



Corporation of the Township of Manitouwadge

Water and Wastewater Financial Plan Pursuant to Ontario Regulation 453/07

Final Report
May 21, 2015

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I Introduction

1.1 Provincial reporting requirements

Pursuant to Section 31(1) of the *Safe Drinking Water Act, 2002* (the "SDWA"), Provincial licenses are required for the operation of municipal drinking water systems in Ontario. In obtaining these licenses, the Corporation of the Township of Manitouwadge (the "Town") is required to meet five conditions under Section 44(1) of the SDWA, including the preparation of a financial plan for the water system. The form and content of financial plans for municipal water systems are prescribed under Ontario Regulation 453/07 (the "Regulation"). Under the terms of the Regulation, the Town is required to prepare a financial plan that:

- i. Is approved through a Council resolution that indicates that the drinking water system is financially viable
- ii. Extends over a minimum of six years and includes a statement that the financial impacts of the drinking water system have been considered
- iii. For each year of the financial plan, includes details of the proposed or projected financial operations of the system itemized by:
 - Total revenues, further broken down into water rates, user charges and other revenues
 - Total expenses, further broken down into amortization expenses, interest expenses and other expenses
 - Annual surplus or deficit
 - Accumulated surplus or deficit
- iv. Includes details of the proposed or projected financial position of the system, itemized by:
 - Total financial assets
 - Total liabilities
 - Net debt
 - Non-financial assets
 - Changes in tangible capital assets
- v. Details the proposed or projected gross cash receipts and cash payments itemized by:
 - Operating transactions
 - Capital transactions
 - Investing transactions
 - Financing transactions
 - Changes in cash and cash equivalents during the year
 - Cash and cash equivalents at the beginning and end of year

The disclosure requirements prescribed in the Regulation are consistent with the financial statement requirements as outlined in the Public Sector Accounting Handbook of the Canadian Institute of Chartered Accountants, which comprise:

- A statement of operating results
- A statement of financial position
- A statement of cash flows
- A statement of changes in net financial assets

The Regulation requires a six year financial plan for water. The development of a combined water and wastewater financial plan over the period chosen was viewed as preferable given the interrelation of operations and capital planning, the linkage between the wastewater surcharge and water rates, the tradition of viewing rate increases on a combined water and wastewater basis and the timing of anticipated major capital reinvestment requirements for the Town's water and wastewater infrastructure.

In connection with its financial plan, the Town is also required to ensure an appropriate level of public communication by:

- Making the financial plans available, on request, to members of the public at no charge
- Making the financial plans available to members of the public at no charge through the internet via our website.
- Providing notice as deemed appropriate to advise the public of the availability of the financial plans

1.2 Financial plan methodology

In order to assist municipalities with the preparation of financial plans required under the SDWA, the Ministry of the Environment released a document entitled *Toward Financially Sustainable Drinking-Water and Wastewater Systems* (the "Ministry Document") that outlines suggested principles of financial sustainability for water and wastewater systems as well as possible approaches to implementing these principles.

1.2.1 Sustainability principles

As outlined in the Ministry Document, financial sustainability for water and wastewater systems is intended to ensure that residents enjoy safe drinking water that is provided on a reliable basis over the long-term in a manner that maintains environmental protection. The attainment of financial sustainability, which the Ministry Document recognizes does not necessarily need to occur immediately but rather can involve a transition, can be supported by the adoption of the following nine principles that can be used to inform financial plans:

1. Ongoing public engagement and transparency can build support for, and confidence in, financial plans and the system(s) to which they relate.
2. An integrated approach to planning among water, wastewater and storm water systems is desirable given the inherent relationship among these services.
3. Revenues collected for the provision of water and wastewater services should ultimately be used to meet the needs of those services.
4. Life-cycle planning with mid-course corrections is preferable to planning over the short-term, or not planning at all.
5. An asset management plan is a key input to the development of a financial plan.

