COUNCIL INFORMATION PACKAGE

Friday, October 30, 2026

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MEMORANDUM

TO: Welland City Council

FROM: Anka Vuksan Scott, CPA
Manager of Budgets and Financial Services / Deputy Treasurer

DATE: October 30, 2026

SUBJECT: Q2 Projected Operating Variance Report as of June 30, 2026

This memo is to notify Council that staff have reviewed their areas of responsibility and have forecasted their year-end position by department. As of June 30, 2026, staff are projecting an overall annual tax supported operating budget deficit of $1.4 million and a Water/Wastewater operating budget surplus of $1.08 million. Appendix I provides details on the projected year-end variance by service area. Appendix II provides the reserve and deferred revenue balances as of June 30, 2026. Staff will continue to monitor results throughout 2026 and will bring forward a third quarter update and year-end report with recommended transfers to address any final surplus/deficit.

Background

The City's operating budgets are comprised of:

- Tax Supported Operating Budget that is primarily funded through the tax levy, user fees, and grants.
- The Rate Supported Operating Budget that is funded through the water/sewer rates and user fees.

Annual operating budgets for all City departments are established and approved by Council. Budgets are established based on existing service levels, professional estimates, current legislative requirements, analysis of trends around commodity pricing, inflationary pressures, interest rates, employment group contracts, and all other information available at the time of the budget. Departments base their budgets on the best estimate for all revenue and expenditure line items. Throughout the year, events and activities occur that impact actual vs. budget. For example, staff recruitment, legislative changes, projection updates, inflation, emergency repair work etc.

Departments are responsible for monitoring budgets on an ongoing basis and projecting to the end of the year. It is common that individual departments may generate a surplus or have a deficit, depending on the circumstances of that department since budgets are the best estimate at the time of budget approval. Finance and departments actively monitor the actual performance vs. budget to ensure the overall result is the optimal result based on the current year's activities.

Tax Supported Operating Variance

Staff are projecting a year-end operating deficit of $1.4 million in the tax supported operating budget.

The projected deficit is largely driven by the additional tax increment grants that are now active as occupancy is expected before year-end in addition to lower than anticipated planning applications fee revenue due to a turn in market conditions. In addition, staff are also managing staffing vacancies and related employee costs that contribute to the

overall position. As the year progresses and we move into Q3 reporting and forecasting, the year-end result will be more refined. Many activities and services that generate revenue and associated expenditure occur seasonally resulting in better projections after Q3.

The deficit resulting from the tax increment grants can be funded from the Economic Development Reserve at year end. Staff have been analyzing this program and forecasting its long-term impacts and plan to bring forward a long-term funding strategy with the 2027 budget. Any remaining operating deficit could be funded from the operating surplus reserve.

Water and Wastewater Operating Variance

Staff are projecting an overall surplus of $1.08 million. This is largely due to the billings being on track, a projected favourable year-end regional reconciliation of the wastewater treatment cost and staffing allocation savings in the service area. This is offset by less user fees collected in the water area for various water activities and an increase in volume purchases of water.

Reserves and Deferred Revenue as of June 30, 2026

In Appendix II, the reserves and deferred revenue reserves projected uncommitted balance totals $97.9 million as of June 30, 2026. The reserves' uncommitted balance of $85 million are mainly used as a funding mechanism for asset management renewals.

The uncommitted portion of reserves that are deferred and set aside for specific purposes as required by legislation, regulation or agreement is $12.9 million. These funds are legislated through separate provisions and have different rules on how these funds are to be spent and reported on. These mainly consist of Development Charges (DC's), Cash-in -Lieu of Parklands (CIL) and Build Communities Strong Fund (Formerly CCBF/Federal Gas Tax).

It is important to note that the forecasted uncommitted balances do not factor in any reserve funding anticipated to be used within the City's 2027 capital budget and nine-year forecast (2028-2036).

Conclusion

Staff will be coming forward with the unaudited 2026 year-end operating results in Spring 2027. At that time, staff will be recommending the appropriate reserve transfers. Discretionary Reserves are the only avenue to address an operating deficit to balance an operational shortfall. Reserves are an important financial mechanism that requires contributions to ensure operational deficits do not impact the future tax rates.

ATTACHMENTS:

Appendix I – Q2 Projected Operating Budget Variance Summary as of June 30, 2026
Appendix II – Summary of Reserves and Deferred Revenue as of June 30, 2026

2026 Projected Annual Operating Budget Variance
(as of June 30, 2026)

Departments/Programs:	Net Annual Budget Expense/(Revenue)	Net Annual Forecast Expense/(Revenue)	Projected Year End Variance Surplus/(Deficit)	Variance Comment
Council and Mayors Office				
20-110-MAYOR'S OFFICE	$122,744	$124,130	($1,386)	The Mayor's Office is projected to be on budget with a small variance mainly resulting from increased participation in conferences and meetings that support the Mayor's responsibilities in representing the City, engaging with stakeholders, and advancing municipal priorities. This was planned in advance and accounted for with conferences costs offset by a federal grant received under the Can Export Community Investment Program.
20-111-COUNCILLORS	$514,016	$495,849	$18,167	Members of Council are projected to finish the year with a surplus primarily due to lower-than-anticipated conference expenses. While some additional costs related to Integrity Commissioner matters and training are expected through the remainder of 2026, overall expenditures are anticipated to remain favourable.
	$636,760	**$619,979**	**$16,781**	
Administration & Corporate Support Services				
20-112-CAO'S OFFICE	$590,989	$676,108	($85,119)	The Office of the CAO is projecting a deficit mainly driven by additional contract resources related to the Customer Experience Project. The additional expenses for this project were expected and will be off-set from reduced costs in the general government area and have been planned and accounted for.
20-120-CLERKS	$751,836	$620,460	$131,376	The Clerks Division is projecting a surplus mainly attributed to an increase in lottery/bingo revenue and marriage licenses/ceremonies, along with staffing vacancies.

