



THE REGIONAL MUNICIPALITY OF NIAGARA
BUDGET REVIEW COMMITTEE OF THE WHOLE
FINAL AGENDA

BRCOTW 2-2019

Thursday, January 24, 2019

6:30 p.m.

Council Chamber

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

	Pages
1. <u>CALL TO ORDER</u>	
2. <u>DISCLOSURES OF PECUNIARY INTEREST</u>	
3. <u>PRESENTATIONS</u>	
4. <u>DELEGATIONS</u>	
5. <u>ITEMS FOR CONSIDERATION</u>	
5.1 <u>CSD 8-2019 - REVISED</u>	3 - 51
2019 Budget-Water and Wastewater Operating Budget, Rate Setting and Requisition	
A presentation will precede the discussion of this item.	
5.2 <u>CSD 7-2019</u>	52 - 77
Budget-Waste Management Services Operating Budget and Requisition	
A presentation will precede the discussion of this item.	
6. <u>CONSENT ITEMS FOR INFORMATION</u>	
6.1 <u>BRC-C 2-2019</u>	78 - 87
Council Information Requests from January 10, 2019, Budget Review Committee of the Whole meeting	

7. OTHER BUSINESS

8. CLOSED SESSION

9. NEXT MEETING

The next meeting will be held on Thursday, January 31, 2019 at 6:30 p.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

If you require any accommodations for a disability in order to attend or participate in meetings or events, please contact the Accessibility Advisory Coordinator at 905-980-6000 (office), 289-929-8376 (cellphone) or accessibility@niagararegion.ca (email).



2019

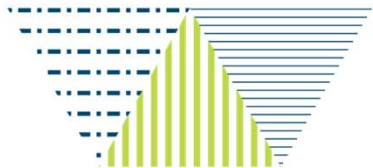
Water & Wastewater Operating Budget, Rate Setting and Requisition

Budget Review Committee of the Whole

January 24, 2019

Tonight's Agenda

1. 2019 Operating Budget Summary
2. Requisitions
3. Municipal Comparators
4. Risks and Opportunities
5. Next Steps

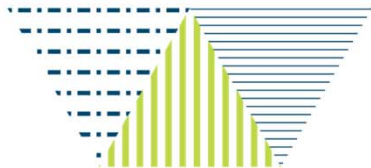
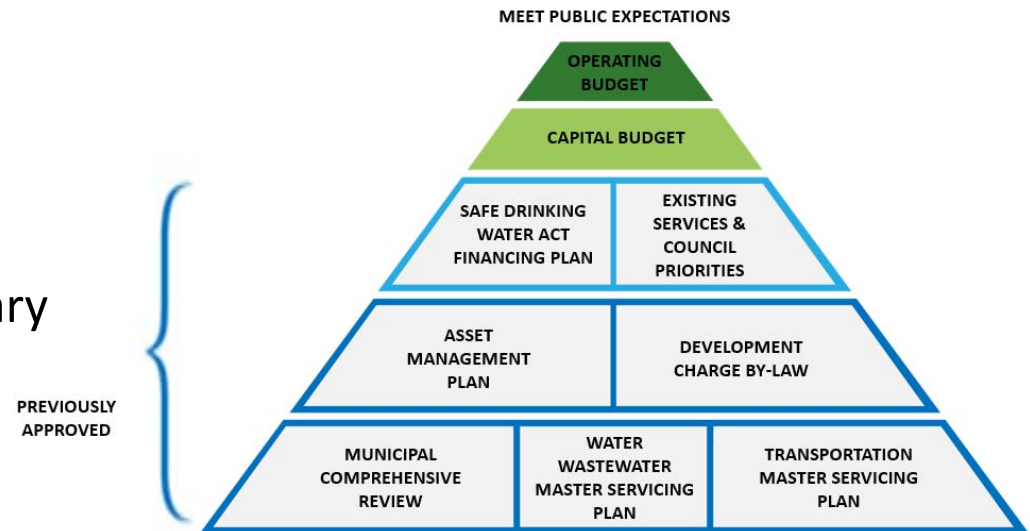


2019 WATER & WASTEWATER BUDGET

2019 Water/Wastewater Operating Budget

Key Themes

1. Base budget increase within guidance of 2%
2. Recommending increase in excess of guidance - consistent with the SDWA Financial Plan (PWC Jan 9th)
3. Supports capital based on the Asset Management Plan, including necessary debt financing

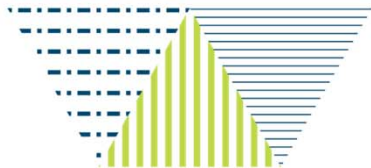


2019 WATER & WASTEWATER BUDGET

Budget Process

- ✓ Council established guidance of 2% for the 2019 WWWW budget
- ✓ Staff developed budget to support current service delivery and Asset Management Plan, comply with legislation and SDWA Financial Plan
- ✓ Rate Workshop provided education and information

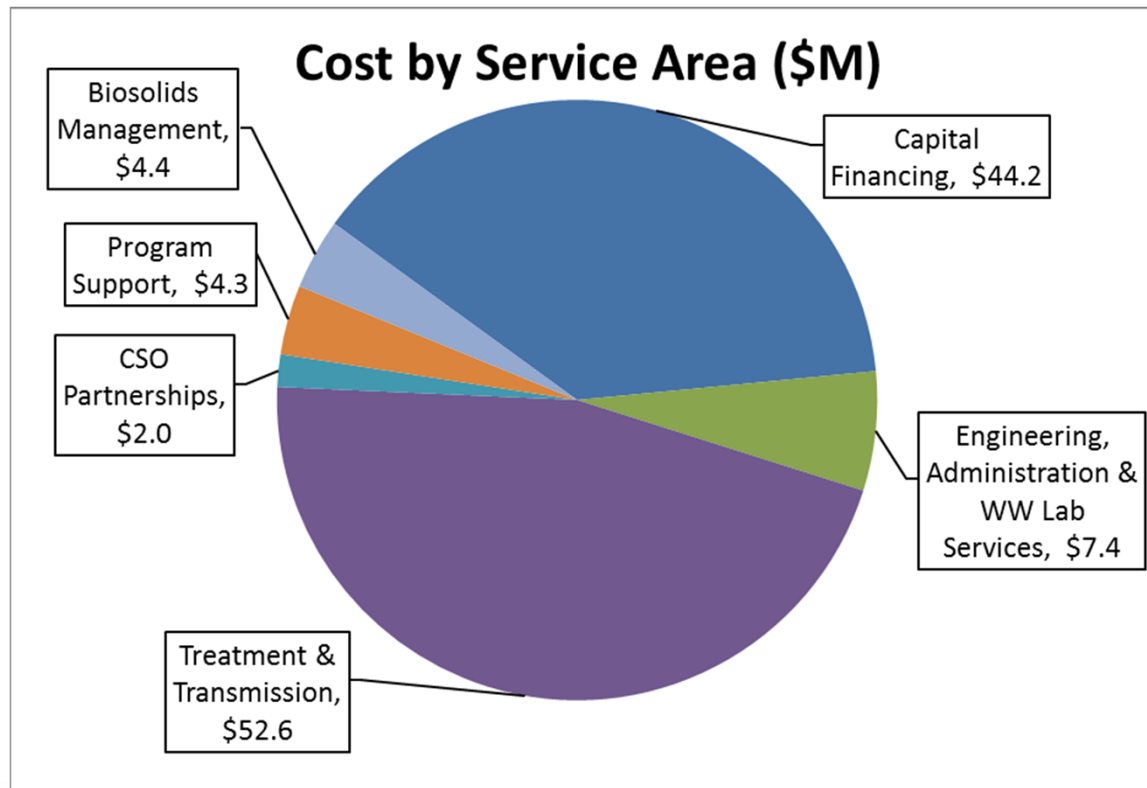
- BRC approval required
 - Subject to additional operating budget considerations



2019 WATER & WASTEWATER BUDGET

Water and Wastewater within Guidance

2019 Gross Operating Budget: \$114.9 Million

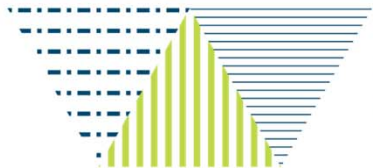


2019 WATER & WASTEWATER BUDGET

2019 Proposed within Guidance

2% or \$2.2 million increase

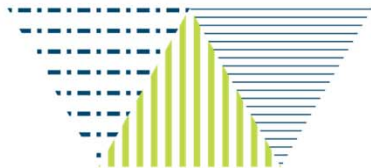
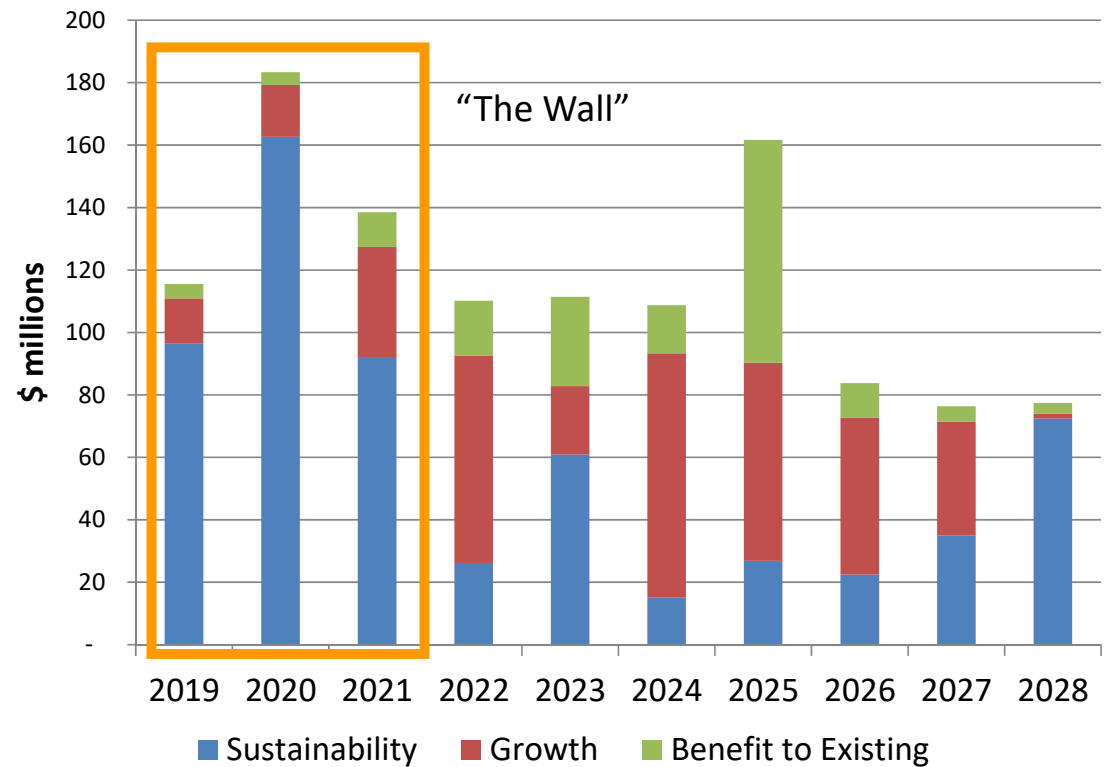
- \$0.8M increase in compensation and benefits
- \$1.1M increase relating to 15 new permanent FTEs (net 13 FTEs)
- (\$0.3M) in energy savings related to an Energy Consultant
- (\$0.3M) in additional revenue related to Environmental Enforcement Officers
- \$0.7M capital financing of the Asset Management Plan
- Increases in maintenance, offset by discretionary consulting reduction
- Maintain \$4M Combined Sewer Overflow program (CSO)



2019 WATER & WASTEWATER BUDGET

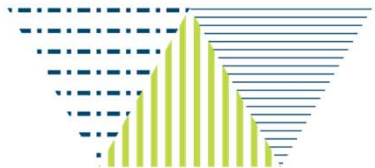
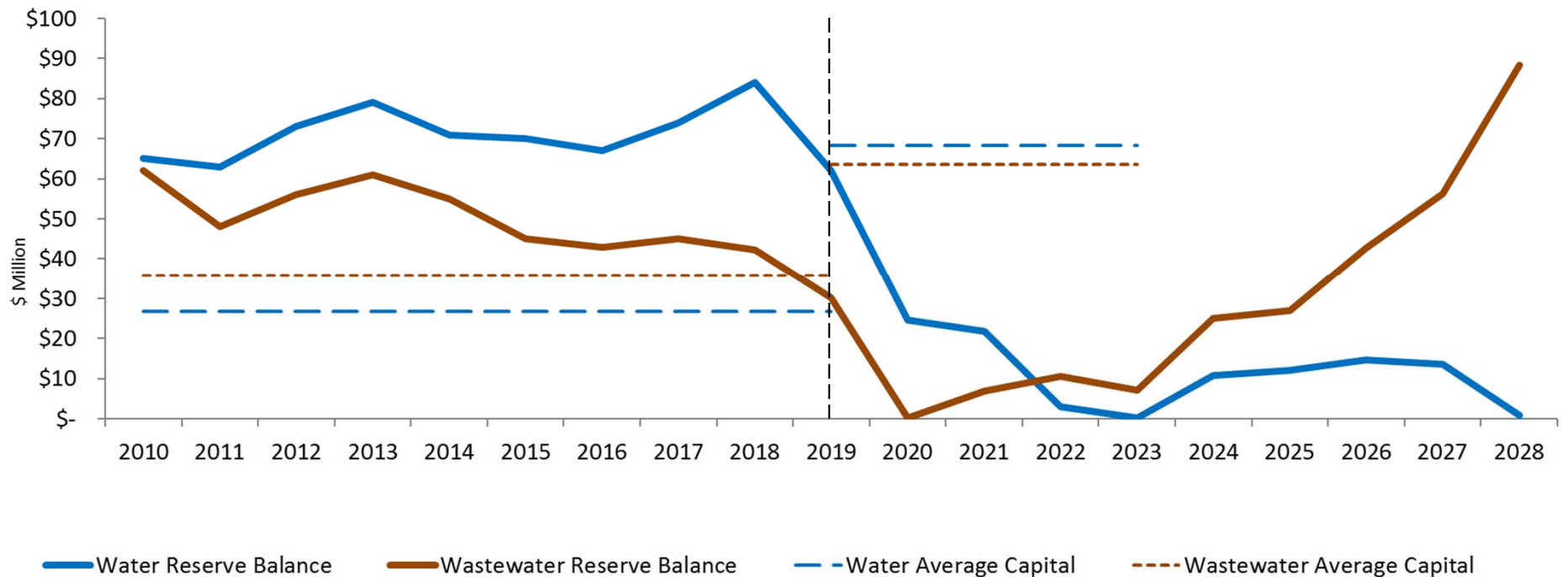
Not included in Base Budget

- Adequate funding for capital in accordance with AMP
- The Wall (deferrals) will continue to grow without a proper plan in place today
- SDWA Financial Plan recommends enhancements to Capital Financing



2019 WATER & WASTEWATER BUDGET

Historical & Projected W/WW Capital Reserve Balances

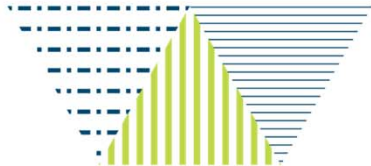
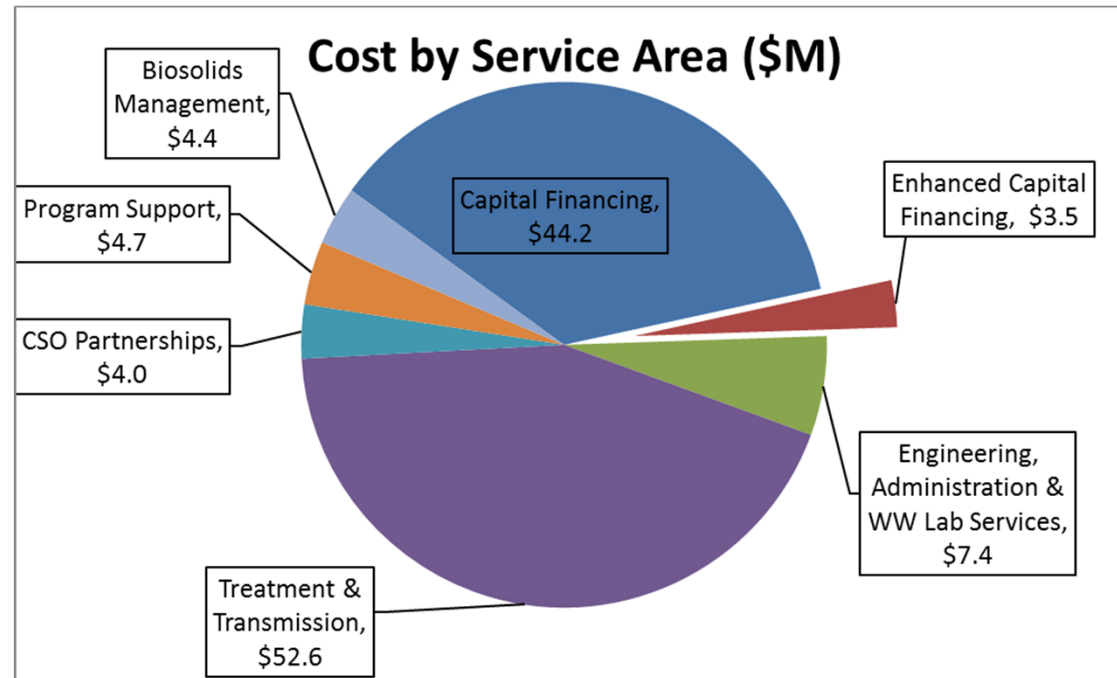


2019 WATER & WASTEWATER BUDGET

8 Niagara Region

Water and Wastewater at 5.15% increase

2019 Gross Operating Budget: \$120.8 million

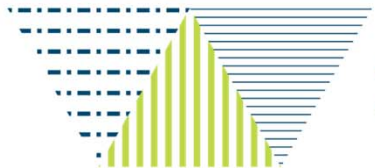
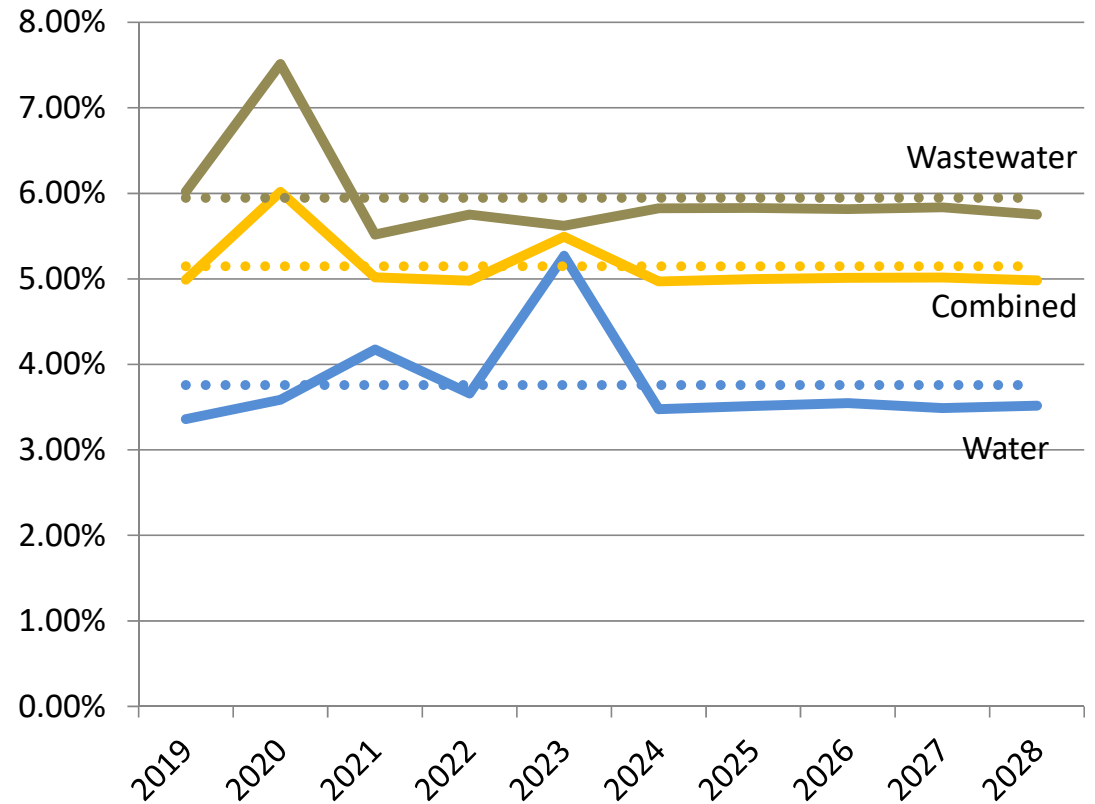


2019 WATER & WASTEWATER BUDGET

Combined increase of 5.15% per year

- Largest impact to fund capital in accordance with the Council approved AMP and MSP
- Water average increase of 3.8%
- Wastewater average increase of 6.0%
- Average increase for 10 years based on Financial Plan

Smooth Rate Increase



2019 WATER & WASTEWATER BUDGET

10 Niagara Region

Municipal Comparators

- We aren't alone in these increase requirements
- Our peers have seen or are planning similar increases

Municipality	2015 rate increase	2016 rate increase	2017 rate increase	2018 rate increase	Proposed 2019 rate increase
Halton*	4.90%	5.00%	5.10%	3.80%	3.70%
Durham*	5.00%	5.00%	3.60%	4.00%	1.80%
Waterloo	4.9% (W)/7.9% (WW)	2.9% (W)/6.9% (WW)	1.9% (W)/7.9% (WW)	1.9% (W)/7.9% (WW)	2.9% (W)/6.9% (WW)
Peel*	7.00%	9.00%	4.20%	5.00%	6.50%
York	n/a	9.00%	9.00%	9.00%	9.00%
Niagara	0.84%	-0.03%	0.81%	2.05%	5.15%
Niagara Guidance	2.00%	0.00%	1.00%	2.00%	1.50% / 2.00%

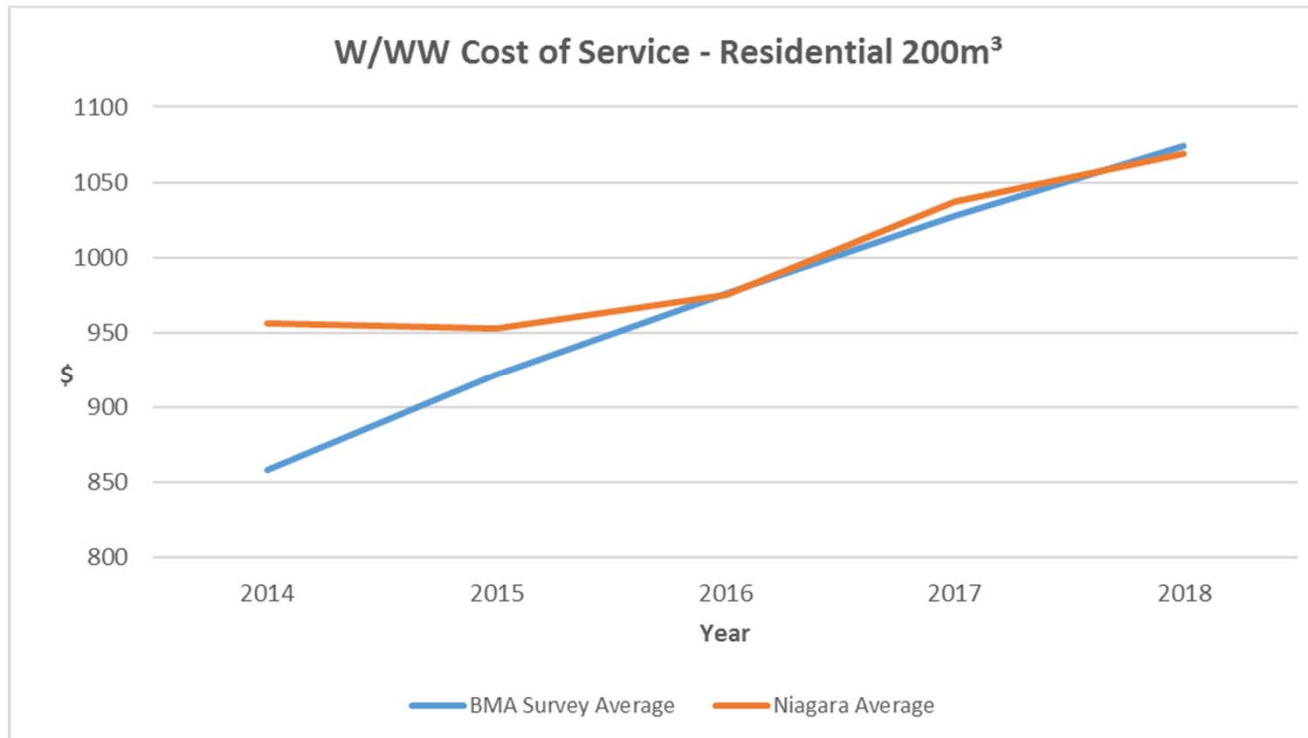
*Upper-tier responsible for WWW billing/maintenance of distribution system.



