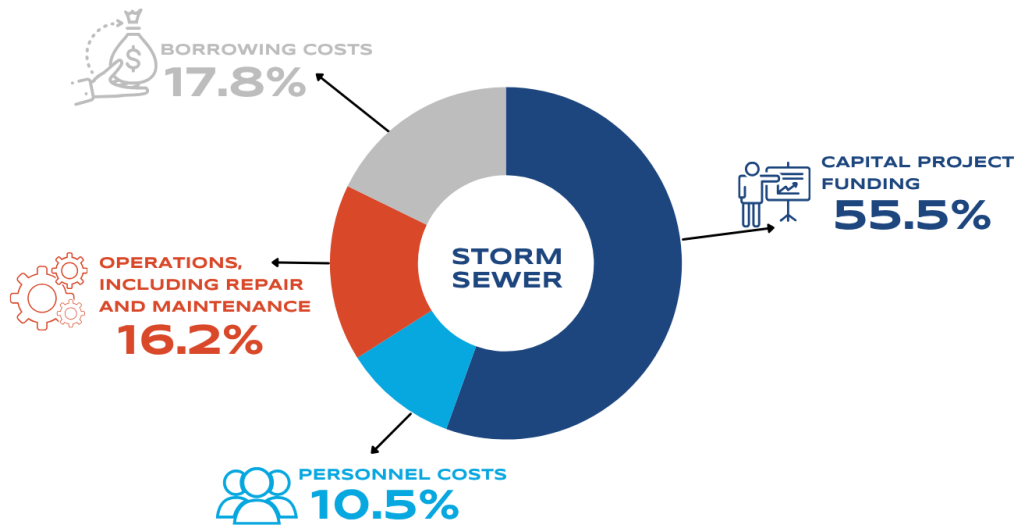
Budget Summary

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 2026 Rates Budget as outlined in Appendix A – 2026 Rates Budget Divisional Summary & Detail totals \$20,681,600 (2025 - \$18,967,500). In percentage terms, the water, wastewater, and storm sewer budgets can be broken down as follows:





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

	Storm Sewer	Wastewater	Water	Total
Total Revenue	2,988,000	10,100,300	7,593,300	20,681,600
Niagara Region	-	6,198,400	3,169,900	9,368,300
Personnel costs	315,084	630,168	630,148	1,575,400
Operations	484,125	1,846,732	1,644,052	3,974,909
Capital	1,319,600	610,337	325,900	2,255,837
Borrowing costs	531,300	782,500	1,084,800	2,398,600
Reserve transfers	337,891	31,163	738,500	1,108,554
Total Expenses	2,988,000	9,442,500	7,593,300	20,681,600
Surplus / (Deficit)	-	-	-	-

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

Some of the salient highlights and changes in the 2026 Rates Budget are as follows:

- The budget incorporates an anticipated 9.05% combined increase in water and wastewater charges from the Niagara Region, as communicated at their Budget Review Committee of the Whole – August 14, 2025. This increase is before adjusting for the City’s increase in water purchases and improvements in wastewater volumes. Volume adjustments have been made in the budget.

- This budget accounts for the fact that water purchased vs. water billed ratio fell year-to-date to 54.6% in 2025 vs. 56.7% in 2024 as a result of a 95% increase in water pipe breaks (39 vs. 20) and that the wastewater plant cleaned 1.82 litres for every litre of water billed (or metered). This compares to 2.08 litres in 2024.
- 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 water and wastewater lateral replacement grants at up to \$2,000 each. If both lines are done at the same time, the program allows for a grant up to \$5,000.
- 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 1,757 or 27.9% of Water/Wastewater accounts on PAP and 1,277 or 20.3% of Water/Wastewater accounts on online billing.
- This budget provides a number of water, wastewater and storm water projects as follows:
 - 2026-2028 Watermain Lining Program (water)
 - Lockview Area Servicing (water)
 - Sugarloaf Street and Marina Area Engineering (wastewater)
 - Highway 140 Engineering Design for Future Development (wastewater)
 - Clarke Area Storm Sewer Environmental Assessment and Design (storm sewer)
 - Storm Sewer Repair and Rehabilitation

2025 Forecast

The City is forecasting a \$166,807 deficit in water. This represents 2.5% of the budget and is driven by additional water purchases from the Niagara Region resulting from the 39 watermain breaks that have occurred in 2025. The number of watermain breaks is up 95% in 2025 at 39 breaks from 20 breaks in 2024.

