

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

	2017	2017	2018	2018	2019	2019	2020	2020	2021	\$	%
	Actual	Budget	Actual	Budget	Actual	Budget	Forecast	Budget	Budget	Y/Y Budget Change	
Penalties and other fees	59,149	186,275	97,711	58,100	104,433	63,600	58,102	69,100	72,998	3,898	5.64%
Variable	3,706,604	5,469,310	3,771,125	4,726,277	3,805,042	4,817,159	3,916,395	5,159,839	4,336,213	- 823,626	-15.96%
Fixed	4,895,458	4,857,281	5,369,658	5,362,624	5,771,540	5,669,554	6,170,930	5,939,314	7,091,895	1,152,581	19.41%
Total Revenue	8,661,211	10,512,866	9,238,494	10,147,001	9,681,015	10,550,313	10,145,427	11,168,253	11,501,106	332,853	2.98%
Fixed vs. Variable	57%	47%	59%	53%	60%	54%	61%	54%	62%		
Niagara Region	6,076,889	6,270,601	6,375,722	6,226,420	6,496,959	6,452,082	6,655,617	6,974,499	7,017,840	43,341	0.62%
Personnel costs	663,079	981,083	670,552	1,015,850	784,858	1,073,198	649,699	1,144,524	1,122,700	- 21,824	-1.91%
Operations	1,048,896	1,314,700	1,277,636	1,235,071	1,440,670	1,255,473	1,599,271	1,327,081	1,524,310	197,229	14.86%
Capital	343,639	749,615	186,519	754,372	734,603	1,054,792	171,261	1,054,792	600,000	- 454,792	-43.12%
Capital Pay-as-you-go (Carry forward)	-	-	-	-	-	-	883,531	-	-	-	0.00%
Borrowing costs	414,826	417,768	434,480	434,480	362,571	364,380	362,242	364,299	364,300	1	0.00%
Reserve transfers	113,882	779,099	293,585	480,808	- 138,646	350,388	- 176,194	303,058	871,956	568,898	187.72%
Total Expenses	8,661,211	10,512,866	9,238,494	10,147,001	9,681,015	10,550,313	10,145,427	11,168,253	11,501,106	332,853	2.98%
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-	
Revenue Budget to Actual / Forecast	- 1,851,655		- 908,507		- 869,298		- 1,022,826				
Niagara Region	70.2%	59.6%	69.0%	61.4%	67.1%	61.2%	65.6%	62.4%	61.0%		
Capital & Reserves	5.3%	14.5%	5.2%	12.2%	6.2%	13.3%	0.0%	12.2%	12.8%		
% of Total Revenue	75.4%	74.2%	74.2%	73.5%	73.3%	74.5%	65.6%	74.6%	73.8%		

This summary highlights that every year to balance the budget as a result of the revenue shortfall people were re-directed to other non water and wastewater tasks, capital plans were not deployed or reserves were reduced.