



Water Ontario Regulation 453/07 Financial Plan

Township of Warwick

Financial Plan #042-301

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List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
LAWSS	Lambton Area Water Supply System
MECP	Ministry of the Environment, Conservation and Parks
MMAH	Ministry of Municipal Affairs and Housing
O.Reg.	Ontario Regulation
PSAB	Public Sector Accounting Board
S.D.W.A.	Safe Drinking Water Act
T.C.A.	Tangible Capital Assets
W.O.A.	Water Opportunities Act



Report



Chapter 1

Introduction



1. Introduction

1.1 Study Purpose

The Township of Warwick (the Township) retained Watson & Associates Economists Ltd. (Watson) to prepare a water financial plan as part of the five submission requirements for the purposes of obtaining a municipal drinking water license as per the *Safe Drinking Water Act, 2002*. In general, a financial plan requires an in-depth analysis of capital and operating needs, a review of current and future demand versus supply, and consideration of available funding sources. The detailed financial planning and forecasting regarding the Township's water systems has already been completed based on the Township's 2019 Water and Wastewater Rate Study (2019 Rate Study), dated September 10, 2019, including the Township's proportionate share of the Lambton Area Water Supply System's (LAWSS) capital and operating expenditures. It is noted that for the 2019, the LAWSS capital and operating budgets have been inflated by 6% annually as an estimate for budgeting future expenditures. Further, the Township's current share of the LAWSS system has been held constant over the forecast period at 2.89%. The objective of the report provided herein is to convert the findings of the 2019 Rate Study into the prescribed reporting requirements for a financial plan as defined by Ontario Regulation 453/07 (O.Reg. 453/07).

1.2 Background

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

"No person shall,

- a) establish a new municipal drinking water system or replace or carry out an alteration to a municipal drinking water system except under the authority of and in accordance with an approval under this Part or a drinking water works permit; or



- b) use or operate a municipal drinking water system that was established before or after this section comes into force except under the authority of and in accordance with an approval under this Part or municipal drinking water licence.”

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

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

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

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

1.2.1 *Financial Plan Defined*

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

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

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

1.2.2 *Financial Plan Requirements – Existing System*

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



- Financial plans must be approved by resolution of Council (or governing body);
- Financial plans must include a statement that the financial impacts have been considered and apply for a minimum six-year period (commencing in the year of licence expiry);
- Financial plans must include detail regarding proposed or projected financial operations itemized by total revenues, total expenses, annual surplus/deficit and accumulated surplus/deficit (i.e. the components of a “Statement of Operations” as per the PSAB) for each year in which the financial plans apply;
- Financial plans must present financial position itemized by total financial assets, total liabilities, net debt, non-financial assets, and tangible capital assets (i.e. the components of a “Statement of Financial Position” as per PSAB) for each year in which the financial plans apply;
- Gross cash receipts/payments itemized by operating transactions, capital transactions, investing transactions and financial transactions (i.e. the components of a “Statement of Cash Flow” as per PSAB) for each year in which the financial plans apply;
- Financial plans applicable to two or more solely-owned drinking water systems can be prepared as if they are for one drinking water system;
- Financial plans are to be made available to the public upon request and at no charge;
- If a website is maintained, financial plans are to be made available to the public through publication on the Internet at no charge;
- Notice of the availability of the financial plans is to be given to the public; and
- Financial plan is to be submitted to the Ministry of Municipal Affairs and Housing.

1.2.3 ***Financial Plan Requirements - General***

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



A copy of the financial plan will be submitted to the Ministry of Municipal Affairs and Housing (MMAH) and not the MECP however, MECP may request it in the course of review of the licence renewal. Financial plans may be amended and additional information beyond what is prescribed can be included if deemed necessary. The financial plan must contain on the front page, the appropriate financial plan number as set out in Schedule A of the Municipal Drinking Water Licence.

1.2.4 Public Sector Accounting Board (PSAB) Requirements

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

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

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

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

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



1.2.5 ***The Township's Financial Plan***

The Township is currently in the process of renewing the drinking water licenses and the previous version of the financial plan no longer meets the requirements as it must apply to a period of a least six years beginning in the year that the licenses would otherwise expire. Although the Act requires at least six years to be included, this financial plan provides for the current 2019 budget ten-year forecast period 2020-2029.

The forecast includes the Township's share of LAWSS capital and operating budgets, based on the current share of 2.89%. It is noted that the Township's proportionate share is updated annually by LAWSS based on the Township's share of LAWSS total flows. The percentage is based on flows from two years prior to the budget year (i.e. for the 2019 share, it is based on Township flows from 2017).

As LAWSS has only provide the Township with the current 2019 capital and operating budget, a 6% inflation factor was included in the analysis for the forecasted expenditures for purposes of the Rate Study and Financial Plan. Similarly, the Township's capital expenses anticipated over the forecast period have been inflated by 6% per annum, where the operating expenses have been inflated at 2% per annum.



