## MUNICIPALITY OF BROCKTON

## WATER WORKS FINANCIAL PLAN 2026 – 2031



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WATER WORKS FINANCIAL PLAN 2026 – 2031

October 15, 2025

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File No. 25191

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### MUNICIPALITY OF BROCKTON WATER WORKS FINANCIAL PLAN 2026 - 2031

#### 1.0 INTRODUCTION

#### 1.1 Overview

On behalf of the Municipality of Brockton, B. M. Ross and Associates Limited (BMROSS) has prepared a Financial Plan for the Water System in accordance with O. Reg. 453/07. The Plan includes the following basic components:

- 1. A **full cost analysis** of the provision of water services.
- 2. A cost recovery plan, including a proposal for a series of revenue increases.

This memo summarizes the information used and assumptions made in developing the Financial Plan.

We have also reviewed the previous 2021 Financial Plan (for the period 2021 to 2026) and compared it to the actual performance in the 2022-2024 period. A summary is provided.

#### 1.2 Key Legislated Requirements

As identified in the Ontario Ministry of the Environment, Conservation and Parks (MECP) Guidelines<sup>1</sup> for financial planning, achieving financial sustainability in Ontario's municipal water sector is a long-term goal of the Province.

In addition to related municipal operating and financing legislation, the MECP has set out, in the Safe Drinking Water Act, 2002 (SDWA), detailed requirements for financial planning related to water works systems.

The key aspects are considered to be as follows:

- The Financial Plan must apply to a period of at least six years. The first year to which the Financial Plan must apply must be the year in which the drinking water system's existing Municipal Drinking Water License would otherwise expire (i.e. 2026).
- 2. Amortization costs for existing infrastructure must be identified in the Financial Plan, but there is no requirement to recover those costs.

GODERICH KINCARDINE MOUNT FOREST SARNIA

<sup>&</sup>lt;sup>1</sup> Ministry of the Environment (MOE), "Toward Financially Sustainable Drinking Water and Wastewater Systems", August 2007.

The Municipal Drinking Water Licence for Brockton is set to expire on July 21, 2026 and an application for renewal must be submitted on or before **January 21, 2026**. As part of the application for renewal of the License the Municipality must prepare and adopt a new Financial Plan. A resolution of Council accepting the plan must accompany the application.

#### 1.3 Relationship to Previous Plans

The most recent Water Financial Plan for the Municipality was completed in January 2021 in accordance with O. Reg. 453/07. This plan recommended water pricing for 2021 to 2026. Following presentation of several different rate alternatives, council opted to target an annual rate increase of 2.0% in 2021 and 3.8% in each of 2022 through 2026. That report was reviewed and compared to the actual financial situation for 2024. This summary is provided in Section 5.1.

#### 2.0 METHODOLOGY

#### 2.1 Available Information

Information provided by Brockton includes;

- 1. 2021-2024 Capital and Operating Budgets and actual expenditures for the water system.
- 2. 2025 Capital and Operating Budgets for the water system.
- 3. Information concerning dedicated reserves for water supply.
- 4. Water Asset Inventory.
- 5. Number of customers.
- 6. 2025 water rates.
- 7. Other applicable information related to the water system.

#### 2.2 Procedure

The available information listed in Section 2.1 was reviewed for inclusion in the Financial Plan. Existing water assets are listed in Brockton's asset inventory with historical financial details. The historical financial details were used to calculate the amortization expenses and net book value of the tangible capital assets and are recorded in the Financial Plan. Expenditures and revenues budgeted for 2025 were included with an inflation rate of 2%, with the exception of hydro at 5% and the service agreement with Veolia at 3%, applied for future years. Forecasted capital projects and debenture principal and interest payments were included in the prediction. The memo concludes by suggesting different rate increase options and the impact of selecting each option.

#### 3.0 DESCRIPTION OF THE SYSTEM

#### 3.1 General

The Municipality owns three drinking water systems servicing local communities. The system descriptions are summarized in Table 3.1 below.