2026 Projected Annual Operating Budget Variance
(as of June 30, 2026)

Departments/Programs:	Net Annual Budget Expense/(Revenue)	Net Annual Forecast Expense/(Revenue)	Projected Year End Variance Surplus/(Deficit)	Variance Comment
20-125-COMMUNICATIONS	$524,434	$442,928	$81,506	The Communications Division is projecting a surplus mainly driven by staffing savings due to a vacant position currently being recruited.
20-130-FINANCE	$2,033,224	$2,105,992	($72,768)	Finance is projecting a deficit mainly driven by additional contract resources required to support the revenue services collection activities which is partially offset by additional user fee revenue associated with higher volumes.
20-131-INFORMATION SERVICES	$2,582,371	$2,513,616	$68,755	Information Services is projecting a surplus mainly due to staffing vacancies.
20-140-LEGAL	$338,241	$353,731	($15,490)	Legal Services is projecting a year-end deficit primarily due to an increase in complex legal matters requiring external counsel, including an unanticipated matter that arose after the 2026 budget was prepared. Given the nature of legal services, certain issues cannot be reasonably forecasted and may require specialized external expertise to protect the Corporation's interests.
20-150-HUMAN RESOURCES	$1,542,159	$1,461,555	$80,604	Human Resources is projecting an overall surplus mainly due to staffing vacancies. These savings are partially offset by the employee engagement survey costs to be conducted in 2026.
	$8,363,254	**$8,174,391**	**$188,863**	

2026 Projected Annual Operating Budget Variance
(as of June 30, 2026)

Departments/Programs:	Net Annual Budget Expense/(Revenue)	Net Annual Forecast Expense/(Revenue)	Projected Year End Variance Surplus/(Deficit)	Variance Comment
General Revenue & Expenditure				
20-134-TAXATION / GENERAL REVENUE	($69,403,985)	($69,449,028)	$45,043	Overall taxation and general revenue are projecting a surplus mainly due to additional revenue collected from penalties and interest which is partially offset by lower then budgeted supplemental tax revenue and payment in lieu revenue.
20-135-GENERAL EXPENDITURES	$3,545,003	$4,566,787	($1,021,784)	Overall general expenditures are projecting a deficit mainly due to additional tax increment grant incentive payments for agreements that are now active as occupancy is expected this year.
	($65,858,982)	**($64,882,241)**	**($976,741)**	
Capital Contributions				
20-129-CAPITAL CONTRIBUTIONS	**$11,930,549**	**$12,037,850**	**($107,301)**	The Capital Contributions area is projecting a deficit mainly due of additional debt interest payments related to issuing more then budgeted debt in spring 2026 to align with project substantial completion and a process change to record debt issuance expense in this costing centre.
Separate Boards - Library, BIA, Airport				
20-132-NORTHTOWN BUSINESS IMPROVEMENT AREA	$0	($0)	$0	BIA levy and commitment to be collected and paid in full.
20-133-DOWNTOWN BUSINESS IMPROVEMENT AREA	$0	($0)	$0	BIA levy and commitment to be collected and paid in full.
20-136-WELLAND PUBLIC LIBRARY	$2,825,969	$2,825,969	($0)	Library grant to be provided as budgeted.
20-137-NIAGARA CENTRAL DOROTHY RUNGELING AIRPORT	$138,184	$138,184	$0	Airport commitment paid in full.
	$2,964,153	**$2,964,153**	**$0**	

2026 Projected Annual Operating Budget Variance
(as of June 30, 2026)

Departments/Programs:	Net Annual Budget Expense/(Revenue)	Net Annual Forecast Expense/(Revenue)	Projected Year End Variance Surplus/(Deficit)	Variance Comment
Community Grants & Funding Agreements				
20-138-CONTRACTUAL FUNDING AGREEMENTS	$268,179	$238,102	$30,077	Contractual funding agreement area is project a surplus due to the YMCA Niagara agreement as this was budgeted at the maximum allowed but favourable financial operating results of the YMCA has reduced the grant amount eligible. All other contractual funding commitments to be paid in full as budgeted.
20-139-GRANTS	$369,200	$361,295	$7,905	Community Grant Program completed and projection includes funds being returned due to event cancellation with remaining funds not expected to be utilized.
	$637,379	**$599,397**	**$37,982**	
Fire & Emergency Services				
20-210-FIRE	**$15,210,354**	**$15,463,397**	**($253,043)**	Fire is projecting a deficit mainly due to additional overtime usage to maintain mandated service levels, change in service provider for the dispatch contract and some lower then expected fee revenue which are predicated on incidents occurring which can vary.
Infrastructure Services & Public Works				
20-310-ENGINEERING - ADMINISTRATION	$2,705,140	$2,620,493	$84,647	Engineering is projecting a surplus mainly due to staffing vacancies.
20-315-STREETLIGHTING	$788,750	$805,750	($17,000)	Streetlighting is projecting a deficit mainly due to an increase in hydro costs and locate costs for streetlights.
20-316-SIDEWALKS	$47,244	$21,499	$25,745	Sidewalks is projecting a surplus as a result of less staff time allocated to sidewalk work.
20-320-ROADWAYS	$2,350,427	$2,211,345	$139,082	Roadways is projecting a surplus mainly a result of more staff time being allocated to other functions.