The City is forecasting a \$853,231 surplus in wastewater. This change primarily driven by lower than budgeted volume of wastewater being sent to the treatment plant (\$500,000) and the timing of debt issuance and related cost of borrowing (\$237,769). These favourable variances are partially offset by an increase in the allocated corporate administrative expenses (\$337,713) resulting from a change in expense allocation methodology.

The City is forecasting a \$76,321 surplus in storm sewer as a result of a favourable decline in allocated corporate administrative expenses (\$65,861) resulting from a change in expense allocation methodology.

The surpluses and deficit amounts note above are reflected in the forecast as changes in the transfers to and from reserve.

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 move forward, and the 2026 budget equal actual, and the 2025 forecast equal forecast at year end, the forecasted rate reserves would be as follows at the end of 2026 (provided there are no new projects or contingencies approved):

- Water forecasted at \$810,052
- Wastewater forecasted at \$2,528,171
- Storm Sewer forecasted at \$397,910

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 City's reserve target for rate reserves is the estimate cost to replace 1 KM of linear asset (\$2,940,000) plus 10% of budget. The target reserve balances are as follows:

- Water forecasted at \$3,699,300
- Wastewater forecasted at \$3,950,000
- Storm Sewer forecasted at \$3,238,000

Risks to the Rates Budget

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

- Changes to legislation, including rules and regulation
- Decisions of other levels of government (i.e. Ministry of the Environment, Conservation and Parks)
- 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 rates declining which impacts investment income and related reserve transfers
- 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
- Weather conditions that impact operations, including storm surges that have a significant impact on wastewater flows due to I&I

Looking Forward

Corporate Services recognizes that continuous improvement is a process. Looking forward to 2026, staff identify the following activities that will help determine the financial outcomes of the City going into the 2027 budget process:

- Public open house identified a desire to introduce a mechanism to have differentiated wastewater fees for low water users – investigate further (limitation software)
 - Continue with water, wastewater and storm projects identified
 - Complete wastewater and storm sewer 10-year master plans
 - Re-introduce a multi-year capital budget
 - Continue to work towards Key Performance Indicators (KPIs) and related benchmarks, where applicable
 - Continue enhancing geographic information systems (GIS) to visualize the asset management program
-

Internal Consultations:

As stated, the Mayor and Financial Services would like to thank Public Works for their leadership and support in developing this 2026 Rates Budget.

Financial Implications:

The 2026 Rates Budget is as presented.

Public Engagement:

The 2026 Rates Budget was published on the City's website on October 6, 2025 for Members of Council and the Public. On November 4, 2025, there will be a Special Council Meeting where the 2026 Rates Budget will be presented to Council and where amendments (if any) can be discussed/formally passed by Council.

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

Strategic Plan Alignment:

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

- Environment and Climate Change
 - Welcoming, Livable, Healthy Community
 - Economic Prosperity
 - Increased Housing Options
 - Sustainable and Resilient Infrastructure
-

Conclusion:

Staff present, for information purposes, the Mayor's 2026 Rates Budget and the various appendices.

Appendices:

- a. Appendix A – Divisional Summary & Detail
- b. Appendix B – Divisional Multi-Year Budgets
- c. Appendix C – Divisional Usage & Billing Metrics
- d. Appendix D – 2026 Rate Budget Presentation

Respectfully submitted,

Adam Pigeau, CPA, CA
Chief Financial Officer/Treasurer
(905) 228-8019
Adam.Pigeau@portcolborne.ca

Steve Shypowskyj
Director, Public Works Services
(905) 228-8133
Steve.Shypowskyj@portcolborne.ca

Report Approval:

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

Appendix A – Divisional Summary and Detail
Rates (Water, Wastewater, Storm Sewer) Divisional Summary