2019 WATER & WASTEWATER BUDGET

11 **Niagara Region**

BMA Study Average Cost per Household



2019 WATER & WASTEWATER BUDGET

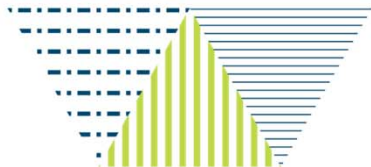
12 **Niagara**  **Region**

2019 Water and Wastewater Base Budget

Summary - Combined Increase of 5.15%

	2018 Budget (millions)	2019 Budget (millions)	\$ Changes (millions)	% Change
Net Budget - Water	\$43.0	\$44.2	\$1.2	2.77%
Net Budget - Wastewater	68.1	72.9	4.5	6.65%
Net Budget - Combined	111.2	116.9	5.7	5.15%
Permanent FTEs	246.6	261.6	15.0	
Temporary FTEs	6.6	4.5	(2.1)	

Gross Budget: \$120.8 million, Net Budget: \$116.9 million



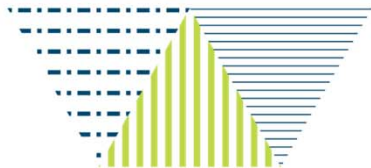
2019 WATER & WASTEWATER BUDGET

13 **Niagara**  **Region**

Water Requisition

Overview

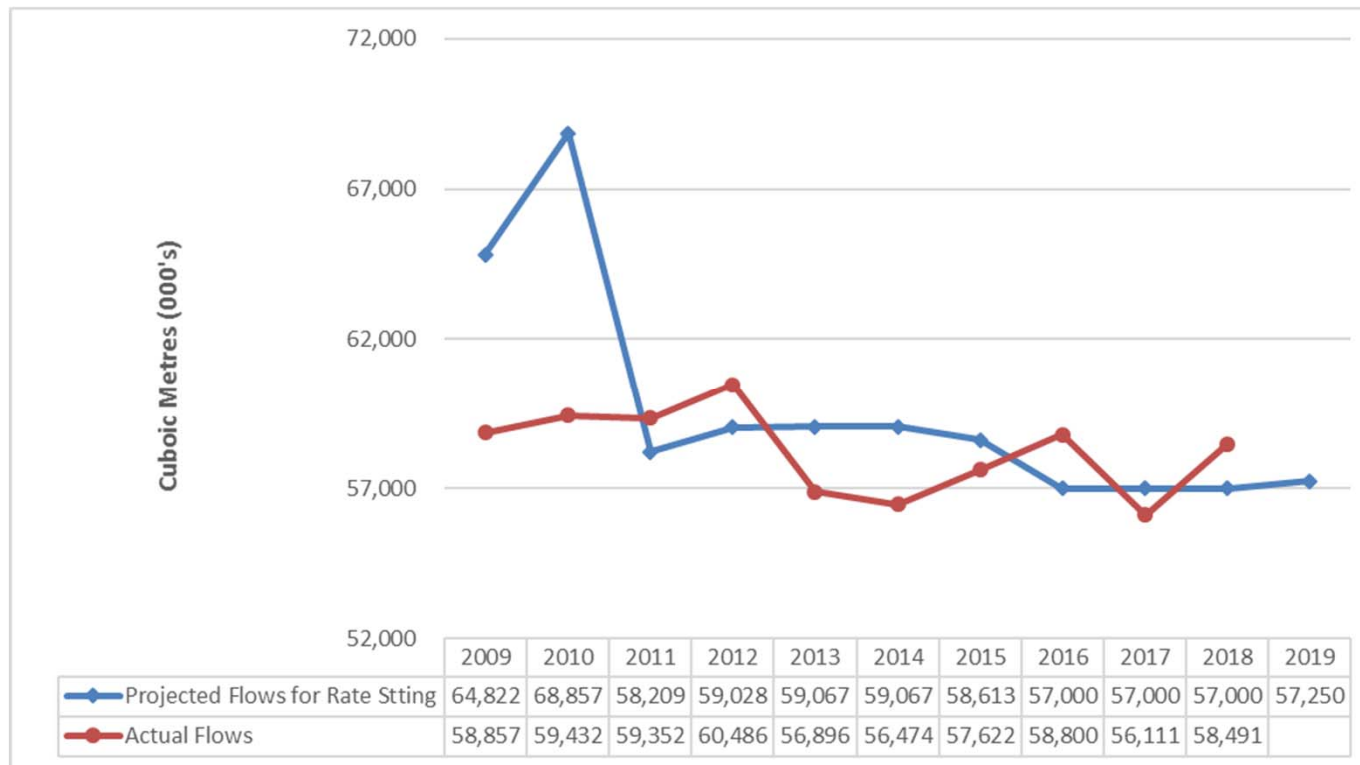
- Methodology in place since 2009, reaffirmed in 2011 for 2012-2015 and again reaffirmed in 2015
 - 25% Fixed requisition
 - Based on three-year average volume
 - 75% variable rate
 - Projected water sales of 57.25 million m³
 - 75% of \$44.2 million budget divided by 57.25 million m³
 - Variable rate proposed at \$0.580 per m³ (2018 rate \$0.566)



2019 WATER & WASTEWATER BUDGET

Water Requisition

Water Volume Analysis



2019 WATER & WASTEWATER BUDGET

15 **Niagara**  **Region**

Water Requisition

25% fixed distribution by LAM

Municipality	Fixed Requisition			
	2018	2019	Difference	
	\$000	\$000	\$000	%
Fort Erie	880	892	11	1.27%
Grimsby	650	620	(31)	-4.70%
Lincoln	427	440	13	3.15%
Niagara Falls	2,896	2,935	39	1.33%
Niagara-on-the-Lake	582	599	17	2.88%
Pelham	246	241	(5)	-2.07%
Port Colborne	570	588	18	3.24%
St. Catharines	2,786	2,920	134	4.82%
Thorold	371	395	24	6.48%
Welland	1,194	1,266	72	6.01%
West Lincoln	159	164	5	3.10%
Total	10,762	11,060	298	2.77%



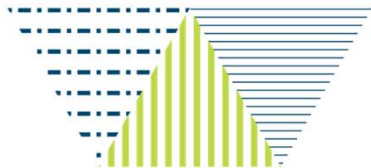
2019 WATER & WASTEWATER BUDGET

16 **Niagara Region**

Wastewater Requisition

Overview

- Methodology of 100% fixed since 2007, 2011 began the reconciliation to actual and established methodology for 2012-2015, and reaffirmed in 2015
 - 100% fixed requisition (based on three-year average)
 - Reconciliation of 2017 net budget based on actual flows included in the 2019 requisition
 - \$2.077 million in rebates and \$2.077 million in payments



2019 WATER & WASTEWATER BUDGET

Wastewater Requisition

100% fixed distribution by LAM

Municipality	Fixed Requisition			
	2018	2019	Difference	
	(\$000)	(\$000)	(\$000)	%
Fort Erie	7,114	7,596	483	6.79%
Grimsby	3,123	3,324	202	6.45%
Lincoln	2,559	2,837	278	10.88%
Niagara Falls	13,930	14,728	798	5.73%
Niagara-on-the-Lake	2,639	2,961	322	12.20%
Pelham	1,291	1,354	63	4.84%
Port Colborne	3,910	4,077	167	4.26%
St. Catharines	19,462	20,741	1,279	6.57%
Thorold	3,163	3,536	373	11.78%
Welland	9,890	10,363	473	4.79%
West Lincoln	1,066	1,163	97	9.12%
Total	68,146	72,680	4,534	6.65%

Note: Excluding annual reconciliation adjustment



2019 WATER & WASTEWATER BUDGET

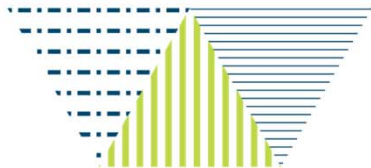
18 **Niagara Region**

Wastewater Requisition

100% fixed plus 2017 reconciliation

Municipality	Requisition		Reconciliation Payment		Total Charge			
	2018 By-Law	2019 By-Law	2018 (2016 Rec.)	2019 (2017 Rec.)	2018 By-Law	2019 By-Law	Difference	
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
Fort Erie	7,114	7,596	698	328	7,812	7,924	112	1.43%
Grimsby	3,123	3,324	(294)	165	2,830	3,489	659	23.30%
Lincoln	2,559	2,837	204	231	2,762	3,068	306	11.07%
Niagara Falls	13,930	14,728	342	805	14,273	15,532	1,260	8.82%
Niagara-on-the-Lake	2,639	2,961	76	338	2,715	3,299	584	21.53%
Pelham	1,291	1,354	85	(65)	1,375	1,289	(87)	-6.29%
Port Colborne	3,910	4,077	(544)	(181)	3,366	3,896	530	15.74%
St. Catharines	19,462	20,741	(117)	(1,427)	19,344	19,314	(30)	-0.16%
Thorold	3,163	3,536	142	179	3,305	3,715	410	12.41%
Welland	9,890	10,363	(666)	(404)	9,224	9,960	736	7.98%
West Lincoln	1,066	1,163	74	32	1,140	1,195	55	4.78%
Total	68,146	72,680	-	-	68,146	72,680	4,534	6.65%

2017 Reconciliation distributed to LAMs January 26, 2018 for inclusion in local budgets.



2019 WATER & WASTEWATER BUDGET

19 **Niagara Region**

Understanding the Risks and Opportunities

Risks

Weather dependant and therefore subject to fluctuation that are outside the Region's control.

Equipment failure do to deferred Capital investment which may impact operating expenditures.

Unanticipated new provincial standards that may create operational pressures.

Limited capital financial flexibility until the budget fully addresses the asset management plan/SDWA



Opportunities

Continuation of the CSO program to help address Wastewater costs as a result of weather specific events.

Approving a budget in accordance with the Financial Plan provides more money for capital mitigating risk of asset failure.

Enhanced staff complement to manage legislative requirements, enhance revenues, and reduce costs

Adequate operating reserves (rate stabilization)



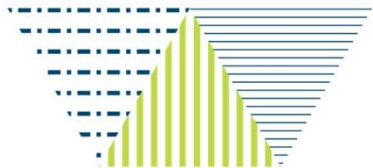
2019 WATER & WASTEWATER BUDGET

20 **Niagara**  **Region**

Water & Wastewater Next Steps

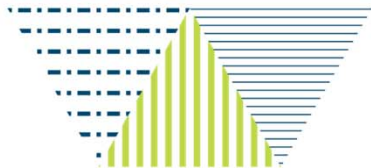
Approvals and Requisitions

- Council approval of budget, rate and requisitions (incl. By-laws) – February 14, 2019
- Provide information regarding wholesale requisition to LAMs to complete their budgets
- LAMs will set their individual fixed and variable rates for their customers



2019 WATER & WASTEWATER BUDGET

Questions?



2019 WATER & WASTEWATER BUDGET

22 **Niagara**  **Region**

Subject: 2019 Budget-Water and Wastewater Operating Budget, Rate Setting and Requisition - **REVISED**

Report to: Budget Review Committee of the Whole

Report date: Thursday, January 24, 2019

Recommendations

1. That the 2019 net Water & Wastewater operating budget increase of \$1,667,883 or 1.50% over 2018 operating budget **BE APPROVED** in accordance with Council approved guidance;
2. That the 2019 net Water & Wastewater operating budget be increased by an additional \$555,961 for 0.50% over 2018 operating **BE APPROVED** in accordance with Council approved additional guidance;
3. That the total 2019 net Water & Wastewater operating budget be increased by an additional \$3,502,611 or 3.15% above Council guidance, **BE APPROVED**;
4. That the 2019 gross Water Operations operating budget of \$44,652,514 and net budget in the amount of \$44,238,899 as outlined in Appendix VI to report CSD 8-2019 for the Water Budget, Rates and Requisition **BE APPROVED**;
5. That the proposed fixed water requisition shown in Table 3 of report CSD 8-2019, based on 25% of the Region's water net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the serviced Local Area Municipalities starting January 1, 2019, apportioned based on their previous 8 year's average water supply volumes, **BE APPROVED**;
6. That the Region's proposed 2019 variable water rate of \$0.580, shown in Table 4 of report CSD 8-2019, to be effective January 1, 2019 and calculated by taking 75% of the Region's water net operating budget and dividing by the estimated supply volume, to be billed on a monthly basis to each serviced Local Area Municipality based on the previous month's metered flows, **BE APPROVED**;
7. That the 2019 gross Wastewater Operations operating budget of 76,105,449 and net budget in the amount of \$72,679,758 as outlined in Appendix VI to report CSD 8-2019 for the Wastewater Budget, Rates and Requisition **BE APPROVED**;
8. That the proposed 2019 fixed wastewater requisition as shown in Table 5 of report CSD 8-2019, based on 100% of the Region's net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the Local Area

Municipalities starting January 1, 2019, apportioned based on their previous 3 year's average wastewater supply volumes, **BE APPROVED**;

9. That the 2019 wastewater monthly bills **INCLUDE** reconciliation for the 2017 net requisition allocation based on actual wastewater flows versus the estimated flows, as shown in Table 6 of report CSD 8-2019;
10. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
11. That a copy of Report CSD 8-2019 **BE CIRCULATED** to the Local Area Municipalities.

Key Facts

- Council provided base guidance of 1.5%, which is not enough to support infrastructure requirements. The proposed 2019 budget cannot accommodate an enhanced investment in sustainability of infrastructure as determined through the Safe Drinking Water Act (SDWA) requirements within additional guidance of 2.0%.
- The combined Water and Wastewater net based budget represents a \$5.73 million increase or 5.15% over 2018, as shown in **Table 1**.
- The Asset Management Plan (AMP) identified a current backlog of \$360 million and current annual funding deficit of \$77 million per year. Recommendation 3 will provide an additional \$3.65 million which will assist in reducing annual funding deficit.
- The proposed net Water budget represents a \$1.19 million increase, or 2.77% over 2018; the proposed net Wastewater budget represents a \$4.53 million increase, or 6.65% over 2018.
- The requisition methodology conforms to Council approved cost recovery methodology from 2011, which was reaffirmed through report CSD 61-2015, on July 2, 2015. The methodology apportions to the local area municipalities water at 75% variable rate and 25% as a fixed component and wastewater 100% fixed.
- The proposed variable water rate is increased by 2.5% to \$0.580 (2018 = \$0.566) attributed to the budget increase offset in part by an increase in projected water flows of 250 ML.
- The SDWA specifies that in order to be compliant the Region must have in place a sustainable Financial Plan (O.Reg 453/07).

Financial Considerations

The Water and Wastewater Division's proposed 2019 net budget amount of \$116.92 million represents a \$5.73 million net increase or 5.15% from the 2018 budget, as shown in Table 1. \$72.68 million of this total net cost is related to the Wastewater program, representing a net increase of \$4.53 million, or 6.65% from 2018. The

remaining \$44.24 million relates to the Water program, which has increased by \$1.19 million, or 2.77% from 2018. The proposed gross budget and comparison to the 2018 net budget are outlined in Table 1.

Table 1 – Summary of Proposed Water and Wastewater Base Budgets

2019 Proposed Budget - Gross & Net			
	Water	Wastewater	Total
Total Operating	22,066,520	46,759,369	68,825,889
Business Support	1,644,378	2,630,469	4,274,847
Reserve Transfer & Debt Charges	20,941,616	26,715,611	47,657,227
Gross 2019 Budget Total	44,652,514	76,105,449	120,757,963
Less: Revenues	(413,615)	(3,425,691)	(3,839,306)
Less: Reserve Funding	-	-	-
Net 2019 Budget Requisition	44,238,899	72,679,758	116,918,657
Net 2018 Budget Requisition	43,046,531	68,145,671	111,192,202
% Change in Net Budget Requisition	2.77%	6.65%	5.15%

Analysis

The 2019 Water and Wastewater budgets were developed giving consideration to historical results (2017 actuals, 2018 forecast), operational concerns, legislative compliance, standard operating procedures, collaborations with LAMs, and cross-divisional and corporate business support costs. Information from the SDWA has also been incorporated in the 2019 budgets.

The total program cost includes both operating expenditures (representing 57% of total program costs), as well as transfers to reserve and debt charges in support of the capital program (representing 39% of the total program costs) with the remaining as business support (4%).

Budget Pressures

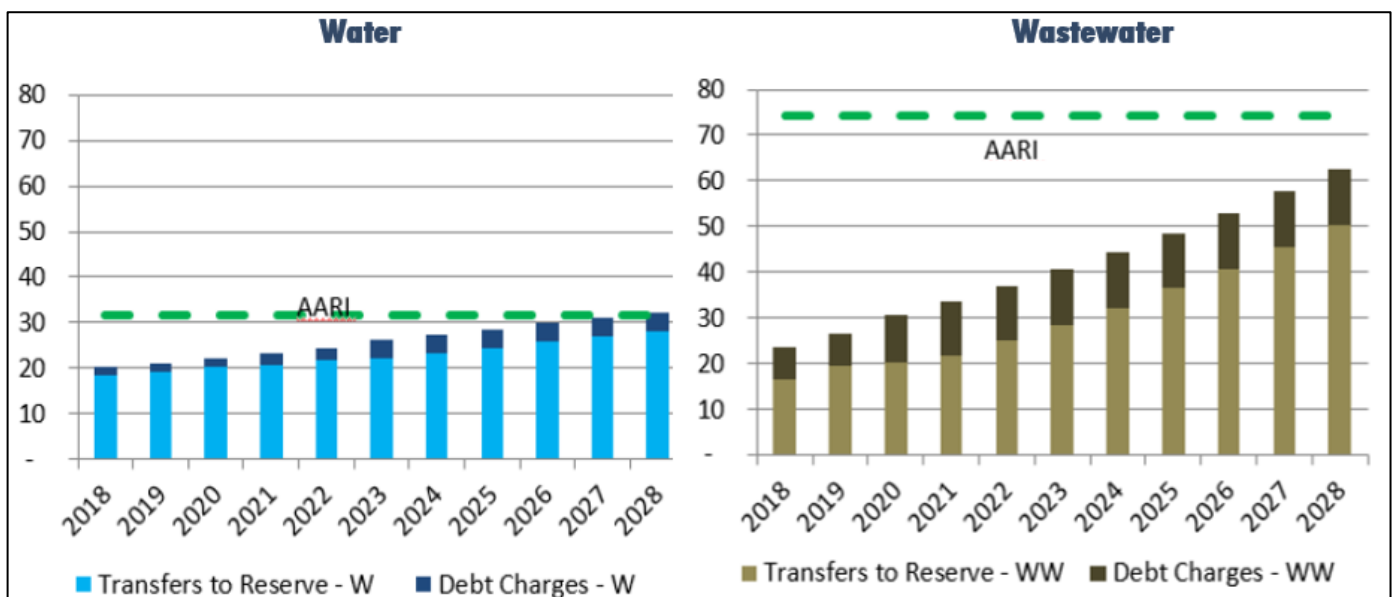
Capital/Infrastructure

In 2017 the Region completed, and Council approved, a comprehensive Asset Management Plan (AMP). The detailed information available in this AMP was utilized in the 2019 capital budget preparation. This annual investment would address the average 10 year requirement and backlog as of December 2016. The consultant reviewed the 10 year budget and established that even if the entire available capital dollars were applied against the replacement and rehabilitation of exiting assets the Region's annual funding gap would be \$77M (10 year AARI).

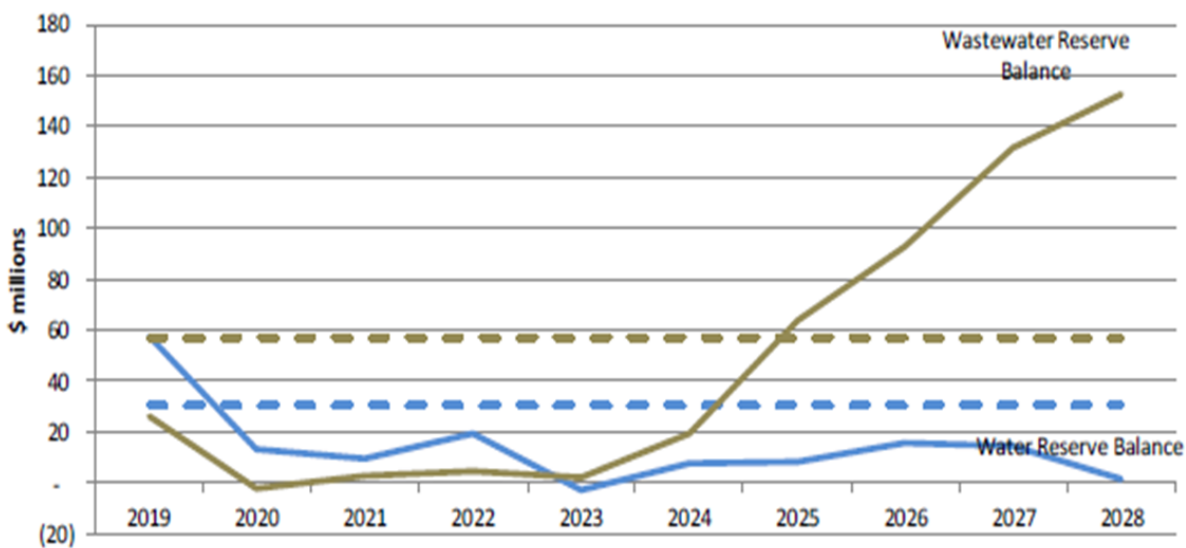
The total capital financing (transfer to capital reserve plus debt charges) included in the proposed budget to fund Regional infrastructure has increased to \$47.7 million from \$45.9 million in 2018. The chart below shows the approved 2018 and forecasted 2019 to 2028 trend of operating dollars used to fund infrastructure.

The recently completed SDWA Financial Plan identified increasing capital financing as an urgent need in order to address the current infrastructure gap. As a result, a proposed increase is recommended in the combined water and wastewater transfer from operating to capital of \$3M annually.

Chart 1 – Operating Budget Supporting Infrastructure (\$ 000,000)



While an increase in funding towards the capital program is proposed, significant challenges are still expected as a result of declining forecasts in reserves as follows. The following chart is inclusive of the additional \$3M in capital funding (as per recommendation 3). Debt will need to be utilized in the interim as the reserve balances decline. As presented within report PW 4-2019 Financial Plan for O.Reg. 453/07, staff proposed as a guiding principle that a minimum reserve balances of 2% of current asset value be maintained. The dotted lines on the below chart illustrate the 2% target compared against the forecasted reserve balance for each year. The wastewater reserve starts below the target balance but by 2025 starts to exceed the target balance as a result of a built in contingency to mitigate uncertainty around future upper level government grants provided for specific future projects.



