



Water Ontario Regulation 453/07

Financial Plan

Township of Severn

Financial Plan #148-301A

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List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
M.E.C.P.	Ministry of the Environment, Conservation and Parks
M.M.A.H.	Ministry of Municipal Affairs and Housing
O. Reg.	Ontario Regulation
P.S.A.B.	Public Sector Accounting Board
S.D.W.A.	Safe Drinking Water Act
T.C.A.	Tangible Capital Assets
W.O.A.	Water Opportunities Act



Report



Chapter 1

Introduction



1. Introduction

1.1 Study Purpose

The Township of Severn (the Township) retained Watson & Associates Economists Ltd. (Watson) to prepare a water financial plan as part of the five submission requirements for the purposes of obtaining a municipal drinking water license as per the *Safe Drinking Water Act, 2002*. In general, a financial plan requires an in-depth analysis of capital and operating needs, a review of current and future demand versus supply, and consideration of available funding sources. The detailed financial planning and forecasting regarding the Township's water systems has been completed based on the Township's 2021 Water and Wastewater Rate Study, dated March 16, 2021 (2021 Rate Study). The objective of the report provided herein is to convert the findings of the 2021 Rate Study into the prescribed reporting requirements for a financial plan as defined by Ontario Regulation 453/07 (O. Reg. 453/07).

1.2 Background

The Safe Drinking Water Act (S.D.W.A.), "the Act," was passed in December 2002 in order to address the recommendations made by the Walkerton Inquiry Part II report. Note that S.D.W.A. has been amended several times since 2002. One of the main requirements of the Act is the mandatory licensing of municipal water providers. Section 31 (1) specifically states:

"No person shall,

- a) establish a new municipal drinking water system or replace or carry out an alteration to a municipal drinking water system except under the authority of and in accordance with an approval under this Part or a drinking water works permit; or
- b) use or operate a municipal drinking water system that was established before or after this section comes into force except under the authority of and in accordance with an approval under this Part or municipal drinking water licence."

In order to become licensed, a municipality must satisfy five key requirements as per section 44(1):



1. Obtain a drinking water works permit.
2. Acceptance of the operational plan for the system based on the Drinking Water Quality Management Standard.
3. Accreditation of the Operating Authority.
4. Prepare and provide a financial plan.
5. Obtain permit to take water.

For licence renewals, the application must be accompanied by proof that the financial plan meets the prescribed requirements as per the Act s. 32 (5) 2.ii.

The preparation of a financial plan is a key requirement for licensing and as such, must be undertaken by all municipal water providers.

1.2.1 Financial Plan Defined

Subsection 30 of the Act provides the following definition of financial plans:

"financial plans" means financial plans that satisfy the requirements prescribed by the Minister. 2017, c. 2, Sched. 11, s. 6 (3).

As of time of writing, the Sustainable Water and Sewage Systems Act, 2002 has been repealed (see section 2.2 of this report); however, the standards that it directs underpin the specific requirements of s. 30 as they are outlined in O. Reg. 453/07 and which will be examined in detail below.

1.2.2 Financial Plan Requirements – Existing System

The O. Reg. 453/07 provides details with regards to the financial plans for existing water systems. The requirements for existing systems are summarized as follows:

- Financial plans must be approved by resolution of Council (or governing body);
- Financial plans must include a statement that the financial impacts have been considered and apply for a minimum six-year period (commencing in the year of licence expiry);
- Financial plans must include detail regarding proposed or projected financial operations itemized by total revenues, total expenses, annual surplus/deficit and



accumulated surplus/deficit (i.e. the components of a “Statement of Operations” as per the PSAB) for each year in which the financial plans apply;

- Financial plans must present financial position itemized by total financial assets, total liabilities, net debt, non-financial assets, and tangible capital assets (i.e. the components of a “Statement of Financial Position” as per PSAB) for each year in which the financial plans apply;
- Gross cash receipts/payments itemized by operating transactions, capital transactions, investing transactions and financial transactions (i.e. the components of a “Statement of Cash Flow” as per PSAB) for each year in which the financial plans apply;
- Financial plans applicable to two or more solely-owned drinking water systems can be prepared as if they are for one drinking water system;
- Financial plans are to be made available to the public upon request and at no charge;
- If a website is maintained, financial plans are to be made available to the public through publication on the Internet at no charge;
- Notice of the availability of the financial plans is to be given to the public;
- Financial plan is to be submitted to the Ministry of Municipal Affairs and Housing; and
- The resolution of Council approving the Financial Plan be submitted to the Ministry of the Environment, Conservation and Parks (MECP).

1.2.3 Financial Plan Requirements – General

Given that the requirements for a financial plan is legislated under the Act, a financial plan is mandatory for water systems. The financial plans shall be for a forecast period of at least six years but longer planning horizons are encouraged. The ten-year forecast goes above and beyond the minimum requirement. The financial plan is to be completed and approved by resolution of Council or the governing body in accordance with subsection 3(1)1 of O. Reg. 453/07. Confirmation of approval of the financial plan must be submitted at the time of municipal drinking water license renewal (i.e. six months prior to license expiry).

A copy of the financial plan will be submitted to the Ministry of Municipal Affairs and Housing (MMAH) and not the MECP; however, MECP may request it in the course of review of the licence renewal. Financial plans may be amended and additional



information beyond what is prescribed can be included if deemed necessary. The financial plan must contain on the front page, the appropriate financial plan number as set out in Schedule A of the Municipal Drinking Water Licence.

1.2.4 Public Sector Accounting Board (PSAB) Requirements

The components of the financial plans indicated by the regulation are consistent with the requirements for financial statement presentation as set out in section PS1200 of the Canadian Institute of Chartered Accountants Public Sector Accounting Handbook:

“Financial statements should include a Statement of Financial Position, a Statement of Operations, a Statement of Change in Net Debt, and a Statement of Cash Flow.”

The format required is to conform to the requirements of PS1200 and PS3150. The financial statements are to be reported on a full accrual accounting basis. The accrual accounting method recognizes revenues and expenses in the same period as the activities that give rise to them regardless of when they are actually paid for. Since an exchange of cash is not necessary to report a financial transaction, the accrual method is meant to provide a more accurate picture of financial position.

The accounting treatment of tangible capital assets is prescribed under section PS3150. Tangible capital assets are to be capitalized to ensure an inventory of the assets owned are recorded and to account for their ability to provide future benefits.

The Statement of Cash Flow and the Statement of Change in Net Financial Assets/Debt are required statements. The Statement of Change in Net Financial Assets/Debt reports on whether enough revenue was generated in a period to cover the expenses in the period and whether sufficient resources have been generated to support current and future activities. The Statement of Cash Flow reports on how activities were financed for a given period providing a measure of the changes in cash for that period.

1.2.5 The Township's Financial Plan

The Township is currently in the process of renewing the drinking water license 148-301A for the Severn systems and the previous version of the financial plan no longer meets the requirements as it must apply to a period of a least six years beginning in the year that the licenses would otherwise expire. Although the Act requires at least six years to be included, this financial plan provides for a ten-year forecast period from



2021 to 2030. The Township's residents and businesses are serviced with drinking water from 6 separate systems, including the:

1. Westshore Water Supply System;
2. Washago Water Supply System;
3. Severn Estates Water Supply System;
4. Bass Lake Water Supply System;
5. Sandcastle Water Supply System; and
6. Coldwater Water Supply System.

Water customers all pay the same rates, which includes both a base minimum quarterly charge and a volume charge for quarterly volumes in excess of 68 cubic metres. Therefore, this Financial Plan #148-301A is a combined financial plan for all six water systems.



Chapter 2

Sustainable Financial Planning



2. Sustainable Financial Planning

2.1 Introduction

In general, sustainability refers to the ability to maintain a certain position over time. While the Act requires a declaration of the financial plan's sustainability, it does not give a clear definition of what would be considered sustainable. Instead, MECP released a guideline ("Towards Financially Sustainable Drinking-Water and Wastewater Systems") that provides possible approaches to achieving sustainability. The Province's Principles of Financially Sustainable Water and Wastewater Services are provided below:

- Principle #1: Ongoing public engagement and transparency can build support for, and confidence in, financial plans and the system(s) to which they relate.
- Principle #2: An integrated approach to planning among water, wastewater, and storm water systems is desirable given the inherent relationship among these services.
- Principle #3: Revenues collected for the provision of water and wastewater services should ultimately be used to meet the needs of those services.
- Principle #4: Life-cycle planning with mid-course corrections is preferable to planning over the short-term, or not planning at all.
- Principle #5: An asset management plan is a key input to the development of a financial plan.
- Principle #6: A sustainable level of revenue allows for reliable service that meets or exceeds environmental protection standards, while providing sufficient resources for future rehabilitation and replacement needs.
- Principle #7: Ensuring users pay for the services they are provided leads to equitable outcomes and can improve conservation. In general, metering and the use of rates can help ensure users pay for services received.
- Principle #8: Financial plans are "living" documents that require continuous improvement. Comparing the accuracy of financial projections with actual results can lead to improved planning in the future.



Principle #9: Financial plans benefit from the close collaboration of various groups, including engineers, accountants, auditors, utility staff, and municipal Council.

2.2 Sustainable Water and Sewage Systems Act

The *Sustainable Water and Sewage Systems Act* (S.W.S.S.A.) was passed on December 13, 2002. The intent of the Act was to introduce the requirement for municipalities to undertake an assessment of the “full cost” of providing their water and the wastewater services. In total, there were 40 areas within the Act to which the Minister could have made Regulations. It is noted that, the regulations, which accompany the Act, were not issued and the Act was repealed on December 31, 2012.

2.3 Water Opportunities Act, 2010

Since the passage of the *Safe Drinking Water Act*, changes and refinements to the legislation have been introduced, including the *Water Opportunities Act* (W.O.A). W.O.A. was introduced into legislation on May 18, 2010 and received Royal Assent on November 29, 2010, as the *Water Opportunities Act*.

The purposes of the *Water Opportunities Act* are to: foster innovative water, wastewater and storm water technologies, services and practices; create opportunities for economic development and clean-technology jobs; and conserve and sustain water resources. To achieve this W.O.A. provides for the creation of performance targets (financial, operational and maintenance related), which will vary by service type and location and the required submission of conservation and sustainability plans for water, wastewater and stormwater.

The sustainability plan in W.O.A. expands on interim legislation for financial plans included in O. Reg. 453/07, to include the following:

- an asset management plan for the physical infrastructure;
- financial plan;
- water conservation plan (for water service only);
- a risk assessment;
- a strategy for maintaining and improving the services; and



- additional information considered advisable.

Where a Board has jurisdiction over a service, the plan (and any plan amendments) must be approved by the municipality in which the municipal service is provided before submission to the Minister. The Minister may also direct preparation of joint or partially joint plans.

Regulations (still forthcoming) will prescribe details in regard to any time periods or time limits, contents of the plans, identifying which portions of the plan will require certification, the public consultation process (if required), limitations updates and refinements.

2.4 Infrastructure for Jobs and Prosperity Act (I.J.P.A.), 2015

On June 4, 2015, the Province passed the Infrastructure for Jobs and Prosperity Act (I.J.P.A.) which, over time, will require municipalities to undertake and implement asset management plans for all infrastructure they own. On December 27, 2017, the Province of Ontario released Ontario Regulation 588/17 under I.J.P.A. which has 3 phases that municipalities must meet.

Every municipality in Ontario will have to prepare a strategic asset management policy by July 1, 2019. Municipalities will be required to review their strategic asset management policies at least every five years and make updates as necessary. The subsequent phases are as follows:

- Phase 1 – Asset Management Plan (by July 1, 2021):
 - For core assets – Municipalities must have the following:
 - Inventory of assets;
 - Current levels of service measured by standard metrics; and
 - Costs to maintain levels of service.
- Phase 2 – Asset Management Plan (by July 1, 2023):
 - Same steps as Phase 1 but for all assets.
- Phase 3 – Asset Management Plan (by July 1, 2024):
 - Builds on Phase 1 and 2 by adding:
 - Proposed levels of service; and
 - Lifecycle management and Financial strategy.



In relation to water (which is considered a core asset), municipalities will need to have an asset management plan that addresses the related infrastructure by July 1, 2021 (Phase 1). O. Reg. 588/17 specifies that the municipality's asset management plan must include the following for each asset category:

- the current levels of service being provided;
 - determined in accordance with the following qualitative descriptions and technical metrics and based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan.
- the current performance of each asset category;
- a summary of the assets in the category;
- the replacement cost of the assets in the category;
- the average age of the assets in the category, determined by assessing the average age of the components of the assets;
- the information available on the condition of the assets in the category;
- a description of the municipality's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate; and
- the lifecycle activities that would need to be undertaken to maintain the current levels of service.

Upon completion of the asset management plan for water, the Township will need to consider the impacts during the annual budget and forecast process.

2.5 Water Forecast

As noted earlier, the Township has undertaken a Rate Study, dated March 16, 2021. The 2021 Rate Study process is designed to address “full cost” principles and reflect the guiding principles toward sustainable financial planning.

As a result of employing this process, the 2021 water budget and nine-year forecast (2022 to 2030), included in the 2021 Rate Study, provides the basis for a sound financial plan for the Township's water system by assessing:

- A detailed assessment of current and future capital needs including an analysis of potential funding sources;



- An analysis of operating costs in order to determine how they will be impacted by evolving infrastructure needs including the impacts from future growth;
- A review and recommendation on rates that ensure revenues are equitable and sufficient to meet system needs; and
- A public process that involved consultation with the main stakeholders including the Township's staff, Council, the general public (specifically the users of the system) and others with the aim of gaining input and collaboration on the sustainability of the water systems.



Chapter 3

Approach



3. Approach

3.1 Overview

The 2021 Rate Study (along with additional detailed information provided by Municipal Staff) has been used as a starting point to prepare the water financial plan. The Water forecast is prepared on a modified cash basis; therefore, a conversion is required in order to present a full accrual financial plan for the purposes of this report. The conversion process used will help to establish the structure of the financial plan along with the opening balances that will underpin the forecast. This chapter outlines the conversion process utilized and summarizes the adjustments made to prepare the water financial plan.

3.2 Conversion Process

The conversion from the existing modified cash basis found in the 2021 Rate Study to the full accrual reporting format required under O. Reg. 453/07 can be summarized in the following steps:

1. Calculate Tangible Capital Asset Balances
2. Convert Statement of Operations
3. Convert Statement of Financial Position
4. Convert Statement of Cash Flow and Net Assets/Debt
5. Verification and Note Preparation

3.2.1 Calculate Tangible Capital Asset Balances

In calculating tangible capital asset balances, existing and future purchased, developed, and/or contributed assets will need to be considered. For existing water assets, an inventory has already been compiled and summarized by the Township for the purposes of their annual PSAB 3150 compliance process. As required, for PSAB 3150 reporting purposes, the asset inventory listing included historical cost (which is the original cost to purchase, develop, or construct each asset) along with an estimated



useful life for each asset and any anticipated salvage value is recorded. The following calculations are made to determine net book value:

- Accumulated amortization up to the year prior to the first forecast year.
- Amortization expense on existing assets for each year of the forecast period.
- Acquisition of new assets for each year of the forecast period.
- Disposals and related gains or losses for each year of forecast period.

Future water capital needs have also been determined and summarized within the 2021 Rate Study. These estimates, however, only represent future assets that the Township anticipates purchasing or constructing without consideration for future assets that are contributed by developers and other parties (at no or partial cost to the Township). These contributed assets will form part of the infrastructure going forward in terms of the sustainability of the system and despite their non-monetary nature; future financial plans may need to be adjusted in order to properly account for these transactions. Once the sequence and total asset acquisition has been determined for the forecast period, annual amortization of these assets for each year is calculated in a similar manner as that used for existing assets.

Once the historical cost, accumulated amortization, and amortization expenses are calculated as described above, the total net book value of the tangible capital assets can be determined and recorded on the Statement of Financial Position.

3.2.2 Convert Statement of Operations

A wide range of adjustments will be considered, dependent on the size and complexity of the systems, in order to convert from the cash to full accrual basis (see Figure 3-1). For example, debt repayment costs relating to the principal payment portion only needs to be removed under the accrual basis, as they no longer qualify as an expense for reporting purposes. Principal payments are reported as a decrease in debt liability on the Statement of Financial Position. Transfers to and from reserves are removed as these transactions are represented by changes in cash and accumulated surplus. Finally, expenses relating to tangible capital assets, such as amortization, write-offs, and (gain)/loss on disposal of assets are reported on the Statement of Operations in order to capture the allocation of the cost of these assets to operating activities over their useful lives and therefore are added in under the accrual basis.