**CITY OF PORT COLBORNE
2026 Budget – Rates Divisional Summary**

	Rates Total	Water	Wastewater	Storm Sewer
Revenue				
User Charges	20,624,400	7,570,500	10,065,900	2,988,000
Other Revenue	57,200	22,800	34,400	-
Total Revenue	20,681,600	7,593,300	10,100,300	2,988,000
Expense				
Personnel Expense				
Salaries and Wages	1,177,300	1,177,300	-	-
Benefits	398,100	398,100	-	-
Subtotal Personnel Expense	1,575,400	1,575,400	-	-
Non-Personnel Expense				
Materials	393,214	245,400	125,914	21,900
Contract Services	858,653	308,929	414,724	135,000
Rents and Financial Expenses	2,100	-	-	2,100
External Transfer to Others	196,000	58,600	137,400	-
Other Agency Payout	9,368,300	3,169,900	6,198,400	-
Subtotal Non-Personnel Expense	10,818,267	3,782,829	6,876,438	159,000
Total Expense	12,393,667	5,358,229	6,876,438	159,000
Surplus/(Deficit) Before Allocation	8,287,933	2,235,071	3,223,862	2,829,000
Allocation	-	-	-	-
Total Allocated	-	-	-	-
Surplus/(Deficit) After Allocation	8,287,933	2,235,071	3,223,862	2,829,000
Transfer to/from Reserve	1,108,554	738,500	32,163	337,891
Transfer Between Funds	7,179,379	1,496,571	3,191,699	2,491,109
Total Transfer	8,287,933	2,235,071	3,223,862	2,829,000
Surplus/(Deficit)	-	-	-	-

City of Port Colborne
2026 Operating Budget
Water/Wastewater/Storm Sewer

	2025 Budget	2025 Forecast	2026 Budget (Proposed)	2025 v 2026 Budget Variance (\$)	2025 v 2026 Budget Variance (%)
Revenue					
User Charges	18,906,400	18,969,400	20,624,400	1,718,000	9.09%
Other Revenue	61,100	61,100	57,200	(3,900)	(6.38%)
Total Revenue	18,967,500	19,030,500	20,681,600	1,714,100	9.04%
Expense					
Personnel Expense					
Salaries and Wages	997,500	997,500	1,177,300	179,800	18.03%
Benefits	345,800	345,800	398,100	52,300	15.12%
Subtotal Personnel Expense	1,343,300	1,343,300	1,575,400	232,100	17.28%
Non-Personnel Expense					
Materials	511,400	511,400	393,214	(118,186)	(23.11%)
Contract Services	796,500	796,500	858,653	62,153	7.80%
Rents and Financial Expenses	2,100	2,100	2,100	-	0.00%
External Transfer to Others	48,200	48,200	196,000	147,800	306.64%
Other Agency Payout	9,016,560	8,716,560	9,368,300	351,740	3.90%
Subtotal Non-Personnel Expense	10,374,760	10,074,760	10,818,267	443,507	4.27%
Total Expenses	11,718,060	11,418,060	12,393,667	675,607	5.77%
Surplus/(Deficit) Before Allocation	7,249,440	7,612,440	8,287,933	(1,038,493)	14.33%
Allocated Out	(805,980)	(805,980)	-	805,980	(100.00%)
Allocated In	805,980	805,980	-	(805,980)	(100.00%)

Appendix A – Divisional Summary and Detail

	2025 Budget	2025 Forecast	2026 Budget (Proposed)	2025 v 2026 Budget Variance (\$)	2025 v 2026 Budget Variance (%)
Total Allocated	-	-	-	-	0.00%
Surplus (Deficit) After Allocation	7,249,440	7,612,440	8,287,933	(1,038,493)	14.33%
Transfer to/from Reserve	(355,428)	134,917	1,108,554	1,463,982	(411.89%)
Transfer Between Funds	7,604,868	7,477,523	7,179,379	(425,489)	(5.60%)
Total Transfer	7,249,440	7,612,440	8,287,933	1,038,493	14.33%
Surplus/(Deficit)	-	-	-	-	0.00%

Appendix A – Divisional Summary and Detail
Rates (Water, Wastewater, Storm Sewer) Divisional Detail