Chapter 2

Sustainable Financial Planning



2. Sustainable Financial Planning

2.1 Introduction

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

Principle #1: Ongoing public engagement and transparency can build support for, and confidence in, financial plans and the system(s) to which they relate.

Principle #2: An integrated approach to planning among water, wastewater, and storm water systems is desirable given the inherent relationship among these services.

Principle #3: Revenues collected for the provision of water and wastewater services should ultimately be used to meet the needs of those services.

Principle #4: Life-cycle planning with mid-course corrections is preferable to planning over the short-term, or not planning at all.

Principle #5: An asset management plan is a key input to the development of a financial plan.

Principle #6: A sustainable level of revenue allows for reliable service that meets or exceeds environmental protection standards, while providing sufficient resources for future rehabilitation and replacement needs.

Principle #7: Ensuring users pay for the services they are provided leads to equitable outcomes and can improve conservation. In general, metering and the use of rates can help ensure users pay for services received.

Principle #8: Financial plans are "living" documents that require continuous improvement. Comparing the accuracy of financial projections with actual results can lead to improved planning in the future.



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

2.2 Sustainable Water and Sewage Systems Act

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

2.3 Water Opportunities Act, 2010

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

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

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

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



- additional information considered advisable.

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

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

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

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

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

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



- Phase 3 – Asset Management Plan (by July 1, 2024):
 - Builds on Phase 1 and 2 by adding:
 - Proposed levels of service; and
 - Lifecycle management and Financial strategy.

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

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

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



2.5 Water Forecast

The Township has already completed extensive financial planning through its 2019 Water budget and forecasting exercise and through the 2019 Rate Study. The budget & rate study processes are designed to address “full cost” principles and reflect the guiding principles toward sustainable financial planning.

As a result of employing this process, the 2019 Rate Study provides the basis for a sound financial plan for the Township’s water systems by assessing:

- A detailed assessment of current and future capital needs including an analysis of potential funding sources;
- An analysis of operating costs in order to determine how they will be impacted by evolving infrastructure needs and system growth;
- A review and recommendation on rate structure that ensure revenues are equitable and sufficient to meet system needs; and
- A public process that involves consultation with the main stakeholders including the Township’s staff, Council, the general public (specifically the users of the system) and others with the aim of gaining input and collaboration on the sustainability of the financial plan.



Chapter 3

Approach



3. Approach

3.1 Overview

The 2019 Rate Study has been used as a starting point to prepare the water financial plan. The Water forecast is prepared on a modified cash basis; therefore, a conversion is required in order to present a full accrual financial plan for the purposes of this report. The conversion process used will help to establish the structure of the financial plan along with the opening balances that will underpin the forecast. This chapter outlines the conversion process utilized and summarizes the adjustments made to prepare the financial plan.

3.2 Conversion Process

The conversion from the existing modified cash basis identified in the 2019 Rate Study to the full accrual reporting format required under O.Reg. 453/07 can be summarized in the following steps:

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

3.2.1 ***Calculate Tangible Capital Asset Balances***

In calculating tangible capital asset balances, existing and future purchased, developed, and/or contributed assets will need to be considered. For existing water assets, an inventory has already been compiled and summarized by the Township for the purposes of their annual PSAB 3150 compliance process. As required, for PSAB 3150 reporting purposes, the asset inventory listing included historical cost (which is the original cost to purchase, develop, or construct each asset) along with an estimated useful life for each asset and any anticipated salvage value is recorded. The following calculations are made to determine net book value:



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

Future water capital needs have also been determined and summarized within the 2019 Rate Study. However, these estimates only represent future assets that the Township anticipates purchasing or constructing without consideration for future assets that may be contributed by developers and other parties (at no or partial cost to the Township). These contributed assets will form part of the infrastructure going forward in terms of the sustainability of the system and despite their non-monetary nature; future financial plans may need to be adjusted in order to properly account for these transactions. Once the sequence and total asset acquisition has been determined for the forecast period, annual amortization of these assets for each year is calculated in a similar manner as that used for existing assets. Further, as mentioned earlier, the proportion of capital related to LAWSS assets are included based on the Township's 2019 proportionate share and has been held constant over the forecast period. Annually the Township will update the capital budget and forecast to reflect the latest information provided by LAWSS and adjust future budgets/forecasts and financial plans accordingly. Various factors impact the proportionate share of the LAWSS system including, but not limited to, conservation efforts in other municipalities that share in the system, growth trends within Warwick vs. other participating municipalities, and fluctuating annual weather conditions.

Once the historical cost, accumulated amortization, and amortization expenses are calculated as described above, the total net book value of the tangible capital assets can be determined and recorded on the Statement of Financial Position. Note also, that for tangible capital assets, the Township includes their proportionate share of LAWSS tangible capital assets on the Statement of Financial Position in addition to the Township owned assets.