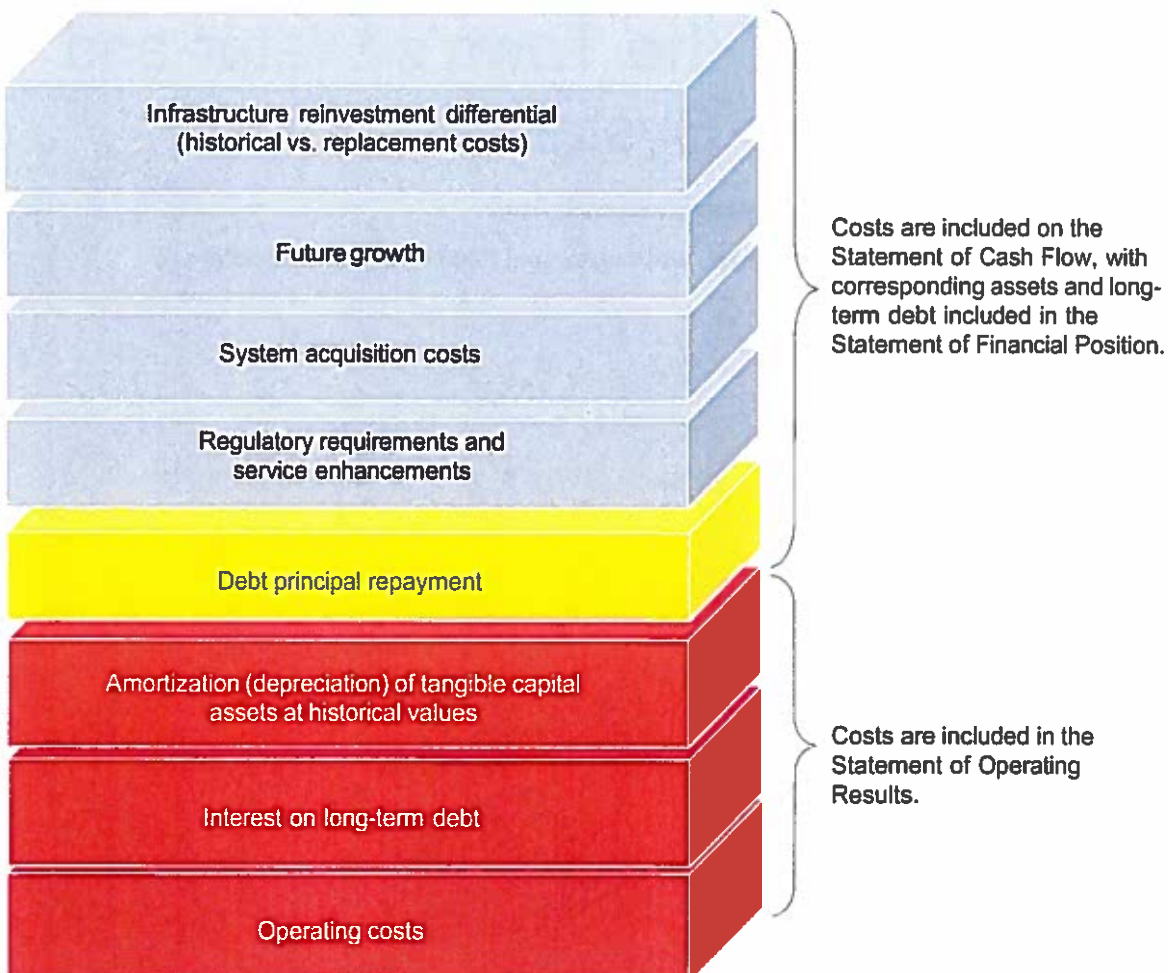
6. A sustainable level of revenue allows for reliable service that meets or exceeds environmental protection standards, while providing sufficient resources for future rehabilitation and replacement needs.
7. Ensuring users pay for the services they are provided leads to equitable outcomes and can improve conservation. In general, metering and the use of rates can help ensure users pay for services received.
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.
9. Financial plans benefit from the close collaboration of various groups, including engineers, accountants, auditors, utility staff and municipal council.

The financial plan developed by the Town embodies each of these principles, as further discussed in Chapter III of this report.

1.2.2 Approach to the financial plan

In developing the financial plan, the Town has adopted the “building-block” approach outlined in the Ministry Document, which considers both the current and anticipated operating and capital funding requirements for water and wastewater services. A graphical depiction of the building-block approach utilized in the development of the Town’s plan is provided below.

Figure 1 – Building-block approach to developing the financial plan



1.3 Notice to Reader

The financial plan outlined in this report represents a forecast of the financial performance of the Town's water and wastewater services under a series of assumptions that are documented within the plan. The financial plan (which has been prepared for the purposes of meeting regulatory requirements established by the Ministry) does not represent a formal, multi-year budget for water and wastewater services. The approval of operating and capital budgets for water and wastewater services is undertaken as part of the Town's overall annual budgeting process. Accordingly, the financial performance outlined in this document is subject to change based on future decisions of Council with respect to operating and capital costs, rate increases, consumption changes and unforeseen revenues and expenses. It is the intention of the Town to adjust the financial plan on an annual basis to reflect the most recent budgetary decisions made by Council.

This report includes or makes reference to future oriented financial information. We have not audited or otherwise reviewed the financial information or supporting assumptions and as such, express no opinion as to the reasonableness of the information provided.