City of Port Colborne

2026 Operating Budget

Water

	2025 Budget	2025 Forecast	2026 Budget (Proposed)	2025 v 2026 Budget Variance (\$)	2025 v 2026 Budget Variance (%)
Revenue					
User Charges	6,757,000	6,757,000	7,570,500	813,500	12.04%
Other Revenue	26,700	26,700	22,800	(3,900)	(14.61%)
Total Revenue	6,783,700	6,783,700	7,593,300	809,600	11.93%
Expense					
Personnel Expense					
Salaries and Wages	997,500	997,500	1,177,300	179,800	18.03%
Benefits	345,800	345,800	398,100	52,300	15.12%
Subtotal Personnel Expense	1,343,300	1,343,300	1,575,400	232,100	17.28%
Non-Personnel Expense					
Materials	286,600	286,600	245,400	(41,200)	(14.38%)
Contract Services	272,400	272,400	308,929	36,529	13.41%
External Transfer to Others	4,100	4,100	58,600	54,500	1,329.27%
Other Agency Payout	2,881,660	3,081,660	3,169,900	288,240	10.00%
Subtotal Non-Personnel Expense	3,444,760	3,644,760	3,782,829	338,069	9.81%
Total Expenses	4,788,060	4,988,060	5,358,229	570,169	11.91%
Surplus/(Deficit) Before Allocation	1,995,640	1,795,640	2,235,071	(239,431)	12.00%
Allocated Out	(805,980)	(805,980)	-	805,980	(100.00%)
Total Allocated	(805,980)	(805,980)	-	805,980	0.00%
Surplus (Deficit) After Allocation	2,801,620	2,601,620	2,235,071	566,549	(20.22%)

Appendix A – Divisional Summary and Detail

	2025 Budget	2025 Forecast	2026 Budget (Proposed)	2025 v 2026 Budget Variance (\$)	2025 v 2026 Budget Variance (%)
Transfer to/from Reserve	(25,956)	(303,877)	738,500	764,456	(2,945.20%)
Transfer Between Funds	2,827,576	2,905,497	1,496,571	(1,331,005)	(47.07%)
Total Transfer	2,801,620	2,601,620	2,235,071	(566,549)	(20.22%)
Surplus/(Deficit)	-	-	-	-	0.00%

City of Port Colborne
2026 Operating Budget
Wastewater

	2025 Budget	2025 Forecast	2026 Budget (Proposed)	2025 v 2026 Budget Variance (\$)	2025 v 2026 Budget Variance (%)
Revenue					
User Charges	9,408,100	9,496,100	10,065,900	657,800	6.99%
Other Revenue	34,400	34,400	34,400	-	0.00%
Total Revenue	9,442,500	9,530,500	10,100,300	657,800	6.97%
Expense					
Personnel Expense					
Subtotal Personnel Expense	-	-	-	-	0.00%
Non-Personnel Expense					
Materials	202,900	202,900	125,914	(76,986)	(37.94%)
Contract Services	391,700	391,700	414,724	23,024	5.88%
External Transfer to Others	44,100	44,100	137,400	93,300	211.56%
Other Agency Payout	6,134,900	5,634,900	6,198,400	63,500	1.04%
Subtotal Non-Personnel Expense	6,773,600	6,273,600	6,876,438	102,838	1.52%
Total Expenses	6,773,600	6,273,600	6,876,438	102,838	1.52%
Surplus/(Deficit) Before Allocation	2,668,900	3,256,900	3,223,862	(554,962)	20.79%
Allocated In	537,320	537,320	-	(537,320)	(100.00%)
Total Allocated	537,320	537,320	-	(537,320)	0.00%
Surplus (Deficit) After Allocation	2,131,580	2,719,580	3,223,862	(1,092,282)	51.24%

Appendix A – Divisional Summary and Detail

	2025 Budget	2025 Forecast	2026 Budget (Proposed)	2025 v 2026 Budget Variance (\$)	2025 v 2026 Budget Variance (%)
Transfer to/from Reserve	(139,174)	592,476	32,163	171,337	(123.11%)
Transfer Between Funds	2,270,754	2,127,104	3,191,699	920,945	40.56%
Total Transfer	2,131,580	2,719,580	3,223,862	1,092,282	51.24%
Surplus/(Deficit)	-	-	-	-	0.00%