Table 3.1 Brockton Water Supply and Distribution Systems

System Name	Description
Walkerton Well Supply	Two wells and one pumphouse with UV primary disinfection, followed by chlorination. Water storage and pressure is maintained by two standpipes. There are two booster pumping stations and approximately 41.0 kilometers of distribution watermain.
Lake Rosalind Well Supply	Two wells and one pumphouse with two stage filtration and sodium hypochlorite disinfection. There are 1.1 kilometers of distribution watermain.
Chepstow Well Supply	One well pumphouse with sodium hypochlorite disinfection, 2 sets of two stage filtration filters, and 2 UV units for disinfection. There are 0.6 kilometers of distribution watermain.

#### 3.2 Customer Information and Growth

The total average number of residential and non-residential customers in Brockton was 2,520 in 2024.

Reviewing the number of users between 2022 and 2024 indicates growth of 66 customers during that period or 33 new customers/year. This growth rate was used in the Financial Plan in projecting revenue in future years.

#### 4.0 FULL COST OF SERVICE

#### 4.1 Cost Components

The full cost of providing water services includes the following major categories<sup>2</sup>:

- 1. Operating expenses
- 2. Interest expense
- 3. Funding for Debt Principal Repayment
- 4. Amortization of Tangible Capital Assets
- 5. Funding for Inflation in Asset Costs
- 6. Funding for Historic Under-investment
- 7. Funding for Service Enhancements
- 8. Funding for System Growth

Items 2 and 3 would apply when debt has been, or will be, incurred for capital projects. Items 4 to 6 relate to asset maintenance and replacement. The final two items, 7 and 8, relate to planned capital projects for improvements or growth. In some cases, the improvements may be driven by changing regulations, in other cases the Municipality may initiate the project.

<sup>2</sup> Ministry of the Environment, "Toward Financially Sustainable Drinking Water and Wastewater Systems", August 2007.

## 4.2 Operating Expenses

## 4.2.1 Review of 2025 Operating Budget

Budgets and actual expenses for the water system were reviewed for 2022 - 2024. The 2025 budget is believed to reflect the cost of operating the current system. The 2025 anticipated expenses for water works operations are summarized in Table 4.1.

Table 4.1 Brockton 2025 Operations Budget

Item <sup>1.</sup>	2025 (\$)	Category <sup>2.</sup>
Wages-Water	124,405	Staffing
Benefits-Water	38,542	Staffing
Clothing Allowance	200	Staffing
Mileage	250	Staffing
Training and Seminars	5,500	Staffing
Memberships	1,500	Staffing
Supplies	55,000	Administration
Engineering Services	150,000	Consulting
Payroll Process	500	Administration
Maintenance and Purchase of Equipment	32,200	Maintenance
Maintenance-Grounds	30,000	Maintenance
Maintenance-Vehicle	1,000	Maintenance
Maintenance-Watermains	70,000	Maintenance
Postage	10,500	Administration
Service Agreements	488,788	Operations
Telephone	1,374	Hydro/Utilities
Fuel-Truck	1,700	Operations
Utilities-Hydro	110,000	Hydro/Utilities
Utilities-Water	1,000	Hydro/Utilities
Insurance	41,399	Administration
Public Works Equipment Costs	3,000	Operations
Long Term Debt Charges-Interest	163,325	Interest
TOTAL	\$1,330,183	

Note: 1. Grouping provided by Brockton

2. Category assignments by BMROSS

The following Figure presents the general categorization of the various budget items.

**Breakdown of Operating Costs - 2025 Budget** Staffing 13% Operations 37% Maintenance 10% Administration 8% Utilities 8% Consulting Interest 11% 12%

Figure 4.1
Water Works Operational Expenses

## 4.3 Interest Expense and Debt Repayment

The Municipality currently has three loans (debentures) related to water works projects completed between 2016 and 2023. Table 4.2 provides a summary of the debt information.

