



Water and Wastewater Ontario Regulation 453/07 Financial Plan

City of Barrie

Financial Plan #014-301

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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 City of Barrie (the City) 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 City's water systems has been completed based on the City's 2021 Water and Wastewater Financial Plan - Rate Analysis Study, dated April 29, 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 requirement 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 City's Financial Plan

The City is currently in the process of renewing the drinking water license 014-301 for the water system 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 license 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.



Residential water customers pay a constant fixed charge as well as volume charges based on a four-tiered increasing block structure. Non-residential customers fixed charges vary by meter size and their volume charges are based on a two-tiered increasing block structure. The fixed charges recover 36% of the overall revenues for the system with the balance of the revenue being generated from the volume charges.



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. On March 15, 2021, the Province filed Regulation 193/21 to extend all of the timelines of Regulation 588/17 by one year. The following provides the revised timelines for the phases:

- Phase 1 – Asset Management Plan (by July 1, 2022):
 - 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, 2024):
 - Same steps as Phase 1 but for all assets.
- Phase 3 – Asset Management Plan (by July 1, 2025):
 - 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, 2022 (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.

The City is currently undertaking its water and wastewater asset management plans. Upon completion, the City will need to consider the impacts during the annual budget and forecast process and future financial plans.

2.5 Water Forecast

As noted earlier, the City has undertaken a Rate Study, dated April 29, 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 City's water system by assessing:



- A detailed assessment of current and future capital needs including an analysis of potential funding sources;
- Asset renewal results from the draft asset management plan which is anticipated to be complete later in 2021;
- 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 City'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 and their asset management consultants) has been used as a starting point to prepare the water and wastewater financial plans. The water and wastewater forecasts are 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. The complete financial plan for wastewater is provided in Appendix B.

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 City 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 represent future assets that the City anticipates purchasing or constructing as well as future linear assets that are anticipated to be contributed by developers and other parties (at no cost to the City). 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 will need to be adjusted in order to properly account for these transactions as they are dedicated to the City. The sequence and contributed assets have been estimated 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
Fixed Charge Revenue	10,254,620			10,254,620	Base Charge Revenue
Rate Based Revenue	18,271,992			18,271,992	Rate Based Revenue
Transfers from Reserves	7,917,481	7,917,481			
			19,845,889	19,845,889	Earned Development Charges Revenue
			11,373,400	11,373,400	Developer Contributions
Other Revenue	914,216		354,575	1,268,790	Other Revenue
Total Revenues	37,358,309			61,014,691	Total Revenues
Expenditures					Expenses
Operating	22,372,350	461,000		22,833,350	Operating Expenses
Capital					
Transfers to Reserves	7,068,478		7,068,478		
Transfers to Capital	-		-		
Debt Repayment (Principal & Interest)	7,917,481		1,975,688	5,941,793	Interest on Debt
		9,926,864		9,926,864	Amortization
Total Expenditures	37,358,309			38,702,007	Total Expenses
Net Expenditures	-			22,312,684	Annual Surplus/(Deficit)
Increase (decrease) in amounts to be recovered	-			217,257,685	Accumulated Surplus/(Deficit), beginning of year
Change in Fund Balances	-	22,312,684	-	239,570,369	Accumulated Surplus/(Deficit), end of year
TOTAL ADJUSTMENTS		40,618,029	40,618,029		

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 City 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 City 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	-			-	Cash
Accounts Receivable	6,428,853			6,428,853	Accounts Receivable
Long-term Accounts Receivable - Other	56,010,833			56,010,833	Long-term Accounts Receivable - Other
Total Financial Assets	62,439,686			62,439,686	Total Financial Assets
LIABILITIES					Liabilities
Bank Indebtedness	39,244,517			39,244,517	Bank Indebtedness
Accounts Payable & Accrued Liabilities	5,111,820			5,111,820	Accounts Payable & Accrued Liabilities
Gross Long-term Liabilities	128,591,766			128,591,766	Debt (Principal only)
Deferred Revenue	-			-	Deferred Revenue
Total Liabilities	172,948,103			172,948,103	Total Liabilities
Net Assets/(Debt)	(110,508,417)			(110,508,417)	Net Financial Assets/(Debt)
		350,539,787	461,000	350,078,787	Non-Financial Assets
					Tangible Capital Assets
				350,078,787	Total Non-Financial Assets
Municipal Position					
Water Reserves	18,083,349	18,083,349	-		
Development Charge Reserve Fund	(56,010,833)	-	56,010,833		
Amounts to be Recovered	(72,580,933)	-	72,580,933		
Total Municipal Position	(110,508,417)		239,570,370	239,570,369	Accumulated Surplus/(Deficit), end of year
TOTAL ADJUSTMENTS		368,623,136	368,623,136		

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 City 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 City’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:

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



- b) Amortization Expense – The method and timing of amortization should be based on the City’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 City’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 City's water system (please refer to Appendix B for the wastewater financial plan). 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 City'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 City'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 City's water system was in a net financial debt position of \$110.51 million. The financial plan forecasts a net financial debt position for each year of the forecast period, increasing to a net financial debt position of \$111.77 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 increase over the forecast period by \$203.85 million. This indicates that the City's planned investment in tangible capital assets (which includes developer contributed capital assets) exceeds planned amortization and disposals 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 slightly over the forecast period from 63% in 2021 to 62% by 2030. As a result, annual surplus/deficit increases from a surplus of \$22.31 million to a surplus of \$28.13 million by 2030. 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, reserve/reserve fund transfers and debt principal payments.

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 increase by approximately \$199.85 million to a 2021 accumulated surplus of \$417.11 million over the forecast period to the end of 2030. The accumulated surplus, as indicated in Table



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

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 2021), forecasted tangible capital asset acquisitions (net of amortization for the year) exceeds the forecasted annual surplus. A minor overall increase to net financial assets is anticipated over the forecast period to 2030, from \$107.78 million at the beginning of 2021 to \$111.77 million at the end of 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 0.92 to 0.99 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), debenture payments, and to build internal reserves and reserve funds over the forecast period. The financial plan projects the cash position of the City's water system to improve from a deficit balance of \$23.73 million at the beginning of 2021, to a surplus just under \$1.69 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	-	-	-	-	-	-	-	-	-	1,686,531
Accounts Receivable	1	6,428,853	6,615,296	6,858,028	7,166,482	7,526,298	7,905,728	8,305,796	8,726,030	9,170,366	9,638,626
Long-term Accounts Receivable	2	-	-	-	-	-	-	-	-	-	-
Accounts Receivable - Other	3	56,010,833	65,224,710	72,802,549	62,770,370	56,001,905	47,799,714	38,640,090	28,612,119	14,149,289	4,837,119
Total Financial Assets		62,439,686	71,840,006	79,660,577	69,936,852	63,528,203	55,705,442	46,945,886	37,338,149	23,319,655	16,162,276
Liabilities											
Bank Indebtedness		39,244,517	56,924,887	70,887,267	60,906,110	54,303,201	43,643,743	34,765,626	23,297,999	8,688,748	-
Accounts Payable & Accrued Liabilities	1	5,111,820	5,284,913	5,411,479	5,599,793	5,724,207	5,851,935	5,983,126	6,117,439	6,255,274	6,396,695
Debt (Principal only)	2	128,591,766	126,515,666	134,708,261	140,230,410	139,453,212	136,160,113	132,728,414	129,152,051	125,424,687	121,539,695
Deferred Revenue	3	-	-	-	-	-	-	-	-	-	-
Total Liabilities		172,948,103	188,725,466	211,007,007	206,736,313	199,480,620	185,655,791	173,477,166	158,567,489	140,368,709	127,936,390
Net Financial Assets/(Debt)		(110,508,417)	(116,885,460)	(131,346,430)	(136,799,461)	(135,952,417)	(129,950,349)	(126,531,280)	(121,229,340)	(117,049,054)	(111,774,114)
Non-Financial Assets											
Tangible Capital Assets	4	350,078,787	383,772,141	412,888,502	431,889,335	447,307,707	458,607,133	474,368,226	490,312,859	506,031,376	528,885,534
Total Non-Financial Assets		350,078,787	383,772,141	412,888,502	431,889,335	447,307,707	458,607,133	474,368,226	490,312,859	506,031,376	528,885,534
Accumulated Surplus/(Deficit)	5	239,570,370	266,886,681	281,542,072	295,089,874	311,355,290	328,656,784	347,836,946	369,083,519	388,982,322	417,111,420
Financial Indicators											
	Total Change	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1) Increase/(Decrease) in Net Financial Assets	(3,991,946)	(2,726,249)	(6,377,043)	(14,460,970)	(5,453,031)	847,044	6,002,068	3,419,069	5,301,940	4,180,286	5,274,940
2) Increase/(Decrease) in Tangible Capital Assets	203,845,681	25,038,934	33,693,354	29,116,361	19,000,833	15,418,372	11,299,426	15,761,093	15,944,633	15,718,517	22,854,158
3) Increase/(Decrease) in Accumulated Surplus	199,853,735	22,312,685	27,316,311	14,655,391	13,547,802	16,265,416	17,301,494	19,180,162	21,246,573	19,898,803	28,129,098



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											
Fixed Charge Revenue		10,254,620	10,663,482	11,205,414	11,849,112	12,590,028	13,371,258	14,195,054	15,063,359	15,978,417	16,942,815
Rate Based Revenue		18,271,992	18,975,492	19,911,565	21,047,551	22,381,121	23,787,874	25,271,788	26,836,353	28,485,649	30,224,232
Earned Development Charges Revenue	3	19,845,889	18,610,541	18,992,621	10,651,121	14,490,841	13,674,571	13,358,581	13,152,791	9,489,451	15,307,081
Developer Contributions	4	11,373,400	17,318,860	4,330,900	11,365,250	8,870,000	9,310,000	9,780,000	10,270,000	10,780,000	11,320,000
Other Revenue	6	1,268,790	1,074,115	883,725	897,831	915,620	985,636	1,002,487	1,045,450	1,072,029	1,117,384
Total Revenues		61,014,691	66,642,490	55,324,225	55,810,865	59,247,610	61,129,339	63,607,910	66,367,953	65,805,546	74,911,512
Water Expenses											
Operating Expenses	Sch. 4-1	22,833,350	23,566,909	24,142,837	24,653,010	25,143,520	25,611,530	26,239,700	26,773,535	27,376,784	27,995,723
Interest on Debt	2	5,941,793	5,858,764	5,763,458	5,974,636	6,104,046	6,042,741	5,904,141	5,759,478	5,608,476	5,450,849
Amortization	4	9,926,863	9,900,506	10,762,539	11,635,417	11,734,628	12,173,574	12,283,907	12,588,367	12,921,483	13,335,842
Total Expenses		38,702,006	39,326,179	40,668,834	42,263,063	42,982,194	43,827,845	44,427,748	45,121,380	45,906,743	46,782,414
Annual Surplus/(Deficit)		22,312,685	27,316,311	14,655,391	13,547,802	16,265,416	17,301,494	19,180,162	21,246,573	19,898,803	28,129,098
Accumulated Surplus/(Deficit), beginning of year	5	217,257,685	239,570,370	266,886,681	281,542,072	295,089,874	311,355,290	328,656,784	347,836,946	369,083,519	388,982,322
Accumulated Surplus/(Deficit), end of year		239,570,370	266,886,681	281,542,072	295,089,874	311,355,290	328,656,784	347,836,946	369,083,519	388,982,322	417,111,420
Note 5:											
Accumulated Surplus/(Deficit) Reconciliation:		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Reserve Balances											
Reserves: Development Charges		(56,010,833)	(65,224,710)	(72,802,549)	(62,770,370)	(56,001,905)	(47,799,714)	(38,640,090)	(28,612,119)	(14,149,289)	(4,837,119)
Reserves: Capital/Other		18,083,349	9,630,206	3,361,831	3,430,949	3,500,795	6,209,764	6,197,134	7,922,711	8,375,633	9,765,581
Total Reserves Balance		(37,927,484)	(55,594,504)	(69,440,718)	(59,339,421)	(52,501,110)	(41,589,950)	(32,442,956)	(20,689,408)	(5,773,656)	4,928,462
Less: Debt Obligations and Deferred Revenue		(72,580,933)	(61,290,956)	(61,905,712)	(77,460,040)	(83,451,307)	(88,360,399)	(94,088,324)	(100,539,932)	(111,275,398)	(116,702,576)
Add: Tangible Capital Assets	4	350,078,787	383,772,141	412,888,502	431,889,335	447,307,707	458,607,133	474,368,226	490,312,859	506,031,376	528,885,534
Total Ending Balance		239,570,370	266,886,681	281,542,072	295,089,874	311,355,290	328,656,784	347,836,946	369,083,519	388,982,322	417,111,420
Financial Indicators	Total Change	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1) Expense to Revenue Ratio		63%	59%	74%	76%	73%	72%	70%	68%	70%	62%
2) Increase/(Decrease) in Accumulated Surplus	199,853,735	22,312,685	27,316,311	14,655,391	13,547,802	16,265,416	17,301,494	19,180,162	21,246,573	19,898,803	28,129,098



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											
400000 - Full-time Salaries		6,051,907	6,206,281	6,346,102	6,463,396	6,592,700	6,724,600	6,859,100	6,996,300	7,136,200	7,278,900
400100 - Full-time Salaries - Casual		290,979	373,346	279,633	221,111	225,500	230,000	234,600	239,300	244,100	249,000
400700 - Full-time Overtime		162,590	165,856	169,173	172,556	176,000	179,500	183,100	186,800	190,500	194,300
401000 - Full-time Salary Recovery		(123,846)	(214,322)	(90,731)	-	-	-	-	-	-	-
401100 - Full-time Fringe Benefits		1,642,068	1,672,108	1,699,210	1,721,943	1,756,400	1,791,500	1,827,300	1,863,800	1,901,100	1,939,100
401200 - Full-time Fringe Benefits - Casual		37,440	44,443	35,883	28,236	28,800	29,400	30,000	30,600	31,200	31,800
433100 - Part-time Salaries - Casual		117,487	123,093	129,314	135,432	138,100	140,900	143,700	146,600	149,500	152,500
433500 - Part-time Fringe Benefits - Casual		15,548	16,336	17,210	18,069	18,400	18,800	19,200	19,600	20,000	20,400
Salaries & Benefits for Additional Staff		-	86,200	87,900	89,700	91,500	93,300	95,200	97,100	99,000	101,000
500400 - Stationery & Office Supplies		47,643	52,151	53,194	54,257	55,300	56,400	57,500	58,700	59,900	61,100
500500 - Preprinted Forms, Tags & Passes		4,735	3,589	3,661	3,734	3,800	3,900	4,000	4,100	4,200	4,300
500800 - Meetings & Meal Expenses		10,127	10,476	10,686	10,899	11,100	11,300	11,500	11,700	11,900	12,100
501000 - Award & Ceremony Expenses		1,875	1,950	1,989	2,029	2,100	2,100	2,100	2,100	2,100	2,100
501100 - Protective Clothing		24,290	25,494	26,004	26,524	27,100	27,600	28,200	28,800	29,400	30,000
501300 - Clothing Allowance		6,710	6,947	7,086	7,228	7,400	7,500	7,700	7,900	8,100	8,300
501500 - Protective Equipment		27,970	28,867	29,444	30,033	30,600	31,200	31,800	32,400	33,000	33,700
510100 - Chemicals		171,606	172,428	173,267	174,122	182,800	191,900	201,500	211,600	222,200	233,300
520000 - Gasoline		3,798	3,874	3,951	4,030	4,200	4,400	4,600	4,800	5,000	5,300
520100 - Hydro		1,761,153	1,796,376	1,832,304	1,868,950	1,962,400	2,060,500	2,163,500	2,271,700	2,385,300	2,504,600
520200 - Water & Wastewater		96,068	97,989	99,949	101,948	104,000	106,100	108,200	110,400	112,600	114,900
520300 - Natural Gas		125,007	127,507	130,057	132,658	135,300	138,000	140,800	143,600	146,500	149,400
540300 - Small Parts		93,083	96,248	98,051	99,891	101,900	103,900	106,000	108,100	110,300	112,500
540500 - Asphalt		48,000	49,915	50,913	51,931	53,000	54,100	55,200	56,300	57,400	58,500
540900 - Field & Other Supplies		474,227	486,096	494,228	502,502	512,600	522,900	533,400	544,100	555,000	566,100
541400 - Laboratory Supplies		15,240	15,550	15,861	16,178	16,500	16,800	17,100	17,400	17,700	18,100
541600 - Purchases for Resale		102,170	104,213	106,298	108,424	110,600	112,800	115,100	117,400	119,700	122,100
560200 - Minor Capital - General		424,446	437,466	444,714	452,107	461,100	470,300	479,700	489,300	499,100	509,100
570000 - Small Tools		25,447	26,398	26,926	27,464	28,000	28,600	29,200	29,800	30,400	31,000
600000 - Conferences & Trade Show Registration		32,377	35,353	36,060	36,781	37,500	38,300	39,100	39,900	40,700	41,500
600100 - Kilometer Reimbursement		9,359	9,722	9,916	10,114	10,300	10,500	10,700	10,900	11,100	11,300
620000 - Staff Training & Development		132,030	144,128	147,011	149,951	152,900	156,000	159,100	162,300	165,500	168,800
620200 - Memberships & Subscriptions		148,816	160,453	163,652	166,915	170,300	173,700	177,200	180,700	184,300	188,000
640500 - Consultants - General		1,436	1,542	1,573	1,605	1,600	1,600	1,600	1,600	1,600	1,600
660400 - Examination Services		250	255	260	265	300	300	300	300	300	300
661100 - Advertising Services		2,360	2,454	2,503	2,553	2,600	2,700	2,800	2,900	3,000	3,100
661200 - Application & Permit Services		3,784	-	-	-	-	-	-	-	-	-
661400 - Cellular Telephone Services		44,785	45,788	46,353	46,929	47,900	48,900	49,900	50,900	51,900	52,900
661800 - Telephone Services		29,910	30,225	30,390	30,558	31,200	31,800	32,400	33,000	33,700	34,400
670700 - Contracted Services - General		904,635	915,040	926,415	940,018	958,800	978,000	997,600	1,017,600	1,038,000	1,058,800
671900 - Contracted Services - Snow Clearing		118,280	122,998	125,458	127,967	130,500	133,100	135,800	138,500	141,300	144,100
672200 - Contracted Services - Water		9,050	9,411	9,599	9,791	10,000	10,200	10,400	10,600	10,800	11,000
672600 - Contracted Services - Painting		57,000	58,140	59,303	60,489	61,700	62,900	64,200	65,500	66,800	68,100
675100 - Repairs & Maintenance - Building		5,820	6,053	6,174	6,297	6,400	6,500	6,600	6,700	6,800	6,900
675400 - Repairs & Maintenance - Equipment		232,239	234,604	236,224	237,877	242,600	247,500	252,500	257,600	262,800	268,100
676100 - Repairs & Maintenance - Hydrants		101,966	104,005	106,085	108,207	110,400	112,600	114,900	117,200	119,500	121,900
676400 - Repairs & Maintenance - Parking		32,219	32,606	33,001	33,403	34,100	34,800	35,500	36,200	36,900	37,600



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
700000 - Equipment Rental/Lease		84,633	23,103	25,258	27,056	27,600	28,200	28,800	29,400	30,000	30,600
720400 - Debit & Credit Card Fees		1,315	1,341	1,368	1,395	1,400	1,400	1,400	1,400	1,400	1,400
720800 - Insurance Premium		219,043	223,424	227,892	232,450	237,100	241,800	246,600	251,500	256,500	261,600
721100 - Insurance Settlement		29,260	29,845	30,442	31,051	31,700	32,300	32,900	33,600	34,300	35,000
900500 - Interdepartmental - General		100,000	100,000	132,118	166,236	169,600	173,000	176,500	180,000	183,600	187,300
901000 - Interdepartmental - Fleet		298,690	304,664	310,757	316,972	323,300	329,800	336,400	343,100	350,000	357,000
901599 - Interdepartmental - Property (Automated)		946,770	961,145	976,297	991,654	1,011,500	1,031,700	1,052,300	1,073,300	1,094,800	1,116,700
902000 - Interdepartmental - Corporate Support		5,898,416	5,994,070	6,091,577	6,183,636	6,307,300	6,433,400	6,562,100	6,693,300	6,827,200	6,963,700
903000 - Interdepartmental - Water Rates (Manual)		694,973	697,178	738,592	741,881	756,700	771,800	787,200	802,900	819,000	835,400
903099 - Interdepartmental - Water Rates (Automated)		77,728	78,834	80,400	82,000	83,600	85,300	87,000	88,700	90,500	92,300
Low-Income Support Grant Program		-	300,000	306,000	312,100	318,300	324,700	331,200	337,800	344,600	351,500
Transfer to Fleet Management Reserve		345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000
Funding of DC Exemptions for Residential Intensification		152,439	141,653	195,881	581,505	593,120	605,430	618,400	630,835	643,484	656,323
Non TCA - Expenses from Capital Budget	7	461,000	437,000	459,000	145,000	91,000	-	54,000	-	-	-
TOTAL OPERATING EXPENSES		22,833,350	23,566,909	24,142,837	24,653,010	25,143,520	25,611,530	26,239,700	26,773,535	27,376,784	27,995,723



