

Appendix A
Table 1A
Yearly Revenue and Expenditure Summary - General

			Estimated Annual Rate of Inflation Plan Year												
			1.00%												
			1	2	3	4	5	6	7	8	9	10			
			Actual	Actual	Anticipated	Forecast									
			2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Capital Expenditures															
Non-infrastructure solutions ¹															
Maintenance activities ²															
Renewal/Rehabilitation activities -															
Paved and Surface Treated Roads															
Gravel Roads															
Storm Sewers															
Bridges															
Buildings															
Replacement activities -															
Bridges															
Vehicles (rolling stock) ⁴															
Other asset types not included in asset management plan (land & land improvements, equipment, computer hardware&software)															
Disposal Activities ³															
Expansion Activities															
Total Expenditures			546,219	1,148,564	2,254,700	2,216,637	1,187,498	1,080,881	1,286,732	961,287	1,095,922	1,212,751	1,467,589	1,615,983	1,184,381
Reserves and Reserve Funds															
Balance, beginning of year															
Roads Road Construction (incl. sidewalk, streetlights)															
Buildings General															
PJYC															
Recreation/Arts															
Vehicles Fire															
Maintenance Fund															
Curbside Equipment															
Road Equipment															
Transfer Station Equipment															
Transfers to reserves															
Roads Road Construction (incl. sidewalk, streetlights)															
Buildings General															
Vehicles General															
Transfers from reserves															
Net increase (decrease) in Reserves and Reserve Funds					0	294,556	234,848	352,731	158,257	495,193	372,165	267,058	24,059	(112,377)	331,303
Long-term Debt Repayment															
Green Municipal Fund															
Debt Principal and Interest Repayments						29,327	29,327	29,327	29,327	29,327	0	0	0	0	0
Total Net Capital, Reserve, and Long-term Debt Funding Requirements			546,219	1,148,564	2,254,700	2,540,520	1,451,673	1,462,938	1,474,316	1,485,807	1,468,087	1,479,809	1,491,649	1,503,607	1,515,684
Sources of Funding															
Federal and Provincial Grants I															
Federal and Provincial Grants II ⁵															
Gas Tax Funding (estimated)															
Donations/Donated Assets															
Other Revenue															
Taxation															
Less Operating Expenses															
Long-term Debt (X % of estimated reasonable capacity)															
Total Sources of Funding Available for Asset Management			134,387	134,387	1,785,098	1,848,558	879,711	923,720	968,899	1,015,272	1,062,868	1,111,713	1,161,837	1,213,266	1,266,031
Funding Shortfall Relative to Financial Requirements			(411,832)	(1,014,177)		(691,962)	(571,962)	(539,218)	(505,417)	(470,535)	(405,219)	(368,096)	(329,812)	(290,340)	(249,653)
Funding Shortfall Relative to Financial Requirements (Water/Wastewater) from Table 1B.						(513,193)	(503,965)	(494,409)	(484,519)	(474,285)	(463,698)	(452,752)	(441,435)	(429,741)	(417,660)
TOTAL Funding Shortfall/Surplus Relative to Financial Requirements						(1,205,155)	(1,075,927)	(1,033,627)	(989,936)	(944,820)	(868,917)	(820,848)	(771,247)	(720,081)	(667,313)

Notes:

- For the purposes of the initial asset management plan, the Township has focussed on maintaining, renewing/rehabilitating and replacing its existing asset base. Consequently, expenditures associated with non-infrastructure solutions are not anticipated in the planning period.
- Additional maintenance requirements resulting from the adoption of a preservation management approach have been discussed in the plan. However, since existing and additional maintenance expenditures are considered in the annual operating budgets, they are not identified in the capital expenditures above.
- There are no significant disposal expenditures anticipated in the planning period.
- Vehicle expenditure do not account for replacement of "past expired" vehicles, i.e. those vehicles which have already reached their full amortization period, unless specifically noted in Table 2.4 of Plan.
- Project has moved forward from short-listing to proposal stage. Project (Highway 60 Rehabilitation/Left Turn Lane) will not proceed without funding.