The individuals that prepared this report did so to the best of their knowledge.

This report, including the attached appendices, must be considered in its entirety by the reader.

II Overview of the Town's Water and Wastewater System

2.1 Water and wastewater customers and rates

The Town utilizes a mix of metered water, wastewater and fixed rates for residential and businesses.

III Financial Plan Overview

3.1 Key assumptions

The preparation of the financial plan for water and wastewater services necessarily requires the use of assumptions concerning future events. Significant assumptions considered in the financial plan include the following:

- Annual inflationary increases of 2% are expected over the duration of the projection period.
- The number of residential customers is expected to decrease as a result of projected population losses during the projection period
- The Town will gradually increase water and wastewater revenues over the projection period to a level sufficient to meet its expected capital reinvestment requirements from 2014 to 2025

3.2 Contingencies

In addition to the key assumptions noted above, there are a number of other variables that have not been reflected in the financial plan. In the event that these variables materialize, whether in whole or in part, the potential exists for significant impacts (either positive or negative) on the projected financial plan.

Contingencies that were identified but not incorporated into the financial plan due to uncertainty as to quantum or probability of occurrence include:

- Potential operating savings resulting from the projected increase in capital spending. For example, the frequency and cost of repairing water main breaks may decrease as capital funding increases and reduces the overall age of the water main system.
- Potential operating savings related to on-going process reviews and technology enhancements.
- Senior government grant revenues (including Federal Gas Tax revenue) for operating and/or capital purposes above the level of grant revenue noted in the financial plan.
- Unforeseen capital expenditure projects such as sewer and water extensions and development of cost sharing initiatives that exceed the financial resources identified in this plan.
- New Ministry regulations that would have a significant impact on operating costs in excess of cost increases provided for in the financial plan.

3.3 Forecasted water and wastewater rates

Included as Appendix A is the financial plan for water and wastewater services, which provides a financial forecast of water services from 2014 to 2019. The development of 06-year financial projections is intended to allow the Town to plan for major capital reinvestments over the medium-term future. The financial plans are comprised of:

- A Statement of Projected Operating Results
- A Statement of Projected Financial Position
- A Statement of Cash Flow
- A Statement of Changes in Net Financial Assets

In order to moderate increases in water and wastewater rates, the financial plan assumes a consistent rate increase over the projection period. Capital expenditures are also forecasted to be spread over the projection period.

As indicated in the Introduction, the financial plan (which has been prepared for the purposes of meeting regulatory requirements established by the Ministry) does not represent a formal, multi-year budget for water and wastewater services. The approval of operating and capital budgets for water and wastewater services is undertaken as part of the Town's overall annual budgeting process. Accordingly, the financial performance outlined in this document is subject to change based on future decisions of Council with respect to operating and capital costs, rate increases, consumption changes and unforeseen revenues and expenses. It is the intention of the Town to update the financial plan on a regular basis to reflect budgetary decisions made by Council.

3.4 Congruence with sustainability principles

At the onset of the financial plan, the nine sustainability principles developed by the Ministry were outlined. Figure 6 provides an indication as to the degree of congruence between the Town's financial plan and the guidance provided by the Ministry.

Figure 6 - Congruence with suggested sustainability principles

Principle	How Addressed	Conclusion
1. Public engagement and transparency	<ul style="list-style-type: none"> ▪ Financial plan has been presented at public council meeting and public input session ▪ Public access to financial plan will be provided consistent with the Regulation 	Achieved
2. Integrated approach to planning	<ul style="list-style-type: none"> ▪ Financial plan extends beyond water services and includes wastewater services 	Achieved
3. Revenues should be used to meet water and wastewater needs	<ul style="list-style-type: none"> ▪ Financial model is full user pay with no excess cash flow 	Achieved
4. Life cycle planning with mid-course corrections is preferable	<ul style="list-style-type: none"> ▪ Planning is a long-term forecast based on anticipated capital expenditures to 2019 	Achieved
5. Asset management plan is a key input	<ul style="list-style-type: none"> ▪ The Town is commencing asset management planning with consideration given to the useful life of assets 	Achieved
6. Sustainable level of revenue considers operating and capital requirements	<ul style="list-style-type: none"> ▪ Revenue is sufficient to fund all operating costs as well as ongoing capital asset replacement, growth and regulatory changes 	Achieved
7. Users pay for services they receive	<ul style="list-style-type: none"> ▪ Costs are funded through user fees 	Achieved
8. Financial plans are living documents	<ul style="list-style-type: none"> ▪ Town intends to regularly update the financial plan 	Achieved
9. Financial plans benefit from close collaboration	<ul style="list-style-type: none"> ▪ Preparation included involvement from Town and external resources 	Achieved