Table 3-1
Conversion Adjustments
Statement of Operations

Modified Cash Basis	Budget 2021	Adjustments		Full Accrual Budget 2021	Accrual Basis
		DR	CR		
Revenues					Revenues
Base Charge Revenue	1,578,050			1,578,050	Base Charge Revenue
Rate Based Revenue	138,283			138,283	Rate Based Revenue
Transfers from Reserves	-	-			
			12,500	12,500	Earned Development Charges and Gas Tax Revenue
Other Revenue	108,750		12,428	121,178	Other Revenue
Total Revenues	1,825,083			1,850,011	Total Revenues
Expenditures					Expenses
Operating	1,500,485	102,200		1,602,685	Operating Expenses
Capital					
Transfers to Reserves	80,525		80,525		
Debt Repayment (Principal & Interest)	244,073		107,419	136,654	Interest on Debt
		1,039,140		1,039,140	Amortization
Total Expenditures	1,825,083			2,778,479	Total Expenses
Net Expenditures	-			(928,468)	Annual Surplus/(Deficit)
Increase (decrease) in amounts to be recovered	-			18,906,160	Accumulated Surplus/(Deficit), beginning of year
Change in Fund Balances	-	-	928,468	17,977,692	Accumulated Surplus/(Deficit), end of year
TOTAL ADJUSTMENTS		1,141,340	1,141,340		

Note: The combined adjustments above should be balanced and net to \$0 (i.e. Total DR = Total CR)



3.2.3 Convert Statement of Financial Position

Once the Statement of Operations has been converted and the net book value of tangible capital assets has been recorded, balances for the remaining items on the Statement of Financial Position are determined and recorded (see Figure 3-2). The opening/actual balances for the remaining accounts such as accounts receivable, inventory, accounts payable, outstanding debt (principal only), are recorded and classified according to the structure of the Statement of Financial Position as outlined in PS1200.

It is acknowledged that some of the balances required on the Statement of Financial Position will be consolidated across the Township and as such, will be difficult to isolate the information that is relevant to water. An example of this is accounts receivable, which may be administered centrally by the Finance Department. Ontario Regulation 453/07 allows for the exclusion of these numbers if they are not known at the time of preparing the financial plan. Please refer to the Financial Plan Notes in Chapter 4 for more details.

3.2.4 Convert Statement of Cash Flow and Net Financial Assets/Debt

The Statement of Cash Flow summarizes how the Township financed its activities or in other words, how the costs of providing services were recovered. The statement is derived using comparative Statement of Financial Position, the current Statement of Operations and other available transaction data.

The Statement of Change in Net Financial Assets/Debt is a statement which reconciles the difference between the surplus or deficit from current operations and the change in net financial assets/debt for the year. This is significant, as net debt provides an indication of future revenue requirements. In order to complete the Statement of Net Financial Assets/Debt, information regarding any gains/losses on disposals of assets, asset write-downs, acquisition/use of supplies inventory, and the acquisition use of prepaid expenses is necessary, (if applicable). Although the Statement of Change in Net Financial Assets/Debt is not required under O. Reg. 453/07, it has been included in this report as a further indicator of financial viability.



Table 3-2
Conversion Adjustments
Statement of Financial Position

Modified Cash Basis	Budget 2021	Adjustments		Full Accrual Budget 2021	Accrual Basis
		DR	CR		
ASSETS					ASSETS
Financial Assets					Financial Assets
Cash	126,821			126,821	Cash
Accounts Receivable	416,611			416,611	Accounts Receivable
Long-term Accounts Receivable	538,836			538,836	Long-term Accounts Receivable
Total Financial Assets	1,082,268			1,082,268	Total Financial Assets
LIABILITIES					Liabilities
Accounts Payable & Accrued Liabilities	228,368			228,368	Accounts Payable & Accrued Liabilities
Gross Long-term Liabilities	2,507,225			2,507,225	Debt (Principal only)
Total Liabilities	2,735,593			2,735,593	Total Liabilities
Net Assets/(Debt)	(1,653,325)			(1,653,325)	Net Financial Assets/(Debt)
		19,733,217	102,200	19,631,017	Non-Financial Assets
				19,631,017	Tangible Capital Assets
					Total Non-Financial Assets
Municipal Position					
Water Reserves	853,900	853,900	-		
Development Charge Reserve Fund	(538,836)	-	538,836		
Amounts to be Recovered	(1,968,389)	-	1,968,389		
Total Municipal Position	(1,653,325)		17,977,692	17,977,692	Accumulated Surplus/(Deficit), end of year
TOTAL ADJUSTMENTS		20,587,117	20,587,117		

Note: The combined adjustments above should be balanced and net to \$0 (i.e. Total DR = Total CR)



3.2.5 Verification and Note Preparation

The final step in the conversion process is to ensure that all the statements created by the previous steps are in balance. The Statement of Financial Position summarizes the resources and obligations of the Township at a set point in time. The Statement of Operations summarizes how these resources and obligations changed over the reporting period. To this end, the accumulated surplus/deficit reported on the Statement of Financial Position should equal the accumulated surplus/deficit reported on the Statement of Operations.

The Statement of Change in Net Financial Assets/Debt and the Statement of Financial Position are also linked in terms of reporting on net financial assets/debt. On the Statement of Financial Position, net financial assets/debt is equal to the difference between financial assets and liabilities and should equal net financial assets/debt as calculated on the Statement of Net Financial Assets/Debt.

While not part of the financial plan, the accompanying notes are important to summarize the assumptions and estimates made in preparing the financial plan. Some of the significant assumptions that need to be addressed within the financial plan are as follows:

- a) Opening cash balances – Opening cash balances are necessary to complete the Statement of Cash Flows and balance the Statement of Financial Position. Preferably, opening cash balances should be derived from actual information contained within the Township’s ledgers. It may not be possible, however, to extract this information from the ledgers for water alone; therefore, a reasonable proxy will be needed. One approach is to assume that opening cash balances equal ending reserve and reserve fund balances from the previous year adjusted for accrual-based transactions reflected by accounts receivable/payable balances. The following equation outlines this approach:

$$\begin{array}{l} \text{Ending Reserve/Reserve Fund Balance} \\ \text{Plus: Ending Accounts Payable Balance} \\ \text{Less: Ending Accounts Receivable Balance} \\ \text{Equals: Approximate Ending Cash Balance} \end{array}$$



- b) Amortization Expense – The method and timing of amortization should be based on the Township’s amortization policy.
- c) Accumulated Amortization – Will be based on the culmination of accumulated amortization expenses throughout the life of each asset however derived, along with information on construction/acquisition date and useful life obtained from the capital asset listing provided.
- d) Contributed Assets – As noted earlier, contributed assets could represent a significant part of the Township’s infrastructure acquisitions. As such, a reasonable estimate of value and timing of acquisition/donation may be required in order to adequately capture these assets. In the case where contributed assets are deemed to be insignificant or unknown, an assumption of “no contributed assets within the forecast period” will be made.
- e) Accumulated Surplus – The magnitude of the surplus in this area may precipitate the need for additional explanation especially in the first year of reporting. This Accumulated Surplus captures the historical infrastructure investment which has not been reported in the past but has accumulated to significant levels. It also includes all water reserve and reserve fund balances.
- f) Other Revenues – Will represent the recognition of revenues previously deferred (i.e. development charge revenues) and/or accrued revenues (developer contributions), and/or other minor miscellaneous revenues.



Chapter 4

Financial Plan



4. Financial Plan

4.1 Introduction

The following tables provide the complete financial plan for the Township's water systems. A brief description and analysis of each table is provided below. It is important to note that the financial plan that follows is a forward look at the financial position of the Township's water systems. It is not an audited document¹ and it contains various estimates as detailed in the "Notes to the Financial Plan" section below.

4.2 Water Financial Plan

4.2.1 *Statement of Financial Position (Table 4-1)*

The Statement of Financial Position provides information that describes the assets, liabilities, and accumulated surplus of the Township's water systems. The first important indicator is net financial assets/(debt), which is defined as the difference between financial assets and liabilities. This indicator provides an indication of the system's "future revenue requirement." A net financial asset position is where financial assets are greater than liabilities and implies that the system has the resources to finance future operations. Conversely, a net debt position implies that the future revenues generated by the system will be needed to finance past transactions, as well as future operations. Table 4-1 indicates that in 2021, the Township's water system was in a net financial debt position of \$1,653,325. The financial plan forecasts a net financial debt position for each year of the forecast period, increasing to a net financial debt position of \$3.43 million by 2030.

Another important indicator on the Statement of Financial Position is the tangible capital asset balance under section PS3150. As noted earlier, providing this information is a requirement for municipalities as part of PS3150 compliance and is significant from a financial planning perspective for the following reasons:

- Tangible capital assets such as watermains and treatment facilities are imperative to water service delivery.

¹ O. Reg. 453/07 does not require an audited financial plan.



- These assets represent significant economic resources in terms of their historical and replacement costs. Therefore, ongoing capital asset management is essential to managing significant replacements and repairs.
- The annual maintenance required by these assets has an enduring impact on water operational budgets.

In general terms, an increase in the tangible capital asset balance indicates that assets may have been acquired either through purchase by the municipality or donation/contribution by a third party. A decrease in the tangible capital asset balance can indicate a disposal, write down, or use of assets. A use of assets is usually represented by an increase in accumulated amortization due to annual amortization expenses arising as a result of allocating the cost of the asset to operations over the asset's useful life. Table 4-1 shows tangible capital assets net book value is expected to decrease over the forecast period by \$1,136,569. This indicates that the Township continues to write down and continue to use the existing assets over the forecast period.

4.2.2 Statement of Operations (Table 4-2)

The Statement of Operations summarizes the revenues and expenses generated by the water system for a given period. The annual surplus/deficit measures whether the revenues generated were sufficient to cover the expenses incurred and in turn, whether net financial assets have been maintained or depleted. Table 4-2 illustrates the ratio of expenses to revenues decreasing over the forecast period from 150% in 2021 to 91% by 2030. As a result, annual surplus/deficit increases from a deficit of \$928,467 to a surplus of \$339,564 by 2030. This is due to a general increasing trend in revenues and development charge revenues. It is important to note that an annual surplus is beneficial to ensure funding is available to non-expense costs such as tangible capital asset acquisitions and reserve/reserve fund transfers.

Another important indicator on this statement is accumulated surplus/deficit. An accumulated surplus indicates that the available net resources are sufficient to provide future capital water services. An accumulated deficit indicates that resources are insufficient to provide future services and that borrowing, or rate increases are required to finance annual deficits. From Table 4-2, the financial plan proposes to decrease by approximately \$3.51 million from a 2021 accumulated surplus of \$18.9 million over the forecast period to \$15.4 million by the end of 2030. The accumulated surplus, as



indicated in Table 4-2, is predominantly made up of reserve and reserve fund balances as well as historical investments in tangible capital assets by the municipality.

4.2.3 Statement of Change in Net Financial Assets/Debt (Table 4-3)

The Statement of Change in Net Financial Assets/Debt indicates whether revenue generated was sufficient to cover operating and non-financial asset costs (i.e. inventory supplies, prepaid expenses, tangible capital assets, etc.) and in so doing, explains the difference between the annual surplus/deficit and the change in net financial assets/debt for the period. Table 4-3 indicates that throughout the forecast (except in 2026), forecasted tangible capital asset acquisitions (net of amortization for the year) exceeds the forecasted annual surplus, resulting in decreases in the net financial asset balance. Therefore, an overall decrease to net financial assets is anticipated over the forecast period to 2030. This is a result of more significant capital asset acquisitions forecasted allowing for a long-term plan of funding capital through accumulated surplus (i.e. reserves and reserve funds). This is also evidenced by the ratio of cumulative annual surplus before amortization to cumulative tangible capital asset acquisitions increasing from 0.16 to 0.74 over the forecast period.¹

4.2.4 Statement of Cash Flow (Table 4-4)

The Statement of Cash Flow summarizes how water systems are expected to generate and use cash resources during the forecast period. The transactions that provide/use cash are classified as operating, capital, investing, and financing activities as shown in Table 4-4. This statement focuses on the cash aspect of these transactions and thus is the link between cash-based and accrual-based reporting. Table 4-4 indicates that cash from operations will be used to fund capital transactions (i.e. tangible capital asset acquisitions) and build internal reserves and reserve funds over the forecast period. The financial plan projects the cash position of the Township's water systems to improve from a balance of \$885,078 at the beginning of 2021, to just over \$1.2 million by the end of 2030. For further discussions, on projected cash balances please refer to the Notes to the Financial Plan.

¹ A desirable ratio is 1:1 or better.



Table 4-1
Statement of Financial Position: Water Services
UNAUDITED: For Financial Planning Purposes Only
2021-2030

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Financial Assets											
Cash	1	126,821	-	-	-	58,079	299,419	659,461	654,063	993,776	1,207,298
Accounts Receivable	1	416,611	449,339	485,024	521,312	555,476	589,734	625,294	675,588	750,924	820,680
Long-term Accounts Receivable	2	538,836	484,992	442,508	391,294	352,103	296,672	253,682	322,760	495,296	834,735
Total Financial Assets		1,082,268	934,331	927,532	912,606	965,658	1,185,825	1,538,437	1,652,411	2,239,996	2,862,713
Liabilities											
Bank Indebtedness		-	131,984	376,870	146,685	-	-	-	-	-	-
Accounts Payable & Accrued Liabilities	1	228,368	233,184	238,088	247,529	252,723	258,042	263,455	268,915	274,472	280,152
Debt (Principal only)	2	2,507,225	2,394,059	2,274,839	2,149,241	2,016,924	1,877,529	2,473,676	4,442,016	6,369,062	6,012,769
Deferred Revenue	3	-	-	-	-	-	-	-	-	-	-
Total Liabilities		2,735,593	2,759,227	2,889,797	2,543,455	2,269,647	2,135,571	2,737,131	4,710,931	6,643,534	6,292,921
Net Financial Assets/(Debt)		(1,653,325)	(1,824,896)	(1,962,265)	(1,630,849)	(1,303,989)	(949,746)	(1,198,694)	(3,058,520)	(4,403,538)	(3,430,208)
Non-Financial Assets											
Tangible Capital Assets	4	19,631,017	18,995,057	18,434,336	17,525,762	16,752,246	16,047,034	16,081,785	17,933,736	19,459,854	18,826,088
Total Non-Financial Assets		19,631,017	18,995,057	18,434,336	17,525,762	16,752,246	16,047,034	16,081,785	17,933,736	19,459,854	18,826,088
Accumulated Surplus/(Deficit)	5	17,977,692	17,170,161	16,472,071	15,894,913	15,448,257	15,097,288	14,883,091	14,875,216	15,056,316	15,395,880
Financial Indicators											
	Total Change	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1) Increase/(Decrease) in Net Financial Assets	(2,373,710)	(596,827)	(171,571)	(137,369)	331,416	326,860	354,243	(248,948)	(1,859,826)	(1,345,018)	973,330
2) Increase/(Decrease) in Tangible Capital Assets	(1,136,569)	(331,640)	(635,960)	(560,721)	(908,574)	(773,516)	(705,212)	34,751	1,851,951	1,526,118	(633,766)
3) Increase/(Decrease) in Accumulated Surplus	(3,510,279)	(928,467)	(807,531)	(698,090)	(577,158)	(446,656)	(350,969)	(214,197)	(7,875)	181,100	339,564



Table 4-2
Statement of Operations: Water Services
UNAUDITED: For Financial Planning Purposes Only
2021-2030