 Loan No.
 Debenture Date
 Maturity Date
 Balance Dec/24

 #2016-058
 2016
 2032
 \$162,308

2017

2023

Table 4.2
Summary of Water Works Related Debt

									<b>40,-00,00</b> .	
Note:	1.	Only the	water	balance	of the	above	noted	deb	entures are shown.	

2037

2053

Totals

\$298,141

\$2,829,648

\$3 290 097

#### 4.4 Amortization of Tangible Capital Assets

#2017-070

#2023-017

Amortization is defined as "...the accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use."

<sup>&</sup>lt;sup>3</sup> MOE, August 2007

The current value (sometimes referred to as "net book value") of the asset is; its original cost less depreciation. It can be calculated as; original cost times current age divided by its life expectancy. This is a method traditionally called straight line depreciation.

Using the above approach, the annual Amortization Expense and Net Book Value for the water system, as of 2025, is as follows:

Table 4.3 2025 Net Book Value and Amortization Expense for Water Works

System Component	Amortization Expense (2025)	Net Book Value (2025) 1.
Distribution Systems	\$209,907	\$12,438,904
Supply and Storage Systems	\$96,329	\$1,929,654
Totals	\$306,236	\$14,368,558

Note: 1. Start of year

#### 4.5 Reserve Funds

A single utility (i.e. water and wastewater) reserve fund is in place. The balance in reserves at the end of 2024 was \$1,143,860. For purposes of this Plan, we have divided the reserve equally between water and wastewater.

## 4.6 Replacement Costs

The replacement cost of the Brockton Drinking Water Systems as of 2025 is estimated to be approximately \$35.2 million. This value increases annually as construction costs increase; the annual increment would be roughly \$700,000 (based on inflation in construction costs at approximately 2% per year).

### 5.0 ANALYSIS OF REVENUE

#### 5.1 2021 Financial Plan

Table 5.1 compares the 2024 predicted financial outcome with actual results.

Table 5.1 2021 Financial Plan – Predicted vs Actual for 2024

Item	2024 Predicted	2024 Actual
Revenue	\$ 1,413,660	\$ 1,446,359 <sup>1</sup>
Operating Expenditures	\$ 818,395	\$ 1,000,9762
Cash Reserves (end of year)	\$ -12,528	\$ 571,930
Financial Position	\$ 10,487,435	\$ 11,002,630

Note: 1 . Excludes grants

- 2. Excludes debt principal
- 3. Approximate

The Plan was based on a 2% annual revenue increase in 2021 and a 3.8% annual revenue increase in each year from 2022 to 2026 and a capital program that averaged \$665,000 of upgrades per year.

## 5.2 Current Rate Structure and Charges

Current rates are established in Bylaw No. 2024-009.

A summary is as follows:

#### **Metered Water Use**

All metered water users connected to a municipal water system will pay a fixed charge, a volumetric charge plus a fixed and a volumetric wastewater treatment service charge as set out below.

### **Fixed Water Charge per Annum**

5/8 x 3/4 inch - \$245 3/4 inch - \$278 1 inch - \$343 1.5 inch - \$441 2 inch - \$734 3 inch - \$3,426 4 inch - \$5,139 6 inch - \$7,342

#### **Volumetric Water Charge**

This charge applies to all water that passes through the meter.

- for water use for the first 292 cubic meters per month \$1.54 per cubic meter
- for water use over 292 cubic meters per month \$1.26 per cubic meter
- for water use over 1,400 cubic meters per month \$1.07 per cubic meter

#### **Flat Water Rate**

This rate applies to those who are connected to the Municipality's water system but are not metered under a special arrangement as approved by the Municipal Council.

Annual Fee - \$771

#### **Minimum Fixed Water Charge**

This charge applies to all consumers connected to the Municipal water system and will be assessed whether or not any water has been used.