Corporation of the Township of Manitouwadge

Water and Wastewater Financial
Plan Pursuant to Ontario
Regulation 453/07

Appendix A
Financial Model

Corporation of the Township of Manitowadge
Financial Plan for Water and Wastewater Services
May 21, 2015

THE CORPORATION OF THE TOWNSHIP OF MANITOWADGE
WATER & WASTEWATER SYSTEM

STATEMENT OF OPERATIONS to agree with Budget

	A	B	D	E	F	G	H	I
28								
29								
30								
31	Revenue							
32	3-4100-5131 WW - Custom Work	(2,010.00)	(1,000.00)	(1,100.00)	(1,210.00)	(1,331.00)	(1,464.10)	(1,464.10)
33	3-4100-5134 WW - Metered Fees	(243,575.00)	(276,275.00)	(303,902.50)	(334,292.75)	(367,722.03)	(404,494.23)	(404,494.23)
34	3-4100-5179 WW - Other	(245,586.00)	(277,275.00)	(305,002.50)	(335,502.75)	(369,053.03)	(406,958.33)	(406,958.33)
35	Total Wastewater Revenue							
36	Expenses							
37	4-4100-6115 WWATER - Debenture payment	178,060	178,060	178,060	178,060	178,060	178,060	178,060
38	4-4100-6115 WWATER - OSIFA loan interest	43,283	36,453	29,594	22,564	15,696	8,657	8,657
39	4-4100-6116 WWATER - Interest - Internal borrowing	4,000	4,000	4,080	4,162	4,245	4,330	4,330
40	4-4100-6121 WWATER - Other Materials & Supplies	10,000	10,000	10,200	10,404	10,612	10,824	10,824
41	4-4100-6122 WWATER - Hydro	60,000	60,000	66,000	72,600	79,860	87,848	87,848
42	4-4100-6124 WWATER - Equipment Maintenance & Repairs	43,000	43,000	43,860	44,737	45,632	46,545	46,545
43	4-4100-6152 WWATER - Insurance	3,105	2,155	2,198	2,242	2,287	2,333	2,333
44	4-4100-6160 WWATER - Laboratory Testing	17,000	15,300	15,300	15,606	15,918	16,236	16,236
45	4-4110-6110 SPHOUSE - Salaries	40,765	39,770	40,565	41,377	42,204	43,048	43,048
46	4-4110-6110 SPHOUSE - Benefits	12,830	13,275	13,541	13,811	14,088	14,369	14,369
47	4-4110-6160 SPHOUSE - Equipment Rental	7,000	7,000	7,140	7,283	7,428	7,577	7,577
48	4-4120-6126 SEWER - Chamber Rehabilitation	3,000	3,000	3,060	3,121	3,184	3,247	3,247
49	4-4120-6160 SEWER - Equipment Rental	3,000	3,000	3,060	3,121	3,184	3,247	3,247
50	4-4130-6160 LAGOON - Equipment Rental	3,000	3,000	3,060	3,121	3,184	3,247	3,247
51	Amortization	5,742,286	6,114,371	6,486,457	6,849,668	7,204,004	7,558,341	7,558,341
52	Tsf to Reserves							
53	Total Wastewater Expenses	6,167,329	6,532,085	6,906,176	7,271,677	7,629,586	7,987,908	7,987,908
54								
55	WATER							
56	Revenue							
57	3-4300-5131 WS - Custom Work	(4,020.00)	(6,040.00)	(6,844.00)	(9,728.40)	(10,701.24)	(11,771.36)	(11,771.36)
58	3-4300-5134 WS - Metered Fees	(330,000.00)	(377,095.00)	(414,804.50)	(456,284.95)	(501,913.45)	(552,104.79)	(552,104.79)
59	3-4300-5134 WS - Service Fees - Water Meters							