City of Port Colborne
2026 Operating Budget
Storm Sewer

	2025 Budget	2025 Forecast	2026 Budget (Proposed)	2025 v 2026 Budget Variance (\$)	2025 v 2026 Budget Variance (%)
Revenue					
User Charges	2,741,300	2,716,300	2,988,000	246,700	9.00%
Total Revenue	2,741,300	2,716,300	2,988,000	246,700	9.00%
Expense					
Personnel Expense					
Subtotal Personnel Expense	-	-	-	-	0.00%
Non-Personnel Expense					
Materials	21,900	21,900	21,900	-	0.00%
Contract Services	132,400	132,400	135,000	2,600	1.96%
Rents and Financial Expenses	2,100	2,100	2,100	-	0.00%
Subtotal Non-Personnel Expense	156,400	156,400	159,000	2,600	1.66%
Total Expenses	156,400	156,400	159,000	2,600	1.66%
Surplus/(Deficit) Before Allocation	2,584,900	2,559,900	2,829,000	(244,100)	9.44%
Allocated In	268,660	268,660	-	(268,660)	(100.00%)
Total Allocated	268,660	268,660	-	(268,660)	(100.00%)
Surplus (Deficit) After Allocation	2,316,240	2,291,240	2,829,000	(512,760)	22.14%
Transfer to/from Reserve	(190,298)	(153,683)	337,891	528,189	(277.56%)
Transfer Between Funds	2,506,538	2,444,923	2,491,109	(15,429)	(0.62%)

Appendix A – Divisional Summary and Detail

	2025 Budget	2025 Forecast	2026 Budget (Proposed)	2025 v 2026 Budget Variance (\$)	2025 v 2026 Budget Variance (%)
Total Transfer	2,316,240	2,291,240	2,829,000	512,760	22.14%
Surplus/(Deficit)	-	-	-	-	0.00%

Appendix B - Rates Divisional Multi-Years Budgets

Appendix B - Divisional Multi-Year Budgets

Appendix B - Summary - Five Year Combined Rates

	2022	2022	2023	2023	2024	2024	2025	2025	2026	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	153,816	111,000	192,791	94,200	148,307	60,100	69,400	69,400	68,900	(500)	(0.7%)
Variable	2,774,850	2,743,067	2,722,662	3,016,000	3,171,357	3,303,393	3,522,400	3,567,400	3,908,900	341,500	9.6%
Fixed	10,199,398	10,247,000	10,729,296	10,550,900	13,225,783	13,196,120	15,438,700	15,330,700	16,703,800	1,373,100	9.0%
Total Revenue	13,128,065	13,101,067	13,644,749	13,661,100	16,545,447	16,559,613	19,030,500	18,967,500	20,681,600	1,714,100	9.04%
Fixed vs. Variable	79%	79%	80%	78%	81%	80%	81%	81%	81%		
Niagara Region	6,381,607	6,961,745	7,257,787	7,319,079	7,497,041	8,370,179	8,716,560	9,016,560	9,368,300	351,740	3.9%
Personnel costs	1,082,704	1,248,700	1,025,813	1,190,900	943,223	983,800	1,343,300	1,343,300	1,575,400	232,100	17.3%
Operations	1,612,962	2,088,910	2,066,787	2,423,929	2,808,238	2,801,634	3,731,845	3,166,468	3,974,909	808,441	25.5%
Capital	1,602,373	701,597	2,596,700	2,311,700	5,436,700	896,700	3,941,578	3,902,700	2,255,837	(1,646,863)	(42.2%)
Borrowing costs	895,785	895,785	895,481	895,481	969,077	1,546,000	1,162,300	1,893,900	2,398,600	504,700	26.6%
Reserve transfers	1,552,633	1,204,330	(197,819)	(479,989)	(1,108,832)	1,961,300	134,917	(355,428)	1,108,554	1,463,982	(411.9%)
Total Expenses	13,128,065	13,101,067	13,644,749	13,661,100	16,545,447	16,559,613	19,030,500	18,967,500	20,681,600	1,714,100	9.04%
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-	-
Revenue Budget to Actual / Forecast	26,998		(16,351)		(14,166)		63,000				
Niagara Region	48.6%	53.1%	53.2%	53.6%	45.3%	50.5%	45.8%	47.5%	45.3%		
Capital & Reserves	24.0%	14.5%	17.6%	13.4%	26.2%	17.3%	21.4%	18.7%	16.3%		
% of Total Revenue	72.6%	67.7%	70.8%	67.0%	71.5%	67.8%	67.2%	66.2%	61.6%		

