

Appendix C - Divisional Multi-Year Budgets

Appendix C - Summary - Five Year Combined Rates

	2021	2021	2022	2022	2023	2023	2024	2024	2025	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	182,676	72,998	153,816	111,000	192,791	94,200	65,400	60,100	69,400	9,300	15.5%
Variable	3,163,050	4,336,213	2,774,850	2,743,067	2,722,662	3,016,000	3,185,100	3,303,393	3,567,400	264,007	8.0%
Fixed	8,885,353	7,946,615	10,199,398	10,247,000	10,729,296	10,550,900	13,198,700	13,196,120	15,330,700	2,134,580	16.2%
Total Revenue	12,231,079	12,355,826	13,128,065	13,101,067	13,644,749	13,661,100	16,449,200	16,559,613	18,967,500	2,407,887	14.54%
Fixed vs. Variable	74%	65%	79%	79%	80%	78%	81%	80%	81%		
Niagara Region	6,279,293	7,017,840	6,381,607	6,961,745	7,257,787	7,319,079	8,178,700	8,370,179	9,016,560	646,381	7.7%
Personnel costs	1,018,257	1,122,700	1,082,704	1,248,700	1,025,813	1,190,900	917,400	983,800	1,343,300	359,500	36.5%
Operations	1,699,945	1,777,180	1,612,962	2,088,910	2,066,787	2,423,929	2,893,471	2,801,634	3,166,468	364,834	13.0%
Capital	623,724	623,724	1,602,373	701,597	2,596,700	2,311,700	4,661,700	896,700	3,902,700	3,006,000	335.2%
Borrowing costs	895,548	900,119	895,785	895,785	895,481	895,481	896,000	1,546,000	1,893,900	347,900	22.5%
Reserve transfers	1,714,313	914,263	1,552,633	1,204,330	(197,819)	(479,989)	(1,803,700)	1,961,300	(355,428)	(2,316,728)	(118.1%)
Total Expenses	12,231,079	12,355,826	13,128,065	13,101,067	13,644,749	13,661,100	15,743,571	16,559,613	18,967,500	2,407,887	14.54%
Surplus / (Deficit)	-	-	-	-	-	-	705,629	-	-	-	-
Debt Substitution	-	-	-	-	-	-	(650,000)	-	-	-	-
Surplus / (Deficit)	-	-	-	-	-	-	55,629	-	-	-	-
Revenue Budget to Actual / Forecast	(124,747)		26,998		(16,351)		(110,413)				
Niagara Region	51.3%	56.8%	48.6%	53.1%	53.2%	53.6%	51.9%	50.5%	47.5%		
Capital & Reserves	19.1%	12.4%	24.0%	14.5%	17.6%	13.4%	18.2%	17.3%	18.7%		
% of Total Revenue	70.5%	69.2%	72.6%	67.7%	70.8%	67.0%	70.1%	67.8%	66.2%		

Appendix C - Summary - Five Year Water Budgets

	2021	2021	2022	2022	2023	2023	2024	2024	2025	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	118,714	39,998	71,587	97,000	101,315	63,100	32,300	28,700	33,300	4,600	16.0%
Variable	2,140,479	2,128,931	2,142,479	2,120,000	2,253,659	2,376,000	2,604,600	2,604,993	2,917,200	312,207	12.0%
Fixed	2,568,152	2,572,569	2,547,531	2,540,000	2,776,318	2,743,200	3,422,500	3,305,420	3,833,200	527,780	16.0%
Total Revenue	4,827,345	4,741,498	4,761,596	4,757,000	5,131,292	5,182,300	6,059,400	5,939,113	6,783,700	844,587	14.22%
Fixed vs. Variable	55%	55%	54%	55%	55%	54%	57%	56%	57%		
Niagara Region	2,013,547	2,212,840	2,172,540	2,040,866	2,417,834	2,398,200	2,701,100	2,572,900	2,881,660	308,760	12.0%
Personnel costs	610,954	561,350	649,478	749,300	615,488	714,540	523,500	589,900	537,320	(52,580)	(8.9%)
Operations	774,080	739,260	845,712	935,310	1,085,475	1,003,970	1,192,580	1,149,513	1,294,876	145,363	12.6%
Capital	200,000	250,000	266,700	266,700	706,700	621,700	1,758,700	568,700	1,445,500	876,800	154.2%
Borrowing costs	364,392	364,300	364,629	364,629	364,326	364,326	364,800	364,800	650,300	285,500	78.3%
Reserve transfers	864,372	613,748	462,537	400,195	(58,531)	79,564	(496,700)	693,300	(25,956)	(719,256)	(103.7%)
Total Expenses	4,827,345	4,741,498	4,761,596	4,757,000	5,131,292	5,182,300	6,043,980	5,939,113	6,783,700	844,587	14.22%
Surplus / (Deficit)	-	-	-	-	-	-	15,420	-	-	-	-
Revenue Budget to Actual / Forecast	85,847		4,596		(51,008)		120,287				
Niagara Region	41.7%	46.7%	45.6%	42.9%	47.1%	46.3%	44.7%	43.3%	42.5%		
Capital & Reserves	22.0%	18.2%	15.3%	14.0%	12.6%	13.5%	20.9%	21.2%	20.9%		
% of Total Revenue	63.8%	64.9%	60.9%	56.9%	59.8%	59.8%	65.6%	64.6%	63.4%		