Other Budget Pressures:

The Water and Wastewater division is currently experiencing maintenance challenges with its existing infrastructure. Many assets are being operated past their planned lifecycles and being run to failure. Most maintenance performed is reactive in nature due to the increasing burden and workload on existing maintenance staff. Equipment failures also increases the risk of non-compliance with provincial and federal legislation. There is currently one such non-compliance order due to equipment failure at the Niagara Falls Wastewater Treatment Plant. A proposed increase of 6 FTEs for maintenance staff at a total cost of \$440K is included for consideration within Council approved guidance. These additional resources will help with the increasing reactive and emergency type of repairs that are happening, while also increasing much needed preventative maintenance to keep infrastructure operating properly. To compliment the additional staff an increase for Equipment Repair & Maintenance costs of \$601K is also included in the base budget.

Included in the base budget is a program change to increase the water and wastewater operations staff by 5 FTEs, with a total cost of \$382K. The purpose of this program change is to implement the 3-man shift schedule throughout all of water and wastewater. The schedule is currently being piloted in area 1 wastewater and has seen to have decreased overtime, increased the cross training of existing staff and has standardized the operational tasks each operator is responsible for. This ultimately leads to lower operational risk.

Included in the base budget is a program change to convert a temporary Quality Management System (QMS) Analyst to a permanent Water Wastewater QMS Specialist at a cost of \$15K. This is required to support the continued maintenance of the Region's Drinking Water Quality Management System. This will also allow for further

development, implementation, and application of the QMS system. Use of a QMS system is a legislated requirement under the Safe Drinking Water Act.

Included in the base budget is a program change to add an additional 2 Environmental Enforcement Officers (EEOs). EEOs are responsible for enforcing the sewer use by-law, providing spill response, administering the hauled sewage programs, and inspecting restaurant grease traps. The current complement of 2 EEO's cannot perform all of the testing, sampling, and inspections that are required. It is anticipated that the 2 additional positions would generate revenue in excess of their salary costs and provide a net savings in 2019 of \$139K.

Included in the base budget is a program change for a full time Energy Project Manager. Currently water wastewater has an embedded ERMS Energy Consultant; however, that resource is not being provided to water wastewater by ERMS after the end of 2018. The annual water wastewater utility budget is in excess of \$10M. There are currently several funding programs for energy efficiency and savings that could be taken advantage of. It is anticipated that after rebates and cost avoidance from efficiencies that this position will provide a net savings in 2019 of \$38K.

Other pressures included in the budget include an addition \$359K for sludge haulage and cake disposal. A portion of this is from contractual price escalations based on inflation and diesel fuel costs, however a large portion also relates to increase truck costs due to the equipment failures at the Niagara Falls Wastewater Treatment Plant.

Included in the base budget is increased debt servicing costs for a combined Water and Wastewater annual impact of \$1.86 million over 2018 in the base budget (included in the 1.5%) to support capital financing requirements of upcoming capital projects.

Water Requisition

Fixed Water Requisition

As per Council's approved methodology, \$11,059,725 (25%) of the net Water budget will be recovered from fixed monthly requisitions to the local municipalities based on historical flows. The historical water flows and percentages utilized are included in **Appendix I and II**. This annual amount based on the historical flows is then divided by 12 to determine the monthly charge to be billed to each of the services Local Area Municipalities starting January 1, 2019. Also included as part of **Appendix I** is the annual impact on the fixed water requisition amount between 2018 and 2019 for each LAM. Table 3 summarizes the fixed amounts to be billed to each LAM based on the above methodology.

Table 3 – Fixed Water Requisition for 2019 Net Budget

Fixed Water Requisition for 2019 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	8.05%	\$890,784	\$74,232
Grimsby	5.59%	\$618,466	\$51,539
Lincoln	4.00%	\$442,040	\$36,837
Niagara Falls	26.50%	\$2,930,350	\$244,196
Niagara-on-the-Lake	5.42%	\$598,960	\$49,913
Pelham	2.18%	\$240,636	\$20,053
Port Colborne	5.31%	\$587,731	\$48,978
St. Catharines	26.39%	\$2,918,570	\$243,214
Thorold	3.58%	\$395,686	\$32,974
Welland	11.50%	\$1,271,541	\$105,962
West Lincoln	1.49%	\$164,962	\$13,747
Total	100.00%	\$11,059,725	\$921,644

Table 3 – Fixed Water Requisition for 2019 Net Budget - REVISED

Fixed Water Requisition for 2019 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	8.06%	\$891,561	\$74,297
Grimsby	5.60%	\$619,814	\$51,651
Lincoln	3.98%	\$440,441	\$36,703
Niagara Falls	26.53%	\$2,934,620	\$244,552
Niagara-on-the-Lake	5.41%	\$598,784	\$49,899
Pelham	2.18%	\$240,909	\$20,076
Port Colborne	5.32%	\$588,466	\$49,039
St. Catharines	26.41%	\$2,920,423	\$243,369
Thorold	3.57%	\$395,051	\$32,921
Welland	11.44%	\$1,265,722	\$105,477
West Lincoln	1.48%	\$163,933	\$13,661
Total	100.00%	\$11,059,725	\$921,644

Variable Water Rate

The remaining \$33,179,174 (75%) will be charged through the variable water rates. Staff is recommending that the variable rate be set at \$0.580 per cubic metre as outlined in Table 4 using a water forecast based on the average flow volumes that have been realized over the past three years. This marginally increases the flow volumes that was used for the purpose of 2019 variable water rate setting, minimizing the risk of unpredictable and weather related flows. An overview of the water trends and relate risk is outlined in more detail in **Appendix II**. Rate increase of 2.5% as a result of increased budget (2.8%) offset by increased water flow of 250 ML (0.4%).

Table 4 – Variable Water Rate for 2019 Net Budget

2019 Variable Water Rate	
Variable Allocation (75% x \$44,238,900)	\$ 33,179,174
2019 Water Flow Forecast (m ³)	57,250,000
Variable Rate (\$/m ³)	\$ 0.580

Wastewater Requisition

100% of the net wastewater requisition will be recovered from fixed monthly requisitions to the local municipalities. The historical wastewater flows and percentages utilized are included in **Appendix III**. This annual amount based on the historical flows is then divided by 12 to determine the monthly charge to be billed to each of the services Local Area Municipalities starting January 1, 2019. Also included as part of **Appendix III** is the annual impact of the fixed wastewater requisition amount between 2018 and 2019 for each LAM. Table 5 summarizes the fixed amounts to be billed to each LAM based on the above methodology.

Table 5 – Fixed wastewater Requisition for 2019 Net Budget

Fixed Wastewater Requisition for 2019 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	10.52%	\$7,644,115	\$637,010
Grimsby	4.72%	\$3,430,731	\$285,894
Lincoln	3.88%	\$2,822,606	\$235,217
Niagara Falls	20.08%	\$14,593,536	\$1,216,128
Niagara-on-the-Lake	4.04%	\$2,933,683	\$244,474
Pelham	1.84%	\$1,340,527	\$111,711
Port Colborne	5.66%	\$4,112,836	\$342,736
St. Catharines	28.47%	\$20,694,560	\$1,724,547
Thorold	4.89%	\$3,555,726	\$296,311
Welland	14.29%	\$10,383,458	\$865,288
West Lincoln	1.61%	\$1,167,978	\$97,332
Total	100.00%	\$72,679,758	\$6,056,647

Table 5 – Fixed wastewater Requisition for 2019 Net Budget - REVISED

Fixed Wastewater Requisition for 2019 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
<i>Fort Erie</i>	10.45%	\$7,596,338	\$633,028
<i>Grimsby</i>	4.57%	\$3,324,124	\$277,010
<i>Lincoln</i>	3.90%	\$2,837,406	\$236,450
<i>Niagara Falls</i>	20.26%	\$14,727,578	\$1,227,298
<i>Niagara-on-the-Lake</i>	4.07%	\$2,960,936	\$246,745
<i>Pelham</i>	1.86%	\$1,353,523	\$112,794
<i>Port Colborne</i>	5.61%	\$4,076,742	\$339,729
<i>St. Catharines</i>	28.54%	\$20,740,949	\$1,728,412
<i>Thorold</i>	4.86%	\$3,535,506	\$294,626
<i>Welland</i>	14.26%	\$10,363,446	\$863,621
<i>West Lincoln</i>	1.60%	\$1,163,210	\$96,934
Total	100.00%	\$72,679,758	\$6,056,647

As per Council's approved cost recovery methodology, the 2019 monthly Wastewater charges will include reconciliation of the 2017 Wastewater requisition payments. Municipalities 2017 rebated or charged will be based on their respective share of actual flows versus the estimated share used to initially allocate the 2017 charges. This reconciliation results in a total of \$2,076,584 in payments to, and \$2,076,584 in rebates from, the local municipalities. Tables outlining the calculation of the reconciliation have been included as **Appendix IV**, and the total charge including the 2019 requisition and 2017 reconciliation by local municipality has been included as **Appendix V**.

Table 6 – Wastewater Reconciliation for 2017 included in 2019 Requisition

Wastewater Reconciliation (2017)			
Municipality	Reconciliation (\$)	Monthly Rebate (\$)	Monthly Payment (\$)
Fort Erie	327,701		27,308
Grimsby	165,037		13,753
Lincoln	230,524		19,210
Niagara Falls	804,814		67,068
Niagara-on-the-Lake	337,962		28,163
Pelham	(64,988)	(5,416)	
Port Colborne	(180,933)	(15,078)	
St. Catharines	(1,426,851)	(118,904)	
Thorold	179,016		14,918
Welland	(403,812)	(33,651)	
West Lincoln	31,529		2,627
Total	0	(173,049)	173,049

Risks

- Water revenue is weather dependant and therefore subject to fluctuation that are outside the Region's control.
- Wastewater costs can also be weather dependent and therefore subject to fluctuation that are outside the Region's control.
- Unanticipated equipment failure which may impact operating expenditures.
- Unanticipated new provincial standards that may create operational pressures.
- Limited operational financial flexibility until the budget fully addresses the asset management plan/SDWA and may create further pressure on the already forecasted decline in reserves.

Alternatives Reviewed

1. *That the 2019 net Water & Wastewater operating budget increase be limited to \$1,667,883 or 1.5% over 2018 operating budget in accordance with Council approved guidance.* This alternative is **NOT RECOMMENDED**. This alternative, if adopted, would require removal of the following from the 2019 Water & Wastewater operating budget:
 - a. **Eliminate proposed Capital Reserve transfers increase (\$3,070,366).** The recently completed Safe Drinking Water Act Financial Plan identified increasing capital financing as an urgent need in order to address the current infrastructure gap. The infrastructure gap was identified as part of the Region's most recent Asset Management Plan (AMP) as being over \$360M.
 - b. **Eliminate the Asset Management Program Change Increase (\$406,554).** Enterprise Resource Management Services (ERMS) has included a program change in the Levy budget for resources related to increasing Asset Management. ERMS fully recovers all costs through allocations from other Regional divisions. This represents the amount allocated to water and wastewater.
 - c. **Reduction of the current Combined Sewer Overflow (CSO) Program (\$1,200,000).** The region currently provides \$4M in grant funding to local area municipalities (LAMs) as part of the Region's CSO program. The program is funded 50% through the wastewater operating budget, and 50% through development charges. A reduction of \$1.2M would limit the amount available for the LAMs to \$2.8M and provide a net \$600,000 reduction to the wastewater budget. This will however put further pressure on the LAMs to fund local projects designed to reduce inflow and infiltration (I&I) of storm water into the sanitary sewer system. Reducing I&I is a key step in limiting the amount of untreated sewage that escapes into the environment and also helps to limit basement flooding events. In the event the above ERMS program change for Asset Management does not proceed, those funds could be used to re-increase the CSO budget by \$823,362 with a net impact to the

operating budget of \$411,682 after applying the development charges portion of 50%.

Under Alternative 1, the revised Water and Wastewater Requisition amounts are as follows. Under this alternative Tables 7, 8 & 9 identified below would replace Tables 3, 4 & 5 contained within the Analysis section of this report. Recommendations 4, 6 & 7 would also be updated accordingly.

Table 7 – Fixed Water Requisition for 2019 Net Budget – Alternative 1

Fixed Water Requisition for 2019 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	8.05%	\$872,182	\$72,682
Grimsby	5.59%	\$605,551	\$50,463
Lincoln	4.00%	\$432,809	\$36,067
Niagara Falls	26.50%	\$2,869,156	\$239,096
Niagara-on-the-Lake	5.42%	\$586,452	\$48,871
Pelham	2.18%	\$235,610	\$19,634
Port Colborne	5.31%	\$575,457	\$47,955
St. Catharines	26.39%	\$2,857,622	\$238,135
Thorold	3.58%	\$387,422	\$32,285
Welland	11.50%	\$1,244,987	\$103,749
West Lincoln	1.49%	\$161,517	\$13,460
Total	100.00%	\$10,828,766	\$902,397

Table 7 – Fixed Water Requisition for 2019 Net Budget – Alternative 1 – REVISED

Fixed Water Requisition for 2019 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	8.06%	\$872,943	\$72,745
Grimsby	5.60%	\$606,871	\$50,573
Lincoln	3.98%	\$431,244	\$35,937
Niagara Falls	26.53%	\$2,873,337	\$239,445
Niagara-on-the-Lake	5.41%	\$586,279	\$48,857
Pelham	2.18%	\$235,878	\$19,657
Port Colborne	5.32%	\$576,177	\$48,015
St. Catharines	26.41%	\$2,859,436	\$238,286
Thorold	3.57%	\$386,802	\$32,233
Welland	11.44%	\$1,239,290	\$103,274
West Lincoln	1.48%	\$160,509	\$13,376
Total	100.00%	\$10,828,766	\$902,397

Table 8 – Variable Water Rate for 2019 Net Budget – Alternative 1

2019 Variable Water Rate	
Variable Allocation (75% x \$44,238,900)	\$ 32,486,297

2019 Water Flow Forecast (m ³)	57,250,000
Variable Rate (\$/m ³)	\$ 0.567

Table 9 – Fixed wastewater Requisition for 2019 Net Budget – Alternative 1

Fixed Wastewater Requisition for 2019 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	10.52%	\$7,312,489	\$609,374
Grimsby	4.72%	\$3,281,895	\$273,491
Lincoln	3.88%	\$2,700,152	\$225,013
Niagara Falls	20.08%	\$13,960,421	\$1,163,368
Niagara-on-the-Lake	4.04%	\$2,806,410	\$233,868
Pelham	1.84%	\$1,282,371	\$106,864
Port Colborne	5.66%	\$3,934,408	\$327,867
St. Catharines	28.47%	\$19,796,763	\$1,649,730
Thorold	4.89%	\$3,401,467	\$283,456
Welland	14.29%	\$9,932,990	\$827,749
West Lincoln	1.61%	\$1,117,308	\$93,109
Total	100.00%	\$69,526,674	\$5,793,890

Table 9 – Fixed wastewater Requisition for 2019 Net Budget – Alternative 1 - REVISED

Fixed Wastewater Requisition for 2019 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	10.45%	\$7,266,784	\$605,565
Grimsby	4.57%	\$3,179,912	\$264,993
Lincoln	3.90%	\$2,714,310	\$226,192
Niagara Falls	20.26%	\$14,088,647	\$1,174,054
Niagara-on-the-Lake	4.07%	\$2,832,481	\$236,040
Pelham	1.86%	\$1,294,803	\$107,900
Port Colborne	5.61%	\$3,899,880	\$324,990
St. Catharines	28.54%	\$19,841,140	\$1,653,428
Thorold	4.86%	\$3,382,124	\$281,844
Welland	14.26%	\$9,913,847	\$826,154
West Lincoln	1.60%	\$1,112,746	\$92,729
Total	100.00%	\$69,526,674	\$5,793,890

2. That the 2019 net Water & Wastewater operating budget increase be limited to \$1,667,883 or 1.5% plus an additional \$555,961 or 0.5% over 2018 operating budget in accordance with Council approved additional guidance. This alternative is **NOT RECOMMENDED**. This alternative, if adopted, would require removal of the following from the 2019 Water & Wastewater operating budget:

- a. **Eliminate proposed Capital Reserve transfers increase (\$3,070,366).**
The recently completed Safe Drinking Water Act Financial Plan identified

increasing capital financing as an urgent need in order to address the current infrastructure gap. The infrastructure gap was identified as part of the Region's most recent Asset Management Plan (AMP) as being over \$360M.

- b. **Reduction of the current Combined Sewer Overflow (CSO) Program (\$911,440).** The region currently provides \$4M in grant funding to local area municipalities (LAMs) as part of the Region's CSO program. The program is funded 50% through the wastewater operating budget, and 50% through development charges. A reduction of \$911,440 would limit the amount available for the LAMs to \$3,088,560 and provide a net \$455,720 reduction to the wastewater budget. This will however put further pressure on the LAMs to fund local projects designed to reduce inflow and infiltration (I&I) of storm water into the sanitary sewer system. Reducing I&I is a key step in limiting the amount of untreated sewage that escapes into the environment and also helps to limit basement flooding events

Under Alternative 2, the revised Water and Wastewater Requisition amounts are as follows. Under this alternative Tables 10, 11 & 12 identified below would replace Tables 3, 4 & 5 contained within the Analysis section of this report. Recommendations 4, 6 & 7 would also be updated accordingly.

Table 10—Fixed Water Requisition for 2019 Net Budget—Alternative 2

Fixed Water Requisition for 2019 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	8.05%	\$875,116	\$72,926
Grimsby	5.59%	\$607,588	\$50,632
Lincoln	4.00%	\$434,265	\$36,189
Niagara Falls	26.50%	\$2,878,808	\$239,901
Niagara-on-the-Lake	5.42%	\$588,425	\$49,035
Pelham	2.18%	\$236,403	\$19,700
Port Colborne	5.31%	\$577,393	\$48,116
St. Catharines	26.39%	\$2,867,235	\$238,936
Thorold	3.58%	\$388,726	\$32,394
Welland	11.50%	\$1,249,175	\$104,098
West Lincoln	1.49%	\$162,060	\$13,505
Total	100.00%	\$10,865,194	\$905,433

Table 10 – Fixed Water Requisition for 2019 Net Budget – Alternative 2 - REVISED

Fixed Water Requisition for 2019 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	8.06%	\$875,879	\$72,990
Grimsby	5.60%	\$608,912	\$50,743
Lincoln	3.98%	\$432,694	\$36,058
Niagara Falls	26.53%	\$2,883,002	\$240,250
Niagara-on-the-Lake	5.41%	\$588,252	\$49,021
Pelham	2.18%	\$236,672	\$19,723
Port Colborne	5.32%	\$578,115	\$48,176
St. Catharines	26.41%	\$2,869,055	\$239,088
Thorold	3.57%	\$388,103	\$32,342
Welland	11.44%	\$1,243,459	\$103,622
West Lincoln	1.48%	\$161,049	\$13,421
Total	100.00%	\$10,865,194	\$905,433

Table 11 – Variable Water Rate for 2019 Net Budget – Alternative 2

2019 Variable Water Rate	
Variable Allocation (75% x \$44,238,900)	\$ 32,595,581
2019 Water Flow Forecast (m ³)	57,250,000
Variable Rate (\$/m ³)	\$ 0.569

Table 12 – Fixed wastewater Requisition for 2019 Net Budget – Alternative 2

Fixed Wastewater Requisition for 2019 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	10.52%	\$7,355,098	\$612,925
Grimsby	4.72%	\$3,301,018	\$275,085
Lincoln	3.88%	\$2,715,886	\$226,324
Niagara Falls	20.08%	\$14,041,767	\$1,170,147
Niagara-on-the-Lake	4.04%	\$2,822,763	\$235,230
Pelham	1.84%	\$1,289,843	\$107,487
Port Colborne	5.66%	\$3,957,333	\$329,778
St. Catharines	28.47%	\$19,912,116	\$1,659,343
Thorold	4.89%	\$3,421,287	\$285,107
Welland	14.29%	\$9,990,868	\$832,572
West Lincoln	1.61%	\$1,123,818	\$93,652
Total	100.00%	\$69,931,797	\$5,827,650

Table 12 – Fixed wastewater Requisition for 2019 Net Budget – Alternative 2 - REVISED

Fixed Wastewater Requisition for 2019 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
<i>Fort Erie</i>	<i>10.45%</i>	<i>\$7,309,127</i>	<i>\$609,094</i>
<i>Grimsby</i>	<i>4.57%</i>	<i>\$3,198,441</i>	<i>\$266,537</i>
<i>Lincoln</i>	<i>3.90%</i>	<i>\$2,730,126</i>	<i>\$227,510</i>
<i>Niagara Falls</i>	<i>20.26%</i>	<i>\$14,170,740</i>	<i>\$1,180,895</i>
<i>Niagara-on-the-Lake</i>	<i>4.07%</i>	<i>\$2,848,986</i>	<i>\$237,415</i>
<i>Pelham</i>	<i>1.86%</i>	<i>\$1,302,347</i>	<i>\$108,529</i>
<i>Port Colborne</i>	<i>5.61%</i>	<i>\$3,922,604</i>	<i>\$326,884</i>
<i>St. Catharines</i>	<i>28.54%</i>	<i>\$19,956,751</i>	<i>\$1,663,063</i>
<i>Thorold</i>	<i>4.86%</i>	<i>\$3,401,832</i>	<i>\$283,486</i>
<i>Welland</i>	<i>14.26%</i>	<i>\$9,971,613</i>	<i>\$830,968</i>
<i>West Lincoln</i>	<i>1.60%</i>	<i>\$1,119,230</i>	<i>\$93,269</i>
<i>Total</i>	<i>100.00%</i>	<i>\$69,931,797</i>	<i>\$5,827,650</i>

Relationship to Council Strategic Priorities

The 2019 Water and Wastewater proposed budgets support Council's strategic priorities of organizational excellence, by meeting or exceeding legislative requirements and having 39% of the total program costs related to infrastructure renewal and replacement.