Annual Fee - \$245

#### 5.3 Revenue Breakdown

The 2025 budget anticipates approximately \$1,433,000 in water revenue. In 2025 the revenue is expected to be approximately 8% greater than operating costs excluding amortization, resulting in net revenue exclusive of the amortization amount of approximately \$103,000. Out of this value capital replacement and improvement projects will be funded. When amortization is considered, the surplus declines to a deficit of approximately \$203,000.

Average reserve transfers for 2022-2024 were -\$81,500 annually, or in other words, money has been transferred out of reserves over the last 3 years to fund capital projects. Transfers into reserves occur after contributions to capital.

#### 6.0 FULL COST PROJECTIONS

#### 6.1 General

O. Reg 453/07 requires that a Financial Plan be developed for a six year period beginning in the year the Municipal Drinking Water Licence would otherwise expire (i.e. 2026 to 2031).

The purpose of this Section is to identify the expected cost of service.

#### 6.2 Assumptions

Assumptions regarding full cost of service for the Plan period are as follows:

- 1. The starting point for operating expenses was the 2025 Budget.
- 2. With the following exceptions, costs were assumed to increase at 2% per year. Exceptions are:
  - Hydro expenses 5% per year.
  - Operations Service Agreement 3% per year (consistent with historical trends).
  - Engineering services Reduced in 2028 coinciding with reduced capital program.

#### 6.3 Funding for Historic Under-Investment

In recent years there have been some infrastructure replacement projects funded from reserves. Historically, neither the amortization expense nor the inflation of asset costs for tangible capital assets was completely funded each year. As well, maintenance and replacement may have been deferred. These two factors combined are the historic under-investment in the system. As with amortization and inflation of asset costs there is no legislated requirement to generate a surplus which funds historic under-investment. If this amount is recovered along with amortization and inflation of asset costs the full cost of ongoing system replacement could be funded through reserves.

Noting a historic under-investment for this system is based solely on a numerical calculation. Recent Rate of Replacement rates (as noted in the following section) suggest the Town has been replacing infrastructure at a fairly rapid rate compared to its relative age.

#### 6.4 Rate of Replacement

Between 2022 and 2024, approximately \$601,000 in watermain replacement and other capital replacement projects was completed, less the amount being transferred out of reserves (\$81,500). Therefore, a total of approximately \$519,500 was put towards replacing water infrastructure during that period.

The average total weighted life expectancy as expressed in the Water Asset Inventory database of all of the water assets is approximately 75 years. The remaining average life expectancy is 47 years.

The Rate of Replacement has been defined as the current replacement cost of the water assets (i.e. \$35.2M) divided by the sum of the average annual capital expenditure on replacement plus the contribution to reserves. Based on the 2022 to 2024 capital expenditures and reserve contributions the current Rate of Replacement is:

It is generally recommended to target a replacement rate that is equal to or lower than the remaining average life expectancy (i.e. lower than 47 years).

## 6.5 Proposed Capital Program

For purposes of this Financial Plan the capital program for 2026 to 2031 will be as set out in Table 6.2 and as provided by the Municipality.

Table 6.2 Capital Construction Plan 2026 to 2031

Year	Proposed Works	Cost Allowance
2026	Replace watermain at McNab intersection	\$585,000
2028	Well 7 & 9 UV system replacement	\$400,000
	Total	\$985,000

#### 7.0 COST RECOVERY

#### 7.1 General

Although not yet a legislated requirement, Section 30(2) of the SDWA (2002) requires water system owners to develop a "Cost Recovery Plan". The intent is to create a long-term plan that will ensure adequate funding to operate, maintain and replace infrastructure. This section of the memo identifies the revenue increases required to achieve the goals of the Plan.

#### 7.2 Options for Cost Recovery

The required rate increase in the Plan period is dependent on what the Municipality wants to achieve. As discussed in Sections 1.2 and 6.3, the Province has advocated for full cost recovery (i.e. full funding of asset replacement) but there is no legislated requirement to do so.