3.2.2 Convert Statement of Operations

A wide range of adjustments will be considered, dependent on the size and complexity of the system, in order to convert from the cash to full accrual basis. For example, debt repayment costs relating to the principal payment portion only needs to be removed under the accrual basis, as they no longer qualify as an expense for reporting purposes.



Principal payments are reported as a decrease in debt liability on the Statement of Financial Position. Transfers to and from reserves are removed as these transactions are represented by changes in cash and accumulated surplus. Finally, expenses relating to tangible capital assets, such as amortization, write-offs, and (gain)/loss on disposal of assets are reported on the Statement of Operations in order to capture the allocation of the cost of these assets to operating activities over their useful lives and therefore are added in under the accrual basis.



**Table 3-1
Conversion Adjustments
Statement of Operations**

Modified Cash Basis	Budget 2019	Adjustments		Full Accrual Budget 2019	Accrual Basis
		DR	CR		
Revenues					Revenues
Base Charge Revenue	502,960			502,960	Base Charge Revenue
Rate Based Revenue	742,054			742,054	Rate Based Revenue
Transfers from Reserves	-	-			
Other Revenue	95,241		38,561	133,803	Other Revenue
Total Revenues	1,340,255			1,378,817	Total Revenues
Expenditures					Expenses
Operating	516,584	87,000		603,584	Operating Expenses
Capital					
Transfers to Reserves	823,672		823,672		
Transfers to Capital	-		-		
Debt Repayment (Principal & Interest)	-		-	-	Interest on Debt
		343,599		343,599	Amortization
		-		-	Loss on Disposal of Tangible Capital Assets
Total Expenditures	1,340,256			947,183	Total Expenses
Net Expenditures	-			431,634	Annual Surplus/(Deficit)
Increase (decrease) in amounts to be recovered	-			19,765,536	Accumulated Surplus/(Deficit), beginning of year
Change in Fund Balances	-	431,634	-	20,197,170	Accumulated Surplus/(Deficit), end of year
TOTAL ADJUSTMENTS		862,233	862,233		

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



3.2.3 Convert Statement of Financial Position

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

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

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

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

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



**Table 3-2
Conversion Adjustments
Statement of Financial Position**

Modified Cash Basis	Budget 2019	Adjustments		Full Accrual Budget 2019	Accrual Basis
		DR	CR		
ASSETS					ASSETS
Financial Assets					Financial Assets
Cash	1,867,839			1,867,839	Cash
Accounts Receivable	98,796			98,796	Accounts Receivable
				-	Investments
				-	Inventory for resale
Total Financial Assets	1,966,635			1,966,635	Total Financial Assets
Non-Financial Assets					
Inventory of Supplies	-		-		
Prepaid Expenses	-		-		
Total Non-Financial Assets	-				
LIABILITIES					Liabilities
Accounts Payable & Accrued Liabilities	-			-	Accounts Payable & Accrued Liabilities
Gross Long-term Liabilities	-			-	Debt (Principal only)
Deferred Revenue	-			-	Deferred Revenue
Other	-			-	Other
Total Liabilities	-			-	Total Liabilities
Net Assets/(Debt)	1,966,635			1,966,635	Net Financial Assets/(Debt)
		18,317,535	87,000	18,230,535	Non-Financial Assets
		-		-	Tangible Capital Assets
		-		-	Inventory of Supplies
				-	Prepaid Expenses
				18,230,535	Total Non-Financial Assets
Municipal Position					
Water Reserves	1,966,635	1,966,635	-		
Gas Tax Reserve Fund	-	-	-		
Development Charge Reserve Fund	-	-	-		
Amounts to be Recovered	-	-	-		
Total Municipal Position	1,966,635		20,197,170	20,197,170	Accumulated Surplus/(Deficit), end of year
TOTAL ADJUSTMENTS		20,284,170	20,284,170		

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



3.2.5 **Verification and Note Preparation**

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

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

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

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

Ending Reserve/Reserve Fund Balance

Plus: Ending Accounts Payable Balance

Less: Ending Accounts Receivable Balance

Equals: Approximate Ending Cash Balance



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



Chapter 4

Financial Plan



4. Financial Plan

4.1 Introduction

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

4.2 Water Financial Plan

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

The Statement of Financial Position provides information that describes the assets, liabilities, and accumulated surplus of the Township's water systems. The first important indicator is net financial assets/(debt), which is defined as the difference between financial assets and liabilities. This indicator provides an indication of the system's "future revenue requirement." A net financial asset position is where financial assets are greater than liabilities and implies that the system has the resources to finance future operations. Conversely, a net debt position implies that the future revenues generated by the system will be needed to finance past transactions, as well as future operations. Table 4-1 indicates that in 2019, the Township's water system was in a net financial asset position of approximately \$1.97 million. The financial plan forecasts an increase in net financial asset position over the forecast period to \$13.7 million by 2029.