2026 Projected Annual Operating Budget Variance
(as of June 30, 2026)

Departments/Programs:	Net Annual Budget Expense/(Revenue)	Net Annual Forecast Expense/(Revenue)	Projected Year End Variance Surplus/(Deficit)	Variance Comment
20-321-TRAFFIC CONTROL	$477,162	$562,134	($84,972)	Traffic Control is projecting a deficit mainly due to more staff time being allocated to traffic work, the loss of Vision Zero funding following the Province's cancellation of the program, and additional pavement marking costs associated with Veterans Crosswalks.
20-322-WINTER CONTROL	$998,972	$993,142	$5,830	Winter control is projecting a surplus mainly due to additional staff time allocated to support winter events which was mostly offset by savings in outside contracts and operating supplies.
20-323-FLEET	$2,048,491	$2,069,528	($21,037)	Fleet is projecting a deficit mainly due to some unexpected expenses in outside contracts.
20-325-PUBLIC WORKS	$545,433	$654,833	($109,400)	Public Works is projecting a deficit mainly a result of less staff time allocated from this area to other functions.
20-327-STORM SEWERS	$214,547	$139,019	$75,528	Storm Sewers is projecting a surplus mainly due to less staff time allocated. Maintenance programs are completed.
20-350-CROSSING GUARDS	$625,165	$515,472	$109,693	Crossing Guards is projecting a surplus mainly due to lower crossing guard usage due to staff absences. Operational coverage during staff absences was accommodated through existing By-law staff resources where required.
	$10,801,331	**$10,593,215**	**$208,116**	

2026 Projected Annual Operating Budget Variance
(as of June 30, 2026)

Departments/Programs:	Net Annual Budget Expense/(Revenue)	Net Annual Forecast Expense/(Revenue)	Projected Year End Variance Surplus/(Deficit)	Variance Comment
Community Services - Recreation, Parks, Forestry & Cemeteries				
20-405-RECREATION - PROGRAMS/SERVICES	$2,053,762	$2,079,554	($25,792)	Recreation Programs/Services is projecting a deficit mainly due to additional part time hours required to maintain service. This is offset partially by surplus in the Festival and Events costing centre.
20-406-FESTIVALS AND EVENTS	$413,061	$384,888	$28,173	Festivals and Events is projecting a surplus mainly due to receiving a federal grant for soccer day to offset the additional expenses of increased permit costs, including ESA fees, associated with providing free, safe community events for residents. Sponsorship and vendor fee revenues are projected to be lower than budgeted. This surplus is offset with additional part-time wages in Recreation Programs/Services.
20-410-PARKS / OPEN SPACES	$3,517,776	$3,592,026	($74,250)	Parks and Open Spaces is projecting a deficit mainly due to projected staffing requirements to maintain service levels in the parks.
20-412-PLAYING FIELDS	$171,494	$174,789	($3,295)	Playing fields is projecting deficit mainly due to less booking revenue for the ball diamonds due to seasonal demand and weather conditions.
20-415-URBAN FORESTRY	$1,024,348	$1,027,585	($3,237)	Forestry is projecting a deficit mainly due to additional outside contracts for backlog of priority tree removals, trimming and planting. This is partially offset with savings in staffing.
20-420-CEMETERIES	$73,547	$82,766	($9,219)	Cemeteries are projecting a deficit mainly due to less than anticipated grave sale activities which vary from month to month.
	$7,253,988	**$7,341,608**	**($87,620)**	

2026 Projected Annual Operating Budget Variance
(as of June 30, 2026)

Departments/Programs:	Net Annual Budget Expense/(Revenue)	Net Annual Forecast Expense/(Revenue)	Projected Year End Variance Surplus/(Deficit)	Variance Comment
Facilities				
20-430-FAC-MTCE/LABOUR	$996,561	$795,691	$200,870	Facilities is projecting a surplus mainly due to a staffing vacancy and the labour hours that facilities staff have charged to the specific facilities that require work, repairs, renewals and inspections.
20-432-FAC-ARENA	$477,122	$782,759	($305,637)	The Arena is projecting a deficit mainly due to more staff hours allocated from other departments and less allocations to other departments, less advertising revenue due to limited sales to date and this is offset by the additional ice-rental revenue expected through the remainder of the year, based on current allocations, historical trends, and anticipated year-end activity.
20-434-FAC-WELLNESS CENTRE	$502,519	$519,545	($17,026)	Welland Community Centre is projecting a deficit mainly due to significant HVAC issues and repairs.
20-435-FAC-EMPIRE OUTDOOR SPORTS COMPLEX	$149,890	$172,854	($22,964)	The Empire Outdoor Sports Complex is projecting a deficit mainly due increased program operating supplies and equipment.
20-436-FAC-MARKET	$221,193	$282,941	($61,748)	The Market is projecting a deficit mainly due to additional security requirements and contracted services needed to clean and maintain the Market and Market Square as safe, welcoming public spaces. Market rents and lease revenues are trending positively and are expected to continue through the remainder of the year.
20-438-FAC-SWIMMING POOL	$437,322	$412,616	$24,706	Swimming pools is projecting a surplus mainly due to less staff time for maintenance and offset by additional security costs due to earlier start of pool season.
20-439-FAC-CIVIC SQUARE	$574,117	$519,353	$54,764	The Civic Square is projecting a surplus mainly due to staffing transition at the facility and forecasting less utility costs, offset by an increase in outside contracts for required elevator repair work.