Possible Options suggested here include:

- 1. A 0% rate increase (the base case).
- 2. A 4.8% increase (i.e. target a rate of replacement of 68 years by 2031 matching previous 3-year RoR).
- 3. A 7.7% annual rate increase (i.e. set rate of replacement to match average remaining life expectancy of the assets 45 years).

## 7.3 Basis of Comparison

When comparing the effect of each option on the required water rates it is assumed that there would be a series of uniform increases.

For each option we have considered the following:

- Annual % increase required
- Reserves at end of planning period (2031)
- Financial Position at 2031 (Asset value + Reserves)
- Financial Position change (\$ and %)
- Rate of Replacement

## 7.4 Summary of Results

Table 7.1 A to C, which were attached to an earlier (Oct. 6, 2025) Report, provided year by year details of the water system financial position for each of the Options shown in Table 7.2. Table 7.2 also summarizes the effect of selecting each option.

Table 7.2 Summary of Outcomes for Rate Alternatives

Oution		% Annual	Reserves at 2031	Financi	al Position	Rate of	
Option No.	Description	Increase		\$	Change <sup>1.</sup>		Replacement 2.
		Required		Ψ	\$	%	(Years)
	End of 2025 Position	-	\$0.35M	\$11.4M	-	-	68
1	0% Rate Increase (Status Quo)	0	- \$0.18M	\$10.5M	-\$0.9M	-8	245
2	4.8% Annual Rate Increase (Maintain RoR)	4.8	\$1.0M	\$11.8M	\$0.4M	4	68
3	7.7% Annual Rate Increase (RoR matching remaining life expectancy)	7.7	\$1.9M	\$12.6M	\$1.2M	11	45

Notes: 1. Difference between 2025 and 2031.

2. Rate of Replacement in year 2031 based on method described in Section 6.3.

#### 8.0 COUNCIL SELECTION OF A PROPOSED RATE

The three options identified in Section 7.2 were presented to members of the Municipality of Brockton on October 14, 2025 at a Council Meeting. Council's preference was for a fourth option (i.e. a 4.0% increase in each year between 2027 and 2031). This was carried forward in Table 7.1 (attached).

B. M. ROSS AND ASSOCIATES LIMITED

Per Ryan P. DeVries, P. Eng.

RPD:hv Encl.