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)		22,312,685	27,316,311	14,655,391	13,547,802	16,265,416	17,301,494	19,180,162	21,246,573	19,898,803	28,129,098
Less: Acquisition of Tangible Capital Assets	4	(34,965,797)	(43,593,860)	(39,878,900)	(30,636,250)	(27,153,000)	(23,473,000)	(28,045,000)	(28,533,000)	(28,640,000)	(36,190,000)
Add: Amortization of Tangible Capital Assets	4	9,926,863	9,900,506	10,762,539	11,635,417	11,734,628	12,173,574	12,283,907	12,588,367	12,921,483	13,335,842
(Gain)/Loss on disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Add: Proceeds on Sale of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Add: Write-downs of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Sub-Total		(25,038,934)	(33,693,354)	(29,116,361)	(19,000,833)	(15,418,372)	(11,299,426)	(15,761,093)	(15,944,633)	(15,718,517)	(22,854,158)
Less: Acquisition of Supplies Inventory		-	-	-	-	-	-	-	-	-	-
Less: Acquisition of Prepaid Expenses		-	-	-	-	-	-	-	-	-	-
Add: Consumption of Supplies Inventory		-	-	-	-	-	-	-	-	-	-
Add: Use of Prepaid Expenses		-	-	-	-	-	-	-	-	-	-
Sub-Total		-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Net Financial Assets/(Net Debt)		(2,726,249)	(6,377,043)	(14,460,970)	(5,453,031)	847,044	6,002,068	3,419,069	5,301,940	4,180,286	5,274,940
Net Financial Assets/(Net Debt), beginning of year		(107,782,168)	(110,508,417)	(116,885,460)	(131,346,430)	(136,799,461)	(135,952,417)	(129,950,349)	(126,531,280)	(121,229,340)	(117,049,054)
Net Financial Assets/(Net Debt), end of year		(110,508,417)	(116,885,460)	(131,346,430)	(136,799,461)	(135,952,417)	(129,950,349)	(126,531,280)	(121,229,340)	(117,049,054)	(111,774,114)
Financial Indicators		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1) Acquisition of Tangible Capital Assets (Cumulative)		34,965,797	78,559,657	118,438,557	149,074,807	176,227,807	199,700,807	227,745,807	256,278,807	284,918,807	321,108,807
2) Annual Surplus/Deficit before Amortization (Cumulative)		32,239,548	69,456,365	94,874,295	120,057,514	148,057,558	177,532,626	208,996,695	242,831,635	275,651,921	317,116,861
3) Ratio of Annual Surplus before Amortization to Acquisition of TCA's (Cumulative)		0.92	0.88	0.80	0.81	0.84	0.89	0.92	0.95	0.97	0.99



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		22,312,685	27,316,311	14,655,391	13,547,802	16,265,416	17,301,494	19,180,162	21,246,573	19,898,803	28,129,098
Add: Amortization of TCA's	4	9,926,863	9,900,506	10,762,539	11,635,417	11,734,628	12,173,574	12,283,907	12,588,367	12,921,483	13,335,842
(Gain)/Loss on disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Less: Earned Deferred Revenue	3	(19,845,889)	(18,610,541)	(18,992,621)	(10,651,121)	(14,490,841)	(13,674,571)	(13,358,581)	(13,152,791)	(9,489,451)	(15,307,081)
Less: Developer Contributions		(11,373,400)	(17,318,860)	(4,330,900)	(11,365,250)	(8,870,000)	(9,310,000)	(9,780,000)	(10,270,000)	(10,780,000)	(11,320,000)
Add: Deferred Revenue Proceeds		9,883,702	9,396,663	11,414,782	20,683,300	21,259,305	21,876,763	22,518,205	23,180,762	23,952,283	24,619,251
Change in A/R (Increase)/Decrease		(1,504,702)	(186,442)	(242,732)	(308,454)	(359,816)	(379,431)	(400,068)	(420,234)	(444,337)	(468,260)
Change in A/P Increase/(Decrease)		399,750	173,093	126,566	188,314	124,414	127,728	131,191	134,313	137,835	141,421
Less: Interest Proceeds		(354,575)	(188,828)	(65,918)	(67,274)	(68,643)	(121,760)	(121,512)	(155,347)	(164,228)	(191,482)
Cash Provided by Operating Transactions		9,444,435	10,481,902	13,327,107	23,662,734	25,594,464	27,993,797	30,453,304	33,151,643	36,032,388	38,938,789
Capital Transactions											
Proceeds on sale of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Less: Cash Used to acquire Tangible Capital Assets	4	(23,592,397)	(26,275,000)	(35,548,000)	(19,271,000)	(18,283,000)	(14,163,000)	(18,265,000)	(18,263,000)	(17,860,000)	(24,870,000)
Cash Applied to Capital Transactions		(23,592,397)	(26,275,000)	(35,548,000)	(19,271,000)	(18,283,000)	(14,163,000)	(18,265,000)	(18,263,000)	(17,860,000)	(24,870,000)
Investing Transactions											
Proceeds from Investments		354,575	188,828	65,918	67,274	68,643	121,760	121,512	155,347	164,228	191,482
Less: Cash Used to Acquire Investments		-	-	-	-	-	-	-	-	-	-
Cash Provided by (applied to) Investing Transactions		354,575	188,828	65,918	67,274	68,643	121,760	121,512	155,347	164,228	191,482
Financing Transactions											
Proceeds from Debt Issue	2	258,600	-	10,364,000	8,179,000	2,300,000	-	-	-	-	-
Less: Debt Repayment (Principal only)	2	(1,975,688)	(2,076,100)	(2,171,405)	(2,656,851)	(3,077,198)	(3,293,099)	(3,431,699)	(3,576,363)	(3,727,365)	(3,884,992)
Cash Applied to Financing Transactions		(1,717,088)	(2,076,100)	8,192,595	5,522,149	(777,198)	(3,293,099)	(3,431,699)	(3,576,363)	(3,727,365)	(3,884,992)
Increase in Cash and Cash Equivalents		(15,510,475)	(17,680,370)	(13,962,380)	9,981,157	6,602,909	10,659,458	8,878,117	11,467,627	14,609,251	10,375,279
Cash and Cash Equivalents, beginning of year	1	(23,734,042)	(39,244,517)	(56,924,887)	(70,887,267)	(60,906,110)	(54,303,201)	(43,643,743)	(34,765,626)	(23,297,999)	(8,688,748)
Cash and Cash Equivalents, end of year	1	(39,244,517)	(56,924,887)	(70,887,267)	(60,906,110)	(54,303,201)	(43,643,743)	(34,765,626)	(23,297,999)	(8,688,748)	1,686,531



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 City, some of the items listed above have been estimated given that the City 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 City, 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 water and wastewater receivables as a percentage of annual revenue earned (source: 2017 to 2019 Financial Information Returns and actual data provided by city staff); and
- b) Payables: Based on historical levels of municipal-wide payables as a percentage of annual expenses (source: 2017 to 2019 Financial Information Returns and actual data provided by city staff).

2. Debt

Outstanding water related debt at the end of 2020 was \$130,308,853 with additional debt proceeds anticipated throughout the forecast period. Principal repayments over the forecast period are scheduled as follows:



Year	Principal Payments
2021	1,975,688
2022	2,076,100
2023	2,171,405
2024	2,656,851
2025	3,077,198
2026	3,293,099
2027	3,431,699
2028	3,576,363
2029	3,727,365
2030	3,884,992
Total	29,870,760

In situations where landowner contributions offset annual debt payments, a “accounts receivable - other” 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 (“accounts receivable - other”) 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 Improvements;
 - ii. Facilities;
 - iii. Furniture and Fixtures;
 - iv. Machinery and Equipment;
 - v. Computer Equipment;



- vi. Fleet; and
- vii. Watermains.

- 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.
- Anticipated contributed assets, as described in section 3.2.1, have been included in the forecast period based on assumptions provided by City staff.
- The water system does not include any lead service piping.



- 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	437,506,258	469,687,310	509,010,334	543,338,003	570,945,519	595,650,288	618,328,837	644,839,441	671,675,140	698,054,945
Acquisitions	34,965,797	43,593,860	39,878,900	30,636,250	27,153,000	23,473,000	28,045,000	28,533,000	28,640,000	36,190,000
Disposals	2,784,745	4,270,836	5,551,231	3,028,734	2,448,231	794,451	1,534,396	1,697,301	2,260,195	2,795,845
Closing Tangible Capital Asset Balance	469,687,310	509,010,334	543,338,003	570,945,519	595,650,288	618,328,837	644,839,441	671,675,140	698,054,945	731,449,100
Opening Accumulated Amortization	112,466,405	119,608,523	125,238,193	130,449,501	139,056,184	148,342,581	159,721,704	170,471,215	181,362,281	192,023,569
Amortization Expense	9,926,863	9,900,506	10,762,539	11,635,417	11,734,628	12,173,574	12,283,907	12,588,367	12,921,483	13,335,842
Amortization on Disposal	2,784,745	4,270,836	5,551,231	3,028,734	2,448,231	794,451	1,534,396	1,697,301	2,260,195	2,795,845
Ending Accumulated Amortization	119,608,523	125,238,193	130,449,501	139,056,184	148,342,581	159,721,704	170,471,215	181,362,281	192,023,569	202,563,566
Net Book Value	350,078,787	383,772,141	412,888,502	431,889,335	447,307,707	458,607,133	474,368,226	490,312,859	506,031,376	528,885,534



5. Accumulated Surplus

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

Water	2021 Opening Accumulated Surplus
Reserve Balances	
Reserves: Development Charges	(46,048,647)
Reserves: Capital/Other	22,526,685
Total Reserves Balance	(23,521,962)
Less: Debt Obligations and Deferred Revenue	(84,260,206)
Add: Tangible Capital Assets	325,039,853
Total Opening Balance	217,257,685

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 interest and penalty charges, hydrant meter charges, service calls, tapping fees, backflow fees, turn on/off fees, swimming pool fill charges, etc., these revenues have been inflated by 2% annually 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 City 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 Financial Plan - Rate Analysis Study, dated April 29, 2021. Nevertheless, Council is required to pass certain resolutions with regard to this plan and regulations and it is recommended that:

1. The City of Barrie's Water and Wastewater Ontario Regulation 453/07 Financial Plan prepared by Watson & Associates Economists Ltd. dated April 29, 2021 be approved.
2. Notice of availability of the Water and Wastewater Ontario Regulation 453/07 Financial Plan be advertised.
3. The Water and Wastewater Ontario Regulation 453/07 Financial Plan dated April 29, 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 Water and Wastewater Ontario Regulation 453/07 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 Analysis 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												
000030 - Orchard Drive ROW Replacement - St. Vincent to End	-	41,000	-	-	41,000	-	-	-	-	-	-	-
000030 - Orchard Drive ROW Replacement - St. Vincent to End	-	250,000	-	-	-	-	224,000	26,000	-	-	-	-
000088 - NRP- HNS The Grove A2 Neighbourhood Reconstruction	-	487,000	-	-	-	-	-	-	-	-	-	487,000
000088 - NRP- HNS The Grove A2 Neighbourhood Reconstruction	-	546,000	-	-	-	-	-	128,000	135,000	283,000	-	-
000106 - Mary Street ROW Replacement - Ross to Dunlop	-	598,000	-	-	-	-	-	-	-	-	598,000	-
000106 - Mary Street ROW Replacement - Ross to Dunlop	-	72,000	-	72,000	-	-	-	-	-	-	-	-
000111 - Puget Street ROW Replacement and Drainage Upgrades - Steel to End	-	1,637,000	-	-	-	-	637,000	1,000,000	-	-	-	-
000111 - Puget Street ROW Replacement and Drainage Upgrades - Steel to End	-	215,000	-	105,000	110,000	-	-	-	-	-	-	-
000141 - Jean and Tyndale Sanitary Servicing Installation	-	176,000	-	-	-	-	-	-	-	176,000	-	-
000141 - Jean and Tyndale Sanitary Servicing Installation	-	1,241,000	-	-	-	-	-	-	-	-	-	1,241,000
000203 - Surface Water Treatment Plant Facility Renewal Assessment	-	290,000	-	-	145,000	91,000	-	54,000	-	-	-	-
000724 - NRP- HNS Grove B1 Neighbourhood Reconstruction	-	211,000	-	-	124,000	87,000	-	-	-	-	-	-
000725 - NRP- HNS Grove B2 Neighbourhood Reconstruction	-	152,000	-	-	-	-	-	-	-	-	-	152,000
000798 - Sophia Trunk Storm Sewers - Clapperton, Owen & Sophia (Dunlop to Peel)	-	3,687,000	99,000	10,000	-	835,000	1,201,000	921,000	621,000	-	-	-
001014 - SWTP-Garage Floor Structural Rehabilitation and Prevention	-	1,693,000	315,000	1,378,000	-	-	-	-	-	-	-	-
001016 - SWTP Control System Upgrade	902,100	5,059,000	2,335,000	2,724,000	-	-	-	-	-	-	-	-
EN1071 - Dunlop Street West ROW Replacement - Eccles to Toronto	182,246	831,000	831,000	-	-	-	-	-	-	-	-	-
EN1101 - Dunlop, Poyntz and Berczy New Watermain and ROW Replacement - Codrington to Mulcaster	-	205,000	205,000	-	-	-	-	-	-	-	-	-
EN1150 - Big Bay Point Road Booster Station VFD Upgrade	75,000	105,000	105,000	-	-	-	-	-	-	-	-	-
EN1152 - Water Service and Backflow Prevention Upgrades for Parks and Open Spaces	225,000	451,000	236,000	215,000	-	-	-	-	-	-	-	-
EN1167 - Dunlop Street East Corridor Improvements - Toronto to Mulcaster	10,298	-	-	-	-	-	-	-	-	-	-	-
EN1169 - Lovers Creek New Bridge - Tollendal Mill, 150m West of Coxmill	197,303	-	-	-	-	-	-	-	-	-	-	-
EN1172 - Gunn Street ROW Replacement - Peel to St. Vincent	218,540	2,117,000	1,033,000	1,084,000	-	-	-	-	-	-	-	-
EN1178 - Interim Watermain Replacement Pilot Program	512,985	-	-	-	-	-	-	-	-	-	-	-
EN1189 - Watermain Cathodic Protection Program	1,000,000	4,478,000	1,050,000	1,103,000	1,158,000	1,167,000	-	-	-	-	-	-
EN1238 - NRP- Wellington D1 Neighbourhood Reconstruction	29,000	1,057,000	30,000	501,000	526,000	-	-	-	-	-	-	-
EN1240 - NRP- Wellington D2 Neighbourhood Reconstruction	28,202	1,387,000	-	-	-	-	677,000	710,000	-	-	-	-



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
EN1252 - PRV Chamber Replacement Program	813,215	3,761,000	144,000	1,655,000	1,962,000	-	-	-	-	-	-
EN1254 - Foster, Merrett, Garson, MacLaren and Yeates New Sanitary and Watermain and ROW Replacement	-	1,846,000	-	-	-	-	30,000	50,000	-	686,000	1,080,000
EN1280 - NRP- HNS Queens Park A1 Neighbourhood Reconstruction	40,000	1,237,000	788,000	449,000	-	-	-	-	-	-	-
EN1281 - NRP- HNS Allandale B Neighbourhood Reconstruction	-	2,479,000	-	-	-	778,000	830,000	871,000	-	-	-
EN1282 - NRP- HNS Allandale A Neighbourhood Reconstruction	43,500	3,249,000	46,000	48,000	732,000	769,000	807,000	847,000	-	-	-
EN1294 - Watermain Renewal Program	1,713,000	3,411,000	305,000	1,948,000	1,158,000	-	-	-	-	-	-
EN1305 - Anne Street - New 3N Booster Pump Station & 2N Booster Pump Station Reconstruction	-	18,738,000	-	3,514,000	7,379,000	5,811,000	2,034,000	-	-	-	-
EN1318 - NRP- HNS Brock Park Neighbourhood Reconstruction	60,000	2,186,000	641,000	-	-	754,000	791,000	-	-	-	-
EN1319 - Eugenia Street ROW Reconstruction and New Transmission Watermain - Berczy to Duckworth	42,000	804,000	-	392,000	412,000	-	-	-	-	-	-
EN1336 - NRP- HNS Queens Park B Neighbourhood Reconstruction	-	3,382,000	-	-	-	-	-	670,000	1,323,000	1,389,000	-
EN1355 - Grove Street East Watermain Replacement and Road Renewal – Duckworth to Fletcher	144,000	1,460,000	131,000	1,329,000	-	-	-	-	-	-	-
EN1357 - NRP- HNS The Grove A1 Neighbourhood Reconstruction	-	3,001,000	-	30,000	31,000	-	-	-	549,000	576,000	1,815,000
EN1395 - Ferndale Drive South Watermain Replacement – Tiffin to Ardagh	100,000	-	-	-	-	-	-	-	-	-	-
EN1398 - Queen St. ROW Reconstruction- St. Vincent Street to Berczy Street	61,000	800,000	-	390,000	410,000	-	-	-	-	-	-
EN1435 - Alliance Boulevard Expansion - Bell Farm to Bell Farm	-	245,000	-	-	-	-	-	23,000	-	222,000	-
EN1437 - NRP- HNS Brock Park B Neighbourhood Reconstruction	-	3,640,000	-	-	35,000	55,000	-	659,000	1,038,000	1,090,000	763,000
EN1453 - Codrington Street and Lakeview Crescent ROW Replacement - Duckworth to Weldon	62,000	1,906,000	65,000	-	584,000	613,000	644,000	-	-	-	-
Z301 - Sanford Street & Short Street Reconstruction - Brock St to Tiffin St	-	1,655,000	-	-	156,000	-	-	-	1,499,000	-	-
000472 - Technology Forecasted Needs	-	1,610,000	100,000	126,000	145,000	152,000	160,000	183,000	214,000	247,000	283,000
CC1000 - ERP Sustainment Program	70,000	406,000	74,000	77,000	81,000	85,000	89,000	-	-	-	-
EN1429 - Water and Transportation Asset Management Plans - Update	45,000	-	-	-	-	-	-	-	-	-	-
IT1010 - Network Technology Infrastructure Program	56,000	186,000	59,000	62,000	65,000	-	-	-	-	-	-
IT1012 - Server and Storage Technology Infrastructure Program	30,000	176,000	32,000	33,000	37,000	36,000	38,000	-	-	-	-
Additional Asset Replacement Needs	-	35,558,000	-	-	-	-	-	6,700,000	7,036,000	10,342,000	11,480,000
Carryforwards:	-	-	-	-	-	-	-	-	-	-	-
Watermain Renewal Program	232,300	500,000	244,000	256,000	-	-	-	-	-	-	-
Air Valve/Main Valve Chamber Condition Assessment and Rehabilitation Program	33,300	72,000	35,000	37,000	-	-	-	-	-	-	-
Anne Street - New 3N Booster Pump Station & 2N Booster Pump Station Reconstruction	23,700	51,000	25,000	26,000	-	-	-	-	-	-	-