Other Pertinent Reports

CSD 21-2017	Asset Management Plan
CSD 63-2017	Regional Development Charges and Proposed By-law
PDS 37-2016	Niagara 2041 Growth Strategy – Local Municipal Growth Allocations
PW 22-2017	2016 Water & Wastewater Master Servicing Plan Update
PW 5-2019	Safe Drinking Water Act Financial Plan

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Appendices

Appendix I	Water Flows and Fixed Water Requisition by Local Area Municipality - REVISED
Appendix II	Water Volume Analysis
Appendix III	Wastewater Flows and Fixed Wastewater Requisition by Local Area Municipality - REVISED
Appendix IV	2017 By-law Wastewater Reconciliation
Appendix V	Fixed Wastewater Requisition including Reconciliation by Local Area Municipality - REVISED
Appendix VI	Water and Wastewater Schedule of Revenues and Expenditures by Object of Expenditure

**Appendix I – Water Flows and Fixed Water Requisition by Local Area
Municipality**

Table 1 – Water Flows by Municipality

Municipality	3 Year Avg. per 2018 By-law		3 Year Avg. per 2019 By-law	
	Megalitres	%	Megalitres	%
Fort Erie	4,704	8.18%	4,681	8.05%
Grimsby	3,476	6.04%	3,250	5.59%
Lincoln	2,284	3.97%	2,323	4.00%
Niagara Falls	15,480	26.91%	15,398	26.50%
Niagara-on-the-Lake	3,109	5.40%	3,147	5.42%
Pelham	1,314	2.28%	1,264	2.18%
Port Colborne	3,048	5.30%	3,088	5.31%
St. Catharines	14,892	25.89%	15,336	26.39%
Thorold	1,983	3.45%	2,079	3.58%
Welland	6,385	11.10%	6,682	11.50%
West Lincoln	851	1.48%	867	1.49%
Total	57,525	100%	58,116	100%

Table 2 – Fixed Water Requisition by Municipality

Municipality	Fixed Requisition			
	2018 (\$000)	2019 (\$000)	Difference	
			\$000s	%
Fort Erie	880	891	10	1.18%
Grimsby	650	618	(32)	-4.91%
Lincoln	427	442	15	3.52%
Niagara Falls	2,896	2,930	34	1.19%
Niagara-on-the-Lake	582	599	17	2.91%
Pelham	246	241	(5)	-2.18%
Port Colborne	570	588	18	3.11%
St. Catharines	2,786	2,919	133	4.76%
Thorold	371	396	25	6.65%
Welland	1,194	1,272	78	6.49%
West Lincoln	159	165	6	3.75%
Total	10,762	11,060	298	2.77%

**Appendix I - Water Flows and Fixed Water Requisition by Local Area
Municipality**

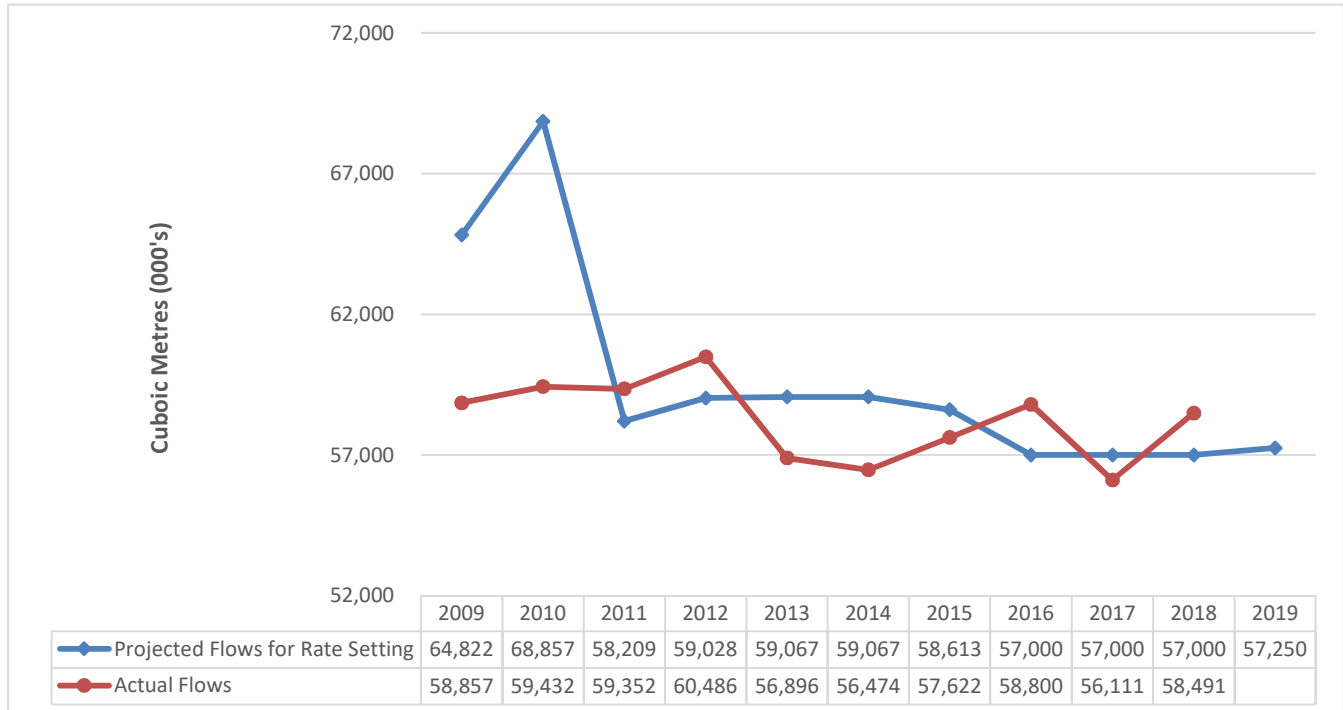
Table 1 - Water Flows by Municipality

Municipality	3-Year Avg. per 2018 By-law		3-Year Avg. per 2019 By-law	
	Megalitres	%	Megalitres	%
Fort Erie	4,704	8.18%	4,686	8.06%
Grimsby	3,476	6.04%	3,258	5.60%
Lincoln	2,284	3.97%	2,315	3.98%
Niagara Falls	15,480	26.91%	15,424	26.53%
Niagara-on-the-Lake	3,109	5.40%	3,147	5.41%
Pelham	1,314	2.28%	1,266	2.18%
Port Colborne	3,048	5.30%	3,093	5.32%
St. Catharines	14,892	25.89%	15,350	26.41%
Thorold	1,983	3.45%	2,076	3.57%
Welland	6,385	11.10%	6,653	11.44%
West Lincoln	851	1.48%	862	1.48%
Total	57,525	100%	58,130	100%

Table 2 - Fixed Water Requisition by Municipality

Municipality	Fixed Requisition			
	2018 (\$000)	2019 (\$000)	Difference	
			\$000s	%
Fort Erie	880	892	11	1.27%
Grimsby	650	620	(31)	-4.70%
Lincoln	427	440	13	3.15%
Niagara Falls	2,896	2,935	39	1.33%
Niagara-on-the-Lake	582	599	17	2.88%
Pelham	246	241	(5)	-2.07%
Port Colborne	570	588	18	3.24%
St. Catharines	2,786	2,920	134	4.82%
Thorold	371	395	24	6.48%
Welland	1,194	1,266	72	6.01%
West Lincoln	159	164	5	3.10%
Total	10,762	11,060	298	2.77%

Appendix II - Water Volume Analysis



The 2018 actual flows are estimate to finish the year approximately 2.67% higher than project flows.

The water volume forecast for 2019 has been prepared giving consideration to historical trends and input received from some local area municipalities. the forecasted water usage in 2018 totalled approximately 58,520 ML.

The volume forecast for 2019 is below the 3-year average of 57,810 ML and 5-year average of 57,505 ML. This includes 2014 which was cool and wet compared to normal and 2015 which was a more typical summer weather year. 2016 experienced drought conditions during the summer and 2017 has experienced a very wet summer. The 2019 estimate reflects a slight increase over previous year's projections as a result of current growth trends within Niagara.

Appendix III – Wastewater Flows and Fixed Requisition By Local Area Municipality

Table 1 – Wastewater Flows by Municipality

Municipality	3 Year Avg. per 2018 By-law		3 Year Avg. per 2019 By-law	
	Megalitres	%	Megalitres	%
Fort Erie	7,159	10.44%	7,515	10.52%
Grimsby	3,143	4.58%	3,373	4.72%
Lincoln	2,575	3.76%	2,775	3.88%
Niagara Falls	14,018	20.44%	14,348	20.08%
Niagara-on-the-Lake	2,655	3.87%	2,884	4.04%
Pelham	1,299	1.89%	1,318	1.84%
Port Colborne	3,934	5.74%	4,044	5.66%
St. Catharines	19,583	28.56%	20,346	28.47%
Thorold	3,183	4.64%	3,496	4.89%
Welland	9,951	14.51%	10,209	14.29%
West Lincoln	1,072	1.56%	1,148	1.61%
Total	68,571	100%	71,455	100%

Tables 2 – Fixed Wastewater Requisition by Municipality

Municipality	Fixed Requisition			
	2018 (\$000)	2019 (\$000)	Difference	
			\$000s	%
Fort Erie	7,114	7,644	531	7.46%
Grimsby	3,123	3,431	308	9.87%
Lincoln	2,559	2,823	264	10.30%
Niagara Falls	13,930	14,594	664	4.76%
Niagara-on-the-Lake	2,639	2,934	295	11.17%
Pelham	1,291	1,341	50	3.84%
Port Colborne	3,910	4,113	203	5.19%
St. Catharines	19,462	20,695	1,233	6.33%
Thorold	3,163	3,556	393	12.42%
Welland	9,890	10,383	493	4.99%
West Lincoln	1,066	1,168	102	9.57%
Total	68,146	72,680	4,534	6.65%

Appendix III - Wastewater Flows and Fixed Requisition By Local Area Municipality

Table 1 - Wastewater Flows by Municipality

Municipality	3-Year Avg. per 2018 By-law		3-Year Avg. per 2019 By-law	
	Megalitres	%	Megalitres	%
Fort Erie	7,159	10.44%	7,348	10.45%
Grimsby	3,143	4.58%	3,216	4.57%
Lincoln	2,575	3.76%	2,745	3.90%
Niagara Falls	14,018	20.44%	14,247	20.26%
Niagara-on-the-Lake	2,655	3.87%	2,864	4.07%
Pelham	1,299	1.89%	1,309	1.86%
Port Colborne	3,934	5.74%	3,944	5.61%
St. Catharines	19,583	28.56%	20,064	28.54%
Thorold	3,183	4.64%	3,420	4.86%
Welland	9,951	14.51%	10,025	14.26%
West Lincoln	1,072	1.56%	1,125	1.60%
Total	68,571	100%	70,306	100%

Tables 2 - Fixed Wastewater Requisition by Municipality

Municipality	Fixed Requisition			
	2018 (\$000)	2019 (\$000)	Difference	
			\$000s	%
Fort Erie	7,114	7,596	483	6.79%
Grimsby	3,123	3,324	202	6.45%
Lincoln	2,559	2,837	278	10.88%
Niagara Falls	13,930	14,728	798	5.73%
Niagara-on-the-Lake	2,639	2,961	322	12.20%
Pelham	1,291	1,354	63	4.84%
Port Colborne	3,910	4,077	167	4.26%
St. Catharines	19,462	20,741	1,279	6.57%
Thorold	3,163	3,536	373	11.78%
Welland	9,890	10,363	473	4.79%
West Lincoln	1,066	1,163	97	9.12%
Total	68,146	72,680	4,534	6.65%

Appendix IV - 2017 By-law Wastewater Reconciliation

Wastewater Flows (Mega Litres)		
Municipality	Prior 3-Yr Avg	2017 By-Law Period Actual Flows ¹
Fort Erie	7,171	8,225
Grimsby	3,316	3,818
Lincoln	2,524	3,027
Niagara Falls	13,715	15,933
Niagara-on-the-Lake	2,602	3,235
Pelham	1,330	1,381
Port Colborne	4,200	4,389
St. Catharines	20,509	20,809
Thorold	3,174	3,679
Welland	10,478	11,004
West Lincoln	1,077	1,214
Total	70,095	76,715

Wastewater Fixed Allocation Percentages			
Municipality	Prior 3-Yr Avg	2017 By-Law Period Actual Flows ¹	Difference
Fort Erie	10.2%	10.7%	0.5%
Grimsby	4.7%	5.0%	0.2%
Lincoln	3.6%	3.9%	0.3%
Niagara Falls	19.6%	20.8%	1.2%
Niagara-on-the-Lake	3.7%	4.2%	0.5%
Pelham	1.9%	1.8%	-0.1%
Port Colborne	6.0%	5.7%	-0.3%
St. Catharines	29.3%	27.1%	-2.1%
Thorold	4.5%	4.8%	0.3%
Welland	14.9%	14.3%	-0.6%
West Lincoln	1.5%	1.6%	0.0%
Total	100.0%	100.0%	0.0%

Wastewater Fixed Allocation charge (\$000)			
Municipality	2017 By-Law Charges ^{1,2}	Charges Based on Actual Flows ¹	Underpayment/ (Overpayment) ³
Fort Erie	\$ 6,839	\$ 7,167	\$ 328
Grimsby	3,162	3,327	165
Lincoln	2,407	2,638	231
Niagara Falls	13,079	13,884	805
Niagara-on-the-Lake	2,481	2,819	338
Pelham	1,268	1,203	(65)
Port Colborne	4,005	3,824	(181)
St. Catharines	19,559	18,132	(1,427)
Thorold	3,027	3,206	179
Welland	9,992	9,589	(404)
West Lincoln	1,027	1,058	32
Total	\$ 66,847	\$ 66,847	\$ 0

Sum of Overpayment:	(2,077)
Percentage of Requisition	3.11%

Notes:

1. 2017 By-Law period consists of the 12 month period from January 2017 to December 2017
2. Charges paid excluded payments made/rebates received for 2014 reconciliation.
3. Underpayments/(Overpayments) based on comparing 2 difference allocation methodologies (3-yr average vs. actual flows during By-law period).

Appendix V—Fixed Wastewater Requisition Including Reconciliation by Municipality Comparison

Municipality	Requisition		Reconciliation Payment / (Refund)		Total Charge (Requisition + Reconciliation)			
	2018 By-Law	2019 By-Law	2018 (2016 Rec.)	2019 (2017 Rec.)	2018 By-Law	2019 By-Law	Difference	
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
Fort Erie	7,114	7,644	698	328	7,812	7,972	160	2.04%
Grimsby	3,123	3,431	(204)	165	2,830	3,596	766	27.07%
Lincoln	2,559	2,823	204	231	2,762	3,053	291	10.53%
Niagara Falls	13,930	14,594	342	805	14,273	15,398	1,125	7.89%
Niagara-on-the-Lake	2,639	2,934	76	338	2,715	3,272	557	20.52%
Pelham	1,291	1,341	85	(65)	1,375	1,276	(100)	-7.24%
Port Colborne	3,910	4,113	(544)	(181)	3,366	3,932	566	16.82%
St. Catharines	10,462	20,695	(117)	(1,427)	10,344	19,268	(77)	-0.40%
Thorold	3,163	3,556	142	179	3,305	3,735	430	13.02%
Welland	9,890	10,383	(666)	(404)	9,224	9,980	756	8.19%
West Lincoln	1,066	1,168	74	32	1,140	1,200	59	5.20%
Total	68,146	72,680	-	-	68,146	72,680	4,534	6.65%

Appendix V - Fixed Wastewater Requisition Including Reconciliation by Municipality Comparison

Municipality	Requisition		Reconciliation Payment / (Refund)		Total Charge (Requisition + Reconciliation)			
	2018 By-Law	2019 By-Law	2018 (2016 Rec.)	2019 (2017 Rec.)	2018 By-Law	2019 By-Law	Difference	
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
Fort Erie	7,114	7,596	698	328	7,812	7,924	112	1.43%
Grimsby	3,123	3,324	(294)	165	2,830	3,489	659	23.30%
Lincoln	2,559	2,837	204	231	2,762	3,068	306	11.07%
Niagara Falls	13,930	14,728	342	805	14,273	15,532	1,260	8.82%
Niagara-on-the-Lake	2,639	2,961	76	338	2,715	3,299	584	21.53%
Pelham	1,291	1,354	85	(65)	1,375	1,289	(87)	-6.29%
Port Colborne	3,910	4,077	(544)	(181)	3,366	3,896	530	15.74%
St. Catharines	19,462	20,741	(117)	(1,427)	19,344	19,314	(30)	-0.16%
Thorold	3,163	3,536	142	179	3,305	3,715	410	12.41%
Welland	9,890	10,363	(666)	(404)	9,224	9,960	736	7.98%
West Lincoln	1,066	1,163	74	32	1,140	1,195	55	4.78%
Total	68,146	72,680	-	-	68,146	72,680	4,534	6.65%

D_67000B

	2017 Actual	2018		2019						
	Total	Q3 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	21,104,726	21,915,914	21,843,369	23,724,200	1,880,831	8.6%	-	23,724,200	1,880,831	8.6%
A_41000AB Administrative	2,330,687	1,933,599	2,969,753	2,317,200	(652,553)	(22.0%)	-	2,317,200	(652,553)	(22.0%)
A_44000AB Operational & Supply	12,284,087	12,806,984	12,440,500	12,709,326	268,825	2.2%	-	12,709,326	268,825	2.2%
A_50000AB Occupancy & Infrastructure	15,538,164	15,802,419	17,816,986	17,650,464	(166,522)	(0.9%)	-	17,650,464	(166,522)	(0.9%)
A_52000AB Equipment, Vehicles, Technology	6,332,384	6,387,262	5,450,875	6,142,880	692,005	12.7%	-	6,142,880	692,005	12.7%
A_54000AB Community Assistance	-	153	-	-	-	-	-	-	-	-
A_56000AB Partnership, Rebate, Exemption	1,523,364	16,665,352	4,015,000	4,015,000	-	-	-	4,015,000	-	-
A_58000AB Financial Expenditures	571	430	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	49,919,051	38,017,710	37,137,710	33,967,191	(3,170,519)	(8.5%)	3,070,365	37,037,556	(100,154)	(0.3%)
A_60000AC Allocation Between Departments	1,738,573	1,789,253	1,811,823	1,823,753	11,930	0.7%	-	1,823,753	11,930	0.7%
A_60260AC Allocation Within Departments	406	(1)	-	0	0	-	-	0	0	-
Gross Expenditure Subtotal	110,772,013	115,319,076	103,486,015	102,350,013	(1,136,002)	(1.1%)	3,070,365	105,420,379	1,934,363	1.9%
A_30000AB Taxation	(108,965,230)	(112,021,023)	(111,192,202)	(113,436,612)	(2,244,410)	2.0%	(3,482,046)	(116,918,658)	(5,726,456)	5.2%
A_32400AB By-Law Charges & Sales	(1,264,501)	(1,196,923)	(1,088,600)	(1,358,200)	(269,600)	24.8%	-	(1,358,200)	(269,600)	24.8%
A_34950AB Other Revenue	(1,277,490)	(5,957,132)	(2,420,382)	(2,481,106)	(60,724)	2.5%	-	(2,481,106)	(60,724)	2.5%
A_75000AC Transfers From Funds	(13,283,675)	(11,520,980)	(2,025,000)	-	2,025,000	(100.0%)	-	-	2,025,000	(100.0%)
Gross Revenue Subtotal	(124,790,896)	(130,696,057)	(116,726,184)	(117,275,918)	(549,734)	0.5%	(3,482,046)	(120,757,964)	(4,031,780)	3.5%
Net Expenditure (revenue) before indirect allocations	(14,018,883)	(15,376,981)	(13,240,168)	(14,925,904)	(1,685,736)	12.7%	(411,681)	(15,337,585)	(2,097,417)	15.8%
A_70000AC Indirect Allocation	6,494,746	3,473,196	3,807,798	3,970,155	162,357	4.3%	411,681	4,381,836	574,038	15.1%
A_70200AC Capital Financing Allocation	7,434,439	9,411,650	9,432,370	10,955,749	1,523,379	16.2%	-	10,955,749	1,523,379	16.2%
Allocation Subtotal	13,929,185	12,884,846	13,240,168	14,925,904	1,685,736	12.7%	411,681	15,337,585	2,097,417	15.8%
Net Expenditure (revenue) after indirect allocations	(89,698)	(2,492,135)	-	0	0	-	-	0	0	-
FTE - Reg			246.6	261.6	15.0		-	261.6	15.0	
FTE - Temp			6.6	4.5	(2.1)		-	4.5	(2.1)	

D_67000C

	2017 Actual	2018		2019						
	Total	Q3 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	6,893,686	7,068,107	7,037,532	7,882,004	844,472	12.0%	-	7,882,004	844,472	12.0%
A_41000AB Administrative	901,253	713,785	921,708	791,210	(130,498)	(14.2%)	-	791,210	(130,498)	(14.2%)
A_44000AB Operational & Supply	1,688,949	1,941,430	1,877,750	1,845,026	(32,724)	(1.7%)	-	1,845,026	(32,724)	(1.7%)
A_50000AB Occupancy & Infrastructure	5,331,271	5,467,504	5,928,138	6,011,924	83,786	1.4%	-	6,011,924	83,786	1.4%
A_52000AB Equipment, Vehicles, Technology	723,867	1,089,177	1,011,315	1,014,880	3,565	0.4%	-	1,014,880	3,565	0.4%
A_56000AB Partnership, Rebate, Exemption	20,091	15,000	15,000	15,000	-	-	-	15,000	-	-
A_58000AB Financial Expenditures	653	163	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	19,668,620	18,414,458	18,414,458	17,646,954	(767,504)	(4.2%)	778,125	18,425,078	10,620	0.1%
A_60000AC Allocation Between Departments	572,901	603,183	598,791	605,396	6,606	1.1%	-	605,396	6,606	1.1%
A_60260AC Allocation Within Departments	3,975,392	3,809,323	4,127,410	3,899,825	(227,585)	(5.5%)	1,255	3,901,080	(226,330)	(5.5%)
Gross Expenditure Subtotal	39,776,683	39,122,131	39,932,102	39,712,219	(219,883)	(0.6%)	779,380	40,491,598	559,497	1.4%
A_30000AB Taxation	(42,118,483)	(43,875,352)	(43,046,530)	(43,312,997)	(266,467)	0.6%	(925,902)	(44,238,899)	(1,192,369)	2.8%
A_32400AB By-Law Charges & Sales	(30,642)	(12,048)	(5,000)	(5,000)	-	-	-	(5,000)	-	-
A_34950AB Other Revenue	(793,723)	(664,935)	(385,391)	(408,615)	(23,224)	6.0%	-	(408,615)	(23,224)	6.0%
A_75000AC Transfers From Funds	(806,404)	(29,108)	(25,000)	-	25,000	(100.0%)	-	-	25,000	(100.0%)
Gross Revenue Subtotal	(43,749,252)	(44,581,442)	(43,461,921)	(43,726,612)	(264,691)	0.6%	(925,902)	(44,652,514)	(1,190,593)	2.7%
Net Expenditure (revenue) before indirect allocations	(3,972,570)	(5,459,312)	(3,529,820)	(4,014,394)	(484,574)	13.7%	(146,522)	(4,160,916)	(631,097)	17.9%
A_70000AC Indirect Allocation	1,327,862	1,265,546	1,472,148	1,379,900	(92,248)	(6.3%)	146,522	1,526,422	54,274	3.7%
A_70200AC Capital Financing Allocation	1,199,301	2,067,368	2,057,672	2,634,494	576,822	28.0%	-	2,634,494	576,822	28.0%
Allocation Subtotal	2,527,163	3,332,913	3,529,820	4,014,394	484,574	13.7%	146,522	4,160,916	631,097	17.9%
Net Expenditure (revenue) after indirect allocations	(1,445,407)	(2,126,398)	-	0	0	-	-	0	0	-

FTE - Reg	75.0	83.0	8.0	-	83.0	8.0
FTE - Temp	4.0	2.0	(2.0)	-	2.0	(2.0)