Appendix B - Summary - Five Year Water Budgets

	2022	2022	2023	2023	2024	2024	2025	2025	2026	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	71,587	97,000	101,315	63,100	115,262	28,700	33,300	33,300	32,800	(500)	(1.5%)
Variable	2,142,479	2,120,000	2,253,659	2,376,000	2,609,797	2,604,993	2,917,200	2,917,200	3,267,300	350,100	12.0%
Fixed	2,547,531	2,540,000	2,776,318	2,743,200	3,420,313	3,305,420	3,833,200	3,833,200	4,293,200	460,000	12.0%
Total Revenue	4,761,596	4,757,000	5,131,292	5,182,300	6,145,371	5,939,113	6,783,700	6,783,700	7,593,300	809,600	11.93%
Fixed vs. Variable	54%	55%	55%	54%	57%	56%	57%	57%	57%		
Niagara Region	2,172,540	2,040,866	2,417,834	2,398,200	2,658,172	2,572,900	3,081,660	2,881,660	3,169,900	288,240	10.0%
Personnel costs	649,478	749,300	615,488	714,540	549,323	589,900	537,320	537,320	630,148	92,828	17.3%
Operations	845,712	935,310	1,085,475	1,003,970	1,276,526	1,149,513	1,587,083	1,294,876	1,644,052	349,176	27.0%
Capital	266,700	266,700	706,700	621,700	1,808,700	568,700	1,462,814	1,445,500	325,900	(1,119,600)	(77.5%)
Borrowing costs	364,629	364,629	364,326	364,326	364,800	364,800	418,700	650,300	1,084,800	434,500	66.8%
Reserve transfers	462,537	400,195	(58,531)	79,564	(512,149)	693,300	(303,877)	(25,956)	738,500	764,456	(2945.2%)
Total Expenses	4,761,596	4,757,000	5,131,292	5,182,300	6,145,371	5,939,113	6,783,700	6,783,700	7,593,300	809,600	11.93%
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-	-
Revenue Budget to Actual / Forecast	4,596		(51,008)		206,258		-				
Niagara Region	45.6%	42.9%	47.1%	46.3%	43.3%	43.3%	45.4%	42.5%	41.7%		
Capital & Reserves	15.3%	14.0%	12.6%	13.5%	21.1%	21.2%	17.1%	20.9%	14.0%		
% of Total Revenue	60.9%	56.9%	59.8%	59.8%	64.4%	64.6%	62.5%	63.4%	55.8%		

