

Appendix C - Divisional Multi-Year Budgets

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

	2018	2018	2019	2019	2020	2020	2021	2021	2022	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	97,711	58,100	104,433	63,600	58,079	69,100	160,200	72,998	111,000	38,002	52.1%
Variable	3,771,125	4,726,277	3,805,042	4,817,159	3,916,398	5,159,839	3,126,000	4,336,213	2,743,067	(1,593,146)	(36.7%)
Fixed	5,369,658	5,362,624	5,771,540	5,669,554	6,170,969	5,939,314	8,276,000	7,091,895	8,840,000	1,748,105	24.6%
Total Revenue	9,238,494	10,147,001	9,681,015	10,550,313	10,145,446	11,168,253	11,562,200	11,501,106	11,694,067	192,961	1.68%
Fixed vs. Variable	59%	53%	60%	54%	61%	54%	73%	62%	76%		
Niagara Region	6,375,722	6,226,420	6,496,959	6,452,082	6,655,617	6,974,499	6,895,000	7,017,840	6,961,745	(56,095)	(0.8%)
Personnel costs	670,552	1,015,850	784,858	1,073,198	649,699	1,144,524	991,600	1,122,700	1,123,900	1,200	0.1%
Operations	1,277,636	1,235,071	1,440,670	1,255,473	1,597,248	1,327,081	1,719,111	1,524,310	1,838,810	314,500	20.6%
Capital	186,519	754,372	734,603	1,054,792	1,054,792	1,054,792	600,000	600,000	591,597	(8,403)	(1.4%)
Capital Pay-as-you-go (Carry forward)	-	-	-	-	-	-	-	-	-	-	0.0%
Borrowing costs	434,480	434,480	362,571	364,380	364,242	364,299	364,629	364,300	364,629	329	0.1%
Reserve transfers	293,585	480,808	(138,646)	350,388	(176,153)	303,058	991,860	871,956	813,386	(58,570)	(6.7%)
Total Expenses	9,238,494	10,147,001	9,681,015	10,550,313	10,145,445	11,168,253	11,562,200	11,501,106	11,694,067	192,961	1.68%
Surplus / (Deficit)	-	-	-	-	0	-	-	-	-	-	-
Revenue Budget to Actual / Forecast	(908,507)		(869,298)		(1,022,807)		61,094				
Niagara Region	69.0%	61.4%	67.1%	61.2%	65.6%	62.4%	59.6%	61.0%	59.5%		
Capital & Reserves	5.2%	12.2%	6.2%	13.3%	8.7%	12.2%	13.8%	12.8%	12.0%		
% of Total Revenue	74.2%	73.5%	73.3%	74.5%	74.3%	74.6%	73.4%	73.8%	71.5%		

Appendix C - Summary - Five Year Water Budgets

	2018	2018	2019	2019	2020	2020	2021	2021	2022	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	74,022	47,600	79,870	49,600	43,773	49,600	98,200	39,998	97,000	57,002	142.5%
Variable	2,199,721	2,515,978	2,090,175	2,545,523	2,192,600	2,600,201	2,200,000	2,128,931	2,120,000	(8,931)	(0.4%)
Fixed	2,407,161	2,365,535	2,529,022	2,463,697	2,649,521	2,530,023	2,571,000	2,572,569	2,540,000	(32,569)	(1.3%)
Total Revenue	4,680,904	4,929,113	4,699,067	5,058,820	4,885,893	5,179,824	4,869,200	4,741,498	4,757,000	15,502	0.33%
Fixed vs. Variable	52%	48%	55%	49%	55%	49%	54%	55%	55%		
Niagara Region	2,400,104	2,316,757	2,128,971	2,375,340	2,124,086	2,430,382	2,090,000	2,212,840	2,040,866	(171,974)	(7.8%)
Personnel costs	580,239	688,565	735,049	746,829	540,705	790,145	568,000	561,350	749,300	187,950	33.5%
Operations	801,052	706,061	975,565	719,021	875,788	741,748	867,060	739,260	935,310	196,050	26.5%
Capital	168,899	429,219	507,255	509,219	509,219	509,219	250,000	250,000	266,700	16,700	6.7%
Capital Pay-as-you-go (Carry forward)	-	-	-	-		-		-		-	0.0%
Borrowing costs	434,480	434,480	362,571	364,380	364,242	364,299	364,629	364,300	364,629	329	0.1%
Reserve transfers	296,130	354,031	(10,344)	344,031	471,853	344,031	729,511	613,748	400,195	(213,553)	(34.8%)
Total Expenses	4,680,904	4,929,113	4,699,067	5,058,820	4,885,893	5,179,824	4,869,200	4,741,498	4,757,000	15,502	0.33%
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-	
Revenue Budget to Actual / Forecast	(248,209)		(359,753)		(293,931)		127,702				
Niagara Region	51.3%	47.0%	45.3%	47.0%	43.5%	46.9%	42.9%	46.7%	42.9%		
Capital & Reserves	9.9%	15.9%	10.6%	16.9%	20.1%	16.5%	20.1%	18.2%	14.0%		
% of Total Revenue	61.2%	62.9%	55.9%	63.8%	63.6%	63.4%	63.0%	64.9%	56.9%		

