

The logo for Watson & Associates Economists Ltd. is displayed within a white circular frame. It features a stylized blue leaf icon to the left of the company name. The name "Watson & Associates" is in a serif font, and "ECONOMISTS LTD." is in a smaller, all-caps sans-serif font below it.

**Watson  
& Associates**  
ECONOMISTS LTD.

# **Water Ontario Regulation 453/07 Financial Plan**

City of Kenora

---

Financial Plan #228-301

**July 2, 2025**

Watson & Associates Economists Ltd.  
905-272-3600  
[info@watsonecon.ca](mailto:info@watsonecon.ca)

# Table of Contents

	Page
<b>1. Introduction.....</b>	<b>1-1</b>
1.1 Study Purpose .....	1-1
1.2 Background.....	1-1
1.2.1 Financial Plan Defined .....	1-2
1.2.2 Financial Plan Requirements – Existing System (Licence Renewal).....	1-2
1.2.3 Financial Plan Requirements – General .....	1-3
1.2.4 Public Sector Accounting Board (P.S.A.B.) Requirements .....	1-3
<b>2. Sustainable Financial Planning.....</b>	<b>2-1</b>
2.1 Introduction .....	2-1
2.2 Sustainable Water and Sewage Systems Act.....	2-2
2.3 Water Opportunities Act, 2010 .....	2-2
2.4 Infrastructure for Jobs and Prosperity Act (I.J.P.A.), 2015 .....	2-3
2.5 Water Forecast .....	2-4
<b>3. Approach.....</b>	<b>3-1</b>
3.1 Overview .....	3-1
3.2 Conversion Process.....	3-1
3.2.1 Calculate Tangible Capital Asset Balances.....	3-1
3.2.2 Convert Statement of Operations.....	3-2
3.2.3 Convert Statement of Financial Position .....	3-4
3.2.4 Convert Statement of Cash Flow and Net Financial Assets/Debt.....	3-4
3.2.5 Verification and Note Preparation .....	3-6
<b>4. Financial Plan .....</b>	<b>4-1</b>
4.1 Introduction .....	4-1
4.2 Water Financial Plan.....	4-1
4.2.1 Statement of Financial Position (Table 4-1) .....	4-1
4.2.2 Statement of Operations (Table 4-2).....	4-2



# Table of Contents (Cont'd)

	Page
4.2.3 Statement of Change in Net Financial Assets/Debt (Table 4-3) .....	4-3
4.2.4 Statement of Cash Flow (Table 4-4) .....	4-3
<b>5. Process for Financial Plan Approval and Submission to the Province .....</b>	<b>5-1</b>
<b>6. Recommendations .....</b>	<b>6-1</b>



## List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
A.M.P.	Asset Management Plan
D.C.	Development Charges
F.I.R.	Financial Information Return
MECP	Ministry of the Environment, Conservation and Parks
MMAH	Ministry of Municipal Affairs and Housing
OCIF	Ontario Community Infrastructure Fund
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

---

Watson & Associates Economists Ltd. (Watson) was retained by the City of Kenora (City) to prepare a water financial plan as part of the five submission requirements for the purposes of renewing 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. This detailed financial planning and forecasting in regard to the City's water system has already been completed and documented by Watson within the "City of Kenora Water and Wastewater Rate Study" (2025 Rate Study). The objective of the report provided herein is to convert the findings of the 2025 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.) was passed in December 2002 in order to address some of the recommendations made by the Walkerton Inquiry Part II report. One of the main requirements of the Act is the mandatory licensing of municipal water providers. Subsection 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 subsection 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.

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

### **1.2.1 Financial Plan Defined**

Section 30 of the S.D.W.A. provides the following definition of financial plans:

"financial plans" means financial plans that satisfy the requirements prescribed by the Minister.

These requirements are outlined in O. Reg. 453/07 and are examined in detail below.

### **1.2.2 Financial Plan Requirements – Existing System (Licence Renewal)**

O. Reg. 453/07 provides details on the requirements for existing water systems (licence renewal), which 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 P.S.A.B.) 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 P.S.A.B.) 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 P.S.A.B.) 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 requirement for a financial plan is legislated under the S.D.W.A., 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 included in this financial plan 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), paragraph 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 must be submitted to the Ministry of Municipal Affairs and Housing (MMAH). The financial plan does not need to be submitted to the Ministry of the Environment, Conservation, and Parks (MECP); however, the 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 (P.S.A.B.) 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 PS1201 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 PS1201 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 is 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.



# 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 S.D.W.A. requires a declaration of the financial plan's sustainability, it does not give a clear definition of what would be considered sustainable. Instead, the 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 Services are provided below:

Principle #1: Ongoing public engagement and transparency can build support for, and confidence in, financial plans and the system 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 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 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.