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
BAS Component Replacement	11,500	25,000	12,000	13,000	-	-	-	-	-	-	-
Bayfield Street Water Tower - Repairs and Interior Lining Replacement	177,300	381,000	186,000	195,000	-	-	-	-	-	-	-
Bell Farm Road ROW Expansion - St. Vincent to Duckworth	181,900	392,000	191,000	201,000	-	-	-	-	-	-	-
Big Bay Point Road Booster Station VFD Upgrade	25,000	54,000	26,000	28,000	-	-	-	-	-	-	-
Bunkers Creek Culverts and Watercourse Improvements - Innisfil to Lakeshore	2,100	4,000	2,000	2,000	-	-	-	-	-	-	-
Citizen Relationship Management (CRM) Solution	17,000	37,000	18,000	19,000	-	-	-	-	-	-	-
City Hall Customer Contact Centre Renovation	300	-	-	-	-	-	-	-	-	-	-
CMMS Improvement Project - Cityworks	107,900	232,000	113,000	119,000	-	-	-	-	-	-	-
Corealis Meters	4,900	10,000	5,000	5,000	-	-	-	-	-	-	-
Corporate Audio Visual Technology Infrastructure	100	-	-	-	-	-	-	-	-	-	-
Corporate Communications Infrastructure Program	1,700	4,000	2,000	2,000	-	-	-	-	-	-	-
Corporate PC Infrastructure Program	3,400	8,000	4,000	4,000	-	-	-	-	-	-	-
Corporate Printing Infrastructure	700	2,000	1,000	1,000	-	-	-	-	-	-	-
Duckworth Street New Transmission Watermain and ROW Expansion - Bell Farm to St. Vincent	65,300	141,000	69,000	72,000	-	-	-	-	-	-	-
Dunlop Street Right of Way Expansion - Sarjeant to Anne (outside of CAH limits)	9,500	20,000	10,000	10,000	-	-	-	-	-	-	-
Dunlop Street West ROW Replacement - Eccles to Toronto	32,900	71,000	35,000	36,000	-	-	-	-	-	-	-
Dunlop, Poyntz and Berczy New Watermain and ROW Replacement - Codrington to Mulcaster	86,600	186,000	91,000	95,000	-	-	-	-	-	-	-
ERP Sustainment Program	59,900	129,000	63,000	66,000	-	-	-	-	-	-	-
Eugenia Street ROW Reconstruction and New Transmission Watermain - Berczy to Duckworth	9,000	19,000	9,000	10,000	-	-	-	-	-	-	-
Frozen Water Service Repair	184,800	398,000	194,000	204,000	-	-	-	-	-	-	-
Fuel Tank Repairs 2017	11,700	25,000	12,000	13,000	-	-	-	-	-	-	-
Gunn Street ROW Replacement - Peel to St. Vincent	7,900	17,000	8,000	9,000	-	-	-	-	-	-	-
Harvie Road and Big Bay Point Road New Crossing - Highway 400	88,800	191,000	93,000	98,000	-	-	-	-	-	-	-
Hotchkiss Creek Culvert Expansion - Innisfil, 125m North of Tiffin	2,000	4,000	2,000	2,000	-	-	-	-	-	-	-
Huronia and Big Bay Point Large Diameter Watermain Condition Assessment	127,400	274,000	134,000	140,000	-	-	-	-	-	-	-
Interim Watermain Replacement Pilot Program	217,800	469,000	229,000	240,000	-	-	-	-	-	-	-
Lampman to Anne New Transmission Watermain and Lampman to Leacock ROW Rehabilitation	43,900	94,000	46,000	48,000	-	-	-	-	-	-	-
Lovers Creek New Bridge - Tollendal Mill, 150m West of Coxmill	75,000	162,000	79,000	83,000	-	-	-	-	-	-	-
Mapleview Drive East Improvements - Country Lane to Yonge (City)	900	2,000	1,000	1,000	-	-	-	-	-	-	-
McKay Road ROW Expansion - Reid Drive to West of Highway 400 (Developer)	6,200	14,000	7,000	7,000	-	-	-	-	-	-	-
Microsoft Office 365 and Windows Enterprise	1,300	2,000	1,000	1,000	-	-	-	-	-	-	-
Network Technology Infrastructure Program	19,300	41,000	20,000	21,000	-	-	-	-	-	-	-
NRP- HNS Allandale A Neighbourhood Reconstruction	43,700	94,000	46,000	48,000	-	-	-	-	-	-	-



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
NRP- HNS Allandale B Neighbourhood Reconstruction	15,600	33,000	16,000	17,000	-	-	-	-	-	-	-
NRP- HNS Queens Park A1 Neighbourhood Reconstruction	5,200	11,000	5,000	6,000	-	-	-	-	-	-	-
NRP- Wellington D1 Neighbourhood Reconstruction	11,400	25,000	12,000	13,000	-	-	-	-	-	-	-
NRP- Wellington D2 Neighbourhood Reconstruction	28,700	62,000	30,000	32,000	-	-	-	-	-	-	-
PC Replacements	100	-	-	-	-	-	-	-	-	-	-
PRV Chamber Replacement Program	161,800	348,000	170,000	178,000	-	-	-	-	-	-	-
Public Safety/Communication Program	600	2,000	1,000	1,000	-	-	-	-	-	-	-
Queen St. ROW Reconstruction- St. Vincent Street to Berczy Street	5,300	12,000	6,000	6,000	-	-	-	-	-	-	-
Rodney St-Blake to Kempenfelt	6,700	14,000	7,000	7,000	-	-	-	-	-	-	-
Ross, Collier, Bayfield Intersection Realignment	1,500	4,000	2,000	2,000	-	-	-	-	-	-	-
Secondary Plan Area New Bulk Water Filling Station	30,500	66,000	32,000	34,000	-	-	-	-	-	-	-
Server and Desktop Software Program	100	-	-	-	-	-	-	-	-	-	-
Server and Storage Technology Infrastructure Program	1,700	4,000	2,000	2,000	-	-	-	-	-	-	-
South L/ill Leachate Gal Repl	14,700	31,000	15,000	16,000	-	-	-	-	-	-	-
Sunnidale: Letitia-Wellington Transmission Watermain	574,000	1,236,000	603,000	633,000	-	-	-	-	-	-	-
TCE Groundwater Monitor Wells	27,400	59,000	29,000	30,000	-	-	-	-	-	-	-
TCE Plume Mitigation Solution	24,700	53,000	26,000	27,000	-	-	-	-	-	-	-
Tiffin Street - Ferndale to Anne Street	400	-	-	-	-	-	-	-	-	-	-
Veterans Drive New Trunk Watermain - Salem to McKay (Developer)	39,300	84,000	41,000	43,000	-	-	-	-	-	-	-
Water Dispensing Event Trailer	800	2,000	1,000	1,000	-	-	-	-	-	-	-
Water Service and Backflow Prevention Upgrades for Parks and Open Spaces	19,900	43,000	21,000	22,000	-	-	-	-	-	-	-
Watermain Cathodic Protection Program	344,700	742,000	362,000	380,000	-	-	-	-	-	-	-
Water and Transportation Asset Management Plans - Update	23,400	51,000	25,000	26,000	-	-	-	-	-	-	-
Watermain Renewal Program	340,000	732,000	357,000	375,000	-	-	-	-	-	-	-
McKay Road ROW Expansion - Reid Drive to West of Highway 400 (Developer)	25,700	55,000	27,000	28,000	-	-	-	-	-	-	-
Salem Road New Transmission Watermain and Road Expansion - County Road 27 to Dunn (Developer)	11,800	25,000	12,000	13,000	-	-	-	-	-	-	-
Veterans Drive New Trunk Watermain - Salem to McKay (Developer)	(118,900)	-	-	-	-	-	-	-	-	-	-
Growth Related:	-	-	-	-	-	-	-	-	-	-	-
Facilities	-	-	-	-	-	-	-	-	-	-	-
000461 - SWTP Optimization	-	1,265,000	-	-	-	1,265,000	-	-	-	-	-
Water Distribution - Salem & Hewitt's Secondary Plan Areas:	-	-	-	-	-	-	-	-	-	-	-
000293 - Huronia Road New Transmission Watermain - Mapleview to Lockhart (City)	-	8,630,000	-	-	-	-	-	66,000	715,000	626,000	7,223,000
000926 - Salem Road Reservoir and Pumping Station	-	5,491,000	-	-	-	-	477,000	2,446,000	2,568,000	-	-



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	
EN1144 - County Road 27 New Transmission Watermain - Holly PS to Former Barrie South City Limits (Developer)	491,430	-	-	-	-	-	-	-	-	-	-	-
EN1250 - Essa Road New Transmission Watermain - Mapleview to Athabaska (Developer)	2,760,773	-	-	-	-	-	-	-	-	-	-	-
EN1256 - McKay Road New Trunk Sanitary Sewer - Hwy 400 to Huronia (City)	(560,800)	748,000	-	39,000	709,000	-	-	-	-	-	-	-
EN1257 - McKay Road ROW Expansion - Reid Drive to West of Highway 400 (Developer)	72,400	1,447,000	14,000	101,000	-	650,000	682,000	-	-	-	-	-
EN1258 - Veterans Drive New Trunk Watermain - Salem to McKay (Developer)	255,600	6,001,000	-	-	804,000	2,644,000	2,553,000	-	-	-	-	-
EN1259 - Big Bay Point New Transmission Watermain and Road Expansion - Prince William to Street N (Developer)	-	387,000	-	387,000	-	-	-	-	-	-	-	-
EN1261 - Yonge Street ROW Expansion - Mapleview to Madelaine (City)	16,600	600,000	-	-	-	-	26,000	223,000	351,000	-	-	-
EN1270 - Mapleview Dr E New Sanitary Sewer & Road Expansion - Prince William to Phase 1 Boundary (Developer)	-	247,000	247,000	-	-	-	-	-	-	-	-	-
EN1271 - Mapleview Dr E Road Expansion - East of Yonge to Prince William (City)	-	4,596,000	70,000	107,000	-	1,402,000	1,472,000	1,545,000	-	-	-	-
EN1272 - Salem Rd New Watermain, New Trunk Sanitary Sewer and ROW Expansion - Veterans to Saunders (City)	-	(358,000)	(1,120,000)	-	-	-	71,000	337,000	354,000	-	-	-
EN1275 - Essa Road New Transmission Watermain - Athabaska to Salem (Developer)	261,000	-	-	-	-	-	-	-	-	-	-	-
EN1276 - Salem Road New Transmission Watermain and Road Expansion - County Road 27 to Dunn (Developer)	15,000	237,000	237,000	-	-	-	-	-	-	-	-	-
EN1278 - Bryne Drive (North) New Road Construction - Harvie Rd to Essa Rd	-	443,000	-	-	-	-	-	84,000	175,000	184,000	-	-
EN1334 - Lockhart Road ROW Expansion and Trunk Watermain - Saunders to Huronia (City)	-	355,000	-	-	-	-	44,000	311,000	-	-	-	-
EN1339 - Yonge Street ROW Expansion - Madelaine Drive (South) extension to Lockhart (City)	-	1,276,000	-	20,000	-	-	77,000	458,000	721,000	-	-	-
Carryforwards	-	-	-	-	-	-	-	-	-	-	-	-
Ashford Drive and Madelaine Drive New 750 mm Transmission Watermain - Big Bay Point to Mplview (City)	200	-	-	-	-	-	-	-	-	-	-	-
County Road 27 New Transmission Watermain - Holly PS to Former Barrie South City Limits (Developer)	58,600	127,000	62,000	65,000	-	-	-	-	-	-	-	-
Essa Road New Transmission Watermain - Mapleview to Athabaska (Developer)	16,600	35,000	17,000	18,000	-	-	-	-	-	-	-	-
Mapleview Drive East Improvements - Country Lane to Yonge (City)	755,000	1,625,000	793,000	832,000	-	-	-	-	-	-	-	-
McKay Road New Interchange - Highway 400 (City)	18,700	41,000	20,000	21,000	-	-	-	-	-	-	-	-
Sandringham Drive New 600mm Transmission Watermain - Big Bay Point to Mapleview (City)	11,700	25,000	12,000	13,000	-	-	-	-	-	-	-	-
Secondary Plan Area New Bulk Water Filling Station	30,500	66,000	32,000	34,000	-	-	-	-	-	-	-	-
County Road 27 New Transmission Watermain - Holly PS to Former Barrie South City Limits (Developer)	16,000	35,000	17,000	18,000	-	-	-	-	-	-	-	-



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
Essa Road New Transmission Watermain - Athabaska to Salem (Developer)	721,500	1,553,000	758,000	795,000	-	-	-	-	-	-	-
Essa Road New Transmission Watermain - Mapleview to Athabaska (Developer)	616,200	1,326,000	647,000	679,000	-	-	-	-	-	-	-
Mapleview Drive E New Transmisison Watermain - Yonge to Royal Jubilee (Developer)	1,927,900	4,150,000	2,024,000	2,126,000	-	-	-	-	-	-	-
McKay Road ROW Expansion - Reid Drive to West of Highway 400 (Developer)	886,900	1,909,000	931,000	978,000	-	-	-	-	-	-	-
Veterans Drive New Trunk Watermain - Salem to McKay (Developer)	826,300	1,779,000	868,000	911,000	-	-	-	-	-	-	-
Ashford Drive and Madelaine Drive New 750 mm Transmission Watermain - Big Bay Point to Mplview (City)	112,300	242,000	118,000	124,000	-	-	-	-	-	-	-
County Road 27 New Transmission Watermain - Holly PS to Former Barrie South City Limits (Developer)	11,300	24,000	12,000	12,000	-	-	-	-	-	-	-
Sandringham Drive New 600mm Transmission Watermain - Big Bay Point to Mapleview (City)	58,700	127,000	62,000	65,000	-	-	-	-	-	-	-
Former Municipal Boundary Areas:	-	-	-	-	-	-	-	-	-	-	-
000924 - Fairview Road Right of Way Expansion - Big Bay Point to Little	-	14,000	-	-	-	-	-	-	7,000	7,000	-
EN1013 - Sunnidale: Letitia-Wellington Transmission Watermain	1,351,550	5,198,000	2,993,000	2,205,000	-	-	-	-	-	-	-
EN1016 - Tiffin Street - Well 7 to Ferndale	342,000	6,921,000	2,835,000	3,816,000	270,000	-	-	-	-	-	-
EN1097 - Mapleview Drive East Improvements - Country Lane to Yonge (City)	434,250	1,064,000	1,064,000	-	-	-	-	-	-	-	-
EN1101 - Dunlop, Poyntz and Berczy New Watermain and ROW Replacement - Codrington to Mulcaster	1,000,000	-	-	-	-	-	-	-	-	-	-
EN1166 - Duckworth Street New Transmission Watermain and ROW Expansion - Bell Farm to St. Vincent	-	1,405,000	-	122,000	1,283,000	-	-	-	-	-	-
EN1168 - Dyments Creek Culvert Expansion - Bradford St.	-	488,000	-	180,000	191,000	117,000	-	-	-	-	-
EN1170 - Essa Road ROW Expansion - Coughlin to Mapleview	-	378,000	-	-	-	-	-	-	147,000	231,000	-
EN1183 - Ross, Collier, Bayfield Intersection Realignment	-	265,000	-	-	-	-	-	-	-	-	265,000
EN1274 - Bunkers Creek Culverts and Watercourse Improvements - Innisfil to Lakeshore	-	212,000	-	81,000	64,000	67,000	-	-	-	-	-
EN1277 - Bryne Drive New Road Construction - Harvie to North of Caplan	48,100	351,000	66,000	139,000	146,000	-	-	-	-	-	-
EN1286 - Big Bay Point Road ROW Expansion - Bayview to Huronia	466,060	698,000	698,000	-	-	-	-	-	-	-	-
EN1288 - Bayview Drive New Transmission Watermain & Road Expansion - Little Avenue to Big Bay Point Road	122,045	1,346,000	24,000	60,000	599,000	525,000	138,000	-	-	-	-
EN1333 - Huronia Road Right of Way Expansion - Yonge to Herrell	-	81,000	-	-	-	-	-	-	-	-	81,000
EN1353 - Essa Road and Anne Street Intersection Reconstruction	-	929,000	-	-	29,000	439,000	461,000	-	-	-	-
EN1377 - Anne Street Right of Way Expansion - Wellington to Dunlop	-	638,000	-	-	30,000	32,000	-	-	281,000	295,000	-



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	
Z423 - Cundles Road East New Transmission Watermain - St Vincent to Golden Eagle	-	1,428,000	-	-	-	-	-	-	-	345,000	1,083,000	-
Z436 - Huronia Road Right of Way Expansion - Herrell to Big Bay Point	-	8,000	-	-	-	-	-	-	-	4,000	4,000	-
Z438 - Lakeshore/Hurst Drive ROW Expansion - Tiffin Street to Cox Mill	-	8,000	-	-	-	-	-	-	-	4,000	4,000	-
Carryforwards	-	-	-	-	-	-	-	-	-	-	-	-
Bell Farm Road ROW Expansion - St. Vincent to Duckworth	281,700	607,000	296,000	311,000	-	-	-	-	-	-	-	-
Duckworth Street New Transmission Watermain and ROW Expansion - Bell Farm to St. Vincent	116,100	250,000	122,000	128,000	-	-	-	-	-	-	-	-
Dunlop Street Right of Way Expansion - Sarjeant to Anne (outside of CAH limits)	7,200	16,000	8,000	8,000	-	-	-	-	-	-	-	-
Dunlop, Poyntz and Berczy New Watermain and ROW Replacement - Codrington to Mulcaster	28,500	61,000	30,000	31,000	-	-	-	-	-	-	-	-
Harvie Road and Big Bay Point Road New Crossing - Highway 400	8,800	19,000	9,000	10,000	-	-	-	-	-	-	-	-
Sunnidale: Letitia-Wellington Transmission Watermain	291,100	627,000	306,000	321,000	-	-	-	-	-	-	-	-
Tiffin Street - Ferndale to Anne Street	1,100	2,000	1,000	1,000	-	-	-	-	-	-	-	-
Total Capital Expenditures	24,053,397	193,984,000	26,712,000	36,007,000	19,416,000	18,374,000	14,163,000	18,319,000	18,263,000	17,860,000	24,870,000	
Capital Financing												
Provincial/Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-
Development Charges Reserve Fund - Facilities	-	1,265,000	-	-	-	1,265,000	-	-	-	-	-	-
Development Charges Reserve Fund - Facilities Related Debt	-	-	-	-	-	-	-	-	-	-	-	-
Development Charges Reserve Fund - Distribution Systems - Former Barrie	2,550,495	12,131,270	4,872,060	3,730,140	1,220,640	612,360	358,990	4,550	403,960	761,970	166,600	
Development Charges Reserve Fund - Distribution Systems - Salem & Hewitt's	9,377,913	43,074,000	5,821,000	7,345,000	1,513,000	4,696,000	5,398,100	5,436,550	4,831,350	810,000	7,223,000	
Non-Growth Related Debenture Requirements	258,600	20,843,000	-	10,364,000	8,179,000	2,300,000	-	-	-	-	-	
Growth Related Debenture Requirements - Facilities	-	-	-	-	-	-	-	-	-	-	-	
Growth Related Debenture Requirements - Facilities Related Debt	-	-	-	-	-	-	-	-	-	-	-	
Growth Related Debenture Requirements - Distribution Systems - Former Barrie	-	-	-	-	-	-	-	-	-	-	-	
Growth Related Debenture Requirements - Distribution Systems - Salem & Hewitt's	-	-	-	-	-	-	-	-	-	-	-	
Operating Contributions	-	-	-	-	-	-	-	-	-	-	-	
Water Rate Stabilization Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	
Water Rate Capital Reserve Fund	11,866,388	116,670,730	16,018,940	14,567,860	8,503,360	9,500,640	8,405,910	12,877,900	13,027,690	16,288,030	17,480,400	
Total Capital Financing	24,053,397	193,984,000	26,712,000	36,007,000	19,416,000	18,374,000	14,163,000	18,319,000	18,263,000	17,860,000	24,870,000	



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

Debenture Year	2021	Principal (Inflated)	Forecast									
			2022	2023	2024	2025	2026	2027	2028	2029	2030	
2021		258,600	17,382	17,382	17,382	17,382	17,382	17,382	17,382	17,382	17,382	17,382
2022		-										
2023		10,364,000			696,624	696,624	696,624	696,624	696,624	696,624	696,624	696,624
2024		8,179,000				549,757	549,757	549,757	549,757	549,757	549,757	549,757
2025		2,300,000					154,596	154,596	154,596	154,596	154,596	154,596
2026		-						-	-	-	-	-
2027		-							-	-	-	-
2028		-								-	-	-
2029		-									-	-
2030		-										-
Total Annual Debt Charges	-	21,101,600	17,382	17,382	714,006	1,263,763	1,418,359	1,418,359	1,418,359	1,418,359	1,418,359	1,418,359

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	19,399,469	14,893,589	6,376,651	43,205	45,950	48,096	2,688,011	2,604,947	4,258,679	4,638,320
Transfer from Operating	7,068,478	7,376,969	8,233,567	8,505,204	9,501,843	10,993,119	12,743,758	14,597,919	16,576,724	18,678,865
Transfer to Capital	11,866,388	16,018,940	14,567,860	8,503,360	9,500,640	8,405,910	12,877,900	13,027,690	16,288,030	17,480,400
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	14,601,558	6,251,619	42,358	45,049	47,153	2,635,305	2,553,869	4,175,175	4,547,373	5,836,786
Interest	292,031	125,032	847	901	943	52,706	51,077	83,504	90,947	116,736



Appendix A-4
Water Service
Water Rate Stabilization Reserve Fund Continuity
Inflated \$
2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	3,127,216	3,189,760	3,253,555	3,318,627	3,384,999	3,452,699	3,521,753	3,592,188	3,664,032	3,737,312
Transfer from Operating	-	-	-	-	-	-	-	-	-	-
Transfer to Capital	-	-	-	-	-	-	-	-	-	-
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	3,127,216	3,189,760	3,253,555	3,318,627	3,384,999	3,452,699	3,521,753	3,592,188	3,664,032	3,737,312
Interest	62,544	63,795	65,071	66,373	67,700	69,054	70,435	71,844	73,281	74,746

