

CORPORATION OF THE  
TOWN OF ARNPRIOR



Drinking Water Quality Management System

FINANCIAL PLAN

Number: 170-301

O.Reg. 453/07

Town of Arnprior  
105 Elgin Street West  
Arnprior, ON  
K7S 0A8

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## 1. INTRODUCTION

In 2007, as part of the Municipal Drinking Water Licensing Program, the Ministry of Environment (MOE) released Ontario Regulation 453/07 (O.Reg. 453/07) that requires the preparation of a Financial Plan for all municipal drinking water systems. The information contained within this document is intended to act as a guide for Council and staff in establishing utility rates and associated water system infrastructure capital and operating budgets.

The Town of Arnprior retained the services of C.N. Watson and Associates Ltd. to produce a Water and Wastewater Rate Study. This was completed in January 2004 with the establishment of the Arnprior Water and Wastewater Capital and Operating Forecasts and Financial Plan. This very comprehensive document incorporates consumption projections, capital and operating expenditure and revenue projections, debt financing, cash flow projections and water and wastewater rates projections. As a critical document used by the Town in the financial planning of water and wastewater infrastructure maintenance, renewal and expansion, and the management of water and wastewater rates, this document has continued to be regularly reviewed and updated and is used to prepare this Financial Plan required as part of the Municipal Drinking Water Licensing Program.

### 1.1 MUNICIPAL DRINKING WATER LICENSING PROGRAM

As a result of Justice Dennis O'Connor's Report of the Walkerton Inquiry, and the passing of Ontario's Safe Drinking Water Act, 2002 (SDWA), the Province has introduced and is implementing a new Municipal Drinking Water Licensing Program. In order to be issued a license, the Ministry has established the following licensing requirements:

- (1) A Drinking Water Works Permit (DWWP)
  - A permit to establish or alter a drinking water system
  - A DWWP together with a license, will replace the certificates of approval
  
- (2) An Accepted Operational Plan
  - The Operational Plan is based on the Drinking Water Quality management Standard (DWQMS)
  - The Operational Plan will document an Operating Authority's Quality Management System (QMS)

- (3) Accreditation of the Operating Authority
  - A third-party audit of an Operating Authority's Quality Management System (QMS) will be the basis for accreditation
- (4) A Financial Plan
  - As required under the Financial Plans Regulation, O.Reg. 453/07.
- (5) A Permit to take Water (PTTW)
  - A valid PTTW is required to be in place
- (6) Director Satisfaction
  - Before a license is issued, the Director appointed under the Safe Drinking-water Act, 2002 (SDWA) must be satisfied that the system will be operated in accordance with the requirements under the SDWA and the proposed conditions of the license

## 1.2 PLAN AREA

The Corporation of the Town of Arnprior is the owner and operating authority of the drinking water system which services approximately 7,500 residents, including industrial, commercial and institutional establishments.

The drinking water system is comprised of a treatment facility, the Walter E. Prentice Water Filtration Plant (WFP), and distribution system. The distribution system is comprised of approximately:

- 50 km of distribution watermain
- 319 fire hydrants
- 578 valves (not including service valves or hydrant valves)
- One elevated water storage tank

The approximate 50 km of distribution watermain is constructed with a combination of copper, PVC, cast iron, and ductile iron.

## 1.3 PLAN OBJECTIVE

As the Owner and Operating Authority, the Corporation of the Town of Arnprior must prepare a Financial Plan for the Municipal Drinking Water System in order to meet the requirements of the municipal drinking water license. The Financial Plan must be updated at a minimum every five years but it is recommended that it be updated more frequently to reflect changes in operations, economic climate, financing costs, consumption and pricing.

## 1.4 PRINCIPLES OF FINANCIALLY SUSTAINABLE WATER & SEWAGE SYSTEMS

Achieving financial sustainability in Ontario's municipal water and wastewater sector is a long-term provincial goal. The overall guiding principle in the development of this financial plan is to ensure that both current operating needs and longer term infrastructure renewal planning is addressed.

### 1.4.1 *Expected Achievements*

Through the process of developing this Financial Plan, the Operating Authority, being the Town of Arnprior, set out to achieve the following:

- Financial viability;
- Provide safe drinking water;
- Enable the long-term plan for capital renewal to be realized;
- Achieve full cost recover over the long-term; and
- Maintain current service levels.