# APPENDIX A YEAR-BY-YEAR WATER SYSTEM FINANCIAL POSITION

## TABLE 7.1 **BROCKTON FINANCIAL PLAN FOR WATER WORKS - 2026 - 2031** FINANCIAL PLAN - 081-303A

15-Oct-25

4.0% Revenue Increase - Adopted October 14, 2025

FINANCIAL POSITION Financial assets  Cash and c  Liabilities  Long-term  Non-financial assets (Tar	Total FINANCIAL ASSETS  debt  Total LIABILITIES  NET DEBT (Liabilities - Assets)	(170,921) (170,921) 3,126,913 3,126,913 3,297,834	(68,030) (68,030) 3,039,173 3,039,173	(226,942) (226,942) 2,947,059 2,947,059	62,617 62,617 2,850,353	412,707 412,707 2,748,825	827,791 827,791
Cash and c	Total FINANCIAL ASSETS  debt  Total LIABILITIES	(170,921) 3,126,913 3,126,913	(68,030) 3,039,173 3,039,173	(226,942) 2,947,059	62,617	412,707	827,791
Liabilities  Long-term	Total FINANCIAL ASSETS  debt  Total LIABILITIES	(170,921) 3,126,913 3,126,913	(68,030) 3,039,173 3,039,173	(226,942) 2,947,059	62,617	412,707	827,791
Long-term	debt Total LIABILITIES	3,126,913 3,126,913	3,039,173 3,039,173	2,947,059	,	ŕ	,
Long-term	Total LIABILITIES	3,126,913	3,039,173		2,850,353	2 7/8 825	
	Total LIABILITIES	3,126,913	3,039,173		2,850,353	2 7/8 825	
Non-financial assets (Tar				2.947.059		2,740,023	2,642,234
Non-financial assets (Tar	NET DEBT (Liabilities - Assets)	3,297,834	2 107 202	-,, .,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	2,850,353	2,748,825	2,642,234
Non-financial assets (Tar			3,107,203	3,174,001	2,787,736	2,336,118	1,814,443
Non-financial assets (Tai							
	ngible capital assets)						
Existing wa	atermain and facilities - book value	14,326,822	14,598,944	14,278,753	14,358,563	14,022,372	13,686,181
New water	rmains and facilities - at cost	585,000	-	400,000	-	-	-
Less: Loss	s (gain) of tangible capital assets	-	-	-	-	-	-
Less: Amo	ortization	(312,878)	(320,191)	(320,191)	(336,191)	(336,191)	(336,191)
	Total NON-FINANCIAL ASSETS	14,598,944	14,278,753	14,358,563	14,022,372	13,686,181	13,349,991
Fina	ncial position (Non-Financial assets - Net Debt)	11,301,110	11,171,550	11,184,562	11,234,635	11,350,063	11,535,548
Analysis of financial posi	ition						
	angible capital assets	11,472,031	11,239,580	11,411,503	11,172,018	10,937,356	10,707,757
	and reserve funds	, 2,031	,257,500	,,,505	62,617	412,707	827,791
	urplus (deficit)	(170,921)	(68,030)	(226,942)	-	-	-
	Financial position (from analysis)	11,301,110	11,171,550	11,184,562	11,234,635	11,350,063	11,535,548