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

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	118,481	229,299	340,719	471,366	689,976	(373,036)	(162,607)	56,365	284,029	520,681
Development Charge Proceeds	106,321	104,740	121,404	205,081	209,303	213,617	217,868	222,095	226,442	230,719
Transfer to Capital	-	-	-	-	1,265,000	-	-	-	-	-
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	224,803	334,039	462,123	676,447	(365,722)	(159,419)	55,260	278,460	510,472	751,400
Interest	4,496	6,681	9,242	13,529	(7,314)	(3,188)	1,105	5,569	10,209	15,028



Appendix A-6
 Water Service
 Water Development Charges Reserve Fund Continuity – Water Facilities Related Debt
 Inflated \$
 2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	(31,675,579)	(33,332,387)	(35,134,525)	(35,884,711)	(31,125,406)	(25,994,745)	(20,476,323)	(14,562,647)	(8,242,646)	(1,495,891)
Development Charge Proceeds	6,914,250	6,804,255	7,870,917	13,287,088	13,557,844	13,837,400	14,116,700	14,399,102	14,693,567	14,987,408
Transfer to Capital	-	-	-	-	-	-	-	-	-	-
Transfer to Operating	7,917,481	7,917,481	7,917,481	7,917,481	7,917,481	7,917,481	7,917,481	7,917,481	7,917,481	7,917,481
Closing Balance	(32,678,811)	(34,445,613)	(35,181,089)	(30,515,104)	(25,485,044)	(20,074,827)	(14,277,105)	(8,081,025)	(1,466,560)	5,574,035
Interest	(653,576)	(688,912)	(703,622)	(610,302)	(509,701)	(401,497)	(285,542)	(161,621)	(29,331)	111,481

Appendix A-7
 Water Service
 Water Development Charges Reserve Fund Continuity
 Distribution System – Former City Municipal Boundary Areas
 Inflated \$
 2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	(2,110,447)	(4,379,170)	(9,053,393)	(12,648,302)	(13,553,984)	(13,845,316)	(13,871,187)	(13,523,829)	(13,564,003)	(13,957,125)
Development Charge Proceeds	367,637	375,355	383,237	580,723	592,504	605,103	617,081	629,747	642,516	655,393
Transfer to Capital	2,550,495	4,872,060	3,730,140	1,220,640	612,360	358,990	4,550	403,960	761,970	166,600
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	(4,293,304)	(8,875,875)	(12,400,296)	(13,288,219)	(13,573,839)	(13,599,203)	(13,258,656)	(13,298,042)	(13,683,456)	(13,468,333)
Interest	(85,866)	(177,518)	(248,006)	(265,764)	(271,477)	(271,984)	(265,173)	(265,961)	(273,669)	(269,367)



Appendix A-8
 Water Service
 Water Development Charges Reserve Fund Continuity
 Distribution System – Salem & Hewitt's Secondary Plan Areas
 Inflated \$
 2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	(12,381,102)	(18,528,575)	(21,377,513)	(24,740,904)	(18,780,957)	(15,788,810)	(13,289,598)	(10,609,981)	(7,089,501)	783,047
Development Charge Proceeds	3,593,746	3,391,229	4,466,725	7,841,201	7,997,732	8,157,892	8,324,206	8,490,840	8,667,194	8,840,576
Transfer to/(from) Capital	9,377,913	5,821,000	7,345,000	1,513,000	4,696,000	5,398,100	5,436,550	4,831,350	810,000	7,223,000
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	(18,165,269)	(20,958,346)	(24,255,788)	(18,412,703)	(15,479,225)	(13,029,017)	(10,401,942)	(6,950,491)	767,693	2,400,623
Interest	(363,305)	(419,167)	(485,116)	(368,254)	(309,585)	(260,580)	(208,039)	(139,010)	15,354	48,012



Appendix A-9
Water Service
Water Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget	Forecast								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditures										
Operating Costs										
400000 - Full-time Salaries	6,051,907	6,206,281	6,346,102	6,463,396	6,592,700	6,724,600	6,859,100	6,996,300	7,136,200	7,278,900
400100 - Full-time Salaries - Casual	290,979	373,346	279,633	221,111	225,500	230,000	234,600	239,300	244,100	249,000
400700 - Full-time Overtime	162,590	165,856	169,173	172,556	176,000	179,500	183,100	186,800	190,500	194,300
401000 - Full-time Salary Recovery	(123,846)	(214,322)	(90,731)	-	-	-	-	-	-	-
401100 - Full-time Fringe Benefits	1,642,068	1,672,108	1,699,210	1,721,943	1,756,400	1,791,500	1,827,300	1,863,800	1,901,100	1,939,100
401200 - Full-time Fringe Benefits - Casual	37,440	44,443	35,883	28,236	28,800	29,400	30,000	30,600	31,200	31,800
433100 - Part-time Salaries - Casual	117,487	123,093	129,314	135,432	138,100	140,900	143,700	146,600	149,500	152,500
433500 - Part-time Fringe Benefits - Casual	15,548	16,336	17,210	18,069	18,400	18,800	19,200	19,600	20,000	20,400
Salaries & Benefits for Additional Staff		86,200	87,900	89,700	91,500	93,300	95,200	97,100	99,000	101,000
500400 - Stationery & Office Supplies	47,643	52,151	53,194	54,257	55,300	56,400	57,500	58,700	59,900	61,100
500500 - Preprinted Forms, Tags & Passes	4,735	3,589	3,661	3,734	3,800	3,900	4,000	4,100	4,200	4,300
500800 - Meetings & Meal Expenses	10,127	10,476	10,686	10,899	11,100	11,300	11,500	11,700	11,900	12,100
501000 - Award & Ceremony Expenses	1,875	1,950	1,989	2,029	2,100	2,100	2,100	2,100	2,100	2,100
501100 - Protective Clothing	24,290	25,494	26,004	26,524	27,100	27,600	28,200	28,800	29,400	30,000
501300 - Clothing Allowance	6,710	6,947	7,086	7,228	7,400	7,500	7,700	7,900	8,100	8,300
501500 - Protective Equipment	27,970	28,867	29,444	30,033	30,600	31,200	31,800	32,400	33,000	33,700
510100 - Chemicals	171,606	172,428	173,267	174,122	182,800	191,900	201,500	211,600	222,200	233,300
520000 - Gasoline	3,798	3,874	3,951	4,030	4,200	4,400	4,600	4,800	5,000	5,300
520100 - Hydro	1,761,153	1,796,376	1,832,304	1,868,950	1,962,400	2,060,500	2,163,500	2,271,700	2,385,300	2,504,600
520200 - Water & Wastewater	96,068	97,989	99,949	101,948	104,000	106,100	108,200	110,400	112,600	114,900
520300 - Natural Gas	125,007	127,507	130,057	132,658	135,300	138,000	140,800	143,600	146,500	149,400
540300 - Small Parts	93,083	96,248	98,051	99,891	101,900	103,900	106,000	108,100	110,300	112,500
540500 - Asphalt	48,000	49,915	50,913	51,931	53,000	54,100	55,200	56,300	57,400	58,500
540900 - Field & Other Supplies	474,227	486,096	494,228	502,502	512,600	522,900	533,400	544,100	555,000	566,100
541400 - Laboratory Supplies	15,240	15,550	15,861	16,178	16,500	16,800	17,100	17,400	17,700	18,100
541600 - Purchases for Resale	102,170	104,213	106,298	108,424	110,600	112,800	115,100	117,400	119,700	122,100
560200 - Minor Capital - General	424,446	437,466	444,714	452,107	461,100	470,300	479,700	489,300	499,100	509,100
570000 - Small Tools	25,447	26,398	26,926	27,464	28,000	28,600	29,200	29,800	30,400	31,000
600000 - Conferences & Trade Show Registration	32,377	35,353	36,060	36,781	37,500	38,300	39,100	39,900	40,700	41,500
600100 - Kilometer Reimbursement	9,359	9,722	9,916	10,114	10,300	10,500	10,700	10,900	11,100	11,300
620000 - Staff Training & Development	132,030	144,128	147,011	149,951	152,900	156,000	159,100	162,300	165,500	168,800
620200 - Memberships & Subscriptions	148,816	160,453	163,652	166,915	170,300	173,700	177,200	180,700	184,300	188,000
640500 - Consultants - General	1,436	1,542	1,573	1,605	1,600	1,600	1,600	1,600	1,600	1,600
660400 - Examination Services	250	255	260	265	300	300	300	300	300	300
661100 - Advertising Services	2,360	2,454	2,503	2,553	2,600	2,700	2,800	2,900	3,000	3,100
661200 - Application & Permit Services	3,784	-	-	-	-	-	-	-	-	-
661400 - Cellular Telephone Services	44,785	45,788	46,353	46,929	47,900	48,900	49,900	50,900	51,900	52,900
661800 - Telephone Services	29,910	30,225	30,390	30,558	31,200	31,800	32,400	33,000	33,700	34,400



Appendix A-9 Continued
 Water Service
 Water Operating Budget Forecast
 Inflated \$
 2021-2030

Description	Budget	Forecast								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
670700 - Contracted Services - General	904,635	915,040	926,415	940,018	958,800	978,000	997,600	1,017,600	1,038,000	1,058,800
671900 - Contracted Services - Snow Clearing	118,280	122,998	125,458	127,967	130,500	133,100	135,800	138,500	141,300	144,100
672200 - Contracted Services - Water	9,050	9,411	9,599	9,791	10,000	10,200	10,400	10,600	10,800	11,000
672600 - Contracted Services - Painting	57,000	58,140	59,303	60,489	61,700	62,900	64,200	65,500	66,800	68,100
675100 - Repairs & Maintenance - Building	5,820	6,053	6,174	6,297	6,400	6,500	6,600	6,700	6,800	6,900
675400 - Repairs & Maintenance - Equipment	232,239	234,604	236,224	237,877	242,600	247,500	252,500	257,600	262,800	268,100
676100 - Repairs & Maintenance - Hydrants	101,966	104,005	106,085	108,207	110,400	112,600	114,900	117,200	119,500	121,900
676400 - Repairs & Maintenance - Parking	32,219	32,606	33,001	33,403	34,100	34,800	35,500	36,200	36,900	37,600
700000 - Equipment Rental/Lease	84,633	23,103	25,258	27,056	27,600	28,200	28,800	29,400	30,000	30,600
720400 - Debit & Credit Card Fees	1,315	1,341	1,368	1,395	1,400	1,400	1,400	1,400	1,400	1,400
720800 - Insurance Premium	219,043	223,424	227,892	232,450	237,100	241,800	246,600	251,500	256,500	261,600
721100 - Insurance Settlement	29,260	29,845	30,442	31,051	31,700	32,300	32,900	33,600	34,300	35,000
900500 - Interdepartmental - General	100,000	100,000	132,118	166,236	169,600	173,000	176,500	180,000	183,600	187,300
901000 - Interdepartmental - Fleet	298,690	304,664	310,757	316,972	323,300	329,800	336,400	343,100	350,000	357,000
901599 - Interdepartmental - Property (Automated)	946,770	961,145	976,297	991,654	1,011,500	1,031,700	1,052,300	1,073,300	1,094,800	1,116,700
902000 - Interdepartmental - Corporate Support	5,898,416	5,994,070	6,091,577	6,183,636	6,307,300	6,433,400	6,562,100	6,693,300	6,827,200	6,963,700
903000 - Interdepartmental - Water Rates (Manual)	694,973	697,178	738,592	741,881	756,700	771,800	787,200	802,900	819,000	835,400
903099 - Interdepartmental - Water Rates (Automated)	77,728	78,834	80,400	82,000	83,600	85,300	87,000	88,700	90,500	92,300
Low-Income Support Grant Program		300,000	306,000	312,100	318,300	324,700	331,200	337,800	344,600	351,500
Transfer to Fleet Management Reserve	345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000
Funding of DC Exemptions for Residential Intensification	152,439	141,653	195,881	581,505	593,120	605,430	618,400	630,835	643,484	656,323
Sub Total Operating	22,372,350	23,129,909	23,683,837	24,508,010	25,052,520	25,611,530	26,185,700	26,773,535	27,376,784	27,995,723
Capital-Related										
Existing Debt (Principal) - Growth Related - Facilities										
Existing Debt (Interest) - Growth Related - Facilities										
Existing Debt (Principal) - Growth Related - Facilities Related Debt	1,975,688	2,066,476	2,161,492	2,260,937	2,365,020	2,473,959	2,587,985	2,707,337	2,832,268	2,963,043
Existing Debt (Interest) - Growth Related - Facilities Related Debt	5,941,793	5,851,006	5,755,989	5,656,544	5,552,461	5,443,522	5,329,496	5,210,144	5,085,213	4,954,439
New Non-Growth Related Debt (Principal)	-	9,624	9,913	395,914	712,178	819,140	843,714	869,025	895,096	921,949
New Non-Growth Related Debt (Interest)	-	7,758	7,469	318,092	551,584	599,219	574,645	549,334	523,263	496,410
Transfer to Capital	-	-	-	-	-	-	-	-	-	-
Transfer to Water Rate Stabilization Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Water Capital Holding Reserve Fund	7,068,478	7,083,882	7,333,536	6,942,925	7,200,546	7,880,349	8,742,358	9,625,869	10,546,845	11,498,457
Sub Total Capital Related	14,985,959	15,018,745	15,268,400	15,574,412	16,381,790	17,216,190	18,078,198	18,961,709	19,882,685	20,834,298
Total Expenditures	37,358,309	38,148,655	38,952,236	40,082,422	41,434,309	42,827,720	44,263,898	45,735,244	47,259,468	48,830,020



Appendix A-9 Continued
Water Service
Water Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget	Forecast								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Revenues										
Fixed Charge	10,254,620	10,663,482	11,205,414	11,849,112	12,590,028	13,371,258	14,195,054	15,063,359	15,978,417	16,942,815
810260 - Engineering Fees	36,977	37,717	38,471	39,240	40,000	40,800	41,600	42,400	43,200	44,100
810340 - Hydrant Meter Gate Valves	182,491	186,141	189,864	193,661	197,500	201,500	205,500	209,600	213,800	218,100
810360 - Swimming Pool Fills	17,668	18,021	18,382	18,749	19,100	19,500	19,900	20,300	20,700	21,100
810370 - Water Service Calls	18,738	19,113	19,495	19,885	20,300	20,700	21,100	21,500	21,900	22,300
810380 - Stop & Drain Calls	52,270	53,315	54,382	55,469	56,600	57,700	58,900	60,100	61,300	62,500
810590 - Water Tapping Fees	44,843	45,740	46,655	47,588	48,500	49,500	50,500	51,500	52,500	53,600
810610 - Backflow Fees	219,000	221,000	222,000	223,000	227,500	232,100	236,700	241,400	246,200	251,100
810640 - Water ON/OFF Fees	61,323	62,549	63,800	65,076	66,400	67,700	69,100	70,500	71,900	73,300
810820 - Sundry Revenue	150,406	153,414	156,482	159,612	162,800	166,100	169,400	172,800	176,300	179,800
825000 - Interest and Penalties	80,000	80,000	-	-	-	-	-	-	-	-
Local Improvements Revenue	50,500	8,276	8,276	8,276	8,276	8,276	8,276			
Contributions from Development Charges Reserve Fund - Facilities Related Debt	7,917,481	7,917,481	7,917,481	7,917,481	7,917,481	7,917,481	7,917,481	7,917,481	7,917,481	7,917,481
Total Operating Revenue	19,086,317	19,466,249	19,940,702	20,597,150	21,354,485	22,152,615	22,993,511	23,870,941	24,803,698	25,786,196
Water Billing Recovery - Operating	18,271,992	18,682,405	19,011,534	19,485,272	20,079,824	20,675,105	21,270,387	21,864,304	22,455,770	23,043,824
Asset Replacement Needs - Lifecycle Contribution (\$)		293,087	900,031	1,562,279	2,301,297	3,112,770	4,001,400	4,972,050	6,029,879	7,180,408
Water Billing Recovery - Total	18,271,992	18,975,492	19,911,565	21,047,551	22,381,121	23,787,874	25,271,788	26,836,353	28,485,649	30,224,232



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

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Water Billing Recovery	18,271,992	18,975,492	19,911,565	21,047,551	22,381,121	23,787,874	25,271,788	26,836,353	28,485,649	30,224,232
<i>Increasing Block Structure - Residential</i>										
<i>Volume Forecast By Block (m3)</i>										
Block 1 Residential (0-15 cu.m./month)	6,123,590	6,259,927	6,409,343	6,684,850	7,068,470	7,452,220	7,836,280	8,220,340	8,604,400	8,988,640
Block 2 Residential (16-30 cu.m./month)	1,498,380	1,498,380	1,498,380	1,498,380	1,498,380	1,498,380	1,498,380	1,498,380	1,498,380	1,498,380
Block 3 Residential (31-45 cu.m./month)	251,940	251,940	251,940	251,940	251,940	251,940	251,940	251,940	251,940	251,940
Block 4 Residential (45+ cu.m./month)	96,900	96,900	96,900	96,900	96,900	96,900	96,900	96,900	96,900	96,900
<i>Increasing Block Structure - Non-Residential</i>										
Block 1 Non-Residential (0-15 cu.m./month)	351,000	351,000	351,000	351,000	351,000	351,000	351,000	351,000	351,000	351,000
Block 2 Non-Residential (>30 cu.m./month)	3,935,000	3,935,000	3,935,000	3,935,000	3,935,000	3,935,000	3,935,000	3,935,000	3,935,000	3,935,000
Check Total Volume	12,256,810	12,393,147	12,542,563	12,818,070	13,201,690	13,585,440	13,969,500	14,353,560	14,737,620	15,121,860
<i>Increasing Block Rates (\$/m³)</i>										
Block 1 Residential (0-15 cu.m./month)	1.11	1.14	1.18	1.23	1.28	1.33	1.39	1.44	1.50	1.56
Block 2 Residential (16-30 cu.m./month)	2.21	2.28	2.37	2.46	2.56	2.67	2.77	2.88	3.00	3.12
Block 3 Residential (31-45 cu.m./month)	3.32	3.42	3.55	3.70	3.85	4.00	4.16	4.33	4.50	4.68
Block 4 Residential (45+ cu.m./month)	4.43	4.56	4.74	4.93	5.13	5.33	5.55	5.77	6.00	6.24
Block 1 Non-Residential (0-15 cu.m./month)	1.11	1.14	1.18	1.23	1.28	1.33	1.39	1.44	1.50	1.56
Block 2 Non-Residential (>30 cu.m./month)	1.66	1.71	1.78	1.85	1.92	2.00	2.08	2.16	2.25	2.34
Annual Percentage Change		3%	4%	4%	4%	4%	4%	4%	4%	4%



Appendix B

Wastewater Financial Plan



Figure B-1
Conversion Adjustments
Statement of Operations (Wastewater)

Modified Cash Basis	Budget 2021	Adjustments		Full Accrual Budget 2021	Accrual Basis
		DR	CR		
Revenues					Revenues
Fixed Charge Revenue	13,741,299			13,741,299	Base Charge Revenue
Rate Based Revenue	23,602,753			23,602,753	Rate Based Revenue
Transfers from Reserves	8,503,430	8,503,430			
			16,278,245	16,278,245	Earned Development Charges and Gas Tax Revenue
			11,748,000	11,748,000	Developer Contributions
Other Revenue	181,448		1,287,273	1,468,717	Other Revenue
Total Revenues	46,028,930			66,839,014	Total Revenues
Expenditures					Expenses
Operating	21,008,824	159,447		21,168,271	Operating Expenses
Capital					
Transfers to Reserves	15,947,325		15,947,325		
Transfers to Capital	-		-		
Debt Repayment (Principal & Interest)	9,072,781		5,745,723	3,327,055	Interest on Debt
		10,880,259		10,880,259	Amortization
Total Expenditures	46,028,930			35,375,585	Total Expenses
Net Expenditures	-			31,463,429	Annual Surplus/(Deficit)
Increase (decrease) in amounts to be recovered	-			303,463,794	Accumulated Surplus/(Deficit), beginning of year
Change in Fund Balances	-	31,463,429	-	334,927,223	Accumulated Surplus/(Deficit), end of year
TOTAL ADJUSTMENTS		51,006,565	51,006,566		

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



Figure B-2
Conversion Adjustments
Statement of Financial Position (Wastewater)