## 2. ONTARIO REGULATION 453/07 – FINANCIAL PLANS

### 2.1 BACKGROUND

On August 14, 2007, the Ontario Ministry of the Environment (MOE) filed Ontario Regulation 453/07 (O.Reg. 453/07), the Financial Plans Regulation, under the Safe Drinking Water Act (SDWA). This new regulation requires holders of a Drinking Water License to develop and implement a comprehensive Financial Plan that addresses long-term capital and operating costs for the municipal drinking water system over the set timeframe.

Following the May 2000 contaminated water tragedy in Walkerton, Justice Dennis O'Connor released his Report of the Walkerton Inquiry, which set out strategies for preventing such a tragedy from reoccurring. In addition to the many recommendations made, including a recommendation that the provincial government require all owners of municipal water systems to obtain a license for the operation of their drinking water systems, Justice O'Connor further recommended that the municipal owners be required to submit a financial plan as a condition of obtaining this license.

Justice O'Connor explained that proper financial planning is a necessary component of providing safe drinking-water because it helps to ensure that drinking-water systems become self-financing and sustainable, and thus helps to ensure that systems have

adequate funds to finance both ongoing operations costs and infrastructure repairs and upgrades as required. According to Justice O'Connor, sustainable financial planning entails two components: (1) a "full-cost accounting" of the water system, including the long-term infrastructure needs, to determine the true cost of providing safe water; and (2) a "full-cost recovery" plan to determine how the municipality will raise the funds necessary to cover the full costs.

## **2.2 REQUIREMENTS**

The key points of Ontario Regulation (O.Reg.) 453/07, the Financial Plan Regulation, are described in the following subsections:

### **2.2.1 General Requirements**

The following general requirements apply to both new and existing systems:

- The Financial Plan must include a statement that the financial impacts of the drinking water system have been considered;
- The Financial Plan shall be for a period of at least six years;
- The Financial Plan must be made available on request and without charge to members of the public that are served by the water system;
- The Financial Plan must be published on the internet, but only if the owner maintains an internet website;
- The Owner must provide a notice information the public of the availability of the Financial Plan in a manner that the owner deems fit to bring the notice to the attention of the members of the public that are served by the water system;
- The Financial Plan must be approved by a council resolution that indicates that the drinking water system is financially viable;
- A copy of the Financial Plan, along with the resolution must be submitted to the Ministry of Municipal Affairs and Housing (MMAH); and
- The Financial Plan should be updated and approved prior to applying for a license renewal (i.e. every five years). However, the Regulation does not prevent the Plan from being amended more regularly.

### **2.2.2 New System Requirements**

In addition to the general requirements, each Financial Plan is required to document projected financial operating expenditures for each fiscal year that the plan is in effect. This information must be itemized by:

- Total revenues (water rates, user charges and other revenues);

- Total expenses (amortization expenses, interest expenses and other expenses); and
- Annual and accumulated surplus or deficit.

### **2.2.3 Existing System Requirements**

For existing supply and distribution systems the Financial Plans must also include:

- Details of the system's projected financial position for each fiscal year, itemized by total financial assets, total liabilities, net debt, non-financial assets (tangible capital assets, tangible capital assets under construction, inventories of supplies, and prepaid expenses), changes in tangible capital assets (additions, donations, write downs, and disposals);
- Details of the system's projected cash flow; and
- Financial information relating to the replacement of lead service connections.

## **2.3 APPROVAL AUTHORITY**

Ontario Regulation 453/07 requires that the Financial Plan be formally approved by the owner of the municipal drinking water system. In our situation, a resolution approving the proposed Financial Plan by Municipal Council is required. This resolution shall state that the drinking water system is financially sustainable.

The regulation does not require Financial Plans to be approved by the province; however, the owner is required to submit a copy of the Financial Plan to the Ministry of Municipal Affairs and Housing (MMAH) for their records.

In addition, all Financial Plans must be made available to members of the public serviced by the drinking water system, as requested, at no charge. The owners of the systems must also publish the Financial Plans on the internet, but only if the owner maintains an internet website.

## **2.4 UPDATING FINANCIAL PLANS**

Owners of drinking-water systems are required to update their Financial Plans prior to any renewal application of their license (i.e. every five years), and to provide a copy to the Ministry of Municipal Affairs and Housing (MMAH). Notwithstanding the renewal timelines, owners are encouraged to update their Financial Plans more frequently where substantial changes in process or operating procedure occur.

