

**Appendix 3 - 5-Year Consolidated Year-End Funding Surplus/(Deficit) (in thousands)**

<b>LEVY SUPPORTED DEPARTMENTS</b>	<b>Year-End Operating Surplus/(Deficit)</b>				
	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
<b>Regional Departments</b>					
Governance	\$78	\$160	\$123	\$22	\$222
Office of Deputy CAO	\$475	\$0	\$0	\$0	\$0
Corporate Administration	\$40	\$934	\$1,322	\$1,986	\$976
Corporate Services	\$18	\$294	\$655	-\$34	\$243
Community Services	\$1,558	\$889	\$3,495	\$6,705	\$1,413
Public Health & Emergency Services	\$5	-\$1,239	\$514	-\$377	-\$2,243
Public Works - Transportation	\$742	\$1,028	\$7,646	\$10,116	\$5,395
Growth Strategy and Economic Development *	\$1,174	\$11	\$466	\$620	\$244
<b>Subtotal - Regional Departments</b>	<b>\$4,092</b>	<b>\$2,078</b>	<b>\$14,222</b>	<b>\$19,038</b>	<b>\$6,250</b>
<b>General Government</b>	<b>-\$3,281</b>	<b>-\$5,002</b>	<b>-\$2,733</b>	<b>\$18,372</b>	<b>-\$5,373</b>
<b>Regional Departments and General Government</b>	<b>\$810</b>	<b>-\$2,924</b>	<b>\$11,488</b>	<b>\$37,410</b>	<b>\$878</b>
<b>Agencies, Boards and Commissions</b>					
Court Services	\$576	-\$777	-\$174	-\$391	\$444
Niagara Regional Housing	-\$285	-\$621	-\$102	\$655	\$1,327
Niagara Regional Police	\$3,848	\$713	\$680	-\$368	\$798
Niagara Peninsula Conservation Authority	\$39	\$0	\$0	\$0	\$6
<b>Subtotal - Agencies, Boards and Commissions</b>	<b>\$4,178</b>	<b>-\$685</b>	<b>\$404</b>	<b>-\$104</b>	<b>\$2,575</b>
<b>Total Levy Supported Departments</b>	<b>\$4,988</b>	<b>-\$3,609</b>	<b>\$11,893</b>	<b>\$37,306</b>	<b>\$3,453</b>
<b>RATE SUPPORTED DEPARTMENTS</b>					
Water and Wastewater	-\$3,461	\$438	\$2,276	\$2,729	-\$1,684
<b>SPECIAL LEVY DEPARTMENTS</b>					
Niagara Transit Commission **	\$2,087	\$0	\$0	\$0	\$0
Waste Management	\$3,534	\$1,177	\$5,688	\$1,493	-\$1,156

Includes unspent budgeted reserve transfers returned to their originating reserves in accordance with the Reserve and Reserve Funds Policy and year-end encumbrances.

\* Previously titled Planning & Development

\*\* Niagara Transit Commission commenced operations on January 1, 2023