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

- an asset management plan (A.M.P.) 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 A.M.P.s for all infrastructure they own. On December 27, 2017, the Province of Ontario released O. Reg. 588/17 under I.J.P.A. which has three phases that municipalities must meet. The timelines associated with the three phases were later extended by O. Reg. 193/21 which was filed on March 15, 2021.

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, 2022):
  - For core assets – Municipalities must have the following:
    - Inventory of assets;
    - Current levels of service measured by standard metrics; and
    - Costs to maintain levels of service.
- Phase 2 – Asset Management Plan (by July 1, 2024):
  - Same elements as Phase 1 but for all assets.
- Phase 3 – Asset Management Plan (by July 1, 2025):
  - Builds on Phase 1 and 2 by adding:
    - Proposed levels of service; and
    - Lifecycle management and Financial strategy.



In relation to water (which is considered a core asset), municipalities will need to have an A.M.P. that addresses the related infrastructure by July 1, 2022 (Phase 1). O. Reg. 588/17 specifies that the City's A.M.P. 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 A.M.P.
- 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 City's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate; and
- the lifecycle activities that would need to be undertaken to maintain the current levels of service.

The City completed an A.M.P. in 2022 which included a review of the City's water and wastewater infrastructure. The impacts of funding the lifecycle requirements of water wastewater infrastructure have been considered in the City's 2025 Rate Study.

## **2.5 Water Forecast**

---

The City has already completed financial planning through the 2025 Rate Study. The forecast was designed to address "full cost" principles and reflect the guiding principles toward sustainable financial planning.

As a result of employing this process, the 2025 Rate Study provides the basis for a financial plan for the City's water systems by including:

- 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 the systems growth;
- An analysis of required water rates that ensure revenues are equitable and sufficient to meet the systems needs; and
- A public process that involves consultation with the main stakeholders including the City's staff, Council, the general public (specifically the users of the systems) and others, with the aim of gaining input and collaboration on the sustainability of the water financial plan.

The background information and details of the financial plan are contained within the City's 2025 Rate Study.





# Chapter 3

## Approach



## 3. Approach

### 3.1 Overview

---

The 2025 Rate Study has been used as a starting point to prepare the water financial plan. The water forecast contained in the 2025 Rate Study was 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 financial plan 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 as part of the City's annual P.S.A.B. 3150 compliance processes. As required for P.S.A.B. 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. 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 2025 Rate Study. However, these estimates only represent future assets that the City anticipates purchasing or constructing. At present, the City does not have an estimate of the extent of infrastructure that may be contributed by developers and other parties (at no or partial cost to the City). If, over the forecast period, additional capital needs arise or contributed assets are anticipated, the financial plan may need to be adjusted 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 to that used for existing assets.

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

### **3.2.2 *Convert Statement of Operations***

A wide range of adjustments will be considered, dependent on the size and complexity of the system, in order to convert from the cash to full accrual basis (see Table 3-1). For example, debt repayment costs relating to the principal payment portion only need 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 (Water)

Modified Cash Basis	Budget 2025	Adjustments		Full Accrual Budget 2025	Accrual Basis
		DR	CR		
<b>Revenues</b>					<b>Revenues</b>
Base Charge Revenue	4,093,044			4,093,044	Base Charge Revenue
Rate Based Revenue	2,275,437			2,275,437	Rate Based Revenue
Transfers from Reserves	-	-			
Other Revenue	185,738		-	185,738	Other Revenue
<b>Total Revenues</b>	<b>6,554,219</b>			<b>6,554,219</b>	<b>Total Revenues</b>
<b>Expenditures</b>					<b>Expenses</b>
Operating	4,083,654	-		4,083,654	Operating Expenses
Capital					
Transfers to Reserves	2,336,173		2,336,173		
Transfers to Capital	-		-		
Debt Repayment (Principal & Interest)	134,392		98,237	36,155	Interest on Debt
		926,158		926,158	Amortization
		-		-	Loss on Disposal of Tangible Capital Assets
<b>Total Expenditures</b>	<b>6,554,219</b>			<b>5,045,967</b>	<b>Total Expenses</b>
<b>Net Expenditures</b>	<b>-</b>			<b>1,508,252</b>	<b>Annual Surplus/(Deficit)</b>
Increase (decrease) in amounts to be recovered	-			33,397,833	Accumulated Surplus/(Deficit), beginning of year
<b>Change in Fund Balances</b>	<b>-</b>	<b>1,508,252</b>	<b>-</b>	<b>34,906,085</b>	<b>Accumulated Surplus/(Deficit), end of year</b>
<b>TOTAL ADJUSTMENTS</b>		<b>2,434,410</b>	<b>2,434,410</b>		

**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 Table 3-2). As noted earlier, the applicable balances from the Statement of Capital and the Statement of Reserve and Reserve Funds will need to be transferred to this statement. 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 PS1201.