Modified Cash Basis	Budget 2021	Adjustments		Full Accrual Budget 2021	Accrual Basis
		DR	CR		
ASSETS					ASSETS
Financial Assets					Financial Assets
Cash	27,657,097			27,657,097	Cash
Accounts Receivable	8,024,500			8,024,500	Accounts Receivable
Long-term Accounts Receivable - Other	34,769,576			34,769,576	Long-term Accounts Receivable - Other
Total Financial Assets	70,451,173			70,451,173	Total Financial Assets
LIABILITIES					Liabilities
Accounts Payable & Accrued Liabilities	4,800,270			4,800,270	Accounts Payable & Accrued Liabilities
Gross Long-term Liabilities	72,835,858			72,835,858	Debt (Principal only)
Deferred Revenue	-			-	Deferred Revenue
Other	-			-	Other
Total Liabilities	77,636,128			77,636,128	Total Liabilities
Net Assets/(Debt)	(7,184,955)			(7,184,955)	Net Financial Assets/(Debt)
					Non-Financial Assets
		342,271,625	159,447	342,112,178	Tangible Capital Assets
				342,112,178	Total Non-Financial Assets
Municipal Position					
Wastewater Reserves	65,650,903	65,650,903	-		
Development Charge Reserve Fund	(34,769,576)	-	34,769,576		
Amounts to be Recovered	(38,066,282)	-	38,066,282		
Total Municipal Position	(7,184,955)		334,927,223	334,927,223	Accumulated Surplus/(Deficit), end of year
TOTAL ADJUSTMENTS		407,922,528	407,922,528		

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



Table B-1
Statement of Financial Position: Wastewater 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	27,657,097	9,005,662	-	-	-	-	-	-	-	-
Accounts Receivable	1	8,024,500	8,428,073	8,899,281	9,453,227	10,128,028	10,872,741	11,665,166	12,508,066	13,540,746	14,121,291
Long-term Accounts Receivable	2	-	-	-	-	-	-	-	-	-	-
Accounts Receivable - Other	3	34,769,576	51,146,010	70,616,139	73,482,740	87,237,909	117,488,433	125,816,380	128,018,182	114,427,741	96,624,201
Total Financial Assets		70,451,173	68,579,745	79,515,420	82,935,967	97,365,937	128,361,174	137,481,546	140,526,248	127,968,487	110,745,492
Liabilities											
Bank Indebtedness		-	-	16,818,603	20,878,278	28,823,755	58,402,280	65,739,334	70,662,785	48,002,033	17,650,099
Accounts Payable & Accrued Liabilities	1	4,800,270	4,967,516	5,128,555	5,399,375	5,660,825	5,795,458	5,933,937	6,076,087	6,222,310	6,471,544
Debt (Principal only)	2	72,835,858	72,462,057	70,331,192	70,869,318	73,447,673	75,831,675	78,002,584	91,690,772	105,273,089	121,688,169
Deferred Revenue	3	-	-	-	-	-	-	-	-	-	-
Total Liabilities		77,636,128	77,429,573	92,278,350	97,146,971	107,932,253	140,029,413	149,675,855	168,429,644	159,497,432	145,809,812
Net Financial Assets/(Debt)		(7,184,955)	(8,849,828)	(12,762,930)	(14,211,004)	(10,566,316)	(11,668,239)	(12,194,309)	(27,903,396)	(31,528,945)	(35,064,320)
Non-Financial Assets											
Tangible Capital Assets	4	342,112,178	393,639,627	465,064,616	517,314,958	574,095,873	654,528,302	715,605,231	788,921,092	837,863,339	886,360,836
Total Non-Financial Assets		342,112,178	393,639,627	465,064,616	517,314,958	574,095,873	654,528,302	715,605,231	788,921,092	837,863,339	886,360,836
Accumulated Surplus/(Deficit)	5	334,927,223	384,789,799	452,301,686	503,103,954	563,529,557	642,860,063	703,410,922	761,017,696	806,334,394	851,296,516
Financial Indicators											
	Total Change	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1) Increase/(Decrease) in Net Financial Assets	(16,444,443)	11,434,922	(1,664,873)	(3,913,102)	(1,448,074)	3,644,688	(1,101,923)	(526,070)	(15,709,087)	(3,625,549)	(3,535,375)
2) Increase/(Decrease) in Tangible Capital Assets	564,277,165	20,028,507	51,527,449	71,424,989	52,250,342	56,780,915	80,432,429	61,076,929	73,315,861	48,942,247	48,497,497
3) Increase/(Decrease) in Accumulated Surplus	547,832,722	31,463,429	49,862,576	67,511,887	50,802,268	60,425,603	79,330,506	60,550,859	57,606,774	45,316,698	44,962,122



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

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Wastewater Revenue											
Fixed Charge Revenue		13,741,299	14,567,962	15,457,030	16,504,679	17,708,789	18,992,049	20,359,667	21,816,567	23,368,258	25,020,930
Rate Based Revenue		23,602,753	25,011,565	26,525,285	28,361,015	30,523,921	32,832,480	35,296,250	37,924,315	40,726,946	43,715,475
Earned Development Charges Revenue	3	16,278,245	32,624,031	38,406,096	35,825,676	47,142,039	63,764,689	42,403,254	36,964,711	22,202,769	19,100,044
Developer Contributions	4	11,748,000	12,218,920	23,430,200	8,414,770	5,352,000	5,616,000	5,896,000	6,192,000	6,504,000	6,832,000
Other Revenue	6	1,468,717	1,387,540	1,190,068	1,173,287	1,296,444	1,322,683	1,356,033	1,317,609	1,505,763	1,759,506
Total Revenues		66,839,014	85,810,018	105,008,679	90,279,427	102,023,193	122,527,901	105,311,204	104,215,202	94,307,736	96,427,955
Wastewater Expenses											
Operating Expenses	Sch. 4-1	21,168,271	21,961,792	22,676,592	23,630,860	24,775,123	25,364,355	25,970,422	26,637,552	27,279,511	28,323,308
Interest on Debt	2	3,327,055	3,127,179	3,028,989	2,873,871	2,794,382	2,771,469	2,737,852	2,692,737	2,987,774	3,274,022
Amortization	4	10,880,259	10,858,471	11,791,211	12,972,428	14,028,085	15,061,571	16,052,071	17,278,139	18,723,753	19,868,503
Loss on Disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Total Expenses		35,375,585	35,947,442	37,496,792	39,477,159	41,597,590	43,197,395	44,760,345	46,608,428	48,991,038	51,465,833
Annual Surplus/(Deficit)		31,463,429	49,862,576	67,511,887	50,802,268	60,425,603	79,330,506	60,550,859	57,606,774	45,316,698	44,962,122
Accumulated Surplus/(Deficit), beginning of year	5	303,463,794	334,927,223	384,789,799	452,301,686	503,103,954	563,529,557	642,860,063	703,410,922	761,017,696	806,334,394
Accumulated Surplus/(Deficit), end of year		334,927,223	384,789,799	452,301,686	503,103,954	563,529,557	642,860,063	703,410,922	761,017,696	806,334,394	851,296,516
Note 5:											
Accumulated Surplus/(Deficit) Reconciliation:											
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Reserve Balances											
Reserves: Development Charges		26,594,539	27,248,254	25,142,839	31,117,462	34,842,507	31,814,284	30,021,738	30,236,869	36,768,228	47,579,127
Reserves: Gas Tax		-	-	-	-	-	-	-	-	-	-
Reserves: Capital/Other		65,650,903	63,612,229	57,568,262	56,658,314	62,881,357	64,163,436	65,808,275	63,787,376	73,744,144	86,623,849
Total Reserves Balance		92,245,442	90,860,483	82,711,101	87,775,776	97,723,864	95,977,720	95,830,013	94,024,245	110,512,372	134,202,976
Less: Debt Obligations and Deferred Revenue		(99,430,397)	(99,710,311)	(95,474,031)	(101,986,780)	(108,290,180)	(107,645,959)	(108,024,322)	(121,927,641)	(142,041,317)	(169,267,296)
Add: Tangible Capital Assets	4	342,112,178	393,639,627	465,064,616	517,314,958	574,095,873	654,528,302	715,605,231	788,921,092	837,863,339	886,360,836
Total Ending Balance		334,927,223	384,789,799	452,301,686	503,103,954	563,529,557	642,860,063	703,410,922	761,017,696	806,334,394	851,296,516
Financial Indicators											
	Total Change	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1) Expense to Revenue Ratio		53%	42%	36%	44%	41%	35%	43%	45%	52%	53%
2) Increase/(Decrease) in Accumulated Surplus	547,832,722	31,463,429	49,862,576	67,511,887	50,802,268	60,425,603	79,330,506	60,550,859	57,606,774	45,316,698	44,962,122



Schedule B-1
 Schedule of Operating Expenses: Wastewater Services
 UNAUDITED: For Financial Planning Purposes Only
 2021-2030

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Operating Expenses											
400000 - Full-time Salaries		3,586,124	3,672,137	3,753,526	3,828,300	3,904,900	3,983,000	4,062,700	4,144,000	4,226,900	4,311,400
400100 - Full-time Salaries - Casual		205,546	208,629	214,678	230,512	235,100	239,800	244,600	249,500	254,500	259,600
400700 - Full-time Overtime		96,064	97,985	99,945	101,944	104,000	106,100	108,200	110,400	112,600	114,900
401000 - Full-time Salary Recovery		(215,196)	(219,500)	(223,890)	(228,368)	(232,900)	(237,600)	(242,400)	(247,200)	(252,100)	(257,100)
401100 - Full-time Fringe Benefits		975,928	992,990	1,009,144	1,023,980	1,044,500	1,065,400	1,086,700	1,108,400	1,130,600	1,153,200
401200 - Full-time Fringe Benefits - Casual		25,719	26,142	26,972	29,144	29,700	30,300	30,900	31,500	32,100	32,700
Salaries & Benefits for Additional Staff		-	-	122,700	125,200	711,400	725,600	740,100	754,900	770,000	1,217,900
466500 - Shift Premiums		8,375	8,543	8,713	8,888	9,100	9,300	9,500	9,700	9,900	10,100
500100 - Training Supplies		74	80	81	83	100	100	100	100	100	100
500400 - Stationery & Office Supplies		20,378	21,879	22,317	22,763	23,200	23,700	24,200	24,700	25,200	25,700
500500 - Preprinted Forms, Tags & Passes		28	29	29	30	-	-	-	-	-	-
500800 - Meetings & Meal Expenses		8,329	8,496	8,665	8,839	9,000	9,200	9,400	9,600	9,800	10,000
501100 - Protective Clothing		62,249	63,494	64,764	66,059	67,400	68,700	70,100	71,500	72,900	74,400
501300 - Clothing Allowance		104	106	108	110	100	100	100	100	100	100
501500 - Protective Equipment		59,896	61,094	62,316	63,562	64,800	66,100	67,400	68,700	70,100	71,500
510100 - Chemicals		6,366	6,493	6,623	6,756	7,100	7,500	7,900	8,300	8,700	9,100
510200 - Phosphorus		990,239	1,010,044	1,030,245	1,050,850	1,103,400	1,158,600	1,216,500	1,277,300	1,341,200	1,408,300
510300 - Chlorine		27,396	27,944	28,503	29,073	30,500	32,000	33,600	35,300	37,100	39,000
510400 - Citric Acid		465	474	484	493	500	500	500	500	500	500
510500 - Oxygen		832,197	848,841	865,818	883,134	927,300	973,700	1,022,400	1,073,500	1,127,200	1,183,600
510600 - Filter, Bed, Media		68,465	69,834	71,231	72,656	74,100	75,600	77,100	78,600	80,200	81,800
510700 - Percol		107,992	110,152	112,355	114,602	116,900	119,200	121,600	124,000	126,500	129,000
510800 - Activated Carbon		34,723	35,417	36,126	36,848	37,600	38,400	39,200	40,000	40,800	41,600
520000 - Gasoline		14,586	14,878	15,175	15,479	15,800	16,100	16,400	16,700	17,000	17,300
520100 - Hydro		1,042,119	1,062,961	1,084,221	1,105,905	1,161,200	1,219,300	1,280,300	1,344,300	1,411,500	1,482,100
520200 - Water & Wastewater		137,576	140,328	143,134	145,997	148,900	151,900	154,900	158,000	161,200	164,400
520300 - Natural Gas		48,232	49,197	50,181	51,184	52,200	53,200	54,300	55,400	56,500	57,600
520600 - Propane Gas		12,000	12,240	12,485	12,734	13,000	13,300	13,600	13,900	14,200	14,500
540200 - Cleaning Supplies		2,687	2,741	2,796	2,851	2,900	3,000	3,100	3,200	3,300	3,400
540300 - Small Parts		837,716	854,470	871,560	888,991	906,800	924,900	943,400	962,300	981,500	1,001,100
540900 - Field & Other Supplies		100,696	102,710	104,764	106,860	109,000	111,200	113,400	115,700	118,000	120,400
541400 - Laboratory Supplies		33,500	34,170	34,853	35,550	36,300	37,000	37,700	38,500	39,300	40,100
560200 - Minor Capital - General		9,787	9,983	10,182	10,386	10,600	10,800	11,000	11,200	11,400	11,600
560300 - Minor Capital - Office Furniture & Equipment		7,100	-	-	-	-	-	-	-	-	-
570000 - Small Tools		79,239	80,824	82,440	84,089	85,800	87,500	89,300	91,100	92,900	94,800
600000 - Conferences & Trade Show Registration		35,103	37,689	38,443	39,212	40,000	40,800	41,600	42,400	43,200	44,100
600100 - Kilometer Reimbursement		4,421	4,509	4,599	4,691	4,800	4,900	5,000	5,100	5,200	5,300
620000 - Staff Training & Development		148,310	155,172	158,275	109,246	111,400	113,600	115,900	118,200	120,600	123,000
620200 - Memberships & Subscriptions		15,086	16,198	16,522	16,852	17,200	17,500	17,900	18,300	18,700	19,100
620300 - Tuition Fees		462	471	481	490	500	500	500	500	500	500
640500 - Consultants - General		130,559	140,179	142,982	140,474	143,300	146,200	149,100	152,100	155,100	158,200
660700 - License Services		210	214	218	223	200	200	200	200	200	200
661400 - Cellular Telephone Services		4,272	4,357	4,445	4,533	4,600	4,700	4,800	4,900	5,000	5,100
661800 - Telephone Services		40,500	41,310	42,136	42,979	43,800	44,700	45,600	46,500	47,400	48,300
670700 - Contracted Services - General		2,477,722	2,527,276	2,577,822	2,629,378	2,682,000	2,735,600	2,790,300	2,846,100	2,903,000	2,961,100



Schedule B-1 (Continued)
 Schedule of Operating Expenses: Wastewater Services
 UNAUDITED: For Financial Planning Purposes Only
 2021-2030

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
675100 - Repairs & Maintenance - Building		106,306	108,432	110,601	112,813	115,100	117,400	119,700	122,100	124,500	127,000
675400 - Repairs & Maintenance - Equipment		681,214	694,838	708,735	722,910	737,400	752,100	767,100	782,400	798,000	814,000
700000 - Equipment Rental/Lease		86,280	90,246	94,250	98,290	100,300	102,300	104,300	106,400	108,500	110,700
700100 - Property Rental/Lease		2,341	2,388	2,436	2,484	2,500	2,600	2,700	2,800	2,900	3,000
720800 - Insurance Premium		300,326	306,333	312,459	318,708	325,100	331,600	338,200	345,000	351,900	358,900
730000 - Property Taxes		6,889	7,027	7,167	7,311	7,500	7,700	7,900	8,100	8,300	8,500
900500 - Interdepartmental - General		601,769	634,189	745,910	857,631	874,800	892,300	910,100	928,300	946,900	965,800
901000 - Interdepartmental - Fleet		48,721	49,695	50,689	51,703	52,700	53,800	54,900	56,000	57,100	58,200
901500 - Interdepartmental - Property		35,175	35,546	35,889	36,210	36,900	37,600	38,400	39,200	40,000	40,800
901599 - Interdepartmental - Property (Automated)		763,488	774,674	786,628	798,750	814,700	831,000	847,600	864,600	881,900	899,500
902000 - Interdepartmental - Corporate Support		2,554,542	2,578,205	2,595,513	2,613,375	2,665,600	2,718,900	2,773,300	2,828,800	2,885,400	2,943,100
904000 - Interdepartmental - Wastewater Rate (Manual)		3,212,184	3,303,235	3,379,904	3,454,355	3,523,400	3,593,900	3,665,800	3,739,100	3,813,900	3,890,200
904099 - Interdepartmental - Wastewater Rate (Automated)		72,614	73,647	74,905	76,186	77,700	79,300	80,900	82,500	84,200	85,900
Low-Income Support Grant Program		-	300,000	306,000	312,100	318,300	324,700	331,200	337,800	344,600	351,500
Transfer to Fleet Management Reserve		215,000	215,000	215,000	215,000	215,000	215,000	215,000	215,000	215,000	215,000
Funding of DC Exemptions for Residential Intensification		238,631	224,158	300,339	1,029,473	1,050,023	1,071,955	1,094,622	1,116,452	1,138,811	1,161,608
Non TCA - Expenses from Capital Budget	7	159,447	221,000	231,000	-	-	-	-	45,000	47,000	-
TOTAL OPERATING EXPENSES		21,168,271	21,961,792	22,676,592	23,630,860	24,775,123	25,364,355	25,970,422	26,637,552	27,279,511	28,323,308



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

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Surplus/(Deficit)		31,463,429	49,862,576	67,511,887	50,802,268	60,425,603	79,330,506	60,550,859	57,606,774	45,316,698	44,962,122
Less: Acquisition of Tangible Capital Assets	4	(30,908,766)	(62,385,920)	(83,216,200)	(65,222,770)	(70,809,000)	(95,494,000)	(77,129,000)	(90,594,000)	(67,666,000)	(68,366,000)
Add: Amortization of Tangible Capital Assets	4	10,880,259	10,858,471	11,791,211	12,972,428	14,028,085	15,061,571	16,052,071	17,278,139	18,723,753	19,868,503
(Gain)/Loss on disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Add: Proceeds on Sale of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Add: Write-downs of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
		(20,028,507)	(51,527,449)	(71,424,989)	(52,250,342)	(66,780,915)	(80,432,429)	(61,076,929)	(73,315,861)	(48,942,247)	(48,497,497)
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)		11,434,922	(1,664,873)	(3,913,102)	(1,448,074)	3,644,688	(1,101,923)	(526,070)	(15,709,087)	(3,625,549)	(3,535,375)
Net Financial Assets/(Net Debt), beginning of year		(18,619,877)	(7,184,955)	(8,849,828)	(12,762,930)	(14,211,004)	(10,566,316)	(11,668,239)	(12,194,309)	(27,903,396)	(31,528,945)
Net Financial Assets/(Net Debt), end of year		(7,184,955)	(8,849,828)	(12,762,930)	(14,211,004)	(10,566,316)	(11,668,239)	(12,194,309)	(27,903,396)	(31,528,945)	(35,064,320)
Financial Indicators		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1) Acquisition of Tangible Capital Assets (Cumulative)		30,908,766	93,294,686	176,510,886	241,733,656	312,542,656	408,036,656	485,165,656	575,759,656	643,425,656	711,791,656
2) Annual Surplus/Deficit before Amortization (Cumulative)		42,343,688	103,064,735	182,367,833	246,142,529	320,596,217	414,988,294	491,591,224	566,476,137	630,516,588	695,347,213
3) Ratio of Annual Surplus before Amortization to Acquisition of TCA's (Cumulative)		1.37	1.10	1.03	1.02	1.03	1.02	1.01	0.98	0.98	0.98