2026 Projected Annual Operating Budget Variance
(as of June 30, 2026)

Departments/Programs:	Net Annual Budget Expense/(Revenue)	Net Annual Forecast Expense/(Revenue)	Projected Year End Variance Surplus/(Deficit)	Variance Comment
20-442-FAC-COURTHOUSE	$0	($0)	$0	Courthouse experienced higher expenses for hydro consumption and outside contracts/HVAC repairs. In alignment with the Courthouse agreement, the City's can recover its costs to a maximum 10% increase annually including its estimated management fee. Based on forecasted expense we are estimating a maximum management fee which will be transferred to general facilities operations costing centre to support their administration of the facility.
20-444-FAC-SERVICE CENTRE	$287,221	$312,179	($24,958)	The Service Centre is projecting a deficit mainly due to an increased in staffing allocation due to an increase in repair needed on this aged facility, along with an increase in contracted garbage removal costs.
20-445-FAC-YSP RIVER ROAD	$0	($0)	$0	Young Sportsplex is projecting to be aligned to their operational budget for the facility at yearend and is projecting an slight increase in solar panel revenue. This is offset by a historical property tax adjustment for commercial operations within the facility. The net impact will result in a reduction in the transfer to the YSP Sustainability reserve at year-end of approximately $9k.
20-446-FAC-QUAKER RD BALL DIAMONDS	$67,810	$81,874	($14,064)	The Quaker Rd Ball Diamonds are projecting a deficit mainly due to increased outside contracts, supplies and HVAC work to provide safe operations for the stadium.
20-447-FAC-RECREATIONAL CANAL LANDS	$619,755	$530,554	$89,201	Canal Lands are projecting a surplus mainly due to less staff allocating time to this cost centre. During the year, there were two major events hosted in previous years that did not occur and the events yield a net affect on the budget.
20-448-FAC-COOKS MILLS HALL	$18,570	$7,110	$11,460	Cooks Mills Hall is projecting a surplus mainly due to the lower allocation of hours to the facility and an increase in rental revenue based on current committed rentals.

2026 Projected Annual Operating Budget Variance
(as of June 30, 2026)

Departments/Programs:	Net Annual Budget Expense/(Revenue)	Net Annual Forecast Expense/(Revenue)	Projected Year End Variance Surplus/(Deficit)	Variance Comment
20-449-FAC-140 KING ST MUSEUM	$466,043	$471,991	($5,948)	The Museum is projecting a deficit mainly due to anticipated hydro consumption and more staff time allocated to the facility.
20-450-FAC-HOOKER STREET	$15,926	$11,815	$4,111	Hooker Street is projecting a surplus mainly due to less staff time allocated to the facility.
20-452-FAC-C.L. PINARD CTR	$26,549	$23,602	$2,947	The Carrie Lynn Pinard Centre is projecting a surplus mainly due to additional rentals projected at the facility, less staffing allocation which is offset with an increase in janitorial contract cleaning.
20-454-FAC-ANCILLARY BLDGS	$82,055	$84,233	($2,178)	Ancillary Buildings are projecting a deficit mainly due to staffing hours allocated to maintain the facility and increase in contracted repair work.
20-459-FAC-FIRE HALLS (HELLEMS)	($1)	$7,925	($7,926)	The Central Fire Station is projecting a deficit mainly due to staffing hours allocated to maintain the facility. Utility costs recovered by tenant.
20-461-FAC-CHIPPAWA PK COMMUNITY CTR	$131,099	$113,612	$17,487	Chippawa Park Community Centre is projecting a surplus mainly due to more anticipated staffing hours allocated to the facility for operations and maintenance.
20-462-FAC-FIRE HALL #1 EAST MAIN ST HQ	$73,276	$80,694	($7,418)	Fire Hall #1 is projecting a deficit mainly due to the anticipated hydro consumption and the additional required supplies and contracts needed for continuous operations of the facility.
20-463-FAC-FIRE HALL #2 KING ST	$45,106	$59,064	($13,958)	Fire Hall #2 is projecting a deficit mainly due to additional supplies/equipment, contracted services and repairs required for facility operations
20-464-FAC-FIRE HALL #3 -PRINCE CHARLES	$45,106	$49,153	($4,047)	Fire Hall #3 is projecting a deficit mainly due to additional supplies/equipment and contracted services required for facility operations.
	$5,237,239	**$5,319,564**	**($82,325)**	

2026 Projected Annual Operating Budget Variance
(as of June 30, 2026)

Departments/Programs:	Net Annual Budget Expense/(Revenue)	Net Annual Forecast Expense/(Revenue)	Projected Year End Variance Surplus/(Deficit)	Variance Comment
Planning, Building & By-Law Services				
20-380-PARKING	$54,928	($122,139)	$177,067	Parking is projecting a surplus mainly due to increased enforcement resulting in more fines revenue. This is partially offset with additional mailing and MTO fees in administering increased enforcement.
20-510-PLANNING & DEVELOPMENT SERVICE	$1,120,795	$1,716,202	($595,407)	Planning & Development Services are projecting a deficit mainly due to a downturn in development market conditions which can vary and are resulting in less collection in application fee revenue.
20-520-BUILDING & LICENSING	$0	($0)	$0	Building & Licensing is projecting a revenue shortfall is mainly due to the timing of building permit activity. Several applicants are currently holding off on moving their permits forward while they wait for the Province's Development Charge Reduction Program to be implemented and for more details on how the program will apply to their projects. This has resulted in lower-than-anticipated permit revenue to date. We expect some of this permit activity to move forward once there is more certainty around the program. Savings in operating expenses are expected to help offset the lower revenue, resulting in an overall projected year-end variance of $22,000 to be returned to the building provision reserve.
20-525-BY-LAW ENFORCEMENT	$963,668	$923,323	$40,345	By-Law Enforcement is projecting a surplus mainly due to increased complaints and enforcement. With increased enforcement we are experiencing overages in postage and envelope orders and additional costs for screening and hearings.
	$2,139,391	**$2,517,385**	**($377,994)**	

