City of Stratford

2024 Water and Wastewater Rate Study & O. Reg 453/07 Financial Plan

DFA Infrastructure International Inc.

November 13, 2024

DFA Infrastructure International Inc.

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Karmen Krueger, CPA,CA
Director of Corporate Services
The Corporation of the City of Stratford
P.O. Box 818, 1 Wellington Street
Stratford, Ontario
N5A 6W1

Re: 2024 Water and Wastewater Rate Study and O. Reg 453/07 Financial Plan

Dear Karmen:

We are pleased to submit to you the above noted report entitled: “2024 Water and Wastewater Rate Study and O. Reg 453/07 Financial Plan”. Please let me know if you have any questions.

Yours truly,

DFA Infrastructure International Inc.
Derek Ali, MBA, P.Eng.
President

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1 Introduction

1.1 Background

The City of Stratford (City) currently services approximately 13,500 water customers and 13,300 wastewater customers. The City's water comes from the Stratford Well Supply, which is owned and operated by the City. The water system is metered and utilizes a rate structure with a monthly fixed charge based on meter size, and a 2-step decreasing block volumetric rate of $2.92 per cubic metre for the first block (first 3m^3/month) and $1.19 per cubic metre for the second block (after first 3m^3/month). All water customers are subject to a minimum monthly volumetric charge of $8.76 a month. The wastewater system utilizes a single monthly fixed charge with a 2-step decreasing block volumetric rate of $4.48 per cubic metre for the first block (first 3m^3/month) and $1.83 per cubic metre for the second block (after first 3m^3/month). All wastewater customers are subject to a minimum monthly volumetric charge of $13.44 a month.

The last Water and Wastewater Rate review was conducted by the City was in 2020, as such City staff and Council recognized the need to update the rate study. Accordingly, DFA Infrastructure International Inc. (DFA) was retained by the City to conduct a comprehensive Water and Wastewater Rate Review. The study includes determination of the full cost of service for water and wastewater over ten (10) years from 2025 to 2034 inclusive, and the calculation of rates that sustainably fund the cost of service, while treating ratepayers in a fair and equitable manner.

The City is also required to prepare and submit an updated Water System Financial Plan to meet the requirements of the Drinking Water Quality Management System as defined under O.Reg. 453/07 for renewal of its water distribution system licence.

1.2 Purpose

The primary purpose of this Water and Wastewater Rate Study is to:

- Identify the full costs of managing the City's water and wastewater systems based on the most recent available information;
- Update the City's current rates and charges to its customers, using the existing structure of a monthly base charge and a 2-step decreasing block consumption rate per cubic metre that will recover the full costs of supplying and distributing drinking water, and collection and treatment of wastewater;
- Prepare an updated Water System Financial Plan in accordance with the requirements of O.Reg. 453/07 for the renewal of the licence for the City's water distribution system; and
- Prepare a Sanitary Sewer System Financial Plan similar to that required for water under O. Reg 453/07.

2 Regulatory Requirements

2.1 Provincial Regulations

Provincial requirements governing water and wastewater services primarily include the following:

- The Environmental Assessment Act (EAA);
- The Safe Drinking Water Act (SDWA);
- The Municipal Act (MA);
- The Development Charges Act (DCA);
- The Sustainable Water and Sewage Systems Act, 2002 (SWSA); and
- The Water Opportunities and Conservation Act, 2010 (WOA).

The first two (2) set out the technical requirements related to service delivery. The EA Act applies to expansion of existing facilities and establishment of new capacity such as the installation of new pipes to service growth in customers.

The Safe Drinking Water Act, 2002 (SDWA) has significant implications to the daily operations as it sets out the water sampling and other operational requirements (in O. Reg. 170/03) for ensuring that the water delivered to consumers is of high quality and safe for consumption. The SDWA has been a major influence over the past decade in terms of adjustments to operational practices and water quality assurance. In addition, there is also a requirement under this Act (O.Reg. 188/07) for drinking water providers to establish a Drinking Water Quality Management System (DWQMS) and obtain licences for their respective water systems. As part of the DWQMS, and as required under O. Reg. 453/07 (Financial Plans Regulation), operating authorities must submit a financial plan for their respective water systems as a condition of licensing. There are also many regulations and guidelines that deal with design and operation standards that mandate certain activities be undertaken as part of service delivery.

The Municipal Act, Part VII, Section 293 requires municipalities to establish reserves for dealing with long-term liabilities. This applies directly to the water systems and the future liabilities associated with their age and condition. The Municipal Act also permits the municipalities to establish fees for cost recovery and requires public input prior to any fee adjustments. The Development Charges Act and regulations establishes the requirements for the recovery of portions of future growth-related capital expenditures to be incurred by municipalities. The Sustainable Water and Sewage Systems Act, 2002 requires that water systems be financially sustainable. The Water Opportunities and Conservation Act, 2010 is the most recent legislation to be enacted influencing water system management. It requires sustainability plans to be prepared for water systems and overlaps somewhat with the SWSA.

The Sustainable Water and Sewage Systems Act, 2002

One of the main recommendations contained in Justice O'Connor's report on the Walkerton incident is the need for municipalities to identify the full cost of water services and to develop a sustainable plan to finance these costs. This resulted in the establishment of the Sustainable Water and Sewage Systems Act, 2002 in December 2002 which requires operators of Water systems to report full costs and the method of cost recovery to the Province of Ontario. However, the Sustainable Water and Sewage Systems Act, 2002 was never proclaimed into force, nor were the regulations necessary for the act to operate ever developed. Under the Sustainable Water and Sewage Systems Act, 2002, the municipalities are required to submit to the Province of Ontario:

- A report prepared by a Professional Engineer, identifying the full cost of water services;
- A report identifying a sustainable method by which municipalities would recover these costs;

- The comments made by the City's Auditor following a review of both reports; and
- Copies of Council resolutions accepting the recommendation of reports.

The Water Opportunities and Conservation Act, 2010

The WOA was enacted in November 2010 and the regulations are pending. This legislation promotes water conservation and requires municipalities to develop:

- Water conservation plans;
- Sustainability plans for water, wastewater & stormwater management; and
- Asset management plans.

Financial plans are required as a component of the water sustainability and asset management plans.

The DWQMS Requirements

Regulation 188/07 under the Safe Drinking Water Act requires Ontario municipalities to apply for and obtain Drinking Water System Licences as part of their overall DWQMS. One of the requirements to obtain a drinking water licence is to prepare and submit a financial plan in accordance with O.Reg. 453/07.

2.2 City of Stratford By-Law

City By-law No. 117-2023 establishes the City's rates and charges for 2024, including the rates and charges that apply to the various water and wastewater customer classes. Schedule "E" to By-law 117-2023 contains the 2024 water and wastewater rates charges and is attached as Appendix A.

3 Methodology

The Rate Study gives consideration to the full costs (or the required investment) associated with managing the City's water and wastewater systems over a ten (10) year period from 2025 to 2034 inclusive, and the recovery of those costs (or revenue plan) through proposed rates and charges to customers. Life cycle costs of assets from the City's Asset Management Plan were also considered to ensure the full replacement and/or rehabilitation needs given that some water and wastewater system assets (e.g. water mains and sewer mains) can have life expectancies in the 50 to 100 year range. Rates are then developed that recover the full costs of water and wastewater services.

3.1 Full Cost Considerations

Calculation of the City's full cost of managing the water and wastewater systems is based on the draft 2025 budgets related to the primary activities required to deliver water and wastewater services to City customers. Higher costs are generally expected in the future as the water and wastewater business environment changes. The impact can be mitigated however by fully understanding, assessing and planning for future water and wastewater system costs.

Determination of the full cost of managing the City's water and wastewater systems takes into account the factors that have a bearing on the cost of providing reliable water and wastewater services to the customers over the long-term. These included both current and future considerations that would influence the cost of managing the systems (and the revenues required to sustain them). Table 3-1 notes the main drivers of cost. The assumptions made are noted in the respective sections of this report.

Table 3-1: Cost Components and Drivers

Cost Component	Cost Drivers	Future Cost Implications
Water and Wastewater systems operations and maintenance (O&M)	This is the annual cost of operating and maintaining the current system including direct (e.g. operations staff) and indirect costs (e.g overhead, charge backs etc). Changes in regulations can result in additional (O&M) activities and added costs. This was evident when the regulations under the Safe Drinking Water Act took effect. Municipalities were required to undertake specific activities in the interest of water quality management (e.g sampling, analysis and reporting of water quality). More recently, the DWQMS meant additional costs for water system operational plans and licensing albeit not annually. It is expected that pending regulations under the Water Opportunities Act and greater enforcement of compliance requirements by the Ministry of the Environmnet, Conservation and Parks (MECP) would require more actions to be undertaken (and increased costs) ny municipalities.	This is a direct annual cost that is reasonably consistent (fixed) from year to year but requires adjustment to account for non-recurring items, operational changes, variable cost (e.g. chemical use) changes and inflation. Non-rate revenues from administrative fees and grants offset these costs. The long term impact of new regulations on costs are difficult to predict. However, the costs are expected to rise as more stringent requirements are established and compliance enforcement by the MECP increases. Operating costs are assumed to increase by 2% annually.
Effective Date of City Rates	Timing of the City rate increase will have an impact on the level of revenue generated from users.	For the purposes of the study the annual City increase is assumed to occur on January 1.
Customer Growth	As the existing urban areas are developed, the addition of new customers would increase the total demand for water. A corresponding rise in wastewater volume requiring treatment would also be expected	The increase in demand, if significant, would increase volumes of water consumed and wastewater treated, and variable costs in the year the new customers are added. Customer Growth is based on the City's 2022 Development Charges Study
Consumption Volume (m3)	Consumption is a function of the number of customers (existing and new growth), weather conditions and the economic environment. The weather conditions have a significant influence on how much water is consumed in a given year. For example, lower temperatures and wet	The annual consumption volume is unpredictable. Fluctuations can result in higher than anticipated costs or lower revenues and lead to budget deficits. An operating reserve would

Cost Component	Cost Drivers	Future Cost Implications
	weather tend to result is less water consumption. Dry weather and higher temperatures increase water consumption. Wet weather would also mean more stormwater entering the wastewater system (known as inflow and infiltration) The loss of large (commercial or industrial) customers perhaps due to economic climate would reduce demand.	minimize the risk of deficits and stabilize rates (i.e. minimize rate spikes) It is assumed that consumption will continue to increase as a result of new customer growth.
New growth related services	This refers to installation of new assets to increase the system capacity to facilitate new development and build out of the approved service areas within the City	Would result in capital investments in the year the new infrastructure is needed. Note that financing of these costs can be through debt or cash from reserves after third party contributions are considered (e.g. grants, developer contributions etc.) Growth related capital investments are as provided from the City's 2025 - 2034 Capital Plan Forecast and 2022 Development Charges Study..
Asset preservation and renewal	This is mainly the replacement of aging Tangible Capital Assets (TCA) e.g. old water mains, plant components, well conponents etc. that have exceeded their service life.	Would result in future capital expenditures in the year in which the assets require replacement or rehabilitation to extend their useful lives. Allowances must be made as part of the annual costs to account for the future replacement of these assets Financing can be through a combination of debt and reserve funds. Asset renewal needs are as provided from the City's 2025-2034 Capital Plan Forecast.
Other capital expenditures	These are capital expenditures other than those needed for growth and asset renewal. These would include cost of studies and implementation of operational improvements of the water and wastewater systems such as water loss reduction measures and wastewater I & I reduction programs.	Would increase costs in the year the expenditure is required. Financing can be through a combination of debt and reserves. Other capital investments are as provided from the City's 2025 - 2034 Capital Plan Forecast.
Capital Financing	Capital financing for projects can be from four (4) main sources: Debt financing, reserves, annual rates and third party contributions (grants etc.). Grant funding is available only when approved and is therefore not a predictable source of financing for financial planning purposes. The greater the debt financing, the higher the annual amount (costs) needed to repay the principal and interest on any current or future debt. Financing	Annual costs would increase to provide for reserve contributions and debt repayment. It should be noted that using debt financing would minimize spikes in funding required for capital projects and allocates cost to future users

Cost Component	Cost Drivers	Future Cost Implications
	from reserves can only be used if sufficient funds are available. Therefore annual contributions to reserves are required to build balances for use in future years. Financing from rates do not increase annual costs but tend to drive up rates in the year the capital expenditure is required.	It is assumed that debt financing will be used when funds from other sources (reserves, grants, etc) are insufficient to finance the current year's capital program
Inflation	This is the annual rate of inflation as reported by Statistics Canada.	Annual inflation is assumed to be 2% for operating expenditures, with 3% being used for capital expenditures.
Market competition and pricing	The level of competition within the market place depends on the number of service providers available. Additionally, the capacity of industry service providers to meet the increasing demand for their services may tend to increase prices. Tender prices for future capital projects would be influenced by the market conditions at the time of tendering.	Potential higher prices depending on the future behaviour of the industry.

3.2 Full Cost Assessment

The full cost assessment identifies the current and future costs (i.e. the full costs) associated with the management of the water and wastewater systems over the next ten (10) years (2025 to 2034). The key cost areas include:

- Operations & Maintenance (O&M) cost projections;
- Capital Budget based on the draft capital forecast;
- Tangible Capital Asset (TCA) projections including asset replacement needs;
- Debt servicing requirements; and
- Reserve fund requirements.

The non-rate revenues associated with the systems are also identified. These are defined as revenues that are routinely generated each year by the daily operations and include miscellaneous revenues and recoveries. It is important to note that the non-rate revenues do not include the revenues generated by the water and wastewater user rates. The full cost developed through the various analyses in this study identify the revenue requirements for the water and wastewater systems and form the basis for the future rates and charges.

3.3 Data Sources

The primary sources of data used in this review are listed in Table 3-3. In addition, information was also developed from discussions with input from City staff, as required.

Table 3-2: Data Sources

Item	Data Source
Asset Life Expectancy	• City's TCA Policy and Asset Management Plan • Information Provided by the City
Asset Replacement Costs	• City's TCA Policy and Asset Management Plan • Historical Costs Provided by the City indexed to 2025 and the City's draft 2025 Water and Wastewater Capital Budget Forecast
Asset Values	• City's TCA Policy and Asset Management Plan • Information Provided by the City
O & M Costs and Revenue Projections	• City's draft 2025 Water and Wastewater Operating Budget
Capital Cost Projections	• City's draft 2025 Water and Wastewater Capital Budget Forecast
Debt	• City's draft 2025 Water and Wastewater Operating Budgets and draft 2025-2034 Capital Budget Forecast
Investments, Reserve balances etc.	• Information provided by the City
Existing Customers	• City's Customer count Provided by the City
Growth	• Information Provided by the City including information contained in the City's
Water and Wastewater Volumes	• City's actual historical Consumption Volumes provided by the City's 2022 Development Charges Study

4 Customer Growth

The cost of service depends on the number and type of customers and corresponding demand. Although most costs are fixed, variable costs such as annual chemical use and hydro costs can increase depending on the level of customer growth and water consumption and wastewater treated. Capital costs related to increasing system capacity to accommodate customer growth can also be influenced by growth and demand. In addition, the current rate structure is comprised of a monthly fixed (base charge) per customer plus a a 2-step decreasing block consumption rate per cubic metre based on the metered volume of water consumed (billed wastewater flows). Therefore, forecasting customer growth and annual water consumption volumes is essential to projecting future costs, revenue requirements and rates.

4.1 Current Customers

There are currently approximately 13,475 metered water customers and 13,326 metered wastewater customers based on information provided by the City. This number is expected to increase over the 2025 – 2034 forecast period. Table 4-1 shows the current total number of residential and commercial customers.

Table 4-1: 2024 Customer Count

2024 Water and Wastewater Customers		
Customers by Meter Size	**Water Customers**	**Wastewater Customers**
Under 1 "	13,057	12,908
1"	54	54
1.5"	170	170
2"	154	154
3"	25	25
4"	15	15
6"	-	-
8"	-	-
Total	**13,475**	**13,326**

4.2 Customer Growth Projections

Table 4-2 shows the increase in total customers over the 2024-2034 forecast period. Customer growth projections reflect the residential and commercial customer growth for the City as contained in the City's 2022 Development Charges Study. Customer growth over the 2024-2034 forecast period is projected to be 1,700. 2025-2034 detailed customer growth projections by year are presented in Appendix B.

Table 4-2: Customer Growth Projection

Service	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Water	13,653	13,832	14,010	14,188	14,367	14,545	14,724	14,902	15,039	15,175
Wastewater	13,504	13,683	13,861	14,039	14,218	14,396	14,575	14,753	14,890	15,026

5 Volume Projections

5.1 2024 Water Consumption and Billed Wastewater Volume

There are estimated to be approximately 13,475 metered water customers projected to consume approximately 2.9 million m^3 in 2024. For wastewater, there are approximately 13,326 metered customers that are projected to generate in 2024 approximately 2.8 million m^3 of wastewater flows. These volumes include approximately 0.5 million in flows that would be deemed to be contained in the minimum block charge, which volumes are charged a higher volumetric rate than the volumes that exceed the monthly minimum volume of 3 m^3 per month per customer.

5.2 Projected Water Consumption and Billed Wastewater Volume

Projected water consumption and billed wastewater flow increases are based on projected customer growth. The 2025-2034 volume projections are shown below in Table 5-1.