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

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

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



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

In general terms, an increase in the tangible capital asset balance indicates that assets may have been acquired either through purchase by the municipality or donation/contribution by a third party. A decrease in the tangible capital asset balance can indicate a disposal, write down, or use of assets. A use of assets is usually represented by an increase in accumulated amortization due to annual amortization expenses arising as a result of allocating the cost of the asset to operations over the asset's useful life. Table 4-1 shows tangible capital assets are expected to decrease by just over \$3.09 million over the forecast period. This indicates that the Township and LAWSS have plans to continue to use the existing tangible capital assets over the forecast period.

4.2.2 *Statement of Operations (Table 4-2)*

The Statement of Operations summarizes the revenues and expenses generated by the water system for a given period. The annual surplus/deficit measures whether the revenues generated were sufficient to cover the expenses incurred and in turn, whether net financial assets have been maintained or depleted. Table 4-2 illustrates the ratio of expenses to revenues with a decrease over the forecast period from 67% in 2019 to 49% in 2029. As a result, annual surplus increases from a surplus of approximately \$0.5 million to approximately \$1.3 million. This is due to a general increasing trend in the revenues anticipated based on the rate study. It is important to note that an annual surplus is beneficial to ensure funding is available to non-expense costs such as tangible capital asset acquisitions, reserve/reserve fund transfers and debt principal payments.

Another important indicator on this statement is accumulated surplus/deficit. An accumulated surplus indicates that the available net resources are sufficient to provide future capital water services. An accumulated deficit indicates that resources are insufficient to provide future services and that borrowing or rate increases are required to finance annual deficits. From Table 4-2, the financial plan proposes to add approximately \$9.1 million to a 2019 accumulated surplus of \$19.77 million over the



forecast period. This accumulated surplus, as indicated in Table 4-2, is predominantly made up of reserve fund balances as well as historical investments in tangible capital assets by the Township and LAWSS.

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

The Statement of Change in Net Financial Assets/Debt indicates whether revenue generated was sufficient to cover operating and non-financial asset costs (i.e. inventory supplies, prepaid expenses, tangible capital assets, etc.) and in so doing, explains the difference between the annual surplus/deficit and the change in net financial assets/debt for the period. Table 4-3 indicates that the forecasted annual surplus/(deficit) exceeds the forecasted tangible capital asset acquisitions (net of amortization for the year), resulting in an increase to net financial assets over the forecast period. This allows for a long-term plan of funding capital through accumulated surplus (i.e. reserves and reserve funds). The ratio of cumulative annual surplus before amortization to cumulative tangible capital asset acquisitions is 0 in 2019 however it increases to 84.07 in 2020 and then decreases to 50.36 over the forecast period.¹

4.2.4 *Statement of Cash Flow (Table 4-4)*

The Statement of Cash Flow summarizes how water systems are expected to generate and use cash resources during the forecast period. The transactions that provide/use cash are classified as operating, capital, investing, and financing activities as shown in Table 4-4. This statement focuses on the cash aspect of these transactions and thus is the link between cash- and accrual-based reporting. Table 4-4 indicates that cash from operations will be used to fund capital transactions (i.e. tangible capital asset acquisitions and non-tangible capital asset maintenance) and build internal reserve funds over the forecast period. The financial plan projects the cash position of the Township's water system to improve from a balance of approximately \$1.19 million at the beginning of 2019, to just over \$13.56 million by the end of 2029. For further discussions, on projected cash balances please refer to the Notes to the Financial Plan.

¹ A desirable ratio is 1:1 or better.



Table 4-1
Statement of Financial Position: Water Services
UNAUDITED: For Financial Planning Purposes Only
2019-2029