Table B-4
Statement of Cash Flow – Indirect Method: Wastewater 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		31,463,429	49,862,576	67,511,887	50,802,268	60,425,603	79,330,506	60,550,859	57,606,774	45,316,698	44,962,122
Add: Amortization of TCA's	4	10,880,259	10,858,471	11,791,211	12,972,428	14,028,085	15,061,571	16,052,071	17,278,139	18,723,753	19,868,503
(Gain)/Loss on disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Less: Earned Deferred Revenue	3	(16,278,245)	(32,624,031)	(38,406,096)	(35,825,676)	(47,142,039)	(63,764,689)	(42,403,254)	(36,964,711)	(22,202,769)	(19,100,044)
Less: Developer Contributions		(11,748,000)	(12,218,920)	(23,430,200)	(8,414,770)	(5,352,000)	(5,616,000)	(5,896,000)	(6,192,000)	(6,504,000)	(6,832,000)
Add: Deferred Revenue Proceeds		16,947,197	16,247,597	18,935,967	32,959,075	33,386,871	33,514,163	34,075,306	34,762,908	35,793,211	36,903,583
Change in A/R (Increase)/Decrease		(1,632,870)	(403,573)	(471,208)	(553,946)	(674,802)	(744,711)	(792,424)	(842,899)	(1,032,681)	(580,544)
Change in A/P Increase/(Decrease)		(3,313,906)	167,246	161,039	270,820	261,450	134,633	138,479	142,150	146,223	249,234
Less: Interest Proceeds		(1,287,273)	(1,247,299)	(1,128,789)	(1,110,947)	(1,232,968)	(1,258,107)	(1,290,358)	(1,250,733)	(1,445,964)	(1,698,507)
Cash Provided by Operating Transactions		25,030,591	30,642,067	34,963,811	51,099,252	53,700,200	56,657,366	60,434,679	64,539,628	68,794,471	73,772,347
Capital Transactions											
Proceeds on sale of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Less: Cash Used to acquire Tangible Capital Assets	4	(19,160,766)	(50,167,000)	(59,786,000)	(56,808,000)	(65,457,000)	(89,878,000)	(71,233,000)	(84,402,000)	(61,162,000)	(61,534,000)
Cash Applied to Capital Transactions		(19,160,766)	(50,167,000)	(59,786,000)	(56,808,000)	(65,457,000)	(89,878,000)	(71,233,000)	(84,402,000)	(61,162,000)	(61,534,000)
Investing Transactions											
Proceeds from Investments		1,287,273	1,247,299	1,128,789	1,110,947	1,232,968	1,258,107	1,290,358	1,250,733	1,445,964	1,698,507
Less: Cash Used to Acquire Investments		-	-	-	-	-	-	-	-	-	-
Cash Provided by (applied to) Investing Transactions		1,287,273	1,247,299	1,128,789	1,110,947	1,232,968	1,258,107	1,290,358	1,250,733	1,445,964	1,698,507
Financing Transactions											
Proceeds from Debt Issue	2	1,848,105	5,692,443	4,412,613	7,529,742	10,151,998	10,659,355	11,192,778	23,503,924	24,679,272	25,913,418
Less: Debt Repayment (Principal only)	2	(5,745,723)	(6,066,244)	(6,543,478)	(6,991,616)	(7,573,643)	(8,275,353)	(9,021,869)	(9,815,736)	(11,096,955)	(9,498,338)
Cash Applied to Financing Transactions		(3,897,618)	(373,801)	(2,130,865)	538,126	2,578,355	2,384,002	2,170,909	13,688,188	13,582,317	16,415,080
Increase in Cash and Cash Equivalents		3,259,480	(18,651,435)	(25,824,265)	(4,059,675)	(7,945,477)	(29,578,525)	(7,337,054)	(4,923,451)	22,660,752	30,351,934
Cash and Cash Equivalents, beginning of year	1	24,397,617	27,657,097	9,005,662	(16,818,603)	(20,878,278)	(28,823,755)	(58,402,280)	(65,739,334)	(70,662,785)	(48,002,033)
Cash and Cash Equivalents, end of year	1	27,657,097	9,005,662	(16,818,603)	(20,878,278)	(28,823,755)	(58,402,280)	(65,739,334)	(70,662,785)	(48,002,033)	(17,650,099)



Wastewater

Notes to Financial Plan

The financial plan format as outlined in Chapter 4 closely approximates the full accrual format used by municipalities (2009 onward) 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:

Sub-subparagraphs 4 i A, B and C of subsection (1)

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.
- C. Investing transactions that are acquisitions and disposal of investments.
- E. Change in cash and cash equivalents during the year.
- F. 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 City of Barrie, some of the items listed above have been estimated given that the City does not maintain all financial asset and liability data separately for wastewater. 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 City, 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 water and wastewater receivables as a percentage of annual revenue earned (source: 2017 to 2019 Financial Information Returns and actual data provided by city staff); and
- b) Payables: Based on historical levels of municipal-wide payables as a percentage of annual expenses (source: 2017 to 2019 Financial Information Returns and actual data provided by city staff).OR

2. Debt

Wastewater related outstanding debt at the end of 2020 was \$76,733,476.

Principal repayments for existing and new debt over the forecast period scheduled as follows:



Year	Principal Payments
2021	5,745,723
2022	6,066,244
2023	6,543,478
2024	6,991,616
2025	7,573,643
2026	8,275,353
2027	9,021,869
2028	9,815,736
2029	11,096,955
2030	9,498,338
Total	80,628,955

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 made up of wastewater development charge reserve fund 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 wastewater development charge reserve fund balance is negative, it is shown as an asset (“accounts receivable - other”) 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 wastewater related assets in the following categories:
 - i. Facilities;
 - ii. Machinery and Equipment;
 - iii. Computer Equipment;
 - iv. Fleet;
 - v. Land Improvements;
 - vi. Furniture and Fixtures; and
 - vii. Sanitary Sewers.



- Amortization is calculated based on the straight-line approach with no amortization in the year of acquisition or construction.
- Given the planned asset replacement forecast in the 2021 Rate Analysis Study, useful life on acquisitions is assumed to be equal to the weighted average useful life for all assets on hand in the 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 unless the asset is documented as a new asset. The value of each asset disposal is calculated by estimating the original purchase/construction date and deflating current replacement cost values to those estimated dates in order to calculate original historical cost.
- 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.
- Anticipated contributed assets, have been included in the forecast period based on assumptions provided by City staff.



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	563,780,438	593,973,067	655,147,911	736,451,109	800,260,102	870,178,631	964,559,925	1,040,991,386	1,130,737,575	1,197,233,528
Acquisitions	30,908,766	62,385,920	83,216,200	65,222,770	70,809,000	95,494,000	77,129,000	90,594,000	67,666,000	68,366,000
Disposals	716,137	1,211,076	1,913,002	1,413,777	890,471	1,112,706	697,539	847,811	1,170,047	1,630,569
Closing Tangible Capital Asset Balance	593,973,067	655,147,911	736,451,109	800,260,102	870,178,631	964,559,925	1,040,991,386	1,130,737,575	1,197,233,528	1,263,968,959
Opening Accumulated Amortization	241,696,767	251,860,889	261,508,284	271,386,493	282,945,144	296,082,758	310,031,623	325,386,155	341,816,483	359,370,189
Amortization Expense	10,880,259	10,858,471	11,791,211	12,972,428	14,028,085	15,061,571	16,052,071	17,278,139	18,723,753	19,868,503
Amortization on Disposal	716,137	1,211,076	1,913,002	1,413,777	890,471	1,112,706	697,539	847,811	1,170,047	1,630,569
Ending Accumulated Amortization	251,860,889	261,508,284	271,386,493	282,945,144	296,082,758	310,031,623	325,386,155	341,816,483	359,370,189	377,608,123
Net Book Value	342,112,178	393,639,627	465,064,616	517,314,958	574,095,873	654,528,302	715,605,231	788,921,092	837,863,339	886,360,836



5. Accumulated Surplus

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

Wastewater	2021 Opening Accumulated Surplus
Reserve Balances	
Reserves: Development Charges	(35,438,528)
Reserves: Capital/Other	58,113,599
Total Reserves Balance	22,675,071
Less: Debt Obligations and Deferred Revenue	(41,294,948)
Add: Tangible Capital Assets	322,083,671
Total Opening Balance	303,463,794

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

6. Other Revenue

Other revenue includes interest and penalties, fees and service charges, and other miscellaneous charges. These revenues are budgeted to increase annually by 2% 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.



Appendix C

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



Appendix C-1
Wastewater Service Capital Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Total	Forecast									
			2022	2023	2024	2025	2026	2027	2028	2029	2030	
Capital Expenditures												
000030 - Orchard Drive ROW Replacement - St. Vincent to End	-	345,000	-	-	57,000	-	258,000	30,000	-	-	-	-
000061 - Johnson Street wastewater pump station valve chamber, back up pump and flow meter	225,000	-	-	-	-	-	-	-	-	-	-	-
000088 - NRP- HNS The Grove A2 Neighbourhood Reconstruction	-	1,135,000	-	-	-	-	-	142,000	149,000	312,000	532,000	-
000106 - Mary Street ROW Replacement - Ross to Dunlop	-	720,000	-	77,000	-	-	-	-	-	643,000	-	-
000111 - Puget Street ROW Replacement and Drainage Upgrades - Steel to End	-	2,094,000	-	119,000	124,000	-	719,000	1,132,000	-	-	-	-
000141 - Jean and Tyndale Sanitary Servicing Installation	-	1,464,000	-	-	-	-	-	-	-	176,000	-	1,288,000
000208 - Waste Water Maintenance Facility Renewal Assessment	-	92,000	-	-	-	-	-	-	-	45,000	47,000	-
000724 - NRP- HNS Grove B1 Neighbourhood Reconstruction	-	511,000	-	-	144,000	101,000	-	-	-	-	-	266,000
000798 - Sophia Trunk Storm Sewers - Clapperton, Owen & Sophia (Dunlop to Peel)	-	3,039,000	101,000	106,000	-	-	1,085,000	875,000	872,000	-	-	-
000952 - Mobile Response Technology Replacement	-	43,000	21,000	22,000	-	-	-	-	-	-	-	-
EN1071 - Dunlop Street West ROW Replacement - Eccles to	227,948	1,214,000	1,214,000	-	-	-	-	-	-	-	-	-
EN1101 - Dunlop, Poyntz and Berczy New Watermain and ROW Replacement - Codrington to Mulcaster	-	205,000	205,000	-	-	-	-	-	-	-	-	-
EN1127 - WwTF Biosolids Storage Tank Mixers	(2,599,400)	11,169,000	-	1,745,000	2,989,000	3,139,000	3,296,000	-	-	-	-	-
EN1167 - Dunlop Street East Corridor Improvements - Toronto to Mulcaster	2,080	-	-	-	-	-	-	-	-	-	-	-
EN1172 - Gunn Street ROW Replacement - Peel to St. Vincent	218,540	2,117,000	1,033,000	1,084,000	-	-	-	-	-	-	-	-
EN1184 - Sewer Rehabilitation Program	320,000	3,178,000	336,000	353,000	370,000	389,000	408,000	429,000	450,000	443,000	-	-
EN1237 - WwTF Sludge Thickening System Process - Polymer System Replacement	91,000	3,409,000	105,000	655,000	2,649,000	-	-	-	-	-	-	-
EN1238 - NRP- Wellington D1 Neighbourhood Reconstruction	38,750	1,411,000	41,000	668,000	702,000	-	-	-	-	-	-	-
EN1240 - NRP- Wellington D2 Neighbourhood Reconstruction	37,603	1,849,000	-	-	-	-	902,000	947,000	-	-	-	-
EN1243 - WwTF Cogeneration Building Ventilation Upgrades	300,000	-	-	-	-	-	-	-	-	-	-	-
EN1254 - Foster, Merrett, Garson, MacLaren and Yeates New Sanitary and Watermain and ROW Replacement	-	2,868,000	-	-	-	-	59,000	100,000	-	1,052,000	1,657,000	-
EN1280 - NRP- HNS Queens Park A1 Neighbourhood	35,000	1,143,000	840,000	303,000	-	-	-	-	-	-	-	-
EN1281 - NRP- HNS Allandale B Neighbourhood Reconstruction	-	2,479,000	-	-	-	778,000	830,000	871,000	-	-	-	-
EN1282 - NRP- HNS Allandale A Neighbourhood Reconstruction	57,500	4,330,000	60,000	63,000	976,000	1,025,000	1,076,000	1,130,000	-	-	-	-
EN1318 - NRP- HNS Brock Park Neighbourhood Reconstruction	54,731	1,950,000	530,000	-	-	693,000	727,000	-	-	-	-	-
EN1319 - Eugenia Street ROW Reconstruction and New Transmission Watermain - Berczy to Duckworth	45,000	1,072,000	-	523,000	549,000	-	-	-	-	-	-	-
EN1328 - WwTF Septage/Supernating Dosing Tank Pre-Treatment Upgrade	-	270,000	105,000	165,000	-	-	-	-	-	-	-	-
EN1330 - WwTF Cleaning and Rehab of Primary Digester 3 Overflow Box and Interior Condition Assessment	100,000	2,586,000	-	1,521,000	1,065,000	-	-	-	-	-	-	-
EN1335 - WwTF Ventilation Upgrades at Ultraviolet Disinfection	100,000	-	-	-	-	-	-	-	-	-	-	-
EN1336 - NRP- HNS Queens Park B Neighbourhood	-	3,411,000	-	-	-	-	-	670,000	1,337,000	1,404,000	-	-
EN1357 - NRP- HNS The Grove A1 Neighbourhood Reconstruction	-	3,040,000	-	30,000	31,000	-	-	-	556,000	584,000	1,839,000	-
EN1398 - Queen St. ROW Reconstruction- St. Vincent Street to Berczy Street	65,000	1,066,000	-	520,000	546,000	-	-	-	-	-	-	-
EN1437 - NRP- HNS Brock Park B Neighbourhood Reconstruction	-	5,125,000	-	-	35,000	55,000	-	935,000	1,472,000	1,546,000	1,082,000	-



Appendix C-1 Continued
Wastewater Service Capital Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Total	Forecast								
			2022	2023	2024	2025	2026	2027	2028	2029	2030
EN1453 - Codrington Street and Lakeview Crescent ROW Replacement - Duckworth to Weldon	62,000	1,182,000	65,000	-	354,000	372,000	391,000	-	-	-	-
Z301 - Sanford Street & Short Street Reconstruction - Brock St to Tiffin St	-	979,000	-	-	93,000	-	-	-	886,000	-	-
Additional Asset Replacement Needs	-	22,017,000	263,000	551,000	868,000	1,216,000	1,914,000	2,680,000	3,518,000	4,802,000	6,205,000
Carryforwards:	-	-	-	-	-	-	-	-	-	-	-
Automatic Transfer Switch	133,300	287,000	140,000	147,000	-	-	-	-	-	-	-
BCSC Elec Surge Protect Upgrad	57,900	125,000	61,000	64,000	-	-	-	-	-	-	-
Bell Farm Road ROW Expansion - St. Vincent to Duckworth	43,700	94,000	46,000	48,000	-	-	-	-	-	-	-
Biosolids Electrical Protect	16,400	35,000	17,000	18,000	-	-	-	-	-	-	-
Biosolids Facility Roof Coating Rehabilitation	8,300	18,000	9,000	9,000	-	-	-	-	-	-	-
Bishop Drive Trunk Sanitary Sewer Expansion - Ferndale to	12,700	27,000	13,000	14,000	-	-	-	-	-	-	-
Capital Purchase - New Vehicles from Intake Forms	45,000	97,000	47,000	50,000	-	-	-	-	-	-	-
Citizen Relationship Management (CRM) Solution	17,000	37,000	18,000	19,000	-	-	-	-	-	-	-
City Hall Customer Contact Centre Renovation	300	-	-	-	-	-	-	-	-	-	-
CMMS Improvement Project - Cityworks	16,300	35,000	17,000	18,000	-	-	-	-	-	-	-
Corporate Audio Visual Technology Infrastructure	100	-	-	-	-	-	-	-	-	-	-
Corporate Communications Infrastructure Program	1,100	2,000	1,000	1,000	-	-	-	-	-	-	-
Corporate PC Infrastructure Program	3,500	8,000	4,000	4,000	-	-	-	-	-	-	-
Corporate Printing Infrastructure	500	2,000	1,000	1,000	-	-	-	-	-	-	-
Duckworth Street New Transmission Watermain and ROW Expansion - Bell Farm to St. Vincent	95,600	205,000	100,000	105,000	-	-	-	-	-	-	-
Dunlop Street East Corridor Improvements - Toronto to Mulcaster	1,800	4,000	2,000	2,000	-	-	-	-	-	-	-
Dunlop Street Interchange Replacement - Sarjeant Drive to Anne	68,400	147,000	72,000	75,000	-	-	-	-	-	-	-
Dunlop, Poyntz and Berczy New Watermain and ROW Replacement - Codrington to Mulcaster	258,100	556,000	271,000	285,000	-	-	-	-	-	-	-
ERP Sustainment Program	59,900	129,000	63,000	66,000	-	-	-	-	-	-	-
eTendering Platform New System	4,000	8,000	4,000	4,000	-	-	-	-	-	-	-
Eugenia Street ROW Reconstruction and New Transmission Watermain - Berczy to Duckworth	6,700	14,000	7,000	7,000	-	-	-	-	-	-	-
Grove Street Pumping Station New Sewage Pump	14,900	32,000	16,000	16,000	-	-	-	-	-	-	-
Gunn Street ROW Replacement - Peel to St. Vincent	9,300	20,000	10,000	10,000	-	-	-	-	-	-	-
Harvie Road and Big Bay Point Road New Crossing - Highway 400	20,700	45,000	22,000	23,000	-	-	-	-	-	-	-
Harvie Road ROW Expansion - Essa to Byrne	135,000	291,000	142,000	149,000	-	-	-	-	-	-	-
Hewitt's Creek New Trunk Sanitary Sewer - Mapleview to Lockhart (Developer)	206,200	444,000	217,000	227,000	-	-	-	-	-	-	-
Hotchkiss Creek Culvert Expansion - Innisfil, 125m North of Tiffin	229,100	494,000	241,000	253,000	-	-	-	-	-	-	-
Huron Road New Trunk Sanitary Sewer and Road Replacement - Lockhart to McKay (City)	15,000	33,000	16,000	17,000	-	-	-	-	-	-	-
Inlet Wks Screen Install	6,700	14,000	7,000	7,000	-	-	-	-	-	-	-
Little Lk Sew Pump Station Upg	17,500	37,000	18,000	19,000	-	-	-	-	-	-	-
Lockhart Rd Trunk San Sew/Pump (City)	7,100	15,000	7,000	8,000	-	-	-	-	-	-	-
Mapleview Dr E Sewer Watermain	5,000	11,000	5,000	6,000	-	-	-	-	-	-	-
Mapleview Drive East Improvements - Country Lane to Yonge (City)	181,400	390,000	190,000	200,000	-	-	-	-	-	-	-
McKay Road ROW Expansion - Reid Drive to West of Highway 400 (Developer)	39,400	84,000	41,000	43,000	-	-	-	-	-	-	-



Appendix C-1 Continued
Wastewater Service Capital Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Total	Forecast								
			2022	2023	2024	2025	2026	2027	2028	2029	2030
Microsoft Office 365 and Windows Enterprise	700	2,000	1,000	1,000	-	-	-	-	-	-	-
Mobility Technology Program	47	-	-	-	-	-	-	-	-	-	-
Network Technology Infrastructure Program	10,400	22,000	11,000	11,000	-	-	-	-	-	-	-
NRP- HNS Allandale A Neighbourhood Reconstruction	43,400	94,000	46,000	48,000	-	-	-	-	-	-	-
NRP- HNS Allandale B Neighbourhood Reconstruction	14,400	31,000	15,000	16,000	-	-	-	-	-	-	-
NRP- HNS Brock Park Neighbourhood Reconstruction	37,000	80,000	39,000	41,000	-	-	-	-	-	-	-
NRP- HNS Queens Park A1 Neighbourhood Reconstruction	4,900	10,000	5,000	5,000	-	-	-	-	-	-	-
NRP- Wellington D1 Neighbourhood Reconstruction	11,600	25,000	12,000	13,000	-	-	-	-	-	-	-
NRP- Wellington D2 Neighbourhood Reconstruction	32,000	69,000	34,000	35,000	-	-	-	-	-	-	-
PC Replacements	100	-	-	-	-	-	-	-	-	-	-
Process Instrumentation	8,300	18,000	9,000	9,000	-	-	-	-	-	-	-
Public Safety Communication Program	600	2,000	1,000	1,000	-	-	-	-	-	-	-
Queen St. ROW Reconstruction- St. Vincent Street to Berczy Street	16,300	35,000	17,000	18,000	-	-	-	-	-	-	-
Ross, Collier, Bayfield Intersection Realignment	2,800	6,000	3,000	3,000	-	-	-	-	-	-	-
Server and Desktop Software Program	200	-	-	-	-	-	-	-	-	-	-
Server and Storage Technology Infrastructure Program	900	2,000	1,000	1,000	-	-	-	-	-	-	-
Sewer Rehabilitation Program	122,300	263,000	128,000	135,000	-	-	-	-	-	-	-
Sophia Creek Culvert Expansion - Grove, 130m East of Davidson	300	-	-	-	-	-	-	-	-	-	-
South L/ill Leachate Gal Repl	14,700	31,000	15,000	16,000	-	-	-	-	-	-	-
Sunnidale Road Hwy 400 Crossing Reconstruction (within CAH	218,700	471,000	230,000	241,000	-	-	-	-	-	-	-
Utilization of Wastewater Collection System as Active Storage	23,200	50,000	24,000	26,000	-	-	-	-	-	-	-
Waste Water Treatment Facility Administrative Office Fit-Up	11,200	24,000	12,000	12,000	-	-	-	-	-	-	-
Wastewat- Auto Valves Flowmeter	44,200	95,000	46,000	49,000	-	-	-	-	-	-	-
Wastewater Asset Management Plan	31,900	68,000	33,000	35,000	-	-	-	-	-	-	-
Wastewater Peak Flow Attenuation Facility	158,500	341,000	166,000	175,000	-	-	-	-	-	-	-
Well Installations for Biosolids Storage Facility Groundwater Monitoring Program	18,900	41,000	20,000	21,000	-	-	-	-	-	-	-
WwTF 96 MLD Expansion Program, Comprehensive Site Strategy Plan & ESR	109,500	236,000	115,000	121,000	-	-	-	-	-	-	-
WwTF Administration Building Retrofit of Laboratory Fume Hood Ventilation Unit - Laboratory Room	8,300	18,000	9,000	9,000	-	-	-	-	-	-	-
WwTF Alum System Upgrade at Secondary Clarifiers	293,400	631,000	308,000	323,000	-	-	-	-	-	-	-
WwTF Biosolids Storage Tank Mixers	1,135,800	2,445,000	1,193,000	1,252,000	-	-	-	-	-	-	-
WwTF Chemical Building Upgrade	8,400	18,000	9,000	9,000	-	-	-	-	-	-	-
WwTF Cleaning and Rehab of Primary Digester 3 Overflow Box and Interior Condition Assessment	100,000	215,000	105,000	110,000	-	-	-	-	-	-	-
WwTF Cogenerat Engine #2 Rehab	37,500	80,000	39,000	41,000	-	-	-	-	-	-	-
WwTF Cogeneration Building Ventilation Upgrades	29,300	63,000	31,000	32,000	-	-	-	-	-	-	-
WwTF Electrical Substation and Transformer Upgrade	285,600	615,000	300,000	315,000	-	-	-	-	-	-	-
WwTF Feasibility Study - Reuse of Final Effluent	(50,900)	-	-	-	-	-	-	-	-	-	-
WwTF Filter Beds 1 and 2 Diffuser Upgrade	13,000	28,000	14,000	14,000	-	-	-	-	-	-	-
WwTF Innovation Center	11,700	25,000	12,000	13,000	-	-	-	-	-	-	-
WwTF New Advanced Nutrient Removal	723,100	1,556,000	759,000	797,000	-	-	-	-	-	-	-
WwTF New Heat Exchanger - Primary Digester 3	17,400	37,000	18,000	19,000	-	-	-	-	-	-	-
WwTF Redundant Power Feed to Secondary Effluent Pumps	50,000	108,000	53,000	55,000	-	-	-	-	-	-	-