Appendix C - Summary - Five Year Wastewater Budgets

	2018	2018	2019	2019	2020	2020	2021	2021	2022	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	23,689	10,500	24,563	14,000	14,306	19,500	62,000	33,000	14,000	(19,000)	(57.6%)
Variable	1,571,404	2,210,299	1,714,867	2,271,636	1,723,798	2,559,638	926,000	2,207,282	623,067	(1,584,215)	(71.8%)
Fixed	2,962,497	2,997,089	3,242,518	3,205,857	3,521,448	3,409,291	5,705,000	4,519,326	6,300,000	1,780,674	39.4%
Total Revenue	4,557,590	5,217,888	4,981,948	5,491,493	5,259,552	5,988,429	6,693,000	6,759,608	6,937,067	177,459	2.63%
Fixed vs. Variable	65%	58%	65%	59%	67%	57%	86%	67%	91%		
Niagara Region	3,975,618	3,909,663	4,367,988	4,076,742	4,531,531	4,544,117	4,805,000	4,805,000	4,920,879	115,879	2.4%
Personnel costs	90,313	327,285	49,809	326,369	108,994	354,379	423,600	561,350	374,600	(186,750)	(33.3%)
Operations	476,584	529,010	465,105	536,452	721,460	585,333	852,051	785,050	903,500	118,450	15.1%
Capital	17,620	325,153	227,348	545,573	545,573	545,573	350,000	350,000	324,897	(25,103)	(7.2%)
Capital Pay-as-you-go (Carry forward)	-	-	-	-	-	-	-	-	-	-	0.0%
Borrowing costs	-	-	-	-	-	-	-	-	-	-	0.0%
Reserve transfers	(2,545)	126,777	(128,302)	6,357	(648,006)	(40,973)	262,349	258,208	413,191	154,983	60.0%
Total Expenses	4,557,590	5,217,888	4,981,948	5,491,493	5,259,552	5,988,429	6,693,000	6,759,608	6,937,067	177,459	2.63%
Surplus / (Deficit)	-	-	-	-	0	-	-	-	-	-	
Revenue Budget to Actual / Forecast	(660,298)		(509,545)		(728,877)		(66,608)				
Niagara Region	87.2%	74.9%	87.7%	74.2%	86.2%	75.9%	71.8%	71.1%	70.9%		
Capital & Reserves	0.3%	8.7%	2.0%	10.1%	(1.9%)	8.4%	9.1%	9.0%	10.6%		
% of Total Revenue	87.6%	83.6%	89.7%	84.3%	84.2%	84.3%	80.9%	80.1%	81.6%		

Appendix C - Summary - Four Year Storm Sewer Budgets

	2019	2019	2020	2020	2021	2021	2022	\$	%
	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Installation service fee	1,112	5,000	(276)	5,000	-	-		-	0.0%
Rate fees	730,566	740,800	766,976	770,279	850,000	854,720	1,407,000	552,280	71.7%
Total Revenue	731,678	745,800	766,700	775,279	850,000	854,720	1,407,000	552,280	71.24%
Personnel costs	-	-	-	-	-	-	124,800	124,800	New
Operations	265,847	220,350	279,204	248,181	178,540	252,870	250,100	(2,770)	(1.1%)
Capital	-	-	39,998	-	23,724	23,724	110,000	86,276	0.0%
Borrowing costs	299,819	299,819	309,823	299,819	535,819	535,819	531,156	(4,663)	(1.6%)
Reserve transfers	166,012	225,631	137,675	227,279	111,917	42,307	390,944	348,637	153.4%
Total Expenses	731,678	745,800	766,700	775,279	850,000	854,720	1,407,000	552,280	71.24%
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-