Appendix B - Summary - Five Year Wastewater Budgets

	2022	2022	2023	2023	2024	2024	2025	2025	2026	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	82,109	14,000	90,586	31,100	31,548	31,400	36,100	36,100	36,100	-	0.0%
Variable	632,371	623,067	469,003	640,000	561,560	698,400	605,200	650,200	641,600	(8,600)	(1.3%)
Fixed	6,345,888	6,300,000	6,574,340	6,370,000	7,895,354	7,955,900	8,889,200	8,756,200	9,422,600	666,400	7.6%
Total Revenue	7,060,368	6,937,067	7,133,929	7,041,100	8,488,462	8,685,700	9,530,500	9,442,500	10,100,300	657,800	6.97%
Fixed vs. Variable	91%	91%	93%	91%	93%	92%	94%	93%	94%		
Niagara Region	4,209,067	4,920,879	4,839,953	4,920,879	4,838,869	5,797,279	5,634,900	6,134,900	6,198,400	63,500	1.0%
Personnel costs	324,739	374,600	307,744	357,270	356,025	356,025	537,320	537,320	630,168	92,848	17.3%
Operations	638,672	903,500	787,912	1,067,997	1,101,303	1,196,396	1,699,386	1,360,354	1,846,732	486,378	35.8%
Capital	1,124,797	324,897	840,000	840,000	2,852,000	302,000	854,018	836,700	610,337	(226,363)	(27.1%)
Borrowing costs	-	-	-	-	73,077	650,000	212,400	712,400	782,500	70,100	9.8%
Reserve transfers	763,093	413,191	358,320	(145,046)	(732,813)	384,000	592,476	(139,174)	32,163	171,337	(123.1%)
Total Expenses	7,060,368	6,937,067	7,133,929	7,041,100	8,488,462	8,685,700	9,530,500	9,442,500	10,100,300	657,800	6.97%
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-	-
Revenue Budget to Actual / Forecast	123,301		92,829		(197,238)		88,000				
Niagara Region	59.6%	70.9%	67.8%	69.9%	57.0%	66.7%	59.1%	65.0%	61.4%		
Capital & Reserves	26.7%	10.6%	16.8%	9.9%	25.0%	7.9%	15.2%	7.4%	6.4%		
% of Total Revenue	86.4%	81.6%	84.6%	79.8%	82.0%	74.6%	74.3%	72.4%	67.7%		

Appendix B - Summary - Five Year Storm Sewer Budgets

	2022	2022	2023	2023	2024	2024	2025	2025	2026	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Installation service fee	120	-	890	-	1,498					-	
Rate fees	1,305,980	1,407,000	1,378,638	1,437,700	1,910,116	1,934,800	2,716,300	2,741,300	2,988,000	246,700	9.00%
Total Revenue	1,306,100	1,407,000	1,379,528	1,437,700	1,911,614	1,934,800	2,716,300	2,741,300	2,988,000	246,700	9.00%
Personnel costs	108,487	124,800	102,581	119,090	37,875	37,875	268,660	268,660	315,084	46,424	17.28%
Operations	128,578	250,100	193,400	351,962	430,409	455,725	445,377	511,238	484,125	(27,113)	(5.30%)
Capital	210,876	110,000	1,050,000	850,000	776,000	26,000	1,624,746	1,620,500	1,319,600	(300,900)	(18.57%)
Borrowing costs	531,156	531,156	531,155	531,155	531,200	531,200	531,200	531,200	531,300	100	0.0%
Reserve transfers	327,003	390,944	(497,608)	(414,507)	136,130	884,000	(153,683)	(190,298)	337,891	528,189	(277.56%)
Total Expenses	1,306,100	1,407,000	1,379,528	1,437,700	1,911,614	1,934,800	2,716,300	2,741,300	2,988,000	246,700	9.00%
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-	-
Revenue Budget to Actual / Forecast	(100,900)		(58,172)		(23,186)		(25,000)				

Appendix C - Water and Wastewater Usage and Billing Metrics

	2021	2022	2023	2024	2025
	Actual	Actual	Actual	Actual	YTD
Water (M³)					
Water purchase from Region (Actual)	2,335,980	2,537,830	2,763,052	2,925,112	2,256,460
Water of Region Total	54,119,757	56,510,456	56,474,455	58,458,771	42,047,685
Port Colborne %	4.32%	4.49%	4.89%	5.00%	5.37%
Wastewater (M³)					
Wastewater to Region (Actual)	3,697,951	3,701,614	4,130,394	3,467,961	2,233,674
Niagara Region Total	67,109,853	73,320,193	76,721,561	71,248,100	46,945,580
Port Colborne %	5.51%	5.05%	5.38%	4.87%	4.76%
Billing (M³)					
Water bill	1,609,570	1,625,245	1,704,627	1,665,317	1,229,715
Water billed vs. Water Purchased (Goal 85%)	68.90%	64.04%	61.69%	56.93%	54.50%
Additional Data					
Lake Level (Avg. cm above datum)	117.0	98.0	96.6	93.0	79.9 (to August)
Precipitation (MM)	939.0	839.0	992.3	868.0	419.5 (to August)