D_68000C

	2017 Actual	2018		2019						
	Total	Q3 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	8,824,765	9,507,209	9,396,541	10,317,875	921,334	9.8%	-	10,317,875	921,334	9.8%
A_41000AB Administrative	966,012	739,487	1,083,885	956,490	(127,395)	(11.8%)	-	956,490	(127,395)	(11.8%)
A_44000AB Operational & Supply	10,060,850	10,534,869	10,141,250	10,496,800	355,550	3.5%	-	10,496,800	355,550	3.5%
A_50000AB Occupancy & Infrastructure	9,702,889	9,841,945	11,161,848	11,283,540	121,692	1.1%	-	11,283,540	121,692	1.1%
A_52000AB Equipment, Vehicles,Technology	3,346,081	3,205,701	2,471,060	3,088,500	617,440	25.0%	-	3,088,500	617,440	25.0%
A_54000AB Community Assistance	-	153	-	-	-	-	-	-	-	-
A_56000AB Partnership, Rebate, Exemption	1,503,274	16,650,352	4,000,000	4,000,000	-	-	-	4,000,000	-	-
A_58000AB Financial Expenditures	(281)	285	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	30,250,431	19,603,252	18,723,252	16,320,237	(2,403,015)	(12.8%)	2,292,241	18,612,478	(110,774)	(0.6%)
A_60000AC Allocation Between Departments	850,588	866,075	867,360	893,415	26,054	3.0%	-	893,415	26,054	3.0%
A_60260AC Allocation Within Departments	5,802,306	5,598,218	6,093,096	5,720,763	(372,333)	(6.1%)	1,987	5,722,749	(370,347)	(6.1%)
Gross Expenditure Subtotal	71,306,914	76,547,547	63,938,293	63,077,620	(860,673)	(1.3%)	2,294,227	65,371,847	1,433,555	2.2%
A_30000AB Taxation	(66,846,747)	(68,145,671)	(68,145,671)	(70,123,614)	(1,977,943)	2.9%	(2,556,144)	(72,679,759)	(4,534,087)	6.7%
A_32400AB By-Law Charges & Sales	(1,232,538)	(1,182,619)	(1,083,600)	(1,353,200)	(269,600)	24.9%	-	(1,353,200)	(269,600)	24.9%
A_34950AB Other Revenue	(445,507)	(5,290,971)	(2,034,991)	(2,072,491)	(37,500)	1.8%	-	(2,072,491)	(37,500)	1.8%
A_75000AC Transfers From Funds	(12,477,271)	(11,491,872)	(2,000,000)	-	2,000,000	(100.0%)	-	-	2,000,000	(100.0%)
Gross Revenue Subtotal	(81,002,063)	(86,111,132)	(73,264,262)	(73,549,305)	(285,043)	0.4%	(2,556,144)	(76,105,450)	(2,841,187)	3.9%
Net Expenditure (revenue) before indirect allocations	(9,695,150)	(9,563,585)	(9,325,970)	(10,471,685)	(1,145,715)	12.3%	(261,917)	(10,733,602)	(1,407,633)	15.1%
A_70000AC Indirect Allocation	4,836,675	1,900,180	1,997,786	2,187,747	189,961	9.5%	261,917	2,449,665	451,879	22.6%
A_70200AC Capital Financing Allocation	6,214,183	7,297,668	7,328,183	8,283,938	955,754	13.0%	-	8,283,938	955,754	13.0%
Allocation Subtotal	11,050,859	9,197,848	9,325,970	10,471,685	1,145,715	12.3%	261,917	10,733,602	1,407,633	15.1%
Net Expenditure (revenue) after indirect allocations	1,355,709	(365,737)	-	-	-	-	-	-	-	-
FTE - Reg			105.6	115.6	10.0		-	115.6	10.0	
FTE - Temp			1.6	0.5	(1.1)		-	0.5	(1.1)	



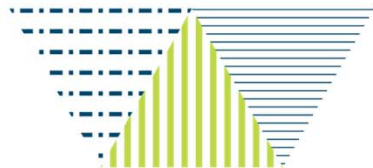
2019

Waste Management Operating Budget and Requisition

Budget Review Committee of the Whole
January 24, 2019

Tonight's Agenda

1. 2019 Operating Budget Summary
2. Requisitions
3. Risks and Opportunities
4. Next Steps

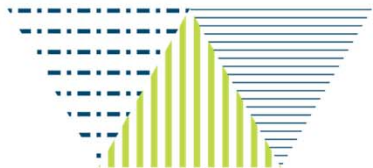


2019 WASTE MANAGEMENT BUDGET

2019 Waste Management Operating Budget

Key Themes

1. Base budget increase is in accordance with guidance of 2%
2. Support of new approved Asset Management governance requires increases over guidance of 0.1% for total recommended of 2.1%
3. 5 year average historical budget increases for Waste services is zero percent



2019 WASTE MANAGEMENT BUDGET

Budget Process

- ✓ Council established guidance of 2% for the 2019 WM budget
- ✓ Staff developed budget that supports managing existing service levels & contracts, service contract review to be undertaken (PW 3-2019) and aligns with Reserve Strategy (CSD 70-2017)
- ✓ Rate Workshop provided education and information

- BRC approval required
 - Subject to additional operating budget considerations

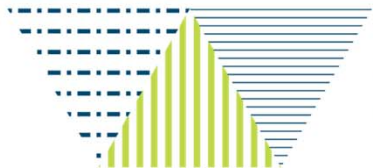


2019 WASTE MANAGEMENT BUDGET

2019 Proposed within Guidance

2% or \$692 thousand

- \$1.1M increase for collections contract
 - offset by one-time transfer from reserve (\$350K)
- \$230K one-time reduction in grants for blue box
 - offset by one-time transfer from reserve (\$230K)
- \$641K reduction for end market recycling revenue
- (\$502K) reduction in purchase of recyclable materials

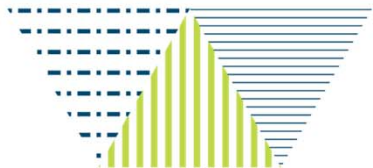


2019 WASTE MANAGEMENT BUDGET

2019 Proposed within Guidance

2% or \$692 thousand

- \$535K increase recycling centre operations
 - Improvement quality end market product (\$388K) & collective agreement (\$147K)
- (\$317K) increase tipping fee (\$227K - tonnage & rate)/garbage tag qty. (\$90)
- (\$173K) reduction in consulting/general administration
- (\$155K) reduction in business support costs
- Asset Management Governance not accommodated within guidance therefore recommending \$34K or 0.1% increase

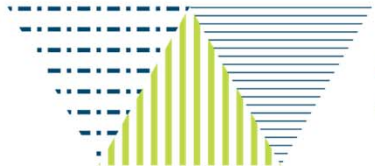
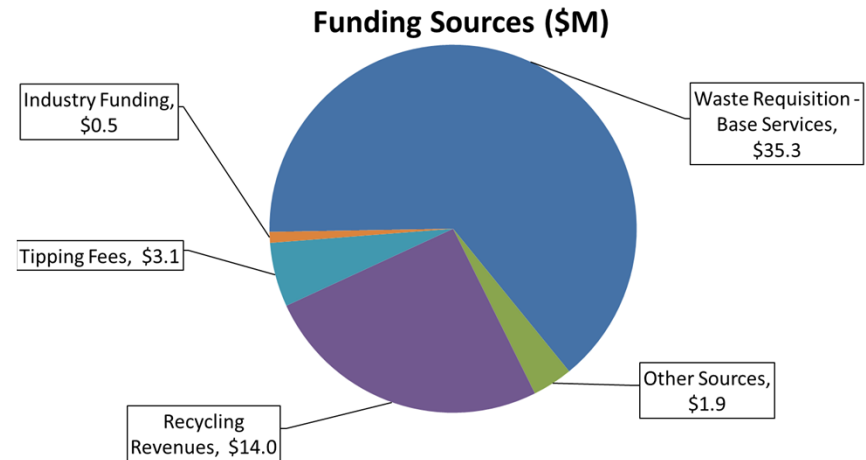
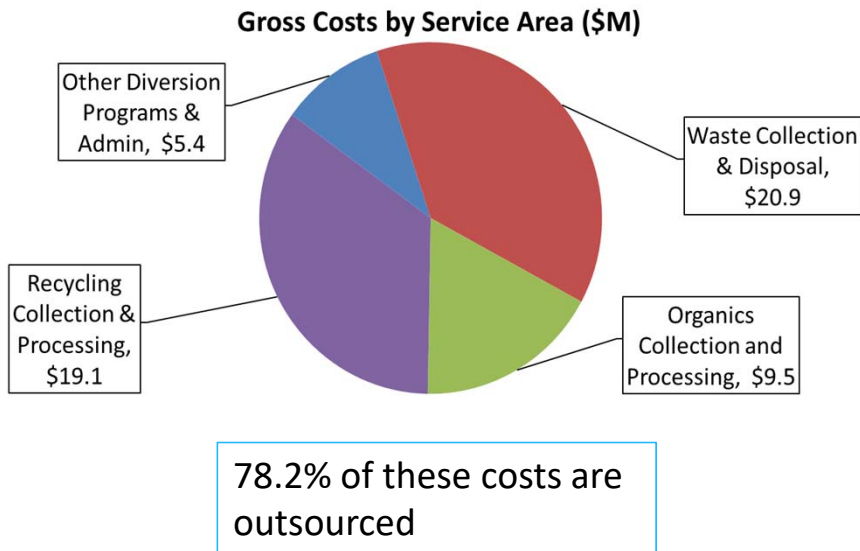


2019 WASTE MANAGEMENT BUDGET

6  Niagara Region

Waste Management

2019 Operating Budget: \$54.9 Million (Gross); \$35.3 Million (Net)



2019 WASTE MANAGEMENT BUDGET

2019 Waste Management Budget

Summary – Increase of 2.1%

	2018 Budget (millions)	2019 Budget (millions)	\$ Changes (millions)	% Change
Gross Budget	\$54.05	\$54.93	\$0.88	1.6%
Revenue	(19.45)	(19.60)	(0.15)	0.8%
Net Budget	34.60	35.33	\$0.73	2.1%
Permanent FTEs	32.0	32.0	0	
Temporary FTEs*	4.2	4.2	0	

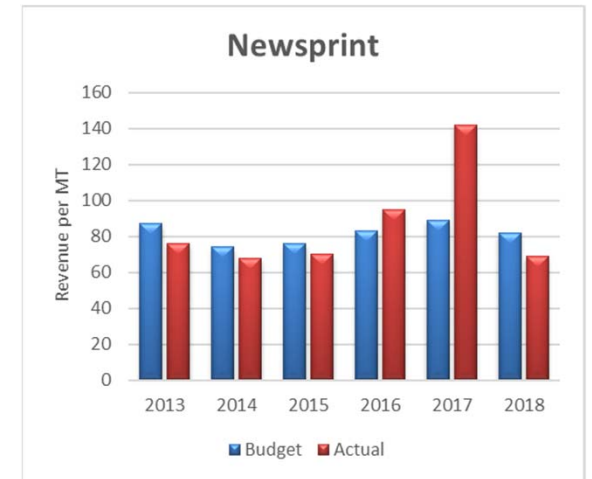
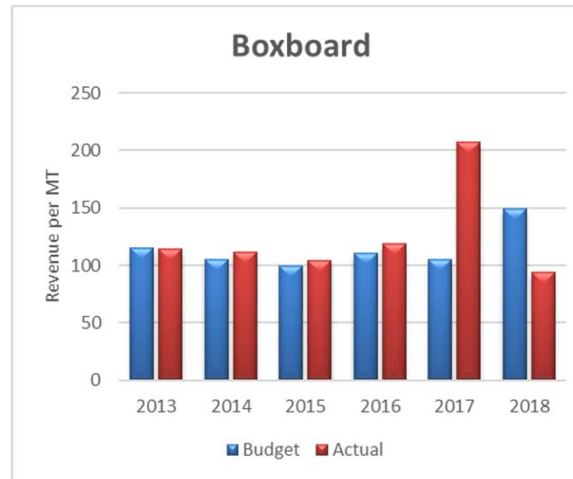
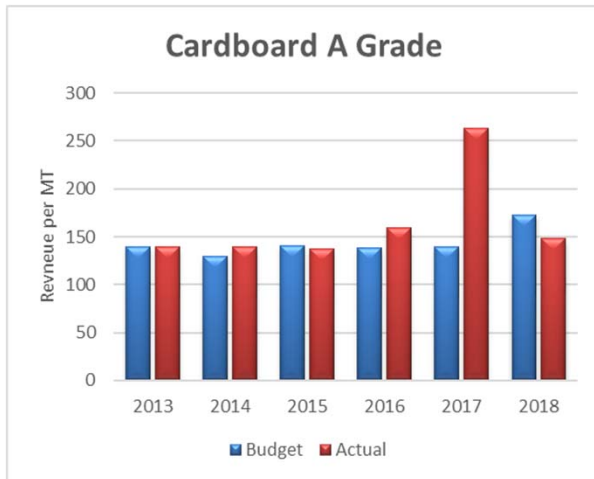
* Includes 2 temp FTE funded by liquidated damages issued to current collection contractor for breach of contractual performance standards



2019 WASTE MANAGEMENT BUDGET

2019 Waste Management Budget

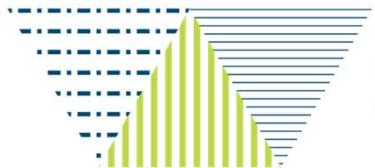
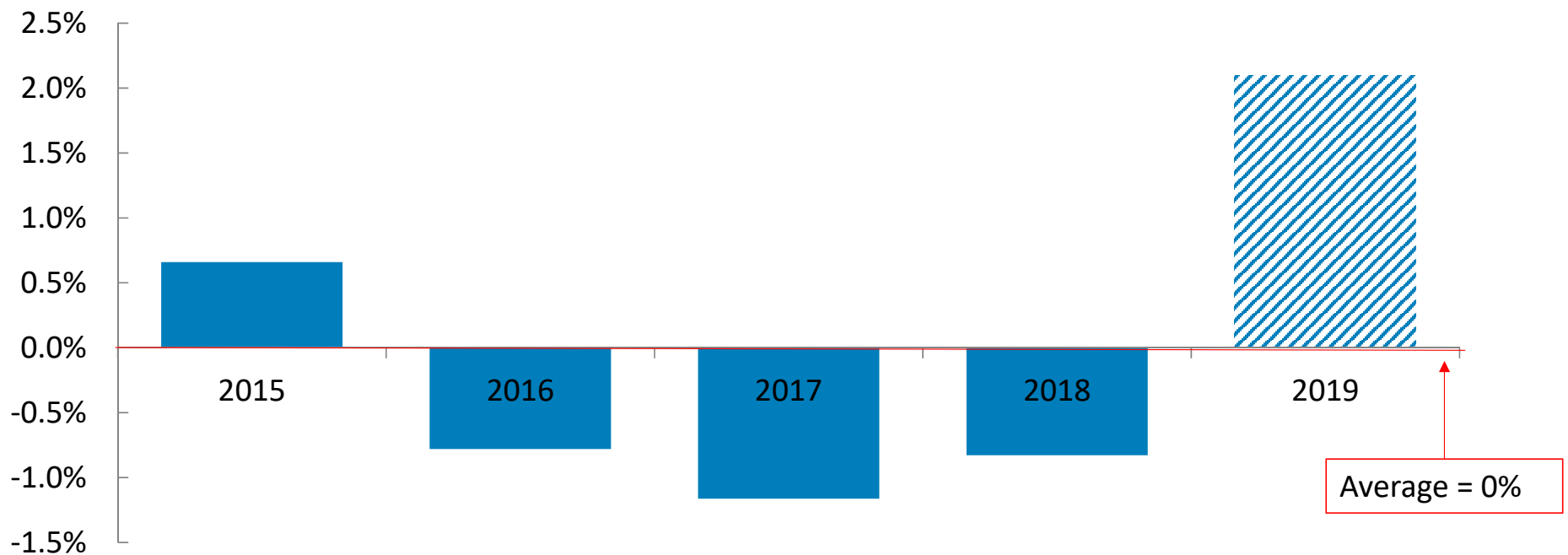
Reduction in Recyclable Revenues



2019 WASTE MANAGEMENT BUDGET

Historical Requisition Increases/Decreases

5 Year Average of 0.0%



2019 WASTE MANAGEMENT BUDGET

Waste Management Requisition

Overview

- Methodology in place since 2011 (PWA 55-2011 Waste Management Services Financing Study), reflects consultation with LAMs
- Base services allocated on number of residential units in each municipality
- Enhanced services charges directly to the requesting municipality
- Municipal requisition impacts reflect:
 - Household growth (more detail for 2019 budget due to later approval)
 - Cost of services



2019 WASTE MANAGEMENT BUDGET

Waste Management Requisition

2019 versus 2018

Municipality	2018 Charges (\$000)	2019 Requisition (\$000)	Difference		Growth Impact %	
			Increase/ (Decrease) (\$000)	% Increase/ (Decrease)	Taxable Assessment Growth (%)	Net Increase/ (Decrease) (%)
Fort Erie	\$ 2,627	\$ 2,677	\$ 49	1.87%	2.30%	-0.42%
Grimsby	1,811	1,850	39	2.15%	3.14%	-0.99%
Lincoln	1,575	1,602	28	1.76%	1.33%	0.43%
Niagara Falls	6,746	6,930	185	2.74%	1.85%	0.88%
Niagara-on-the-Lake*	1,480	1,545	65	4.41%	2.48%	1.94%
Pelham	1,171	1,205	34	2.92%	2.11%	0.81%
Port Colborne	1,748	1,771	23	1.30%	0.75%	0.55%
St. Catharines	10,714	10,873	160	1.49%	0.34%	1.15%
Thorold	1,432	1,476	44	3.05%	4.29%	-1.24%
Wainfleet	541	547	7	1.21%	1.49%	-0.28%
Welland	3,898	3,964	66	1.68%	1.81%	-0.13%
West Lincoln	861	888	28	3.22%	2.74%	0.48%
Total	34,602	35,328	726	2.10%	1.65%	0.45%

* NOTL assessment growth estimate based on increase in residential units rather than CVA (as per NOTL requisition methodology).



2019 WASTE MANAGEMENT BUDGET

12 Niagara Region

Understanding the Risks and Opportunities

Risks

Transition of Blue Box program to full producer responsibility.

Commodity revenues subject to market conditions.

Contract costs – inflationary impacts (CPI & fuel); counterparty risk related to one collections contract.

Historical challenges with Collection contract provider.



Opportunities

Leveraging 33% of non-taxation sources of financing.

Revenue from Haldimand and Waterloo contracts and other recycling procurement opportunities.

Waste Diversion is a new service area in the DC By-law.



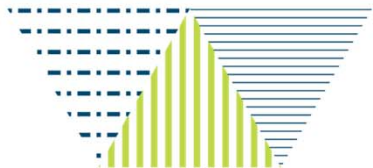
2019 WASTE MANAGEMENT BUDGET

13 **Niagara**  **Region**

Waste Management Next Steps

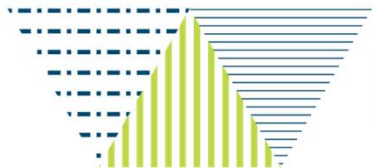
Approvals and Requisitions

- Council approval of budget and requisitions (incl. By-laws) – February 14, 2019
- Communication with LAMs
- Waste Management tax rates for each LAM set based on 2019 Assessment and Tax Policy decisions (estimated April. 2019)



2019 WASTE MANAGEMENT BUDGET

Questions?



2019 WASTE MANAGEMENT BUDGET

15 **Niagara**  **Region**

Subject: 2019 Budget-Waste Management Services Operating Budget and Requisition

Report to: Budget Review Committee of the Wholes

Report date: Thursday, January 24, 2019

Recommendations

1. That the 2019 net Waste Management Service operating budget increase of \$519,035 or 1.5% over 2018 operating budget **BE APPROVED** in accordance with Council approved guidance;
2. That the 2019 net Waste Management Service operating budget increase of an additional \$173,012 or 0.5% over 2018 operating budget **BE APPROVED** in accordance with Council approved additional guidance;
3. That the total 2019 net Waste Management operating budget increase of an additional \$33,929 or 0.1% above Council guidance for a total gross Waste Management Services operating budget of \$54,927,292 and net budget amount of \$35,328,313 as per Appendix 1 to Report CSD 7-2019, **BE APPROVED**;
4. That the net budget amount of \$35,328,313 **BE APPORTIONED** between the local municipalities in accordance with the methodology approved in PWA 55-2011 as per Appendix 2 to Report CSD 7-2019;
5. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
6. That a copy of Report CSD 7-2019 **BE CIRCULATED** to the Local Area Municipalities.

Key Facts

- The proposed net 2019 Waste Management Services (WMS) operating budget was prepared with consideration of Council's budget guidance for 2019, however represents an increase of \$726 thousand or 2.10% over the approved 2018 net budget. The 5 year average year-over-year requisition change (including 2019) represents an average annual change of 0.0%.
- The 2016, 2017 and 2018 WMS operating budgets provided net year-over-year decreases of \$277 thousand, \$410 thousand and \$289 thousand, respectively.
- Assessment growth in aggregate for the Region is 1.65% for 2018, resulting in the net requisition changes by local area municipality as summarized in **Appendix II**

ranging from a decrease of 1.24% to an increase of 1.94% (total net requisition after growth of 0.45%).

- The proposed net 2019 budget reflects a continued investment in the sustainability of infrastructure, continuation of diversion efforts in the Corporate and Area Municipal sectors (e.g. service level review, MRF opportunity review and Public Space Recycling), and doing business differently by continued monitoring of alternative waste processing technologies and transition of Blue Box program to full producer responsibility under the Resource Recovery and Circular Economy Act.
- The net requisition amount has been allocated in accordance with the methodology approved in PWA 55-2011. The impact by local area municipality is affected by the budget increase as well as growth in households and results in an increase/decrease for each municipality, as per **Appendix III**

Financial Considerations

Year over Year Budget Change

The gross budget proposed for 2019 totals \$54.9 million with a net budget of \$35.3 million, which is \$726 thousand or a 2.10% increase over 2018 as outlined in Table 1. The proposed 2019 program maintains the current level of staff resources, with a permanent FTE complement of 32.0 and 2.2 temporary FTEs. As a result of the ongoing collection contract service challenges, an additional 2 temporary FTEs were hired in 2018 and are funded through the liquidated damages issued to the contractor for breaches of contractual performance standards.

Table 1 – 2019 Waste Management Gross & Net Budget ('000)

	2018	2019	% Change
Total Operating	47,435	48,428	2.09%
Business Support	1,664	1,547	-7.04%
Capital Transfer to Reserve & Debt Charges	4,955	4,952	-0.06%
Gross Budget	54,054	54,927	1.61%
Less: Revenues	(19,452)	(19,019)	-2.23%
Less: Reserve Transfers	-	(580)	-
Net Budget Requisition	34,602	35,328	2.10%

A schedule providing the revenues and expenditures by object of expenditure for 2018 and 2019 is included as **Appendix I**. This appendix includes the 2018 budget and the 2019 budget including program changes and the percentage change for comparison. If it is Council direction to limit the budget increase to 2% in accordance with the guidance policy or to 1.5% increase in accordance with the previous Council direction, reductions as identified in the Alternatives Reviewed section would need to be considered.

Analysis

2019 Waste Management Budget

Overview

The 2019 WMS budget represents an increase of 2.10% over the approved 2018 net budget. The proposed net budget year-over-year increase is \$34,000 above the overall guidance of 2%. Trends over the last few years, as summarized in Table 2, show that historically the WMS net operating budget increase/decrease has been at or below previously established Council approved budget guidance. The 5 year average year-over-year requisition change (including 2019) represents an average annual change of 0.0%.

Table 2 – Historical WMS Net Budget Increases / (Decreases) Summary (\$000)

<u>Year</u>	<u>Net Budget Requisition (\$)</u>	<u>\$ Change</u>	<u>% Change</u>
2015	35,579	233	0.66%
2016	35,301	(278)	-0.78%
2017	34,891	(410)	-1.16%
2018	34,602	(289)	-0.83%
2019 (Proposed)	35,328	726	2.10%

Approximately 38% of the gross budget is related to the waste collection and disposal program areas, followed by 18% for organics collection and processing, 35% for recycling collection and processing, with the remaining 9% of the budget for a range of other diversion programs, planning, and administration. As much of the program is delivered through partnerships with private service providers, 79% of the operating-related costs (before capital financing and cost allocation) are in the form of outsourced costs (alternative service delivery) and are subject to contract escalations and conditions.

Pressures

Pressures to the 2019 budget include: Collection contract escalation as a result of adjustments for the number of households, CPI, and fuel costs (\$746 thousand), and decreased Resource Productivity & Recovery Authority (RPRA) blue box funding for 2019 (\$230 thousand).

Also contributing to the budget pressure for 2019 is an overall forecasted decrease in end market recycling revenue of approximately \$641 thousand based on current market conditions. The Chinese government has adopted strict contamination standards that are difficult to meet, creating domestic market surplus and a lack of demand and therefore lower market pricing for newsprint. Niagara Region continues to generate

revenue for its newsprint, whereas according to recent Continuous Improvement Fund (CIF) pricing sheets, five Ontario Material Recycling Facility (MRFs) are reporting that they are paying to move mixed paper rather than generating revenue.