Appendix C - Summary - Five Year Wastewater Budgets

	2021	2021	2022	2022	2023	2023	2024	2024	2025	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	63,962	33,000	82,109	14,000	90,586	31,100	33,100	31,400	36,100	4,700	15.0%
Variable	1,022,571	2,207,282	632,371	623,067	469,003	640,000	580,500	698,400	650,200	(48,200)	(6.9%)
Fixed	5,624,115	4,519,326	6,345,888	6,300,000	6,574,340	6,370,000	7,818,100	7,955,900	8,756,200	800,300	10.1%
Total Revenue	6,710,648	6,759,608	7,060,368	6,937,067	7,133,929	7,041,100	8,431,700	8,685,700	9,442,500	756,800	8.71%
Fixed vs. Variable	85%	67%	91%	91%	93%	91%	93%	92%	93%		
Niagara Region	4,265,746	4,805,000	4,209,067	4,920,879	4,839,953	4,920,879	5,477,600	5,797,279	6,134,900	337,621	5.8%
Personnel costs	305,477	561,350	324,739	374,600	307,744	357,270	356,025	356,025	537,320	181,295	50.9%
Operations	768,917	785,050	638,672	903,500	787,912	1,067,997	1,234,672	1,196,396	1,360,354	163,958	13.7%
Capital	400,000	350,000	1,124,797	324,897	840,000	840,000	2,152,000	302,000	836,700	534,700	177.1%
Borrowing costs	-	-	-	-	-	-	-	650,000	712,400	62,400	9.6%
Reserve transfers	970,508	258,208	763,093	413,191	358,320	(145,046)	(1,466,000)	384,000	(139,174)	(523,174)	(136.2%)
Total Expenses	6,710,648	6,759,608	7,060,368	6,937,067	7,133,929	7,041,100	7,754,297	8,685,700	9,442,500	756,800	8.71%
Surplus / (Deficit)	-	-	-	-	-	-	677,403	-	-	-	-
Revenue Budget to Actual / Forecast	(48,960)		123,301		92,829		(254,000)				
Niagara Region	63.6%	71.1%	59.6%	70.9%	67.8%	69.9%	70.6%	66.7%	65.0%		
Capital & Reserves	20.4%	9.0%	26.7%	10.6%	16.8%	9.9%	8.8%	7.9%	7.4%		
% of Total Revenue	84.0%	80.1%	86.4%	81.6%	84.6%	79.8%	79.5%	74.6%	72.4%		

Appendix C - Summary - Four Year Storm Sewer Budgets

	2021	2021	2022	2022	2023	2023	2024	2024	2025	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Installation service fee	-	-	120	-	890	-	-			-	
Rate fees	693,086	854,720	1,305,980	1,407,000	1,378,638	1,437,700	1,958,100	1,934,800	2,741,300	806,500	41.68%
Total Revenue	693,086	854,720	1,306,100	1,407,000	1,379,528	1,437,700	1,958,100	1,934,800	2,741,300	806,500	41.68%
Personnel costs	101,826	-	108,487	124,800	102,581	119,090	37,875	37,875	268,660	230,785	609.33%
Operations	156,948	252,870	128,578	250,100	193,400	351,962	466,219	455,725	511,238	55,513	12.18%
Capital	23,724	23,724	210,876	110,000	1,050,000	850,000	751,000	26,000	1,620,500	1,594,500	6132.69%
Borrowing costs	531,156	535,819	531,156	531,156	531,155	531,155	531,200	531,200	531,200	-	0.0%
Reserve transfers	(120,567)	42,307	327,003	390,944	(497,608)	(414,507)	159,000	884,000	(190,298)	(1,074,298)	(121.53%)
Total Expenses	693,086	854,720	1,306,100	1,407,000	1,379,528	1,437,700	1,945,294	1,934,800	2,741,300	806,500	41.68%
Surplus / (Deficit)	-	-	-	-	-	-	12,806	-	-	-	-