Appendix A

Table 1B

Yearly Revenue and Expenditure Summary - Water and Wastewater

		Estimated Annual Rate of Inflation 1.00%												
		Plan Year												
		Actual		Anticipated	Forecast									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Capital Expenditures														
Non-infrastructure solutions ¹		0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance activities - routine operating expenditures ²			1,246,955	1,152,456	1,163,981	1,175,620	1,187,377	1,199,250	1,211,243	1,223,355	1,235,589	1,247,945	1,260,424	1,273,028
Renewal/Rehabilitation activities -														
Water Treatment Plant					0	0	0	0	0	0	0	0	0	0
Water Tank/Tower					0	0	0	0	0	0	0	0	0	0
Wastewater Treatment Plant														
Water Distribution System					174,983	176,732	178,500	180,285	182,087	183,908	185,747	187,604.9243	189,481	191,376
Wastewater Sewer Network					188,113	188,113	188,113	188,113	188,113	188,113	188,113	188,113	188,113	188,113
Disposal Activities ³		0	0	0	0	0	0	0	0	0	0	0	0	0
Expansion Activities ⁴		0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures		0	1,246,955	1,152,456	1,527,076	1,540,465	1,553,989	1,567,647	1,581,443	1,595,376	1,609,449	1,623,662	1,638,018	1,652,517
Reserves and Reserve Funds														
Balance, beginning of year			236,388	333,203	348,831	388,047	428,156	469,165	511,085	553,924	597,691	642,396	688,048	734,657
Water														
Wastewater			352,977	427,977	492,977	467,977	442,977	417,977	392,977	367,977	342,977	317,977	292,977	267,977
Transfers to reserves				0		0		0		0		0		0
Water Treatment Plant			96,815	30,628	80,800	81,608	82,424	83,248	84,081	84,922	85,771	86,629	87,495	88,370
Water Tower					8,416	8,500	8,585	8,671	8,758	8,846	8,934	9,023	9,114	9,205
Water Distribution System														
Wastewater Treatment Plant			75,000	75,000										
Wastewater Sewer Network														
Transfers from reserves				(15,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Water				(15,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Wastewater		0	0	(10,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Net increase (decrease) in Reserves and Reserve Funds		0	171,815	80,628	14,216	15,108	16,010	16,920	17,839	18,767	19,705	20,652	21,609	22,575
Long-term Debt Repayment (including interest)														
Existing Debt Water Plant Upgrades					49,928	49,928	49,928	49,928	49,928	49,928	49,928	49,928	49,928	49,928
Existing Debt Wastewater Plant Upgrades			97,478	97,478	97,478	97,478	97,478	97,478	97,478	97,478	97,478	97,478	97,478	97,478
Debt Principal and Interest Repayments		0	97,478	97,478	147,406	147,406	147,406	147,406	147,406	147,406	147,406	147,406	147,406	147,406
Total Net Capital, Reserve, and Long-term Debt Funding Requirements		0	1,516,248	1,330,562	1,688,698	1,702,980	1,717,404	1,731,973	1,746,688	1,761,549	1,776,560	1,791,720	1,807,032	1,822,497
Sources of Funding														
SRNMIF		0	0	0	0	0	0	0	0	0	0	0	0	0
OSWAP		0	0	0	0	0	0	0	0	0	0	0	0	0
Developer Contributions/Donations		0	0	0	0	0	0	0	0	0	0	0	0	0
OSWAP operating grant		0	0	0	0	0	0	0	0	0	0	0	0	0
Other Revenue					0	0	0	0	0	0	0	0	0	0
Wastewater Revenues ⁵			457,605	551,090	562,112	573,354	584,821	596,517	608,447	620,616	633,028	645,689	658,603	671,775
Water Revenues ⁵			633,890	601,366	613,393	625,661	638,174	650,937	663,956	677,235	690,780	704,596	718,688	733,062
Long-term Debt (X% of estimated reasonable capacity)		0	0	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Funding		0	1,091,495	1,152,456	1,175,505	1,199,015	1,222,995	1,247,454	1,272,403	1,297,851	1,323,808	1,350,285	1,377,291	1,404,837
Funding Shortfall Relative to Financial Requirements (Water/Wastewater)		0	(424,753)	(178,106)	(513,193)	(503,965)	(494,409)	(484,519)	(474,285)	(463,698)	(452,752)	(441,435)	(429,741)	(417,660)

Notes:

1. For the purposes of the initial asset management plan, the Township has focussed on maintaining, renewing/rehabilitating and replacing its existing asset base. Consequently, expenditures associated with non-infrastructure solutions are not anticipated in the planning period.
2. All anticipated operating expenses have been included so a more complete picture of the overall water and wastewater operations is presented, and so that the ability/failure to be self-financing can be illustrated.
3. There are no significant disposal expenditures anticipated in the planning period.
4. Population growth over the planning period is expected to be minimal. Consequently, no significant expansion activity expenditures are anticipated.
5. Water and wastewater user charges include 2% annual increase over term of the Plan.