It is acknowledged that some of the balances required on the Statement of Financial Position will be consolidated across the City and as such, it may 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. O. Reg. 453/07 allows for the exclusion of these numbers if they are not known at the time of preparing the financial plan. Please refer to the Financial Plan Notes in Chapter 4 for more details.

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

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

The Statement of Change in Net Financial Assets/Debt is a new 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, additional 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  
Statements of Financial Position (Water)

Modified Cash Basis	Budget 2025	Adjustments		Full Accrual Budget 2025	Accrual Basis
		DR	CR		
<b>ASSETS</b>					<b>ASSETS</b>
<b>Financial Assets</b>					<b>Financial Assets</b>
Cash	945,123			945,123	Cash
Accounts Receivable	739,637			739,637	Accounts Receivable
<b>Total Financial Assets</b>	<b>1,684,760</b>			<b>1,684,760</b>	<b>Total Financial Assets</b>
<b>LIABILITIES</b>					<b>Liabilities</b>
Accounts Payable & Accrued Liabilities	493,925			493,925	Accounts Payable & Accrued Liabilities
Gross Long-term Liabilities	1,113,847			1,113,847	Debt (Principal only)
<b>Total Liabilities</b>	<b>1,607,772</b>			<b>1,607,772</b>	<b>Total Liabilities</b>
<b>Net Assets/(Debt)</b>	<b>76,988</b>			<b>76,988</b>	<b>Net Financial Assets/(Debt)</b>
					<b>Non-Financial Assets</b>
		34,829,097	-	34,829,097	Tangible Capital Assets
				<b>34,829,097</b>	<b>Total Non-Financial Assets</b>
<b>Municipal Position</b>					
Water Reserves	1,190,835	1,190,835	-		
Amounts to be Recovered	(1,113,847)	-	1,113,847		
<b>Total Municipal Position</b>	<b>76,988</b>		34,906,085	<b>34,906,085</b>	<b>Accumulated Surplus/(Deficit), end of year</b>
<b>TOTAL ADJUSTMENTS</b>		<b>36,019,932</b>	<b>36,019,932</b>		

**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 City at a set point in time. The Statement of Operations summarizes how these resources and obligations changed over the reporting period. To this end, the accumulated surplus/deficit reported on the Statement of Financial Position should equal the accumulated surplus/deficit reported on the Statement of Operations.

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

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

- a) Opening cash balances – Opening cash balances are necessary to complete the Statement of Cash Flows and balance the Statement of Financial Position. Preferably, opening cash balances should be derived from actual information contained within the City's ledgers. 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 City’s amortization policy. Otherwise, an assumption will need to be made and applied consistently throughout the financial plan.
- 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 2025 Rate Study.
- d) Contributed Assets – As noted earlier, contributed assets could represent a significant part of the City’s infrastructure acquisitions. As such, a reasonable estimate of value and timing of acquisition/donation may be required in order to adequately capture these assets. In the case where contributed assets are deemed to be insignificant or unknown, an assumption of “no contributed assets within the forecast period” will be made.
- e) Accumulated Surplus – The magnitude of the surplus in this area may precipitate the need for additional explanation especially in the first year of reporting. This Accumulated Surplus captures the historical infrastructure investment which has not been reported in the past but has accumulated to significant levels. It also includes all water reserve and reserve fund balances.
- f) Other Revenues – Will represent the recognition of revenues previously deferred (i.e. development charge revenues) and/or accrued revenues (developer contributions), and/or other minor miscellaneous revenues.





# Chapter 4

## Financial Plan



## 4. Financial Plan

### 4.1 Introduction

---

The following tables provide the complete financial plan for the City's water system. A brief description and analysis of each table is provided below. It is important to note that the financial plan that follows is a forward look at the financial position of the City's water system. It is not an audited document<sup>1</sup> and contains various estimates as detailed in the "Notes to the Financial Plan" section below.

### 4.2 Water Financial Plan

---

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

The Statement of Financial Position provides information that describes the assets, liabilities, and accumulated surplus of the City's water system. 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 for 2025, the City's water system will be in a net financial asset position of approximately \$77,000. The City's net financial asset position is forecast to increase in 2026 and 2027, and subsequently to decrease to a peak net financial debt position of approximately \$15.6 million in 2031. The net financial debt position is then forecast to decrease to approximately \$6.6 million by the end of the forecast period.

Another important indicator on the Statement of Financial Position is the tangible capital asset balance. 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:

---

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



- Tangible capital assets such as water mains and treatment plants are imperative to water service delivery.
- 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 City 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 grow by approximately \$43.5 million over the ten-year forecast period. This indicates that the City has plans to invest in tangible capital assets in excess of the anticipated use of existing assets over the forecast period.