Table 3:1 2025-2034 Projected Water and Wastewater Volumes

Water	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Projected Water Consumption	2,901,051	2,924,226	2,947,402	2,970,577	2,993,752	3,016,927	3,040,102	3,063,277	3,081,042	3,098,806
Water Consumption within Minimim Charge	491,521	497,942	504,363	510,784	517,205	523,626	530,046	536,467	541,389	546,311
Water Consumption to be Charged	**2,409,530**	**2,426,285**	**2,443,039**	**2,459,793**	**2,476,547**	**2,493,302**	**2,510,056**	**2,526,810**	**2,539,653**	**2,552,495**

Wastewater	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Projected Wastewater Flows	2,878,542	2,901,717	2,924,893	2,948,068	2,971,243	2,994,418	3,017,593	3,040,768	3,058,533	3,076,297
Wastewater Flows within Minimim Charge	486,157	492,578	498,999	505,420	511,841	518,262	524,682	531,103	536,025	540,947
Wastewater Flows to be Charged	**2,392,385**	**2,409,140**	**2,425,894**	**2,442,648**	**2,459,402**	**2,476,157**	**2,492,911**	**2,509,665**	**2,522,508**	**2,535,350**

6 Capital Budget Requirements

The future water and wastewater capital budget requirements are presented in Appendix C. This appendix reflects the projects identified by the City's draft 2025 to 2034 capital forecast. There is approximately $31.3 million in projected water related capital expenditures and approximately $52.0 million in projected wastewater related capital expenditures required between 2025 and 2034.

Appendix C also shows the projected sources of financing for the annual water and wastewater capital requirements. The level of water and wastewater rates have a direct impact on the mix of capital financing. The City will continue to finance its' capital requirements through cash from capital reserves. The City will however be required to incur debt to cashflow projects in years when sufficient capital reserve funds are not available. Debt financing and the reserve fund requirements are discussed in Sections 6.1 and 6.2.

6.1 Debt Financing

Issuance of debt allows for funds to be available in the year the project is required to proceed, with repayment of the debt occurring in future years. This approach supports the principle of user pay such that the beneficiaries of the new assets pay for their use through the debt repayment. Financing from capital reserve requires that sufficient funds be available in the reserve in the year the project is undertaken, through annual contributions from the operating budget to the reserve in prior years. Therefore, without debt or reserve financing, major rate increases, or "spikes" would be required in the project year to raise sufficient funds to cover the project expenditures.

The City will be required to borrow over the forecast period to fund both the projected water and wastewater capital programs. There is also existing debt for wastewater previously issued for the funding of past capital projects. The existing balance of wastewater debt is approximately $17.2 million, which will be fully retired by 2036.

Approximately $3.3 million in new non-growth-related water debt is projected to be required over the forecast period to fund the water capital program, whereas approximately $8.3 million in new non-growth-related wastewater debt and $0.7 million in new growth-related wastewater debt is projected to be required over the forecast period to fund the wastewater capital program. The repayment of the wastewater growth-related debt will be funded from future wastewater development charge receipts and therefore will not impact on the rate payer and rates.

It is assumed that new debt is issued with a term of 20 year and at an interest rate of 3.5%. Appendix D provides the details on 2025-2034 continuity of projected outstanding water and wastewater debt, showing annually new debt requirements and debt principal repayments.

6.2 Reserve Fund Requirements

There are two (2) separate capital related reserve funds for both water and wastewater for which projections are made over the study period:

- The Capital Reserve Fund; and
- Development Charges Reserve Fund.

There are also Rate Stabilization Reserves for both water and wastewater services. The Rate Stabilization Reserves will provide a source of funding for water and wastewater to mitigate user rate changes during the preparation of the annual operating budget and to protect the City against any unanticipated expenditures of an operating nature. Operating reserves are maintained over the forecast period between 5% and 10% of annual operating expenditure budgets

Appendix E shows the continuity schedule for each capital reserve fund and rate stabilization reserve projection. These schedules show the transfers to and from the respective reserve and reserve fund, and the opening and closing balances.

Water Capital Reserve Fund

The Water Capital Reserve Fund is the primary source of funding for non-growth-related water capital projects and has a projected closing balance in 2024 of approximately $3.1 million. Annual contributions to the water capital reserve fund are increasing over the forecast period to ensure sufficient funds are available to finance the water capital program. In years where insufficient water reserve funds were available to fund the net non-growth water capital program, debt was required. A minimum balance of $0.5 million was maintained in the water capital reserve fund to finance any unplanned emergency capital works should they arise.

The average annual water capital reserve fund contribution over the forecast period is estimated at $2.6 million per year. The closing balance of the water capital reserve fund is projected at $3.3 million by 2034, representing about 101% of the 10-year average annual water capital program. This ensures that the City is in a strong position to begin funding water capital works beyond the study period.

Wastewater Capital Reserve Fund

The Wastewater Capital Reserve Fund is the primary source of funding for non-growth-related wastewater capital projects and has a projected closing balance in 2024 of approximately $4.2 million. The annual contributions to the wastewater capital reserve are increasing so that sufficient funds are available to finance the wastewater capital program. In years where insufficient wastewater reserve funds were available to fund the net non-growth wastewater capital program, debt was required. A minimum balance of $0.5 million was maintained in the wastewater capital reserve fund to finance any unplanned emergency capital works should they arise.

The average annual wastewater capital reserve fund contribution over the forecast period is estimated at $3.4 million per year. The closing balance of the wastewater capital reserve is projected to increase to approximately $5.8 million by 2034, The 2034 closing balance represents about 107% of the 10-year average annual wastewater capital program. This ensures that the City is in a strong position to begin funding wastewater capital works beyond the study period.

Water Development Charges Reserve Fund

The Water Development Charges Reserve Fund has a projected closing balance in 2024 of $0.5 million, with an increase to $0.9 million by 2034. There are two (2) growth-related water capital projects identified over the forecast period which will require $0.5 million from the water development charges reserve fund. Annual contributions to the water development charges reserve fund are based on the customer growth projections detailed in Section 4, with current water development charges being indexed annually by 3%.

Wastewater Development Charges Reserve Fund

The Wastewater Development Charges Reserve Fund has a projected closing balance in 2024 of approximately $2.3 million, increasing to approximately $2.9 million by 2034. There are six (6) growth-related wastewater capital projects identified over the forecast period which will require development charges funding of $9.7 million. As there were years in which the required wastewater development charges funding exceeded the available wastewater development charges reserve fund balance, $0.7 million in growth-related debt will be required over the forecast period. The future debt servicing on the wastewater growth-related debt will be recovered from future wastewater development charges proceeds and as such will not impact on the projected required user revenues. Annual contributions to the wastewater development charges reserve fund are based on the customer growth projections detailed in Section 4, and current wastewater development charge rates indexed annually by 3%.

Water Rate Stabilization Reserve

The water rate stabilization reserve has a projected 2024 closing balance of approximately $1.2 million, representing about 21% of the 2024 water expenditure budget. The City's policy regarding the water rate stabilization reserve is to have a maximum target balance of 10%.

It is proposed that in 2025 $0.7 million from this reserve be transferred to the water capital reserve fund where funds are needed to minimize the use of debt in funding the water capital program. Over the forecast period the water rate stabilization reserve maintains a balance of between 5% and 10% of the annual water expenditure budget, which is an industry best practice.

Wastewater Rate Stabilization Reserve

The wastewater rate stabilization reserve has a projected 2024 closing balance of approximately $1.4 million, representing about 18% of the 2024 wastewater expenditure budget. The City's policy regarding the wastewater stabilization reserve is to have a maximum target balance of 10%.

It is proposed that in 2025 $0.8 million from this reserve be transferred to the wastewater capital reserve fund where funds are needed to minimize the use of debt in funding the wastewater capital program. Over the forecast period the wastewater rate stabilization reserve maintains a balance of between 5% and 10% of the annual wastewater expenditure budget, which is an industry best practice

7 Operations & Maintenance (O&M) Cost Projections

The annual operating budgets are based on the operations and maintenance needs of the City's water and wastewater systems. These include operations and maintenance costs related to the water system (i.e. water purchases and water distribution), and the wastewater system (i.e. treated wastewater and wastewater collection). These costs generally include the staffing, materials, utilities and other costs related to the following:

- Administration;
- Contracted Services;
- Minor Capital; and
- Maintenance.

Transfers to reserves and debt servicing are typically included in the annual O&M budgets. These costs have however been addressed separately for the purposes of this report and are noted in Section 6.

A portion of the O&M costs is offset by non-rate revenues. These include:

- Inter-functional maintenance charges;
- Recoveries ,and
- User fees.

The projection of the gross costs and non-rate revenues over the study period is based on the City's draft 2025 Water and Wastewater Operating Budgets. Operating costs beyond 2025 are increased annually by 2%

Table 7.1 and Table 7.2 show the City's draft 2025 operating budgets for water and wastewater services including the net amount to be recovered from customers.

Appendix F summarizes the projected 2025 – 2034 water systems gross operating & maintenance costs, non-rate revenues and net costs to be recovered from customers through the City's base and consumption charges. The net annual costs of the water system are expected to increase from $6.3 million in 2025 to approximately $10.4 million by 2034. The $4.1 million increase in water operating cost over the forecast period is mainly due to a projected increase in the transfer to the capital reserve fund needed to fund the water capital program, inflationary cost increases, and the addition of debt servicing costs.

Appendix G summarizes the projected 2025 – 2034 wastewater systems gross operating & maintenance costs, non-rate revenues and net costs to be recovered from customers through the City's base and consumption charges. The net annual costs of the wastewater system are expected to increase from $8.4 million in 2025 to $10.3 million by 2034. The $1.9 million increase in wastewater operating cost over the forecast period is due to a projected increase in the transfer to the capital reserve fund needed to fund the wastewater capital program and inflationary cost increases. These increases are however offset by a reduction in projected debt servicing costs.

Table 7-1: 2025 Draft Water Operating Budget

2025 Draft Operating Budget	
Operating Expenditures	
WATER ADMINISTRATION	$ 3,096,912
WATER SUPPLY	$ 873,750
WATER DISTRIBUTION	$ 1,342,960
Sub Total Operating Expenditures	$ 5,313,622
Capital-Related	
Transfer to Capital Reserves and Reserve Funds	$ 1,191,615
Sub Total Capital Related Expenditures	$ 1,191,615
Total Expenditures	$ 6,505,237
Total Operating Revenue	$ 172,640
Net Water Costs To Be Recovered From Users	**$ 6,332,597**

Table 7-2: 2025 Draft Wastewater Operating Budget

2025 Draft Operating Budget	
Operating Expenditures	
SANITARY ADMINISTRATION	$ 292,361
SANITARY TREATMENT	$ 1,587,300
SANITARY COLLECTION	$ 1,969,060
Sub Total Operating Expenditures	$ 3,848,721
Capital-Related	
Existing Debt (Principal) - Non-Growth Related	$ 2,187,116
Existing Debt (Interest) - Non-Growth Related	$ 544,755
Transfer to Capital Reserves and Reserve Funds	$ 2,560,483
Sub Total Capital Related Expenditures	$ 5,292,354
Total Expenditures	$ 9,141,075
Total-Non Rate Revenues	$ 324,000
Contributions from Capital Reserve	$ 435,650
Total Operating Revenue	$ 759,650
Net Wastewater Costs To Be Recovered From Users	**$ 8,381,425**

8 Sustainable User Rates and Revenues

Appendix H presents the projected 2025 – 2034 sustainable water rates and revenues. Appendix I presents the projected 2025-2034 sustainable wastewater rates and revenues. These rates and revenues are based on the City's current water and wastewater rate structure. The costs and revenues contained in Section 6 (Capital Budget Requirements) and Section 7 (Operating & Maintenance Cost Projections), and the projected growth contained in Section 4 (Customer Growth) and Section 5 (Volume Projections) were considered in calculating the sustainable user rates and revenues as presented in this section.

8.1 Current Rates and Charges

The City's current rate structure and rates are shown in Table 8-1. The water rate structure includes a monthly fixed charge based on meter size, and a 2-step decreasing block volumetric rate. The wastewater rate structure includes a single monthly fixed charge and a 2-step decreasing block volumetric rate

The water rate structure includes a monthly fixed charge based on meter size, and a 2-step decreasing block volumetric rate of $2.92 per cubic metre for the first block (first 3m^3/month) and $1.19 per cubic metre for the second block (after first 3m^3/month). All water customers are subject to a minimum monthly volumetric charge of $8.76 a month (. The wastewater rate structure includes a single monthly fixed charge with a 2-step decreasing block volumetric rate of $4.48 per cubic metre for the first block (first 3m^3/month) and $1.83 per cubic metre for the second block (after first 3m^3/month). All wastewater customers are subject to a minimum monthly volumetric charge of $13.44 a month.

Table 8-1: Current 2024 Water and Wastewater Rates and Charges

Rate Structure Component	Meter Size	Rates	
		Water	Wastewater
Block 1 - First 3 cubic metres (monthly)* of water consumed		$ 2.92	$ 4.48
Block 2 - Additional cubic metres of water consumed		$ 1.19	$ 1.83
Fixed Annual Charges Based on Meter Size ($/Year)	Under 1 "	$ 114.00	$ 123.00
	1"	$ 177.00	$ 123.00
	1.5"	$ 225.00	$ 123.00
	2"	$ 276.00	$ 123.00
	3"	$ 372.00	$ 123.00
	4"	$ 486.00	$ 123.00
	6"	$ 825.00	$ 123.00
	8"	$ 1,116.00	$ 123.00

*** Customers are subject to a minuimum monthly charge based on 3 cubic metres**

8.2 Water Rates and Revenue Projection

Table 8-2 presents the projected sustainable water rates and revenues for the five (5) year period 2025 – 2029. Based on the full cost assessment of the City's water system the current water rates are required to be increased annually by 7% over the 2025-2029 period, with annual increases of 3% over the 2030-2034 period. These increases are required to ensure that the water system remains financially stable over the next 10 years. As noted above, Appendix H presents the projected 2025 – 2034 sustainable water rates and revenues

Table 8-2: Projected Water Rates and Revenues

Base Charge (Projected Annual Base Charges and Revenues)					
Base Charge	**2025**	**2026**	**2027**	**2028**	**2029**
Annual Increase %Increases	**7.00%**	**7.00%**	**7.00%**	**7.00%**	**7.00%**
Under 1 "	$ 121.98	$ 130.52	$ 139.65	$ 149.43	$ 159.89
1"	$ 189.39	$ 202.65	$ 216.83	$ 232.01	$ 248.25
1.5"	$ 240.75	$ 257.60	$ 275.63	$ 294.93	$ 315.57
2"	$ 295.32	$ 315.99	$ 338.11	$ 361.78	$ 387.10
3"	$ 398.04	$ 425.90	$ 455.72	$ 487.62	$ 521.75
4"	$ 520.02	$ 556.42	$ 595.37	$ 637.05	$ 681.64
6"	$ 882.75	$ 944.54	$ 1,010.66	$ 1,081.41	$ 1,157.11
8"	$ 1,194.12	$ 1,277.71	$ 1,367.15	$ 1,462.85	$ 1,565.25
Projected Revenue Generated from Base Charge	**$ 1,728,834**	**$ 1,873,132**	**$ 2,029,160**	**$ 2,197,853**	**$ 2,380,221**
Block 1 (Projected Annual Minimum Charge Rates & Revenues)					
Block 1	**2025**	**2026**	**2027**	**2028**	**2029**
Annual Increase %Increases	**7.00%**	**7.00%**	**7.00%**	**7.00%**	**7.00%**
Block 1 (First 3 cubic metres per month)	**$ 3.12**	**$ 3.34**	**$ 3.58**	**$ 3.83**	**$ 4.10**
Minimum Charge (Annual)	**$ 112.48**	**$ 120.35**	**$ 128.78**	**$ 137.79**	**$ 147.44**
Number of Customers	13,653	13,832	14,010	14,188	14,367
Projected Revenues Generated from Minimum Charge	**$ 1,535,708**	**$ 1,664,673**	**$ 1,804,169**	**$ 1,955,037**	**$ 2,118,186**
Block 2 (Projected Annual Uniform Rates & Revenues)					
Block 2	**2025**	**2026**	**2027**	**2028**	**2029**
Annual Increase %Increases	**7.00%**	**7.00%**	**7.00%**	**7.00%**	**7.00%**
Block 2 (Uniform Rate for additional cubic metres)	**$ 1.27**	**$ 1.36**	**$ 1.46**	**$ 1.56**	**$ 1.67**
Total Projected Water Consumption	2,901,051	2,924,226	2,947,402	2,970,577	2,993,752
Water Consumption within Minimim Charge	491,521	497,942	504,363	510,784	517,205
Water Consumption to be Charged	2,409,530	2,426,285	2,443,039	2,459,793	2,476,547
Projected Revenue Generated from Uniform Rate	**$ 3,068,055**	**$ 3,305,645**	**$ 3,561,465**	**$ 3,836,901**	**$ 4,133,448**
Total Water User Revenues	**$ 6,332,597**	**$ 6,843,450**	**$ 7,394,794**	**$ 7,989,792**	**$ 8,631,855**

8.3 Wastewater Rates and Revenue Projection

Table 8-3 presents the projected sustainable wastewater rates and revenues for the five (5) year period 2025 – 2029. Based on the full cost assessment of the City's wastewater system the current wastewater rates are required to be increased annually by 2% over the 2025-2029 period, with annual increases of 1% over the 2030-2024 period. These increases are required to ensure that the wastewater system remains financially stable over the next 10 years. As noted above, Appendix I presents the projected 2025-2034 sustainable wastewater rates and revenues.