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Water Revenue											
Base Charge Revenue		1,578,050	1,716,605	1,867,948	2,021,717	2,166,023	2,310,528	2,460,573	2,620,279	2,786,093	2,924,085
Rate Based Revenue		138,283	143,107	148,091	153,290	158,650	164,224	169,959	175,909	182,072	188,451
Earned Development Charges Revenue	3	12,500	-	-	-	-	-	-	126,504	212,725	373,942
Other Revenue	6	121,179	115,751	111,799	116,266	120,453	125,627	131,768	133,464	144,347	156,309
Total Revenues		1,850,012	1,975,463	2,127,838	2,291,273	2,445,126	2,600,379	2,762,300	3,056,156	3,325,237	3,642,787
Water Expenses											
Operating Expenses	Sch. 4-1	1,602,685	1,599,127	1,647,354	1,727,382	1,778,510	1,876,458	1,899,028	1,948,898	1,885,411	1,947,735
Interest on Debt	2	136,654	130,907	124,853	118,475	111,756	104,678	97,220	119,084	192,844	261,722
Amortization	4	1,039,140	1,052,960	1,053,721	1,022,574	1,001,516	970,212	980,249	996,049	1,065,882	1,093,766
Loss on Disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Total Expenses		2,778,479	2,782,994	2,825,928	2,868,431	2,891,782	2,951,348	2,976,497	3,064,031	3,144,137	3,303,223
Annual Surplus/(Deficit)		(928,467)	(807,531)	(698,090)	(577,158)	(446,656)	(350,969)	(214,197)	(7,875)	181,100	339,564
Accumulated Surplus/(Deficit), beginning of year	5	18,906,159	17,977,692	17,170,161	16,472,071	15,894,913	15,448,257	15,097,288	14,883,091	14,875,216	15,056,316
Accumulated Surplus/(Deficit), end of year		17,977,692	17,170,161	16,472,071	15,894,913	15,448,257	15,097,288	14,883,091	14,875,216	15,056,316	15,395,880
Note 5:											
Accumulated Surplus/(Deficit) Reconciliation:											
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Reserve Balances											
Reserves: Development Charges		(538,836)	(484,992)	(442,508)	(391,294)	(352,103)	(296,672)	(253,682)	(322,760)	(495,296)	(834,735)
Reserves: Gas Tax		-	-	-	-	-	-	-	-	-	-
Reserves: Capital/Other		853,900	569,163	312,574	518,392	712,935	927,783	1,274,982	1,383,496	1,965,524	2,582,561
Total Reserves Balance		315,064	84,171	(129,934)	127,098	360,832	631,111	1,021,300	1,060,736	1,470,228	1,747,826
Less: Debt Obligations and Deferred Revenue		(2,507,225)	(2,394,059)	(2,274,839)	(2,149,241)	(2,016,924)	(1,877,529)	(2,473,676)	(4,442,016)	(6,369,062)	(6,012,769)
Add: Long-term Accounts Receivable		538,836	484,992	442,508	391,294	352,103	296,672	253,682	322,760	495,296	834,735
Add: Tangible Capital Assets	4	19,631,017	18,995,057	18,434,336	17,525,762	16,752,246	16,047,034	16,081,785	17,933,736	19,459,854	18,826,088
Total Ending Balance		17,977,692	17,170,161	16,472,071	15,894,913	15,448,257	15,097,288	14,883,091	14,875,216	15,056,316	15,395,880
Financial Indicators											
	Total Change	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1) Expense to Revenue Ratio		150%	141%	133%	125%	118%	113%	108%	100%	95%	91%
2) Increase/(Decrease) in Accumulated Surplus	(3,510,279)	(928,467)	(807,531)	(698,090)	(577,158)	(446,656)	(350,969)	(214,197)	(7,875)	181,100	339,564



Schedule 4-1
Statement of Operating Expenses: Water Services
UNAUDITED: For Financial Planning Purposes Only
2021-2030

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Operating Expenses											
Washago											
G-410-431-1110 REGULAR SALARIES & WAGES		62,400	63,600	64,900	66,200	67,500	68,900	70,300	71,700	73,100	74,600
G-410-431-1120 PART-TIME SALARIES & WAGES		2,800	2,900	3,000	-	-	-	-	-	-	-
G-410-431-1130 OVERTIME-SHIFT-RECAL ETC.		5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900	6,000	6,100
G-410-431-1140 LOST TIME : SICK VACN ETC		6,200	6,300	6,400	6,500	6,600	6,700	6,800	6,900	7,000	7,100
G-410-431-1141 ON CALL		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-431-1155 NON TAXABLE - MEALS / UNIFORM PAY		250	260	270	280	290	300	310	320	330	340
G-410-431-1161 EMPLOYER HEALTH TAX		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
G-410-431-1162 C.P.P.		2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600
G-410-431-1163 E.I.		900	920	940	960	980	1,000	1,020	1,040	1,060	1,080
G-410-431-1164 O.M.E.R.S.		8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000
G-410-431-1165 GROUP LIFE INSURANCE		8,900	9,100	9,300	9,500	9,700	9,900	10,100	10,300	10,500	10,700
G-410-431-1167 WORKPLACE SAFETY INSURANCE		2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
G-410-431-2220 BUILDING & PROPERTY MAINT		6,000	6,100	6,200	6,300	6,400	6,500	6,600	6,700	6,800	6,900
G-410-431-2418 SULPHATE		750	790	830	870	910	960	1,010	1,060	1,110	1,170
G-410-431-2419 CHEMICALS		15,000	15,800	16,600	17,400	18,300	19,200	20,200	21,200	22,300	23,400
G-410-431-2610 OFFICE SUPPLIES		500	510	520	530	540	550	560	570	580	590
G-410-431-2810 HYDRO		21,000	21,400	21,800	22,200	22,600	23,100	23,600	24,100	24,600	25,100
G-410-431-2835 PROPANE		1,000	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900
G-410-431-2900 SAFETY EQUIPMENT		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-431-2910 UNIFORMS		360	370	380	390	400	410	420	430	440	450
G-410-431-3110 MILEAGE		100	102	104	106	108	110	112	114	116	118
G-410-431-3140 MEMBERSHIPS		500	510	520	530	540	550	560	570	580	590
G-410-431-3150 TRAINING COURSE EXPENSES		1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
G-410-431-3205 JOINT HEALTH & SAFETY		100	102	104	106	108	110	112	114	116	118
G-410-431-3220 TELEPHONE		3,800	3,900	4,000	4,100	4,200	4,300	4,400	4,500	4,600	4,700
G-410-431-3230 ADVERTISING		100	102	104	106	108	110	112	114	116	118
G-410-431-3360 CONSULTANTS		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-431-3392 M.O.E. TESTING		8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800
G-410-431-3420 EQUIPMENT REPAIR & MAINTENANCE		40,000	40,800	41,600	42,400	43,200	44,100	45,000	45,900	46,800	47,700
G-410-431-3579 SOURCE WATER PROTECTION		3,150	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000
G-410-431-3910 INSURANCE PREMIUMS		7,930	8,100	8,300	8,500	8,700	8,900	9,100	9,300	9,500	9,700
G-410-431-3995 PIL - SEVERN PORTION		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-431-7970 INTERNAL DEPT EXPENDITURE TRSF		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-431-7981 TOWNSHIP VEHICLE RENTAL		15,000	15,300	15,600	15,900	16,200	16,500	16,800	17,100	17,400	17,700
Bass Lake											
G-410-432-1110 REGULAR SALARIES & WAGES		62,400	63,600	64,900	66,200	67,500	68,900	70,300	71,700	73,100	74,600
G-410-432-1120 PART-TIME SALARIES & WAGES		2,800	2,900	3,000	-	-	-	-	-	-	-
G-410-432-1130 OVERTIME-SHIFT-RECAL ETC.		3,900	4,000	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800
G-410-432-1140 LOST TIME : SICK VACN ETC		3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400
G-410-432-1141 ON CALL		600	610	620	630	640	650	660	670	680	690
G-410-432-1155 NON TAXABLE - MEALS / UNIFORM PAY		150	153	156	159	162	165	168	171	174	177



Schedule 4-1 Continued
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	Notes	Forecast										
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
G-410-432-1161 EMPLOYER HEALTH TAX		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
G-410-432-1162 C.P.P.		2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700
G-410-432-1163 E.I.		900	920	940	960	980	1,000	1,020	1,040	1,060	1,080	1,100
G-410-432-1164 O.M.E.R.S.		8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000	10,200
G-410-432-1165 GROUP LIFE INSURANCE		8,900	9,100	9,300	9,500	9,700	9,900	10,100	10,300	10,500	10,700	10,900
G-410-432-1167 WORKPLACE SAFETY INSURANCE		2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
G-410-432-2220 BUILDING & PROPERTY MAINT		6,000	6,100	6,200	6,300	6,400	6,500	6,600	6,700	6,800	6,900	7,000
G-410-432-2419 CHEMICALS		1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900	2,000	2,100
G-410-432-2610 OFFICE SUPPLIES		300	310	320	330	340	350	360	370	380	390	400
G-410-432-2810 HYDRO		10,000	10,200	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800	12,000
G-410-432-2835 PROPANE		1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900	2,000	2,100
G-410-432-2900 SAFETY EQUIPMENT		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-432-2910 UNIFORMS		200	204	208	212	216	220	224	228	233	238	243
G-410-432-3110 MILEAGE		100	102	104	106	108	110	112	114	116	118	120
G-410-432-3140 MEMBERSHIPS		350	360	370	380	390	400	410	420	430	440	450
G-410-432-3150 TRAINING COURSE EXPENSES		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
G-410-432-3205 JOINT HEALTH & SAFETY		100	100	100	100	100	100	100	100	100	100	100
G-410-432-3220 TELEPHONE		2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
G-410-432-3230 ADVERTISING		50	51	52	53	54	55	56	57	58	59	60
G-410-432-3360 CONSULTANTS		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-432-3392 M.O.E. TESTING		6,000	6,100	6,200	6,300	6,400	6,500	6,600	6,700	6,800	6,900	7,000
G-410-432-3420 EQUIPMENT REPAIR & MAINTENANCE		27,900	28,500	29,100	29,700	30,300	30,900	31,500	32,100	32,700	33,300	33,900
G-410-432-3579 SOURCE WATER PROTECTION		630	640	650	660	670	680	690	700	710	720	730
G-410-432-3910 INSURANCE PREMIUMS		6,500	6,600	6,700	6,800	6,900	7,000	7,100	7,200	7,300	7,400	7,500
G-410-432-3995 PIL - SEVERN PORTION		900	920	940	960	980	1,000	1,020	1,040	1,060	1,080	1,100
G-410-432-7970 INTERNAL DEPT EXPENDITURE TRSF		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-432-7981 TOWNSHIP VEHICLE RENTAL		10,000	10,200	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800	12,000
Severn Estates												
G-410-434-1110 REGULAR SALARIES & WAGES		31,200	31,800	32,400	33,000	33,700	34,400	35,100	35,800	36,500	37,200	37,900
G-410-434-1120 PART-TIME SALARIES & WAGES		1,400	1,400	1,400	-	-	-	-	-	-	-	-
G-410-434-1130 OVERTIME-SHIFT-RECAL ETC.		3,250	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200
G-410-434-1140 LOST TIME : SICK VACN ETC		800	820	840	860	880	900	920	940	960	980	1,000
G-410-434-1141 ON CALL		100	100	100	100	100	100	100	100	100	100	100
G-410-434-1155 NON TAXABLE - MEALS / UNIFORM PAY		50	51	52	53	54	55	56	57	58	59	60
G-410-434-1161 EMPLOYER HEALTH TAX		700	710	720	730	740	750	770	790	810	830	850
G-410-434-1162 C.P.P.		1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
G-410-434-1163 E.I.		500	510	520	530	540	550	560	570	580	590	600
G-410-434-1164 O.M.E.R.S.		4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900	5,000	5,100
G-410-434-1165 GROUP LIFE INSURANCE		4,500	4,600	4,700	4,800	4,900	5,000	5,100	5,200	5,300	5,400	5,500
G-410-434-1167 WORKPLACE SAFETY INSURANCE		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
G-410-434-2220 BUILDING & PROPERTY MAINT		2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	3,500
G-410-434-2419 CHEMICALS		500	530	560	590	620	650	680	710	750	790	830
G-410-434-2610 OFFICE SUPPLIES		300	310	320	330	340	350	360	370	380	390	400



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	Notes	Forecast										
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
G-410-434-2810 HYDRO		2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	
G-410-434-2835 HEAT-PROPANE		500	530	560	590	620	650	680	710	750	790	
G-410-434-2900 SAFETY EQUIPMENT		500	510	520	530	540	550	560	570	580	590	
G-410-434-2910 UNIFORMS		40	41	42	43	44	45	46	47	48	49	
G-410-434-3110 MILEAGE		100	102	104	106	108	110	112	114	116	118	
G-410-434-3140 MEMBERSHIPS		300	310	320	330	340	350	360	370	380	390	
G-410-434-3150 TRAINING COURSE EXPENSES		600	610	620	630	640	650	660	670	680	690	
G-410-434-3205 JOINT HEALTH & SAFETY		100	102	104	106	108	110	112	114	116	118	
G-410-434-3220 TELEPHONE		1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	
G-410-434-3230 ADVERTISING		100	102	104	106	108	110	112	114	116	118	
G-410-434-3360 CONSULTANTS		500	510	520	530	540	550	560	570	580	590	
G-410-434-3392 M.O.E. TESTING		7,000	7,100	7,200	7,300	7,400	7,500	7,700	7,900	8,100	8,300	
G-410-434-3420 EQUIPMENT REPAIR & MAINTENANCE		29,200	29,800	30,400	31,000	31,600	32,200	32,800	33,500	34,200	34,900	
G-410-434-3579 SOURCE WATER PROTECTION		420	430	440	450	460	470	480	490	500	510	
G-410-434-3910 INSURANCE PREMIUMS		5,720	5,800	5,900	6,000	6,100	6,200	6,300	6,400	6,500	6,600	
G-410-434-3995 PIL - SEVERN PORTION		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	
G-410-434-7970 INTERNAL DEPT EXPENDITURE TRSF		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
G-410-434-7981 TOWNSHIP VEHICLE RENTAL		10,000	10,200	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800	
Sandcastle Estates												
G-410-435-1110 REGULAR SALARIES & WAGES		37,440	38,200	39,000	39,800	40,600	41,400	42,200	43,000	43,900	44,800	
G-410-435-1120 PART-TIME SALARIES & WAGES		1,680	1,700	1,700	-	-	-	-	-	-	-	
G-410-435-1130 OVERTIME-SHIFT-RECAL ETC.		5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900	6,000	6,100	
G-410-435-1140 LOST TIME : SICK VACN ETC		3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400	
G-410-435-1141 ON CALL		600	610	620	630	640	650	660	670	680	690	
G-410-435-1155 NON TAXABLE - MEALS / UNIFORM PAY		150	153	156	159	162	165	168	171	174	177	
G-410-435-1161 EMPLOYER HEALTH TAX		900	920	940	960	980	1,000	1,020	1,040	1,060	1,080	
G-410-435-1162 C.P.P.		1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	
G-410-435-1163 E.I.		500	510	520	530	540	550	560	570	580	590	
G-410-435-1164 O.M.E.R.S.		4,900	5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	
G-410-435-1165 GROUP LIFE INSURANCE		5,400	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200	6,300	
G-410-435-1167 WORKPLACE SAFETY INSURANCE		1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	
G-410-435-2220 BUILDING & PROPERTY MAINT		5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900	
G-410-435-2418 SULPHATE		500	510	520	530	540	550	560	570	580	590	
G-410-435-2419 CHEMICALS		2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	
G-410-435-2610 OFFICE SUPPLIES		300	310	320	330	340	350	360	370	380	390	
G-410-435-2810 HYDRO		9,000	9,200	9,400	9,600	9,800	10,000	10,200	10,400	10,600	10,800	
G-410-435-2835 PROPANE		600	630	660	690	720	760	800	840	880	920	
G-410-435-2900 SAFETY EQUIPMENT		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
G-410-435-2910 UNIFORMS		200	204	208	212	216	220	224	228	233	238	
G-410-435-3110 MILEAGE		100	102	104	106	108	110	112	114	116	118	
G-410-435-3140 MEMBERSHIPS		350	360	370	380	390	400	410	420	430	440	
G-410-435-3150 TRAINING COURSE EXPENSES		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	
G-410-435-3205 JOINT HEALTH & SAFETY		100	102	104	106	108	110	112	114	116	118	
G-410-435-3220 TELEPHONE		2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	