2026 Projected Annual Operating Budget Variance
(as of June 30, 2026)

Departments/Programs:	Net Annual Budget Expense/(Revenue)	Net Annual Forecast Expense/(Revenue)	Projected Year End Variance Surplus/(Deficit)	Variance Comment
Economic Development & Strategic Initiatives				
20-710-ECONOMIC DEVELOPMENT	**$684,584**	**$676,492**	**$8,092**	Economic Development is projecting a surplus mainly due to no survey and appraisal costs required for 2026. On track with overall workplan.
Total Tax Supported Variance			**($1,425,188)**	
Waterworks & Wastewater				
25-910-WATER WORKS	$0	$312,832	($312,832)	Water is projecting a deficit mainly attributed to less user fees collected for various water activities and projecting an increase in regional water purchases above budget. Water billings are on track as projected. This is offset with savings in salary allocations in the cost centre.
30-330-WASTEWATER	$0	($1,393,778)	$1,393,778	Wastewater is projecting a surplus mainly due to staffing allocations in the cost centre. Billing is on track for wastewater with the year-end regional projections of sewage treatment costs aligned to the budget position. Staff will have more information in the Fall on the year-end position for wastewater treatment costs.
Total Rate Supported Variance			**$1,080,946**	

2026 SUMMARY OF RESERVE AND DEFERRED REVENUE RESERVE FUNDS

Reserve / Reserve Fund	Reserve Balance as of June 30, 2026	Net Estimated Receipts/ (Approved Commitments)	Uncommitted Balance
		Note (1)	Note (2)
OPERATING SUSTAINABILITY/ CONTINGENCY			
Sick Leave	40,304	-	40,304
Pool Maintenance	2,288	-	2,288
Workers Safety Insurance Board	691,785	-	691,785
Parking	42,657	-	42,657
Operating Surplus	5,664,828	-	5,664,828
Insurance	1,390,948	-	1,390,948
Tax Reduction	786,929	-	786,929
Welland Historical Museum	259,915	-	259,915
Welland Public Library	250,000	-	250,000
TOTAL	**9,129,654**	-	**9,129,654**
CAPITAL			
Fire Department	37	-	37
Ice Resurfacer	120,440	10,000	130,440
Fleet	347,580	100,000	447,580
Sports & Culture Infrastructure	292	-	292
Capital Surplus	5,328,062	930,209	6,258,271
YSP Sustainability	7,938,668	242,339	8,181,007
Arena Replacement	150,000	350,000	500,000
Courthouse Maintenance	39,464	-	39,464
Recreational Canal Lands	13,495,536	492,554	13,988,090
Infrastructure Renewal	8,744,323	1,032,386	9,776,709
Water/Sewer Fund Surplus	3,278,534	1,857,792	5,136,326
Welland Public Library	550,327	-	550,327
TOTAL	**39,993,263**	**5,015,280**	**45,008,543**
SPECIFIC PURPOSE			
Economic Development	24,354,123	1,918,740	26,272,863
Atlas Landfill	2,769,110	69,228	2,838,338
Downtown Brownfield	1,109,417	-	1,109,417
Municipal Incentive Grant	566,994	-	566,994
Affordable / Attainable Housing	503,245	(492,000)	11,245
Elections	56,552	-	56,552
TOTAL	**29,359,441**	**1,495,968**	**30,855,409**
TOTAL RESERVES	**78,482,358**	**6,511,248**	**84,993,606**

2026 SUMMARY OF RESERVE AND DEFERRED REVENUE RESERVE FUNDS

Reserve / Reserve Fund	Reserve Balance as of June 30, 2026	Net Estimated Receipts/ (Approved Commitments)	Uncommitted Balance
		Note (1)	Note (2)
DEFERRED REVENUE RESERVE FUNDS - RESTRICTED FOR SPECIFIC PURPOSES BY LEGISLATION, REGULATION OR AGREEMENT			
Planning Act	8,939,441	(5,801,969)	3,137,472
Subdividers- Future Services	4,650,852	116,271	4,767,123
Building Provision	2,768,848	91,156	2,860,004
Build Communities Strong Fund - Community Stream (Formerly CCBF/Federal Gas Tax)	3,674,844	(3,426,010)	248,834
Development Charges	11,957,224	(10,029,203)	1,928,021
TOTAL DEFERRED REVENUE RESERVE FUNDS	**31,991,209**	**(19,049,755)**	**12,941,454**
GRAND TOTAL	**110,473,567**	**(12,538,507)**	**97,935,060**

Notes:
(1) Approved future commitment known as of September 4, 2026 and net estimated receipts for remainder of 2026.
(2) This reflects the uncommitted balances of each reserve and reserve fund, as of the report date. It does not factor in any reserve funding anticipated to be used within the City's Nine-Year Capital Budget Forecast (2027-2036).