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

The Statement of Operations summarizes the revenues and expenses generated by the water system for a given period. The annual surplus/deficit measures whether the revenues generated were sufficient to cover the expenses incurred and in turn, whether net financial assets have been maintained or depleted. Table 4-2 illustrates the ratio of expenses to revenues decreasing over the forecast period, from 77% in 2025 to 53% by 2034. As a result, an annual surplus position is forecasted for all years of the forecast, ultimately reaching an annual surplus position of approximately \$6.7 million by the end of the forecast period. It is important to note that an annual surplus is beneficial to ensure funding is available for 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 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 \$36.8



million to an opening 2025 accumulated surplus of \$33.4 million over the forecast period. This accumulated surplus, as indicated in Table 4-2, is predominantly made up of up of reserve and reserve fund balances as well as investments in tangible capital assets.

#### **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 in some years forecasted tangible capital asset acquisitions (net of amortization for the year) exceed forecasted annual surplus, while in others the forecasted annual surplus exceeds forecasted tangible capital asset acquisitions (net of amortization for the year). The overall result is an increase of the net financial debt balance, peaking in 2031 then decreasing and ultimately reaching a net financial debt position of approximately \$6.6 million by the end of the forecast period. The overall increase to net financial debt balance is the result of a long-term plan of funding capital asset acquisitions through accumulated surplus (i.e., reserves and reserve funds) and debt issuance. The ratio of cumulative annual surplus before amortization to cumulative tangible capital asset acquisitions is forecasted to decrease over the forecast period, decreasing from 0.99 in 2025 to 0.88 by 2034 (note: a desirable ratio is 1:1 or better).

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

The Statement of Cash Flow summarizes how the City's water system is 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 build internal reserves and reserve funds over the forecast period. The financial plan projects the cash position of the City's water system to increase from a positive balance of approximately \$1.15 million at the beginning of 2025 to a positive balance of approximately \$6.11 million by the end of



2034. For further discussion on projected cash balances please refer to the Notes to the Financial Plan.



Table 4-1  
Statement of Financial Position: Water Services  
UNAUDITED: For Financial Planning Purposes Only  
2025-2034

	Notes	Forecast									
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Financial Assets</b>											
Cash	1	945,123	1,402,871	1,287,360	-	-	-	-	2,125,080	1,015,974	6,114,427
Accounts Receivable	1	739,637	806,751	880,047	960,361	1,048,068	1,143,829	1,248,389	1,362,579	1,487,265	1,623,412
<b>Total Financial Assets</b>		<b>1,684,760</b>	<b>2,209,622</b>	<b>2,167,407</b>	<b>960,361</b>	<b>1,048,068</b>	<b>1,143,829</b>	<b>1,248,389</b>	<b>3,487,659</b>	<b>2,503,239</b>	<b>7,737,839</b>
<b>Liabilities</b>											
Bank Indebtedness		-	-	-	417,059	491,171	573,023	663,311	-	-	-
Accounts Payable & Accrued Liabilities	1	493,925	514,567	530,053	543,303	556,898	570,807	585,079	599,702	614,700	630,061
Debt (Principal only)	2	1,113,847	1,012,632	908,441	879,944	12,043,877	13,393,325	15,596,893	14,943,577	14,349,065	13,728,282
Deferred Revenue	3	-	-	-	-	-	-	-	-	-	-
<b>Total Liabilities</b>		<b>1,607,772</b>	<b>1,527,199</b>	<b>1,438,494</b>	<b>1,840,306</b>	<b>13,091,946</b>	<b>14,537,155</b>	<b>16,845,283</b>	<b>15,543,279</b>	<b>14,963,765</b>	<b>14,358,343</b>
<b>Net Financial Assets/(Debt)</b>		<b>76,988</b>	<b>682,423</b>	<b>728,913</b>	<b>(879,945)</b>	<b>(12,043,878)</b>	<b>(13,393,326)</b>	<b>(15,596,894)</b>	<b>(12,055,620)</b>	<b>(12,460,526)</b>	<b>(6,620,504)</b>
<b>Non-Financial Assets</b>											
Tangible Capital Assets	4	34,829,097	36,121,936	38,456,674	42,980,390	57,554,442	62,373,456	68,652,180	69,882,606	75,979,957	76,838,449
<b>Total Non-Financial Assets</b>		<b>34,829,097</b>	<b>36,121,936</b>	<b>38,456,674</b>	<b>42,980,390</b>	<b>57,554,442</b>	<b>62,373,456</b>	<b>68,652,180</b>	<b>69,882,606</b>	<b>75,979,957</b>	<b>76,838,449</b>
<b>Accumulated Surplus/(Deficit)</b>	5	<b>34,906,085</b>	<b>36,804,359</b>	<b>39,185,587</b>	<b>42,100,445</b>	<b>45,510,564</b>	<b>48,980,130</b>	<b>53,055,286</b>	<b>57,826,986</b>	<b>63,519,431</b>	<b>70,217,945</b>
<b>Financial Indicators</b>	<b>Total Change</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
1) Increase/(Decrease) in Net Financial Assets	(6,721,082)	(23,590)	605,435	46,490	(1,608,858)	(11,163,933)	(1,349,448)	(2,203,568)	3,541,274	(404,906)	5,840,022
2) Increase/(Decrease) in Tangible Capital Assets	43,541,194	1,531,842	1,292,839	2,334,738	4,523,716	14,574,052	4,819,014	6,278,724	1,230,426	6,097,351	858,492
3) Increase/(Decrease) in Accumulated Surplus	36,820,112	1,508,252	1,898,274	2,381,228	2,914,858	3,410,119	3,469,566	4,075,156	4,771,700	5,692,445	6,698,514