WMS has budgeted for an increase in recycling centre operation costs related to labour of \$388 thousand in order to reduce contamination and improve the quality of the end market product, including additional overtime costs and sorting labour, as well as an increase resulting from collective agreement negotiations of \$147 thousand. Niagara Region also has contracts to transport and process recyclable material from the Region of Waterloo and Haldimand County. With the current market conditions, Niagara's budgeted expenses for these purchases, including freight costs, have decreased by approximately \$502 thousand, however a projected net profit of \$274 thousand is forecasted.

Staff has forecasted an offsetting increase in other revenue for 2019 when compared to 2018 of approximately \$450 thousand. This increase is primarily as a result of increases in landfill tipping fee revenues (\$227 thousand) and garbage bag tag revenues (\$90 thousand).

Despite projected cost savings (notably in consulting services, promotion and education, and utility costs) staff are recommending a draw from the Waste Management Stabilization Reserve Fund to mitigate the budget pressures generated from a lump-sum collection contractual payment of \$350 thousand in 2019 (as per report PW 35-2016) for expenditures related to capital maintenance for the fleet, and the forecasted decrease in RPRA funding for 2019 of \$230 thousand. RPRA funding methodology relies on previous net operating expenditures from waste diversion activities to determine current year funding. For the purposes of RPRA, 2019 funding will be based on 2017 net waste diversion program expenditures. Accordingly, staff are projecting a one-time decrease in 2019 funding as a result of higher than usual end market recycled material commodity pricing in 2017. Staff are projecting that annual RPRA funding will normalize in 2020 based on current projections for 2018.

As summarized in Table 3, the operating budget includes a \$4.1 million transfer to reserve funds consistent with CSD 70-2017 - Waste Management Reserve Strategy, which proposes a strategy to fund waste management capital needs, landfill liability for closure and post-closure care and operating budget risks. It proposes that the \$4.1 million base budget be reallocated into the three separate waste management reserves as follows:

- \$1.6 million to the Waste Capital Reserve (Projected 2018 y/e balance of \$14.8 million) – to fund open landfill site and MRF capital.
- \$2.3 million to the Landfill Liability Reserve (Projected 2018 y/e balance of \$7.7 million) – to fund the landfill liability related to existing closed landfill site capital, and Humberstone and NR12 post-closure operating and capital, estimated at \$79.2 million in 2017. This will provide for base operating budgets currently used

for operation of the landfills to address disposal costs in the future when the Region no longer has open landfills for this purpose and generating tipping fee revenue.

- \$247 thousand to the Waste Stabilization Reserve (Projected 2018 y/e balance of \$6.4 million) – to fund operating budget fluctuations, one-time items, contingencies, and risks such as those associated with pending regulations that may affect the recycling facility and operations.

Table 3 – WMS Forecasted Reserve Balances, Contributions and Targets

Reserve	Projected 2018 Year-End Balance	Reserve Transfers from Operating – 2019	Target Reserve Balance
Waste Capital Reserve	\$15.1 million	\$1.6 million	\$19.4 million
Landfill Liability Reserve	\$7.7 million	\$2.29 million	\$79.2 million
Waste Stabilization Reserve	\$6.4 million	\$248 thousand	\$5.5 to \$8.2 million
Total	\$28.9 million	\$4.14 million	\$104 to \$106.8 million

2019 Waste Management Requisition

The net requisition amount will be allocated in accordance with the methodology approved in PWA 55-2011. As such, base waste management costs will be apportioned based on the 2017 percentage of residential units in each municipality, while the enhanced collection services and associated disposal costs will be apportioned directly to the requesting municipalities.

The year-over-year increase in requisition amount by local area municipality before assessment growth equates to a range from an increase of 1.21% to 4.41% with an average increase of 2.10%, as outlined in **Appendix II**.

The net requisition changes by local area municipality after growth ranges from a decrease of 1.24% to an increase of 1.94%. This range is the result of the differences in household growth between local area municipalities. The WM levy is collected as a special levy with the Region establishing the tax rates for each municipality (with the exception of NOTL). Note that these are average impacts and the actual impact will vary on each individual property based on year over year assessment change relative to the average assessment change.

Appendix III provides the impacts of the WMS requisition for 2019 in comparison to 2018 on a cost per typical residential unit basis by area municipality.

Risks & Opportunities

The proposed budget, like any budget, has a number of forecast risks, as well as opportunities, which include:

- Recycling Commodity Price Risk –The market for commodities does have significant risk based on market fluctuations. Staff have projected a decrease in commodity revenues for 2019 but there is a further risk that the commodity prices could decrease more than what has been projected.
- Other Price Risks – the collection contract with the private sector contains a number of contract adjustments related to fuel prices and CPI. If these factors exceed the forecast, that could have a material impact on the budget.
- Risk associated with the uncertainty around the Waste Free Ontario Act and the transition to extended producer responsibility and the impacts on the recycling facility.
- Counterparty risk related to the waste collection contract for services that represents 39% of Waste Management's operating costs.
- Current collection contract provider issues may result in increased costs in 2019. The current waste management curbside collections contract is set to expire in March 2021. Once tendered, the new collections contract may result in an increase in annual collection contract costs.
- The Niagara Region continues to explore opportunities for procurement of recyclable material processing for other municipalities.

Alternatives Reviewed

1. To limit the 2019 net Waste Management Service operating budget increase to \$519,035 or 1.5% over 2018 operating budget in accordance with Council approved guidance the following items totalling \$211,540 or 0.6% would have to be eliminated. This alternative is **NOT RECOMMENDED** due to the service impact on the following areas:
 - a. **Extending Humberstone landfill site hours of operation (\$49,700).**
This proposal is to extend the operating hours of the site by one hour daily as per the request from the collections contract provider. Staff are recommending the program change as the service provider has indicated that this will assist in improving service to residents.
 - b. **Mattress Recycling Program (\$84,000).** Mattresses are an issue operationally and do not compact well, resulting in lost air space and capacity in the landfill. By delaying the re-introduction of this program, it may result in higher costs and the loss of a landfill capacity mitigation opportunity.
 - c. **Reduction of Construction and Demolition Wood Grinding Service for 2019 (\$51,000).**

This material does not compact well without grinding and the wood chips are used in the landfills for operations. Although there is enough material on hand at the landfills for 1 year of operations, reducing this service for 2019 will increase the waste tonnage and result in lost air space and capacity in the landfills.

d. **Reduction in Promotion and Education Resources (\$26,840).**

WMS provides a variety of promotion and education resources and campaigns for residents for the diversion of waste from landfills. Failure to fully implement these waste reduction campaigns and communication plans will impact the Niagara Region's diversion rates and associated recycling revenues and funding, and more material will end up in landfills, resulting in reduced capacity.

2. To limit the 2019 net Waste Management Service operating budget increase to \$519,035 or 1.5% plus an additional \$173,012 or 0.5% over 2018 operating budget in accordance with Council approved additional guidance the following item totalling \$33,929 or 0.1% would have to be eliminated. This alternative is **NOT RECOMMENDED** due to the service impact on the following area:

- a. **6 Month Delay in Mattress Recycling Program (\$33,929).** Mattresses are an issue operationally and do not compact well, resulting in lost air space and capacity in the landfill. By delaying this program, it may result in higher costs and the lost of a landfill capacity mitigation opportunity.

Relationship to Council Strategic Priorities

The 2019 Waste Management budget supports an environment to enable economic prosperity. The proposed budget supports Council's strategic priorities of doing business differently and organizational excellence through outsourcing of operations and increasing accessibility and service in key areas, including increasing revenues through renegotiation of third party recycling processing contracts.

Other Pertinent Reports

PWA 55-2011 – Waste Management Services Financing Study
CSD 70-2017 - Waste Management Reserve Strategy
WMPSC-C 33 -2018 Waste Management Tipping Fees

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Appendices

Appendix I	Waste Management – Schedule of Revenues and Expenditures
Appendix II	Proposed 2019 Requisition by Municipality
Appendix III	2019 WM Requisition for Typical Residential Property by Municipality

D_65000B

	2017 Actual	2018		2019						
	Total	Q3 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	3,273,657	3,358,724	3,575,409	3,678,050	102,641	2.9%	8,100	3,686,150	110,741	3.1%
A_41000AB Administrative	569,145	1,442,120	1,211,155	1,037,950	(173,205)	(14.3%)	40,000	1,077,950	(133,205)	(11.0%)
A_44000AB Operational & Supply	39,082,364	37,863,405	39,759,868	40,806,872	1,047,004	2.6%	41,600	40,848,472	1,088,604	2.7%
A_50000AB Occupancy & Infrastructure	1,341,764	1,435,149	1,492,330	1,438,380	(53,950)	(3.6%)	-	1,438,380	(53,950)	(3.6%)
A_52000AB Equipment, Vehicles, Technology	986,067	1,206,181	1,087,577	1,053,036	(34,541)	(3.2%)	-	1,053,036	(34,541)	(3.2%)
A_56000AB Partnership, Rebate, Exemption	139,608	165,847	173,309	195,700	22,391	12.9%	-	195,700	22,391	12.9%
A_58000AB Financial Expenditures	41,745	(4,891)	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	4,526,631	4,135,500	4,135,500	4,135,500	-	-	-	4,135,500	-	-
A_60000AC Allocation Between Departments	163,084	138,475	135,539	128,626	(6,913)	(5.1%)	-	128,626	(6,913)	(5.1%)
Gross Expenditure Subtotal	50,124,066	49,740,509	51,570,686	52,474,112	903,427	1.8%	89,700	52,563,812	993,127	1.9%
A_30000AB Taxation	(34,892,419)	(34,602,337)	(34,602,336)	(35,203,719)	(601,382)	1.7%	(124,594)	(35,328,312)	(725,976)	2.1%
A_32400AB By-Law Charges & Sales	(18,358,285)	(13,434,693)	(14,837,455)	(14,588,064)	249,391	(1.7%)	-	(14,588,064)	249,391	(1.7%)
A_34950AB Other Revenue	(4,676,136)	(4,913,565)	(4,614,571)	(4,430,915)	183,656	(4.0%)	-	(4,430,915)	183,656	(4.0%)
A_75000AC Transfers From Funds	(204,037)	(521,831)	-	(580,000)	(580,000)	-	-	(580,000)	(580,000)	-
Gross Revenue Subtotal	(58,130,876)	(53,472,426)	(54,054,362)	(54,802,697)	(748,335)	1.4%	(124,594)	(54,927,291)	(872,929)	1.6%
Net Expenditure (revenue) before indirect allocations	(8,006,811)	(3,731,917)	(2,483,676)	(2,328,585)	155,092	(6.2%)	(34,894)	(2,363,478)	120,198	(4.8%)
A_70000AC Indirect Allocation	1,417,334	1,466,831	1,553,752	1,457,141	(96,611)	(6.2%)	34,894	1,492,035	(61,717)	(4.0%)
A_70200AC Capital Financing Allocation	907,047	926,414	929,924	871,443	(58,481)	(6.3%)	-	871,443	(58,481)	(6.3%)
Allocation Subtotal	2,324,381	2,393,245	2,483,676	2,328,585	(155,091)	(6.2%)	34,894	2,363,478	(120,198)	(4.8%)
Net Expenditure (revenue) after indirect allocations	(5,682,430)	(1,338,672)	0	-	0	-	-	-	0	-

FTE - Reg	32.0	32.0	-	-	32.0	-
FTE - Temp	2.2	2.2	-	-	2.2	-

Appendix II - Proposed 2019 Requisition by Municipality

Municipality	2018 Charges (\$000)	2019 Requisition (\$000)	Difference		Growth Impact \$		Growth Impact %	
			Increase/ (Decrease) (\$000)	% Increase/ (Decrease)	Taxable Assessment Growth (\$000)	Net Increase/ (Decrease) (\$000)	Taxable Assessment Growth (%)	Net Increase/ (Decrease) (%)
Fort Erie	\$ 2,627	\$ 2,677	\$ 49	1.87%	\$ 60	\$ (11)	2.30%	-0.42%
Grimsby	\$ 1,811	\$ 1,850	\$ 39	2.15%	\$ 57	\$ (18)	3.14%	-0.99%
Lincoln	\$ 1,575	\$ 1,602	\$ 28	1.76%	\$ 21	\$ 7	1.33%	0.43%
Niagara Falls	\$ 6,746	\$ 6,930	\$ 185	2.74%	\$ 125	\$ 60	1.85%	0.88%
Niagara-on-the-Lake*	\$ 1,480	\$ 1,545	\$ 65	4.41%	\$ 37	\$ 29	2.48%	1.94%
Pelham	\$ 1,171	\$ 1,205	\$ 34	2.92%	\$ 25	\$ 9	2.11%	0.81%
Port Colborne	\$ 1,748	\$ 1,771	\$ 23	1.30%	\$ 13	\$ 10	0.75%	0.55%
St. Catharines	\$ 10,714	\$ 10,873	\$ 160	1.49%	\$ 36	\$ 123	0.34%	1.15%
Thorold	\$ 1,432	\$ 1,476	\$ 44	3.05%	\$ 61	\$ (18)	4.29%	-1.24%
Wainfleet	\$ 541	\$ 547	\$ 7	1.21%	\$ 8	\$ (2)	1.49%	-0.28%
Welland	\$ 3,898	\$ 3,964	\$ 66	1.68%	\$ 71	\$ (5)	1.81%	-0.13%
West Lincoln	\$ 861	\$ 888	\$ 28	3.22%	\$ 24	\$ 4	2.74%	0.48%
Total	\$ 34,602	\$ 35,328	\$ 726	2.10%	\$ 538	\$ 188	1.65%	0.45%

* NOTL assessment growth value on increase in residential units NOT CVA (as per NOTL requisition methodology).

* Total taxable assessment growth percentage of 1.65% represents Niagara growth overall.

Appendix III - 2019 WM Requisition For Typical Residential Property by Municipality

Municipality	2018 Final		2019 Draft ¹		Annual Increase/(Decrease)		Monthly
	CVA ³	WM taxes	CVA ⁴	WM taxes	\$	%	\$
Fort Erie	205,289	\$ 139.50	210,015	\$ 138.97	\$ (0.53)	-0.38%	\$ (0.04)
Grimsby	361,650	\$ 147.98	382,289	\$ 146.09	\$ (1.88)	-1.27%	\$ (0.16)
Lincoln	338,742	\$ 149.92	354,651	\$ 150.61	\$ 0.69	0.46%	\$ 0.06
Niagara Falls	237,360	\$ 124.62	246,816	\$ 125.52	\$ 0.89	0.72%	\$ 0.07
Niagara-on-the-Lake ²							
Pelham	338,763	\$ 156.01	348,986	\$ 157.03	\$ 1.02	0.66%	\$ 0.09
Port Colborne	194,197	\$ 167.24	199,310	\$ 167.73	\$ 0.49	0.29%	\$ 0.04
St. Catharines	244,559	\$ 158.94	252,106	\$ 159.90	\$ 0.96	0.60%	\$ 0.08
Thorold	225,497	\$ 135.02	231,911	\$ 133.21	\$ (1.81)	-1.34%	\$ (0.15)
Wainfleet	246,135	\$ 145.09	255,870	\$ 143.97	\$ (1.11)	-0.77%	\$ (0.09)
Welland	203,129	\$ 157.47	208,841	\$ 157.09	\$ (0.39)	-0.24%	\$ (0.03)
West Lincoln	286,806	\$ 132.80	300,968	\$ 133.22	\$ 0.42	0.32%	\$ 0.04

¹ 2019 draft WM rates based on 2018 tax policy and 2019 draft requisition amounts.

² NOTL charge to residents based on fixed household amount.

³ Average Residential CVA from 2018 tax policy study.

⁴ 2018 CVA adjusted by the 2019 average MPAC phased-in assessment increase for the municipality.

MEMORANDUM

BRC-C 2-2019

Subject: Councillor Information Requests from January 10, 2019 Budget Review Committee

Date: January 24, 2019

To: Budget Review Committee of the Whole

From: Todd Harrison, Commissioner/Treasurer Enterprise Resource Management Services

This memo is in response to Councillor Information Requests at Budget Review Committee of the Whole on January 10 as follows:

1. *Provide the anticipated amount that the Region will be borrowing over the next two years 2020 and 2021 (Councillor Redekop)*
2. *Show on the Reserves/Pay as You Go vs Debt Forecast (Slide 14 of the presentation) the data from the previous 4 to 8 years (Councillor Sendzik)*
3. *Provide a consolidated debt repayment schedule (Councillor Steele)*

1. Provide the anticipated amount that the Region will be borrowing over the next two years (2020 and 2021)

The following table shows the Region's debt issuance, repayment and outstanding debt balances under two scenarios which estimate the timing of debt issuance with the major milestones of capital projects. Debt is issued in this manner to ensure borrowing costs are minimized:

- The "Base Case" reflects \$60.9M proposed debt financing in the 2019 capital budget issued 25% in the year approved, 50% in the second year after approval, and 25% in year three after approval. It also includes forecasted issuance of previously-approved debt, where debt is issued once projects reach substantial completion
- The "Forecasted" scenario reflects the base case, in addition to \$160M forecasted debt approval in 2020 and \$131.4 M forecast debt approval for 2021 using the same estimated issuance timeline as above. The 2020 amount is primarily for the long-term care homes (\$86.6M) which will be proposed with a 1% separate levy. The 2021 amount includes debt for EMS hub (\$47.1M) which attracts 50% subsidy and \$60M for water/wastewater which has been built into the approved Financial Plan.

For the operating budget, the Region includes in the debt charges budget the cost of all debt as it is approved rather than how it may be issued (i.e. "debt charge placeholder"). This approach is fiscally conservative and in accordance with the Infrastructure Ontario financing agreement and allows any surplus in debt charge placeholder to be placed in capital reserves and reinvested in pay as you go capital.

Important to note is that there is no legislated maximum threshold for the debt outstanding. The only legislated requirement is that debt repayments do not exceed 25% of own-source revenues (Annual Repayment Limit), which all the scenarios below comply with, even the scenario based on debt charges related to all debt approved i.e. Annual Repayment Limit (approved debt).

			Base Case			Forecasted		
Amounts are in millions		as at Dec 31, 2018	2019	2020	2021	2019	2020	2021
Debt Opening - Levy			288.41	308.76	320.21	288.41	308.76	349.19
Debt Opening - Rate			69.03	80.16	101.07	69.03	80.16	111.12
Total Debt Outstanding - Opening			357.44	388.92	421.28	357.44	388.92	460.30
	Prior-approved debt issuance - Levy	109.23	44.48	26.20	26.20	44.48	26.20	26.20
	Prior-approved debt issuance - Rate	26.00	7.05	9.47	9.47	7.05	9.47	9.47
		135.23	51.53	35.67	35.67	51.53	35.67	35.67
	New debt issuance - Levy		6.94	13.89	6.94	6.94	43.67	84.36
	New debt issuance - Rate		8.28	16.56	8.28	8.28	26.78	43.72
			15.22	30.44	15.22	15.22	70.44	128.08
	Debenture Issuance, Total		66.75	66.11	50.89	66.75	106.12	163.75
	Principal repayments - Levy		(31.07)	(28.64)	(27.40)	(31.07)	(29.44)	(30.35)
	Principal repayments - Rate		(4.20)	(5.12)	(3.55)	(4.20)	(5.29)	(4.33)
	Principal Repayments total		(35.27)	(33.75)	(30.94)	(35.27)	(34.73)	(34.68)
Debt Closing - Levy			308.76	320.21	325.96	308.76	349.19	429.40
Debt Closing - Rate			80.16	101.07	115.28	80.16	111.12	159.98
Total Debt Outstanding - Closing			388.92	421.28	441.23	388.92	460.30	589.37
Annual Repayment Limit (issued debt)			7.9%	8.1%	7.7%	7.9%	8.5%	9.2%
Annual Repayment Limit (approved debt)			9.3%	8.8%	7.8%	9.3%	10.4%	10.7%
Consolidated debt outstanding as a % of operating revenues (S&P)			89.0%	87.9%	88.1%	89.0%	92.2%	104.0%
Debt to Reserve Ratio*			1.68	2.84	2.92	1.68	3.10	3.91

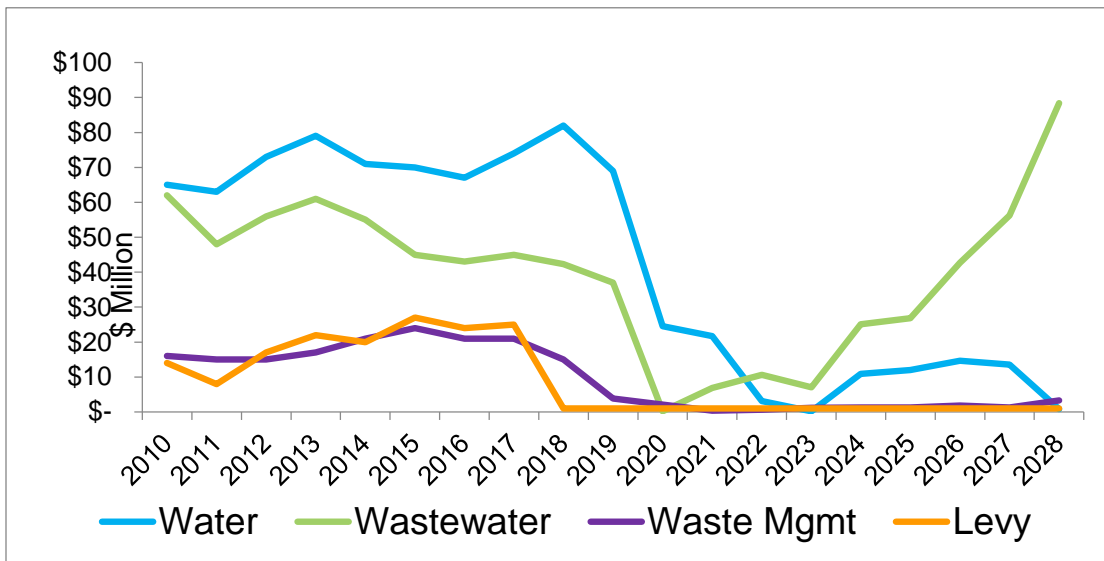
*Debt to Reserve Ratio assumes the most up-to-date financial information including the maximum forecasted utilization of reserves based on the Asset Management Plan, Transportation Master Plan, Water and Wastewater Master Servicing Plan. Figures do not align to amounts presented by MMAH, which were based on historical information.

2. Show on the Reserves/Pay as You Go vs Debt Forecast (Slide 14 of the presentation) the data from the previous 4 to 8 years

Reserves have been relatively stable for the past 8 years, 2010 to 2018. Beginning in 2017, the Region has aligned the Capital Program in accordance with the Asset Management Plan, Transportation Master Plan, and the Water and Wastewater Master Servicing Plan and thus the reserve balances are declining reflective of the need in these plans. The Safe Drinking Water Act Financial Plan is the financial strategy developed to reverse the trend occurring in water and wastewater from 2019 to 2023.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Water	65	63	73	79	71	70	67	74	82	69	25	22	3	0	11	12	15	14	1
Wastewater	62	48	56	61	55	45	43	45	42	37	0	7	11	7	25	27	43	56	88
Waste Mgmt	16	15	15	17	21	24	21	21	15	4	2	0	1	1	1	1	2	1	3
Levy	14	8	17	22	20	27	24	25	1	1	1	1	1	1	1	1	1	1	1
	157	134	161	179	167	166	155	165	140	110	28	30	15	9	38	41	60	72	94

*Figures presented for Levy may not be comparable for years 2010 – 2012 as CSD 48-2014 authorized the closure of several reserve and reserve funds to capital levy reserves



3. Provide a consolidated debt repayment schedule

Please see Appendix 1 for a detailed consolidated debt repayment schedule by department. Note that the repayment schedule only related to debentures already issued.

