

Appendix C - Divisional Multi-Year Budgets

Appendix C - Summary - Five Year Combined Water and Wastewater Budgets

	2020	2020	2021	2021	2022	2022	2023	2023	2024	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	58,079	69,100	182,676	72,998	153,696	111,000	118,500	94,200	60,100	(34,100)	(36.2%)
Variable	3,916,398	5,159,839	3,163,050	4,336,213	2,774,850	2,743,067	2,737,800	3,016,000	3,303,393	287,393	9.5%
Fixed	6,170,969	5,939,314	8,192,267	7,091,895	8,893,419	8,840,000	9,256,620	9,113,200	11,261,320	2,148,120	23.6%
Total Revenue	10,145,446	11,168,253	11,537,993	11,501,106	11,821,965	11,694,067	12,112,920	12,223,400	14,624,813	2,401,413	19.65%
Fixed vs. Variable	61%	54%	72%	62%	76%	76%	77%	75%	77%		
Niagara Region	6,655,617	6,974,499	6,279,293	7,017,840	6,381,607	6,961,745	7,507,600	7,319,079	8,370,179	1,051,100	14.4%
Personnel costs	649,699	1,144,524	916,431	1,122,700	974,217	1,123,900	985,350	1,071,810	945,925	(125,885)	(11.7%)
Operations	1,597,248	1,327,081	1,542,997	1,524,310	1,484,384	1,838,810	1,974,618	2,071,967	2,345,909	273,942	13.2%
Capital	1,054,792	1,054,792	600,000	600,000	1,391,497	591,597	1,461,700	1,461,700	870,700	(591,000)	(40.4%)
Borrowing costs	364,242	364,299	364,392	364,300	364,629	364,629	364,326	364,326	1,014,800	650,474	178.5%
Reserve transfers	(176,153)	303,058	1,834,880	871,956	1,225,630	813,386	(65,482)	(65,482)	1,077,300	1,142,782	(1745.2%)
*Total Expenses	10,145,445	11,168,253	11,537,993	11,501,106	11,821,965	11,694,067	12,228,112	12,223,400	14,624,813	2,401,413	19.65%
Surplus / (Deficit)	0	-	-	-	-	-	(115,192)	-	-	-	-
Revenue Budget to Actual / Forecast	(1,022,807)		36,887		127,898		(110,480)				
Niagara Region	65.6%	62.4%	54.4%	61.0%	54.0%	59.5%	61.4%	59.9%	57.2%		
Capital & Reserves	8.7%	12.2%	21.1%	12.8%	22.1%	12.0%	11.4%	11.4%	13.3%		
% of Total Revenue	74.3%	74.6%	75.5%	73.8%	76.1%	71.5%	72.8%	71.3%	70.6%		

*Some expense categories have been re-classed in this schedule to match prior years' reporting.

Appendix C - Summary - Five Year Water Budgets

	2020	2020	2021	2021	2022	2022	2023	2023	2024	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	43,773	49,600	118,714	39,998	71,587	97,000	28,700	63,100	28,700	(34,400)	(54.5%)
Variable	2,192,600	2,600,201	2,140,479	2,128,931	2,142,479	2,120,000	2,280,300	2,376,000	2,604,993	228,993	9.6%
Fixed	2,649,521	2,530,023	2,568,152	2,572,569	2,547,531	2,540,000	2,750,920	2,743,200	3,305,420	562,220	20.5%
Total Revenue	4,885,893	5,179,824	4,827,345	4,741,498	4,761,596	4,757,000	5,059,920	5,182,300	5,939,113	756,813	14.60%
Fixed vs. Variable	55%	49%	55%	55%	54%	55%	55%	54%	56%		
Niagara Region	2,124,086	2,430,382	2,013,547	2,212,840	2,172,540	2,040,866	2,455,000	2,398,200	2,572,900	174,700	7.3%
Personnel costs	540,705	790,145	610,954	561,350	649,478	749,300	656,900	714,540	589,900	(124,640)	(17.4%)
Operations	875,788	741,748	774,080	739,260	845,712	935,310	1,067,306	1,003,970	1,149,513	145,543	14.5%
Capital	509,219	509,219	200,000	250,000	266,700	266,700	621,700	621,700	568,700	(53,000)	(8.5%)
Borrowing costs	364,242	364,299	364,392	364,300	364,629	364,629	364,326	364,326	364,800	474	0.1%
Reserve transfers	471,853	344,031	864,372	613,748	462,537	400,195	79,564	79,564	693,300	613,736	771.4%
*Total Expenses	4,885,893	5,179,824	4,827,345	4,741,498	4,761,596	4,757,000	5,244,796	5,182,300	5,939,113	756,813	14.60%
Surplus / (Deficit)	-	-	-	-	-	-	(184,876)	-	-	-	-
Revenue Budget to Actual / Forecast	(293,931)		85,847		4,596		(122,380)				
Niagara Region	43.5%	46.9%	41.7%	46.7%	45.6%	42.9%	46.8%	46.3%	43.3%		
Capital & Reserves	20.1%	16.5%	22.0%	18.2%	15.3%	14.0%	13.4%	13.5%	21.2%		
% of Total Revenue	63.6%	63.4%	63.8%	64.9%	60.9%	56.9%	60.2%	59.8%	64.6%		