Schedule 4-1 Continued
Statement of Operating Expenses: Water Services
UNAUDITED: For Financial Planning Purposes Only
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	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G-410-435-3230 ADVERTISING		100	102	104	106	108	110	112	114	116	118
G-410-435-3360 CONSULTANTS		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-435-3392 M.O.E. TESTING		4,500	4,600	4,700	4,800	4,900	5,000	5,100	5,200	5,300	5,400
G-410-435-3420 EQUIPMENT REPAIR & MAINTENANCE		35,900	36,600	37,300	38,000	38,800	39,600	40,400	41,200	42,000	42,800
G-410-435-3579 SOURCE WATER PROTECTION		1,050	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
G-410-435-3910 INSURANCE PREMIUMS		7,280	7,400	7,500	7,700	7,900	8,100	8,300	8,500	8,700	8,900
G-410-435-3995 PIL - SEVERN PORTION		400	410	420	430	440	450	460	470	480	490
G-410-435-7970 INTERNAL DEPT EXPENDITURE TRSF		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-435-7981 TOWNSHIP VEHICLE RENTAL		10,000	10,200	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800
Coldwater											
G-410-437-1110 REGULAR SALARIES & WAGES		93,600	95,500	97,400	99,300	101,300	103,300	105,400	107,500	109,700	111,900
G-410-437-1120 PART-TIME SALARIES & WAGES		4,200	4,300	4,400	-	-	-	-	-	-	-
G-410-437-1130 OVERTIME-SHIFT-RECAL ETC.		8,450	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000	10,200
G-410-437-1140 LOST TIME : SICK VACN ETC		10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800	12,000	12,200
G-410-437-1141 ON CALL		1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
G-410-437-1155 NON TAXABLE - MEALS / UNIFORM PAY		450	460	470	480	490	500	510	520	530	540
G-410-437-1161 EMPLOYER HEALTH TAX		2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
G-410-437-1162 C.P.P.		4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900	5,000
G-410-437-1163 E.I.		1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
G-410-437-1164 O.M.E.R.S.		12,300	12,500	12,800	13,100	13,400	13,700	14,000	14,300	14,600	14,900
G-410-437-1165 GROUP LIFE INSURANCE		13,400	13,700	14,000	14,300	14,600	14,900	15,200	15,500	15,800	16,100
G-410-437-1167 WORKPLACE SAFETY INSURANCE		3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400	4,500
G-410-437-2220 BUILDING & PROPERTY MAINT		5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900
G-410-437-2310 FUEL - DIESEL		500	530	560	590	620	650	680	710	750	790
G-410-437-2416 SOFTENER SALT		3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
G-410-437-2419 CHEMICALS		3,520	3,700	3,900	4,100	4,300	4,500	4,700	4,900	5,100	5,400
G-410-437-2610 OFFICE SUPPLIES		500	510	520	530	540	550	560	570	580	590
G-410-437-2810 HYDRO		50,000	51,000	52,000	53,000	54,100	55,200	56,300	57,400	58,500	59,700
G-410-437-2900 SAFETY EQUIPMENT		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-437-2910 UNIFORMS		600	610	620	630	640	650	660	670	680	690
G-410-437-3110 MILEAGE		200	204	208	212	216	220	224	228	233	238
G-410-437-3140 MEMBERSHIPS		800	820	840	860	880	900	920	940	960	980
G-410-437-3150 TRAINING COURSE EXPENSES		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
G-410-437-3205 JOINT HEALTH & SAFETY		100	102	104	106	108	110	112	114	116	118
G-410-437-3220 TELEPHONE		4,800	4,900	5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700
G-410-437-3230 ADVERTISING		150	150	150	150	150	150	150	150	150	150
G-410-437-3360 CONSULTANTS		3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
G-410-437-3392 M.O.E. TESTING		7,000	7,100	7,200	7,300	7,400	7,500	7,700	7,900	8,100	8,300
G-410-437-3420 EQUIPMENT REPAIR & MAINTENANCE		40,700	41,500	42,300	43,100	44,000	44,900	45,800	46,700	47,600	48,600
G-410-437-3579 SOURCE WATER PROTECTION		5,250	5,400	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200
G-410-437-3910 INSURANCE PREMIUMS		9,490	9,700	9,900	10,100	10,300	10,500	10,700	10,900	11,100	11,300
G-410-437-3995 PIL - SEVERN PORTION		4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900	5,000
G-410-437-7970 INTERNAL DEPT EXPENDITURE TRSF		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-437-7981 TOWNSHIP VEHICLE RENTAL		22,000	22,400	22,800	23,300	23,800	24,300	24,800	25,300	25,800	26,300



Schedule 4-1 Continued
Statement of Operating Expenses: Water Services
UNAUDITED: For Financial Planning Purposes Only
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	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Westshore											
G-410-439-1110 REGULAR SALARIES & WAGES		124,800	127,300	129,800	132,400	135,000	137,700	140,500	143,300	146,200	149,100
G-410-439-1120 PART-TIME SALARIES & WAGES		5,600	5,700	5,800	-	-	-	-	-	-	-
G-410-439-1130 OVERTIME-SHIFT-RECAL ETC.		14,300	14,600	14,900	15,200	15,500	15,800	16,100	16,400	16,700	17,000
G-410-439-1140 LOST TIME : SICK VACN ETC		17,400	17,700	18,100	18,500	18,900	19,300	19,700	20,100	20,500	20,900
G-410-439-1141 ON CALL		2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800
G-410-439-1155 NON TAXABLE - MEALS / UNIFORM PAY		750	765	780	796	812	828	845	862	879	897
G-410-439-1161 EMPLOYER HEALTH TAX		3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
G-410-439-1162 C.P.P.		5,400	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200	6,300
G-410-439-1163 E.I.		1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
G-410-439-1164 O.M.E.R.S.		16,400	16,700	17,000	17,300	17,600	18,000	18,400	18,800	19,200	19,600
G-410-439-1165 GROUP LIFE INSURANCE		17,900	18,300	18,700	19,100	19,500	19,900	20,300	20,700	21,100	21,500
G-410-439-1167 WORKPLACE SAFETY INSURANCE		4,700	4,800	4,900	5,000	5,100	5,200	5,300	5,400	5,500	5,600
G-410-439-2220 BUILDING & PROPERTY MAINT		10,000	10,200	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800
G-410-439-2310 FUEL - DIESEL		500	530	560	590	620	650	680	710	750	790
G-410-439-2418 SULPHATE		6,500	6,800	7,100	7,500	7,900	8,300	8,700	9,100	9,600	10,100
G-410-439-2419 CHEMICALS		13,275	13,900	14,600	15,300	16,100	16,900	17,700	18,600	19,500	20,500
G-410-439-2610 OFFICE SUPPLIES		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-439-2810 HYDRO		70,000	71,400	72,800	74,300	75,800	77,300	78,800	80,400	82,000	83,600
G-410-439-2830 HEAT - NATURAL GAS		7,600	7,800	8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400
G-410-439-2900 SAFETY EQUIPMENT		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-439-2910 UNIFORMS		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-439-3110 MILEAGE		250	260	270	280	290	300	310	320	330	340
G-410-439-3140 MEMBERSHIPS		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
G-410-439-3150 TRAINING COURSE EXPENSES		3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400
G-410-439-3205 JOINT HEALTH & SAFETY		100	102	104	106	108	110	112	114	116	118
G-410-439-3220 TELEPHONE		3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200
G-410-439-3230 ADVERTISING		250	260	270	280	290	300	310	320	330	340
G-410-439-3360 CONSULTANTS		5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900
G-410-439-3392 M.O.E. TESTING		7,200	7,300	7,400	7,500	7,700	7,900	8,100	8,300	8,500	8,700
G-410-439-3420 EQUIPMENT REPAIR & MAINTENANCE		63,000	64,300	65,600	66,900	68,200	69,600	71,000	72,400	73,800	75,300
G-410-439-3579 SOURCE WATER PROTECTION		10,500	10,700	10,900	11,100	11,300	11,500	11,700	11,900	12,100	12,300
G-410-439-3910 INSURANCE PREMIUMS		3,770	3,800	3,900	4,000	4,100	4,200	4,300	4,400	4,500	4,600
G-410-439-3995 PIL - SEVERN PORTION		3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100
G-410-439-7970 INTERNAL DEPT EXPENDITURE TRSF		7,000	7,100	7,200	7,300	7,400	7,500	7,700	7,900	8,100	8,300
G-410-439-7981 TOWNSHIP VEHICLE RENTAL		40,000	40,800	41,600	42,400	43,200	44,100	45,000	45,900	46,800	47,700
-		-	-	-	-	-	-	-	-	-	-
Additional Staff Salaries & Benefits		-	-	-	49,000	50,000	51,000	52,000	53,000	54,100	55,200
-		-	-	-	-	-	-	-	-	-	-
2010 GMC SIERRA 1/2 TON											
G-410-U01-2311 FUEL - GASOLINE		1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
G-410-U01-2312 PARTS		500	500	500	500	500	500	500	500	500	500
G-410-U01-2340 LICENSES		75	77	79	81	83	85	87	89	91	93
G-410-U01-3420 EQUIPMENT REPAIR & MAINTENANCE		250	260	270	280	290	300	310	320	330	340
G-410-U01-3910 INSURANCE PREMIUMS		325	330	340	350	360	370	380	390	400	410



Schedule 4-1 Continued
Statement of Operating Expenses: Water Services
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	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
2011 CHEV 1/2 TON TRUCK											
G-410-U02-2311 FUEL - GASOLINE		1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
G-410-U02-2312 PARTS		1,250	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
G-410-U02-2340 LICENSES		75	77	79	81	83	85	87	89	91	93
G-410-U02-3420 EQUIPMENT REPAIR & MAINTENANCE		750	770	790	810	830	850	870	890	910	930
G-410-U02-3910 INSURANCE PREMIUMS		325	330	340	350	360	370	380	390	400	410
2011 CHEV SIERRA 1/2 TON TRUCK											
G-410-U03-2311 FUEL - GASOLINE		1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
G-410-U03-2312 PARTS		1,250	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
G-410-U03-2340 LICENSES		75	77	79	81	83	85	87	89	91	93
G-410-U03-3420 EQUIPMENT REPAIR & MAINTENANCE		750	770	790	810	830	850	870	890	910	930
G-410-U03-3910 INSURANCE PREMIUMS		325	330	340	350	360	370	380	390	400	410
2011 GMC SAVANA G3500 UTILITIES VAN											
G-410-U04-2311 FUEL - GASOLINE		2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
G-410-U04-2312 PARTS		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
G-410-U04-2340 LICENSES		205	209	213	217	221	225	230	235	240	245
G-410-U04-3420 EQUIPMENT REPAIR & MAINTENANCE		750	770	790	810	830	850	870	890	910	930
G-410-U04-3910 INSURANCE PREMIUMS		325	330	340	350	360	370	380	390	400	410
2014 CHEV SILVERADO											
G-410-U05-2311 FUEL - GASOLINE		1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900	2,000	2,100
G-410-U05-2312 PARTS		500	510	520	530	540	550	560	570	580	590
G-410-U05-2340 LICENSES		75	77	79	81	83	85	87	89	91	93
G-410-U05-3420 EQUIPMENT REPAIR & MAINTENANCE		500	510	520	530	540	550	560	570	580	590
G-410-U05-3910 INSURANCE PREMIUMS		325	330	340	350	360	370	380	390	400	410
2010 GMC 1/2 TON TRUCK											
G-410-U06-2311 FUEL - GASOLINE		1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
G-410-U06-2312 PARTS		500	510	520	530	540	550	560	570	580	590
G-410-U06-2340 LICENSES		75	77	79	81	83	85	87	89	91	93
G-410-U06-2995 MISCELLANEOUS		250	260	270	280	290	300	310	320	330	340
G-410-U06-3420 EQUIPMENT REPAIR & MAINTENANCE		250	260	270	280	290	300	310	320	330	340
G-410-U06-3910 INSURANCE PREMIUMS		325	330	340	350	360	370	380	390	400	410
2015 GMC SIERRA 3500											
G-410-U07-2311 FUEL - GASOLINE		1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
G-410-U07-2312 PARTS		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-U07-2340 LICENSES		185	190	190	190	190	190	190	190	190	190
G-410-U07-3420 EQUIPMENT REPAIR & MAINTENANCE		500	510	520	530	540	550	560	570	580	590
G-410-U07-3910 INSURANCE PREMIUMS		325	330	340	350	360	370	380	390	400	410



Schedule 4-1 Continued
Statement of Operating Expenses: Water Services
UNAUDITED: For Financial Planning Purposes Only
2021-2030

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
2017 CHEV 4WD 3500 CREW CAB											
G-410-U08-2311 FUEL - GASOLINE		1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
G-410-U08-2312 PARTS		500	510	520	530	540	550	560	570	580	590
G-410-U08-2340 LICENSES		135	140	140	140	140	140	140	140	140	140
G-410-U08-3420 EQUIPMENT REPAIR & MAINTENANCE		500	510	520	530	540	550	560	570	580	590
G-410-U08-3910 INSURANCE PREMIUMS		520	530	540	550	560	570	580	590	600	610
UTILITIES TRAILER/GENSET #2											
G-410-UT2-3910 INSURANCE PREMIUMS		130	133	136	139	142	145	148	151	154	157
UTILITIES TRAILER/GENSET #3											
G-410-UT3-3420 EQUIPMENT REPAIR & MAINTENANCE		250	260	270	280	290	300	310	320	330	340
G-410-UT3-3910 INSURANCE PREMIUMS		130	130	130	130	130	130	130	130	130	130
UTILITIES TRAILER/DISTRIBUTION TRAILER											
G-410-UT4-2311 FUEL - GASOLINE		250	260	270	280	290	300	320	340	360	380
G-410-UT4-3420 EQUIPMENT REPAIR & MAINTENANCE		250	260	270	280	290	300	310	320	330	340
G-410-UT4-3910 INSURANCE PREMIUMS		325	330	340	350	360	370	380	390	400	410
Non TCA - Expenses from Capital Budget	7	102,200	67,000	83,000	101,000	118,000	181,000	168,000	182,000	82,000	107,000
TOTAL OPERATING EXPENSES		1,602,685	1,599,127	1,647,354	1,727,382	1,778,510	1,876,458	1,899,028	1,948,898	1,885,411	1,947,735



Table 4-3
Statement of Changes in Net Financial Assets/Debt: Water Services
UNAUDITED: For Financial Planning Purposes Only
2021-2030

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Surplus/(Deficit)		(928,467)	(807,531)	(698,090)	(577,158)	(446,656)	(350,969)	(214,197)	(7,875)	181,100	339,564
Less: Acquisition of Tangible Capital Assets	4	(707,500)	(417,000)	(493,000)	(114,000)	(228,000)	(265,000)	(1,015,000)	(2,848,000)	(2,592,000)	(460,000)
Add: Amortization of Tangible Capital Assets	4	1,039,140	1,052,960	1,053,721	1,022,574	1,001,516	970,212	980,249	996,049	1,065,882	1,093,766
(Gain)/Loss on disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Add: Proceeds on Sale of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Add: Write-downs of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
		331,640	635,960	560,721	908,574	773,516	705,212	(34,751)	(1,851,951)	(1,526,118)	633,766
Less: Acquisition of Supplies Inventory		-	-	-	-	-	-	-	-	-	-
Less: Acquisition of Prepaid Expenses		-	-	-	-	-	-	-	-	-	-
Add: Consumption of Supplies Inventory		-	-	-	-	-	-	-	-	-	-
Add: Use of Prepaid Expenses		-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Net Financial Assets/(Net Debt)		(596,827)	(171,571)	(137,369)	331,416	326,860	354,243	(248,948)	(1,859,826)	(1,345,018)	973,330
Net Financial Assets/(Net Debt), beginning of year		(1,056,498)	(1,653,325)	(1,824,896)	(1,962,265)	(1,630,849)	(1,303,989)	(949,746)	(1,198,694)	(3,058,520)	(4,403,538)
Net Financial Assets/(Net Debt), end of year		(1,653,325)	(1,824,896)	(1,962,265)	(1,630,849)	(1,303,989)	(949,746)	(1,198,694)	(3,058,520)	(4,403,538)	(3,430,208)
Financial Indicators		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1) Acquisition of Tangible Capital Assets (Cumulative)		707,500	1,124,500	1,617,500	1,731,500	1,959,500	2,224,500	3,239,500	6,087,500	8,679,500	9,139,500
2) Annual Surplus/Deficit before Amortization (Cumulative)		110,673	356,102	711,733	1,157,149	1,712,009	2,331,252	3,097,304	4,085,478	5,332,460	6,765,790
3) Ratio of Annual Surplus before Amortization to Acquisition of TCA's (Cumulative)		0.16	0.32	0.44	0.67	0.87	1.05	0.96	0.67	0.61	0.74