Legal and Legislative Services

October 21, 2026

Kristen Sullivan, City Clerk
City of St. Catharines
P.O. Box 3012, 50 Church Street
St. Catharines, ON L2R 7C2
ksullivan@stcatharines.ca

Dear Ms. Sullivan:

Re: Ontario Energy Board – One-Time Relief for Flood Affected Residents

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of October 19, 2026 received your correspondence requesting the Ontario Energy Board establish a one-time flood relief credit, refund or other financial assistance program for St. Catharines residential customers who can demonstrate a significant increase in electricity consumption directly associated with floor cleanup and recovery.

A copy of the City of St. Catharines correspondence dated September 29, 2026 is attached hereto for information.

Sincerely,

Peter Todd,
Manager, Legislative Services / Town Clerk
ptodd@forterie.ca
PT:dlk
c.c. The Honourable Stephen Lecce, Minister of Energy and Mines stephen.lecceco@pc.ola.org
Ontario Energy Board IndustryRelations@oeb.ca
Federation of Canadian Municipalities resolutions@fcm.ca
Niagara Region MPP's wgates-co@ndp.on.ca; JStevens-CO@ndp.on.ca; JBurch-QP@ndp.on.ca ; sam.oosterhoff@pc.ola.org
Alectra Utilities customerservice@alectrautilities.com
Niagara Area Municipalities

St. Catharines

September 29, 2026

To: Alectra Utilities
sent via email:

Re: Electricity Bill Relief for Flood Affected Residents
Our File: 10.12.1

At its meeting of September 14, 2026, St. Catharines City Council approved the following motion:

> WHEREAS the recent flooding in St. Catharines caused significant damage to homes and required many residents to operate sump pumps, dehumidifiers, fans, air conditioners, water pumps and other equipment continuously to remove water, dry their homes and prevent further damage; and
>
> WHEREAS these necessary flood recovery measures resulted in significant increases in electricity consumption for many affected households, with some residents reporting electricity bills that increased by 100% or more compared with their normal usage; and
>
> WHEREAS these increased electricity costs were incurred through no fault of affected residents and add an additional financial burden at a time when many households are already facing substantial costs to repair and restore their homes;
>
> THEREFORE BE IT RESOLVED that St. Catharines City Council formally request that the Ontario Energy Board establish a one time flood relief credit, refund or other financial assistance program for St. Catharines residential customers who can demonstrate a significant increase in electricity consumption directly associated with flood cleanup and recovery; and
>
> BE IT FURTHER RESOLVED that Council request that, where required, the Ontario Energy Board work with local Utilities to identify and authorize an appropriate mechanism to provide this relief; and
>
> BE IT FURTHER RESOLVED that the requested program prioritize households whose electricity consumption or bill increased by 100% or more during the flood recovery period compared with an appropriate previous billing period or historical household usage; and
>
> BE IT FURTHER RESOLVED that the Ontario Energy Board be requested to make the application process simple and accessible, recognizing that affected residents are already dealing with significant flood related recovery costs; and

BE IT FURTHER RESOLVED that a copy of this resolution be forwarded to local Utilities, affected Niagara municipalities, the Ontario Energy Board, the Minister of Energy and Mines, the Federation of Canadian Municipalities, and Niagara Area Members of Provincial Parliament for their support.

If you have any questions, please contact the Office of the City Clerk at extension 1524.



Kristen Sullivan, City Clerk
ksullivan@stcatharines.ca
:av

cc: Niagara Municipalities
Ontario Energy Board
Ministry of Energy and Mines
Federation of Canadian Municipali9tites
Niagara Area MPP's

6020 Highway 542, P.O. Box 420
Mindemoya, ON P0P 1S0
Tel:705-377-5726
Fax:705-377-5585
Email: ddeforge@centralmanitoulin.ca

October 23, 2026

Honourable Doug Ford, Premier for the Government of Ontario;
Honourable Michael S. Kerzner, Minister of the Solicitor General;
Honourable Rob Flack, Minister of Municipal Affairs and Housing;
Honorable Peter Bethlenfalvy; Minister of Finance
Honorable Victor Fedeli; Minister of Northern Economic Development and Growth
Northern Ontario Municipalities Association;
Councils of each of Ontario's Municipalities.

RE: Support FONOM - Establishment of a Northern Ontario Policing Grant.

Please be advised that at the Municipality of Central Manitoulin Council meeting of August 27, 2026, the following motion was approved:

225-2026 That the Council of the Municipality of Central Manitoulin supports the following motion from the Corporation of the Township of McGarry meeting dated June 4, 2026:

BE IT RESOLVED THAT *the Council of the Municipality of Central Manitoulin supports the resolution from the Federation of Northern Ontario Municipalities (FONOM) regarding the Establishment of Northern Ontario Policing Grant.*

WHEREAS *Municipalities across Northern Ontario face disproportionately high policing costs due to low population densities, geographic isolation, and limited municipal tax bases;*

AND WHEREAS *many Northern communities rely on the Ontario Provincial Police (OPP) for policing services, while others operate municipal police services that are also experiencing significant cost pressures;*

AND WHEREAS *recent increase in policing costs have placed unsustainable pressure on municipal budgets, forcing communities to make difficult decisions between maintaining public safety and funding essential municipal services such as infrastructure, roads, water systems, and recreation facilities;*

AND WHEREAS *Northern Ontario municipalities provide essential services across a vast geographic region while supporting key sectors of Ontario's economy, including mining, forestry, transportation, and energy;*

AND WHEREAS *municipalities require predictable and equitable provincial support to ensure policing costs remain sustainable and communities remain safe;*