### 3. MINISTRY OF ENVIRONMENT GUIDANCE DOCUMENT

The Ministry of the Environment (MOE), in cooperation with the Ministry of Public Infrastructure and the Ministry of Municipal Affairs and Housing, developed a guidance document entitled “Toward Financially Sustainable Drinking-Water and Wastewater Systems”, August 2007, to assist municipalities in preparing the Financial Plan. This document applies to wastewater systems as well; however, a Financial Plan for a wastewater system is only encouraged and not mandatory.

The intent of the guideline is to assist municipalities in meeting their regulatory obligations (i.e. preparation of the Financial Plan) as well as, provide broad practical advice regarding financial planning for both drinking-water and wastewater services by providing guidance on sustainable financial planning (i.e. long-term capital planning, asset management, accounting practices and financial plan development).

The guideline makes it clear that the intent of the new Financial Plans Regulation is to be flexible and adaptive to meet local applications. MOE acknowledges that Ontario municipalities each have different circumstances, different approaches to finances, and different starting points for their financial planning. Therefore, the province is taking a flexible locally-driven and gradual approach to financial planning that can be tailored to meet local needs.

The guideline set out nine principles to help develop this Financial Plan:

- 1) Ongoing public engagement and transparency can build support for, and confidence in the Financial Plans and their corresponding system(s).
- 2) An integrated approach to planning among water, wastewater, and stormwater systems is encouraged considering the inherent relationship among these systems.
- 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 short-term planning or no planning at all.
- 5) An asset management plan is 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 ensuring 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 documents that require continuous updates and improvement. Improved planning for the future can be achieved by comparing the accuracy of financial projections with actual results.
- 9) Financial Plans can benefit from the close collaboration of various groups, including engineers, accountants, auditors, utility staff, and municipal council.

## 4. MUNICIPAL DRINKING WATER LICENSE

### 4.1 DRINKING WATER SYSTEM INFORMATION

System Owner:	The Corporation of the Town of Arnprior
License Number:	170-101
Drinking Water System Name:	Arnprior Drinking Water System

#### 4.1.1 License

License Issue Date:	June 7, 2011
License Expiry Date:	June 5, 2016
Application for License Renewal Date:	December 5, 2015

#### 4.1.2 Drinking Water Works Permit

The drinking water system, *Arnprior Drinking Water System*, was issued permit number 170-201 on June 2, 2011.

#### 4.1.3 Permits to Take Water (PTTW)

The raw water source feeding the municipal drinking water system is the Madawaska River. The Town obtained a Permit to Take Water (PTTW), issued February 28, 2003, Permit Number 93-P-4012. This permit is required to be renewed by February 28, 2013.

#### 4.1.4 Financial Plan

This document has been prepared to meet the requirements of O.Reg. 453/07, it is understood that upon approval, the Financial Plan Number shall be appointed, based on the Financial Plan being developed for this drinking water system, shall be 170-301.

#### **4.1.5 Accredited Operating Authority**

The Town of Arnprior is the accredited Operating Authority for the Walter E. Prentice Water Filtration Plant and the Distribution System. The Town of Arnprior is committed to providing safe drinking water in the short-term and long-term. The Town's Operational Plan (Operational Plan Number 170-401) includes its day to day operations maintaining and administering the drinking water system.

## **5. OPERATING PLAN**

### **5.1 OPERATING EXPENDITURES**

Operating expenses can be generally defined as recurring expenses associated with providing a service. They are straightforward and are typically outlays that need to be made to keep the operation running on a day-to-day basis. In general, operating expenses are easily identifiable, measurable, and can be readily verified (or audited) as they are based on actual cash outlays and liabilities. As this plan extends over many fiscal years, operating expenditures must be projected based on estimation of service costs over time.

The following parameters are considered in estimating future expenditures:

- Future customer demands
- Projected repair and maintenance costs
- Input commodity costs (i.e. power supply, treatment chemicals, etc.)

### **5.2 CAPITAL EXPENDITURES**

The Water Filtration Plant (WFP) and distribution system for the Town of Arnprior, valued at an estimated \$45 million dollars, provides safe drinking water to the Town's residential, industrial, commercial, and institutional (IC&I) customers.

The Town of Arnprior recently expanded/upgraded its water treatment plant, at an estimated cost of \$7.5 million, replaced all residential water meters, and continues to replace water mains and hydrants annually. Councils commitment to continual improvement and upgrading of infrastructure is apparent.