Table 4-4
Statement of Cash Flow – Indirect Method: Water Services
UNAUDITED: For Financial Planning Purposes Only
2021-2030

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Operating Transactions											
Annual Surplus/Deficit		(928,467)	(807,531)	(698,090)	(577,158)	(446,656)	(350,969)	(214,197)	(7,875)	181,100	339,564
Add: Amortization of TCA's	4	1,039,140	1,052,960	1,053,721	1,022,574	1,001,516	970,212	980,249	996,049	1,065,882	1,093,766
(Gain)/Loss on disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Less: Earned Deferred Revenue	3	(12,500)	-	-	-	-	-	-	(126,504)	(212,725)	(373,942)
Less: Developer Contributions											
Add: Deferred Revenue Proceeds		32,045	53,844	42,483	51,214	39,191	55,432	42,991	57,426	40,188	34,503
Change in A/R (Increase)/Decrease		(72,474)	(32,728)	(35,685)	(36,288)	(34,163)	(34,259)	(35,559)	(50,294)	(75,336)	(69,756)
Change in A/P Increase/(Decrease)		(1,082)	4,816	4,905	9,441	5,194	5,320	5,412	5,460	5,558	5,680
Less: Interest Proceeds		(12,428)	(7,002)	(3,049)	(7,516)	(11,703)	(16,877)	(23,018)	(24,714)	(35,597)	(47,559)
Cash Provided by Operating Transactions		44,234	264,359	364,285	462,267	553,378	628,859	755,877	849,548	969,070	982,256
Capital Transactions											
Proceeds on sale of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Less: Cash Used to acquire Tangible Capital Assets	4	(707,500)	(417,000)	(493,000)	(114,000)	(228,000)	(265,000)	(1,015,000)	(2,848,000)	(2,592,000)	(460,000)
Cash Applied to Capital Transactions		(707,500)	(417,000)	(493,000)	(114,000)	(228,000)	(265,000)	(1,015,000)	(2,848,000)	(2,592,000)	(460,000)
Investing Transactions											
Proceeds from Investments		12,428	7,002	3,049	7,516	11,703	16,877	23,018	24,714	35,597	47,559
Less: Cash Used to Acquire Investments		-	-	-	-	-	-	-	-	-	-
Cash Provided by (applied to) Investing Transactions		12,428	7,002	3,049	7,516	11,703	16,877	23,018	24,714	35,597	47,559
Financing Transactions											
Proceeds from Debt Issue	2	-	-	-	-	-	-	743,000	2,148,000	2,191,000	-
Less: Debt Repayment (Principal only)	2	(107,419)	(113,166)	(119,220)	(125,598)	(132,317)	(139,396)	(146,853)	(179,660)	(263,954)	(356,293)
Cash Applied to Financing Transactions		(107,419)	(113,166)	(119,220)	(125,598)	(132,317)	(139,396)	596,147	1,968,340	1,927,046	(356,293)
Increase in Cash and Cash Equivalents		(758,257)	(258,805)	(244,886)	230,185	204,764	241,340	360,042	(5,398)	339,713	213,522
Cash and Cash Equivalents, beginning of year	1	885,078	126,821	(131,984)	(376,870)	(146,685)	58,079	299,419	659,461	654,063	993,776
Cash and Cash Equivalents, end of year	1	126,821	(131,984)	(376,870)	(146,685)	58,079	299,419	659,461	654,063	993,776	1,207,298



Notes to Financial Plan

The financial plan format as outlined in Chapter 4 closely approximates the full accrual format used by municipalities on their audited financial statements. However, the financial plan is not an audited document and contains various estimates. In this regard, section 3 (2) of O. Reg. 453/07 states the following:

“Each of the following sub-subparagraphs applies only if the information referred to in the sub-subparagraph is known to the owner at the time the financial plans are prepared:

1. Sub-subparagraphs 4 i A, B and C of subsection (1)
2. Sub-subparagraphs 4 iii A, C, E and F of subsection (1).”

The information referred to in sub-subparagraphs 4 i A, B and C of subsection (1) includes:

- A. Total financial assets (i.e. cash and receivables);
- B. Total liabilities (i.e. payables, debt and deferred revenue);
- C. Net debt (i.e. the difference between A and B above).

The information referred to in sub-subparagraphs 4 iii A, C, E and F of subsection (1) includes:

- A. Operating transactions that are cash received from revenues, cash paid for operating expenses and finance charges
- B. Investing transactions that are acquisitions and disposal of investments
- C. Change in cash and cash equivalents during the year
- D. Cash and cash equivalents at the beginning and end of the year

In order to show a balanced financial plan in a full accrual format for the Township, some of the items listed above have been estimated given that the Township does not maintain all financial asset and liability data separately for water. Usually, this type of data is combined with the financial assets and liabilities of other departments and



services given that there is not a current obligation to disclose this data separately (as there is with revenue and expenses).

The assumptions used have been documented below:

1. Cash, Receivables and Payables

It is assumed that the opening cash balances required to complete the financial plan are equal to:

Ending Reserve/Reserve Fund Balance
Plus: Ending Accounts Payable Balance
Less: Ending Accounts Receivable Balance
Equals: *Approximate Ending Cash Balance*

For the Township, receivable and payable balances were estimated for each year of the forecast based on the following factors:

- a) Receivables: Based on the historical levels of municipal-wide receivables as a percentage of annual revenue earned (source: 2017 to 2019 Financial Information Returns); and
- b) Payables: Based on historical levels of municipal-wide payables as a percentage of annual expenses (source: 2017 to 2019 Financial Information Returns).

2. Debt

Outstanding water related debt at the end of 2020 was \$2,614,645 with additional debt proceeds anticipated throughout the forecast period. Principal repayments over the forecast period are scheduled as follows:

Year	Principal Payments
2021	107,419
2022	113,166
2023	119,220
2024	125,598
2025	132,317
2026	139,396
2027	146,853
2028	179,660
2029	263,954
2030	356,293
Total	1,683,876



In situations where landowner contributions offset annual debt payments, a “long-term accounts receivable” was established in Table 4-1 to offset the long-term debt obligation.

For financial reporting purposes, debt principal payments represent a decrease in debt liability and the interest payments represent a current year operating expense.

3. Deferred Revenue

Deferred revenue is typically made up of water development charge reserve balances which are considered to be a liability for financial reporting purposes until the funds are used to emplace the works for which they have been collected. In years when the water development charge reserve fund balance is negative, it is shown as an asset (“long-term accounts receivable”) for financial reporting purposes, representing future amounts to be collected from developers.

4. Tangible Capital Assets

- Opening net book value of tangible capital assets includes water related assets in the following categories:
 - i. Land;
 - ii. Facilities;
 - iii. Watermains; and
 - iv. Vehicles and Equipment.
- Amortization is calculated based on using the straight-line approach with no amortization in the year of acquisition or construction.
- Given the planned asset replacement forecast in the 2021 Rate Study, useful life on acquisitions is assumed to be equal to the weighted average useful life for all assets on hand in each respective asset category.
- Write-offs are assumed to equal \$0 for each year in the forecast period.
- Tangible capital assets are shown on a net basis. It is assumed that disposals occur when the asset is being replaced. To calculate the value of each asset disposal, the replacement value (of each new asset that has been identified as a “replacement”) has been deflated (by weighted average useful life for all assets on hand in the respective asset category) to an estimated historical cost. This



was used to calculate disposals only. Future assets are disposed of when fully amortized.

- Gains/losses on disposal are assumed to be \$0 (it is assumed that historical cost is equal to accumulated amortization for all disposals).
- Residual value is assumed to be \$0 for all assets contained within the forecast period.
- Contributed Assets, as described in section 3.2.1, are deemed to be insignificant/unknown during the forecast period and are therefore assumed to be \$0.
- The Township is unaware of any specific lead service piping in the municipal water system.



- The balance of tangible capital assets is summarized as follows:

Asset Historical Cost	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Tangible Capital Asset Balance	34,072,489	34,480,117	34,695,533	34,929,450	34,973,434	35,069,054	35,165,037	36,052,953	38,763,033	41,177,863
Acquisitions	707,500	417,000	493,000	114,000	228,000	265,000	1,015,000	2,848,000	2,592,000	460,000
Disposals	299,872	201,584	259,083	70,016	132,380	169,017	127,084	137,920	177,170	184,496
Closing Tangible Capital Asset Balance	34,480,117	34,695,533	34,929,450	34,973,434	35,069,054	35,165,037	36,052,953	38,763,033	41,177,863	41,453,367
Opening Accumulated Amortization	14,109,832	14,849,100	15,700,476	16,495,114	17,447,672	18,316,808	19,118,003	19,971,168	20,829,297	21,718,009
Amortization Expense	1,039,140	1,052,960	1,053,721	1,022,574	1,001,516	970,212	980,249	996,049	1,065,882	1,093,766
Amortization on Disposal	299,872	201,584	259,083	70,016	132,380	169,017	127,084	137,920	177,170	184,496
Ending Accumulated Amortization	14,849,100	15,700,476	16,495,114	17,447,672	18,316,808	19,118,003	19,971,168	20,829,297	21,718,009	22,627,279
Net Book Value	19,631,017	18,995,057	18,434,336	17,525,762	16,752,246	16,047,034	16,081,785	17,933,736	19,459,854	18,826,088



5. Accumulated Surplus

Opening accumulated surplus for the forecast period is reconciled as follows:

Wastewater	2021 Opening Accumulated Surplus
Reserve Balances	
Reserves: Development Charges	(558,381)
Reserves: Capital/Other	1,558,147
Total Reserves Balance	999,766
Less: Debt Obligations and Deferred Revenue	(2,056,264)
Add: Tangible Capital Assets	19,962,657
Total Opening Balance	18,906,159

The accumulated surplus reconciliation for all years within the forecast period is contained in Table 4-2.

6. Other Revenue

Other revenues include minor revenues from water meter sales, penalty charges, and equipment rentals, these revenues are assumed to remain constant over the forecast period.

7. Operating Expenses

Capital expenditures for items not meeting the definition of tangible capital assets have been reclassified as operating expenses and have been expensed in the year in which they occur.



Chapter 5

Process for Financial Plan Approval and Submission to the Province



5. Process for Financial Plan Approval and Submission to the Province

As mentioned in section 1.2, preparation of and approval of a financial plan for water assets that meets the requirements of the Act is mandatory for municipal water providers. Proof of the plan preparation and approval is a key submission requirement for municipal drinking water licensing and, upon completion, must be submitted to the MECP. The process established for plan approval, public circulation and filing is set out in O. Reg. 453/07 and can be summarized as follows:

1. The financial plan must be approved by resolution of Council of the municipality who owns the drinking water system or the governing body of the owner. (O. Reg. 453/07, section 3 (1) 1.)
2. The owner of the drinking water system must provide notice advertising the availability of the financial plan. The plans will be made available to the public upon request and without charge. The plans must also be made available to the public on the municipality's website. (O. Reg. 453/07, section 3 (1) 5.)
3. The owner of the drinking water system must provide a copy of the financial plan to the Director of Policy Branch, Ministry of Municipal Affairs and Housing. (O. Reg. 453/07, section 3 (1) 6.)
4. The owner of the drinking water system must provide proof satisfactory to the Director that the financial plans for the system satisfy the requirements under the Safe Drinking Water Act. (S.D.W.A. section 32 (5) 2.ii.)



Chapter 6

Recommendations



6. Recommendations

This report presents the water financial plan for the Township in accordance with the mandatory reporting formats for water systems as detailed in O. Reg. 453/07. It is important to note that while mandatory, the financial plan is provided for Council's interest and approval however, for decision making purposes, it may be more informative to rely on the information contained within the 2021 Water and Wastewater Rate Study, dated March 16, 2020. Nevertheless, Council is required to pass certain resolutions with regard to this plan and regulations and it is recommended that:

1. The Township of Severn's Water Financial Plan prepared by Watson & Associates Economists Ltd. dated March 16, 2021 be approved.
2. Notice of availability of the Financial Plan be advertised.
3. The Financial Plan dated March 16, 2021 be submitted to the Ministry of Municipal Affairs and Housing. (O. Reg. 453/07, section 3 (1) 6).
4. The resolution of Council approving the Financial Plan be submitted to the MECP, satisfying the requirements under the Safe Drinking Water Act. (S.D.W.A. section 32 (5) 2.ii.).



Appendices



Appendix A

2021 Water Budget and 2022-2030 Water Forecast (as per the 2021 Water and Wastewater Rate Study)



Appendix A-1
Water Service Capital Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Total	Forecast									
			2022	2023	2024	2025	2026	2027	2028	2029	2030	
Capital Expenditures												
Westshore Water Treatment Plant												
Distribution System Fire Flow Testing	20,000	-	-	-	-	-	-	-	-	-	-	-
Clearwell Cl2 Analyzer	-	12,000	6,000	6,000	-	-	-	-	-	-	-	-
New Air Scour Blower	-	5,000	5,000	-	-	-	-	-	-	-	-	-
New Chlorine Panels x2	-	15,000	15,000	-	-	-	-	-	-	-	-	-
Swabbing	-	48,000	-	16,000	16,000	16,000	-	-	-	-	-	-
Low Lift Building Roof	-	6,000	-	-	-	-	-	-	6,000	-	-	-
Low Lift Building Paint Floor	-	6,000	-	-	-	-	-	-	6,000	-	-	-
Update Lab Equipment	-	46,000	-	-	-	-	-	-	-	46,000	-	-
Filter 1 Rehab	-	59,000	-	-	-	-	-	-	-	-	59,000	-
Plant Roof	-	119,000	-	-	-	-	-	-	-	-	59,000	60,000
Filter 2 Rehab	-	60,000	-	-	-	-	-	-	-	-	-	60,000
Washago Water Treatment Plant												
Distribution System Fire Flow Testing	2,200	-	-	-	-	-	-	-	-	-	-	-
Facility Air Conditioning	26,000	-	-	-	-	-	-	-	-	-	-	-
GAC Media	-	41,000	41,000	-	-	-	-	-	-	-	-	-
MCC Upgrade	-	166,000	-	166,000	-	-	-	-	-	-	-	-
Chlorine Dioxide Panel Upgrade	-	32,000	-	-	-	32,000	-	-	-	-	-	-
Distribution Header	-	27,000	-	-	-	27,000	-	-	-	-	-	-
Computer Upgrade	-	23,000	-	-	-	-	-	-	-	23,000	-	-
Upgrade Distribution System	-	237,000	-	-	-	-	-	-	-	-	117,000	120,000
Severn Estates Water Treatment Plant												
Pave Driveway	15,000	-	-	-	-	-	-	-	-	-	-	-
Install Clearwell Cell Cl2 Analyzer	-	6,000	6,000	-	-	-	-	-	-	-	-	-
PLC Upgrade	-	23,000	23,000	-	-	-	-	-	-	-	-	-
Reservoir Cleaning	-	6,000	-	-	-	-	6,000	-	-	-	-	-
Upgrade Distribution System	-	232,000	-	-	-	-	-	56,000	57,000	59,000	60,000	-
Bass Lake Water Treatment Plant												
Two New Drilled Wells (Installation)	100,000	-	-	-	-	-	-	-	-	-	-	-
Two New Drilled Wells (Design)	80,000	-	-	-	-	-	-	-	-	-	-	-
New Sample Station on Wainman Line	6,500	-	-	-	-	-	-	-	-	-	-	-
Indoor Piping Rehab	-	62,000	31,000	31,000	-	-	-	-	-	-	-	-
Paint Floor	-	6,000	-	-	-	-	6,000	-	-	-	-	-
Swabbing Launches	-	36,000	-	-	-	-	-	-	-	18,000	18,000	-
Sandcastle Water Treatment Plant												
New Chlorine Analyzer	12,000	-	-	-	-	-	-	-	-	-	-	-
Transfer Switch/ MCC	-	56,000	56,000	-	-	-	-	-	-	-	-	-
Low Lift Pump	-	17,000	-	-	-	-	-	-	17,000	-	-	-



Appendix A-1 Continued
 Water Service Capital Budget Forecast
 Inflated \$
 2021-2030