Table 8-3: Projected Wastewater Rates and Revenues

Base Charge (Projected Annual Wastewater Base Charges and Revenues)					
Base charge	**2025**	**2026**	**2027**	**2028**	**2029**
Annual Increase %Increases	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**
Under 1 "	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80
1"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80
1.5"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80
2"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80
3"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80
4"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80
6"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80
8"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80
Projected Revenue Generated from Base Charges	**$ 1,694,257**	**$ 1,750,966**	**$ 1,809,267**	**$ 1,869,199**	**$ 1,930,804**
Block 1 (Projected Annual Minimum Charge Rates & Revenues)					
Block 1	**2025**	**2026**	**2027**	**2028**	**2029**
Annual Increase %Increases	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**
	$ 4.57	**$ 4.66**	**$ 4.75**	**$ 4.85**	**$ 4.95**
Minimum Charge (Annual)	**$ 164.51**	**$ 167.80**	**$ 171.15**	**$ 174.57**	**$ 178.07**
Number of Customers	13,504	13,683	13,861	14,039	14,218
Projected Revenues Generated from Minimum Charge	**$ 2,221,543**	**$ 2,295,901**	**$ 2,372,346**	**$ 2,450,930**	**$ 2,531,708**
Block 2 (Projected Annual Uniform Wastewater Rates & Revenues)					
Block 2	**2025**	**2026**	**2027**	**2028**	**2029**
Annual Increase %Increases	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**
Uniform Rate per Cubic Metre	**$ 1.87**	**$ 1.90**	**$ 1.94**	**$ 1.98**	**$ 2.02**
Total Projected Wastewater Flows	2,878,542	2,901,717	2,924,893	2,948,068	2,971,243
Wastewater Flows within Minimim Charge	486,157	492,578	498,999	505,420	511,841
Wastewater Flows to be Charged	2,392,385	2,409,140	2,425,894	2,442,648	2,459,402
Projected Revenue Generated from Uniform Rate	**$ 4,465,626**	**$ 4,586,838**	**$ 4,711,112**	**$ 4,838,521**	**$ 4,969,143**
Total Wastewater User Revenues	**$ 8,381,426**	**$ 8,633,706**	**$ 8,892,724**	**$ 9,158,650**	**$ 9,431,656**

9 O.Reg 453/07 Water System Financial Plan No. 074-301

Regulation 188/07 under the Safe Drinking Water Act requires Ontario municipalities to apply for and obtain Drinking Water System Licences as part of their overall DWQMS. One of the requirements of holding a valid drinking water licence is preparing and submitting to the Province an updated financial plan in accordance with O.Reg. 453/07. The financial plan must include financial statements on the following:

- The proposed or projected financial position of the drinking water systems;
- The proposed or projected gross cash receipts and gross cash payments;
- The proposed or projected financial operations of the drinking water system; and
- Details on the extent to which the above information applies to the replacement of lead service pipes, if applicable.

Appendix J lists each requirement of the regulation and references the respective financial statements and other relevant information required under each regulatory requirement. The financial plan must apply to a period of at least six (6) years with the first year being the year the existing license expires. As the City's license will expire in 2025the updated Water System Financial Plan will be for the period of six (6), or from 2025 to 2030. This plan is based on the results of the rate study. Upon Council's approval the financial plan would be made available to the public at no charge and posted on the City's website. It will also be submitted to the Province as part of the City's drinking water license renewal application.

This section presents an updated water system financial plan as defined in O.Reg. 453/07, thereby allowing the City to fulfil its obligations under the drinking water licensing regulations for the renewal of its drinking water systems license. The number for the updated financial plan is 074-301.

9.1 Water Tangible Capital Assets (TCA) Analysis

The results of the rate study contained in this report are used as the basis for preparing the water system financial plan. The City's Tangible Capital Asset inventories were also used in the preparation of the water system financial plan. The amortization of the tangible capital assets is shown as a "non-cash" annual cost that reflects the annual "use" of assets until the end of their respective useful lives. Allowances are made to finance the replacement and/ or rehabilitation of the existing assets once they "expire" and can no longer play a role in providing the required drinking water service to customers. It should be noted however that since amortization is based on the original (historical) cost at the time the asset was placed in service it does not account for inflation since the year of installation. Therefore, basing asset replacement costs on amortization alone is not sufficient to cover the future replacement needs.

The TCA projections contained in the City's water financial plan are based on the following assumptions:

- Amortization of existing assets is based on the City's Tangible Capital Assets Policies and Procedures. Amortization of new infrastructure investments is based on straight line depreciation with half year depreciation charged in the year of acquisition;
- Historical costs, life expectancy and remaining useful life are as identified in the TCA data provided by the City;
- Fully depreciated assets continue to be used in service i.e. no asset removals; and
- New assets to be acquired are based on the capital forecast presented. The forecast includes projects in the City's Capital Budget Forecast.

Water Asset Value

The water system is comprised of the following asset classes:

- Equipment;
- Hydrant;
- Network Structures;
- Pressure Mains;

- System Valves;
- Wells; and
- Misc Water Assets.

Table 10-2 shows the projected capital asset value based on historical cost and accumulated amortization to 2024. This is reflected as the net book value (NBV) i.e. the "accounting" value and indicates that the water system is approximately 44% depreciated or has approximately 56% remaining life based on the TCA data. This suggests that the water system assets are almost halfway through their service life.

Table 9-1: Water – Asset Amortization and 2024 Net Book Value (NBV)

2024 Water Asset Details		
Historical Cost	$ 34,298,786	100%
Accumulated Amortization	$ 14,948,005	44%
Net Book Value	$ 19,350,781	56%

9.2 Water Financial Statements

This financial plan involves the review, analysis and assessment of financial information contained in the rate study including costs, revenues, debt, cash transactions and Tangible Capital Assets (TCA) to prepare the following three (3) financial statements covering the period 2025 - 2030 as required under O.Reg 453/07:

- Statement of Financial Position;
- Statement of Operations; and
- Statement of Cash Flow

9.2.1 Water - Statement of Financial Position

The Statement of Financial Position is presented in Table 9-2. This statement summarizes the City's water-related financial and non-financial assets i.e. Tangible Capital Assets (TCA) and liabilities and provides the net financial asset (or net debt) position and accumulated surplus related to managing the water system. The financial assets are primarily cash balances in the water reserves and reserve funds. Liabilities consist of the development charge reserve fund balances (i.e. deferred revenues) and water long-term debt. The non-financial assets (TCA) include the City's water infrastructure. The historical costs are amortized over the asset life to arrive at the net book value each year from 2025 to 2030. New assets are added in the years acquired, developed or built. Contributed assets are primarily new infrastructure and facilities that would be transferred to the City's ownership and control by developers as they are completed. However, this is assumed to be zero. It is also assumed that other non-financial assets such as inventory and prepaid expenses are zero.

Contained within the Statement of Financial Position are important indicators, the first being net financial assets (or net debt) which is defined as the difference between financial assets and liabilities. This indicator provides a measure of the water system's "future revenue requirement". Table 9-2 indicates that in 2025, the City's water system will be in a net financial asset position of $1.7 million. This will decrease to a net debt position of $1.8

million by 2030. A net financial asset position indicates that financial resources will be available to fund future operations. A net debt position indicates that financial resources will be required to fund future operations. The change from a net financial assets position to a net debt position is due to a reduction in financial assets, along with a small increase in deferred revenues (development charges reserves) and the addition of long-term debt.

The next important indicator contained in the Statement of Financial Position is the net book value of TCA. Table 9-2 shows that net TCA are expected to increase over the forecast period by about $10.5 million. This indicates that the City has plans to invest in tangible capital assets greater than the consumption of existing assets. Further, a consumption ratio consisting of the accumulated amortization of the City's TCA as a percentage of historical cost ratio highlights the aged condition of the assets and their potential replacement needs. The City's Water Asset Consumption Ratio increases over the forecast period from 38% to 27%, suggesting that the water system would be approximately a quarter of its life expectancy by 2030 and that adequate funds too are being allocated to finance the replacement or rehabilitation of aging assets as they expire.

Another important indicator in the Statement of Financial Position is the accumulated surplus. This indicator provides a measure of the resources available to the City for managing its water system. The accumulated surplus is projected to increase slightly from approximately 24.2 million in 2025 to approximately $32.5 million by 2030. The accumulated surplus consists of non-financial assets that are made up of the net TCA balance representing past investments in water infrastructure, reduced by the net debt balance that is required to fund future operations.

Table 9-2: Water – Statement of Financial Position

	2025	2026	2027	2028	2029	2030
Financial Assets						
Cash,Receivables and Investment	$2,254,692	$1,378,533	$1,469,509	$1,366,295	$2,162,081	$1,647,319
Total Financial Assets	$2,254,692	$1,378,533	$1,469,509	$1,366,295	$2,162,081	$1,647,319
Financial Liabilities						
Accounts Payable & Deferred Revenue	$590,462	$342,372	$433,348	$330,134	$426,237	$526,301
Long-term Liabilities	$0	$1,230,795	$1,878,009	$3,114,452	$2,996,371	$2,874,158
Total Financial Liabilities	$590,462	$1,573,167	$2,311,357	$3,444,586	$3,422,609	$3,400,459
Net Financial Assets (Net Debt)	$1,664,230	($194,634)	($841,848)	($2,078,291)	($1,260,528)	($1,753,140)
Non-Financial Assets						
Tangible Capital Assets	$36,201,255	$38,780,129	$40,640,720	$43,162,320	$44,451,303	$46,683,586
Accumulated Amortization	($13,687,014)	($13,144,715)	($13,021,719)	($12,583,129)	($12,797,326)	($12,460,851)
Total Non-Financial Assets	$22,514,240	$25,635,414	$27,619,001	$30,579,191	$31,653,978	$34,222,736
Accumulated Surplus	$24,178,470	$25,440,780	$26,777,153	$28,500,900	$30,393,450	$32,469,596

Financial Indicators	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
Increase (Decrease) in Net Financial Assets	($2,636,981)	($1,858,864)	($647,214)	($1,236,443)	$817,763	($492,612)
Increase (Decrease) in Tangible Capital Assets	$3,163,460	$3,121,173	$1,983,588	$2,960,190	$1,074,787	$2,568,758
Increase (Decrease) in Accumulated Surplus	$526,479	$1,262,310	$1,336,373	$1,723,747	$1,892,550	$2,076,146
Water Asset Consumption Ratio	38%	34%	32%	29%	29%	27%

9.2.2 Water - Statement of Operations

The Statement of Operations is presented in Table 9-3 It summarizes the annual revenues and expenses associated with managing the City's water system. It provides a report on the transactions and events that have an influence on the accumulated surplus. The main revenue items included are:

- Revenues from Water Rates and Charges;
- Earned Revenues (capital and operating contributions from development charges, and capital contributions from third parties); and
- Other Revenues (user revenues and recoveries).

The main expense items are:

- The annual cost of operating and maintaining the water systems and non-TCA capital;
- Interest on long-term debt; and
- Amortization expenses on existing and added TCA.

The operating surplus (or deficit) is an important indicator contained in the Statement of Operations. An operating surplus (deficit) measures whether operating revenues generated in a year were sufficient to cover operating expenses incurred in that year. It is important to note that an annual surplus is necessary to ensure funds will be available to address non-expense items such as TCA acquisitions over and above amortization expenses, reserve/reserve fund contributions for asset replacement and rate stabilization, and repayment of outstanding debt principal. A ratio of operating surplus to total revenue is shown in Table 9-3 and reflects the percent of total revenue that can be allocated to funding the non-expense items noted above.

Table 9-3: Water – Statement of Operations

	2025	2026	2027	2028	2029	2030
Water Revenue						
Rate Revenue	$6,332,597	$6,843,450	$7,394,794	$7,989,792	$8,631,855	$8,976,072
Earned Revenue	$142,400	$555,458	$292,702	$273,288	$0	$0
Other Revenue	$26,644	$19,143	$19,401	$19,664	$28,570	$21,253
Total Revenues	$6,501,641	$7,418,051	$7,706,897	$8,282,743	$8,660,425	$8,997,326
Water Expenses						
Operating Expenses	$5,313,622	$5,419,894	$5,528,292	$5,638,858	$5,751,635	$5,866,668
Interest on Debt	$0	$0	$43,078	$65,730	$109,006	$104,873
Amortization	$661,540	$735,847	$799,153	$854,407	$907,234	$949,639
Other	$0	$0	$0	$0	$0	$0
Total Expenses	$5,975,162	$6,155,741	$6,370,523	$6,558,996	$6,767,875	$6,921,180
Annual Surplus/(Deficit)	$526,479	$1,262,310	$1,336,373	$1,723,747	$1,892,550	$2,076,146
Accumulated Surplus/(Deficit), Beginning of Year	$23,651,991	$24,178,470	$25,440,780	$26,777,153	$28,500,900	$30,393,450
Accumulated Surplus/ (Deficit), End of Year	$24,178,470	$25,440,780	$26,777,153	$28,500,900	$30,393,450	$32,469,596

Financial Indicators	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
Increase (Decrease) in Total Revenues	$379,706	$916,410	$288,845	$575,847	$377,682	$336,900
Increase (Decrease) in Total Expenses	$455,258	$180,579	$214,782	$188,473	$208,879	$153,305
Increase (Decrease) in Annual Surplus	($75,553)	$735,831	$74,063	$387,374	$168,803	$183,596
Operating Surplus Ratio	8.1%	17.0%	17.3%	20.8%	21.9%	23.1%

9.2.3 Water - Statement of Cash Flow

The Statement of Cash Flow is presented in Table 9-4. This statement summarizes the main cash inflows and outflows related to the water system in four (4) main areas - operating, capital, investing and financing, and shows the annual changes in cash.

The operating cash transactions begin with the surplus or deficit identified in the Statement of Operations. This figure is adjusted to add or subtract non-cash items that were included as revenues or expenses (e.g. amortization expenses and earned revenues). It is assumed that there are no “investing activities” over the period. The capital section indicates the amounts to be spent to acquire capital assets (TCA) or to be received from the sale of assets. In the City’s case, it is assumed that there are no assets to be sold to generate cash. The financing section identifies funds received from development charge receipts and interest earned on the reserve fund balance and proceeds from the issuance of debenture as cash inflows, and the portion of debt repaid as cash outflows.

Table 9-4 indicates that cash is being generated from operations, which is used in funding the acquisition of TCA and towards building internal reserves. The City's cash position is projected to decrease over the forecast period from $2.3 million in 2025 to a $1.6 million in 2030.

Table 9-4: Water – Statement of Cash Flow

	2025	2026	2027	2028	2029	2030
Cash Provided by:						
Operating Activities						
Annual Surplus/(Deficit)	$526,479	$1,262,310	$1,336,373	$1,723,747	$1,892,550	$2,076,146
Non-Cash Items						
Amortization	$661,540	$735,847	$799,153	$854,407	$907,234	$949,639
Earned Revenue	($142,400)	($555,458)	($292,702)	($273,288)	$0	$0
Net Change in Cash Provided by Operating Activities	$1,045,619	$1,442,699	$1,842,824	$2,304,867	$2,799,784	$3,025,784
Capital Activities						
Purchase of TCA	($3,825,000)	($3,857,020)	($2,782,741)	($3,814,597)	($1,982,021)	($3,518,397)
Net Change in Cash Used in Capital Activities	($3,825,000)	($3,857,020)	($2,782,741)	($3,814,597)	($1,982,021)	($3,518,397)
Financing Activities						
DC Collections	$88,001	$87,359	$90,977	$92,271	$96,103	$100,064
External Financing	$142,400	$220,008	$292,702	$77,802	$0	$0
Proceeds From Long-Term Debt	$0	$1,230,795	$690,736	$1,305,914	$0	$0
Repayment of Long-Term Debt	$0	$0	($43,522)	($69,471)	($118,080)	($122,213)
Net Change in Cash Used in Financing Activities	$230,401	$1,538,162	$1,030,893	$1,406,517	($21,977)	($22,149)
Net Change in Cash and Cash Equivalents	($2,548,980)	($876,159)	$90,976	($103,214)	$795,786	($514,762)
Cash and Cash Equivalents, Beginning of the Year	$4,803,672	$2,254,692	$1,378,533	$1,469,509	$1,366,295	$2,162,081
Cash and Cash Equivalents, End of the Year	$2,254,692	$1,378,533	$1,469,509	$1,366,295	$2,162,081	$1,647,319

9.3 Lead Service Pipe Removal

The financial plan is also required to detail the extent to which the information described above relates directly to the replacement of lead service pipes.

The City is in the process of developing a Lead Policy along with a potential subsidy program. It is estimated that there are approximately 1,800 lead service lines within the City, and the complete replacement of these lines would pose a significant financial burden. The proposed approach is to offer a lead subsidy during reconstruction projects. As part of our standard practice, the City would already replace lead service lines up to the property line; however, this policy would extend to consider subsidizing replacements on the private side. By aligning the subsidy with capital projects, the City can better manage the financial impact of lead service replacements.

10 Wastewater System Financial Plan

Preparing a Wastewater System Financial Plan is not mandatory but has become a municipal best practice over the past few years. It is typically prepared in accordance with the requirements of O.Reg 453/07 which applies to water systems.