NOW THEREFORE BE IT RESOLVED THAT *the Federation of Northern Ontario Municipalities call on the Government of Ontario to establish a $100 million Northern Ontario Policing Grant, phased in over three years, to support the 157 municipalities across Northern Ontario served by both the Ontario Provincial Police and municipal police services;*

AND THAT *the grant includes a base funding allocation for all municipalities, with additional funding distributed based on population to ensure equitable support across communities of varying sizes;*

AND THAT *the Province work collaboratively with Northern municipal leaders, including FONOM and NOMA, to design and implement a sustainable funding framework that recognized the unique economic and geographic realities of Northern Ontario.*

BE IT FURTHER RESOLVED THAT *a copy of this resolution be forwarded to the Premier of Ontario, the Minister of the Solicitor General, the Minister of Finance, the Minister of Northern Economic Development and Growth, the Association (NOMA), and all Northern Ontario Municipalities.*

Sincerely,

Ms. Denise Deforge – CAO/Clerk
Municipality of Central Manitoulin

cc. File

6020 Highway 542, P.O. Box 420
Mindemoya, ON P0P 1S0
Tel:705-377-5726
Fax:705-377-5585
Email: ddeforge@centralmanitoulin.ca

October 23, 2026

Honourable Doug Ford
Premier for the Government of Ontario
Legislative Building Queen's Park
Toronto, ON M7A 1A1

premier@ontario.ca

Re: Policy Without Appropriation: Physician Shortage in Northern Ontario and the Practice Ready Ontario Program; Support of Bruce Mines Resolution No. 2026-181

Dear Premier Ford,

On behalf of the Council of the Municipality of Central Manitoulin, we are writing to you in support of the Council of the Town of Bruce Mines resolution no. 2026-181 addressing the physician shortage in Northern Ontario.

Being that Northern Ontario's municipalities face a structural imbalance that is fundamentally different from communities in the south. We are small in population, geographically dispersed, and operate with limited tax bases that cannot support the escalating costs associated with physician recruitment, retention, and community health infrastructure. Despite these limitations, municipalities are increasingly expected to shoulder responsibilities that fall squarely within the provincial mandate for health care delivery.

Municipalities have stepped in where we can, but we cannot continue to fund physician recruitment packages, housing incentives, locum coverage, or clinic operations without dedicated provincial support. The current model places an unsustainable burden on small communities that simply do not have the tax revenue to fill the gaps left by the provincial health care system.

Therefore, the Council of the Municipality of Central Manitoulin endorses Resolution 226-2026:

We respectfully request that the Province of Ontario:

1. ***Establish a dedicated Northern Ontario Physician Recruitment and Retention Fund,*** *accessible to small and rural municipalities ensuring communities are not forced to subsidize provincial healthcare responsibilities.*
2. ***Work directly with Northern municipalities*** *to develop a coordinated strategy that reflects the unique demographic, geographic, and fiscal realities of the North.*

We would welcome the opportunity to discuss this matter further and kindly request a written response from your office.

Sincerely,

Ms. Denise Deforge – CAO/Clerk
Municipality of Central Manitoulin

cc.

Ms. Marit Stiles
Leader of the Official Opposition
Leader, New Democratic Party of Ontario

Mr. John Fraser
Interim Leader, Ontario Liberal Party

The Honourable Sylvia Jones
Deputy Premier of Ontario Minister of Health

The Honourable George Pirie
Minister of Northern Economic Development and Growth

Bill Rosenberg
Member of Provincial Parliament Algoma-Manitoulin

Association of Municipalities of Ontario (AMO) Rural Ontario Municipal Association (ROMA)
Federation of Northern Ontario Municipalities (FONOM) Distributed to all Ontario municipalities.

File

TOWNSHIP OF
PUSLINCH
EST. 1850

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queens Park
Toronto, ON M7A 1A1
VIA EMAIL:
premier@ontario.ca

Township of Puslinch
7404 Wellington Road 34
Puslinch, ON N0B 2J0
www.puslinch.ca

October 7, 2026

RE: 6.5, 6.6, and 6.7 regarding support for funding of public libraries

Please be advised that Township of Puslinch Council, at its meeting held on March 24, 2021 considered the aforementioned topic and subsequent to discussion, the following was resolved:

Resolution No. 2026-310: Moved by Councillor Hurst and
Seconded by Councillor Sepulis

That the Consent Agenda item 6.5, 6.6, and 6.7 regarding support for funding of public libraries; and

Whereas Council supports the resolutions of the City of Port Colborne, District of Parry Sound and Village of Burk's Falls;

That Council direct staff to send a support resolution accordingly.

CARRIED

As per the above resolution, please accept a copy of this correspondence for your information and consideration.

Sincerely,

Justine Brotherston
Municipal Clerk

CC: Zee Hamid, Minister of Tourism, Culture and Gaming, zee.hamid@pc.ola.org

Jeff Burch, MPP for Niagara West, jburch-qp@ndp.on.ca
Association of Municipalities in Ontario (AMO)
Ontario Library Association (OLA)
Federation of Ontario Public Libraries (FOPL)
All Ontario Municipalities

DISTRICT OF PARRY SOUND

56 ONTARIO STREET
PO BOX 533
BURK'S FALLS, ON
P0A 1C0

(705) 382-3332
(705) 382-2954
Fax: (705) 382-2068
Email: admin@armourtownship.ca
Website: www.armourtownship.ca

Date: **August 11, 2026**

Motion # 2026-236

WHEREAS public libraries provide essential services including literacy, education, technology access, employment resources, and community programming;