Respectfully submitted and signed by

Todd Harrison, CPA, CMA
Commissioner/Treasurer ERMS

Appendix 1 Consolidated Debt Repayment Schedule

Consolidated Debt Repayment Schedule

Classification	2018 Debt Balance	2019 Principal	2019 Interest	2019 Debt Charges	2019 Debt Balance	2020 Principal	2020 Interest	2020 Debt Charges	2020 Debt Balance
Community Services	\$ 14,780,314.74	\$ 1,538,579.53	\$ 705,135.68	\$ 2,243,715.21	\$ 13,241,735.21	\$ 1,622,358.10	\$ 620,183.25	\$ 2,242,541.35	\$ 11,619,377.11
Court Services	\$ 9,147,334.41	\$ 289,318.33	\$ 244,397.02	\$ 533,715.35	\$ 8,858,016.08	\$ 293,112.53	\$ 240,635.88	\$ 533,748.41	\$ 8,564,903.55
Emergency Medical Services	\$ 6,332,238.32	\$ 721,161.29	\$ 168,724.88	\$ 889,886.17	\$ 5,611,077.03	\$ 735,145.72	\$ 154,401.14	\$ 889,546.86	\$ 4,875,931.31
IT Solutions	\$ 2,563,417.63	\$ 549,878.44	\$ 49,749.92	\$ 599,628.36	\$ 2,013,539.19	\$ 557,231.82	\$ 42,082.76	\$ 599,314.58	\$ 1,456,307.37
NRH	\$ 24,205,180.53	\$ 3,019,362.61	\$ 660,641.89	\$ 3,680,004.50	\$ 21,185,817.92	\$ 2,894,312.21	\$ 583,945.89	\$ 3,478,258.10	\$ 18,291,505.71
Planning	\$ 63,119.38	\$ 30,918.14	\$ 2,193.02	\$ 33,111.16	\$ 32,201.24	\$ 32,201.24	\$ 748.68	\$ 32,949.92	\$ -
Police	\$ 83,034,183.47	\$ 4,811,939.31	\$ 3,033,467.73	\$ 7,845,407.04	\$ 78,222,244.16	\$ 3,916,602.23	\$ 2,890,555.23	\$ 6,807,157.46	\$ 74,305,641.93
Properties Management	\$ 11,400,821.77	\$ 1,579,439.50	\$ 574,437.29	\$ 2,153,876.79	\$ 9,821,382.27	\$ 1,136,752.54	\$ 500,281.07	\$ 1,637,033.61	\$ 8,684,629.73
Public Health	\$ 7,985,582.67	\$ 1,580,007.89	\$ 224,259.25	\$ 1,804,267.14	\$ 6,405,574.78	\$ 1,166,454.99	\$ 194,268.45	\$ 1,360,723.44	\$ 5,239,119.79
Roads	\$ 121,627,618.27	\$ 15,978,281.89	\$ 3,697,724.99	\$ 19,676,006.88	\$ 105,649,336.38	\$ 11,405,820.50	\$ 3,221,927.75	\$ 14,627,748.25	\$ 94,243,515.88
Seniors Services	\$ 7,268,525.01	\$ 972,653.24	\$ 157,830.28	\$ 1,130,483.52	\$ 6,295,871.77	\$ 985,710.12	\$ 145,185.78	\$ 1,130,895.90	\$ 5,310,161.65
Subtotal for NR - LEVY	\$ 288,408,336.21	\$ 31,071,540.17	\$ 9,518,561.95	\$ 40,590,102.12	\$ 257,336,796.04	\$ 24,745,702.00	\$ 8,594,215.88	\$ 33,339,917.88	\$ 232,591,094.04
Waste Management	\$ 1,557,517.18	\$ 762,897.30	\$ 54,114.99	\$ 817,012.29	\$ 794,619.88	\$ 794,619.88	\$ 18,474.91	\$ 813,094.79	\$ 0.00
Wastewater	\$ 56,163,309.80	\$ 2,894,058.50	\$ 3,067,105.03	\$ 5,961,163.53	\$ 53,269,251.30	\$ 2,984,197.06	\$ 2,972,956.90	\$ 5,957,153.96	\$ 50,285,054.24
Water	\$ 11,311,115.94	\$ 539,672.57	\$ 617,251.10	\$ 1,156,923.67	\$ 10,771,443.37	\$ 552,138.59	\$ 602,888.76	\$ 1,155,027.35	\$ 10,219,304.78
Subtotal for NR - RATE	\$ 69,031,942.92	\$ 4,196,628.37	\$ 3,738,471.12	\$ 7,935,099.49	\$ 64,835,314.55	\$ 4,330,955.53	\$ 3,594,320.57	\$ 7,925,276.10	\$ 60,504,359.02
Grand Total	\$ 357,440,279.13	\$ 35,268,168.54	\$ 13,257,033.07	\$ 48,525,201.61	\$ 322,172,110.59	\$ 29,076,657.53	\$ 12,188,536.45	\$ 41,265,193.98	\$ 293,095,453.06

Classification	2021 Principal	2021 Interest	2021 Debt Charges	2021 Debt Balance	2022 Principal	2022 Interest	2022 Debt Charges	2022 Debt Balance
Community Services	\$ 1,710,846.30	\$ 530,355.98	\$ 2,241,202.28	\$ 9,908,530.81	\$ 1,804,311.10	\$ 435,634.70	\$ 2,239,945.80	\$ 8,104,219.71
Court Services	\$ 297,522.48	\$ 236,092.64	\$ 533,615.12	\$ 8,267,381.07	\$ 302,556.17	\$ 230,886.00	\$ 533,442.17	\$ 7,964,824.90
Emergency Medical Services	\$ 752,080.73	\$ 137,622.36	\$ 889,703.09	\$ 4,123,850.58	\$ 770,147.97	\$ 119,293.46	\$ 889,441.43	\$ 3,353,702.61
IT Solutions	\$ 565,719.93	\$ 33,971.34	\$ 599,691.27	\$ 890,587.44	\$ 32,592.27	\$ 24,871.74	\$ 57,464.01	\$ 857,995.17
NRH	\$ 2,551,672.37	\$ 518,911.18	\$ 3,070,583.55	\$ 15,739,833.34	\$ 2,612,518.86	\$ 457,704.54	\$ 3,070,223.40	\$ 13,127,314.48
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 3,771,992.74	\$ 2,793,030.08	\$ 6,565,022.82	\$ 70,533,649.19	\$ 3,870,660.71	\$ 2,693,798.79	\$ 6,564,459.50	\$ 66,662,988.48
Properties Management	\$ 1,024,024.28	\$ 450,732.24	\$ 1,474,756.52	\$ 7,660,605.45	\$ 1,071,944.81	\$ 402,233.46	\$ 1,474,178.27	\$ 6,588,660.64
Public Health	\$ 668,776.17	\$ 171,568.37	\$ 840,344.54	\$ 4,570,343.62	\$ 270,542.52	\$ 157,026.08	\$ 427,568.60	\$ 4,299,801.10
Roads	\$ 9,882,557.22	\$ 2,964,394.89	\$ 12,846,952.11	\$ 84,360,958.66	\$ 10,102,885.94	\$ 2,732,262.39	\$ 12,835,148.33	\$ 74,258,072.72
Seniors Services	\$ 999,983.53	\$ 129,907.28	\$ 1,129,890.81	\$ 4,310,178.12	\$ 1,017,208.06	\$ 112,407.58	\$ 1,129,615.64	\$ 3,292,970.06
Subtotal for NR - LEVY	\$ 22,225,175.75	\$ 7,966,586.36	\$ 30,191,762.11	\$ 210,365,918.29	\$ 21,855,368.41	\$ 7,366,118.74	\$ 29,221,487.15	\$ 188,510,549.88
Waste Management	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ 2,206,437.20	\$ 2,893,594.73	\$ 5,100,031.93	\$ 48,078,617.04	\$ 2,268,630.33	\$ 2,831,401.60	\$ 5,100,031.93	\$ 45,809,986.71
Water	\$ 266,382.82	\$ 594,506.44	\$ 860,889.26	\$ 9,952,921.96	\$ 268,382.82	\$ 592,656.44	\$ 861,039.26	\$ 9,684,539.14
Subtotal for NR - RATE	\$ 2,472,820.02	\$ 3,488,101.17	\$ 5,960,921.19	\$ 58,031,539.00	\$ 2,537,013.15	\$ 3,424,058.04	\$ 5,961,071.19	\$ 55,494,525.85
Grand Total	\$ 24,697,995.77	\$ 11,454,687.53	\$ 36,152,683.30	\$ 268,397,457.29	\$ 24,392,381.56	\$ 10,790,176.78	\$ 35,182,558.34	\$ 244,005,075.73

Consolidated Debt Repayment Schedule

Classification	2023 Principal	2023 Interest	2023 Debt Charges	2023 Debt Balance	2024 Principal	2024 Interest	2024 Debt Charges	2024 Debt Balance
Community Services	\$ 1,903,034.76	\$ 335,654.57	\$ 2,238,689.33	\$ 6,201,184.95	\$ 869,432.79	\$ 246,339.06	\$ 1,115,771.85	\$ 5,331,752.16
Court Services	\$ 308,422.26	\$ 225,137.42	\$ 533,559.68	\$ 7,656,402.64	\$ 314,716.25	\$ 218,814.78	\$ 533,531.03	\$ 7,341,686.39
Emergency Medical Services	\$ 790,391.70	\$ 99,012.62	\$ 889,404.32	\$ 2,563,310.91	\$ 101,726.16	\$ 77,372.12	\$ 179,098.28	\$ 2,461,584.75
IT Solutions	\$ 33,224.18	\$ 24,252.48	\$ 57,476.66	\$ 824,770.99	\$ 33,902.19	\$ 23,571.40	\$ 57,473.59	\$ 790,868.80
NRH	\$ 2,466,949.32	\$ 390,475.89	\$ 2,857,425.21	\$ 10,660,365.16	\$ 2,274,421.93	\$ 324,418.92	\$ 2,598,840.85	\$ 8,385,943.23
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 3,975,322.26	\$ 2,586,754.98	\$ 6,562,077.24	\$ 62,687,666.22	\$ 3,729,242.43	\$ 2,471,724.36	\$ 6,200,966.79	\$ 58,958,423.79
Properties Management	\$ 1,122,537.29	\$ 350,969.92	\$ 1,473,507.21	\$ 5,466,123.35	\$ 1,121,289.45	\$ 296,771.47	\$ 1,418,060.92	\$ 4,344,833.90
Public Health	\$ 276,928.36	\$ 148,370.22	\$ 425,298.58	\$ 4,022,872.74	\$ 285,389.41	\$ 139,414.04	\$ 424,803.45	\$ 3,737,483.33
Roads	\$ 10,348,813.03	\$ 2,474,964.63	\$ 12,823,777.66	\$ 63,909,259.69	\$ 9,639,574.11	\$ 2,193,884.06	\$ 11,833,458.17	\$ 54,269,685.58
Seniors Services	\$ 127,513.82	\$ 93,080.62	\$ 220,594.44	\$ 3,165,456.24	\$ 130,116.00	\$ 90,466.58	\$ 220,582.58	\$ 3,035,340.24
Subtotal for NR - LEVY	\$ 21,353,136.98	\$ 6,728,673.35	\$ 28,081,810.33	\$ 167,157,412.90	\$ 18,499,810.72	\$ 6,082,776.79	\$ 24,582,587.51	\$ 148,657,602.18
Waste Management	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ 2,333,522.67	\$ 2,766,509.25	\$ 5,100,031.92	\$ 43,476,464.04	\$ 2,401,231.38	\$ 2,698,800.54	\$ 5,100,031.92	\$ 41,075,232.66
Water	\$ 270,382.82	\$ 590,604.44	\$ 860,987.26	\$ 9,414,156.32	\$ 272,382.82	\$ 588,420.44	\$ 860,803.26	\$ 9,141,773.50
Subtotal for NR - RATE	\$ 2,603,905.49	\$ 3,357,113.69	\$ 5,961,019.18	\$ 52,890,620.36	\$ 2,673,614.20	\$ 3,287,220.98	\$ 5,960,835.18	\$ 50,217,006.16
Grand Total	\$ 23,957,042.47	\$ 10,085,787.04	\$ 34,042,829.51	\$ 220,048,033.26	\$ 21,173,424.92	\$ 9,369,997.77	\$ 30,543,422.69	\$ 198,874,608.34

Classification	2025 Principal	2025 Interest	2025 Debt Charges	2025 Debt Balance	2026 Principal	2026 Interest	2026 Debt Charges	2026 Debt Balance
Community Services	\$ 277,332.91	\$ 210,117.98	\$ 487,450.89	\$ 5,054,419.25	\$ 287,246.20	\$ 198,948.22	\$ 486,194.42	\$ 4,767,173.05
Court Services	\$ 321,429.43	\$ 212,048.38	\$ 533,477.81	\$ 7,020,256.96	\$ 328,562.53	\$ 204,816.20	\$ 533,378.73	\$ 6,691,694.43
Emergency Medical Services	\$ 104,149.48	\$ 74,922.50	\$ 179,071.98	\$ 2,357,435.27	\$ 106,661.85	\$ 72,309.14	\$ 178,970.99	\$ 2,250,773.42
IT Solutions	\$ 34,625.36	\$ 22,842.50	\$ 57,467.86	\$ 756,243.44	\$ 35,393.76	\$ 22,063.42	\$ 57,457.18	\$ 720,849.68
NRH	\$ 2,045,860.96	\$ 263,576.88	\$ 2,309,437.84	\$ 6,340,082.27	\$ 1,646,005.17	\$ 208,913.34	\$ 1,854,918.51	\$ 4,694,077.10
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 3,838,220.35	\$ 2,360,152.11	\$ 6,198,372.46	\$ 55,120,203.44	\$ 2,412,433.23	\$ 2,242,660.67	\$ 4,655,093.90	\$ 52,707,770.21
Properties Management	\$ 1,176,443.13	\$ 241,666.01	\$ 1,418,109.14	\$ 3,168,390.77	\$ 1,234,669.85	\$ 183,437.38	\$ 1,418,107.23	\$ 1,933,720.92
Public Health	\$ 291,929.72	\$ 129,755.87	\$ 421,685.59	\$ 3,445,553.61	\$ 299,553.61	\$ 119,766.99	\$ 419,320.60	\$ 3,146,000.00
Roads	\$ 7,936,062.49	\$ 1,929,829.49	\$ 9,865,891.98	\$ 46,333,623.09	\$ 5,329,379.58	\$ 1,714,462.84	\$ 7,043,842.42	\$ 41,004,243.51
Seniors Services	\$ 132,891.50	\$ 87,669.08	\$ 220,560.58	\$ 2,902,448.74	\$ 135,840.60	\$ 84,679.02	\$ 220,519.62	\$ 2,766,608.14
Subtotal for NR - LEVY	\$ 16,158,945.33	\$ 5,532,580.80	\$ 21,691,526.13	\$ 132,498,656.85	\$ 11,815,746.38	\$ 5,052,057.22	\$ 16,867,803.60	\$ 120,682,910.47
Waste Management	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ 2,471,878.72	\$ 2,628,153.21	\$ 5,100,031.93	\$ 38,603,353.94	\$ 2,545,592.22	\$ 2,554,439.71	\$ 5,100,031.93	\$ 36,057,761.72
Water	\$ 274,382.82	\$ 586,100.44	\$ 860,483.26	\$ 8,867,390.68	\$ 277,382.82	\$ 583,640.44	\$ 861,023.26	\$ 8,590,007.86
Subtotal for NR - RATE	\$ 2,746,261.54	\$ 3,214,253.65	\$ 5,960,515.19	\$ 47,470,744.62	\$ 2,822,975.04	\$ 3,138,080.15	\$ 5,961,055.19	\$ 44,647,769.58
Grand Total	\$ 18,905,206.87	\$ 8,746,834.45	\$ 27,652,041.32	\$ 179,969,401.47	\$ 14,638,721.42	\$ 8,190,137.37	\$ 22,828,858.79	\$ 165,330,680.05

Consolidated Debt Repayment Schedule

Classification	2027 Principal	2027 Interest	2027 Debt Charges	2027 Debt Balance	2028 Principal	2028 Interest	2028 Debt Charges	2028 Debt Balance
Community Services	\$ 297,558.99	\$ 187,378.97	\$ 484,937.96	\$ 4,469,614.06	\$ 308,287.35	\$ 175,449.21	\$ 483,736.56	\$ 4,161,326.71
Court Services	\$ 336,326.27	\$ 197,095.00	\$ 533,421.27	\$ 6,355,368.16	\$ 344,718.56	\$ 188,855.00	\$ 533,573.56	\$ 6,010,649.60
Emergency Medical Services	\$ 109,307.91	\$ 69,543.60	\$ 178,851.51	\$ 2,141,465.51	\$ 112,087.25	\$ 66,599.54	\$ 178,686.79	\$ 2,029,378.26
IT Solutions	\$ 36,230.09	\$ 21,231.68	\$ 57,461.77	\$ 684,619.59	\$ 37,134.13	\$ 20,344.04	\$ 57,478.17	\$ 647,485.46
NRH	\$ 1,069,396.33	\$ 162,959.67	\$ 1,232,356.00	\$ 3,624,680.77	\$ 910,220.13	\$ 129,704.33	\$ 1,039,924.46	\$ 2,714,460.64
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 1,989,675.94	\$ 2,164,044.68	\$ 4,153,720.62	\$ 50,718,094.27	\$ 2,057,774.62	\$ 2,094,731.84	\$ 4,152,506.46	\$ 48,660,319.65
Properties Management	\$ 574,111.88	\$ 130,105.20	\$ 704,217.08	\$ 1,359,609.04	\$ 40,486.08	\$ 108,680.00	\$ 149,166.08	\$ 1,319,122.96
Public Health	\$ 275,000.00	\$ 109,840.37	\$ 384,840.37	\$ 2,871,000.00	\$ 282,000.00	\$ 100,835.75	\$ 382,835.75	\$ 2,589,000.00
Roads	\$ 3,757,506.52	\$ 1,573,242.83	\$ 5,330,749.35	\$ 37,246,736.99	\$ 2,873,784.44	\$ 1,471,588.97	\$ 4,345,373.41	\$ 34,372,952.55
Seniors Services	\$ 139,050.43	\$ 81,486.78	\$ 220,537.21	\$ 2,627,557.71	\$ 142,520.13	\$ 78,080.04	\$ 220,600.17	\$ 2,485,037.58
Subtotal for NR - LEVY	\$ 8,584,164.36	\$ 4,696,928.78	\$ 13,281,093.14	\$ 112,098,746.11	\$ 7,109,012.69	\$ 4,434,868.72	\$ 11,543,881.41	\$ 104,989,733.42
Waste Management	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ 2,622,504.97	\$ 2,477,526.96	\$ 5,100,031.93	\$ 33,435,256.75	\$ 2,702,755.84	\$ 2,397,276.08	\$ 5,100,031.92	\$ 30,732,500.91
Water	\$ 279,382.82	\$ 581,047.94	\$ 860,430.76	\$ 8,310,625.04	\$ 282,382.82	\$ 578,307.44	\$ 860,690.26	\$ 8,028,242.22
Subtotal for NR - RATE	\$ 2,901,887.79	\$ 3,058,574.90	\$ 5,960,462.69	\$ 41,745,881.79	\$ 2,985,138.66	\$ 2,975,583.52	\$ 5,960,722.18	\$ 38,760,743.13
Grand Total	\$ 11,486,052.15	\$ 7,755,503.68	\$ 19,241,555.83	\$ 153,844,627.90	\$ 10,094,151.35	\$ 7,410,452.24	\$ 17,504,603.59	\$ 143,750,476.55

Classification	2029 Principal	2029 Interest	2029 Debt Charges	2029 Debt Balance	2030 Principal	2030 Interest	2030 Debt Charges	2030 Debt Balance
Community Services	\$ 319,448.04	\$ 162,976.98	\$ 482,425.02	\$ 3,841,878.67	\$ 331,058.49	\$ 150,110.06	\$ 481,168.55	\$ 3,510,820.18
Court Services	\$ 353,530.60	\$ 180,064.68	\$ 533,595.28	\$ 5,657,119.00	\$ 363,181.88	\$ 170,519.34	\$ 533,701.22	\$ 5,293,937.12
Emergency Medical Services	\$ 114,955.58	\$ 63,507.32	\$ 178,462.90	\$ 1,914,422.68	\$ 118,001.84	\$ 60,203.52	\$ 178,205.36	\$ 1,796,420.84
IT Solutions	\$ 38,083.39	\$ 19,397.12	\$ 57,480.51	\$ 609,402.07	\$ 39,123.06	\$ 18,368.86	\$ 57,491.92	\$ 570,279.01
NRH	\$ 150,702.15	\$ 100,124.81	\$ 250,826.96	\$ 2,563,758.49	\$ 156,391.11	\$ 94,435.85	\$ 250,826.96	\$ 2,407,367.38
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 2,128,440.25	\$ 2,022,740.71	\$ 4,151,180.96	\$ 46,531,879.40	\$ 2,201,769.60	\$ 1,948,141.52	\$ 4,149,911.12	\$ 44,330,109.80
Properties Management	\$ 40,486.08	\$ 108,680.00	\$ 149,166.08	\$ 1,278,636.88	\$ 40,486.08	\$ 108,680.00	\$ 149,166.08	\$ 1,238,150.80
Public Health	\$ 146,000.00	\$ 91,434.86	\$ 237,434.86	\$ 2,443,000.00	\$ 149,000.00	\$ 86,357.88	\$ 235,357.88	\$ 2,294,000.00
Roads	\$ 1,908,467.55	\$ 1,390,060.68	\$ 3,298,528.23	\$ 32,464,485.00	\$ 1,962,158.31	\$ 1,337,179.30	\$ 3,299,337.61	\$ 30,502,326.69
Seniors Services	\$ 146,163.37	\$ 74,445.78	\$ 220,609.15	\$ 2,338,874.21	\$ 150,153.59	\$ 70,499.36	\$ 220,652.95	\$ 2,188,720.62
Subtotal for NR - LEVY	\$ 5,346,277.01	\$ 4,213,432.94	\$ 9,559,709.95	\$ 99,643,456.41	\$ 5,511,323.96	\$ 4,044,495.69	\$ 9,555,819.65	\$ 94,132,132.45
Waste Management	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ 2,786,489.73	\$ 2,313,542.19	\$ 5,100,031.92	\$ 27,946,011.18	\$ 2,873,857.81	\$ 2,226,174.12	\$ 5,100,031.93	\$ 25,072,153.37
Water	\$ 285,382.82	\$ 575,472.44	\$ 860,855.26	\$ 7,742,859.40	\$ 288,382.82	\$ 572,496.44	\$ 860,879.26	\$ 7,454,476.58
Subtotal for NR - RATE	\$ 3,071,872.55	\$ 2,889,014.63	\$ 5,960,887.18	\$ 35,688,870.58	\$ 3,162,240.63	\$ 2,798,670.56	\$ 5,960,911.19	\$ 32,526,629.95
Grand Total	\$ 8,418,149.56	\$ 7,102,447.57	\$ 15,520,597.13	\$ 135,332,326.99	\$ 8,673,564.59	\$ 6,843,166.25	\$ 15,516,730.84	\$ 126,658,762.40