	Notes	Forecast										
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Financial Assets												
Cash	1	1,867,839	2,666,755	3,582,588	4,565,126	5,590,260	6,720,928	7,928,536	9,222,212	10,605,203	12,028,034	13,568,484
Accounts Receivable	1	98,796	103,050	108,310	113,855	119,699	125,858	132,350	139,192	146,403	152,730	159,467
Total Financial Assets		1,966,635	2,769,805	3,690,898	4,678,981	5,709,959	6,846,786	8,060,886	9,361,404	10,751,606	12,180,764	13,727,951
Liabilities												
Bank Indebtedness		-	-	-	-	-	-	-	-	-	-	-
Accounts Payable & Accrued Liabilities	1	-	-	-	-	-	-	-	-	-	-	-
Debt (Principal only)	2	-	-	-	-	-	-	-	-	-	-	-
Deferred Revenue	3	-	-	-	-	-	-	-	-	-	-	-
Total Liabilities		-	-	-	-	-	-	-	-	-	-	-
Net Financial Assets/(Debt)		1,966,635	2,769,805	3,690,898	4,678,981	5,709,959	6,846,786	8,060,886	9,361,404	10,751,606	12,180,764	13,727,951
Non-Financial Assets												
Tangible Capital Assets	4	18,230,535	17,910,105	17,594,896	17,281,021	16,967,412	16,654,208	16,348,378	16,042,910	15,738,542	15,435,336	15,140,467
Total Non-Financial Assets		18,230,535	17,910,105	17,594,896	17,281,021	16,967,412	16,654,208	16,348,378	16,042,910	15,738,542	15,435,336	15,140,467
Accumulated Surplus/(Deficit)	5	20,197,170	20,679,910	21,285,794	21,960,002	22,677,371	23,500,994	24,409,264	25,404,314	26,490,148	27,616,100	28,868,418
Financial Indicators												
	Total Change	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Increase/(Decrease) in Net Financial Assets	12,536,549	775,233	803,170	921,093	988,083	1,030,978	1,136,827	1,214,100	1,300,518	1,390,202	1,429,158	1,547,187
2) Increase/(Decrease) in Tangible Capital Assets	(3,433,667)	(343,599)	(320,430)	(315,209)	(313,875)	(313,609)	(313,204)	(305,830)	(305,468)	(304,368)	(303,206)	(294,869)
3) Increase/(Decrease) in Accumulated Surplus	9,102,882	431,634	482,740	605,884	674,208	717,369	823,623	908,270	995,050	1,085,834	1,125,952	1,252,318



Table 4-2
Statement of Operations: Water Services
UNAUDITED: For Financial Planning Purposes Only
2019-2029

	Notes	Forecast										
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Water Revenue												
Base Charge Revenue		502,960	530,835	560,240	591,258	623,978	658,491	694,896	733,295	773,797	816,516	861,572
Rate Based Revenue		742,054	781,884	823,841	868,040	914,599	963,643	1,015,306	1,069,725	1,127,048	1,187,430	1,251,032
Other Revenue	6	133,803	139,551	157,612	176,985	197,201	219,493	243,298	268,798	296,057	306,812	319,883
Total Revenues		1,378,817	1,452,270	1,541,693	1,636,283	1,735,778	1,841,627	1,953,500	2,071,818	2,196,902	2,310,758	2,432,487
Water Expenses												
Operating Expenses	Sch. 4-1	603,584	630,100	600,600	626,200	681,800	680,800	713,400	744,300	777,700	850,600	852,300
Interest on Debt	2	-	-	-	-	-	-	-	-	-	-	-
Amortization	4	343,599	339,430	335,209	335,875	336,609	337,204	331,830	332,468	333,368	334,206	327,869
Loss on Disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-	-
Total Expenses		947,183	969,530	935,809	962,075	1,018,409	1,018,004	1,045,230	1,076,768	1,111,068	1,184,806	1,180,169
Annual Surplus/(Deficit)		431,634	482,740	605,884	674,208	717,369	823,623	908,270	995,050	1,085,834	1,125,952	1,252,318
Accumulated Surplus/(Deficit), beginning of year	5	19,765,536	20,197,170	20,679,910	21,285,794	21,960,002	22,677,371	23,500,994	24,409,264	25,404,314	26,490,148	27,616,100
Accumulated Surplus/(Deficit), end of year		20,197,170	20,679,910	21,285,794	21,960,002	22,677,371	23,500,994	24,409,264	25,404,314	26,490,148	27,616,100	28,868,418
Note 5:												
Accumulated Surplus/(Deficit) Reconciliation:		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Reserve Balances												
Reserves: Development Charges		-	-	-	-	-	-	-	-	-	-	-
Reserves: Gas Tax		-	-	-	-	-	-	-	-	-	-	-
Reserves: Capital/Other		1,966,635	2,769,805	3,690,898	4,678,981	5,709,959	6,846,786	8,060,886	9,361,404	10,751,606	12,180,764	13,727,951
Total Reserves Balance		1,966,635	2,769,805	3,690,898	4,678,981	5,709,959	6,846,786	8,060,886	9,361,404	10,751,606	12,180,764	13,727,951
Less: Debt Obligations and Deferred Revenue		-	-	-	-	-	-	-	-	-	-	-
Add: Tangible Capital Assets	4	18,230,535	17,910,105	17,594,896	17,281,021	16,967,412	16,654,208	16,348,378	16,042,910	15,738,542	15,435,336	15,140,467
Total Ending Balance		20,197,170	20,679,910	21,285,794	21,960,002	22,677,371	23,500,994	24,409,264	25,404,314	26,490,148	27,616,100	28,868,418
Financial Indicators	Total Change	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1) Expense to Revenue Ratio		69%	67%	61%	59%	59%	55%	54%	52%	51%	51%	49%
2) Increase/(Decrease) in Accumulated Surplus	9,102,882	431,634	482,740	605,884	674,208	717,369	823,623	908,270	995,050	1,085,834	1,125,952	1,252,318