Appendix C-1 Continued
Wastewater Service Capital Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Total	Forecast								
			2022	2023	2024	2025	2026	2027	2028	2029	2030
WwTF Sand Filter Controls & Instrumentation Replacement	55,000	119,000	58,000	61,000	-	-	-	-	-	-	-
WWTF Secondary Digester Facade Replacement	33,900	73,000	36,000	37,000	-	-	-	-	-	-	-
WwTF Selector Tank Mixer Upgrade	200	-	-	-	-	-	-	-	-	-	-
WwTF Sludge Thickening System Process - Polymer System Replacement	73,200	158,000	77,000	81,000	-	-	-	-	-	-	-
WwTF Splitter Gallery Concrete and Expansion Joint Repairs	116,700	252,000	123,000	129,000	-	-	-	-	-	-	-
WwTF Travelling Bridge Frame Renewal - Filters 1 - 4	46,500	100,000	49,000	51,000	-	-	-	-	-	-	-
WwTF Underground Sludge Transfer Pipe Replacement - Admin Building	339,000	730,000	356,000	374,000	-	-	-	-	-	-	-
WwTF Unox Tank Isolation Gate Replacement	33,300	72,000	35,000	37,000	-	-	-	-	-	-	-
WwTF Ventilation Upgrades at Ultraviolet Disinfection Building	36,600	78,000	38,000	40,000	-	-	-	-	-	-	-
WwTF Feasibility Study - Reuse of Final Effluent	18,400	39,000	19,000	20,000	-	-	-	-	-	-	-
McKay Road ROW Expansion - Reid Drive to West of Highway 400 (Developer)	30,900	66,000	32,000	34,000	-	-	-	-	-	-	-
WwTF Biosolids Storage Tank Mixers	800,000	1,722,000	840,000	882,000	-	-	-	-	-	-	-
Sanitary Servicing - Royal Oak, Bay, Cottage	459,500	989,000	482,000	507,000	-	-	-	-	-	-	-
Co-generation & Biogas Trmt	(2,500)	-	-	-	-	-	-	-	-	-	-
Mapleview Drive West Sanitary Forcemain Twinning and Pumping Station 5 Upgrades & Expansion (City)	(200,400)	-	-	-	-	-	-	-	-	-	-
Sanitary Servicing - Royal Oak, Bay, Cottage	14,900	32,000	16,000	16,000	-	-	-	-	-	-	-
Mapleview Drive West Sanitary Forcemain Twinning and Pumping Station 5 Upgrades & Expansion (City)	5,000	11,000	5,000	6,000	-	-	-	-	-	-	-
Growth Related:	-	-	-	-	-	-	-	-	-	-	-
Salem & Hewitt's Secondary Plan Areas	-	-	-	-	-	-	-	-	-	-	-
000332 - McKay Pump Station (City)	-	5,995,000	-	-	-	-	-	118,000	892,000	1,232,000	3,753,000
000458 - Hewitts Pump Station (City)	-	1,481,000	-	-	-	-	-	-	-	134,000	1,347,000
EN1137 - Hewitt's Creek New Trunk Sanitary Sewer - Mapleview to Lockhart (Developer)	-	6,588,000	-	-	3,131,000	-	3,457,000	-	-	-	-
EN1144 - County Road 27 New Transmission Watermain - Holly PS to Former Barrie South City Limits (Developer)	830,800	-	-	-	-	-	-	-	-	-	-
EN1255 - Huronia Road New Trunk Sanitary Sewer and Road Replacement - Lockhart to McKay (City)	(1,321,400)	16,434,000	-	-	3,051,000	4,805,000	5,046,000	3,532,000	-	-	-
EN1256 - McKay Road New Trunk Sanitary Sewer - Hwy 400 to Huronia (City)	(8,000,000)	38,747,000	-	1,900,000	6,946,000	14,586,000	15,315,000	-	-	-	-
EN1257 - McKay Road ROW Expansion - Reid Drive to West of Highway 400 (Developer)	1,398,200	6,177,000	4,231,000	1,946,000	-	-	-	-	-	-	-
EN1258 - Veterans Drive New Trunk Watermain - Salem to McKay (Developer)	135,800	2,873,000	-	-	254,000	1,343,000	1,276,000	-	-	-	-
EN1261 - Yonge Street ROW Expansion - Mapleview to Madelaine (City)	16,600	600,000	-	-	-	-	26,000	223,000	351,000	-	-
EN1270 - Mapleview Dr E New Sanitary Sewer & Road Expansion - Prince William to Phase 1 Boundary (Developer)	75,795	-	-	-	-	-	-	-	-	-	-
EN1271 - Mapleview Dr E Road Expansion - East of Yonge to Prince William (City)	-	4,596,000	70,000	107,000	-	1,402,000	1,472,000	1,545,000	-	-	-
EN1278 - Bryne Drive (North) New Road Construction - Harvie Rd to Essa Rd	-	443,000	-	-	-	-	-	84,000	175,000	184,000	-



Appendix C-1 Continued
Wastewater Service Capital Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Total	Forecast								
			2022	2023	2024	2025	2026	2027	2028	2029	2030
EN1334 - Lockhart Road ROW Expansion and Trunk Watermain - Saunders to Huronia (City)	-	151,000	-	-	-	15,000	66,000	70,000	-	-	-
EN1339 - Yonge Street ROW Expansion - Madelaine Drive (South) extension to Lockhart (City)	-	1,984,000	-	31,000	-	-	119,000	712,000	1,122,000	-	-
Carryforwards:	-	-	-	-	-	-	-	-	-	-	-
Huronia Road New Trunk Sanitary Sewer and Road Replacement - Lockhart to McKay (City)	84,800	182,000	89,000	93,000	-	-	-	-	-	-	-
Mapleview Drive West Sanitary Forcemain Twinning and Pumping Station 5 Upgrades & Expansion (City)	559,700	1,205,000	588,000	617,000	-	-	-	-	-	-	-
County Rd 27 Sanitary Sewer - Holly SPS to Lougheed	116,700	252,000	123,000	129,000	-	-	-	-	-	-	-
County Road 27 New Transmission Watermain - Holly PS to Former Barrie South City Limits (Developer)	16,000	35,000	17,000	18,000	-	-	-	-	-	-	-
Hewitt's Creek New Trunk Sanitary Sewer - Mapleview to Lockhart (Developer)	285,000	613,000	299,000	314,000	-	-	-	-	-	-	-
Hewitt's Creek New Trunk Sanitary Sewer - Sun King to Mapleview (Developer)	1,083,400	2,332,000	1,138,000	1,194,000	-	-	-	-	-	-	-
Huronia Road New Trunk Sanitary Sewer and Road Replacement - Lockhart to McKay (City)	453,300	976,000	476,000	500,000	-	-	-	-	-	-	-
Mapleview Dr E New Sanitary Sewer & Road Expansion - Prince William to Phase 1 Boundary (Developer)	1,271,700	2,737,000	1,335,000	1,402,000	-	-	-	-	-	-	-
McKay Road New Trunk Sanitary Sewer - Hwy 400 to Huronia (City)	2,853,600	6,142,000	2,996,000	3,146,000	-	-	-	-	-	-	-
McKay Road ROW Expansion - Reid Drive to West of Highway 400 (Developer)	2,365,100	5,091,000	2,483,000	2,608,000	-	-	-	-	-	-	-
Hewitt's Creek New Trunk Sanitary Sewer - Mapleview to Lockhart (Developer)	154,300	332,000	162,000	170,000	-	-	-	-	-	-	-
Hewitt's Creek New Trunk Sanitary Sewer - Sun King to Mapleview (Developer)	63,300	136,000	66,000	70,000	-	-	-	-	-	-	-
Lockhart Rd Trunk San Sew/Pump (City)	64,600	139,000	68,000	71,000	-	-	-	-	-	-	-
Mapleview Drive West Sanitary Forcemain Twinning and Pumping Station 5 Upgrades & Expansion (City)	145,900	314,000	153,000	161,000	-	-	-	-	-	-	-
Sanitary Pump Station 3 Decommissioning (City)	31,200	67,000	33,000	34,000	-	-	-	-	-	-	-
Sanitary Servicing - Royal Oak, Bay, Cottage	26,200	57,000	28,000	29,000	-	-	-	-	-	-	-
	0	-	-	-	-	-	-	-	-	-	-
Former Municipal Boundary Areas	-	-	-	-	-	-	-	-	-	-	-
000931 - Wastewater Inflow/Infiltration Reduction Action Plan	200,000	5,790,000	525,000	551,000	579,000	608,000	638,000	670,000	704,000	739,000	776,000
001018 - Dunlop Street Bridge Sanitary - Sarjeant Drive to Anne	1,208,069	41,897,000	1,050,000	1,103,000	-	3,460,000	11,510,000	12,085,000	12,689,000	-	-
EN1013 - Sunnidale: Letitia-Wellington Transmission Watermain	448,000	-	-	-	-	-	-	-	-	-	-
EN1097 - Mapleview Drive East Improvements - Country Lane to Yonge (City)	56,250	33,000	33,000	-	-	-	-	-	-	-	-
EN1122 - Little Lk Sew Pump Station Upg	-	6,205,000	527,000	2,205,000	3,473,000	-	-	-	-	-	-
EN1132 - Bishop Drive Trunk Sanitary Sewer Expansion - Ferndale to Patterson	167,500	3,483,000	710,000	1,353,000	1,420,000	-	-	-	-	-	-
EN1166 - Duckworth Street New Transmission Watermain and ROW Expansion - Bell Farm to St. Vincent	-	1,978,000	-	965,000	1,013,000	-	-	-	-	-	-
EN1170 - Essa Road ROW Expansion - Coughlin to Mapleview	35,700	757,000	-	-	-	-	-	757,000	-	-	-
EN1183 - Ross, Collier, Bayfield Intersection Realignment	-	39,000	-	-	-	-	-	-	-	-	39,000



Appendix C-1 Continued
Wastewater Service Capital Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Total	Forecast								
			2022	2023	2024	2025	2026	2027	2028	2029	2030
EN1274 - Bunkers Creek Culverts and Watercourse Improvements - Innisfil to Lakeshore	-	422,000	-	161,000	127,000	134,000	-	-	-	-	-
EN1277 - Bryne Drive New Road Construction - Harvie to North of Caplan	48,100	351,000	66,000	139,000	146,000	-	-	-	-	-	-
EN1286 - Big Bay Point Road ROW Expansion - Bayview to Huronia	125,800	-	-	-	-	-	-	-	-	-	-
EN1288 - Bayview Drive New Transmission Watermain & Road Expansion - Little Avenue to Big Bay Point Road	107,400	1,711,000	30,000	76,000	762,000	668,000	175,000	-	-	-	-
EN1353 - Essa Road and Anne Street Intersection Reconstruction	-	1,225,000	-	-	24,000	586,000	615,000	-	-	-	-
Carryforwards:	-	-	-	-	-	-	-	-	-	-	-
Bell Farm Road ROW Expansion - St. Vincent to Duckworth	32,500	70,000	34,000	36,000	-	-	-	-	-	-	-
Bishop Drive Trunk Sanitary Sewer Expansion - Ferndale to Pattersen	1,400	3,000	1,000	2,000	-	-	-	-	-	-	-
Dunlop Street Interchange Replacement - Sarjeant Drive to Anne Street	51,600	111,000	54,000	57,000	-	-	-	-	-	-	-
Wastewater Asset Management Plan	60,100	129,000	63,000	66,000	-	-	-	-	-	-	-
Facilities	-	-	-	-	-	-	-	-	-	-	-
EN1091 - WwTF New Advanced Nutrient Removal	2,500,000	199,997,000	7,375,000	5,163,000	12,422,000	16,748,000	17,585,000	18,465,000	38,775,000	40,714,000	42,750,000
EN1245 - WwTF Chemical Building Upgrade	364,000	920,000	920,000	-	-	-	-	-	-	-	-
EN1297 - WwTF Electrical Substation and Transformer Upgrade	570,000	17,877,000	630,000	3,271,000	4,293,000	5,409,000	4,274,000	-	-	-	-
EN1390 - Wastewater Peak Flow Attenuation Facility	473,200	33,203,000	1,414,000	1,113,000	232,000	-	2,827,000	11,875,000	12,469,000	3,273,000	-
EN1431 - WwTF 96 MLD Expansion Program, Comprehensive Site Strategy Plan & ESR	600,000	690,000	690,000	-	-	-	-	-	-	-	-
EN1431 - WwTF 96 MLD Expansion Program, Comprehensive Site Strategy Plan & ESR	-	15,384,000	-	3,309,000	4,336,000	4,552,000	3,187,000	-	-	-	-
EN1438 - WwTF Digester Capacity Expansion	500,000	39,769,000	1,166,000	808,000	732,000	3,373,000	10,625,000	11,156,000	7,809,000	4,100,000	-
FC1215 - WWTF Innovation Center	1,000,000	15,230,000	6,300,000	6,615,000	2,315,000	-	-	-	-	-	-
Z162 - WwTF New Cogeneration and Biogas Treatment System	80,000	452,000	231,000	221,000	-	-	-	-	-	-	-
Carryforwards:	-	-	-	-	-	-	-	-	-	-	-
Wastewater Peak Flow Attenuation Facility	62,000	133,000	65,000	68,000	-	-	-	-	-	-	-
WwTF 96 MLD Expansion Program, Comprehensive Site Strategy Plan & ESR	194,600	419,000	204,000	215,000	-	-	-	-	-	-	-
WwTF Alum System Upgrade at Secondary Clarifiers	158,000	340,000	166,000	174,000	-	-	-	-	-	-	-
WwTF Digester Capacity Expansion	259,200	558,000	272,000	286,000	-	-	-	-	-	-	-
WwTF Electrical Substation and Transformer Upgrade	225,000	484,000	236,000	248,000	-	-	-	-	-	-	-
WWTF Innovation Center	11,700	25,000	12,000	13,000	-	-	-	-	-	-	-
WwTF New Heat Exchanger - Primary Digester 3	156,600	337,000	164,000	173,000	-	-	-	-	-	-	-
WwTF Selector Tank Mixer Upgrade	1,700	4,000	2,000	2,000	-	-	-	-	-	-	-
WwTF Biosolids Storage Tank Mixers	116,000	250,000	122,000	128,000	-	-	-	-	-	-	-
WwTF New Advanced Nutrient Removal	216,700	467,000	228,000	239,000	-	-	-	-	-	-	-
Total Capital Expenditures	19,320,213	600,971,000	50,388,000	60,017,000	56,808,000	65,457,000	89,878,000	71,233,000	84,447,000	61,209,000	61,534,000



Appendix C-1 Continued
 Wastewater 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 - Facilities	3,549,167	98,716,646	7,940,897	11,559,077	9,812,578	11,953,482	18,301,475	16,649,572	14,233,366	6,819,618	1,446,582
Development Charges Reserve Fund - Facilities Related Debt	-	-	-	-	-	-	-	-	-	-	-
Development Charges Reserve Fund - Wastewater Collection - Former Municipal Boundary Areas	1,529,163	37,500,290	1,704,060	3,303,900	3,334,960	3,238,880	8,230,840	8,468,860	8,550,570	317,770	350,450
Development Charges Reserve Fund - Wastewater Collection - Salem & Hewitt's Secondary Plan Areas	2,696,485	106,169,000	14,355,000	14,540,000	13,382,000	22,151,000	26,754,900	6,094,450	2,241,650	1,550,000	5,100,000
Non-Growth Related Debenture Requirements	-	-	-	-	-	-	-	-	-	-	-
Growth Related Debenture Requirements - Facilities	1,848,105	123,735,544	5,692,443	4,412,613	7,529,742	10,151,998	10,659,355	11,192,778	23,503,924	24,679,272	25,913,418
Growth Related Debenture Requirements - Facilities Related Debt	-	-	-	-	-	-	-	-	-	-	-
Growth Related Debenture Requirements - Wastewater Collection - Former Municipal Boundary Areas	-	-	-	-	-	-	-	-	-	-	-
Growth Related Debenture Requirements - Wastewater Collection - Salem & Hewitt's Secondary Plan Areas	-	-	-	-	-	-	-	-	-	-	-
Operating Contributions	-	-	-	-	-	-	-	-	-	-	-
Lifecycle Reserve Fund	-	-	-	-	-	-	-	-	-	-	-
Wastewater Rate Stabilization Reserve Fund	-	-	-	-	-	-	-	-	-	-	-
Wastewater Rate Capital Reserve Fund	9,697,293	234,849,520	20,695,600	26,201,410	22,748,720	17,961,640	25,931,430	28,827,340	35,917,490	27,842,340	28,723,550
Wastewater Rate Own Reserve Fund	-	-	-	-	-	-	-	-	-	-	-
Total Capital Financing	19,320,213	600,971,000	50,388,000	60,017,000	56,808,000	65,457,000	89,878,000	71,233,000	84,447,000	61,209,000	61,534,000



Appendix C-2
Wastewater Service
Schedule of Growth-Related Debenture Repayments - Facilities
Inflated \$
2021-2030

Debenture Year	2021	Principal (Inflated)	Forecast										
			2022	2023	2024	2025	2026	2027	2028	2029	2030		
2021		1,848,105	124,222										
2022		5,692,443		124,222									
2023		4,412,613		382,622									
2024		7,529,742			296,597								
2025		10,151,998				296,597							
2026		10,659,355				506,117							
2027		11,192,778					682,374						
2028		23,503,924						716,476					
2029		24,679,272							752,330				
2030		25,913,418								1,579,833			
Total Annual Debt Charges		-	124,222	506,843	803,440	1,309,557	1,991,931	2,708,407	3,460,737	5,040,570	6,699,405		

Appendix C-3
Wastewater Service
Wastewater Capital Reserve Fund Continuity
Inflated \$
2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	55,582,924	63,069,615	60,979,316	54,882,692	53,919,033	60,087,290	61,313,487	62,901,328	60,822,290	70,719,756
Transfer from Operating	15,947,325	17,409,628	19,028,655	20,727,825	22,951,715	25,955,402	29,181,822	32,645,858	36,353,144	39,904,748
Transfer to Capital	9,697,293	20,695,600	26,201,410	22,748,720	17,961,640	25,931,430	28,827,340	35,917,490	27,842,340	28,723,550
Transfer to Operating										
Closing Balance	61,832,956	59,783,643	53,806,560	52,861,797	58,909,108	60,111,262	61,667,969	59,629,696	69,333,094	81,900,954
Interest	1,236,659	1,195,673	1,076,131	1,057,236	1,178,182	1,202,225	1,233,359	1,192,594	1,386,662	1,638,019