In order to manage our long-term needs, the Town of Arnprior has in place a long-term Water and Waste Water Financial Plan. Included in this model are both replacement and growth-related (new) capital projects. Additionally, the Town recently awarded a

Water & Wastewater Master Study to be completed (July 2012). This document will further direct the Town in understanding the condition of existing assets and determining future requirements. It is anticipated that this information will be incorporated into the Financial Plan providing a better understanding of required replacement/renewal projects, as well as capital projects necessary to accommodate growth over time.

### 5.3 DEBT MANAGEMENT

Debt management may be defined as optimizing the financing of capital expenditures from long term debt, current revenue, and reserves. The financial plan utilizes debt financing while managing the ability to repay debt over time, including both principal and interest charges while not impairing the financial position of the municipality.

### 5.4 TOTAL CASH EXPENDITURES

The Town of Arnprior has considerable cash expenditures including operating expenses, debt repayment, interest charges, and capital costs.

## 6. FUNDING PLAN

### 6.1 WATER CONSUMPTION

The following chart outlines the Treated Water Flows for the Town of Arnprior. The Town's current permit to take water (PTTW) from the Madawaska River is for 15,000 m<sup>3</sup>/day. Prior to the 2010 expansion, the Water Filtration Plant (WFP) Certificate of Approval permitted 7,300 m<sup>3</sup>/day of raw water production. Since the expansion, the amended Certificate of approval permits 10,340 m<sup>3</sup>/day of raw water production.

<b>TREATED WATER FLOWS (m<sup>3</sup>)</b>				
<b>Year</b>	<b>Monthly Average</b>	<b>Daily Minimum</b>	<b>Daily Maximum</b>	<b>Yearly Total</b>
2006	5,979	7,323	4,734	1,880,585
2007	4,958	3,898	6,513	1,809,688
2008	4,885	4,159	6,747	1,783,437
2009	4,484	3,081	6,943	1,636,584
2010	5,307	2,666	9,561	1,939,705

The recent expansion of the water treatment plant should permit the Town to meet anticipated growth rates over the next decade and/or to full build-out.

## 6.2 WATER RATES

The Town of Arnprior has had water meters for the greater part of fifty (50) years. In 2008/09 the Town undertook a capital project to replace all water meters with the T10 E-coder/R900i (integrated water meters and remotes). All residential water meters, and several industrial meters were replaced. All industrial, commercial and institutional (IC&I) facilities are metered as well.

This capital project, estimated at a budgeted cost of \$750,000, replaced approximately 2,500 water meters. This reduced staff time from approximately twenty four (24) weeks per year (six weeks of staff time to read all the meters for each of the four readings per year) to approximately two (2) weeks per year (one day per month±). Further, the newer model water meters provide greater accuracy, leak information, detailed usage, remote reads.

Water rates are reviewed and set annually as part of the budget process and the Town's water and wastewater financial plan is used to determine these rates. All costs associated with the operations of the Water system are paid for through water rates on a user pay basis. The following table outlines water rates for 2010 and 2011.

<b>Water &amp; Wastewater Rates Effective January 1, 2010</b>				
<b>COMMODITY CHARGES</b>				
		<b>Water</b>	<b>Wastewater</b>	<b>Combined</b>
(i)	For the first 455 m <sup>3</sup> /month	\$1.27/m <sup>3</sup>	\$1.25/m <sup>3</sup>	\$2.52/m <sup>3</sup>
(ii)	For any excess over 455 m <sup>3</sup> /month	\$0.76/m <sup>3</sup>	\$0.75/m <sup>3</sup>	\$1.51/m <sup>3</sup>
<b>BASE RATE CHARGES</b>				
<b>Meter Size</b>		<b>Water</b>	<b>Wastewater</b>	<b>Combined</b>
5/8 "	Charge per month	\$7.44	\$7.44	\$14.88
3/4 "	Charge per month	\$11.37	\$11.37	\$22.74
1 "	Charge per month	\$20.78	\$20.78	\$41.56
1 1/2 "	Charge per month	\$36.92	\$36.92	\$73.84
2 "	Charge per month	\$59.80	\$59.80	\$119.60
4 "	Charge per month	\$249.17	\$249.17	\$498.34
6 "	Charge per month	\$483.49	\$483.79	\$966.98
8 "	Charge per month	\$767.77	\$767.77	\$1,535.54

<b>OTHER WATER USERSASE RATE CHARGES</b>	
The rates and charges for water and wastewater services outside the limits of the Town of Arnprior shall be 1 1/2 times the commodity rates and shall be the regular base rate charges charged to users of the Town of Arnprior.	
<b>BULK WATER SALES</b>	
Annual registration fee	\$100.00
For each 1,000 gallons (4.5m4) or portion thereof:	
Residents	\$15.00
Non-residents	\$22.50