Table 4-2  
Statement of Operations: Water Services  
UNAUDITED: For Financial Planning Purposes Only  
2025-2034

	Notes	Forecast									
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Water Revenue</b>											
Base Charge Revenue		4,093,044	4,477,205	4,897,419	5,357,066	5,859,848	6,409,812	7,011,385	7,669,410	8,389,182	9,176,496
Rate Based Revenue		2,275,437	2,478,024	2,698,646	2,938,909	3,200,561	3,485,505	3,795,815	4,133,749	4,501,766	4,902,544
Other Revenue	6	185,738	193,709	202,377	214,165	226,933	240,606	255,264	271,194	288,292	306,656
<b>Total Revenues</b>		<b>6,554,219</b>	<b>7,148,938</b>	<b>7,798,442</b>	<b>8,510,140</b>	<b>9,287,342</b>	<b>10,135,923</b>	<b>11,062,464</b>	<b>12,074,353</b>	<b>13,179,240</b>	<b>14,385,696</b>
<b>Water Expenses</b>											
Operating Expenses	Sch. 4-1	4,083,654	4,254,324	4,382,351	4,491,900	4,604,300	4,719,300	4,837,300	4,958,200	5,082,200	5,209,200
Interest on Debt	2	36,155	33,179	30,201	27,098	26,175	530,271	592,832	693,779	665,746	639,474
Amortization	4	926,158	963,161	1,004,662	1,076,284	1,246,748	1,416,786	1,557,176	1,650,674	1,738,849	1,838,508
Loss on Disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>		<b>5,045,967</b>	<b>5,250,664</b>	<b>5,417,214</b>	<b>5,595,282</b>	<b>5,877,223</b>	<b>6,666,357</b>	<b>6,987,308</b>	<b>7,302,653</b>	<b>7,486,795</b>	<b>7,687,182</b>
<b>Annual Surplus/(Deficit)</b>		<b>1,508,252</b>	<b>1,898,274</b>	<b>2,381,228</b>	<b>2,914,858</b>	<b>3,410,119</b>	<b>3,469,566</b>	<b>4,075,156</b>	<b>4,771,700</b>	<b>5,692,445</b>	<b>6,698,514</b>
Accumulated Surplus/(Deficit), beginning of year	5	33,397,833	34,906,085	36,804,359	39,185,587	42,100,445	45,510,564	48,980,130	53,055,286	57,826,986	63,519,431
Accumulated Surplus/(Deficit), end of year		34,906,085	36,804,359	39,185,587	42,100,445	45,510,564	48,980,130	53,055,286	57,826,986	63,519,431	70,217,945
<b>Note 5:</b>											
<b>Accumulated Surplus/(Deficit) Reconciliation:</b>		<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
<b>Reserve Balances</b>											
Reserves: Capital/Other		1,190,835	1,695,055	1,637,354	(1)	(1)	(1)	(1)	2,887,957	1,888,539	7,107,778
<b>Total Reserves Balance</b>		<b>1,190,835</b>	<b>1,695,055</b>	<b>1,637,354</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>2,887,957</b>	<b>1,888,539</b>	<b>7,107,778</b>
Less: Debt Obligations and Deferred Revenue		(1,113,847)	(1,012,632)	(908,441)	(879,944)	(12,043,877)	(13,393,325)	(15,596,893)	(14,943,577)	(14,349,065)	(13,728,282)
Add: Tangible Capital Assets	4	34,829,097	36,121,936	38,456,674	42,980,390	57,554,442	62,373,456	68,652,180	69,882,606	75,979,957	76,838,449
<b>Total Ending Balance</b>		<b>34,906,085</b>	<b>36,804,359</b>	<b>39,185,587</b>	<b>42,100,445</b>	<b>45,510,564</b>	<b>48,980,130</b>	<b>53,055,286</b>	<b>57,826,986</b>	<b>63,519,431</b>	<b>70,217,945</b>
<b>Financial Indicators</b>	<b>Total Change</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
1) Expense to Revenue Ratio		77%	73%	69%	66%	63%	66%	63%	60%	57%	53%
2) Increase/(Decrease) in Accumulated Surplus	36,820,112	1,508,252	1,898,274	2,381,228	2,914,858	3,410,119	3,469,566	4,075,156	4,771,700	5,692,445	6,698,514