Description	Budget 2021	Total	Forecast									
			2022	2023	2024	2025	2026	2027	2028	2029	2030	
Coldwater Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
New PLC and SCADA	62,000	-	-	-	-	-	-	-	-	-	-	-
Distribution System Fire Flow Testing	15,000	-	-	-	-	-	-	-	-	-	-	-
4 New GAC Valves	-	8,000	8,000	-	-	-	-	-	-	-	-	-
Reservoir Miltronics	-	9,000	9,000	-	-	-	-	-	-	-	-	-
4 New GAC Valves	-	8,000	8,000	-	-	-	-	-	-	-	-	-
Finish GAC Valves	-	4,000	-	4,000	-	-	-	-	-	-	-	-
Swabbing	-	44,000	-	-	11,000	11,000	-	-	-	-	11,000	11,000
Repaint Floors/Building	-	16,000	-	-	-	16,000	-	-	-	-	-	-
Paint Floors/Building	-	18,000	-	-	-	-	-	-	-	-	18,000	-
Lifecycle:	-	-	-	-	-	-	-	-	-	-	-	-
Westshore Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
U.V. Disinfection System Replacement	220,000	-	-	-	-	-	-	-	-	-	-	-
High Lift Rebuild	35,000	-	-	-	-	-	-	-	-	-	-	-
Replace Miltronics	-	24,000	12,000	12,000	-	-	-	-	-	-	-	-
Filter 1 Rehab/ Replacement	-	52,000	-	52,000	-	-	-	-	-	-	-	-
Polymer Pump Replacement	-	16,000	-	16,000	-	-	-	-	-	-	-	-
Alum Pump Replacement	-	17,000	-	17,000	-	-	-	-	-	-	-	-
Filter 2 Rehab/Replacement	-	53,000	-	-	53,000	-	-	-	-	-	-	-
GAC Replacement (1 of each)	-	218,000	-	-	-	108,000	110,000	-	-	-	-	-
Replace CL2 and pH Analyzer	-	6,000	-	-	-	6,000	-	-	-	-	-	-
Computer Replacement	-	11,000	-	-	-	-	-	11,000	-	-	-	-
Replace Sample Stations	-	57,000	-	-	-	-	-	-	-	-	28,000	29,000
Washago Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
Chlorine Dioxide Control Panel Replacement	60,000	-	-	-	-	-	-	-	-	-	-	-
Alum Dosing Panel Replacement	27,000	-	-	-	-	-	-	-	-	-	-	-
Stern Pac Pump Replacement	-	15,000	15,000	-	-	-	-	-	-	-	-	-
Replace Miltronics	-	6,000	6,000	-	-	-	-	-	-	-	-	-
VFD Install	-	51,000	51,000	-	-	-	-	-	-	-	-	-
Roof Replacement	-	89,000	-	-	-	-	44,000	45,000	-	-	-	-
Media Replacement	-	68,000	-	-	-	-	-	68,000	-	-	-	-
GAC Replacement	-	46,000	-	-	-	-	-	-	46,000	-	-	-
Replace Sample Stations	-	16,000	-	-	-	-	-	-	-	-	8,000	8,000
Severn Estates Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
Well Cleaning / Rehab	20,000	-	-	-	-	-	-	-	-	-	-	-
Reservoir Cleaning	-	5,000	5,000	-	-	-	-	-	-	-	-	-
Filter Media Replacement	6,500	-	-	-	-	-	-	-	-	-	-	-
Install Clearwell Cell Cl2 Analyzer	-	6,000	6,000	-	-	-	-	-	-	-	-	-
Media Replacement	-	4,000	-	-	-	-	4,000	-	-	-	-	-
Pressure Tank Replacement	-	6,000	-	-	-	-	-	6,000	-	-	-	-
Computer Replacement	-	23,000	-	-	-	-	-	23,000	-	-	-	-
Sample Station Replacement	-	8,000	-	-	-	-	-	-	-	-	-	8,000



Appendix A-1 Continued
 Water Service Capital Budget Forecast
 Inflated \$
 2021-2030

Description	Budget 2021	Total	Forecast									
			2022	2023	2024	2025	2026	2027	2028	2029	2030	
Bass Lake Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
Stainless Piping Rehab (Indoor)	4,500	-	-	-	-	-	-	-	-	-	-	-
Well Pump Replacement	3,000	-	-	-	-	-	-	-	-	-	-	-
Roof Replacement	8,500	-	-	-	-	-	-	-	-	-	-	-
Replace Miltronics	-	6,000	6,000	-	-	-	-	-	-	-	-	-
Well Probe Replacement	-	3,000	-	-	3,000	-	-	-	-	-	-	-
Replace Computer	-	23,000	-	-	-	-	-	-	-	-	23,000	-
Replace Sample Stations	-	19,000	-	-	-	-	-	-	-	-	-	19,000
Sandcastle Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
Stern Pac Panel Replacement	26,500	-	-	-	-	-	-	-	-	-	-	-
Replace Miltronics	-	3,000	3,000	-	-	-	-	-	-	-	-	-
Replace alum board	-	31,000	31,000	-	-	-	-	-	-	-	-	-
Stern Pac Pump Replacement	-	16,000	-	-	16,000	-	-	-	-	-	-	-
Media Replacement Train 1	-	11,000	-	-	-	11,000	-	-	-	-	-	-
Media Replacement Train 2	-	11,000	-	-	-	-	11,000	-	-	-	-	-
Replace Computer	-	18,000	-	-	-	-	-	-	-	-	18,000	-
Replace pressure tank	-	1,000	-	-	-	-	-	-	-	-	1,000	-
Coldwater Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
Reservoir Level Sensors Replacement	8,000	-	-	-	-	-	-	-	-	-	-	-
GAC Replacement	-	216,000	51,000	52,000	-	-	-	56,000	57,000	-	-	-
Replace Roof	-	62,000	-	62,000	-	-	-	-	-	-	-	-
Computer Replacement	-	17,000	-	-	-	-	17,000	-	-	-	-	-
Replace Water Softener	-	6,000	-	-	-	-	-	-	-	-	6,000	-
Replace Sample Stations	-	48,000	-	-	-	-	-	-	-	-	-	48,000
Vehicle Replacement:	-	-	-	-	-	-	-	-	-	-	-	-
GPS Handheld x3	-	4,000	2,000	2,000	-	-	-	-	-	-	-	-
Two (2) Computers (Growth)	2,000	-	-	-	-	-	-	-	-	-	-	-
Laptops x 3/ hotspot	-	2,000	-	-	-	-	2,000	-	-	-	-	-
Truck U08	-	43,000	20,000	-	-	-	-	-	23,000	-	-	-
Laptops x 2/hotspot	-	2,000	1,000	-	-	-	-	1,000	-	-	-	-
Truck U05	-	44,000	-	21,000	-	-	-	-	-	-	23,000	-
New Crane Truck	-	52,000	-	52,000	-	-	-	-	-	-	-	-
Truck U06	-	45,000	-	-	21,000	-	-	-	-	-	-	24,000
Truck U01	-	45,000	-	-	21,000	-	-	-	-	-	-	24,000
Truck U02	-	22,000	-	-	-	22,000	-	-	-	-	-	-
Truck U03	-	22,000	-	-	-	22,000	-	-	-	-	-	-
Truck U04	-	22,000	-	-	-	-	22,000	-	-	-	-	-
Truck U07	-	55,000	-	-	-	-	55,000	-	-	-	-	-



Appendix A-1 Continued
 Water Service Capital Budget Forecast
 Inflated \$
 2021-2030

Description	Budget 2021	Total	Forecast									
			2022	2023	2024	2025	2026	2027	2028	2029	2030	
Studies and Inspections:		-	-	-	-	-	-	-	-	-	-	-
Westshore Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
Backwash Pump 1 Inspection	-	36,000	36,000	-	-	-	-	-	-	-	-	-
HL #2 Inspection	-	36,000	-	36,000	-	-	-	-	-	-	-	-
HL #3 Inspection	-	37,000	-	-	37,000	-	-	-	-	-	-	-
Backwash Pump 2 Inspection	-	38,000	-	-	-	38,000	-	-	-	-	-	-
HL #1 Inspection	-	40,000	-	-	-	-	-	-	40,000	-	-	-
Backwash Pump Inspection	-	42,000	-	-	-	-	-	-	-	-	-	42,000
Washago Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
LL # 1 Inspection	-	31,000	31,000	-	-	-	-	-	-	-	-	-
HL # 1 Inspection	-	31,000	-	31,000	-	-	-	-	-	-	-	-
LL# 2 Inspection	-	32,000	-	-	32,000	-	-	-	-	-	-	-
HL#2 Inspection	-	32,000	-	-	-	32,000	-	-	-	-	-	-
HL#3 Inspection	-	33,000	-	-	-	-	33,000	-	-	-	-	-
LL#1 Inspection	-	35,000	-	-	-	-	-	-	-	-	35,000	-
HL#1 Inspection	-	36,000	-	-	-	-	-	-	-	-	-	36,000
Severn Estates Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
PLC Upgrade	-	33,000	-	-	-	-	33,000	-	-	-	-	-
HL#1 Inspection	-	5,000	-	-	5,000	-	-	-	-	-	-	-
HL#2 Inspection	-	5,000	-	-	-	5,000	-	-	-	-	-	-
Bass Lake Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
HL#1 Inspection	-	35,000	-	-	-	-	35,000	-	-	-	-	-
HL#2 Inspection	-	36,000	-	-	-	-	-	36,000	-	-	-	-
Well 1 Inspection	-	17,000	-	-	-	-	-	17,000	-	-	-	-
Well 2 and 3 Inspections	-	34,000	-	-	-	-	-	-	34,000	-	-	-
HL#3 Inspection	-	37,000	-	-	-	-	-	-	37,000	-	-	-
Sandcastle Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
HL#1 Inspection	-	33,000	-	-	-	-	33,000	-	-	-	-	-
HL#3 Inspection	-	34,000	-	-	-	-	-	34,000	-	-	-	-
HL#2 Inspection	-	34,000	-	-	-	-	-	-	34,000	-	-	-
Coldwater Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
HL#2 Inspection	-	35,000	-	-	-	-	35,000	-	-	-	-	-
HL#3 Inspection	-	36,000	-	-	-	-	-	36,000	-	-	-	-
Well Inspections	-	39,000	-	-	-	-	-	39,000	-	-	-	-
HL#1 Inspection	-	37,000	-	-	-	-	-	-	37,000	-	-	-
Growth Related:		-	-	-	-	-	-	-	-	-	-	-
Westshore Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
Plant Expansion	-	5,082,000	-	-	-	-	-	743,000	2,148,000	2,191,000	-	-
New Fiber Line from Low Lift	50,000	-	-	-	-	-	-	-	-	-	-	-
Severn Estates Water Treatment Plant	-	-	-	-	-	-	-	-	-	-	-	-
Pump House Upgrade and New well	-	431,000	-	-	-	-	-	-	431,000	-	-	-
Total Capital Expenditures	809,700	9,521,000	484,000	576,000	215,000	346,000	446,000	1,183,000	3,030,000	2,674,000	567,000	



Appendix A-1 Continued
 Water Service Capital Budget Forecast
 Inflated \$
 2021-2030

Description	Budget 2021	Total	Forecast									
			2022	2023	2024	2025	2026	2027	2028	2029	2030	
Capital Financing												
Provincial/Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-
Development Charges Reserve Fund - Westshore	12,500	-	-	-	-	-	-	-	-	-	-	-
Development Charges Reserve Fund - Severn Estates	-	71,833	-	-	-	-	-	-	-	71,833	-	-
Non-Growth Related Debenture Requirements	-	-	-	-	-	-	-	-	-	-	-	-
Growth Related Debenture Requirements - Westshore	-	5,082,000	-	-	-	-	-	-	743,000	2,148,000	2,191,000	-
Growth Related Debenture Requirements - Severn Estates	-	-	-	-	-	-	-	-	-	-	-	-
Operating Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Westshore Upgrade & Maintenance Reserve Fund	275,000	5,765	5,765	-	-	-	-	-	-	-	-	-
Utilities Equipment/Vehicle Reserve	2,000	358,000	23,000	75,000	42,000	44,000	79,000	1,000	23,000	23,000	48,000	
Water Reserve	520,200	4,003,402	455,235	501,000	173,000	302,000	367,000	439,000	787,167	460,000	519,000	
Total Capital Financing	809,700	9,521,000	484,000	576,000	215,000	346,000	446,000	1,183,000	3,030,000	2,674,000	567,000	



Appendix A-2
Water Service
Schedule of Growth-Related Debenture Repayments - Westshore
Inflated \$
2021-2030

Debenture Year	2021	Principal (Inflated)	Forecast									
			2022	2023	2024	2025	2026	2027	2028	2029	2030	
2022		-		-	-	-	-	-	-	-	-	-
2023		-										
2024		-										
2025		-										
2026		-										
2027		743,000								54,671	54,671	54,671
2028		2,148,000									158,054	158,054
2029		2,191,000										161,218
2030		-										
2031		-										
Total Annual Debt Charges	-	5,082,000	-	-	-	-	-	-	-	54,671	212,725	373,942

Appendix A-3
Water Service
Water Capital Reserve Fund Continuity
Inflated \$
2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	1,070,419	628,059	357,087	155,498	383,316	596,859	860,707	1,173,906	1,260,420	1,815,448
Transfer from Operating	65,525	177,261	296,362	393,302	503,840	613,971	729,181	848,967	979,431	1,081,478
Transfer to Capital	520,200	455,235	501,000	173,000	302,000	367,000	439,000	787,167	460,000	519,000
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	615,744	350,085	152,449	375,800	585,156	843,830	1,150,888	1,235,706	1,779,851	2,377,926
Interest	12,315	7,002	3,049	7,516	11,703	16,877	23,018	24,714	35,597	47,559



Appendix A-4
Water Service
Water Development Charges Reserve Fund Continuity - Coldwater
Inflated \$
2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	11,795	12,031	12,272	12,517	12,768	13,023	13,284	13,549	13,820	14,097
Development Charge Proceeds	-	-	-	-	-	-	-	-	-	-
Transfer to Capital	-	-	-	-	-	-	-	-	-	-
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	11,795	12,031	12,272	12,517	12,768	13,023	13,284	13,549	13,820	14,097
Interest	236	241	245	250	255	260	266	271	276	282
Required from Development Charges	-	-	-	-	-	-	-	-	-	-

Appendix A-5
Water Service
Water Development Charges Reserve Fund Continuity - Westshore
Inflated \$
2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	(634,085)	(616,055)	(577,182)	(536,543)	(501,180)	(464,186)	(425,530)	(385,116)	(398,675)	(572,730)
Development Charge Proceeds	42,610	50,190	51,160	45,190	46,095	47,000	47,965	48,930	49,900	50,870
Transfer to Capital	12,500	-	-	-	-	-	-	-	-	-
Transfer to Operating	-	-	-	-	-	-	-	54,671	212,725	373,942
Closing Balance	(603,975)	(565,865)	(526,022)	(491,353)	(455,085)	(417,186)	(377,565)	(390,858)	(561,500)	(895,802)
Interest	(12,080)	(11,317)	(10,520)	(9,827)	(9,102)	(8,344)	(7,551)	(7,817)	(11,230)	(17,916)
Required from Development Charges	12,500	-	-	-	-	-	743,000	2,148,000	2,191,000	-



Appendix A-6
 Water Service
 Water Development Charges Reserve Fund Continuity – Bass Lake
 Inflated \$
 2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	36,731	37,465	38,214	38,979	39,758	40,553	41,365	42,192	43,036	43,896
Development Charge Proceeds	-	-	-	-	-	-	-	-	-	-
Transfer to Capital	-	-	-	-	-	-	-	-	-	-
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	36,731	37,465	38,214	38,979	39,758	40,553	41,365	42,192	43,036	43,896
Interest	735	749	764	780	795	811	827	844	861	878
Required from Development Charges	-	-	-	-	-	-	-	-	-	-

Appendix A-7
 Water Service
 Water Development Charges Reserve Fund Continuity – Severn Estates
 Inflated \$
 2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	27,178	27,722	41,703	42,537	57,358	58,505	74,209	75,694	19,059	19,440
Development Charge Proceeds	-	13,164	-	13,696	-	14,249	-	14,825	-	-
Transfer to Capital	-	-	-	-	-	-	-	71,833	-	-
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	27,178	40,886	41,703	56,233	57,358	72,754	74,209	18,685	19,059	19,440
Interest	544	818	834	1,125	1,147	1,455	1,484	374	381	389
Required from Development Charges	-	-	-	-	-	-	-	71,833	-	-