	2026	2027	2028	2029	2030	2031
FINANCIAL OPERATIONS						
REVENUE						
01-3135-0133 Licenses and Permits	-	-	-	-	-	-
01-3135-0135 Water Penalty	-	-	-	-	-	-
01-3135-0145 Recoveries-disconnect/reconnections	-	-	-	-	-	-
01-3135-0150 Miscellaneous Revenue	20,400	20,808	21,224	21,649	22,082	22,523
01-3135-0255 Meter Revenue	1,483,029	1,559,285	1,639,269	1,723,156	1,811,132	1,903,388
01-3135-0256 Flat Rate no Meters	-,, .	-	-	-	.,,	-
or 5155 5250 Trace name no meters						
Total REVENUE	1,503,429	1,580,093	1,660,493	1,744,805	1,833,213	1,925,912
EXPENSES						
01-3135-1200 Wages-Water	126,893	129,431	132,020	134,660	137,353	140,100
01-3135-1240 Benefits-Water	39,313	40,099	40,901	41,719	42,553	43,405
01-3135-1240 Clothing allowance	204	208	212	216	221	225
01-3135-1270 Mileage	255	260	265	271	276	282
01-3135-1271 Training & Seminars	5,610	5,722	5,837	5,953	6,072	6,194
01-3135-1303 Memberships	1,530	1,561	1,592	1,624	1,656	1,689
01-3135-1305 Supplies	56,100	57,222	58,366	59,534	60,724	61,939
01-3135-1310 Legal Services	-	-	-	-	-	-
01-3135-1317 Engineering services	153,000	156,060	70,000	71,400	72,828	74,285
01-3135-1315 Payroll Process	510	520	531	541	552	563
01-3135-1320 Maintenance and Purchase of Equipment	32,844	33,501	34,171	34,854	35,551	36,262
01-3135-1325 Maintenance - Grounds	30,600	31,212	31,836	32,473	33,122	33,785
01-3135-1330 Maintenance - Vehicle	1,020	1,040	1,061	1,082	1,104	1,126
01-3135-1334 Maintenance - Watermains	71,400	72,828	74,285	75,770	77,286	78,831
01-3135-1336 Maintenance - Samples			,200			, 0,00.
01-3135-1340 Postage	10,710	10,924	11,143	11,366	11,593	11,825
01-3135-1344 Service agreements	503,452	518,555	534,112	550,135	566,639	583,638
01-3135-1350 Telephone	1,401	1,430	1,458	1,487	1,517	1,547
01-3135-1358 Fuel - Truck	1,734	1,769	1,804	1,840	1,877	1,914
01-3135-1360 Utilities - Hydro	115,500	121,275	127,339	133,706	140,391	147,411
01-3135-1365 Utilities - Natural Gas		-	127,337	-	- 10,571	
01-3135-1366 Utilities - Water	1,020	1,040	1,061	1,082	1,104	1,126
01-3135-1380 Insurance	42,227	43,072	43,933	44,812	45,708	46,622
01-3135-1390 Water write-offs	72,227	-3,072	-3,733		-3,700	-10,022
01-3135-1470 Public works equipment costs	3,060	3,121	3,184	3,247	3,312	3,378
01-3135-1530 Miscellaneous expenses	3,000	3,121	3,104	3,247	3,312	3,370
Water quantity report (SWP)						
Subtotal Operating Expense	1,198,383	1,230,850	1,175,110	1,207,773	1,241,441	1,276,148
01-3135-1301 Longterm debt charges - Interest	159,359	155,194	150,820	146,228	141,406	136,342
Loss (gain) on disposal of tangible capital assets	137,337	133,174	130,020	1-70,220	1-11,-100	130,372
Ammortization-Treatment	101,096	101,096	101,096	117,096	117,096	117,096
Ammortization-Distribution	211,782	219,095	219,095	219,095	219,095	219,095
Animortization Pistribution	211,702	217,073	217,073	217,073	217,073	217,073
Total EXPENSES	1,670,620	1,706,235	1,646,121	1,690,192	1,719,038	1,748,681
Net Revenue (Deficit) for the year	(167,191)	(126,142)	14,372	54,613	114,176	177,231
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	2026	2027	2028	2029	2030	2031
CASH FLOW						
Operating Transactions						
Net revenue (deficit) for the year	(167,191)	(126,142)	14,372	54,613	114,176	177,231
Add back (deduct) non-cash expense:	-	-	-	-	-	-
Add back Loss (gain) on disposal of tangible capital	-	-	-	-	-	-
Add back Amortization of Capital Assets	312,878	320,191	320,191	336,191	336,191	336,191
Total OPERATING TRANSACTIONS	145,687	194,049	334,563	390,803	450,366	513,421
Capital Transactions						
Storage and Treatment Upgrades	-	-	(400,000)	-	-	-
New watermain capital	(585,000)	-	-	-	-	-
Various watermain replacements	-	-	-	-	-	-
Total CAPITAL TRANSACTIONS	(585,000)	-	(400,000)	-	-	-
Investing transactions						
Proceeds from portfolio investments	6,901	(3,418)	(1,361)	(4,539)	1,252	8,254
Total INVESTING TRANSACTIONS	6,901	(3,418)	(1,361)	(4,539)	1,252	8,254
Financing transactions						
Federal/Provincial grants	-	-	-	-	-	-
Proceeds from debenture issue	-	-	-	-	-	-
Longterm debt charges - Principal	(83,575)	(87,740)	(92,114)	(96,706)	(101,528)	(106,592)
Total FINANCING TRANSACTIONS	(83,575)	(87,740)	(92,114)	(96,706)	(101,528)	(106,592)
Net Cash Receipts (Payments) for the year	(515,987)	102,891	(158,911)	289,559	350,090	415,084
Cash at beginning of year	345,066	(170,921)	(68,030)	(226,942)	62,617	412,707
Cash at end of year	(170,921)	(68,030)	(226,942)	62,617	412,707	827,791

## Notes:

- Financial plan assumes expenses increase at 2% per year (except hydro at 5% and operator services agreement at 3%).
   At the end of 2024 there was approx. \$1,143,860 in the Utility Reserve Fund. For the purpose of this Financial Plan, assume that half of that will be used for the water system and half for the wastewater system.

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