AND WHEREAS the Burk's Falls, Armour & Ryerson Union Public Library serves the residents of the Township of Armour and surrounding communities;

AND WHEREAS the provincial funding received by the Burk's Falls, Armour & Ryerson Union Public Library has remained at $13,914 annually since 1990, despite significant increases in the cost of providing library services;

AND WHEREAS the Township of Armour's contribution to library services has increased from $14,097.99 in 2001 to $98,722 in 2026, placing an increasing financial burden on municipal taxpayers;

AND WHEREAS the Ontario Library Association and Federation of Ontario Public Libraries have called for increased and sustainable provincial funding for public libraries;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of Armour petitions the Government of Ontario, through the Ministry of Tourism, Culture and Gaming, to substantially increase and provide sustainable, predictable operating funding for Ontario's public libraries;

AND BE IT FURTHER RESOLVED THAT copies of this resolution be forwarded to the Premier of Ontario, the Minister of Tourism, Culture and Gaming, the local Member of Provincial Parliament, the Association of Municipalities of Ontario (AMO), the Ontario Library Association (OLA), and the Federation of Ontario Public Libraries (FOPL) for their support and advocacy;

AND BE IT FURTHER RESOLVED THAT this resolution be circulated to municipalities across Ontario for their consideration and support.

Moved by:			**Seconded by:**		
	Blakelock, Rod	☐		Blakelock, Rod	☐
	Brandt, Jerry	☐		Brandt, Jerry	☑
	Haggart-Davis, Dorothy	☑		Haggart-Davis, Dorothy	☐
	Ward, Rod	☐		Ward, Rod	☐
	Whitwell, Wendy	☐		Whitwell, Wendy	☐

Carried / Defeated [redacted]

Declaration of Pecuniary Interest by: _____

DISTRICT OF PARRY SOUND

56 ONTARIO STREET
PO BOX 533
BURK'S FALLS, ON
P0A 1C0

(705) 382-3332
(705) 382-2954
Fax: (705) 382-2068
Email: admin@armourtownship.ca
Website: www.armourtownship.ca

Date: **August 11, 2026**

Recorded vote requested by: _____

Recorded Vote:	For	Opposed
Blakelock, Rod	☐	☐
Brandt, Jerry	☐	☐
Haggart-Davis, Dorothy	☐	☐
Ward, Rod	☐	☐
Whitwell, Wendy	☐	☐

PORT COLBORNE
Legislative Services

Municipal Offices: 66 Charlotte Street
Port Colborne, Ontario L3K 3C8 · www.portcolborne.ca

T 905.228.8031 F 905.834.5746
E charlotte.madden@portcolborne.ca

September 15, 2026

Email: premier@ontario.ca

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queens Park
Toronto, ON M7A 1A1

Dear Honourable Doug Ford:

Re: City of Port Colborne Supports the Township of Armour regarding Support for Sustainable and Predictable Operating funding for Ontario's Public Libraries

Please be advised that, at its meeting of September 8, 2026, the Council of The Corporation of the City of Port Colborne supported the resolution received from the Township of Armour regarding support for Sustainable and Predictable Operating funding for Ontario's Public Libraries.

The correspondence is attached for your consideration.

Sincerely,

[redacted]

Charlotte Madden
City Clerk

ec: Zee Hamid, Minister of Tourism, Culture and Gaming
Jeff Burch, MPP for Niagara West
Association of Municipalities in Ontario (AMO)
Ontario Library Association (OLA)
Federation of Ontario Public Libraries (FOPL)
All Ontario Municipalities

The Municipality of the

VILLAGE OF BURK'S FALLS

Moved By: [redacted] Date: September 15, 2026

Seconded By: [redacted] Resolution # 2026-256

Be it resolved;

WHEREAS public libraries provide essential services including literacy, education, technology access, employment resources, and community programming;

AND WHEREAS the Burk's Falls, Armour & Ryerson Union Public Library serves the residents of the Village of Burk's Fall and surrounding communities;

AND WHEREAS the provincial funding received by the Burk's Falls, Armour & Ryerson Union Public Library has remained at $13,914 annually since 1990, despite significant increases in the cost of providing library services;

AND WHEREAS the Village of Burk's Falls contribution to library services has increased from $11,788.00 in 2001 to $64,738 in 2026, placing an increasing financial burden on municipal taxpayers;

AND WHEREAS the Ontario Library Association and Federation of Ontario Public Libraries have called for increased and sustainable provincial funding for public libraries;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Village of Burk's Falls petitions the Government of Ontario, through the Ministry of Tourism, Culture and Gaming, to substantially increase and provide sustainable, predictable operating funding for Ontario's public libraries;

AND BE IT FURTHER RESOLVED THAT copies of this resolution be forwarded to the Premier of Ontario, the Minister of Tourism, Culture and Gaming, the local Member of Provincial Parliament, the Association of Municipalities of Ontario (AMO), the Ontario Library Association (OLA), and the Federation of Ontario Public Libraries (FOPL) for their support and advocacy;

AND BE IT FURTHER RESOLVED THAT this resolution be circulated to municipalities across Ontario for their consideration and support.

Recorded Vote requested by: _____

Ryan Baptiste	*for / opposed*
Ashley Brandt	*for / opposed*
Sean Cotton	*for / opposed*
Chris Hope	*for / opposed*
Nancy Kyte	*for / opposed*

[redacted]

Carried *Defeated* *Deferred*

Pecuniary Interest declared by:

_____

_____

[redacted]

Mayor [redacted]