60	3-4300-5134 WS - Flat Fee Revenue	(129,228.00)	(138,415.00)	(152,256.50)	(167,482.15)	(184,230.37)	(202,653.40)	(202,653.40)
61	3-4300-5179 WS - Other Revenue							
62	Total Water Revenue	(463,248.00)	(523,560.00)	(576,900.00)	(633,495.50)	(688,845.05)	(746,529.55)	(746,529.55)
63								
64	Expenses							
65	4-4300-6116 WSYS - Uncollectible Accounts Expense	5,000	45,000	45,900	46,818	47,754	48,709	48,709
66	4-4300-6121 WSYS - Other Materials & Supplies	40,000	48,500	49,470	50,459	51,458	52,468	52,468
67	4-4300-6122 WSYS - Hydro	57,000	62,000	68,200	75,020	82,522	90,774	90,774
68	4-4300-6124 WSYS - Building Maint & Supplies	10,000	10,000	10,200	10,404	10,612	10,824	10,824
69	4-4300-6125 WSYS - Billing & Admin/Neptune							
70	4-4300-6126 WSYS - Equipment Maintenance & Repairs	3,000	4,000	4,080	4,162	4,245	4,330	4,330
71	4-4300-6126 WSYS - Equipment Maintenance & Repairs							
72	4-4300-6126 WSYS - Equipment Maintenance & Repairs	3,000	3,000	3,060	3,121	3,184	3,247	3,247
73	4-4300-6126 WSYS - Equipment Maintenance & Repairs	3,000	3,000	3,060	3,121	3,184	3,247	3,247
74	4-4300-6126 WSYS - Equipment Maintenance & Repairs							
75	4-4300-6126 WSYS - Equipment Maintenance & Repairs							
76	4-4300-6126 WSYS - Piping Repairs	10,000	10,000	10,200	10,404	10,612	10,824	10,824
77	4-4300-6152 WSYS - Insurance	5,415	3,750	3,825	3,902	3,980	4,059	4,059
78	4-4300-6156 WSYS - Training & Development	10,000	10,000	10,200	10,404	10,612	10,824	10,824
79	4-4300-6160 WSYS - Laboratory Testing	25,000	23,000	23,460	23,929	24,408	24,896	24,896
80	4-4310-6110 WPHOUSE - Salaries	95,115	82,800	84,658	86,549	88,480	90,450	90,450
81	4-4310-6110 WPHOUSE - Benefits	29,950	30,975	31,995	32,226	32,871	33,528	33,528
82	4-4310-6160 WPHOUSE - Equipment Rental	3,000	3,000	1,530	1,561	1,592	1,624	1,624
83	4-4320-6125 WBRKRS - Watermain Swab	22,000	23,000	23,460	23,929	24,408	24,896	24,896
84	4-4320-6160 WBRKRS - Equipment Rental	5,000	5,000	5,100	5,202	5,306	5,412	5,412
85	4-4330-6160 HYDR - Equipment Rental	5,000	5,000	5,100	5,202	5,306	5,412	5,412
86	Amortization	4,164,866	4,272,731	4,290,011	4,419,213	4,541,546	4,663,880	4,663,880
87	4-4300-6191 Tsf to Reserves							
88	Total Water Expenses	4,489,346	4,653,256	4,693,106	4,825,626	4,962,088	5,099,436	5,099,436
89								
90	Total Revenues	(708,833)	(800,825)	(880,908)	(968,998)	(1,065,898)	(1,172,488)	(1,172,488)
91	Total Expenses	10,663,675	11,185,341	11,589,281	12,097,603	12,591,675	13,087,344	13,087,344
92	Annual <surplus>/<shortfall	9,954,842	10,384,516	10,708,374	11,128,605	11,525,777	11,914,856	11,914,856