Appendix C-4
Wastewater Service
Wastewater Rate Stabilization Reserve Fund Continuity
Inflated \$
2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	2,530,674	2,581,288	2,632,914	2,685,572	2,739,283	2,794,069	2,849,950	2,906,949	2,965,088	3,024,390
Transfer from Operating	-	-	-	-	-	-	-	-	-	-
Transfer to Capital	-	-	-	-	-	-	-	-	-	-
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	2,530,674	2,581,288	2,632,914	2,685,572	2,739,283	2,794,069	2,849,950	2,906,949	2,965,088	3,024,390
Interest	50,613	51,626	52,658	53,711	54,786	55,881	56,999	58,139	59,302	60,488

Appendix C-5
Wastewater Service
Wastewater Development Charges Reserve Fund Continuity – Water Facilities
Inflated \$
2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	21,305,493	26,594,538	27,248,254	25,142,838	31,117,461	34,842,506	31,814,283	30,021,737	30,236,867	36,768,226
Development Charge Proceeds	8,316,751	8,184,554	9,467,507	15,980,495	16,304,898	16,641,373	16,976,771	17,316,354	17,670,602	18,023,963
Transfer to Capital	3,549,167	7,940,897	11,559,077	9,812,578	11,953,482	18,301,475	16,649,572	14,233,366	6,819,618	1,446,582
Transfer to Operating	-	124,222	506,843	803,440	1,309,557	1,991,931	2,708,407	3,460,737	5,040,570	6,699,405
Closing Balance	26,073,077	26,713,974	24,649,841	30,507,315	34,159,320	31,190,474	29,433,075	29,643,987	36,047,281	46,646,201
Interest	521,462	534,279	492,997	610,146	683,186	623,809	588,662	592,880	720,946	932,924



Appendix C-6
Wastewater Service
Wastewater Development Charges Reserve Fund Continuity – Water Facilities Related Debt
Inflated \$
2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	(41,529,132)	(45,960,060)	(50,556,567)	(54,458,853)	(54,461,592)	(54,261,869)	(53,849,699)	(53,219,931)	(52,367,115)	(51,278,070)
Development Charge Proceeds	4,973,679	4,894,651	5,661,810	9,557,833	9,752,801	9,953,590	10,155,261	10,358,010	10,569,307	10,781,224
Transfer to Capital	-	-	-	-	-	-	-	-	-	-
Transfer to Operating	8,503,430	8,499,853	8,496,275	8,492,698	8,489,120	8,485,543	8,481,965	8,478,388	8,474,810	5,503,607
Closing Balance	(45,058,883)	(49,565,262)	(53,391,032)	(53,393,717)	(53,197,911)	(52,793,822)	(52,176,403)	(51,340,308)	(50,272,617)	(46,000,453)
Interest	(901,178)	(991,305)	(1,067,821)	(1,067,874)	(1,063,958)	(1,055,876)	(1,043,528)	(1,026,806)	(1,005,452)	(920,009)

Appendix C-7
Wastewater Service
Wastewater Development Charges Reserve Fund Continuity
Distribution System – Former City Municipal Boundary Areas
Inflated \$
2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	(3,476,726)	(4,085,549)	(4,863,593)	(7,267,271)	(9,203,530)	(11,047,474)	(17,984,817)	(25,270,127)	(32,750,339)	(31,947,901)
Development Charge Proceeds	1,000,448	1,021,381	1,042,718	1,579,162	1,611,553	1,646,141	1,679,043	1,712,521	1,746,638	1,781,629
Transfer to Capital	1,529,163	1,704,060	3,303,900	3,334,960	3,238,880	8,230,840	8,468,860	8,550,570	317,770	350,450
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	(4,005,440)	(4,768,228)	(7,124,775)	(9,023,069)	(10,830,857)	(17,632,174)	(24,774,634)	(32,108,176)	(31,321,472)	(30,516,722)
Interest	(80,109)	(95,365)	(142,496)	(180,461)	(216,617)	(352,643)	(495,493)	(642,164)	(626,429)	(610,334)



Appendix C-8
 Wastewater Service
 Wastewater Development Charges Reserve Fund Continuity
 Distribution System – Salem & Hewitt's Secondary Plan Areas
 Inflated \$
 2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	(11,738,164)	(11,318,506)	(22,974,104)	(34,032,854)	(40,935,080)	(56,771,072)	(77,468,201)	(77,348,061)	(73,137,598)	(67,969,999)
Development Charge Proceeds	3,338,075	3,149,874	4,148,561	7,282,423	7,428,166	7,576,755	7,731,219	7,886,183	8,050,345	8,211,360
Transfer to Capital	2,696,485	14,355,000	14,540,000	13,382,000	22,151,000	26,754,900	6,094,450	2,241,650	1,550,000	5,100,000
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	(11,096,574)	(22,523,632)	(33,365,543)	(40,132,431)	(55,657,913)	(75,949,217)	(75,831,432)	(71,703,528)	(66,637,254)	(64,858,639)
Interest	(221,931)	(450,473)	(667,311)	(802,649)	(1,113,158)	(1,518,984)	(1,516,629)	(1,434,071)	(1,332,745)	(1,297,173)
Required from Development Charges	2,696,485	14,355,000	14,540,000	13,382,000	22,151,000	26,754,900	6,094,450	2,241,650	1,550,000	5,100,000



Appendix C-9
Water Service
Wastewater Operating Budget Forecast
Inflated \$
2021-2030

Description	Budget 2021	Forecast								
		2022	2023	2024	2025	2026	2027	2028	2029	2030
Expenditures										
Operating Costs										
400000 - Full-time Salaries	3,586,124	3,672,137	3,753,526	3,828,300	3,904,900	3,983,000	4,062,700	4,144,000	4,226,900	4,311,400
400100 - Full-time Salaries - Casual	205,546	208,629	214,678	230,512	235,100	239,800	244,600	249,500	254,500	259,600
400700 - Full-time Overtime	96,064	97,985	99,945	101,944	104,000	106,100	108,200	110,400	112,600	114,900
401000 - Full-time Salary Recovery	(215,196)	(219,500)	(223,890)	(228,368)	(232,900)	(237,600)	(242,400)	(247,200)	(252,100)	(257,100)
401100 - Full-time Fringe Benefits	975,928	992,990	1,009,144	1,023,980	1,044,500	1,065,400	1,086,700	1,108,400	1,130,600	1,153,200
401200 - Full-time Fringe Benefits - Casual	25,719	26,142	26,972	29,144	29,700	30,300	30,900	31,500	32,100	32,700
Salaries & Benefits for Additional Staff			122,700	125,200	711,400	725,600	740,100	754,900	770,000	1,217,900
466500 - Shift Premiums	8,375	8,543	8,713	8,888	9,100	9,300	9,500	9,700	9,900	10,100
500100 - Training Supplies	74	80	81	83	100	100	100	100	100	100
500400 - Stationery & Office Supplies	20,378	21,879	22,317	22,763	23,200	23,700	24,200	24,700	25,200	25,700
500500 - Preprinted Forms, Tags & Passes	28	29	29	30	-	-	-	-	-	-
500800 - Meetings & Meal Expenses	8,329	8,496	8,665	8,839	9,000	9,200	9,400	9,600	9,800	10,000
501100 - Protective Clothing	62,249	63,494	64,764	66,059	67,400	68,700	70,100	71,500	72,900	74,400
501300 - Clothing Allowance	104	106	108	110	100	100	100	100	100	100
501500 - Protective Equipment	59,896	61,094	62,316	63,562	64,800	66,100	67,400	68,700	70,100	71,500
510100 - Chemicals	6,366	6,493	6,623	6,756	7,100	7,500	7,900	8,300	8,700	9,100
510200 - Phosphorus	990,239	1,010,044	1,030,245	1,050,850	1,103,400	1,158,600	1,216,500	1,277,300	1,341,200	1,408,300
510300 - Chlorine	27,396	27,944	28,503	29,073	30,500	32,000	33,600	35,300	37,100	39,000
510400 - Citric Acid	465	474	484	493	500	500	500	500	500	500
510500 - Oxygen	832,197	848,841	865,818	883,134	927,300	973,700	1,022,400	1,073,500	1,127,200	1,183,600
510600 - Filter, Bed, Media	68,465	69,834	71,231	72,656	74,100	75,600	77,100	78,600	80,200	81,800
510700 - Percol	107,992	110,152	112,355	114,602	116,900	119,200	121,600	124,000	126,500	129,000
510800 - Activated Carbon	34,723	35,417	36,126	36,848	37,600	38,400	39,200	40,000	40,800	41,600
520000 - Gasoline	14,586	14,878	15,175	15,479	15,800	16,100	16,400	16,700	17,000	17,300
520100 - Hydro	1,042,119	1,062,961	1,084,221	1,105,905	1,161,200	1,219,300	1,280,300	1,344,300	1,411,500	1,482,100
520200 - Water & Wastewater	137,576	140,328	143,134	145,997	148,900	151,900	154,900	158,000	161,200	164,400
520300 - Natural Gas	48,232	49,197	50,181	51,184	52,200	53,200	54,300	55,400	56,500	57,600
520600 - Propane Gas	12,000	12,240	12,485	12,734	13,000	13,300	13,600	13,900	14,200	14,500
540200 - Cleaning Supplies	2,687	2,741	2,796	2,851	2,900	3,000	3,100	3,200	3,300	3,400
540300 - Small Parts	837,716	854,470	871,560	888,991	906,800	924,900	943,400	962,300	981,500	1,001,100
540900 - Field & Other Supplies	100,696	102,710	104,764	106,860	109,000	111,200	113,400	115,700	118,000	120,400
541400 - Laboratory Supplies	33,500	34,170	34,853	35,550	36,300	37,000	37,700	38,500	39,300	40,100
560200 - Minor Capital - General	9,787	9,983	10,182	10,386	10,600	10,800	11,000	11,200	11,400	11,600
560300 - Minor Capital - Office Furniture & Equipment	7,100	-	-	-	-	-	-	-	-	-
570000 - Small Tools	79,239	80,824	82,440	84,089	85,800	87,500	89,300	91,100	92,900	94,800
600000 - Conferences & Trade Show Registration	35,103	37,689	38,443	39,212	40,000	40,800	41,600	42,400	43,200	44,100
600100 - Kilometer Reimbursement	4,421	4,509	4,599	4,691	4,800	4,900	5,000	5,100	5,200	5,300
620000 - Staff Training & Development	148,310	155,172	158,275	109,246	111,400	113,600	115,900	118,200	120,600	123,000
620200 - Memberships & Subscriptions	15,086	16,198	16,522	16,852	17,200	17,500	17,900	18,300	18,700	19,100
620300 - Tuition Fees	462	471	481	490	500	500	500	500	500	500



Appendix C-9 Continued
 Water Service
 Wastewater Operating Budget Forecast
 Inflated \$
 2021-2030

Description	Budget 2021	Forecast								
		2022	2023	2024	2025	2026	2027	2028	2029	2030
640500 - Consultants - General	130,559	140,179	142,982	140,474	143,300	146,200	149,100	152,100	155,100	158,200
660700 - License Services	210	214	218	223	200	200	200	200	200	200
661400 - Cellular Telephone Services	4,272	4,357	4,445	4,533	4,600	4,700	4,800	4,900	5,000	5,100
661800 - Telephone Services	40,500	41,310	42,136	42,979	43,800	44,700	45,600	46,500	47,400	48,300
670700 - Contracted Services - General	2,477,722	2,527,276	2,577,822	2,629,378	2,682,000	2,735,600	2,790,300	2,846,100	2,903,000	2,961,100
675100 - Repairs & Maintenance - Building	106,306	108,432	110,601	112,813	115,100	117,400	119,700	122,100	124,500	127,000
675400 - Repairs & Maintenance - Equipment	681,214	694,838	708,735	722,910	737,400	752,100	767,100	782,400	798,000	814,000
700000 - Equipment Rental/Lease	86,280	90,246	94,250	98,290	100,300	102,300	104,300	106,400	108,500	110,700
700100 - Property Rental/Lease	2,341	2,388	2,436	2,484	2,500	2,600	2,700	2,800	2,900	3,000
720800 - Insurance Premium	300,326	306,333	312,459	318,708	325,100	331,600	338,200	345,000	351,900	358,900
730000 - Property Taxes	6,889	7,027	7,167	7,311	7,500	7,700	7,900	8,100	8,300	8,500
900500 - Interdepartmental - General	601,769	634,189	745,910	857,631	874,800	892,300	910,100	928,300	946,900	965,800
901000 - Interdepartmental - Fleet	48,721	49,695	50,689	51,703	52,700	53,800	54,900	56,000	57,100	58,200
901500 - Interdepartmental - Property	35,175	35,546	35,889	36,210	36,900	37,600	38,400	39,200	40,000	40,800
901599 - Interdepartmental - Property (Automated)	763,488	774,674	786,628	798,750	814,700	831,000	847,600	864,600	881,900	899,500
902000 - Interdepartmental - Corporate Support	2,554,542	2,578,205	2,595,513	2,613,375	2,665,600	2,718,900	2,773,300	2,828,800	2,885,400	2,943,100
904000 - Interdepartmental - Wastewater Rate (Manual)	3,212,184	3,303,235	3,379,904	3,454,355	3,523,400	3,593,900	3,665,800	3,739,100	3,813,900	3,890,200
904099 - Interdepartmental - Wastewater Rate (Automated)	72,614	73,647	74,905	76,186	77,700	79,300	80,900	82,500	84,200	85,900
Low-Income Support Grant Program	-	300,000	306,000	312,100	318,300	324,700	331,200	337,800	344,600	351,500
Transfer to Fleet Management Reserve	215,000	215,000	215,000	215,000	215,000	215,000	215,000	215,000	215,000	215,000
Funding of DC Exemptions for Residential Intensification	238,631	224,158	300,339	1,029,473	1,050,023	1,071,955	1,094,622	1,116,452	1,138,811	1,161,608
Sub Total Operating	21,008,824	21,740,792	22,445,592	23,630,860	24,775,123	25,364,355	25,970,422	26,592,552	27,232,511	28,323,308
Capital-Related										
Existing Debt (Principal) - Growth Related - Facilities										
Existing Debt (Interest) - Growth Related - Facilities										
Existing Debt (Principal) - Growth Related - Facilities Related Debt	5,375,735	5,614,226	5,863,823	6,125,044	6,398,459	6,684,622	6,984,155	7,297,687	7,625,897	5,001,841
Existing Debt (Interest) - Growth Related - Facilities Related Debt	3,127,695	2,885,626	2,632,452	2,367,654	2,090,661	1,800,920	1,497,810	1,180,701	848,914	501,766
New Growth Related Debt (Principal) - Facilities		68,779	282,690	455,389	749,276	1,149,568	1,580,750	2,044,720	2,980,777	3,988,657
New Growth Related Debt (Interest) - Facilities		55,443	224,153	348,051	560,281	842,363	1,127,657	1,416,017	2,059,794	2,710,748
Existing Debt (Principal) - Non-Growth Related	369,988	383,239	396,965	411,182	425,909	441,163	456,963	473,329	490,281	507,841
Existing Debt (Interest) - Non-Growth Related	199,360	186,109	172,383	158,166	143,440	128,186	112,385	96,019	79,067	61,507
Transfer to Capital	-	-	-	-	-	-	-	-	-	-
Transfer to Wastewater Rate Stabilization Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Wastewater Capital Reserve Fund	15,947,325	16,090,310	15,262,591	13,892,435	13,275,352	13,732,236	13,690,433	13,490,848	13,630,828	13,962,851
Sub Total Capital Related	25,020,104	25,283,733	24,835,058	23,757,922	23,643,377	24,779,058	25,450,154	25,999,322	27,715,557	26,735,212
Total Expenditures	46,028,928	47,024,525	47,280,650	47,388,782	48,418,500	50,143,413	51,420,576	52,591,874	54,948,069	55,058,519



Appendix C-9 Continued
 Water Service
 Wastewater Operating Budget Forecast
 Inflated \$
 2021-2030

Description	Budget 2021	Forecast								
		2022	2023	2024	2025	2026	2027	2028	2029	2030
Revenues										
Fixed Charge	13,741,299	14,567,962	15,457,030	16,504,679	17,708,789	18,992,049	20,359,667	21,816,567	23,368,258	25,020,930
810150 - Fees and Service Charges	47,363	48,310	49,276	50,262	51,300	52,300	53,300	54,400	55,500	56,600
810760 - Miscellaneous Charge	3,583	3,655	3,728	3,802	3,900	4,000	4,100	4,200	4,300	4,400
825000 - Interest and Penalties	80,000	80,000	-	-	-	-	-	-	-	-
Local Improvements Revenue	50,500	8,276	8,276	8,276	8,276	8,276	8,276	8,276	-	-
Contributions from Development Charges Reserve Fund - Facilities	-	124,222	506,843	803,440	1,309,557	1,991,931	2,708,407	3,460,737	5,040,570	6,699,405
Contributions from Development Charges Reserve Fund - Facilities Related Debt	8,503,430	8,499,853	8,496,275	8,492,698	8,489,120	8,485,543	8,481,965	8,478,388	8,474,810	5,503,607
Total Operating Revenue	22,426,175	23,332,277	24,521,428	25,863,157	27,570,942	29,534,098	31,615,715	33,822,568	36,943,439	37,284,942
Wastewater Billing Recovery - Operating	23,602,753	23,692,248	22,759,222	21,525,624	20,847,557	20,609,315	19,804,861	18,769,305	18,004,630	17,773,578
Asset Replacement Needs - Lifecycle Contribution (\$)	-	1,319,318	3,766,063	6,835,390	9,676,363	12,223,166	15,491,388	19,155,009	22,722,316	25,941,897
Wastewater Billing Recovery - Total	23,602,753	25,011,565	26,525,285	28,361,015	30,523,921	32,832,480	35,296,250	37,924,315	40,726,946	43,715,475



Appendix C-10 Continued
Water Service
Wastewater Rate Forecast
Inflated \$
2021-2030

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Wastewater Billing Recovery	23,602,753	25,011,565	26,525,285	28,361,015	30,523,921	32,832,480	35,296,250	37,924,315	40,726,946	43,715,475
<i>Increasing Block Structure - Residential</i>										
<i>Volume Forecast By Block (m3)</i>										
Block 1 Residential (0-15 cu.m./month)	6,032,865	6,169,202	6,318,618	6,594,125	6,977,745	7,361,495	7,745,555	8,129,615	8,513,675	8,897,915
Block 2 Residential (16-30 cu.m./month)	1,474,271	1,474,271	1,474,271	1,474,271	1,474,271	1,474,271	1,474,271	1,474,271	1,474,271	1,474,271
Block 3 Residential (31-45 cu.m./month)	245,139	245,139	245,139	245,139	245,139	245,139	245,139	245,139	245,139	245,139
Block 4 Residential (45+ cu.m./month)	-	-	-	-	-	-	-	-	-	-
<i>Increasing Block Structure - Residential</i>										
Block 1 Non-Residential (0-15 cu.m./month)	351,230	351,230	351,230	351,230	351,230	351,230	351,230	351,230	351,230	351,230
Block 2 Non-Residential (>30 cu.m./month)	3,839,409	3,839,409	3,839,409	3,839,409	3,839,409	3,839,409	3,839,409	3,839,409	3,839,409	3,839,409
Check Total Volume	7,507,136	7,643,473	7,792,889	8,068,396	8,452,016	8,835,766	9,219,826	9,603,886	9,987,946	10,372,186
<i>Increasing Block Rates (\$/m³)</i>										
Block 1 Residential (0-15 cu.m./month)	1.60	1.68	1.76	1.85	1.94	2.04	2.14	2.25	2.36	2.48
Block 2 Residential (16-30 cu.m./month)	2.72	2.85	2.99	3.14	3.30	3.47	3.64	3.82	4.01	4.21
Block 3 Residential (31-45 cu.m./month)	2.72	2.85	2.99	3.14	3.30	3.47	3.64	3.82	4.01	4.21
Block 4 Residential (45+ cu.m./month)	-	-	-	-	-	-	-	-	-	-
Block 1 Non-Residential (0-15 cu.m./month)	1.52	1.60	1.68	1.76	1.85	1.94	2.04	2.14	2.25	2.36
Block 2 Non-Residential (>30 cu.m./month)	2.28	2.40	2.52	2.64	2.77	2.91	3.06	3.21	3.37	3.54
Annual Percentage Change		5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%