Appendix A-8
 Water Service
 Water Utilities Equipment/Vehicle Reserve Continuity – Water Portion
 Inflated \$
 2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	207,076	220,076	212,076	157,076	135,076	116,076	67,076	101,076	123,076	150,076
Transfer from Operating	15,000	15,000	20,000	20,000	25,000	30,000	35,000	45,000	50,000	55,000
Transfer to Capital	2,000	23,000	75,000	42,000	44,000	79,000	1,000	23,000	23,000	48,000
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	220,076	212,076	157,076	135,076	116,076	67,076	101,076	123,076	150,076	157,076

Appendix A-9
 Water Service
 Water – Westshore Upgrade & Maintenance Reserve Fund Continuity
 Inflated \$
 2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	280,652	5,765	0	0	0	0	0	0	0	0
Transfer from Operating	-	-	-	-	-	-	-	-	-	-
Transfer to Capital	275,000	5,765	-	-	-	-	-	-	-	-
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	5,652	0	0	0	0	0	0	0	0	0
Interest	113	0	0	0	0	0	0	0	0	0



Appendix A-10
Water Service
Water Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Forecast								
		2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditures										
<u>Operating Costs</u>										
Washago										
G-410-431-1110 REGULAR SALARIES & WAGES	62,400	63,600	64,900	66,200	67,500	68,900	70,300	71,700	73,100	74,600
G-410-431-1120 PART-TIME SALARIES & WAGES	2,800	2,900	3,000	-	-	-	-	-	-	-
G-410-431-1130 OVERTIME-SHIFT-RECAL ETC.	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900	6,000	6,100
G-410-431-1140 LOST TIME : SICK VACN ETC	6,200	6,300	6,400	6,500	6,600	6,700	6,800	6,900	7,000	7,100
G-410-431-1141 ON CALL	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-431-1155 NON TAXABLE - MEALS / UNIFORM PAY	250	260	270	280	290	300	310	320	330	340
G-410-431-1161 EMPLOYER HEALTH TAX	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
G-410-431-1162 C.P.P.	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600
G-410-431-1163 E.I.	900	920	940	960	980	1,000	1,020	1,040	1,060	1,080
G-410-431-1164 O.M.E.R.S.	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000
G-410-431-1165 GROUP LIFE INSURANCE	8,900	9,100	9,300	9,500	9,700	9,900	10,100	10,300	10,500	10,700
G-410-431-1167 WORKPLACE SAFETY INSURANCE	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
G-410-431-2220 BUILDING & PROPERTY MAINT	6,000	6,100	6,200	6,300	6,400	6,500	6,600	6,700	6,800	6,900
G-410-431-2418 SULPHATE	750	790	830	870	910	960	1,010	1,060	1,110	1,170
G-410-431-2419 CHEMICALS	15,000	15,800	16,600	17,400	18,300	19,200	20,200	21,200	22,300	23,400
G-410-431-2610 OFFICE SUPPLIES	500	510	520	530	540	550	560	570	580	590
G-410-431-2810 HYDRO	21,000	21,400	21,800	22,200	22,600	23,100	23,600	24,100	24,600	25,100
G-410-431-2835 PROPANE	1,000	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900
G-410-431-2900 SAFETY EQUIPMENT	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-431-2910 UNIFORMS	360	370	380	390	400	410	420	430	440	450
G-410-431-3110 MILEAGE	100	102	104	106	108	110	112	114	116	118
G-410-431-3140 MEMBERSHIPS	500	510	520	530	540	550	560	570	580	590
G-410-431-3150 TRAINING COURSE EXPENSES	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
G-410-431-3205 JOINT HEALTH & SAFETY	100	102	104	106	108	110	112	114	116	118
G-410-431-3220 TELEPHONE	3,800	3,900	4,000	4,100	4,200	4,300	4,400	4,500	4,600	4,700
G-410-431-3230 ADVERTISING	100	102	104	106	108	110	112	114	116	118
G-410-431-3360 CONSULTANTS	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-431-3392 M.O.E. TESTING	8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800
G-410-431-3420 EQUIPMENT REPAIR & MAINTENANCE	40,000	40,800	41,600	42,400	43,200	44,100	45,000	45,900	46,800	47,700
G-410-431-3579 SOURCE WATER PROTECTION	3,150	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000
G-410-431-3910 INSURANCE PREMIUMS	7,930	8,100	8,300	8,500	8,700	8,900	9,100	9,300	9,500	9,700
G-410-431-3995 PIL - SEVERN PORTION	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-431-7970 INTERNAL DEPT EXPENDITURE TRSF	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-431-7981 TOWNSHIP VEHICLE RENTAL	15,000	15,300	15,600	15,900	16,200	16,500	16,800	17,100	17,400	17,700



Appendix A-10 Continued
Water Service
Water Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget	Forecast								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Bass Lake										
G-410-432-1110 REGULAR SALARIES & WAGES	62,400	63,600	64,900	66,200	67,500	68,900	70,300	71,700	73,100	74,600
G-410-432-1120 PART-TIME SALARIES & WAGES	2,800	2,900	3,000	-	-	-	-	-	-	-
G-410-432-1130 OVERTIME-SHIFT-RECAL ETC.	3,900	4,000	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800
G-410-432-1140 LOST TIME : SICK VACN ETC	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400
G-410-432-1141 ON CALL	600	610	620	630	640	650	660	670	680	690
G-410-432-1155 NON TAXABLE - MEALS / UNIFORM PAY	150	153	156	159	162	165	168	171	174	177
G-410-432-1161 EMPLOYER HEALTH TAX	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
G-410-432-1162 C.P.P.	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600
G-410-432-1163 E.I.	900	920	940	960	980	1,000	1,020	1,040	1,060	1,080
G-410-432-1164 O.M.E.R.S.	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000
G-410-432-1165 GROUP LIFE INSURANCE	8,900	9,100	9,300	9,500	9,700	9,900	10,100	10,300	10,500	10,700
G-410-432-1167 WORKPLACE SAFETY INSURANCE	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
G-410-432-2220 BUILDING & PROPERTY MAINT	6,000	6,100	6,200	6,300	6,400	6,500	6,600	6,700	6,800	6,900
G-410-432-2419 CHEMICALS	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900	2,000
G-410-432-2610 OFFICE SUPPLIES	300	310	320	330	340	350	360	370	380	390
G-410-432-2810 HYDRO	10,000	10,200	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800
G-410-432-2835 PROPANE	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900	2,000
G-410-432-2900 SAFETY EQUIPMENT	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-432-2910 UNIFORMS	200	204	208	212	216	220	224	228	233	238
G-410-432-3110 MILEAGE	100	102	104	106	108	110	112	114	116	118
G-410-432-3140 MEMBERSHIPS	350	360	370	380	390	400	410	420	430	440
G-410-432-3150 TRAINING COURSE EXPENSES	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
G-410-432-3205 JOINT HEALTH & SAFETY	100	100	100	100	100	100	100	100	100	100
G-410-432-3220 TELEPHONE	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800
G-410-432-3230 ADVERTISING	50	51	52	53	54	55	56	57	58	59
G-410-432-3360 CONSULTANTS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-432-3392 M.O.E. TESTING	6,000	6,100	6,200	6,300	6,400	6,500	6,600	6,700	6,800	6,900
G-410-432-3420 EQUIPMENT REPAIR & MAINTENANCE	27,900	28,500	29,100	29,700	30,300	30,900	31,500	32,100	32,700	33,400
G-410-432-3579 SOURCE WATER PROTECTION	630	640	650	660	670	680	690	700	710	720
G-410-432-3910 INSURANCE PREMIUMS	6,500	6,600	6,700	6,800	6,900	7,000	7,100	7,200	7,300	7,400
G-410-432-3995 PIL - SEVERN PORTION	900	920	940	960	980	1,000	1,020	1,040	1,060	1,080
G-410-432-7970 INTERNAL DEPT EXPENDITURE TRSF	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-432-7981 TOWNSHIP VEHICLE RENTAL	10,000	10,200	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800



Appendix A-10 Continued
Water Service
Water Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Forecast								
		2022	2023	2024	2025	2026	2027	2028	2029	2030
Severn Estates										
G-410-434-1110 REGULAR SALARIES & WAGES	31,200	31,800	32,400	33,000	33,700	34,400	35,100	35,800	36,500	37,200
G-410-434-1120 PART-TIME SALARIES & WAGES	1,400	1,400	1,400	-	-	-	-	-	-	-
G-410-434-1130 OVERTIME-SHIFT-RECAL ETC.	3,250	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100
G-410-434-1140 LOST TIME : SICK VACN ETC	800	820	840	860	880	900	920	940	960	980
G-410-434-1141 ON CALL	100	100	100	100	100	100	100	100	100	100
G-410-434-1155 NON TAXABLE - MEALS / UNIFORM PAY	50	51	52	53	54	55	56	57	58	59
G-410-434-1161 EMPLOYER HEALTH TAX	700	710	720	730	740	750	770	790	810	830
G-410-434-1162 C.P.P.	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
G-410-434-1163 E.I.	500	510	520	530	540	550	560	570	580	590
G-410-434-1164 O.M.E.R.S.	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900	5,000
G-410-434-1165 GROUP LIFE INSURANCE	4,500	4,600	4,700	4,800	4,900	5,000	5,100	5,200	5,300	5,400
G-410-434-1167 WORKPLACE SAFETY INSURANCE	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
G-410-434-2220 BUILDING & PROPERTY MAINT	2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400
G-410-434-2419 CHEMICALS	500	530	560	590	620	650	680	710	750	790
G-410-434-2610 OFFICE SUPPLIES	300	310	320	330	340	350	360	370	380	390
G-410-434-2810 HYDRO	2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400
G-410-434-2835 HEAT-PROPANE	500	530	560	590	620	650	680	710	750	790
G-410-434-2900 SAFETY EQUIPMENT	500	510	520	530	540	550	560	570	580	590
G-410-434-2910 UNIFORMS	40	41	42	43	44	45	46	47	48	49
G-410-434-3110 MILEAGE	100	102	104	106	108	110	112	114	116	118
G-410-434-3140 MEMBERSHIPS	300	310	320	330	340	350	360	370	380	390
G-410-434-3150 TRAINING COURSE EXPENSES	600	610	620	630	640	650	660	670	680	690
G-410-434-3205 JOINT HEALTH & SAFETY	100	102	104	106	108	110	112	114	116	118
G-410-434-3220 TELEPHONE	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
G-410-434-3230 ADVERTISING	100	102	104	106	108	110	112	114	116	118
G-410-434-3360 CONSULTANTS	500	510	520	530	540	550	560	570	580	590
G-410-434-3392 M.O.E. TESTING	7,000	7,100	7,200	7,300	7,400	7,500	7,700	7,900	8,100	8,300
G-410-434-3420 EQUIPMENT REPAIR & MAINTENANCE	29,200	29,800	30,400	31,000	31,600	32,200	32,800	33,500	34,200	34,900
G-410-434-3579 SOURCE WATER PROTECTION	420	430	440	450	460	470	480	490	500	510
G-410-434-3910 INSURANCE PREMIUMS	5,720	5,800	5,900	6,000	6,100	6,200	6,300	6,400	6,500	6,600
G-410-434-3995 PIL - SEVERN PORTION	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
G-410-434-7970 INTERNAL DEPT EXPENDITURE TRSF	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-434-7981 TOWNSHIP VEHICLE RENTAL	10,000	10,200	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800



Appendix A-10 Continued
Water Service
Water Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget	Forecast								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Sandcastle Estates										
G-410-435-1110 REGULAR SALARIES & WAGES	37,440	38,200	39,000	39,800	40,600	41,400	42,200	43,000	43,900	44,800
G-410-435-1120 PART-TIME SALARIES & WAGES	1,680	1,700	1,700	-	-	-	-	-	-	-
G-410-435-1130 OVERTIME-SHIFT-RECAL ETC.	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900	6,000	6,100
G-410-435-1140 LOST TIME : SICK VACN ETC	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400
G-410-435-1141 ON CALL	600	610	620	630	640	650	660	670	680	690
G-410-435-1155 NON TAXABLE - MEALS / UNIFORM PAY	150	153	156	159	162	165	168	171	174	177
G-410-435-1161 EMPLOYER HEALTH TAX	900	920	940	960	980	1,000	1,020	1,040	1,060	1,080
G-410-435-1162 C.P.P.	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
G-410-435-1163 E.I.	500	510	520	530	540	550	560	570	580	590
G-410-435-1164 O.M.E.R.S.	4,900	5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800
G-410-435-1165 GROUP LIFE INSURANCE	5,400	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200	6,300
G-410-435-1167 WORKPLACE SAFETY INSURANCE	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
G-410-435-2220 BUILDING & PROPERTY MAINT	5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900
G-410-435-2418 SULPHATE	500	510	520	530	540	550	560	570	580	590
G-410-435-2419 CHEMICALS	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
G-410-435-2610 OFFICE SUPPLIES	300	310	320	330	340	350	360	370	380	390
G-410-435-2810 HYDRO	9,000	9,200	9,400	9,600	9,800	10,000	10,200	10,400	10,600	10,800
G-410-435-2835 PROPANE	600	630	660	690	720	760	800	840	880	920
G-410-435-2900 SAFETY EQUIPMENT	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-435-2910 UNIFORMS	200	204	208	212	216	220	224	228	233	238
G-410-435-3110 MILEAGE	100	102	104	106	108	110	112	114	116	118
G-410-435-3140 MEMBERSHIPS	350	360	370	380	390	400	410	420	430	440
G-410-435-3150 TRAINING COURSE EXPENSES	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
G-410-435-3205 JOINT HEALTH & SAFETY	100	102	104	106	108	110	112	114	116	118
G-410-435-3220 TELEPHONE	2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400
G-410-435-3230 ADVERTISING	100	102	104	106	108	110	112	114	116	118
G-410-435-3360 CONSULTANTS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-435-3392 M.O.E. TESTING	4,500	4,600	4,700	4,800	4,900	5,000	5,100	5,200	5,300	5,400
G-410-435-3420 EQUIPMENT REPAIR & MAINTENANCE	35,900	36,600	37,300	38,000	38,800	39,600	40,400	41,200	42,000	42,800
G-410-435-3579 SOURCE WATER PROTECTION	1,050	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
G-410-435-3910 INSURANCE PREMIUMS	7,280	7,400	7,500	7,700	7,900	8,100	8,300	8,500	8,700	8,900
G-410-435-3995 PIL - SEVERN PORTION	400	410	420	430	440	450	460	470	480	490
G-410-435-7970 INTERNAL DEPT EXPENDITURE TRSF	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-435-7981 TOWNSHIP VEHICLE RENTAL	10,000	10,200	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800