	A	B	D	E	F	G	H	I
1	THE CORPORATION OF THE TOWNSHIP OF MANITOUWADGE WATER & WASTEWATER SYSTEM							
3			2014	2015	2016	2017	2018	2019
4	STATEMENT OF OPERATIONS							
95	STATEMENT OF OPERATIONS							
96								
97	Wastewater Revenues							
98	3-4100-5131\WW - Custom Work		(2,010)	(1,000)	(1,100)	(1,210)	(1,331)	(1,464)
99	3-4100-5134\WW - Metered Fees		(243,575)	(276,275)	(303,903)	(334,293)	(367,722)	(404,494)
100	3-4100-5179\WW - Other		-	-	-	-	-	-
101	Total Wastewater Revenue		(245,585)	(277,275)	(305,003)	(335,503)	(369,053)	(405,958)
102								
103	Wastewater Expenses							
104	4-4100-6115\WWATER - Debenture payment		178,060	178,060	178,060	178,060	178,060	178,060
105	4-4100-6115\WWATER - OSIFA loan interest		43,283	36,453	29,594	22,564	15,696	8,657
106	4-4100-6116\WWATER - Interest - Internal borrowing		4,000	4,000	4,080	4,162	4,245	4,330
107	4-4100-6121\WWATER - Other Materials & Supplies		10,000	10,000	10,200	10,404	10,612	10,824
108	4-4100-6122\WWATER - Hydro		60,000	60,000	66,000	72,600	79,860	87,846
109	4-4100-6124\WWATER - Equipment Maintenance & Repairs		40,000	43,000	43,860	44,737	45,632	46,545
110	4-4100-6152\WWATER - Insurance		3,105	2,155	2,198	2,242	2,287	2,333
111	4-4100-6160\WWATER - Laboratory Testing		17,000	15,000	15,300	15,606	15,918	16,236
112	4-4110-6110\SPHOUSE - Salaries		40,765	39,770	40,565	41,377	42,204	43,048
113	4-4110-6110\SPHOUSE - Benefits		12,830	13,275	13,541	13,811	14,088	14,369
114	4-4110-6160\SPHOUSE - Equipment Rental		7,000	7,000	7,140	7,283	7,428	7,577
115	4-4120-6126\SEWER - Chamber Rehabilitation		3,000	3,000	3,060	3,121	3,184	3,247
116	4-4120-6160\SEWER - Equipment Rental		3,000	3,000	3,060	3,121	3,184	3,247
117	4-4130-6160\LAGOON - Equipment Rental		3,000	3,000	3,060	3,121	3,184	3,247
118	Amortization		5,742,286	6,114,371	6,486,457	6,849,668	7,204,004	7,558,341
119	Tsf to Reserves		-	-	-	-	-	-
120	Total Wastewater Expenses		6,167,329	6,532,085	6,906,175	7,271,877	7,629,586	7,987,908
121								
122	Water Revenues							
123	3-4300-5131\WS - Custom Work		(4,020.00)	(8,040.00)	(8,844.00)	(9,728.40)	(10,701.24)	(11,771.36)
124	3-4300-5134\WS - Metered Fees		(330,000.00)	(377,095.00)	(414,804.50)	(456,284.95)	(501,913.45)	(552,104.79)
125	3-4300-5134\WS - Service Fees - Water Meters		-	-	-	-	-	-
126	3-4300-5134\WS - Flat Fee Revenue		(129,228.00)	(138,415.00)	(152,256.50)	(167,482.15)	(184,230.37)	(202,653.40)
127	3-4300-5179\WS - Other Revenue		-	-	-	-	-	-
128	Total Water Revenue		(463,248.00)	(523,550.00)	(575,905.00)	(633,495.50)	(696,845.05)	(766,529.56)
129								
130	Water Expenses							
131	4-4300-6116\WSYS - Uncollectable Accounts Expense		5,000	45,000	45,900	46,818	47,754	48,709
132	4-4300-6121\WSYS - Other Materials & Supplies		40,000	48,500	49,470	50,459	51,469	52,498
133	4-4300-6122\WSYS - Hydro		57,000	62,000	68,200	75,020	82,522	90,774
134	4-4300-6124\WSYS - Building Maint & Supplies		10,000	10,000	10,200	10,404	10,612	10,824
135	4-4300-6125\WSYS - Billing & Admin/Neptune		-	-	-	-	-	-
136	4-4300-6126\WSYS - Equipment Maintenance & Repairs		3,000	4,000	4,080	4,162	4,245	4,330
137	4-4300-6126\WSYS - Equipment Maintenance & Repairs		-	-	-	-	-	-
138	4-4300-6126\WSYS - Equipment Maintenance & Repairs		3,000	3,000	3,060	3,121	3,184	3,247
139	4-4300-6126\WSYS - Equipment Maintenance & Repairs		3,000	3,000	3,060	3,121	3,184	3,247
140	4-4300-6126\WSYS - Equipment Maintenance & Repairs		-	-	-	-	-	-
141	4-4300-6126\WSYS - Equipment Maintenance & Repairs		-	-	-	-	-	-
142	4-4300-6126\WSYS - Piping Repairs		10,000	10,000	10,200	10,404	10,612	10,824
143	4-4300-6152\WSYS - Insurance		5,415	3,750	3,825	3,902	3,980	4,059
144	4-4300-6156\WSYS - Training & Development		10,000	10,000	10,200	10,404	10,612	10,824
145	4-4300-6160\WSYS - Laboratory Testing		25,000	23,000	23,460	23,929	24,408	24,896
146	4-4310-6110\WPHOUSE - Salaries		95,115	92,800	94,656	96,549	98,480	100,450
147	4-4310-6110\WPHOUSE - Benefits		29,950	30,975	31,595	32,226	32,871	33,528
148	4-4310-6160\WPHOUSE - Equipment Rental		3,000	1,500	1,530	1,561	1,592	1,624
149	4-4320-6125\WBREAKS - Watermain Swab		22,000	23,000	23,460	23,929	24,408	24,896
150	4-4320-6160\WBREAKS - Equipment Rental		5,000	5,000	5,100	5,202	5,306	5,412
151	4-4330-6160\HYDR - Equipment Rental		5,000	5,000	5,100	5,202	5,306	5,412
152	Amortization		4,164,866	4,272,731	4,290,011	4,419,213	4,541,546	4,663,880
153	4-4300-6191\Tsf to Reserves		-	-	-	-	-	-
154	Total Water Expenses		4,496,346	4,653,256	4,683,106	4,825,626	4,962,089	5,099,436
155								
156	Total Revenues		(708,833)	(800,825)	(880,908)	(968,998)	(1,065,898)	(1,172,488)
157	Total Expenses		10,663,675	11,185,341	11,589,281	12,097,503	12,591,675	13,087,344
158								
159	Annual <surplus>/<shortfall>		9,954,842	10,384,516	10,708,374	11,128,505	11,525,777	11,914,856