Schedule 4-1  
Statement of Operating Expenses: Water Services  
UNAUDITED: For Financial Planning Purposes Only  
2025-2034

	Notes	Forecast									
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Operating Expenses</b>											
Waterworks		2,167,434	2,086,379	2,344,693	2,403,300	2,463,400	2,525,000	2,588,100	2,652,800	2,719,100	2,787,100
Standpipe & Booster		191,820	199,840	208,238	213,400	218,800	224,200	229,900	235,600	241,500	247,500
Water Treatment Plant		1,599,113	1,845,140	1,698,684	1,741,200	1,784,700	1,829,300	1,875,000	1,921,900	1,970,000	2,019,200
Water & Sewer Vehicles (50% Water Share)		125,287	122,965	130,737	134,000	137,400	140,800	144,300	147,900	151,600	155,400
Non TCA - Expenses from Capital Budget	7	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>4,083,654</b>	<b>4,254,324</b>	<b>4,382,351</b>	<b>4,491,900</b>	<b>4,604,300</b>	<b>4,719,300</b>	<b>4,837,300</b>	<b>4,958,200</b>	<b>5,082,200</b>	<b>5,209,200</b>

Table 4-3  
Statement of Changes in Net Financial Assets/Debt: Water Services  
UNAUDITED: For Financial Planning Purposes Only  
2025-2034

	Notes	Forecast									
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Annual Surplus/(Deficit)		1,508,252	1,898,274	2,381,228	2,914,858	3,410,119	3,469,566	4,075,156	4,771,700	5,692,445	6,698,514
Less: Acquisition of Tangible Capital Assets	4	(2,458,000)	(2,256,000)	(3,339,400)	(5,600,000)	(15,820,800)	(6,235,800)	(7,835,900)	(2,881,100)	(7,836,200)	(2,697,000)
Add: Amortization of Tangible Capital Assets	4	926,158	963,161	1,004,662	1,076,284	1,246,748	1,416,786	1,557,176	1,650,674	1,738,849	1,838,508
		(1,531,842)	(1,292,839)	(2,334,738)	(4,523,716)	(14,574,052)	(4,819,014)	(6,278,724)	(1,230,426)	(6,097,351)	(858,492)
<b>Increase/(Decrease) in Net Financial Assets/(Net Debt)</b>		<b>(23,590)</b>	<b>605,435</b>	<b>46,490</b>	<b>(1,608,858)</b>	<b>(11,163,933)</b>	<b>(1,349,448)</b>	<b>(2,203,568)</b>	<b>3,541,274</b>	<b>(404,906)</b>	<b>5,840,022</b>
Net Financial Assets/(Net Debt), beginning of year		100,578	76,988	682,423	728,913	(879,945)	(12,043,878)	(13,393,326)	(15,596,894)	(12,055,620)	(12,460,526)
<b>Net Financial Assets/(Net Debt), end of year</b>		<b>76,988</b>	<b>682,423</b>	<b>728,913</b>	<b>(879,945)</b>	<b>(12,043,878)</b>	<b>(13,393,326)</b>	<b>(15,596,894)</b>	<b>(12,055,620)</b>	<b>(12,460,526)</b>	<b>(6,620,504)</b>

Financial Indicators		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
1) Acquisition of Tangible Capital Assets (Cumulative)		2,458,000	4,714,000	8,053,400	13,653,400	29,474,200	35,710,000	43,545,900	46,427,000	54,263,200	56,960,200
2) Annual Surplus/Deficit before Amortization (Cumulative)		2,434,410	5,295,845	8,681,735	12,672,877	17,329,744	22,216,096	27,848,428	34,270,802	41,702,096	50,239,118
3) Ratio of Annual Surplus before Amortization to Acquisition of TCA's (Cumulative)		0.99	1.12	1.08	0.93	0.59	0.62	0.64	0.74	0.77	0.88





Table 4-4  
Statement of Cash Flow – Indirect Method: Water Services  
UNAUDITED: For Financial Planning Purposes Only  
2025-2034