This financial plan involves the review, analysis and assessment of the wastewater financial information contained in the rate study including costs, revenues, debt, cash transactions and Tangible Capital Assets (TCA) to prepare the projected 2025-2030 financial statements that include the following:

- The proposed or projected financial position of the drinking wastewater systems;
- The proposed or projected gross cash receipts and gross cash payments; and
- The proposed or projected financial operations of the wastewater system; and

The wastewater system financial plan applies to a period of (6) six years from 2025 to 2030 to be consistent with the period covered by the water system financial plan. It is anticipated that the financial plan would be made available to the public at no charge on the City's website following final approval of the rate study and financial plan by Council.

10.1 Wastewater Tangible Capital Assets (TCA) Analysis

The results of the rate study contained in this report are used as the basis for preparing the wastewater system financial plan. The City's Asset Inventories were also used in the preparation of the wastewater system financial plan. The amortization of the tangible capital assets is shown as a "non-cash" annual cost that reflects the annual "use" of assets until the end of their respective useful lives. Allowances are made to finance the replacement and/ or rehabilitation of the existing assets once they "expire" and can no longer play a role in providing the required wastewater service to customers. However, it should be noted that since amortization is based on the original (historical) cost at the time the asset was placed in service it does not account for inflation since the year of installation. Therefore, basing asset replacement costs on amortization alone is not sufficient to cover the future replacement needs.

The TCA projections contained in the City's wastewater financial plan are based on the following assumptions:

- Amortization of existing assets is based on the City's Tangible Capital Assets policies and procedures. Amortization of new infrastructure investments is based on straight line depreciation with half year depreciation charged in the year of acquisition;
- Historical costs, life expectancy and remaining useful life as per the TCA data provided by the City;
- Fully depreciated assets continue to be used in service i.e. no asset removals; and
- New assets to be acquired are based on the capital forecast. The forecast includes projects in the City's Capital Budget Forecast and asset replacement projections based on the City's Asset Management Plan.

Wastewater Asset Value

The wastewater system is comprised of the following asset classes:

- Equipment;
- Pressure Mains;
- Gravity Mains;
- Manholes;
- Network Structures; and
- Misc Wastewater Assets.

Table 10-1 shows the current capital asset value based on historical cost and accumulated amortization to 2024. This is reflected as the net book value (NBV) i.e. the "accounting" value and indicates that the wastewater

system is approximately 35% depreciated or has approximately 65% remaining life based on the TCA data. This suggests that the water system assets are approximately a third of their service life.

Table 10-1: Wastewater – Asset Amortization and 2024 Net Book Value (NBV)

2024 Wastewater Asset Details		
Historical Cost	$ 65,636,668	100%
Accumulated Amortization	$ 23,120,540	35%
Net Book Value	$ 42,516,129	65%

10.2 Wastewater Financial Statements

This financial plan involves the review, analysis and assessment of financial information contained in the rate study including costs, revenues, debt, cash transactions and Tangible Capital Assets (TCA) to prepare the following three (3) financial statements covering the period 2025 - 2030 as required under O. Reg 453/07:

- Statement of Financial Position;
- Statement of Operations; and
- Statement of Cash Flow.

10.2.1 Wastewater - Statement of Financial Position

The Statement of Financial Position is presented in Table 10-2. This statement summarizes the City's wastewater related financial and non-financial assets (Tangible Capital Assets – TCA) and liabilities and provides the net financial asset/ (net debt) position and accumulated surplus related to managing the wastewater system. The financial assets are primarily cash balances in the wastewater reserves and reserve funds. Liabilities consist of the development charge reserve fund balances (i.e. deferred revenues) and wastewater long-term debt. The non-financial assets (TCA) include the City's wastewater infrastructure. The historical costs are amortized over the asset life to arrive at the net book value each year from 2025 to 2030. New assets are added in the years acquired, developed or built. Contributed assets are primarily new infrastructure that would be transferred to the City's ownership and control by developers as they are completed. However, this is assumed to be zero. It is also assumed that other non-financial assets such as inventory and prepaid expenses are zero.

Contained within the Statement of Financial Position are important indicators, the first being net financial assets (or net debt) which is defined as the difference between financial assets and liabilities. This indicator provides a measure of the wastewater system's "future revenue requirement". Table 10.2 indicates that in 2025, the City's wastewater system will be in a net debt position in the amount of $12.1 million. There will be an increase in the net debt position to $12.3 million by 2030. The net debt position indicates that financial resources will be required to fund future operations. The slight increase in net debt is due to a combination of a decrease in the cash position offset by a decrease in liabilities, mainly through a reduction in deferred revenue and long-term debt.

The next important indicator contained in the Statement of Financial Position is the net book value of TCA. Table 10-2 shows that net TCA are expected to grow by $26.7 over the forecast period, or from $48.8 million in 2025 to $75.5 million 2030. This indicates that the City has plans to invest in tangible capital assets more than the

consumption of existing assets. Further, a consumption ratio consisting of the accumulated amortization of the City's TCA as a percent of historical cost ratio highlights the aged condition of the assets and their potential replacement needs. The City's Wastewater Asset Consumption Ratio decreases over the forecast period from 32% in 2025 to 23% in 2030, suggesting that the wastewater system would be approximately a quarter through its life expectancy by 2030 and that adequate funds to are being allocated to finance the replacement or rehabilitation of aging assets as they expire.

Another important indicator in the Statement of Financial Position is the accumulated surplus. This indicator provides measure of the resources available to the City for managing its wastewater system. The accumulated surplus is projected to increase from approximately $36.7 million in 2025 to approximately $63.2 million by 2030. The accumulated surplus consists of non-financial assets that are made up of the net TCA balance representing past investments in wastewater infrastructure, reduced by the net debt balance that is required to fund future operations.

Table 10-2: Wastewater - Statement of Financial Position

	2025	2026	2027	2028	2029	2030
Financial Assets						
Cash,Receivables and Investment	$3,980,449	$1,148,355	$2,180,622	$3,009,581	$4,165,428	$1,236,063
Total Financial Assets	$3,980,449	$1,148,355	$2,180,622	$3,009,581	$4,165,428	$1,236,063
Financial Liabilities						
Accounts Payable & Deferred Revenue	$1,043,633	$0	$910,523	$1,861,227	$2,067,169	$87,709
Long-term Liabilities	$15,061,608	$14,180,926	$12,000,276	$12,415,915	$10,399,836	$13,411,377
Total Financial Liabilities	$16,105,240	$14,180,926	$12,910,799	$14,277,141	$12,467,005	$13,499,086
Net Financial Assets (Net Debt)	($12,124,791)	($13,032,571)	($10,730,177)	($11,267,561)	($8,301,576)	($12,263,022)
Non-Financial Assets						
Tangible Capital Assets	$71,462,750	$78,155,576	$80,162,901	$84,635,947	$87,236,510	$97,670,438
Accumulated Amortization	($22,639,383)	($22,442,786)	($22,807,200)	($22,575,907)	($23,054,934)	($22,164,589)
Total Non-Financial Assets	$48,823,367	$55,712,790	$57,355,701	$62,060,039	$64,181,576	$75,505,849
Accumulated Surplus	$36,698,576	$42,680,218	$46,625,524	$50,792,479	$55,879,999	$63,242,827

Financial Indicators	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
Increase (Decrease) in Net Financial Assets	($526,924)	($907,781)	$2,302,395	($537,384)	$2,965,985	($3,961,446)
Increase (Decrease) in Tangible Capital Assets	$6,307,238	$6,889,423	$1,642,911	$4,704,338	$2,121,536	$11,324,273
Increase (Decrease) in Accumulated Surplus	$5,780,314	$5,981,642	$3,945,306	$4,166,954	$5,087,521	$7,362,828
Water Asset Consumption Ratio	32%	29%	28%	27%	26%	23%

10.2.2 Wastewater - Statement of Operations

The Statement of Operations is presented in Table 10-3 It summarizes the annual revenues and expenses associated with managing the City's wastewater system. It provides a report on the transactions and events that have an influence on the accumulated surplus. The main revenue items included are:

- Revenues from Wastewater Rates and Charges;

- Earned Revenues (capital and operating contributions from development charges, and capital contributions from third parties); and
- Other Revenues (user revenues and recoveries).

The main expense items are:

- The annual cost of operating and maintaining the wastewater system and non-TCA capital;
- Interest on long-term debt; and
- Amortization expenses on existing and new TCA.

The operating surplus/ (deficit) is an important indicator contained in the Statement of Operations. An operating surplus/ (deficit) measures whether operating revenues generated in a year were sufficient to cover operating expenses incurred in that year. It is important to note that an annual surplus is necessary to ensure funds will be available to address non-expense items such as TCA acquisitions over and above amortization expenses, reserve/reserve fund contributions for asset replacement and rate stabilization, and repayment of outstanding debt principal. A ratio of operating surplus to total revenue is shown in Table 10-3 and reflects the percent of total revenue that can be allocated to funding the non-expense items noted above.

Table 10-3: Wastewater - Statement of Operations

	2025	2026	2027	2028	2029	2030
Wastewter Revenue						
Rate Revenue	$8,381,426	$8,633,706	$8,892,724	$9,158,650	$9,431,656	$9,616,703
Earned Revenue	$2,198,400	$2,247,399	$48,850	$48,850	$825,451	$3,016,592
Other Revenue	$352,330	$336,730	$344,843	$351,584	$368,685	$363,972
Total Revenues	$10,932,156	$11,217,835	$9,286,417	$9,559,085	$10,625,792	$12,997,267
Wastewater Expenses						
Operating Expenses	$3,848,721	$3,925,695	$4,004,209	$4,084,294	$4,165,979	$4,249,299
Interest on Debt	$544,755	$479,661	$460,176	$395,048	$421,190	$356,998
Amortization	$758,365	$830,836	$876,726	$912,789	$951,103	$1,028,143
Other	$0	$0	$0	$0	$0	$0
Total Expenses	$5,151,841	$5,236,193	$5,341,111	$5,392,131	$5,538,272	$5,634,440
Annual Surplus/(Deficit)	$5,780,314	$5,981,642	$3,945,306	$4,166,954	$5,087,520	$7,362,827
Accumulated Surplus/(Deficit), Beginning of Year	$30,918,262	$36,698,576	$42,680,218	$46,625,524	$50,792,478	$55,879,999
Accumulated Surplus/ (Deficit), End of Year	$36,698,576	$42,680,218	$46,625,524	$50,792,478	$55,879,999	$63,242,826

Financial Indicators	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
Increase (Decrease) in Total Revenues	$2,211,586	$285,679	($1,931,418)	$272,668	$1,066,708	$2,371,475
Increase (Decrease) in Total Expenses	$685,925	$84,351	$104,919	$51,019	$146,142	$96,168
Increase (Decrease) in Annual Surplus	$1,525,660	$201,328	($2,036,336)	$221,648	$920,566	$2,275,307
Operating Surplus Ratio	52.9%	53.3%	42.5%	43.6%	47.9%	56.6%

10.2.3 Wastewater - Statement of Cash Flows

the Statement of Cash Flow is presented in Table 10-4. This statement summarizes the main cash inflows and outflows related to the wastewater system in four (4) main areas - operating, capital, investing and financing, and shows the annual changes in cash.

The operating cash transactions begin with the surplus or deficit identified in the Statement of Operations. This figure is adjusted to add or subtract non-cash items that were included as revenues or expenses (e.g. amortization expenses). It is assumed that there were no "investing activities" over the period. The capital section indicates the amounts spent to acquire capital assets (TCA) or received from the sale of assets. In the City's case, it is assumed that there are no assets to be sold to generate cash. The financing section identifies funds received from development charge receipts and interest earned on the reserve fund balance, external financing such as provincial and federal grants, and proceeds from the issuance of debenture as cash inflows, and the portion of debt repaid as cash outflows.

Table 10-4 indicates that cash is generated from operations, which is used in funding the acquisition of TCA and towards building internal reserves. The City's cash position is projected to decrease over the forecast period from $4.0 million in 2025 to approximately $1.2 million in 2030.

Table 10-4: Wastewater - Statement of Cash Flow

	2025	2026	2027	2028	2029	2030
Cash Provided by:						
Operating Activities						
Annual Surplus/(Deficit)	$5,780,314	$5,981,642	$3,945,306	$4,166,954	$5,087,520	$7,362,827
Non-Cash Items						
Amortization	$758,365	$830,836	$876,726	$912,789	$951,103	$1,028,143
Earned Revenue	($2,198,400)	($2,247,399)	($48,850)	($48,850)	($825,451)	($3,016,592)
Net Change in Cash Provided by Operating Activities	$4,340,279	$4,565,079	$4,773,182	$5,030,892	$5,213,172	$5,374,379
Capital Activities						
Purchase of TCA	($7,065,603)	($7,720,259)	($2,519,638)	($5,617,127)	($3,072,639)	($12,352,417)
Net Change in Cash Used in Capital Activities	($7,065,603)	($7,720,259)	($2,519,638)	($5,617,127)	($3,072,639)	($12,352,417)
Financing Activities						
DC Collections	$906,590	$920,517	$959,373	$999,554	$1,031,394	$1,037,132
External Financing	$0	$283,250	$0	$0	$0	$0
Proceeds From Long-Term Debt	$0	$1,318,916	$0	$2,611,924	$0	$5,049,670
Repayment of Long-Term Debt	($2,187,116)	($2,199,597)	($2,180,650)	($2,196,285)	($2,016,079)	($2,038,129)
Net Change in Cash Used in Financing Activities	($1,280,527)	$323,085	($1,221,277)	$1,415,193	($984,685)	$4,048,673
Net Change in Cash and Cash Equivalents	($4,005,850)	($2,832,094)	$1,032,267	$828,959	$1,155,848	($2,929,365)
Cash and Cash Equivalents, Beginning of the Year	$7,986,300	$3,980,449	$1,148,355	$2,180,622	$3,009,581	$4,165,428
Cash and Cash Equivalents, End of the Year	$3,980,449	$1,148,355	$2,180,622	$3,009,581	$4,165,428	$1,236,063

11 Conclusions & Recommendations

The following are the main conclusions regarding the water system:

1. Approximately $31.3 million in water capital expenditures is identified between 2025 and 2034, of which all will be financed from the capital reserves, development charges, third party contributions and long-term debt.
2. The net annual water expenditures are expected to increase from $6.3 million in 2025 to $10.4 million by 2034.
3. The financial statements for the water system are prepared based on the results of the rate study analyses and projections, indicate the following:
    - The accumulated surplus is projected to increase from approximately $24.2 million in 2025 to approximately $32.5 million by 2030.
    - The operating surplus ratio is projected to increase from approximately 8% in 2025 to 23% in 2030.
    - The cash position is projected to decrease from $2.3 million in 2025 to a $1.6 million in 2030.

    These indicate that the financial outlook for the water system over the 6-year period 2025 to 2030 is good.

The following are the main conclusions regarding the wastewater system:

4. Approximately $52.0 million in wastewater capital expenditures is identified between 2025 and 2034 of which all will be financed from the capital reserves, development charges, third party contributions and long-term debt.
5. The net annual wastewater expenditures are expected to increase, from $8.4 million in 2025 to $10.3 million by 2034.
6. The financial statements for the wastewater system are prepared based on the results of the rate study analyses and projections, indicate the following:
    - The accumulated surplus is projected to increase from approximately $36.7 million in 2025 to approximately $63.2 million by 2030.
    - The operating surplus ratio is projected to increase from approximately 53% in 2025 to 57% in 2030.
    - The cash position is projected to decrease from $4.0 million in 2025 to $1.2 million in 2030.

    These indicate that the financial outlook for the water system over the 6-year period 2025 to 2030 is good.

The following are the main recommendations resulting from the water and wastewater rate study:

7. That implementation of Water Rates and Charges as contained in Appendix H be approved to achieve full cost recovery and long-term sustainable financing of the City's water system.
8. That implementation of Wastewater Rates and Charges as contained in Appendix I be approved to achieve full cost recovery and long-term sustainable financing of the City's wastewater system.
9. That transfers to the water and wastewater capital reserves be increased to levels as presented in Appendix E to adequately fund the capital requirements, subject to annual reviews, of the water and wastewater system's capital needs.
10. That the O.Reg. 453/07 Water System Financial Plan No. 074-301 including the Financial Statements contained herein be approved by Council and submitted to the Province of Ontario in accordance with the Drinking Water System License renewal requirements and O. Reg. 453/07.
11. That the Wastewater System Financial Plan including the Financial Statements contained herein be received by Council.
12. That a copy of the Water Financial Plan No. 074-301 and the Wastewater Financial Plan be posted on the City's website and made available to the public at no charge.