Appendix A
Table 2A
Yearly Revenue and Expenditure Summary - General

			Estimated Annual Rate of Inflation Plan Year												
			1.00%												
			1	2	3	4	5	6	7	8	9	10			
			Actual	Actual	Anticipated	Forecast									
			2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Capital Expenditures															
Non-infrastructure solutions ¹															
Maintenance activities ²															
Renewal/Rehabilitation activities -															
Paved and Surface Treated Roads ⁶															
Gravel Roads ⁶															
Storm Sewers															
Bridges															
Buildings															
Replacement activities -															
Bridges															
Vehicles (rolling stock) ⁴															
Other asset types not included in asset management plan (land & land improvements, equipment, computer hardware&software)															
Disposal Activities ³															
Expansion Activities															
Total Expenditures			546,219	1,148,564	2,254,700	1,840,000	760,833	782,280	804,359	848,110	850,492	874,584	899,389	924,926	951,218
Reserves and Reserve Funds															
Balance, beginning of year															
Roads Road Construction (incl. sidewalk, streetlights)															
Buildings General															
PJYC															
Recreation/Arts															
Vehicles Fire															
Maintenance Fund															
Curbside Equipment															
Road Equipment															
Transfer Station Equipment															
Transfers to reserves															
Roads Road Construction (incl. sidewalk, streetlights)															
Buildings ⁷ General															
Vehicles ⁷ General															
Transfers from reserves for Vehicles and Buildings															
Net increase (decrease) in Reserves and Reserve Funds					0	75,000	75,750	106,508	107,573	117,628	140,035	171,435	173,149	204,881	206,930
Long-term Debt Repayment Green Municipal Fund															
Debt Principal and Interest Repayments						29,327	29,327	29,327	29,327	29,327	0	0	0	0	0
Total Net Capital, Reserve, and Long-term Debt Funding Requirements			546,219	1,148,564	2,254,700	1,944,327	865,910	918,115	941,259	995,065	990,527	1,046,019	1,072,538	1,129,807	1,158,148
Sources of Funding															
Federal and Provincial Grants I															
Federal and Provincial Grants II ⁵															
Gas Tax Funding (estimated)															
Donations/Donated Assets															
Other Revenue															
Taxation															
Less Operating Expenses															
Long-term Debt (X % of estimated reasonable capacity)															
Total Sources of Funding Available for Asset Management					1,785,098	1,848,558	879,711	923,720	968,899	1,015,272	1,062,868	1,111,713	1,161,837	1,213,266	1,266,031
Funding Shortfall Relative to Financial Requirements						(95,769)	13,801	5,606	27,640	20,207	72,342	65,694	89,298	83,459	107,883
Funding Shortfall Relative to Financial Requirements (Water/Wastewater) from Table 2B.															
TOTAL Funding Shortfall/Surplus Relative to Financial Requirements															

Notes:

- For the purposes of the initial asset management plan, the Township has focussed on maintaining, renewing/rehabilitating and replacing its existing asset base. Consequently, expenditures associated with non-infrastructure solutions are not anticipated in the planning period.
- Additional maintenance requirements resulting from the adoption of a preservation management approach have been discussed in the plan. However, since existing and additional maintenance expenditures are considered in the annual operating budgets, they are not identified in the capital expenditures above.
- There are no significant disposal expenditures anticipated in the planning period.
- Vehicle expenditure do not account for replacement of "past expired" vehicles, i.e. those vehicles which have already reached their full amortization period, unless specifically noted in Table 2.4 of Plan.
- Project has moved forward from short-listing to proposal stage. Project (Highway 60 Rehabilitation/Left Turn Lane) will not proceed without funding.
- Roads expenditures increased by 2% annually to meet requirements of the Plan in the final year of the Plan.
- Reserve transfers increased by \$10,000 for Buildings and \$20,000 for Vehicles every second year, commencing 2016.