	Notes	Forecast									
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Operating Transactions</b>											
Annual Surplus/Deficit		1,508,252	1,898,274	2,381,228	2,914,858	3,410,119	3,469,566	4,075,156	4,771,700	5,692,445	6,698,514
Add: Amortization of TCA's	4	926,158	963,161	1,004,662	1,076,284	1,246,748	1,416,786	1,557,176	1,650,674	1,738,849	1,838,508
(Gain)/Loss on disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Change in A/R (Increase)/Decrease		(86,312)	(67,115)	(73,295)	(80,314)	(87,707)	(95,761)	(104,559)	(114,190)	(124,687)	(136,146)
Change in A/P Increase/(Decrease)		2,589	20,642	15,486	13,250	13,595	13,909	14,272	14,623	14,998	15,361
Cash Provided by Operating Transactions		2,350,687	2,814,962	3,328,081	3,924,078	4,582,755	4,804,500	5,542,045	6,322,807	7,321,605	8,416,237
<b>Capital Transactions</b>											
Proceeds on sale of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Less: Cash Used to acquire Tangible Capital Assets	4	(2,458,000)	(2,256,000)	(3,339,400)	(5,600,000)	(15,820,800)	(6,235,800)	(7,835,900)	(2,881,100)	(7,836,200)	(2,697,000)
Cash Applied to Capital Transactions		(2,458,000)	(2,256,000)	(3,339,400)	(5,600,000)	(15,820,800)	(6,235,800)	(7,835,900)	(2,881,100)	(7,836,200)	(2,697,000)
<b>Investing Transactions</b>											
Proceeds from Investments		-	-	-	-	-	-	-	-	-	-
Less: Cash Used to Acquire Investments		-	-	-	-	-	-	-	-	-	-
Cash Provided by (applied to) Investing Transactions		-	-	-	-	-	-	-	-	-	-
<b>Financing Transactions</b>											
Proceeds from Debt Issue	2	-	-	-	48,798	11,275,903	1,824,169	2,755,962	-	-	-
Less: Debt Repayment (Principal only)	2	(98,237)	(101,214)	(104,192)	(77,295)	(111,970)	(474,721)	(552,395)	(653,316)	(594,511)	(620,784)
Cash Applied to Financing Transactions		(98,237)	(101,214)	(104,192)	(28,497)	11,163,933	1,349,448	2,203,567	(653,316)	(594,511)	(620,784)
Increase in Cash and Cash Equivalents		(205,550)	457,748	(115,511)	(1,704,419)	(74,112)	(81,852)	(90,288)	2,788,391	(1,109,106)	5,098,453
Cash and Cash Equivalents, beginning of year	1	1,150,673	945,123	1,402,871	1,287,360	(417,059)	(491,171)	(573,023)	(663,311)	2,125,080	1,015,974
Cash and Cash Equivalents, end of year	1	945,123	1,402,871	1,287,360	(417,059)	(491,171)	(573,023)	(663,311)	2,125,080	1,015,974	6,114,427



## Water

### Notes to Financial Plan

The financial plan format as outlined in Chapter 4 closely approximates the full accrual format used by municipalities (2009 onward) on their audited financial statements. However, the financial plan is not an audited document and contains various estimates. In this regard, subsection 3 (2) of O. Reg. 453/07 states the following:

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

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

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

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

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

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

In order to show a balanced financial plan in a full accrual format for the City, some of the items listed above have been estimated given that the City does not maintain all financial asset and liability data separately for water. Usually, this type of data is combined with the financial assets and liabilities of other departments and services given that there is not a current obligation to disclose this data separately (as there is with revenue and expenses).



The assumptions used have been documented below:

## **1. Cash, Receivables and Payables**

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

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

Receivable and payable balances were estimated for each year of the forecast based on the following factors:

- a) Receivables: Based on ratios of City-wide receivables as a percentage of annual City-wide revenues (using the City's 2022 audited financial statements); and
- b) Payables: Based on ratios of City-wide payables as a percentage of annual City-wide expenses (using the City's 2022 audited financial statements).

## **2. Debt**

Outstanding water related debt principal at the end of 2024 was approximately \$1.2 million. It is anticipated that additional debentures will be required over the forecast period. Principal repayments over the forecast period are scheduled as follows.



Year	Principal Payments
2025	98,237
2026	101,214
2027	104,192
2028	77,295
2029	111,970
2030	474,721
2031	552,395
2032	653,316
2033	594,511
2034	620,784
<b>Total</b>	<b>3,388,635</b>

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

### 3. Deferred Revenue

Deferred revenue is typically made up of water development charge reserve fund balances which are considered to be a liability for financial reporting purposes until the funds are used to emplace the works for which they have been collected. In years when a water development charge reserve fund balance is negative, it is shown as an asset (accounts receivable – other) for financial reporting purposes, representing future amounts to be collected from developers. Deferred revenue can also represent grant funding that has not been earned as revenue in any given year. For the purposes of this financial plan it is assumed all grant funding received will be earned in the year it is received.