## 7. PROJECTED FINANCIAL STATEMENTS

The projected financial statements include the following:

- Projected Statement of Financial Position
- Projected statement of Operations
- Projected statement of Cash Flow

## 8. SUMMARY

The Town of Arnprior has benefited from the foresight of the previous administrations to implement long-term planning in the form of a robust long-range water/wastewater financial plan that is still in place today. Continued long-term planning is instrumental in developing a comprehensive understanding of the Town’s infrastructure and creating a financial structure that puts in place resources to maintain the water system in a safe and effective manner, while maintaining financial viability. The Town recognizes that the integrity of its finances is critical to the successful operation of the municipality and to its reputation and trust by ratepayers.

This Financial Plan is derived from the existing Arnprior Water and Wastewater Capital and Operating Forecasts and Financial Plan. A flexible and gradual approach has been utilized to achieve financial viability, while preparing the plan in accordance with the MOE Financial Plans Regulation (O.Reg. 453/07).

The Financial Plan must be approved by Council resolution, indicating that as a result of this plan, the Corporation of the Town of Arnprior, being the Operating Authority, is financially viable.

## 9. FEEDBACK AND CONTINUOUS IMPROVEMENT

The financial plan must be updated every five years, and submitted with the Municipal Drinking Water License renewal, however, it is recommended that the Plan be reviewed at least annually, and updated as required to reflect changes in operations, economic climate, financing costs, consumption and pricing.

**This is a living document which will require regular review and updates.**

It is the intention of staff to regularly review this plan for internal compliance, performance measurement, adjustment and revisions if required, and to ensure absolute performance in accordance with O.Reg. 453/07 and the Safe Drinking Water Act, 2002. Consequently, this plan can be considered to be a work in progress even after its adoption.

## 10. FINANCIAL PLAN

Appendix '1' of this Financial Plan includes projected financial statements for the Operating Authority. These statements include a projected statement of financial position, projected statement of operations and projected statement of cash flow for the periods ending from December 31, 2011 to 2017.

As required, these statements are in accordance with the new Public Sector Accounting Standards. Actual results will vary from the projections herein. Actual results will vary from the projections herein and the differences may be material.

## 11. ACRONYMS / DEFINITIONS

**Drinking Water Quality Management Standard (DWQMS)** is the standard and its collective requirements for a quality management system.

**Industrial, Commercial, and Institutional (IC&I)**

**Ministry of Environment (MOE)**

**Ministry of Municipal Affairs and Housing (MMAH)**

**Operating Authority** is a person(s) or entity given responsibility by the owner for the operation, management, maintenance or alteration of the subject system.

**Operational Plan (OP)** is a document containing the Drinking Water Quality Management Systems (DWQMS) policies and procedures.

**Owner** is the person(s) who is legal or beneficial owner of all or part of the system.

**Permit to Take Water (PTTW)**

**Quality Management System (QMS)** is a system to establish policy and objectives and achieve those objectives, as well as direct and control the Operating Authority with regard to quality.

**Safe Drinking Water Act (SDWA)**

**Top Management** is a person(s) at the highest management level within an operating authority.

## APPENDICES

**A-1 Projected Statement of Financial Position**

**A-2 Projected Statement of Operations**

**A-3 Projected Statement of Cash Flows**

Town of Armprior  
 DWQMS Financial Plan  
 Plan No. 170-301  
 Projected Statement of Financial Position