Schedule 4-1
Statement of Operating Expenses: Water Services
UNAUDITED: For Financial Planning Purposes Only
2019-2029

	Notes	Forecast										
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Operating Expenses												
Wages		5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900	6,000
Benefits		1,150	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Mileage		-	-	-	-	-	-	-	-	-	-	-
Memberships		450	500	500	500	500	500	500	500	500	500	500
PW Mgr Wages		5,000	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900	6,000
Water Overhead		8,004	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000
Administration		25,000	25,500	26,000	26,500	27,000	27,500	28,100	28,700	29,300	29,900	30,500
Supplies - Meters for Resale		-	-	-	-	-	-	-	-	-	-	-
Advertising		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Heat/Hydro/Water		500	500	500	500	500	500	500	500	500	500	500
Telephone		150	200	200	200	200	200	200	200	200	200	200
Repairs & Mntr		25,000	25,500	26,000	26,500	27,000	27,500	28,100	28,700	29,300	29,900	30,500
Meter Mtce		10,000	10,200	10,400	10,600	10,800	11,000	11,200	11,400	11,600	11,800	12,000
LAWSS Operating		105,581	111,900	118,600	125,700	133,200	141,200	149,700	158,700	168,200	178,300	189,000
Professional Fees		61,462	62,700	64,000	65,300	66,600	67,900	69,300	70,700	72,100	73,500	75,000
Billing		9,000	9,200	9,400	9,600	9,800	10,000	10,200	10,400	10,600	10,800	11,000
Minor Capital		86,000	87,700	89,500	91,300	93,100	95,000	96,900	98,800	100,800	102,800	104,900
Machine Time		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Transfer to LAWSS - Capital and Lifecycle Reserve Contributions		171,287	181,600	192,500	204,100	216,300	229,300	243,100	257,700	273,200	289,600	307,000
Non TCA - Expenses from Capital Budget	7	87,000	92,000	40,000	42,000	73,000	46,000	51,000	53,000	56,000	97,000	65,000
TOTAL OPERATING EXPENSES		603,584	630,100	600,600	626,200	681,800	680,800	713,400	744,300	777,700	850,600	852,300



Table 4-3
Statement of Changes in Net Financial Assets/Debt: Water Services
UNAUDITED: For Financial Planning Purposes Only
2019-2029

	Notes	Forecast										
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Annual Surplus/(Deficit)		431,634	482,740	605,884	674,208	717,369	823,623	908,270	995,050	1,085,834	1,125,952	1,252,318
Less: Acquisition of Tangible Capital Assets	4	-	(19,000)	(20,000)	(22,000)	(23,000)	(24,000)	(26,000)	(27,000)	(29,000)	(31,000)	(33,000)
Add: Amortization of Tangible Capital Assets	4	343,599	339,430	335,209	335,875	336,609	337,204	331,830	332,468	333,368	334,206	327,869
(Gain)/Loss on disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-	-
Add: Proceeds on Sale of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-	-
Add: Write-downs of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-	-
Sub-Total		343,599	320,430	315,209	313,875	313,609	313,204	305,830	305,468	304,368	303,206	294,869
Less: Acquisition of Supplies Inventory		-	-	-	-	-	-	-	-	-	-	-
Less: Acquisition of Prepaid Expenses		-	-	-	-	-	-	-	-	-	-	-
Add: Consumption of Supplies Inventory		-	-	-	-	-	-	-	-	-	-	-
Add: Use of Prepaid Expenses		-	-	-	-	-	-	-	-	-	-	-
Sub-Total		-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Net Financial Assets/(Net Debt)		775,233	803,170	921,093	988,083	1,030,978	1,136,827	1,214,100	1,300,518	1,390,202	1,429,158	1,547,187
Net Financial Assets/(Net Debt), beginning of year		1,191,402	1,966,635	2,769,805	3,690,898	4,678,981	5,709,959	6,846,786	8,060,886	9,361,404	10,751,606	12,180,764
Net Financial Assets/(Net Debt), end of year		1,966,635	2,769,805	3,690,898	4,678,981	5,709,959	6,846,786	8,060,886	9,361,404	10,751,606	12,180,764	13,727,951
Financial Indicators												
1) Acquisition of Tangible Capital Assets (Cumulative)		-	19,000	39,000	61,000	84,000	108,000	134,000	161,000	190,000	221,000	254,000
2) Annual Surplus/Deficit before Amortization (Cumulative)		775,233	1,597,403	2,538,496	3,548,579	4,602,557	5,763,384	7,003,484	8,331,002	9,750,204	11,210,362	12,790,549
3) Ratio of Annual Surplus before Amortization to Acquisition of TCA's (Cumulative)		-	84.07	65.09	58.17	54.79	53.36	52.26	51.75	51.32	50.73	50.36