A	B	D	E	F	G	H	I
		2014	2015	2016	2017	2018	2019
THE CORPORATION OF THE TOWNSHIP OF MANITOUWADGE WATER & WASTEWATER SYSTEM							
1							
2							
3							
4							
161							
162							
163	Operating Transactions						
164	Cash Received from:						
165	Operating - wastewater	(245,585)	(277,275)	(305,003)	(335,503)	(369,053)	(405,958)
166	Operating - water	(463,248)	(523,550)	(575,905)	(633,496)	(696,845)	(766,530)
167							
168	Cash Paid for:						
169	Operating - wastewater	425,043	417,713	419,718	422,210	425,581	429,567
170	Operating - water	331,480	380,525	393,096	406,413	420,543	435,556
171							
172	TOTAL OPERATIONS	47,690	2,587	68,094	140,375	219,774	307,365
173							
174	Capital Transactions						
175	Acquisition of capital - wastewater	(28,145)	-	-	-	-	-
176	Acquisition of capital - water	(3,360)	(82,490)	-	(30,000)	-	(30,000)
177							
178	TOTAL CAPITAL	(31,505)	(82,490)	-	30,000	-	30,000
179							
180	Finance Transactions						
181	(Reduce)/Increase Tax Levy	9,235	82,490	-	30,000	-	30,000
182	Use Capital Reserve / <Replenish Reserve>	22,270	-	-	-	-	-
183	Tsf Special Grant to Reserves	-	-	-	-	-	-
184							
185	TOTAL FINANCING	31,505	82,490	-	30,000	-	30,000
186							
187	Increase <decrease> in cash	47,691	2,587	68,094	140,375	219,774	307,365
188							
189	Opening Cash	-	123,714	76,023	146,704	287,079	506,852
190							
191	Ending Cash	-	76,023	146,704	287,079	506,852	814,217
192							