	2011	2012	2013	2014	2015	2016	2017	2018
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Financial Assets</b>								
Cash and cash equivalents	666,999	693,679	532,953	433,628	450,973	469,012	513,773	586,324
Long Term Debt	11,637,971	11,144,616	10,628,681	10,089,125	9,593,726	9,075,919	8,534,683	7,968,950
Net Financial Assets (Liabilities)	(10,970,972)	(10,450,937)	(10,095,728)	(9,655,497)	(9,142,753)	(8,606,907)	(8,020,910)	(7,382,626)
<b>Non Financial Assets</b>								
Tangible Capital Assets	13,180,526	12,800,941	12,747,060	12,721,857	12,725,991	12,760,134	12,824,975	12,921,217
<b>Accumulated Surplus</b>								
Opening	2,003,079	2,209,554	2,350,002	2,651,330	3,066,360	3,583,237	4,153,224	4,804,063
Excess revenues over expenses	206,475	140,448	301,328	415,031	516,877	569,987	650,839	734,533
Closing	2,209,554	2,350,002	2,651,330	3,066,360	3,583,237	4,153,224	4,804,063	5,538,597
<b>Tangible Capital Assets</b>								
Cost Beginning of the Year	18,873,123	18,873,123	18,873,123	19,204,347	19,570,350	19,972,390	20,411,762	20,889,799
Additions	-	-	331,224	366,003	402,040	439,372	478,037	518,073
Total Cost	18,873,123	18,873,123	19,204,347	19,570,350	19,972,390	20,411,762	20,889,799	21,407,872
Accumulated Amortization Beginning of the Year	5,313,012	5,692,597	6,072,182	6,457,287	6,848,493	7,246,399	7,651,628	8,064,824
Amortization	379,585	379,585	385,105	391,205	397,906	405,229	413,196	421,831
Accumulated Amortization	5,692,597	6,072,182	6,457,287	6,848,493	7,246,399	7,651,628	8,064,824	8,486,655
Net Book Value	13,180,526	12,800,941	12,747,060	12,721,857	12,725,991	12,760,134	12,824,975	12,921,217

Town of Armprior  
 DWQMS Financial Plan  
 Plan No. 170-301  
 Projected Statement of Operations

	2011	2012	2013	2014	2015	2016	2017	2018
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenues</b>								
Rates revenue	1,323,901	1,423,768	1,585,906	1,698,188	1,794,138	1,844,417	1,913,109	1,999,549
Base charges	338,002	351,711	366,056	381,050	396,364	412,353	429,036	446,427
Interest	25,654	26,680	20,498	16,678	17,345	18,039	19,760	22,551
Other revenue	182,600	184,298	186,047	187,848	189,704	191,615	193,583	195,611
	1,870,157	1,986,457	2,158,506	2,283,764	2,397,551	2,466,424	2,555,490	2,664,138
<b>Expenses</b>								
General operating	923,431	950,840	979,071	1,008,149	1,038,100	1,068,949	1,100,723	1,133,451
Debt Interest	360,666	515,584	493,002	469,379	444,668	422,259	390,731	374,323
Amortization	379,585	379,585	385,105	391,205	397,906	405,229	413,196	421,831
	1,663,682	1,846,009	1,857,179	1,868,734	1,880,674	1,896,437	1,904,650	1,929,605
Excess Revenues over Expenses	206,475	140,448	301,328	415,031	516,877	569,987	650,839	734,533

**Projected Water Rates**

	\$	\$	\$	\$	\$	\$	\$	\$
<b>Declining Block Rates (\$/cubic metre),</b>								
Block 1 - 0 to 455 cubic metres per month	1.27	1.32	1.43	1.53	1.60	1.64	1.69	1.75
Block 2 - 455 cubic metres and above per month	0.76	0.86	1.00	1.07	1.12	1.14	1.18	1.23

Town of Armprior  
 DWQMS Financial Plan  
 Plan No. 170-301  
 Projected Statement of Cash Flows

	2011	2012	2013	2014	2015	2016	2017	2018
	\$	\$	\$	\$	\$	\$	\$	\$
Projected excess of revenues over expenses	206,475	140,448	301,328	415,031	516,877	569,987	650,839	734,533
Amortization	379,585	379,585	385,105	391,205	397,906	405,229	413,196	421,831
<b>Cash provided by operations</b>	<b>586,060</b>	<b>520,033</b>	<b>686,433</b>	<b>806,236</b>	<b>914,783</b>	<b>975,216</b>	<b>1,064,036</b>	<b>1,156,364</b>
<b>Capital Transactions</b>								
Acquisition of Tangible Capital Assets	8,419,000	-	331,224	366,003	402,040	439,372	478,037	518,073
<b>Financial Transactions</b>								
Proceeds from debt issues	8,082,000							
Debt Repayment	(348,406)	(493,355)	(515,935)	(539,556)	(495,399)	(517,807)	(541,236)	(565,733)
	7,733,594	(493,355)	(515,935)	(539,556)	(495,399)	(517,807)	(541,236)	(565,733)
Increase (Decrease) in Cash Equivalents	(99,346)	26,678	(160,726)	(99,323)	17,344	18,037	44,762	72,558
Cash and cash equivalents, beginning of the year	766,345	666,999	693,677	532,951	433,628	450,972	469,009	513,771
Cash and cash equivalents, end of the year	666,999	693,677	532,951	433,628	450,972	469,009	513,771	586,330