Table 4-4
Statement of Cash Flow – Indirect Method: Water Services
UNAUDITED: For Financial Planning Purposes Only
2019-2029

	Notes	Forecast										
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Operating Transactions												
Annual Surplus/Deficit		431,634	482,740	605,884	674,208	717,369	823,623	908,270	995,050	1,085,834	1,125,952	1,252,318
Add: Amortization of TCA's	4	343,599	339,430	335,209	335,875	336,609	337,204	331,830	332,468	333,368	334,206	327,869
(Gain)/Loss on disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-	-
Less: Earned Deferred Revenue	3	-	-	-	-	-	-	-	-	-	-	-
Less: Developer Contributions		-	-	-	-	-	-	-	-	-	-	-
Add: Deferred Revenue Proceeds		-	-	-	-	-	-	-	-	-	-	-
Change in A/R (Increase)/Decrease		(98,796)	(4,254)	(5,260)	(5,545)	(5,844)	(6,159)	(6,492)	(6,842)	(7,211)	(6,327)	(6,737)
Change in A/P (Increase)/Decrease		-	-	-	-	-	-	-	-	-	-	-
Less: Interest Proceeds		(38,561)	(54,310)	(72,371)	(91,745)	(111,960)	(134,251)	(158,057)	(183,557)	(210,816)	(238,839)	(269,176)
Cash Provided by Operating Transactions		637,876	763,606	863,462	912,793	936,174	1,020,417	1,075,551	1,137,119	1,201,175	1,214,992	1,304,274
Capital Transactions												
Proceeds on sale of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-	-
Less: Cash Used to acquire Tangible Capital Assets	4	-	(19,000)	(20,000)	(22,000)	(23,000)	(24,000)	(26,000)	(27,000)	(29,000)	(31,000)	(33,000)
Cash Applied to Capital Transactions		-	(19,000)	(20,000)	(22,000)	(23,000)	(24,000)	(26,000)	(27,000)	(29,000)	(31,000)	(33,000)
Investing Transactions												
Proceeds from Investments		38,561	54,310	72,371	91,745	111,960	134,251	158,057	183,557	210,816	238,839	269,176
Less: Cash Used to Acquire Investments		-	-	-	-	-	-	-	-	-	-	-
Cash Provided by (applied to) Investing Transactions		38,561	54,310	72,371	91,745	111,960	134,251	158,057	183,557	210,816	238,839	269,176
Financing Transactions												
Proceeds from Debt Issue	2	-	-	-	-	-	-	-	-	-	-	-
Less: Debt Repayment (Principal only)	2	-	-	-	-	-	-	-	-	-	-	-
Cash Applied to Financing Transactions		-	-	-	-	-	-	-	-	-	-	-
Increase in Cash and Cash Equivalents		676,437	798,916	915,833	982,538	1,025,134	1,130,668	1,207,608	1,293,676	1,382,991	1,422,831	1,540,450
Cash and Cash Equivalents, beginning of year	1	1,191,402	1,867,839	2,666,755	3,582,588	4,565,126	5,590,260	6,720,928	7,928,536	9,222,212	10,605,203	12,028,034
Cash and Cash Equivalents, end of year	1	1,867,839	2,666,755	3,582,588	4,565,126	5,590,260	6,720,928	7,928,536	9,222,212	10,605,203	12,028,034	13,568,484



Notes to Financial Plan

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

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

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

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

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

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

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

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



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

The assumptions used have been documented below:

1. Cash, Receivables and Payables

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

Ending Reserve/Reserve Fund Balance

Plus: Ending Accounts Payable Balance

Less: Ending Accounts Receivable Balance

Equals: Approximate Ending Cash Balance

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

- a) Receivables: Based on the historical levels of Township-wide receivables as a percentage of annual water and wastewater revenue earned; and
- b) Payables: Based on historical levels of Township-wide payables as a percentage of annual Township-wide expenses.

Therefore, the opening cash balance was estimated based on the above calculations.

2. Debt

Currently there is no outstanding water related debt and as per the 2019 Rate Study, there is not projected debenture financing required over the forecast period.

Note that currently there is no debt outstanding for LAWSS that the Township is responsible for however, if future debt is issued, the Township would be responsible for their proportionate share.



3. Deferred Revenue

The Township does not have deferred revenue to report as they do not impose development charges which is considered to be a liability for financial reporting purposes until funds are used to emplace the works for which they have been collected.