APPENDICES

Appendix A

2024 Water and Wastewater Rates
(Schedule “E” from By-Law No. 117-2023)

THIS IS SCHEDULE "E" TO BY-LAW 117-2023
of The Corporation of the City of Stratford
passed this 25th day of September, 2023

INFRASTRUCTURE AND DEVELOPMENT SERVICES FEES AND CHARGES

Miscellaneous

Item	Fee
Land transfer inquiries	$60.00 per land transfer inquiry
Street Permit: Hoarding on City Sidewalk Excavation on Road Allowance	$65.00
Hydration Station Rental	$25.00 per day

Administrative Fees

Item	Fee
New Sewer and/or Water Connections	$180.00 plus actual cost of the project
Sewer and/or Water Repairs	$80.00 plus actual cost of the project
Private Sidewalk and Curb: Driveway widenings or relocation Curb or sidewalk replacement Damage deposit and repair	$80.00 plus actual cost of the project
Sidewalk or Curb Repair for Utility Companies	$40.00 per location plus actual cost of the project
Miscellaneous Invoice: Damaged sign and traffic signals Street cleaning (mud, fuel, oil) Sewer flushing Garbage pickup Road Closures for MTO, etc.	7% with minimum of $80.00 Plus actual cost of the activity
Payroll Burden on invoices to the public	45%
Warehouse Fee on the invoices to the public for material taken from stock	15%
Temporary Access Across Municipal Property (Policy P.3.6) Fees and damage deposits subject to annual Consumer Price Index increase	$50 per application, plus damage deposit of $100 per metre of private property abutting city property
As Built Drawings	$25.00 per sheet

Water Rates

Consumption Charge	2023
First 3 cubic metres	$2.81/m3
All additional cubic metres	$1.15/m3
Minimum consumption charge	$8.43

Monthly Flat Charge	2023
Under 1 inch meter	$9.25
1 inch meter	$14.25
1½ inch meter	$18.00
2 inch meter	$22.00
3 inch meter	$29.75
4 inch meter	$39.00
6 inch meter	$66.00
8 inch meter	$89.25

Sanitary Sewer

Sewage Service Rate	**2023**
First 3 cubic metres	$4.39/m3
All additional cubic metres	$1.79/m3
Minimum consumption charge	$13.17
Fixed monthly charge	$9.25

Development, Subdivision and Condominium Servicing Agreements

Item	**Fee**
a) Administrative fees for preparation of an agreement	$2,240.00
b) Review fees for Engineering Submissions i. Variable fee per single detached or semi detached dwelling lot per submission ii. Variable fee per block per submission (excluding road widening and reserve blocks)	 $55.00 $110.00
c) Construction Inspection Fee (prior to registration of agreement)	2% of total construction cost estimate
d) Subdivision Tree fee (prior to registration of agreement) Number of required trees to be determined by the Manager of Parks, Forestry and Cemetery	$300.00 per tree

Waste Management

Waste Management Rates	**2021**
Bag Tag	$3.70
Bag or Can at Landfill Site	$4.80
Minimum scale rate	$20.00
Tip Fee – regular – loose loads of waste	$85.50 per tonne
Tip Fee – regular – more than five (5) bags or cans of waste	$85.50 per tonne
Tip Fee – regular – loads of recyclables, brush or yard waste 200 kilograms or greater	$85.50 per tonne
Tip Fee – large hauler – waste haulers bringing in excess of 10,000 tonnes of waste in a twelve-month period	$80.00 per tonne
Tip Fee – Asbestos	$170.00 per tonne
Scale down – car	$20.00
Scale down – truck	$25.00
Scale down – trailer	$22.75
Scale down- Roll off	$12.25/cubic yard
Scale down – Packer	$17.50/cubic yard
Large Item Tag	$13.50
Recycle Box	$7.30
Backyard Composter	$28.32
White Goods – Freon removal	$43.00
White Goods – No Freon	$25.00
Televisions & computer monitors	$0.00
Commission Fee on sale of garbage bag tags	5%
Finished compost produced through the City’s organic diversion program to Commercial Users and Landscapers	$3.50/cubic metre

An administrative fee of $25.00, excluding applicable taxes, shall be charged by the City to provide duplicate copies of tickets for tipping fees when requested to do so.

Tipping Fees for Eligible Brownfields Sites

Developers of contaminated properties who are eligible for tax increment-based grant financing under the City's brownfields program will:

A) pay the tipping fees for the minimum projected quantities of contaminated soil to be removed as recommended in a Phase II Environmental Assessment prepared

by a recognized environmental engineering firm, such report to be accepted by the City's Director of Infrastructure and Development Services; and

B) enter into an agreement with the City to pay the tipping fees, over time, for any quantities of contaminated soil that are actually delivered in excess of the projected minimum amount by agreeing that the City shall deposit the amount of all tax increments, for which the developer would otherwise be entitled to relief by way of grant, to the tipping fee reserve until the balance of the amount owing is paid, with any portion of the tipping fees still owing to the City at the end of the tax increment-based grant financing period to be then immediately due and payable.

Further that the Director of Infrastructure and Development Services be authorized to make arrangements with developers who qualify under this policy to either accept contaminated soil at the Stratford landfill site or divert quantities to another landfill site.

Site Alteration

Item	**Fee**
Site Alteration Permit Fee	$500.00
Site Alteration Permit Renewal Fee	$500.00
Site Alteration Transfer of Permit Fee	$250.00
Preparation of Site Alteration Agreement Fee (including registration fee)	All costs to be recouped from the Applicant

Appendix B

2025-2034 Water and Wastewater Customer Growth Projections

APPENDIX B: CUSTOMER GROWTH PROJECTIONS

Water Customers by Meter Size	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Under 1 "	13,235	13,414	13,592	13,770	13,949	14,127	14,306	14,484	14,621	14,757
1"	54	54	54	54	54	54	54	54	54	54
1.5"	170	170	170	170	170	170	170	170	170	170
2"	154	154	154	154	154	154	154	154	154	154
3"	25	25	25	25	25	25	25	25	25	25
4"	15	15	15	15	15	15	15	15	15	15
6"	-	-	-	-	-	-	-	-	-	-
8"	-	-	-	-	-	-	-	-	-	-
Total Water Customers	**13,653**	**13,832**	**14,010**	**14,188**	**14,367**	**14,545**	**14,724**	**14,902**	**15,039**	**15,175**

Wastewater Customers by Meter Size	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Under 1 "	13,086	13,265	13,443	13,621	13,800	13,978	14,157	14,335	14,472	14,608
1"	54	54	54	54	54	54	54	54	54	54
1.5"	170	170	170	170	170	170	170	170	170	170
2"	154	154	154	154	154	154	154	154	154	154
3"	25	25	25	25	25	25	25	25	25	25
4"	15	15	15	15	15	15	15	15	15	15
6"	-	-	-	-	-	-	-	-	-	-
8"	-	-	-	-	-	-	-	-	-	-
Total Wastewater Customers	**13,504**	**13,683**	**13,861**	**14,039**	**14,218**	**14,396**	**14,575**	**14,753**	**14,890**	**15,026**

Appendix C-1

2025-2034 Capital Forecast - Water

Appendix C-1: 2025-2034 Capital Forecast - Water

Water 2025 - 2034 Capital Forecast										
Project Description	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Miscellaneous Water Repairs	$ 100,000	$ 105,060	$ 110,334	$ 115,829	$ 121,555	$ 127,520	$ 133,734	$ 140,206	$ 146,945	$ 153,963
Mechanical Upgrades to Wells	$ 100,000	$ 105,060	$ 110,334	$ 115,829	$ 121,555	$ 127,520	$ 133,734	$ 140,206	$ 146,945	$ 153,963
Bulk Water Station Upgrade	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Well Chlorination System Upgrades	$ 65,000	$ 66,950	$ 68,959	$ 71,027	$ -	$ -	$ -	$ -	$ -	$ -
Glendon/Neal Watermain Connection Replacement	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
O'Loane Watermain at Perth Line 36	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Tower Safety Upgrades	$ 200,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Romeo Treatment Facility Upgrades	$ 90,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Rehabilitation Flood Control Structures	$ 160,000	$ 247,200	$ 328,879	$ 87,418	$ -	$ -	$ -	$ -	$ -	$ -
Linear Infrastructure	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Asphalt Resurfacing	$ 100,000	$ 103,000	$ 106,090	$ 109,273	$ 112,551	$ 115,927	$ 119,405	$ 122,987	$ 126,677	$ 130,477
Albert Street Reconstruction 2023 PHASE I	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Watermain Relining	$ 800,000	$ 824,000	$ -	$1,092,727	$ -	$1,275,201	$ -	$1,352,861	$ -	$1,565,728
Albert Street Reconstruction 2024=Phase 2	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Moderwell Street - Local Improvement	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Avondale Avenue - Hibernia to Cemetery	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2023 Carryover - Albert Street Reconstruction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Avondale and Avon Reconstruction	$1,210,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lorne Downie Intersection	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Huron Street Phase 2 - John to Matilda	$ 500,000	$ 927,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
East Gore Watermain Looping	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Daly Ave with Birmingham to Worsley	$ -	$ 618,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Queen Street- Regent to Brunswick	$ -	$ 319,300	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Mowat Street - West Gore to Brydges	$ -	$ -	$ 196,267	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Brunswick Street - Queen to King	$ -	$ -	$ 525,146	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Perth Street - Downie to Taylor	$ -	$ -	$ 498,623	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Connecting Link Project - Ontario Downtown	$ -	$ -	$ 572,886	$ -	$ -	$ -	$ -	$ -	$ -	$ -
North Street - Lakeside to Water	$ -	$ -	$ 265,225	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Relining	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
McDonald Street - Willow to Devon	$ -	$ -	$ -	$ 305,964	$ -	$ -	$ -	$ -	$ -	$ -
Jones Street - Caledonia to Brittania	$ -	$ -	$ -	$ 409,773	$ -	$ -	$ -	$ -	$ -	$ -
Norfolk Street - Borden to Romeo	$ -	$ -	$ -	$ 786,763	$ -	$ -	$ -	$ -	$ -	$ -
Mercer Street - Caledonia to Brittania	$ -	$ -	$ -	$ 404,309	$ -	$ -	$ -	$ -	$ -	$ -
Perth Street - Taylor to Borden	$ -	$ -	$ -	$ -	$ 720,326	$ -	$ -	$ -	$ -	$ -
Brunswick Street - King to Romeo	$ -	$ -	$ -	$ -	$ 568,382	$ -	$ -	$ -	$ -	$ -
Connecting Link Project	$ -	$ -	$ -	$ -	$ 112,551	$ -	$ -	$ -	$ -	$ -
Queen Street - Brunswick to Water	$ -	$ -	$ -	$ -	$ 225,102	$ -	$ -	$ -	$ -	$ -
Water Street - Parkview to Queen	$ -	$ -	$ -	$ -	$ -	$ 539,062	$ -	$ -	$ -	$ -
Birmingham Street - Cambria to Daly	$ -	$ -	$ -	$ -	$ -	$ 347,782	$ -	$ -	$ -	$ -
Stratford Street - St. David to Cambria	$ -	$ -	$ -	$ -	$ -	$ 521,673	$ -	$ -	$ -	$ -
Douglas Street - Huntingdon to John	$ -	$ -	$ -	$ -	$ -	$ 463,710	$ -	$ -	$ -	$ -
East Gore Street - Taylor to Borden	$ -	$ -	$ -	$ -	$ -	$ -	$ 382,097	$ -	$ -	$ -
Romeo Street - Ontario to Brunswick	$ -	$ -	$ -	$ -	$ -	$ -	$ 340,305	$ -	$ -	$ -
Woods Street - Birmingham to St. Vincent	$ -	$ -	$ -	$ -	$ -	$ -	$ 358,216	$ -	$ -	$ -
West Gore - St. Vincent to John	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 676,431	$ -	$ -
John Street storm - West Gore to Cambria	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 61,494	$ -	$ -
Grange Street - Waterloo to Front	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 737,924	$ -	$ -
Laurier Street - East Gore to Norfolk	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 399,709	$ -	$ -
Avon Street - Avondale to McLagan	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 715,725	$ -
Cobourg Street - Waterloo to Front	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 943,744	$ -
Welll Street - Brunswick to Regent	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 126,677	$ -
Brunswick Street - Front to Queen	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 195,716
Douglas Street - Forman to Huntingdon	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 756,768
Norfolk Street - Downie to Borden	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$1,304,773
Short Street - Matilda to O'Loane	$ -	$ -	$ -	$ 315,685	$ -	$ -	$ -	$ -	$ -	$ -
McCarthy Road - Orr to O'Loane	$ -	$ 541,450	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Capital Expenditures	**$3,825,000**	**$3,857,020**	**$2,782,741**	**$3,814,597**	**$1,982,021**	**$3,518,397**	**$1,467,490**	**$3,631,818**	**$2,206,713**	**$4,261,389**
Capital Financing										
External Contributions	$ 142,400	$ 220,008	$ 292,702	$ 77,802	$ -	$ -	$ -	$ -	$ -	$ -
Development Charges	$ -	$ 335,450	$ -	$ 195,486	$ -	$ -	$ -	$ -	$ -	$ -
Non-Growth Related Debenture Requirements	$ -	$1,230,795	$ 690,736	$1,305,914	$ -	$ -	$ -	$ -	$ -	$ -
Growth Related Debenture Requirements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Operating Contributions (Capital From Current)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Capital Reserve	$3,682,600	$2,070,767	$1,799,302	$2,235,396	$1,982,021	$3,518,397	$1,467,490	$3,631,818	$2,206,713	$4,261,389
Total Capital Financing	**$3,825,000**	**$3,857,020**	**$2,782,741**	**$3,814,597**	**$1,982,021**	**$3,518,397**	**$1,467,490**	**$3,631,818**	**$2,206,713**	**$4,261,389**

Appendix C-2

2025-2034 Capital Forecast - Wastewater

Appendix C-2: 2025-2034 Capital Forecast - Wastewater

Wastewater 2025 - 2034 Capital Forecast										
Project Description	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Water Pollution Control Plant Improvements	$ 420,000	$ 437,750	$ 456,187	$ 480,800	$ 506,479	$ 533,266	$ 561,205	$ 590,339	$ 620,717	$ 652,387
Basement Isolation	$ 30,000	$ 31,930	$ 33,949	$ 36,060	$ 38,267	$ 40,575	$ 42,986	$ 45,505	$ 48,137	$ 50,886
Miscellaneous Sanitary Repairs	$ 30,000	$ 31,930	$ 33,949	$ 36,060	$ 38,267	$ 40,575	$ 42,986	$ 45,505	$ 48,137	$ 50,886
Sanitary Relining Subsidy	$ 50,000	$ 52,530	$ 55,167	$ 57,915	$ 60,777	$ 63,760	$ 66,867	$ 70,103	$ 73,473	$ 76,982
Pumping Station Upgrades	$ 100,000	$ 105,060	$ 110,334	$ 115,829	$ 121,555	$ 127,520	$ 133,734	$ 140,206	$ 146,945	$ 153,963
Pumping Station Security Upgrades	$ 55,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Pumping Station Magnetic Flow Meters	$ 75,000	$ 77,250	$ 79,568	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Pumping Station Maintenance Program	$ 75,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WPCP Aeration Piping and Valves	$ -	$ 566,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WPCP Sludge Storage Clean Out	$ 120,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WPCP Aeration Sluice Gates	$ -	$ 185,400	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WPCP Grit Removal System	$ -	$1,545,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WPCP New Aeration Blower	$ -	$ -	$ 212,180	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WPCP SCADA Replacements	$ -	$ -	$ 106,090	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WPCP Sludge Storage Upgrades	$ -	$ -	$ -	$2,185,454	$ -	$ 5,796,370	$ -	$ -	$ -	$ -
WPCP Bar Screen Strategies	$ -	$ -	$ -	$ -	$ 225,102	$ -	$ -	$ -	$ -	$ -
Digester Concrete repairs	$ 90,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Digester Cover	$1,583,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Diagester Coating and insulation	$ 503,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Digester Hydraulic Mixing System	$ 400,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Digester Process compliance	$ 100,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitary Master Plan Update 2022 CF	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
O'Loane Ave. Trunk Sanitary Phase 1	$2,290,000	$2,060,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Ontario St Sanitary Upgrade East of CHMeier	$ -	$ 824,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Quinlan Sanitary Pumping Station and Forcemain, Phase	$ -	$ -	$ -	$ -	$ 450,204	$ -	$ -	$ -	$ -	$ -
Tertiary Filter Upgrade WPCP	$ -	$ -	$ -	$ -	$ 326,398	$ 2,967,742	$ -	$ -	$ -	$ -
Huron Street Sanitary Extension west	$ -	$ -	$ -	$ -	$ -	$ -	$1,313,458	$ -	$ -	$ -
Ontario Street Sanitary Extension	$ -	$ 412,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Linear Infrastructure	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Asphalt Resurfacing	$ 100,000	$ 103,000	$ 106,090	$ 109,273	$ 112,551	$ 115,927	$ 119,405	$ 122,987	$ 126,677	$ 130,477
Sewer Relining	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Watermain Relining	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Albert Street Reconstruction 2024	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Moderwell Street - Local Improvement	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Avondale Avenue - Hibernia to Cemetery	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2023 Carryover - Albert Street Reconstruction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2023 Carryover - Connecting Link Resurfacing-Ontario/Erl	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Avondale and Avon Reconstruction	$ 670,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lorne Downie Intersection	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Huron Street Phase 2 - John to Matilda	$ 374,603	$ 438,159	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
East Gore Watermain Looping	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Daly Ave with Birmingham to Worsley	$ -	$ 484,100	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Queen Street- Regent to Brunswick	$ -	$ 365,650	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Mowat Street - West Gore to Brydges	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Brunswick Street - Queen to King	$ -	$ -	$ 397,838	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Perth Street - Downie to Taylor	$ -	$ -	$ 371,315	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Connecting Link Project - Ontario Downtown	$ -	$ -	$ 408,447	$ -	$ -	$ -	$ -	$ -	$ -	$ -
North Street - Lakeside to Water	$ -	$ -	$ 148,526	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Relining	$ -	$ -	$ -	$ 993,388	$ -	$ 1,194,404	$ -	$1,267,143	$ -	$1,344,312
McDonald Street - Willow to Devon	$ -	$ -	$ -	$ 327,818	$ -	$ -	$ -	$ -	$ -	$ -
Jones Street - Caledonia to Brittania	$ -	$ -	$ -	$ 322,354	$ -	$ -	$ -	$ -	$ -	$ -
Norfolk Street - Borden to Romeo	$ -	$ -	$ -	$ 622,854	$ -	$ -	$ -	$ -	$ -	$ -
Mercer Street - Caledonia to Brittania	$ -	$ -	$ -	$ 327,818	$ -	$ -	$ -	$ -	$ -	$ -
Perth Street - Taylor to Borden	$ -	$ -	$ -	$ -	$ 540,244	$ -	$ -	$ -	$ -	$ -
Brunswick Street - King to Romeo	$ -	$ -	$ -	$ -	$ 416,438	$ -	$ -	$ -	$ -	$ -
Connecting Link Project	$ -	$ -	$ -	$ -	$ 112,551	$ -	$ -	$ -	$ -	$ -
Queen Street - Brunswick to Water	$ -	$ -	$ -	$ -	$ 123,806	$ -	$ -	$ -	$ -	$ -
Water Street - Parkview to Queen	$ -	$ -	$ -	$ -	$ -	$ 405,746	$ -	$ -	$ -	$ -
Birmingham Street - Cambria to Daly	$ -	$ -	$ -	$ -	$ -	$ 197,077	$ -	$ -	$ -	$ -
Stratford Street - St. David to Cambria	$ -	$ -	$ -	$ -	$ -	$ 405,746	$ -	$ -	$ -	$ -
Douglas Street - Huntingdon to John	$ -	$ -	$ -	$ -	$ -	$ 463,710	$ -	$ -	$ -	$ -
East Gore Street - Taylor to Borden	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Romeo Street - Ontario to Brunswick	$ -	$ -	$ -	$ -	$ -	$ -	$ 465,680	$ -	$ -	$ -
Woods Street - Birmingham to St. Vincent	$ -	$ -	$ -	$ -	$ -	$ -	$ 179,108	$ -	$ -	$ -
West Gore - St. Vincent to John	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 553,443	$ -	$ -
John Street storm - West Gore to Cambria	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 61,494	$ -	$ -
Grange Street - Waterloo to Front	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 418,157	$ -	$ -
Laurier Street - East Gore to Norfolk	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 338,215	$ -	$ -
Avon Street - Avondale to McLagan	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 595,382	$ -
Cobourg Street - Waterloo to Front	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 899,407	$ -
Welll Street - Brunswick to Regent	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 126,677	$ -
Brunswick Street - Front to Queen	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 195,716
Douglas Street - Forman to Huntingdon	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 587,148
Norfolk Street - Downie to Borden	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$1,109,057
Total Capital Expenditures	**$7,065,603**	**$7,720,259**	**$2,519,638**	**$5,615,623**	**$3,072,639**	**$12,352,417**	**$2,925,428**	**$3,653,098**	**$2,685,553**	**$4,351,814**
Capital Financing										
External Contributions	$ -	$ 283,250	$ -	$ -	$ -	$ -	$ 328,364	$ -	$ -	$ -
Development Charges	$2,198,400	$1,964,149	$ -	$ -	$ 776,601	$ 2,967,742	$1,105,990	$ -	$ -	$ -
Non-Growth Related Debenture Requirements	$ -	$ 624,635	$ -	$2,611,924	$ -	$ 5,049,670	$ -	$ -	$ -	$ -
Growth Related Debenture Requirements	$ -	$ 694,281	$ -	$ -	$ -	$ -	$ 10,449	$ -	$ -	$ -
Wastewater Capital Reserve	$4,867,203	$4,153,944	$2,519,638	$3,003,699	$2,296,038	$ 4,335,005	$1,480,625	$3,653,098	$2,685,553	$4,351,814
Total Capital Financing	**$7,065,603**	**$7,720,259**	**$2,519,638**	**$5,615,623**	**$3,072,639**	**$12,352,417**	**$2,925,428**	**$3,653,098**	**$2,685,553**	**$4,351,814**