Consolidated Debt Repayment Schedule

Classification	2031 Principal	2031 Interest	2031 Debt Charges	2031 Debt Balance	2032 Principal	2032 Interest	2032 Debt Charges	2032 Debt Balance
Community Services	\$ 343,136.82	\$ 136,775.27	\$ 479,912.09	\$ 3,167,683.36	\$ 355,701.86	\$ 122,995.06	\$ 478,696.92	\$ 2,811,981.50
Court Services	\$ 373,042.97	\$ 160,531.84	\$ 533,574.81	\$ 4,920,894.15	\$ 383,743.30	\$ 150,086.64	\$ 533,829.94	\$ 4,537,150.85
Emergency Medical Services	\$ 121,092.59	\$ 56,753.48	\$ 177,846.07	\$ 1,675,328.25	\$ 124,361.28	\$ 53,173.88	\$ 177,535.16	\$ 1,550,966.97
IT Solutions	\$ 40,185.32	\$ 17,292.98	\$ 57,478.30	\$ 530,093.69	\$ 41,338.00	\$ 16,167.78	\$ 57,505.78	\$ 488,755.69
NRH	\$ 162,294.82	\$ 88,532.14	\$ 250,826.96	\$ 2,245,072.56	\$ 168,421.40	\$ 82,405.56	\$ 250,826.96	\$ 2,076,651.16
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 2,277,863.12	\$ 1,870,778.17	\$ 4,148,641.29	\$ 42,052,246.68	\$ 2,356,825.02	\$ 1,790,588.19	\$ 4,147,413.21	\$ 39,695,421.66
Properties Management	\$ 40,486.08	\$ 108,680.00	\$ 149,166.08	\$ 1,197,664.72	\$ 40,486.08	\$ 108,680.00	\$ 149,166.08	\$ 1,157,178.64
Public Health	\$ 152,000.00	\$ 81,135.37	\$ 233,135.37	\$ 2,142,000.00	\$ 155,000.00	\$ 75,881.29	\$ 230,881.29	\$ 1,987,000.00
Roads	\$ 1,928,415.00	\$ 1,281,857.02	\$ 3,210,272.02	\$ 28,573,911.69	\$ 1,983,419.30	\$ 1,228,074.01	\$ 3,211,493.31	\$ 26,590,492.39
Seniors Services	\$ 154,230.55	\$ 66,370.14	\$ 220,600.69	\$ 2,034,490.07	\$ 158,654.49	\$ 62,051.68	\$ 220,706.17	\$ 1,875,835.58
Subtotal for NR - LEVY	\$ 5,592,747.27	\$ 3,868,706.41	\$ 9,461,453.68	\$ 88,539,385.18	\$ 5,767,950.73	\$ 3,690,104.09	\$ 9,458,054.82	\$ 82,771,434.45
Waste Management	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ 890,959.43	\$ 2,135,014.10	\$ 3,025,973.53	\$ 24,181,193.94	\$ 895,854.44	\$ 2,130,119.09	\$ 3,025,973.53	\$ 23,285,339.50
Water	\$ 291,382.82	\$ 569,376.44	\$ 860,759.26	\$ 7,163,093.76	\$ 294,382.82	\$ 566,158.94	\$ 860,541.76	\$ 6,868,710.94
Subtotal for NR - RATE	\$ 1,182,342.25	\$ 2,704,390.54	\$ 3,886,732.79	\$ 31,344,287.70	\$ 1,190,237.26	\$ 2,696,278.03	\$ 3,886,515.29	\$ 30,154,050.44
Grand Total	\$ 6,775,089.52	\$ 6,573,096.95	\$ 13,348,186.47	\$ 119,883,672.88	\$ 6,958,187.99	\$ 6,386,382.12	\$ 13,344,570.11	\$ 112,925,484.89

Classification	2033 Principal	2033 Interest	2033 Debt Charges	2033 Debt Balance	2034 Principal	2034 Interest	2034 Debt Charges	2034 Debt Balance
Community Services	\$ 368,773.28	\$ 108,625.88	\$ 477,399.16	\$ 2,443,208.22	\$ 382,371.42	\$ 93,771.27	\$ 476,142.69	\$ 2,060,836.80
Court Services	\$ 394,863.26	\$ 139,149.96	\$ 534,013.22	\$ 4,142,287.59	\$ 406,612.64	\$ 127,698.92	\$ 534,311.56	\$ 3,735,674.95
Emergency Medical Services	\$ 128,718.93	\$ 49,436.08	\$ 178,155.01	\$ 1,422,248.04	\$ 133,210.03	\$ 45,523.24	\$ 178,733.27	\$ 1,289,038.01
IT Solutions	\$ 42,535.87	\$ 14,989.66	\$ 57,525.53	\$ 446,219.82	\$ 43,801.55	\$ 13,756.12	\$ 57,557.67	\$ 402,418.27
NRH	\$ 174,779.25	\$ 76,047.71	\$ 250,826.96	\$ 1,901,871.91	\$ 181,377.12	\$ 69,449.84	\$ 250,826.96	\$ 1,720,494.79
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 2,438,763.45	\$ 1,707,338.17	\$ 4,146,101.62	\$ 37,256,658.21	\$ 2,523,790.59	\$ 1,621,041.19	\$ 4,144,831.78	\$ 34,732,867.62
Properties Management	\$ 40,486.08	\$ 108,680.00	\$ 149,166.08	\$ 1,116,692.56	\$ 40,486.08	\$ 108,680.00	\$ 149,166.08	\$ 1,076,206.48
Public Health	\$ 159,000.00	\$ 70,345.37	\$ 229,345.37	\$ 1,828,000.00	\$ 162,000.00	\$ 64,743.37	\$ 226,743.37	\$ 1,666,000.00
Roads	\$ 2,039,052.02	\$ 1,171,774.15	\$ 3,210,826.17	\$ 24,551,440.37	\$ 2,097,964.32	\$ 1,113,114.75	\$ 3,211,079.07	\$ 22,453,476.05
Seniors Services	\$ 163,251.91	\$ 57,530.04	\$ 220,781.95	\$ 1,712,583.67	\$ 168,109.57	\$ 52,795.72	\$ 220,905.29	\$ 1,544,474.10
Subtotal for NR - LEVY	\$ 5,950,224.05	\$ 3,503,917.02	\$ 9,454,141.07	\$ 76,821,210.40	\$ 6,139,723.32	\$ 3,310,574.42	\$ 9,450,297.74	\$ 70,681,487.08
Waste Management	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ 900,953.08	\$ 2,125,020.45	\$ 3,025,973.53	\$ 22,384,386.42	\$ 906,263.82	\$ 2,119,709.70	\$ 3,025,973.52	\$ 21,478,122.60
Water	\$ 297,382.82	\$ 562,792.94	\$ 860,175.76	\$ 6,571,328.12	\$ 301,382.82	\$ 559,327.94	\$ 860,710.76	\$ 6,269,945.30
Subtotal for NR - RATE	\$ 1,198,335.90	\$ 2,687,813.39	\$ 3,886,149.29	\$ 28,955,714.54	\$ 1,207,646.64	\$ 2,679,037.64	\$ 3,886,684.28	\$ 27,748,067.90
Grand Total	\$ 7,148,559.95	\$ 6,191,730.41	\$ 13,340,290.36	\$ 105,776,924.94	\$ 7,347,369.96	\$ 5,989,612.06	\$ 13,336,982.02	\$ 98,429,554.98

Consolidated Debt Repayment Schedule

Classification	2035 Principal	2035 Interest	2035 Debt Charges	2035 Debt Balance	2036 Principal	2036 Interest	2036 Debt Charges	2036 Debt Balance
Community Services	\$ 396,517.56	\$ 78,368.66	\$ 474,886.22	\$ 1,664,319.24	\$ 411,233.76	\$ 62,423.53	\$ 473,657.29	\$ 1,253,085.48
Court Services	\$ 418,781.65	\$ 115,703.86	\$ 534,485.51	\$ 3,316,893.30	\$ 431,580.08	\$ 103,140.40	\$ 534,720.48	\$ 2,885,313.22
Emergency Medical Services	\$ 136,790.11	\$ 41,405.54	\$ 178,195.65	\$ 1,152,247.90	\$ 141,503.63	\$ 37,133.84	\$ 178,637.47	\$ 1,010,744.27
IT Solutions	\$ 45,112.43	\$ 12,463.98	\$ 57,576.41	\$ 357,305.84	\$ 46,491.12	\$ 11,110.60	\$ 57,601.72	\$ 310,814.72
NRH	\$ 188,224.05	\$ 62,602.91	\$ 250,826.96	\$ 1,532,270.74	\$ 195,329.45	\$ 55,497.51	\$ 250,826.96	\$ 1,336,941.29
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 2,612,022.93	\$ 1,531,539.02	\$ 4,143,561.95	\$ 32,120,844.69	\$ 2,703,581.33	\$ 1,438,738.62	\$ 4,142,319.95	\$ 29,417,263.36
Properties Management	\$ 40,486.08	\$ 108,680.00	\$ 149,166.08	\$ 1,035,720.40	\$ 40,486.08	\$ 108,680.00	\$ 149,166.08	\$ 995,234.32
Public Health	\$ 166,000.00	\$ 58,986.37	\$ 224,986.37	\$ 1,500,000.00	\$ 169,000.00	\$ 53,139.32	\$ 222,139.32	\$ 1,331,000.00
Roads	\$ 2,160,535.18	\$ 1,051,728.43	\$ 3,212,263.61	\$ 20,292,940.87	\$ 2,224,417.09	\$ 987,680.26	\$ 3,212,097.35	\$ 18,068,523.78
Seniors Services	\$ 173,140.71	\$ 47,836.50	\$ 220,977.21	\$ 1,371,333.39	\$ 178,432.08	\$ 42,642.28	\$ 221,074.36	\$ 1,192,901.31
Subtotal for NR - LEVY	\$ 6,337,610.70	\$ 3,109,315.27	\$ 9,446,925.97	\$ 64,343,876.38	\$ 6,542,054.62	\$ 2,900,186.36	\$ 9,442,240.98	\$ 57,801,821.76
Waste Management	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ 911,795.49	\$ 2,114,178.03	\$ 3,025,973.52	\$ 20,566,327.11	\$ 917,557.28	\$ 2,108,416.25	\$ 3,025,973.53	\$ 19,648,769.83
Water	\$ 304,382.82	\$ 555,676.44	\$ 860,059.26	\$ 5,965,562.48	\$ 308,382.82	\$ 551,924.44	\$ 860,307.26	\$ 5,657,179.66
Subtotal for NR - RATE	\$ 1,216,178.31	\$ 2,669,854.47	\$ 3,886,032.78	\$ 26,531,889.59	\$ 1,225,940.10	\$ 2,660,340.69	\$ 3,886,280.79	\$ 25,305,949.49
Grand Total	\$ 7,553,789.01	\$ 5,779,169.74	\$ 13,332,958.75	\$ 90,875,765.97	\$ 7,767,994.72	\$ 5,560,527.05	\$ 13,328,521.77	\$ 83,107,771.25

Classification	2037 Principal	2037 Interest	2037 Debt Charges	2037 Debt Balance	2038 Principal	2038 Interest	2038 Debt Charges	2038 Debt Balance
Community Services	\$ 426,542.98	\$ 45,830.31	\$ 472,373.29	\$ 826,542.50	\$ 442,469.14	\$ 28,647.68	\$ 471,116.82	\$ 384,073.36
Court Services	\$ 444,588.33	\$ 89,977.20	\$ 534,565.53	\$ 2,440,724.89	\$ 458,435.82	\$ 76,417.26	\$ 534,853.08	\$ 1,982,289.07
Emergency Medical Services	\$ 145,261.64	\$ 32,642.98	\$ 177,904.62	\$ 865,482.63	\$ 150,197.59	\$ 28,034.00	\$ 178,231.59	\$ 715,285.04
IT Solutions	\$ 47,892.41	\$ 9,692.62	\$ 57,585.03	\$ 262,922.31	\$ 49,384.10	\$ 8,231.90	\$ 57,616.00	\$ 213,538.21
NRH	\$ 202,703.07	\$ 48,123.89	\$ 250,826.96	\$ 1,134,238.22	\$ 210,355.06	\$ 40,471.90	\$ 250,826.96	\$ 923,883.16
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 2,798,591.16	\$ 1,342,431.13	\$ 4,141,022.29	\$ 26,618,672.20	\$ 2,897,182.56	\$ 1,242,569.90	\$ 4,139,752.46	\$ 23,721,489.64
Properties Management	\$ 40,486.09	\$ 108,680.00	\$ 149,166.09	\$ 954,748.23	\$ 40,486.09	\$ 108,680.00	\$ 149,166.09	\$ 914,262.14
Public Health	\$ 173,000.00	\$ 47,044.37	\$ 220,044.37	\$ 1,158,000.00	\$ 178,000.00	\$ 40,857.37	\$ 218,857.37	\$ 980,000.00
Roads	\$ 2,291,354.00	\$ 920,647.39	\$ 3,212,001.39	\$ 15,777,169.78	\$ 2,360,272.45	\$ 851,397.10	\$ 3,211,669.55	\$ 13,416,897.33
Seniors Services	\$ 183,810.20	\$ 37,200.10	\$ 221,010.30	\$ 1,009,091.11	\$ 189,535.29	\$ 31,593.88	\$ 221,129.17	\$ 819,555.82
Subtotal for NR - LEVY	\$ 6,754,229.88	\$ 2,682,269.99	\$ 9,436,499.87	\$ 51,047,591.88	\$ 6,976,318.10	\$ 2,456,900.99	\$ 9,433,219.09	\$ 44,071,273.78
Waste Management	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ 923,558.76	\$ 2,102,414.77	\$ 3,025,973.53	\$ 18,725,211.07	\$ 929,809.90	\$ 2,096,163.62	\$ 3,025,973.52	\$ 17,795,401.17
Water	\$ 312,382.82	\$ 547,980.44	\$ 860,363.26	\$ 5,344,796.84	\$ 316,382.82	\$ 543,900.44	\$ 860,283.26	\$ 5,028,414.02
Subtotal for NR - RATE	\$ 1,235,941.58	\$ 2,650,395.21	\$ 3,886,336.79	\$ 24,070,007.91	\$ 1,246,192.72	\$ 2,640,064.06	\$ 3,886,256.78	\$ 22,823,815.19
Grand Total	\$ 7,990,171.46	\$ 5,332,665.20	\$ 13,322,836.66	\$ 75,117,599.79	\$ 8,222,510.82	\$ 5,096,965.05	\$ 13,319,475.87	\$ 66,895,088.97

Consolidated Debt Repayment Schedule

Classification	2039 Principal	2039 Interest	2039 Debt Charges	2039 Debt Balance	2040 Principal	2040 Interest	2040 Debt Charges	2040 Debt Balance
Community Services	\$ 243,073.53	\$ 10,823.25	\$ 253,896.78	\$ 140,999.83	\$ 31,333.34	\$ 5,356.33	\$ 36,689.67	\$ 109,666.49
Court Services	\$ 472,702.93	\$ 62,205.76	\$ 534,908.69	\$ 1,509,586.14	\$ 487,599.47	\$ 47,551.96	\$ 535,151.43	\$ 1,021,986.67
Emergency Medical Services	\$ 155,222.50	\$ 23,218.86	\$ 178,441.36	\$ 560,062.54	\$ 160,380.87	\$ 18,241.98	\$ 178,622.85	\$ 399,681.67
IT Solutions	\$ 50,921.00	\$ 6,701.00	\$ 57,622.00	\$ 162,617.21	\$ 52,525.70	\$ 5,122.44	\$ 57,648.14	\$ 110,091.51
NRH	\$ 218,295.88	\$ 32,531.08	\$ 250,826.96	\$ 705,587.28	\$ 226,536.49	\$ 24,290.47	\$ 250,826.96	\$ 479,050.79
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 2,999,490.58	\$ 1,138,992.04	\$ 4,138,482.62	\$ 20,721,999.06	\$ 6,215,540.99	\$ 828,771.39	\$ 7,044,312.38	\$ 14,506,458.07
Properties Management	\$ 40,486.09	\$ 108,680.00	\$ 149,166.09	\$ 873,776.05	\$ 873,776.05	\$ 54,340.00	\$ 928,116.05	\$ -
Public Health	\$ 182,000.00	\$ 34,500.37	\$ 216,500.37	\$ 798,000.00	\$ 186,000.00	\$ 28,029.34	\$ 214,029.34	\$ 612,000.00
Roads	\$ 2,431,917.81	\$ 779,172.34	\$ 3,211,090.15	\$ 10,984,979.52	\$ 6,098,268.63	\$ 470,425.06	\$ 6,568,693.69	\$ 4,886,710.89
Seniors Services	\$ 195,433.88	\$ 25,718.30	\$ 221,152.18	\$ 624,121.94	\$ 201,592.69	\$ 19,659.84	\$ 221,252.53	\$ 422,529.25
Subtotal for NR - LEVY	\$ 6,989,544.20	\$ 2,222,543.00	\$ 9,212,087.20	\$ 37,081,729.58	\$ 14,533,554.24	\$ 1,501,788.81	\$ 16,035,343.05	\$ 22,548,175.34
Waste Management	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ 936,321.09	\$ 2,089,652.44	\$ 3,025,973.53	\$ 16,859,080.08	\$ 16,859,080.08	\$ 1,044,967.28	\$ 17,904,047.36	\$ -
Water	\$ 320,382.82	\$ 539,684.44	\$ 860,067.26	\$ 4,708,031.20	\$ 4,284,031.20	\$ 277,118.22	\$ 4,561,149.42	\$ 424,000.00
Subtotal for NR - RATE	\$ 1,256,703.91	\$ 2,629,336.88	\$ 3,886,040.79	\$ 21,567,111.28	\$ 21,143,111.28	\$ 1,322,085.50	\$ 22,465,196.78	\$ 424,000.00
Grand Total	\$ 8,246,248.11	\$ 4,851,879.88	\$ 13,098,127.99	\$ 58,648,840.86	\$ 35,676,665.52	\$ 2,823,874.31	\$ 38,500,539.83	\$ 22,972,175.34

Classification	2041 Principal	2041 Interest	2041 Debt Charges	2041 Debt Balance	2042 Principal	2042 Interest	2042 Debt Charges	2042 Debt Balance
Community Services	\$ 31,333.34	\$ 4,086.10	\$ 35,419.44	\$ 78,333.15	\$ 31,333.34	\$ 2,829.63	\$ 34,162.97	\$ 46,999.81
Court Services	\$ 502,915.63	\$ 32,192.58	\$ 535,108.21	\$ 519,071.04	\$ 519,071.04	\$ 16,350.74	\$ 535,421.78	\$ 0.00
Emergency Medical Services	\$ 165,628.20	\$ 13,047.48	\$ 178,675.68	\$ 234,053.47	\$ 171,053.47	\$ 7,682.68	\$ 178,736.15	\$ 63,000.00
IT Solutions	\$ 54,175.60	\$ 3,467.88	\$ 57,643.48	\$ 55,915.91	\$ 55,915.91	\$ 1,761.36	\$ 57,677.27	\$ 0.00
NRH	\$ 235,088.17	\$ 15,738.79	\$ 250,826.96	\$ 243,962.62	\$ 243,962.62	\$ 6,864.28	\$ 250,826.90	\$ 0.00
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 3,064,725.86	\$ 514,520.70	\$ 3,579,246.56	\$ 11,441,732.21	\$ 3,179,045.82	\$ 398,930.92	\$ 3,577,976.74	\$ 8,262,686.39
Properties Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Health	\$ 191,000.00	\$ 21,378.37	\$ 212,378.37	\$ 421,000.00	\$ 196,000.00	\$ 14,579.37	\$ 210,579.37	\$ 225,000.00
Roads	\$ 2,101,355.58	\$ 158,398.90	\$ 2,259,754.48	\$ 2,785,355.31	\$ 2,169,355.31	\$ 90,766.16	\$ 2,260,121.47	\$ 616,000.00
Seniors Services	\$ 207,924.99	\$ 13,309.68	\$ 221,234.67	\$ 214,604.26	\$ 214,604.26	\$ 6,760.04	\$ 221,364.30	\$ (0.00)
Subtotal for NR - LEVY	\$ 6,554,147.37	\$ 776,140.48	\$ 7,330,287.85	\$ 15,994,027.97	\$ 6,780,341.77	\$ 546,525.18	\$ 7,326,866.95	\$ 9,213,686.20
Waste Management	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	\$ 137,000.00	\$ 14,416.00	\$ 151,416.00	\$ 287,000.00	\$ 141,000.00	\$ 9,758.00	\$ 150,758.00	\$ 146,000.00
Subtotal for NR - RATE	\$ 137,000.00	\$ 14,416.00	\$ 151,416.00	\$ 287,000.00	\$ 141,000.00	\$ 9,758.00	\$ 150,758.00	\$ 146,000.00
Grand Total	\$ 6,691,147.37	\$ 790,556.48	\$ 7,481,703.85	\$ 16,281,027.97	\$ 6,921,341.77	\$ 556,283.18	\$ 7,477,624.95	\$ 9,359,686.20

Consolidated Debt Repayment Schedule

Classification	2043 Principal	2043 Interest	2043 Debt Charges	2043 Debt Balance	2044 Principal	2044 Interest	2044 Debt Charges	2044 Debt Balance
Community Services	\$ 31,333.34	\$ 1,573.17	\$ 32,906.51	\$ 15,666.47	\$ 15,666.47	\$ 316.70	\$ 15,983.17	\$ 0.00
Court Services	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Emergency Medical Services	\$ 63,000.00	\$ 2,142.00	\$ 65,142.00	\$ (0.00)	\$ -	\$ -	\$ -	\$ (0.00)
IT Solutions	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
NRH	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 3,297,675.43	\$ 279,031.47	\$ 3,576,706.90	\$ 4,965,010.96	\$ 3,404,944.01	\$ 154,659.89	\$ 3,559,603.90	\$ 1,560,066.95
Properties Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Health	\$ 200,000.00	\$ 7,610.37	\$ 207,610.37	\$ 25,000.00	\$ 25,000.00	\$ 505.37	\$ 25,505.37	\$ (0.00)
Roads	\$ 616,000.00	\$ 20,943.98	\$ 636,943.98	\$ -	\$ -	\$ -	\$ -	\$ -
Seniors Services	\$ -	\$ -	\$ -	\$ (0.00)	\$ -	\$ -	\$ -	\$ (0.00)
Subtotal for NR - LEVY	\$ 4,208,008.77	\$ 311,300.99	\$ 4,519,309.76	\$ 5,005,677.43	\$ 3,445,610.48	\$ 155,481.96	\$ 3,601,092.44	\$ 1,560,066.95
Waste Management	\$ -	\$ -	\$ -	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	\$ 146,000.00	\$ 4,964.00	\$ 150,964.00	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal for NR - RATE	\$ 146,000.00	\$ 4,964.00	\$ 150,964.00	\$ 0.00	\$ -	\$ -	\$ -	\$ 0.00
Grand Total	\$ 4,354,008.77	\$ 316,264.99	\$ 4,670,273.76	\$ 5,005,677.43	\$ 3,445,610.48	\$ 155,481.96	\$ 3,601,092.44	\$ 1,560,066.95

Classification	2045 Principal	2045 Interest	2045 Debt Charges	2045 Debt Balance
Community Services	\$ -	\$ -	\$ -	\$ 0.00
Court Services	\$ -	\$ -	\$ -	\$ 0.00
Emergency Medical Services	\$ -	\$ -	\$ -	\$ (0.00)
IT Solutions	\$ -	\$ -	\$ -	\$ 0.00
NRH	\$ -	\$ -	\$ -	\$ 0.00
Planning	\$ -	\$ -	\$ -	\$ -
Police	\$ 1,560,066.95	\$ 44,483.65	\$ 1,604,550.60	\$ -
Properties Management	\$ -	\$ -	\$ -	\$ -
Public Health	\$ -	\$ -	\$ -	\$ (0.00)
Roads	\$ -	\$ -	\$ -	\$ -
Seniors Services	\$ -	\$ -	\$ -	\$ (0.00)
Subtotal for NR - LEVY	\$ 1,560,066.95	\$ 44,483.65	\$ 1,604,550.60	\$ 0.00
Waste Management	\$ -	\$ -	\$ -	\$ 0.00
Wastewater	\$ -	\$ -	\$ -	\$ -
Water	\$ -	\$ -	\$ -	\$ -
Subtotal for NR - RATE	\$ -	\$ -	\$ -	\$ 0.00
Grand Total	\$ 1,560,066.95	\$ 44,483.65	\$ 1,604,550.60	\$ (0.00)