4. Tangible Capital Assets

- Opening net book value of tangible capital assets includes water related assets in the following categories:
 - i. Township-owned Assets:
 - a. Linear Infrastructure (watermains);
 - b. Hydrants; and
 - c. Hydrant Leads.
 - ii. Township's portion of LAWSS Assets (based on 2019 proportionate share of 2.89%):
 - a. Facilities;
 - b. Linear Infrastructure (watermains);
 - c. Machinery & Equipment;
 - d. Land; and
 - e. Land Improvements.
- Amortization is calculated based on using the straight-line approach with one-half ($\frac{1}{2}$) year amortization in the year of acquisition or construction for Township-owned assets and using the straight-line approach in the year following acquisitions or construction for LAWSS assets based on their approach.
- Given the planned asset replacement forecast provided by the Township, useful life on acquisitions is assumed to be equal to the weighted average useful life for all assets on hand in each respective asset category.
- Write-offs are assumed to equal \$0 for each year in the forecast period.
- Tangible capital assets are shown on a net basis. It is assumed that disposals occur when the asset is being replaced. To calculate the value of each asset disposal, the replacement value (of each new asset that has been identified as a "replacement") has been deflated (by weighted average useful life for all assets on hand in the respective asset category) to an estimated historical cost. This figure



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

- Gains/losses on disposal are assumed to be \$0 (it is assumed that historical cost is equal to accumulated amortization for all disposals).
- Residual value is assumed to be \$0 for all assets contained within the forecast period.
- Contributed Assets, as described in Section 3.2.1, are deemed to be insignificant/unknown during the forecast period and are therefore assumed to be \$0.
- The Township is unaware of any specific lead service piping in the municipal water system. However, when older portions of the watermain system is replaced as part of the ongoing replacement program, any lead service pipes will be replaced if and when found.



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

Asset Historical Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Tangible Capital Asset Balance	26,837,024	26,837,024	26,844,123	26,851,119	26,858,741	26,866,525	26,874,689	26,883,177	26,891,756	26,900,686	26,910,088
Acquisitions	-	19,000	20,000	22,000	23,000	24,000	26,000	27,000	29,000	31,000	33,000
Disposals	-	11,901	13,004	14,378	15,216	15,836	17,512	18,421	20,070	21,598	23,358
Closing Tangible Capital Asset Balance	26,837,024	26,844,123	26,851,119	26,858,741	26,866,525	26,874,689	26,883,177	26,891,756	26,900,686	26,910,088	26,919,730
Opening Accumulated Amortization	8,262,890	8,606,489	8,934,018	9,256,223	9,577,720	9,899,113	10,220,481	10,534,799	10,848,846	11,162,144	11,474,752
Amortization Expense	343,599	339,430	335,209	335,875	336,609	337,204	331,830	332,468	333,368	334,206	327,869
Amortization on Disposal	-	11,901	13,004	14,378	15,216	15,836	17,512	18,421	20,070	21,598	23,358
Ending Accumulated Amortization	8,606,489	8,934,018	9,256,223	9,577,720	9,899,113	10,220,481	10,534,799	10,848,846	11,162,144	11,474,752	11,779,263
Net Book Value	18,230,535	17,910,105	17,594,896	17,281,021	16,967,412	16,654,208	16,348,378	16,042,910	15,738,542	15,435,336	15,140,467

Note the above information includes Warwick's share (2.89%) of LAWSS Tangible Capital Asset's



5. Accumulated Surplus

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

Wastewater	2019 Opening Accumulated Surplus
Reserve Balances	
Reserves: Capital/Other	1,191,402
Total Reserves Balance	1,191,402
Less: Debt Obligations and Deferred Revenue	-
Less: Unfinanced Capital	-
Add: Long-term Accounts Receivable	-
Add: Tangible Capital Assets	18,574,134
Total Opening Balance	19,765,536

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

6. Other Revenue

Other revenue includes water connection fees, investment income, interest, water meter sales and other minor miscellaneous revenues. These revenues have been held constant over the forecast period.

7. Operating Expenses

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



Chapter 5

Process for Financial Plan Approval and Submission to the Province



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

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

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



Chapter 6

Recommendations



6. Recommendations

This report presents the water financial plan for the Township in accordance with the mandatory reporting formats for water systems as detailed in O.Reg. 453/07. It is important to note that while mandatory, the financial plan is provided for Council's interest and approval however, for decision making purposes, it may be more informative to rely on the information contained within the 2019 Rate Study, dated September 10, 2019. Nevertheless, Council is required to pass certain resolutions with regard to this plan and regulations and it is recommended that:

1. The Township of Warwick Water Financial Plan prepared by Watson & Associates Economists Ltd. dated September 12, 2019 be approved.
2. Notice of availability of the Financial Plan be advertised.
3. The Financial Plan dated September 12, 2019 be submitted to the Ministry of Municipal Affairs and Housing. (O.Reg. 453/07, Section 3(1)6).
4. The resolution of Council approving the Financial Plan be submitted to the MECP, satisfying the requirements under the Safe Drinking Water Act. (S.D.W.A. Section 32(5)2.ii.).