Appendix D

2025-2034 Water and Wastewater Debt Continuity Schedule

Appendix D: Water and Wastewater Debt Continuity Schedules (2025-2034)

Table D-1

Water Service Non Growth-Related Debt	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	$ -	$ -	$ 1,230,795	$ 1,878,009	$ 3,114,452	$ 2,996,371	$ 2,874,158	$ 2,747,667	$ 2,616,749	$ 2,481,248
New Debt	$ -	$ 1,230,795	$ 690,736	$ 1,305,914	$ -	$ -	$ -	$ -	$ -	$ -
Principal Repayment	$ -	$ -	$ 43,522	$ 69,471	$ 118,081	$ 122,214	$ 126,491	$ 130,918	$ 135,500	$ 140,243
Interest Payment	$ -	$ -	$ 43,078	$ 65,730	$ 109,006	$ 104,873	$ 100,596	$ 96,168	$ 91,586	$ 86,844
Closing Balance	**$ -**	**$ 1,230,795**	**$ 1,878,009**	**$ 3,114,452**	**$ 2,996,371**	**$ 2,874,158**	**$ 2,747,667**	**$ 2,616,749**	**$ 2,481,248**	**$ 2,341,006**

(Note: There is no projected growth-related debt for water)

Table D-2

Wastewater Service Non Growth-Related Debt	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	$17,248,724	$15,061,608	$13,486,645	$11,352,633	$11,802,120	$ 9,913,507	$13,057,049	$11,133,640	$ 9,862,355	$ 9,241,460
New Debt	$ -	$ 624,635	$ -	$ 2,611,924	$ -	$ 5,049,670	$ -	$ -	$ -	$ -
Principal Repayment	$ 2,187,116	$ 2,199,597	$ 2,134,012	$ 2,162,437	$ 1,888,613	$ 1,906,128	$ 1,923,409	$ 1,271,285	$ 620,895	$ 415,902
Interest Payment	$ 544,755	$ 479,661	$ 414,014	$ 362,145	$ 298,126	$ 238,469	$ 179,047	$ 119,196	$ 83,282	$ 57,134
Closing Balance	**$15,061,608**	**$13,486,645**	**$11,352,633**	**$11,802,120**	**$ 9,913,507**	**$13,057,049**	**$11,133,640**	**$ 9,862,355**	**$ 9,241,460**	**$ 8,825,558**

Table D-3

Wastewater Service Growth-Related Debt	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	$ -	$ -	$ 694,281	$ 669,730	$ 644,321	$ 618,022	$ 590,802	$ 573,079	$ 543,551	$ 512,990
New Debt	$ -	$ 694,281	$ -	$ -	$ -	$ -	$ 10,449	$ -	$ -	$ -
Principal Repayment	$ -	$ -	$ 24,551	$ 25,410	$ 26,299	$ 27,220	$ 28,172	$ 29,528	$ 30,561	$ 31,631
Interest Payment	$ -	$ -	$ 24,300	$ 23,441	$ 22,551	$ 21,631	$ 20,678	$ 20,058	$ 19,024	$ 17,955
Closing Balance	**$ -**	**$ 694,281**	**$ 669,730**	**$ 644,321**	**$ 618,022**	**$ 590,802**	**$ 573,079**	**$ 543,551**	**$ 512,990**	**$ 481,359**

Appendix E

2025-2034 Water and Wastewater Reserve and Reserve Fund Projections

Appendix E: Water and Wastewater Reserve and Reserve Fund Projections (2025-2034)

Table E-1

City of Stratford
Water Service
Water Capital Reserve

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	$3,071,299	$1,134,318	$ 506,250	$ 506,250	$ 506,250	$1,205,932	$ 591,107	$2,288,186	$2,069,290	$3,534,325
Transfer from Operating	$1,191,615	$1,436,449	$1,793,052	$2,229,146	$2,666,815	$2,896,273	$3,136,321	$3,387,374	$3,628,115	$3,879,438
Transfer from Operating Reserve	$ 700,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Capital	$3,682,600	$2,070,767	$1,799,302	$2,235,396	$1,982,021	$3,518,397	$1,467,490	$3,631,818	$2,206,713	$4,261,389
Transfer to Operating	$ 160,000									
Closing Balance	**$1,120,314**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$1,191,044**	**$ 583,809**	**$2,259,937**	**$2,043,743**	**$3,490,691**	**$3,152,373**
Interest	$ 14,004	$ 6,250	$ 6,250	$ 6,250	$ 14,888	$ 7,298	$ 28,249	$ 25,547	$ 43,634	$ 39,405
Reserve Balance as a Percent of 10 Year Average Capital Program	**36%**	**16%**	**16%**	**16%**	**38%**	**19%**	**72%**	**65%**	**111%**	**101%**

Table E-2

City of Stratford
Water Service
Water Development Charges Reserve Fund

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	$ 502,461	$ 590,462	$ 342,372	$ 433,348	$ 330,134	$ 426,237	$ 526,301	$ 630,458	$ 738,844	$ 832,778
Development Charge Proceeds	$ 80,711	$ 83,133	$ 85,627	$ 88,195	$ 90,841	$ 93,566	$ 96,373	$ 99,265	$ 83,652	$ 86,162
Transfer to Capital		$ 335,450		$ 195,486						
Transfer to Operating	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Closing Balance	**$ 583,173**	**$ 338,145**	**$ 427,998**	**$ 326,058**	**$ 420,975**	**$ 519,804**	**$ 622,675**	**$ 729,723**	**$ 822,496**	**$ 918,939**
Interest	$ 7,290	$ 4,227	$ 5,350	$ 4,076	$ 5,262	$ 6,498	$ 7,783	$ 9,122	$ 10,281	$ 11,487

Table E-3

Water Service
2025 - 2034 Rate Stabilization Reserve

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Stabilization Reserve Opening Balanc	$1,229,912	$ 529,912	$ 529,912	$ 529,912	$ 529,912	$ 529,912	$ 529,912	$ 529,912	$ 529,912	$ 529,912
Contributions from Operating Budget	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Contributions to Capital Reserve	$ 700,000									
Contributions to Operating Budget										
Closing Balance	**$ 529,912**	**$ 529,912**	**$ 529,912**	**$ 529,912**	**$ 529,912**	**$ 529,912**	**$ 529,912**	**$ 529,912**	**$ 529,912**	**$ 529,912**
Percent of Net Operating Expenditures	**8.4%**	**7.7%**	**7.2%**	**6.6%**	**6.1%**	**5.9%**	**5.7%**	**5.5%**	**5.3%**	**5.1%**

Appendix E: Water and Wastewater Reserve and Reserve Fund Projections (2025-2034)

Table E-4

City of Stratford Wastewater Service Wastewater Capital Reserve										
Description	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Opening Balance	$ 4,208,752	$ 2,294,712	$ 506,250	$ 627,994	$ 506,250	$ 1,456,155	$ 506,250	$ 2,228,806	$ 2,606,741	$ 4,755,686
Transfer from Operating	$ 2,560,483	$ 2,359,232	$ 2,633,629	$ 2,875,705	$ 3,227,966	$ 3,378,850	$ 3,175,665	$ 3,998,851	$ 4,775,785	$ 5,169,976
Transfer from Operating Reserve	$ 800,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Capital	$ 4,867,203	$ 4,153,944	$ 2,519,638	$ 3,003,699	$ 2,296,038	$ 4,335,005	$ 1,480,625	$ 3,653,098	$ 2,685,553	$ 4,351,814
Transfer to Operating	$ 435,650									
Closing Balance	**$ 2,266,382**	**$ 500,000**	**$ 620,241**	**$ 500,000**	**$ 1,438,178**	**$ 500,000**	**$ 2,201,290**	**$ 2,574,559**	**$ 4,696,974**	**$ 5,573,848**
Interest	28,330	6,250	7,753	6,250	17,977	6,250	27,516	32,182	58,712	69,673
Reserve Balance as a Percent of 10-Year Average Capital Program	**44%**	**10%**	**12%**	**10%**	**28%**	**10%**	**42%**	**50%**	**90%**	**107%**

Table E-5

City of Stratford Wastewater Service Wastewater Development Charges Reserve Fund										
Description	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Opening Balance	$ 2,335,443	$ 1,043,633	$ -	$ 910,523	$ 1,861,227	$ 2,067,169	$ 87,709	$ -	$ 1,062,679	$ 1,963,605
Development Charge Proceeds	893,705	920,517	948,132	976,576	1,005,873	1,036,050	1,067,131	1,099,145	926,270	954,058
Transfer to Capital	$ 2,198,400	$ 1,964,149			$ 776,601	$ 2,967,742	$ 1,105,990			
Transfer to Operating	$ -	$ -	$ 48,850	$ 48,850	$ 48,850	$ 48,850	$ 48,850	$ 49,586	$ 49,586	$ 49,586
Closing Balance	**$ 1,030,748**	**$ -**	**$ 899,282**	**$ 1,838,248**	**$ 2,041,648**	**$ 86,626**	**$ -**	**$ 1,049,559**	**$ 1,939,363**	**$ 2,868,077**
Interest	$ 12,884	$ -	$ 11,241	$ 22,978	$ 25,521	$ 1,083	$ -	$ 13,119	$ 24,242	$ 35,851

Table E-6

Wastewater Service 2025 - 2034 Rate Stabilization Reserve										
	2025	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Stabilization Reserve Opening Balanc	$ 1,442,105	$ 642,105	$ 642,105	$ 642,105	$ 642,105	$ 642,105	$ 642,105	$ 642,105	$ 642,105	$ 642,105
Contributions from Operating Budget	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Contributions to Capital Reserve	$ 800,000									
Contributions to Operating Budget										
Closing Balance	**$ 642,105**	**$ 642,105**	**$ 642,105**	**$ 642,105**	**$ 642,105**	**$ 642,105**	**$ 642,105**	**$ 642,105**	**$ 642,105**	**$ 642,105**
Percent of Net Operating Expenditures	7.7%	7.4%	7.2%	7.0%	6.8%	6.7%	6.5%	6.4%	6.3%	6.2%

Appendix F

2025-2034 Operating Budget Forecast
Water

Appendix F: Water Operating Budget Forecast (2025-2034)