Appendix A-10 Continued
Water Service
Water Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Forecast 2022	2023	2024	2025	2026	2027	2028	2029	2030
Coldwater										
G-410-437-1110 REGULAR SALARIES & WAGES	93,600	95,500	97,400	99,300	101,300	103,300	105,400	107,500	109,700	111,900
G-410-437-1120 PART-TIME SALARIES & WAGES	4,200	4,300	4,400	-	-	-	-	-	-	-
G-410-437-1130 OVERTIME-SHIFT-RECAL ETC.	8,450	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000	10,200
G-410-437-1140 LOST TIME : SICK VACN ETC	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800	12,000	12,200
G-410-437-1141 ON CALL	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
G-410-437-1155 NON TAXABLE - MEALS / UNIFORM PAY	450	460	470	480	490	500	510	520	530	540
G-410-437-1161 EMPLOYER HEALTH TAX	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
G-410-437-1162 C.P.P.	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900	5,000
G-410-437-1163 E.I.	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
G-410-437-1164 O.M.E.R.S.	12,300	12,500	12,800	13,100	13,400	13,700	14,000	14,300	14,600	14,900
G-410-437-1165 GROUP LIFE INSURANCE	13,400	13,700	14,000	14,300	14,600	14,900	15,200	15,500	15,800	16,100
G-410-437-1167 WORKPLACE SAFETY INSURANCE	3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400	4,500
G-410-437-2220 BUILDING & PROPERTY MAINT	5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900
G-410-437-2310 FUEL - DIESEL	500	530	560	590	620	650	680	710	750	790
G-410-437-2416 SOFTENER SALT	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
G-410-437-2419 CHEMICALS	3,520	3,700	3,900	4,100	4,300	4,500	4,700	4,900	5,100	5,400
G-410-437-2610 OFFICE SUPPLIES	500	510	520	530	540	550	560	570	580	590
G-410-437-2810 HYDRO	50,000	51,000	52,000	53,000	54,100	55,200	56,300	57,400	58,500	59,700
G-410-437-2900 SAFETY EQUIPMENT	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-437-2910 UNIFORMS	600	610	620	630	640	650	660	670	680	690
G-410-437-3110 MILEAGE	200	204	208	212	216	220	224	228	233	238
G-410-437-3140 MEMBERSHIPS	800	820	840	860	880	900	920	940	960	980
G-410-437-3150 TRAINING COURSE EXPENSES	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
G-410-437-3205 JOINT HEALTH & SAFETY	100	102	104	106	108	110	112	114	116	118
G-410-437-3220 TELEPHONE	4,800	4,900	5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700
G-410-437-3230 ADVERTISING	150	150	150	150	150	150	150	150	150	150
G-410-437-3360 CONSULTANTS	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
G-410-437-3392 M.O.E. TESTING	7,000	7,100	7,200	7,300	7,400	7,500	7,700	7,900	8,100	8,300
G-410-437-3420 EQUIPMENT REPAIR & MAINTENANCE	40,700	41,500	42,300	43,100	44,000	44,900	45,800	46,700	47,600	48,600
G-410-437-3579 SOURCE WATER PROTECTION	5,250	5,400	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200
G-410-437-3910 INSURANCE PREMIUMS	9,490	9,700	9,900	10,100	10,300	10,500	10,700	10,900	11,100	11,300
G-410-437-3995 PIL - SEVERN PORTION	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900	5,000
G-410-437-7970 INTERNAL DEPT EXPENDITURE TRSF	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-437-7981 TOWNSHIP VEHICLE RENTAL	22,000	22,400	22,800	23,300	23,800	24,300	24,800	25,300	25,800	26,300



Appendix A-10 Continued
Water Service
Water Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget	Forecast								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Westshore										
G-410-439-1110 REGULAR SALARIES & WAGES	124,800	127,300	129,800	132,400	135,000	137,700	140,500	143,300	146,200	149,100
G-410-439-1120 PART-TIME SALARIES & WAGES	5,600	5,700	5,800	-	-	-	-	-	-	-
G-410-439-1130 OVERTIME-SHIFT-RECAL ETC.	14,300	14,600	14,900	15,200	15,500	15,800	16,100	16,400	16,700	17,000
G-410-439-1140 LOST TIME : SICK VACN ETC	17,400	17,700	18,100	18,500	18,900	19,300	19,700	20,100	20,500	20,900
G-410-439-1141 ON CALL	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800
G-410-439-1155 NON TAXABLE - MEALS / UNIFORM PAY	750	765	780	796	812	828	845	862	879	897
G-410-439-1161 EMPLOYER HEALTH TAX	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
G-410-439-1162 C.P.P.	5,400	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200	6,300
G-410-439-1163 E.I.	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
G-410-439-1164 O.M.E.R.S.	16,400	16,700	17,000	17,300	17,600	18,000	18,400	18,800	19,200	19,600
G-410-439-1165 GROUP LIFE INSURANCE	17,900	18,300	18,700	19,100	19,500	19,900	20,300	20,700	21,100	21,500
G-410-439-1167 WORKPLACE SAFETY INSURANCE	4,700	4,800	4,900	5,000	5,100	5,200	5,300	5,400	5,500	5,600
G-410-439-2220 BUILDING & PROPERTY MAINT	10,000	10,200	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800
G-410-439-2310 FUEL - DIESEL	500	530	560	590	620	650	680	710	750	790
G-410-439-2418 SULPHATE	6,500	6,800	7,100	7,500	7,900	8,300	8,700	9,100	9,600	10,100
G-410-439-2419 CHEMICALS	13,275	13,900	14,600	15,300	16,100	16,900	17,700	18,600	19,500	20,500
G-410-439-2610 OFFICE SUPPLIES	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-439-2810 HYDRO	70,000	71,400	72,800	74,300	75,800	77,300	78,800	80,400	82,000	83,600
G-410-439-2830 HEAT - NATURAL GAS	7,600	7,800	8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400
G-410-439-2900 SAFETY EQUIPMENT	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G-410-439-2910 UNIFORMS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-439-3110 MILEAGE	250	260	270	280	290	300	310	320	330	340
G-410-439-3140 MEMBERSHIPS	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
G-410-439-3150 TRAINING COURSE EXPENSES	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400
G-410-439-3205 JOINT HEALTH & SAFETY	100	102	104	106	108	110	112	114	116	118
G-410-439-3215 COURIER AND DELIVERY CHARGES	-	-	-	-	-	-	-	-	-	-
G-410-439-3220 TELEPHONE	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200
G-410-439-3230 ADVERTISING	250	260	270	280	290	300	310	320	330	340
G-410-439-3340 ENGINEERING	-	-	-	-	-	-	-	-	-	-
G-410-439-3360 CONSULTANTS	5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900
G-410-439-3392 M.O.E. TESTING	7,200	7,300	7,400	7,500	7,700	7,900	8,100	8,300	8,500	8,700
G-410-439-3420 EQUIPMENT REPAIR & MAINTENANCE	63,000	64,300	65,600	66,900	68,200	69,600	71,000	72,400	73,800	75,300
G-410-439-3579 SOURCE WATER PROTECTION	10,500	10,700	10,900	11,100	11,300	11,500	11,700	11,900	12,100	12,300
G-410-439-3910 INSURANCE PREMIUMS	3,770	3,800	3,900	4,000	4,100	4,200	4,300	4,400	4,500	4,600
G-410-439-3995 PIL - SEVERN PORTION	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100
G-410-439-7970 INTERNAL DEPT EXPENDITURE TRSF	7,000	7,100	7,200	7,300	7,400	7,500	7,700	7,900	8,100	8,300
G-410-439-7981 TOWNSHIP VEHICLE RENTAL	40,000	40,800	41,600	42,400	43,200	44,100	45,000	45,900	46,800	47,700



Appendix A-10 Continued
Water Service
Water Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Forecast 2022	2023	2024	2025	2026	2027	2028	2029	2030
Additional Staff Salaries & Benefits				49,000	50,000	51,000	52,000	53,000	54,100	55,200
2010 GMC SIERRA 1/2 TON										
G-410-U01-2311 FUEL - GASOLINE	1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
G-410-U01-2312 PARTS	500	500	500	500	500	500	500	500	500	500
G-410-U01-2340 LICENSES	75	77	79	81	83	85	87	89	91	93
G-410-U01-3420 EQUIPMENT REPAIR & MAINTENANCE	250	260	270	280	290	300	310	320	330	340
G-410-U01-3910 INSURANCE PREMIUMS	325	330	340	350	360	370	380	390	400	410
2011 CHEV 1/2 TON TRUCK										
G-410-U02-2311 FUEL - GASOLINE	1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
G-410-U02-2312 PARTS	1,250	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
G-410-U02-2340 LICENSES	75	77	79	81	83	85	87	89	91	93
G-410-U02-3420 EQUIPMENT REPAIR & MAINTENANCE	750	770	790	810	830	850	870	890	910	930
G-410-U02-3910 INSURANCE PREMIUMS	325	330	340	350	360	370	380	390	400	410
2011 CHEV SIERRA 1/2 TON TRUCK										
G-410-U03-2311 FUEL - GASOLINE	1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
G-410-U03-2312 PARTS	1,250	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
G-410-U03-2340 LICENSES	75	77	79	81	83	85	87	89	91	93
G-410-U03-3420 EQUIPMENT REPAIR & MAINTENANCE	750	770	790	810	830	850	870	890	910	930
G-410-U03-3910 INSURANCE PREMIUMS	325	330	340	350	360	370	380	390	400	410
2011 GMC SAVANA G3500 UTILITIES VAN										
G-410-U04-2311 FUEL - GASOLINE	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
G-410-U04-2312 PARTS	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
G-410-U04-2340 LICENSES	205	209	213	217	221	225	230	235	240	245
G-410-U04-3420 EQUIPMENT REPAIR & MAINTENANCE	750	770	790	810	830	850	870	890	910	930
G-410-U04-3910 INSURANCE PREMIUMS	325	330	340	350	360	370	380	390	400	410
2014 CHEV SILVERADO										
G-410-U05-2311 FUEL - GASOLINE	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900	2,000	2,100
G-410-U05-2312 PARTS	500	510	520	530	540	550	560	570	580	590
G-410-U05-2340 LICENSES	75	77	79	81	83	85	87	89	91	93
G-410-U05-3420 EQUIPMENT REPAIR & MAINTENANCE	500	510	520	530	540	550	560	570	580	590
G-410-U05-3910 INSURANCE PREMIUMS	325	330	340	350	360	370	380	390	400	410



Appendix A-10 Continued
Water Service
Water Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget	Forecast								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
2010 GMC 1/2 TON TRUCK										
G-410-U06-2311 FUEL - GASOLINE	1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
G-410-U06-2312 PARTS	500	510	520	530	540	550	560	570	580	590
G-410-U06-2340 LICENSES	75	77	79	81	83	85	87	89	91	93
G-410-U06-2995 MISCELLANEOUS	250	260	270	280	290	300	310	320	330	340
G-410-U06-3420 EQUIPMENT REPAIR & MAINTENANCE	250	260	270	280	290	300	310	320	330	340
G-410-U06-3910 INSURANCE PREMIUMS	325	330	340	350	360	370	380	390	400	410
2015 GMC SIERRA 3500										
G-410-U07-2311 FUEL - GASOLINE	1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
G-410-U07-2312 PARTS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-U07-2340 LICENSES	185	190	190	190	190	190	190	190	190	190
G-410-U07-3420 EQUIPMENT REPAIR & MAINTENANCE	500	510	520	530	540	550	560	570	580	590
G-410-U07-3910 INSURANCE PREMIUMS	325	330	340	350	360	370	380	390	400	410
2017 CHEV 4WD 3500 CREW CAB										
G-410-U08-2311 FUEL - GASOLINE	1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500
G-410-U08-2312 PARTS	500	510	520	530	540	550	560	570	580	590
G-410-U08-2340 LICENSES	135	140	140	140	140	140	140	140	140	140
G-410-U08-3420 EQUIPMENT REPAIR & MAINTENANCE	500	510	520	530	540	550	560	570	580	590
G-410-U08-3910 INSURANCE PREMIUMS	520	530	540	550	560	570	580	590	600	610
UTILITIES TRAILER/GENSET #2										
G-410-UT2-3910 INSURANCE PREMIUMS	130	133	136	139	142	145	148	151	154	157
UTILITIES TRAILER/GENSET #3										
G-410-UT3-3420 EQUIPMENT REPAIR & MAINTENANCE	250	260	270	280	290	300	310	320	330	340
G-410-UT3-3910 INSURANCE PREMIUMS	130	130	130	130	130	130	130	130	130	130
UTILITIES TRAILER/DISTRIBUTION TRAILER										
G-410-UT4-2311 FUEL - GASOLINE	250	260	270	280	290	300	320	340	360	380
G-410-UT4-3420 EQUIPMENT REPAIR & MAINTENANCE	250	260	270	280	290	300	310	320	330	340
G-410-UT4-3910 INSURANCE PREMIUMS	325	330	340	350	360	370	380	390	400	410
Sub Total Operating	1,500,485	1,532,127	1,564,354	1,626,382	1,660,510	1,695,458	1,731,028	1,766,898	1,803,411	1,840,735



Appendix A-10 Continued
Water Service
Water Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Forecast 2022	2023	2024	2025	2026	2027	2028	2029	2030
Capital-Related										
Existing Debt (Principal) - Growth Related										
Existing Debt (Interest) - Growth Related										
New Growth Related Debt - Westshore (Principal)		-	-	-	-	-	-	24,951	100,968	184,589
New Growth Related Debt - Westshore (Interest)		-	-	-	-	-	-	29,720	111,757	189,354
New Growth Related Debt - Severn Estates (Principal)		-	-	-	-	-	-	-	-	-
New Growth Related Debt - Severn Estates (Interest)		-	-	-	-	-	-	-	-	-
Existing Debt (Principal) - Non-Growth Related	107,419	113,166	119,220	125,598	132,317	139,396	146,853	154,709	162,985	171,705
Existing Debt (Interest) - Non-Growth Related	136,654	130,907	124,853	118,475	111,756	104,678	97,220	89,364	81,088	72,368
New Non-Growth Related Debt (Principal)		-	-	-	-	-	-	-	-	-
New Non-Growth Related Debt (Interest)		-	-	-	-	-	-	-	-	-
Transfer to Capital		-	-	-	-	-	-	-	-	-
Transfer to Equipment/Vehicle Reserve	15,000	15,000	20,000	20,000	25,000	30,000	35,000	45,000	50,000	55,000
Transfer to Westshore Upgrade & Maintenance Reserve Fund		-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	65,525	177,261	296,362	393,302	503,840	613,971	729,181	848,967	979,431	1,081,478
Sub Total Capital Related	324,598	436,334	560,435	657,375	772,913	888,044	1,008,254	1,192,711	1,486,229	1,754,493
Total Expenditures	1,825,083	1,968,461	2,124,789	2,283,757	2,433,423	2,583,502	2,739,282	2,959,609	3,289,640	3,595,228
Revenues										
Minimum Bill Revenue	1,564,763	1,702,852	1,853,715	2,006,985	2,150,776	2,294,747	2,444,239	2,603,374	2,768,596	2,905,976
Minimum Bill Revenue - Ramara	13,287	13,752	14,234	14,732	15,247	15,781	16,333	16,905	17,497	18,109
Washago										
G-410-431-0849 PENALTY	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Bass Lake										
G-410-432-0849 PENALTY	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Severn Estates										
G-410-434-0849 PENALTY	100	100	100	100	100	100	100	100	100	100
Sandcastle Estates										
G-410-435-0849 PENALTY	100	100	100	100	100	100	100	100	100	100
Coldwater										
G-410-437-0849 PENALTY	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
G-410-437-0887 WATER METER SALES	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
G-410-437-0890 MISCELLANEOUS	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
G-410-437-0981 WATER/SEWER CONNECTION CHARGE	250	250	250	250	250	250	250	250	250	250



Appendix A-10 Continued
Water Service
Water Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Forecast 2022	2023	2024	2025	2026	2027	2028	2029	2030
Westshore										
G-410-439-0849 PENALTY	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
G-410-439-0887 WATER METER SALES	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
G-410-439-0890 MISCELLANEOUS	100	100	100	100	100	100	100	100	100	100
G-410-439-0981 WATER/SEWER CONNECTION CHARGE	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Utility Vehicles										
G-410-U01-0971 TOWNSHIP EQUIPMENT RENTALS	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
G-410-U02-0971 TOWNSHIP EQUIPMENT RENTALS	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
G-410-U03-0971 TOWNSHIP EQUIPMENT RENTALS	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
G-410-U04-0971 TOWNSHIP EQUIPMENT RENTALS	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
G-410-U05-0971 TOWNSHIP EQUIPMENT RENTALS	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
G-410-U06-0971 TOWNSHIP EQUIPMENT RENTALS	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
G-410-U07-0971 TOWNSHIP EQUIPMENT RENTALS	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
G-410-U08-0971 TOWNSHIP EQUIPMENT RENTALS	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Contributions from Development Charges Reserve Fund - Severn Estates	-	-	-	-	-	-	-	-	-	-
Contributions from Development Charges Reserve Fund - Westshore	-	-	-	-	-	-	-	54,671	212,725	373,942
Contributions from Reserves / Reserve Funds	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	1,686,800	1,825,355	1,976,698	2,130,467	2,274,773	2,419,278	2,569,323	2,783,701	3,107,568	3,406,778
Water Billing Recovery - Total	138,283	143,107	148,091	153,290	158,650	164,224	169,959	175,909	182,072	188,451



Appendix A-11 Continued
Water Service
Water Rate Forecast
Inflated \$
2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Water Billing Recovery	138,283	143,107	148,091	153,290	158,650	164,224	169,959	175,909	182,072	188,451
Total Volume (Over 272 m ³ per year)	53,598	53,598	53,598	53,598	53,598	53,598	53,598	53,598	53,598	53,598
Constant Rate	2.58	2.67	2.76	2.86	2.96	3.06	3.17	3.28	3.40	3.52
Annual Percentage Change		3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%