Appendix A

Table 2B

Yearly Revenue and Expenditure Summary - Water and Wastewater

		Estimated Annual Rate of Inflation 1.00%												
		Plan Year												
		Actual		Anticipated	Forecast									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Capital Expenditures														
Non-infrastructure solutions ¹		0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance activities - routine operating expenditures ²			1,246,955	1,152,456	1,163,981	1,175,620	1,187,377	1,199,250	1,211,243	1,223,355	1,235,589	1,247,945	1,260,424	1,273,028
Renewal/Rehabilitation activities -														
Water Treatment Plant					0	0	0	0	0	0	0	0	0	0
Water Tank/Tower					0	0	0	0	0	0	0	0	0	0
Wastewater Treatment Plant														
Water Distribution System					50,000	50,500	51,005	51,515	52,030	52,551	53,076	53,607	54,143	54,684
Wastewater Sewer Network					50,000	50,500	51,005	51,515	52,030	52,551	53,076	53,607	54,143	54,684
Disposal Activities ³		0	0	0	0	0	0	0	0	0	0	0	0	0
Expansion Activities ⁴		0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures		0	1,246,955	1,152,456	1,263,981	1,276,620	1,289,387	1,302,280	1,315,303	1,328,456	1,341,741	1,355,158	1,368,710	1,382,397
Reserves and Reserve Funds														
Balance, beginning of year			236,388	333,203	348,831	381,831	415,361	449,426	484,032	519,184	554,888	591,148	627,972	665,363
Water														
Wastewater			352,977	427,977	492,977	472,977	452,977	432,977	412,977	392,977	372,977	352,977	332,977	312,977
Transfers to reserves				0		0	0	0	0	0	0	0	0	0
Water Treatment Plant			96,815	30,628	25,000	25,250	25,503	25,758	26,015	26,275	26,538	26,803	27,071	27,342
Water Tower					3,000	3,030	3,060	3,091	3,122	3,153	3,185	3,216	3,249	3,281
Water Distribution System					25,000	25,250	25,503	25,758	26,015	26,275	26,538	26,803	27,071	27,342
Wastewater Treatment Plant			75,000	75,000										
Wastewater Sewer Network					25,000	25,250	25,503	25,758	26,015	26,275	26,538	26,803	27,071	27,342
Transfers from reserves				(15,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Water														
Wastewater		0	0	(10,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Net increase (decrease) in Reserves and Reserve Funds		0	171,815	80,628	38,000	38,780	39,568	40,363	41,167	41,979	42,799	43,627	44,463	45,307
Long-term Debt Repayment (including interest)														
Existing Debt Water Plant Upgrades					49,928	49,928	49,928	49,928	49,928	49,928	49,928	49,928	49,928	49,928
Existing Debt Wastewater Plant Upgrades			97,478	97,478	97,478	97,478	97,478	97,478	97,478	97,478	97,478	97,478	97,478	97,478
Debt Principal and Interest Repayments		0	97,478	97,478	147,406	147,406	147,406	147,406	147,406	147,406	147,406	147,406	147,406	147,406
Total Net Capital, Reserve, and Long-term Debt Funding Requirements		0	1,516,248	1,330,562	1,449,387	1,462,806	1,476,360	1,490,050	1,503,876	1,517,841	1,531,945	1,546,191	1,560,579	1,575,110
Sources of Funding														
SRNMIF		0	0	0	0	0	0	0	0	0	0	0	0	0
OSWAP		0	0	0	0	0	0	0	0	0	0	0	0	0
Developer Contributions/Donations		0	0	0	0	0	0	0	0	0	0	0	0	0
OSWAP operating grant		0	0	0	0	0	0	0	0	0	0	0	0	0
Other Revenue					0	0	0	0	0	0	0	0	0	0
Wastewater Revenues ⁵			457,605	551,090	562,112	573,354	584,821	596,517	608,447	620,616	633,028	645,689	658,603	671,775
Water Revenues ⁵			633,890	601,366	613,393	625,661	638,174	650,937	663,956	677,235	690,780	704,596	718,688	733,062
Long-term Debt (X% of estimated reasonable capacity)		0	0	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Funding		0	1,091,495	1,152,456	1,175,505	1,199,015	1,222,995	1,247,454	1,272,403	1,297,851	1,323,808	1,350,285	1,377,291	1,404,837
Funding Shortfall Relative to Financial Requirements (Water/Wastewater)		0	(424,753)	(178,106)	(273,881)	(263,791)	(253,365)	(242,596)	(231,473)	(219,990)	(208,137)	(195,906)	(183,288)	(170,273)

Notes:

1. For the purposes of the initial asset management plan, the Township has focussed on maintaining, renewing/rehabilitating and replacing its existing asset base. Consequently, expenditures associated with non-infrastructure solutions are not anticipated in the planning period.
2. All anticipated operating expenses have been included so a more complete picture of the overall water and wastewater operations is presented, and so that the ability/failure to be self-financing can be illustrated.
3. There are no significant disposal expenditures anticipated in the planning period.
4. Population growth over the planning period is expected to be minimal. Consequently, no significant expansion activity expenditures are anticipated.
5. Water and wastewater user charges include 2% annual increase over term of the Plan.