City of Stratford Water Service Operating Budget Forecast Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Operating Expenditures										
WATER ADMINISTRATION	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
G-350-4300-2100 F.T. SALARIES & WAGES	$ 732,240	$ 746,885	$ 761,822	$ 777,059	$ 792,600	$ 808,452	$ 824,621	$ 841,114	$ 857,936	$ 875,095
G-350-4300-2500 F.T. BENEFITS---F.T. Benefits & Employer Costs	$ 248,510	$ 253,480	$ 258,550	$ 263,721	$ 268,995	$ 274,375	$ 279,863	$ 285,460	$ 291,169	$ 296,992
G-350-4300-2700 OTHER PAYROLL EXPENSES	$ 750	$ 765	$ 780	$ 796	$ 812	$ 828	$ 845	$ 862	$ 879	$ 896
G-350-4300-3010 CLOTHING	$ 8,400	$ 8,568	$ 8,739	$ 8,914	$ 9,092	$ 9,274	$ 9,460	$ 9,649	$ 9,842	$ 10,039
G-350-4300-3050 MATERIALS	$ 2,600	$ 2,652	$ 2,705	$ 2,759	$ 2,814	$ 2,871	$ 2,928	$ 2,987	$ 3,046	$ 3,107
G-350-4300-3070 OFFICE SUPPLIES	$ 800	$ 816	$ 832	$ 849	$ 866	$ 883	$ 901	$ 919	$ 937	$ 956
G-350-4300-3090 PHOTOCOPIER LEASE---Copier/Printer Lease	$ 390	$ 398	$ 406	$ 414	$ 422	$ 431	$ 439	$ 448	$ 457	$ 466
G-350-4300-3100 POSTAGE	$ 400	$ 408	$ 416	$ 424	$ 433	$ 442	$ 450	$ 459	$ 469	$ 478
G-350-4300-3110 PRINTING	$ 250	$ 255	$ 260	$ 265	$ 271	$ 276	$ 282	$ 287	$ 293	$ 299
G-350-4300-3120 MEALS & MEETING COSTS	$ 1,800	$ 1,836	$ 1,873	$ 1,910	$ 1,948	$ 1,987	$ 2,027	$ 2,068	$ 2,109	$ 2,151
G-350-4300-4010 ADVERTISING	$ 2,500	$ 2,550	$ 2,601	$ 2,653	$ 2,706	$ 2,760	$ 2,815	$ 2,872	$ 2,929	$ 2,988
G-350-4300-4020 SERVICE CONTRACTS	$ 4,000	$ 4,080	$ 4,162	$ 4,245	$ 4,330	$ 4,416	$ 4,505	$ 4,595	$ 4,687	$ 4,780
G-350-4300-4040 CONSULTANTS	$ 15,600	$ 15,912	$ 16,230	$ 16,555	$ 16,886	$ 17,224	$ 17,568	$ 17,919	$ 18,278	$ 18,643
G-350-4300-4050 CONTRACTORS	$ 687,050	$ 700,791	$ 714,807	$ 729,103	$ 743,685	$ 758,559	$ 773,730	$ 789,204	$ 804,989	$ 821,088
G-350-4300-4060 COURIER/FREIGHT	$ 200	$ 204	$ 208	$ 212	$ 216	$ 221	$ 225	$ 230	$ 234	$ 239
G-350-4300-4090 LEGAL	$ 500	$ 510	$ 520	$ 531	$ 541	$ 552	$ 563	$ 574	$ 586	$ 598
G-350-4300-4097 MEMBERSHIPS	$ 4,400	$ 4,488	$ 4,578	$ 4,669	$ 4,763	$ 4,858	$ 4,955	$ 5,054	$ 5,155	$ 5,258
G-350-4300-4101 CONSERVATION AUTHORITY LEVY	$ 815,750	$ 832,065	$ 848,706	$ 865,680	$ 882,994	$ 900,654	$ 918,667	$ 937,040	$ 955,781	$ 974,897
G-350-4300-4142 TRAINING - EXPENSES	$ 36,700	$ 37,434	$ 38,183	$ 38,946	$ 39,725	$ 40,520	$ 41,330	$ 42,157	$ 43,000	$ 43,860
G-350-4300-5062 PROPERTY TAXES	$ 74,753	$ 76,248	$ 77,773	$ 79,328	$ 80,915	$ 82,533	$ 84,184	$ 85,868	$ 87,585	$ 89,337
G-350-4300-7901 INTERFUNCTIONAL IT SUPPORT	$ 72,658	$ 74,111	$ 75,593	$ 77,105	$ 78,647	$ 80,220	$ 81,825	$ 83,461	$ 85,130	$ 86,833
G-350-4300-7902 INTERFUNCTIONAL ADMIN SERVICES	$ 317,332	$ 323,679	$ 330,152	$ 336,755	$ 343,490	$ 350,360	$ 357,367	$ 364,515	$ 371,805	$ 379,241
G-350-4300-7903 INTERFUNCTIONAL MAINTENANCE	$ 2,830	$ 2,887	$ 2,944	$ 3,003	$ 3,063	$ 3,125	$ 3,187	$ 3,251	$ 3,316	$ 3,382
G-350-4300-7906 INTERFUNCTIONAL INSURANCE	$ 48,869	$ 49,846	$ 50,843	$ 51,860	$ 52,897	$ 53,955	$ 55,034	$ 56,135	$ 57,258	$ 58,403
G-350-4300-7907 INTERFUNCTIONAL TELEPHONE	$ 8,630	$ 8,803	$ 8,979	$ 9,158	$ 9,341	$ 9,528	$ 9,719	$ 9,913	$ 10,111	$ 10,314
G-350-4300-9010 OFFICE EQUIPMENT& FURNISHINGS	$ 500	$ 510	$ 520	$ 531	$ 541	$ 552	$ 563	$ 574	$ 586	$ 598
G-350-4300-9040 TOOLS & SMALL EQUIPMENT	$ 8,500	$ 8,670	$ 8,843	$ 9,020	$ 9,201	$ 9,385	$ 9,572	$ 9,764	$ 9,959	$ 10,158
4325 WATER SUPPLY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
G-350-4325-2100 F.T. SALARIES & WAGES	$ 189,050	$ 192,831	$ 196,688	$ 200,621	$ 204,634	$ 208,726	$ 212,901	$ 217,159	$ 221,502	$ 225,932
G-350-4325-2500 F.T. BENEFITS---F.T. Benefits & Employer Costs	$ 59,400	$ 60,588	$ 61,800	$ 63,036	$ 64,296	$ 65,582	$ 66,894	$ 68,232	$ 69,597	$ 70,988
G-350-4325-3040 HYDRO	$ 285,000	$ 290,700	$ 296,514	$ 302,444	$ 308,493	$ 314,663	$ 320,956	$ 327,375	$ 333,923	$ 340,601
G-350-4325-3050 MATERIALS	$ 190,000	$ 193,800	$ 197,676	$ 201,630	$ 205,662	$ 209,775	$ 213,971	$ 218,250	$ 222,615	$ 227,068
G-350-4325-3140 REPAIRS & MAINTENANCE - BUILDINGS & EQUIPMENT	$ 20,000	$ 20,400	$ 20,808	$ 21,224	$ 21,649	$ 22,082	$ 22,523	$ 22,974	$ 23,433	$ 23,902
G-350-4325-3180 VEHICLE - FUEL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
G-350-4325-4020 SERVICE CONTRACTS	$ 105,000	$ 107,100	$ 109,242	$ 111,427	$ 113,655	$ 115,928	$ 118,247	$ 120,612	$ 123,024	$ 125,485
G-350-4325-4040 CONSULTANTS	$ 5,000	$ 5,100	$ 5,202	$ 5,306	$ 5,412	$ 5,520	$ 5,631	$ 5,743	$ 5,858	$ 5,975
G-350-4325-4050 CONTRACTORS	$ 20,000	$ 20,400	$ 20,808	$ 21,224	$ 21,649	$ 22,082	$ 22,523	$ 22,974	$ 23,433	$ 23,902
G-350-4325-4060 COURIER/FREIGHT	$ 300	$ 306	$ 312	$ 318	$ 325	$ 331	$ 338	$ 345	$ 351	$ 359
4350 WATER DISTRIBUTION	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
G-350-4350-2100 F.T. SALARIES & WAGES	$ 557,750	$ 568,905	$ 580,283	$ 591,889	$ 603,727	$ 615,801	$ 628,117	$ 640,679	$ 653,493	$ 666,563
G-350-4350-2110 P.T. SALARIES & WAGES	$ 62,440	$ 63,689	$ 64,963	$ 66,262	$ 67,587	$ 68,939	$ 70,318	$ 71,724	$ 73,158	$ 74,622
G-350-4350-2500 F.T. BENEFITS---F.T. Benefits & Employer Costs	$ 174,540	$ 178,031	$ 181,591	$ 185,223	$ 188,928	$ 192,706	$ 196,560	$ 200,492	$ 204,501	$ 208,591
G-350-4350-2510 P.T. BENEFITS---P.T. Benefits & Employer Costs	$ 12,180	$ 12,424	$ 12,672	$ 12,926	$ 13,184	$ 13,448	$ 13,717	$ 13,991	$ 14,271	$ 14,556
G-350-4350-3040 HYDRO	$ 7,500	$ 7,650	$ 7,803	$ 7,959	$ 8,118	$ 8,281	$ 8,446	$ 8,615	$ 8,787	$ 8,963
G-350-4350-3050 MATERIALS	$ 220,000	$ 224,400	$ 228,888	$ 233,466	$ 238,135	$ 242,898	$ 247,756	$ 252,711	$ 257,765	$ 262,920
G-350-4350-4020 SERVICE CONTRACTS	$ 10,000	$ 10,200	$ 10,404	$ 10,612	$ 10,824	$ 11,041	$ 11,262	$ 11,487	$ 11,717	$ 11,951
G-350-4350-4050 CONTRACTORS	$ 67,500	$ 68,850	$ 70,227	$ 71,632	$ 73,064	$ 74,525	$ 76,016	$ 77,536	$ 79,087	$ 80,669
G-350-4350-7820 TRANSFER TO RESERVE FUNDS	$ 90,700	$ 92,514	$ 94,364	$ 96,252	$ 98,177	$ 100,140	$ 102,143	$ 104,186	$ 106,270	$ 108,395
G-350-4350-7903 INTERFUNCTIONAL MAINTENANCE	$ 60,000	$ 61,200	$ 62,424	$ 63,672	$ 64,946	$ 66,245	$ 67,570	$ 68,921	$ 70,300	$ 71,706
G-350-4350-7905 INTERFUNCTIONAL FLEET	$ 80,350	$ 81,957	$ 83,596	$ 85,268	$ 86,973	$ 88,713	$ 90,487	$ 92,297	$ 94,143	$ 96,026
Sub Total Operating Expenditures	$ 5,313,622	$ 5,419,894	$ 5,528,292	$ 5,638,858	$ 5,751,635	$ 5,866,668	$ 5,984,001	$ 6,103,681	$ 6,225,755	$ 6,350,270
Capital-Related										
Existing Debt (Principal) - Non-Growth Related	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Existing Debt (Interest) - Non-Growth Related	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Non-Growth Related Debt (Principal)	$ -	$ -	$ 43,522	$ 69,471	$ 118,081	$ 122,214	$ 126,491	$ 130,918	$ 135,500	$ 140,243
New Non-Growth Related Debt (Interest)	$ -	$ -	$ 43,078	$ 65,730	$ 109,006	$ 104,873	$ 100,596	$ 96,168	$ 91,586	$ 86,844
Transfer to Capital Reserves and Reserve Funds	$ 1,191,615	$ 1,436,449	$ 1,793,052	$ 2,229,146	$ 2,666,815	$ 2,896,273	$ 3,136,321	$ 3,387,374	$ 3,628,115	$ 3,879,438
Sub Total Capital Related Expenditures	$ 1,191,615	$ 1,436,449	$ 1,879,652	$ 2,364,347	$ 2,893,902	$ 3,123,360	$ 3,363,407	$ 3,614,461	$ 3,855,201	$ 4,106,524
Total Expenditures	$ 6,505,237	$ 6,856,343	$ 7,407,944	$ 8,003,205	$ 8,645,537	$ 8,990,028	$ 9,347,408	$ 9,718,142	$10,080,956	$10,456,795
Non-Rate Revenues										
User Fees	$ 2,640	$ 2,693	$ 2,747	$ 2,802	$ 2,858	$ 2,915	$ 2,973	$ 3,033	$ 3,093	$ 3,155
Recoverables	$ 10,000	$ 10,200	$ 10,404	$ 10,612	$ 10,824	$ 11,041	$ 11,262	$ 11,487	$ 11,717	$ 11,951
Total-Non Rate Revenues	$ 12,640	$ 12,893	$ 13,151	$ 13,414	$ 13,682	$ 13,956	$ 14,235	$ 14,519	$ 14,810	$ 15,106
Operating Subsidies										
Contributions from Development Charges Reserve Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Contributions from Capital Reserve	$ 160,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Total Operating Revenue	$ 172,640	$ 12,893	$ 13,151	$ 13,414	$ 13,682	$ 13,956	$ 14,235	$ 14,519	$ 14,810	$ 15,106
Net Water Costs To Be Recovered From Users	**$ 6,332,597**	**$ 6,843,450**	**$ 7,394,794**	**$ 7,989,792**	**$ 8,631,855**	**$ 8,976,072**	**$ 9,333,174**	**$ 9,703,623**	**$10,066,147**	**$10,441,689**

Appendix G

2025-2034 Operating Budget Forecast
Wastewater

Appendix G: Wastewater Operating Budget Forecast (2025-2034)

City of Stratford
Wastewater Service
Operating Budget Forecast

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Operating Expenditures										
SANITARY ADMINISTRATION	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
G-330-4100-2700 OTHER PAYROLL EXPENSES	$ 400	$ 408	$ 416	$ 424	$ 433	$ 442	$ 450	$ 459	$ 469	$ 478
G-330-4100-3010 CLOTHING	$ 4,200	$ 4,284	$ 4,370	$ 4,457	$ 4,546	$ 4,637	$ 4,730	$ 4,824	$ 4,921	$ 5,019
G-330-4100-3050 MATERIALS	$ 3,000	$ 3,060	$ 3,121	$ 3,184	$ 3,247	$ 3,312	$ 3,378	$ 3,446	$ 3,515	$ 3,585
G-330-4100-4020 SERVICE CONTRACTS	$ 5,400	$ 5,508	$ 5,618	$ 5,731	$ 5,845	$ 5,962	$ 6,081	$ 6,203	$ 6,327	$ 6,453
G-330-4100-4142 TRAINING - EXPENSES	$ 8,500	$ 8,670	$ 8,843	$ 9,020	$ 9,201	$ 9,385	$ 9,572	$ 9,764	$ 9,959	$ 10,158
G-330-4100-5062 PROPERTY TAXES	$ 166,127	$ 169,450	$ 172,839	$ 176,295	$ 179,821	$ 183,418	$ 187,086	$ 190,828	$ 194,644	$ 198,537
G-330-4100-7901 INTERFUNCTIONAL IT SUPPORT	$ 30,274	$ 30,879	$ 31,497	$ 32,127	$ 32,770	$ 33,425	$ 34,093	$ 34,775	$ 35,471	$ 36,180
G-330-4100-7906 INTERFUNCTIONAL INSURANCE	$ 69,460	$ 70,849	$ 72,266	$ 73,712	$ 75,186	$ 76,689	$ 78,223	$ 79,788	$ 81,383	$ 83,011
G-330-4100-9040 TOOLS & SMALL EQUIPMENT	$ 5,000	$ 5,100	$ 5,202	$ 5,306	$ 5,412	$ 5,520	$ 5,631	$ 5,743	$ 5,858	$ 5,975
4125 SANITARY TREATMENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
G-330-4125-3040 HYDRO	$ 350,000	$ 357,000	$ 364,140	$ 371,423	$ 378,851	$ 386,428	$ 394,157	$ 402,040	$ 410,081	$ 418,282
G-330-4125-4020 SERVICE CONTRACTS	$ 1,300	$ 1,326	$ 1,353	$ 1,380	$ 1,407	$ 1,435	$ 1,464	$ 1,493	$ 1,523	$ 1,554
G-330-4125-4040 CONSULTANTS	$ 80,000	$ 81,600	$ 83,232	$ 84,897	$ 86,595	$ 88,326	$ 90,093	$ 91,895	$ 93,733	$ 95,607
G-330-4125-4050 CONTRACTORS - OCWA	$ 999,000	$ 1,018,980	$ 1,039,360	$ 1,060,147	$ 1,081,350	$ 1,102,977	$ 1,125,036	$ 1,147,537	$ 1,170,488	$ 1,193,897
G-330-4125-4090 LEGAL	$ 5,000	$ 5,100	$ 5,202	$ 5,306	$ 5,412	$ 5,520	$ 5,631	$ 5,743	$ 5,858	$ 5,975
G-330-4125-4104 SLUDGE SERVICES	$ 152,000	$ 155,040	$ 158,141	$ 161,304	$ 164,530	$ 167,820	$ 171,177	$ 174,600	$ 178,092	$ 181,654
4150 SANITARY COLLECTION	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
G-330-4150-2100 F.T. SALARIES & WAGES	$ 801,670	$ 817,703	$ 834,057	$ 850,739	$ 867,753	$ 885,108	$ 902,811	$ 920,867	$ 939,284	$ 958,070
G-330-4150-2500 F.T. BENEFITS---F.T. Benefits & Employer Costs	$ 270,620	$ 276,032	$ 281,553	$ 287,184	$ 292,928	$ 298,786	$ 304,762	$ 310,857	$ 317,074	$ 323,416
G-330-4150-3040 HYDRO	$ 41,200	$ 42,024	$ 42,864	$ 43,722	$ 44,596	$ 45,488	$ 46,398	$ 47,326	$ 48,272	$ 49,238
G-330-4150-3045 WATER / SEWAGE	$ 880	$ 898	$ 916	$ 934	$ 953	$ 972	$ 991	$ 1,011	$ 1,031	$ 1,052
G-330-4150-3050 MATERIALS	$ 40,000	$ 40,800	$ 41,616	$ 42,448	$ 43,297	$ 44,163	$ 45,046	$ 45,947	$ 46,866	$ 47,804
G-330-4150-3140 REPAIRS & MAINTENANCE - BUILDINGS & EQUIPMENT	$ 7,500	$ 7,650	$ 7,803	$ 7,959	$ 8,118	$ 8,281	$ 8,446	$ 8,615	$ 8,787	$ 8,963
G-330-4150-4020 SERVICE CONTRACTS	$ 32,500	$ 33,150	$ 33,813	$ 34,489	$ 35,179	$ 35,883	$ 36,600	$ 37,332	$ 38,079	$ 38,841
G-330-4150-4050 CONTRACTORS	$ 100,000	$ 102,000	$ 104,040	$ 106,121	$ 108,243	$ 110,408	$ 112,616	$ 114,869	$ 117,166	$ 119,509
G-330-4150-7820 TRANSFER TO RESERVE FUNDS	$ 143,000	$ 145,860	$ 148,777	$ 151,753	$ 154,788	$ 157,884	$ 161,041	$ 164,262	$ 167,547	$ 170,898
G-330-4150-7902 INTERFUNCTIONAL ADMIN SERVICES	$ 419,020	$ 427,400	$ 435,948	$ 444,667	$ 453,561	$ 462,632	$ 471,885	$ 481,322	$ 490,949	$ 500,768
G-330-4150-7905 INTERFUNCTIONAL FLEET	$ 110,960	$ 113,179	$ 115,443	$ 117,752	$ 120,107	$ 122,509	$ 124,959	$ 127,458	$ 130,007	$ 132,607
G-330-4150-7907 INTERFUNCTIONAL TELEPHONE	$ 1,710	$ 1,744	$ 1,779	$ 1,815	$ 1,851	$ 1,888	$ 1,926	$ 1,964	$ 2,004	$ 2,044
Sub Total Operating Expenditures	$ 3,848,721	$ 3,925,695	$ 4,004,209	$ 4,084,294	$ 4,165,979	$ 4,249,299	$ 4,334,285	$ 4,420,971	$ 4,509,390	$ 4,599,578
Capital-Related										
Existing Debt (Principal) - Non-Growth Related	$ 2,187,116	$ 2,199,597	$ 2,134,012	$ 2,148,014	$ 1,873,758	$ 1,890,828	$ 1,907,650	$ 1,255,053	$ 604,176	$ 347,450
Existing Debt (Interest) - Non-Growth Related	$ 544,755	$ 479,661	$ 414,014	$ 350,519	$ 286,932	$ 227,722	$ 168,758	$ 109,380	$ 73,953	$ 27,932
New Non-Growth Related Debt (Principal)	$ -	$ -	$ 22,088	$ 22,861	$ 116,021	$ 120,082	$ 302,847	$ 313,446	$ 324,417	$ 335,772
New Non-Growth Related Debt (Interest)	$ -	$ -	$ 21,862	$ 21,089	$ 111,706	$ 107,646	$ 280,181	$ 269,582	$ 258,611	$ 247,256
New Growth Related Debt (Principal)	$ -	$ -	$ 24,551	$ 25,410	$ 26,299	$ 27,220	$ 28,172	$ 29,528	$ 30,561	$ 31,631
New Growth Related Debt (Interest)	$ -	$ -	$ 24,300	$ 23,441	$ 22,551	$ 21,631	$ 20,678	$ 20,058	$ 19,024	$ 17,955
Transfer to Capital Reserves and Reserve Funds	$ 2,560,483	$ 2,359,232	$ 2,633,629	$ 2,875,705	$ 3,227,966	$ 3,378,850	$ 3,175,665	$ 3,998,851	$ 4,775,785	$ 5,169,976
Sub Total Capital Related Expenditures	$ 5,292,354	$ 5,038,490	$ 5,274,455	$ 5,467,038	$ 5,665,235	$ 5,773,977	$ 5,883,951	$ 5,995,897	$ 6,086,527	$ 6,177,971
Total Expenditures	$ 9,141,075	$ 8,964,186	$ 9,278,664	$ 9,551,332	$ 9,831,214	$10,023,276	$10,218,236	$10,416,868	$10,595,918	$10,777,548
Non-Rate Revenues										
Recoverables	$ 131,000	$ 133,620	$ 136,292	$ 139,018	$ 141,799	$ 144,635	$ 147,527	$ 150,478	$ 153,487	$ 156,557
Interfunctional Maintenance	$ 193,000	$ 196,860	$ 200,797	$ 204,813	$ 208,909	$ 213,088	$ 217,349	$ 221,696	$ 226,130	$ 230,653
Total-Non Rate Revenues	$ 324,000	$ 330,480	$ 337,090	$ 343,831	$ 350,708	$ 357,722	$ 364,877	$ 372,174	$ 379,618	$ 387,210
Operating Subsidies										
Contributions from Development Charges Reserve Fund	$ -	$ -	$ 48,850	$ 48,850	$ 48,850	$ 48,850	$ 48,850	$ 49,586	$ 49,586	$ 49,586
Contributions from Capital Reserve	$ 435,650	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Total Operating Revenue	$ 759,650	$ 330,480	$ 385,940	$ 392,682	$ 399,558	$ 406,573	$ 413,727	$ 421,760	$ 429,203	$ 436,796
Net Wastewater Costs To Be Recovered From Users	**$ 8,381,425**	**$ 8,633,706**	**$ 8,892,724**	**$ 9,158,650**	**$ 9,431,656**	**$ 9,616,703**	**$ 9,804,509**	**$ 9,995,108**	**$10,166,714**	**$10,340,753**