*Some expense categories have been re-classed in this schedule to match prior years' reporting.

Appendix C - Summary - Five Year Wastewater Budgets

	2020	2020	2021	2021	2022	2022	2023	2023	2024	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	14,306	19,500	63,962	33,000	82,109	14,000	89,800	31,100	31,400	300	1.0%
Variable	1,723,798	2,559,638	1,022,571	2,207,282	632,371	623,067	457,500	640,000	698,400	58,400	9.1%
Fixed	3,521,448	3,409,291	5,624,115	4,519,326	6,345,888	6,300,000	6,505,700	6,370,000	7,955,900	1,585,900	24.9%
Total Revenue	5,259,552	5,988,429	6,710,648	6,759,608	7,060,368	6,937,067	7,053,000	7,041,100	8,685,700	1,644,600	23.36%
Fixed vs. Variable	67%	57%	85%	67%	91%	91%	93%	91%	92%		
Niagara Region	4,531,531	4,544,117	4,265,746	4,805,000	4,209,067	4,920,879	5,052,600	4,920,879	5,797,279	876,400	17.8%
Personnel costs	108,994	354,379	305,477	561,350	324,739	374,600	328,450	357,270	356,025	(1,245)	(0.3%)
Operations	721,460	585,333	768,917	785,050	638,672	903,500	907,312	1,067,997	1,196,396	128,399	12.0%
Capital	545,573	545,573	400,000	350,000	1,124,797	324,897	840,000	840,000	302,000	(538,000)	(64.0%)
Borrowing costs	-	-	-	-	-	-	-	-	650,000	650,000	
Reserve transfers	(648,006)	(40,973)	970,508	258,208	763,093	413,191	(145,046)	(145,046)	384,000	529,046	(364.7%)
*Total Expenses	5,259,552	5,988,429	6,710,648	6,759,608	7,060,368	6,937,067	6,983,316	7,041,100	8,685,700	1,644,600	23.36%
Surplus / (Deficit)	0	-	-	-	-	-	69,684	-	-	-	
Revenue Budget to Actual / Forecast	(728,877)		(48,960)		123,301						
Niagara Region	86.2%	75.9%	63.6%	71.1%	59.6%	70.9%	72.4%	69.9%	66.7%		
Capital & Reserves	(1.9%)	8.4%	20.4%	9.0%	26.7%	10.6%	10.0%	9.9%	7.9%		
% of Total Revenue	84.2%	84.3%	84.0%	80.1%	86.4%	81.6%	82.3%	79.8%	74.6%		

*Some expense categories have been re-classed in this schedule to match prior years' reporting.

Appendix C - Summary - Four Year Storm Sewer Budgets

	2020	2020	2021	2021	2022	2022	2023	2023	2024
	Actual	Budget	Actual	Budget	Actual	Budget	Foercast	Budget	Budget
Installation service fee	(276)	5,000	-	-	120	-	700	-	
Rate fees	766,976	770,279	693,086	854,720	1,305,980	1,407,000	1,382,200	1,437,700	1,934,800
Total Revenue	766,700	775,279	693,086	854,720	1,306,100	1,407,000	1,382,900	1,437,700	1,934,800
Personnel costs	-	-	101,826	-	108,487	124,800	109,450	119,090	37,875
Operations	279,204	248,181	156,948	252,870	128,578	250,100	263,901	351,962	455,725
Capital	39,998	-	23,724	23,724	210,876	110,000	850,000	850,000	26,000
Borrowing costs	309,823	299,819	531,156	535,819	531,156	531,156	531,155	531,155	531,200
Reserve transfers	137,675	227,279	(120,567)	42,307	327,003	390,944	(414,507)	(414,507)	884,000
*Total Expenses	766,700	775,279	693,086	854,720	1,306,100	1,407,000	1,339,999	1,437,700	1,934,800
Surplus / (Deficit)	-	-	-	-	-	-	42,901	-	-

*Some expense categories have been re-classed in this schedule to match prior years' reporting.