	A	B	D	E	F	G	H	I
1	THE CORPORATION OF THE TOWNSHIP OF MANITOUWADGE WATER & WASTEWATER SYSTEM							
3			2014	2015	2016	2017	2018	2019
4								
194		DATA INPUT	2014	2015	2016	2017	2018	2019
195								
196			2%	2%	10%	10%	10%	10%
197		Assumptions:	2%	2%	2%	2%	2%	2%
198					10%	10%	10%	10%
199								
200	3-4100-5131	WW - Custom Work	(2,010.00)	(1,000.00)	(1,100.00)	(1,210.00)	(1,331.00)	(1,464.10)
201	3-4100-5134	WW - Metered Fees	(243,575.00)	(276,275.00)	(303,902.50)	(334,292.75)	(367,722.03)	(404,494.23)
202	3-4100-5179	WW - Other	-	-	-	-	-	-
203	4-4100-6115	WWATER - Debenture payment	178,060	178,060	178,060	178,060	178,060	178,060
204	4-4100-6115	WWATER - OSIFA loan interest	43,283	36,453	29,594	22,564	15,696	8,657
205	4-4100-6116	WWATER - Interest - Internal borrowing	4,000	4,000	4,080	4,162	4,245	4,330
206	4-4100-6121	WWATER - Other Materials & Supplies	10,000	10,000	10,200	10,404	10,612	10,824
207	4-4100-6122	WWATER - Hydro	60,000	60,000	66,000	72,600	79,860	87,846
208	4-4100-6124	WWATER - Equipment Maintenance & Repairs	40,000	43,000	43,860	44,737	45,632	46,545
209	4-4100-6152	WWATER - Insurance	3,105	2,155	2,198	2,242	2,287	2,333
210	4-4100-6160	WWATER - Laboratory Testing	17,000	15,000	15,300	15,606	15,918	16,236
211	4-4110-6110	SPHOUSE - Salaries	40,765	39,770	40,565	41,377	42,204	43,048
212	4-4110-6110	SPHOUSE - Benefits	12,830	13,275	13,541	13,811	14,088	14,369
213	4-4110-6160	SPHOUSE - Equipment Rental	7,000	7,000	7,140	7,283	7,428	7,577
214	4-4120-6126	SEWER - Chamber Rehabilitation	3,000	3,000	3,060	3,121	3,184	3,247
215	4-4120-6160	SEWER - Equipment Rental	3,000	3,000	3,060	3,121	3,184	3,247
216	4-4130-6160	LAGOON - Equipment Rental	3,000	3,000	3,060	3,121	3,184	3,247
217		Amortization	5,742,286	6,114,371	6,486,457	6,849,668	7,204,004	7,558,341
218	4-4100	Tsf to Reserves	-	-	-	-	-	-
219								
220		Total Waste Water	5,921,744	6,254,810	6,601,173	6,936,375	7,260,533	7,581,950
221								
222	3-4300-5131	WS - Custom Work	(4,020.00)	(8,040.00)	(8,844.00)	(9,728.40)	(10,701.24)	(11,771.36)
223	3-4300-5134	WS - Metered Fees	(330,000.00)	(377,095.00)	(414,804.50)	(456,284.95)	(501,913.45)	(552,104.79)
224	3-4300-5134	WS - Service Fees - Water Meters	-	-	-	-	-	-
225	3-4300-5134	WS - Flat Fee Revenue	(129,228.00)	(138,415.00)	(152,256.50)	(167,482.15)	(184,230.37)	(202,653.40)
226	3-4300-5179	WS - Other Revenue	-	-	-	-	-	-
227	4-4300-6116	WSYS - Uncollectable Accounts Expense	5,000	45,000	45,900	46,818	47,754	48,709
228	4-4300-6121	WSYS - Other Materials & Supplies	40,000	48,500	49,470	50,459	51,469	52,498
229	4-4300-6122	WSYS - Hydro	57,000	62,000	68,200	75,020	82,522	90,774
230	4-4300-6124	WSYS - Building Maint & Supplies	10,000	10,000	10,200	10,404	10,612	10,824
231	4-4300-6125	WSYS - Billing & Admin/Neptune	-	-	-	-	-	-
232	4-4300-6126	WSYS - Equipment Maintenance & Repairs	3,000	4,000	4,080	4,162	4,245	4,330
233	4-4300-6126	WSYS - Equipment Maintenance & Repairs	-	-	-	-	-	-
234	4-4300-6126	WSYS - Equipment Maintenance & Repairs	3,000	3,000	3,060	3,121	3,184	3,247
235	4-4300-6126	WSYS - Equipment Maintenance & Repairs	3,000	3,000	3,060	3,121	3,184	3,247
236	4-4300-6126	WSYS - Equipment Maintenance & Repairs	-	-	-	-	-	-
237	4-4300-6126	WSYS - Equipment Maintenance & Repairs	-	-	-	-	-	-
238	4-4300-6126	WSYS - Piping Repairs	10,000	10,000	10,200	10,404	10,612	10,824
239	4-4300-6152	WSYS - Insurance	5,415	3,750	3,825	3,902	3,980	4,059
240	4-4300-6156	WSYS - Training & Development	10,000	10,000	10,200	10,404	10,612	10,824
241	4-4300-6160	WSYS - Laboratory Testing	25,000	23,000	23,460	23,929	24,408	24,896
242	4-4310-6110	WPHOUSE - Salaries	95,115	92,800	94,656	96,549	98,480	100,450
243	4-4310-6110	WPHOUSE - Benefits	29,950	30,975	31,595	32,226	32,871	33,528
244	4-4310-6160	WPHOUSE - Equipment Rental	3,000	1,500	1,530	1,561	1,592	1,624
245	4-4320-6125	WBREAKS - Watermain Swab	22,000	23,000	23,460	23,929	24,408	24,896
246	4-4320-6160	WBREAKS - Equipment Rental	5,000	5,000	5,100	5,202	5,306	5,412
247	4-4330-6160	HYDR - Equipment Rental	5,000	5,000	5,100	5,202	5,306	5,412
248		Amortization	4,164,866	4,272,731	4,290,011	4,419,213	4,541,546	4,663,880
249	4-4300-6191	Tsf to Reserves	-	-	-	-	-	-
250								
251		Total Water System	4,033,098	4,129,706	4,107,201	4,192,130	4,265,244	4,332,906
252								
253								
254		TOTAL	9,954,842	10,384,516	10,708,374	11,128,505	11,525,777	11,914,856
255		Inc Stmt Above (Proof)	9,954,842	10,384,516	10,708,374	11,128,505	11,525,777	11,914,856