Appendix H

2025-2034 Sustainable Water Rates and Charges

Appendix H: Projected 2025-2034 Sustainable Water Rates and Revenues

Base Charge (Projected Annual Base Charges and Revenues)										
Base Charge	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Annual Increase %Increases	**7.00%**	**7.00%**	**7.00%**	**7.00%**	**7.00%**	**3.00%**	**3.00%**	**3.00%**	**3.00%**	**3.00%**
Under 1 "	$ 121.98	$ 130.52	$ 139.65	$ 149.43	$ 159.89	$ 164.69	$ 169.63	$ 174.72	$ 179.96	$ 185.36
1"	$ 189.39	$ 202.65	$ 216.83	$ 232.01	$ 248.25	$ 255.70	$ 263.37	$ 271.27	$ 279.41	$ 287.79
1.5"	$ 240.75	$ 257.60	$ 275.63	$ 294.93	$ 315.57	$ 325.04	$ 334.79	$ 344.84	$ 355.18	$ 365.84
2"	$ 295.32	$ 315.99	$ 338.11	$ 361.78	$ 387.10	$ 398.72	$ 410.68	$ 423.00	$ 435.69	$ 448.76
3"	$ 398.04	$ 425.90	$ 455.72	$ 487.62	$ 521.75	$ 537.40	$ 553.52	$ 570.13	$ 587.23	$ 604.85
4"	$ 520.02	$ 556.42	$ 595.37	$ 637.05	$ 681.64	$ 702.09	$ 723.15	$ 744.85	$ 767.19	$ 790.21
6"	$ 882.75	$ 944.54	$ 1,010.66	$ 1,081.41	$ 1,157.11	$ 1,191.82	$ 1,227.57	$ 1,264.40	$ 1,302.33	$ 1,341.40
8"	$ 1,194.12	$ 1,277.71	$ 1,367.15	$ 1,462.85	$ 1,565.25	$ 1,612.21	$ 1,660.57	$ 1,710.39	$ 1,761.70	$ 1,814.55
Projected Revenue Generated from Base Charge	**$ 1,728,834**	**$ 1,873,132**	**$ 2,029,160**	**$ 2,197,853**	**$ 2,380,221**	**$ 2,481,001**	**$ 2,585,686**	**$ 2,694,419**	**$ 2,799,855**	**$ 2,909,192**
Block 1 (Projected Annual Minimum Charge Rates & Revenues)										
Block 1	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Annual Increase %Increases	**7.00%**	**7.00%**	**7.00%**	**7.00%**	**7.00%**	**3.00%**	**3.00%**	**3.00%**	**3.00%**	**3.00%**
Block 1 (First 3 cubic metres per month)	**$ 3.12**	**$ 3.34**	**$ 3.58**	**$ 3.83**	**$ 4.10**	**$ 4.22**	**$ 4.34**	**$ 4.48**	**$ 4.61**	**$ 4.75**
Minimum Charge (Annual)	**$ 112.48**	**$ 120.35**	**$ 128.78**	**$ 137.79**	**$ 147.44**	**$ 151.86**	**$ 156.42**	**$ 161.11**	**$ 165.94**	**$ 170.92**
Number of Customers	13,653	13,832	14,010	14,188	14,367	14,545	14,724	14,902	15,039	15,175
Projected Revenues Generated from Minimum Charge	**$ 1,535,708**	**$ 1,664,673**	**$ 1,804,169**	**$ 1,955,037**	**$ 2,118,186**	**$ 2,208,817**	**$ 2,302,980**	**$ 2,400,804**	**$ 2,495,515**	**$ 2,593,748**
Block 2 (Projected Annual Uniform Rates & Revenues)										
Block 2	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Annual Increase %Increases	**7.00%**	**7.00%**	**7.00%**	**7.00%**	**7.00%**	**3.00%**	**3.00%**	**3.00%**	**3.00%**	**3.00%**
Block 2 (Uniform Rate for additional cubic metres)	**$ 1.27**	**$ 1.36**	**$ 1.46**	**$ 1.56**	**$ 1.67**	**$ 1.72**	**$ 1.77**	**$ 1.82**	**$ 1.88**	**$ 1.93**
Total Projected Water Consumption	2,901,051	2,924,226	2,947,402	2,970,577	2,993,752	3,016,927	3,040,102	3,063,277	3,081,042	3,098,806
Water Consumption within Minimim Charge	491,521	497,942	504,363	510,784	517,205	523,626	530,046	536,467	541,389	546,311
Water Consumption to be Charged	2,409,530	2,426,285	2,443,039	2,459,793	2,476,547	2,493,302	2,510,056	2,526,810	2,539,653	2,552,495
Projected Revenue Generated from Uniform Rate	**$ 3,068,055**	**$ 3,305,645**	**$ 3,561,465**	**$ 3,836,901**	**$ 4,133,448**	**$ 4,286,254**	**$ 4,444,508**	**$ 4,608,400**	**$ 4,770,776**	**$ 4,938,748**
Total Water User Revenues	**$ 6,332,597**	**$ 6,843,450**	**$ 7,394,794**	**$ 7,989,792**	**$ 8,631,855**	**$ 8,976,072**	**$ 9,333,174**	**$ 9,703,623**	**$ 10,066,147**	**$ 10,441,689**

Appendix I

2025-2034 Sustainable Wastewater Rates and Charges

Appendix I: Projected 2025-2034 Sustainable Wastewater Rates and Revenues

Base Charge (Projected Annual Wastewater Base Charges and Revenues)									
Base charge	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**
Annual Increase %Increases	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**1.00%**	**1.00%**	**1.00%**	**1.00**
Under 1 "	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80	$ 137.16	$ 138.53	$ 139.92	$ 141.3
1"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80	$ 137.16	$ 138.53	$ 139.92	$ 141.3
1.5"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80	$ 137.16	$ 138.53	$ 139.92	$ 141.3
2"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80	$ 137.16	$ 138.53	$ 139.92	$ 141.3
3"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80	$ 137.16	$ 138.53	$ 139.92	$ 141.3
4"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80	$ 137.16	$ 138.53	$ 139.92	$ 141.3
6"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80	$ 137.16	$ 138.53	$ 139.92	$ 141.3
8"	$ 125.46	$ 127.97	$ 130.53	$ 133.14	$ 135.80	$ 137.16	$ 138.53	$ 139.92	$ 141.3
Projected Revenue Generated from Base Charges	**$ 1,694,257**	**$ 1,750,966**	**$ 1,809,267**	**$ 1,869,199**	**$ 1,930,804**	**$ 1,974,576**	**$ 2,019,030**	**$ 2,064,176**	**$ 2,104,13**
Block 1 (Projected Annual Minimum Charge Rates & Revenues)									
Block 1	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**
Annual Increase %Increases	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**1.00%**	**1.00%**	**1.00%**	**1.00%**
	$ 4.57	**$ 4.66**	**$ 4.75**	**$ 4.85**	**$ 4.95**	**$ 5.00**	**$ 5.05**	**$ 5.10**	**$ 5.1**
Minimum Charge (Annual)	**$ 164.51**	**$ 167.80**	**$ 171.15**	**$ 174.57**	**$ 178.07**	**$ 179.85**	**$ 181.65**	**$ 183.46**	**$ 185.3**
Number of Customers	13,504	13,683	13,861	14,039	14,218	14,396	14,575	14,753	14,89
Projected Revenues Generated from Minimum Charge	**$ 2,221,543**	**$ 2,295,901**	**$ 2,372,346**	**$ 2,450,930**	**$ 2,531,708**	**$ 2,589,103**	**$ 2,647,392**	**$ 2,706,588**	**$ 2,758,98**
Block 2 (Projected Annual Uniform Wastewater Rates & Revenues)									
Block 2	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**
Annual Increase %Increases	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**1.00%**	**1.00%**	**1.00%**	**1.00**
Uniform Rate per Cubic Metre	**$ 1.87**	**$ 1.90**	**$ 1.94**	**$ 1.98**	**$ 2.02**	**$ 2.04**	$ 2.06	$ 2.08	$ 2.1
Total Projected Wastewater Flows	2,878,542	2,901,717	2,924,893	2,948,068	2,971,243	2,994,418	3,017,593	3,040,768	3,058,53
Wastewater Flows within Minimim Charge	486,157	492,578	498,999	505,420	511,841	518,262	524,682	531,103	536,02
Wastewater Flows to be Charged	2,392,385	2,409,140	2,425,894	2,442,648	2,459,402	2,476,157	2,492,911	2,509,665	2,522,50
Projected Revenue Generated from Uniform Rate	**$ 4,465,626**	**$ 4,586,838**	**$ 4,711,112**	**$ 4,838,521**	**$ 4,969,143**	**$ 5,053,025**	**$ 5,138,087**	**$ 5,224,345**	**$ 5,303,59**
Total Wastewater User Revenues	**$ 8,381,426**	**$ 8,633,706**	**$ 8,892,724**	**$ 9,158,650**	**$ 9,431,656**	**$ 9,616,703**	**$ 9,804,509**	**$ 9,995,108**	**$10,166,71**

Appendix J

Requirements of O. Reg. 453/07

Appendix J: Requirements of O.Reg. 453/07

Requirements			How Requirements are Met
1.	The financial plan must be approved by a resolution that is passed by,		
	i.	The council of the municipality, if the owner of the drinking water system is a municipality.	• It is expected the Council will approve the updated financial plan before December 31, 2024.
	ii.	The governing body of the owner, if the owner of the drinking water system has a governing body and is not a municipality.	• N/A
2.	The financial plan must apply to a period of at least six years.		As the financial plan is based on the Water and Wastewater Rate Review, it will run for the 6-year period from 2025 to 2030 inclusive.
3.	The first year to which the financial plan must apply must be the year determined in accordance with the following rules:		
	i.	If the financial plan is required by subsection 2, 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 licence would otherwise expire. Financial Plan can be updated before they otherwise expire.	• The financial plan is being updated to coincide with the results of the water and wastewater rates review. The current drinking water licence will expire on June 18, 2025, therefore the first year of the updated financial plan will be 2025
	ii.	If the financial plan is required by a condition that was included in a municipal drinking water licence under subsection 1 (3), the first year to which the financial plans must apply must be the later of 2010 and the year in which the first licence for the system was issued.	• N/A
4.	Subject to subsection (2), for each year to which the financial plan apply, the financial plan must include the following:		
	i.	Details of the proposed or projected financial position of the drinking water system itemized by:	• See Statement of Financial Position for all water systems combined in Financial Plan.
		a. Total financial assets	• See Statement of Financial Position for all water systems combined in Financial Plan.
		b. Total liabilities	• See Statement of Financial Position for all water systems combined in Financial Plan.
		c. Net financial assets (debt)	• See Statement of Financial Position for all water systems combined in Financial Plan.
		d. Non-financial assets that are tangible capital assets, tangible capital assets under construction, inventories of supplies and prepaid expenses.	• See Statement of Financial Position for all water systems combined in Financial Plan. TCA Projections in Financial Plan.

Appendix J: Requirements of O.Reg. 453/07

		e. Changes in tangible capital assets that are additions, donations, write downs and disposals.	• See Statement of Financial Position for all water systems combined in Financial Plan. TCA Projections in Financial Plan.
	ii.	Details of the proposed or projected financial operations of the drinking water system itemized by,	• See Statement of Operations for all water systems combined in Financial Plan.
		a. Total revenues, further itemized by water rates, user charges and other revenues.	• See Statement of Operations for all water systems combined in Financial Plan.
		b. Total expenses, further itemized by amortization expenses, interest expenses and other expenses	• See Statement of Operations for all water systems combined in Financial Plan.
		c. Annual surplus or deficit, and	• See Statement of Operations for all water systems combined in Financial Plan.
		d. Accumulated surplus or deficit	• See Statement of Operations for all water systems combined in Financial Plan.
	iii.	Details of the drinking water system's proposed or projected gross cash receipts and gross cash payments itemized by,	• See Statement of Cash Flow for all water systems combined in Financial Plan.
		a. Operating transactions that are cash received from revenues, cash paid for operating expenses and finance charges, - done in full cost report	• See Statement of Cash Flow for all water systems combined in Financial Plan.
		b. Capital transactions that are proceeds on the sale of tangible capital assets and cash used to acquire capital assets,	• See Statement of Cash Flow for all water systems combined in Financial Plan.
		c. Investing transactions that are acquisitions and disposal of investments,	• See Statement of Cash Flow for all water systems combined in Financial Plan.
		d. Financing transactions that are proceeds from the issuance of debt and debt repayment.	• See Statement of Cash Flow for all water systems combined in Financial Plan.
		e. Changes in cash and cash equivalents during the year,	• See Statement of Cash Flow for all water systems combined in Financial Plan.
		f. Cash and cash equivalents at the beginning and end of the year.	• See Statement of Cash Flow for all water systems combined in Financial Plan.
	iv.	Details of the extent to which the information described in subparagraphs i, ii and iii relates directly to the replacement of lead service pipes as defined in section 15.1- 3 of Schedule 15.1 to Ontario Regulation 170/03 (Drinking Water Systems), made under the Act.	• There is no dedicated lead service pipe removal program in place. If lead pipe is discovered during normal operations, it is replaced accordingly. Therefore, there are no significant material financial costs associated with lead pipe removal.
5.	The owner of the drinking water system must.		
	i.	Make the financial plans available, on request, to members of the public who are served by the drinking water system without charge,	• This will be done by the municipality following Council approval.

Appendix J: Requirements of O.Reg. 453/07

	ii.	Make the financial plans available to members of the public without charge through publication on the Internet, if the owner maintains a website on the Internet,	• The Financial Plan will be posted on the Municipality's website and made available for public review at no charge.
	iii.	Provide notice advising the public of the availability of the financial plans under subparagraphs i and ii, if applicable, in a manner that, in the opinion of the owner, will bring the notice to the attention of members of the public who are served by the drinking water system.	• A notice will be issued following Council approval.
6.	The owner of the drinking water system must give a copy of the financial plans to the Ministry of Municipal Affairs and Housing. O. Reg. 453/07, s. 3 (1).		• Will be submitted following Council approval.
		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.	• The Financial Plan was prepared using available information at the time of preparation and may not contain all desired items. Reasonable assumptions were made and these are noted in the Financial Plan.
	1.	Sub-subparagraphs 4 i A, B and C of subsection (1).	• The Financial Plan was prepared using available information at the time of preparation and may not contain all desired items. Reasonable assumptions were made and these are noted in the Financial Plan.
	2.	Sub-subparagraphs 4 iii A, C, E and F of subsection (1). O. Reg. 453/07, s. 3 (2).	• The Financial Plan was prepared using available information at the time of preparation and may not contain all desired items. Reasonable assumptions were made and these are noted in the Financial Plan.