### 4. Tangible Capital Assets

- Opening net book value of tangible capital assets includes water related assets, based on information contained with the City's asset database.
- Amortization is calculated based on the straight-line approach with half the annual amortization applied in the year of acquisition or construction.
- Given the planned asset replacement forecast in the 2025 Rate Study, useful life on acquisitions is assumed to be equal to typical values assigned by the City for each asset category.
- Write-offs are assumed to equal \$0 for each year in the forecast period.



- Tangible capital assets are shown on a net basis. It is assumed that disposals occur when the asset is being replaced, unless the asset is documented as a new asset. The value of each asset disposal is calculated by estimating the original purchase/construction date and deflating current replacement cost values to those estimated dates in order to calculate original historical cost.
- Gains/losses on disposal are assumed to be \$0 (it is assumed that historical cost is equal to accumulated amortization for all disposals).
- Residual value is assumed to be \$0 for all assets contained within the forecast period.
- 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 City is unaware of any specific lead service piping in the municipal water system.

The balance of tangible capital assets is summarized on Table 4-5, as follows:



Table 4-5  
Tangible Capital Asset Summary

Asset Historical Cost	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Tangible Capital Asset Balance	54,057,136	56,356,567	58,358,516	61,424,886	66,422,426	81,262,033	86,582,988	93,457,019	96,106,518	102,817,888
Acquisitions	2,458,000	2,256,000	3,339,400	5,600,000	15,820,800	6,235,800	7,835,900	2,881,100	7,836,200	2,697,000
Disposals	158,569	254,051	273,030	602,460	981,193	914,845	961,869	231,601	1,124,830	705,587
<b>Closing Tangible Capital Asset Balance</b>	<b>56,356,567</b>	<b>58,358,516</b>	<b>61,424,886</b>	<b>66,422,426</b>	<b>81,262,033</b>	<b>86,582,988</b>	<b>93,457,019</b>	<b>96,106,518</b>	<b>102,817,888</b>	<b>104,809,301</b>
Opening Accumulated Amortization	20,759,881	21,527,470	22,236,580	22,968,212	23,442,036	23,707,591	24,209,532	24,804,839	26,223,912	26,837,931
Amortization Expense	926,158	963,161	1,004,662	1,076,284	1,246,748	1,416,786	1,557,176	1,650,674	1,738,849	1,838,508
Amortization on Disposal	158,569	254,051	273,030	602,460	981,193	914,845	961,869	231,601	1,124,830	705,587
<b>Ending Accumulated Amortization</b>	<b>21,527,470</b>	<b>22,236,580</b>	<b>22,968,212</b>	<b>23,442,036</b>	<b>23,707,591</b>	<b>24,209,532</b>	<b>24,804,839</b>	<b>26,223,912</b>	<b>26,837,931</b>	<b>27,970,852</b>
<b>Net Book Value</b>	<b>34,829,097</b>	<b>36,121,936</b>	<b>38,456,674</b>	<b>42,980,390</b>	<b>57,554,442</b>	<b>62,373,456</b>	<b>68,652,180</b>	<b>69,882,606</b>	<b>75,979,957</b>	<b>76,838,449</b>



## 5. Accumulated Surplus

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

Water	2025 Opening Accumulated Surplus
<b>Reserve Balances</b>	
Reserves: Capital/Other	1,312,662
<b>Total Reserves Balance</b>	<b>1,312,662</b>
Less: Debt Obligations and Deferred Revenue	(1,212,084)
Add: Tangible Capital Assets	33,297,255
<b>Total Opening Balance</b>	<b>33,397,833</b>

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

## 6. Other Revenue

Other revenue includes revenues collected from water delivery, vehicle expense recovery, and other miscellaneous revenues.

## 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 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, subsection 3 (1), paragraph 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, subsection 3 (1), paragraph 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, subsection 3 (1), paragraph 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. subsection 32 (5), subparagraph 2 ii).



# Chapter 6

## Recommendations



## 6. Recommendations

This report presents the water financial plan for the City of Kenora 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 2025 Rate Study. Nevertheless, Council is required to pass certain resolutions with regard to this plan and regulations and it is recommended that:

1. The City of Kenora Water Financial Plan prepared by Watson & Associates Economists Ltd. dated July 2, 2025 be approved.
2. Notice of availability of the Financial Plan be advertised.
3. The Water Financial Plan dated July 2, 2025 be submitted to the Ministry of Municipal Affairs and Housing. (O. Reg. 453/07, subsection 3 (1), paragraph 6)
4. The Council Resolution approving the Financial Plan be submitted to the Ministry of the Environment, Conservation, and Parks satisfying the requirements under the *Safe Drinking Water Act*. (S.D.W.A. subsection 32 (5), subparagraph 2 ii).