Asset Management Plan – Financial Strategy

County of Brant

Final Report

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Report

Chapter 1
Introduction

1. Introduction

1.1 Overview

The County of Brant (County) retained Watson & Associates Economists Ltd. (Watson) to prepare the Financial Strategy as part of the overall asset management plan. This strategy is intended to ensure the long-term financial sustainability of the County's infrastructure by aligning asset management goals with realistic and achievable funding approaches. The project has been completed in two phases. The first phase focused on complying with the July 1, 2024 requirements of Ontario Regulation (O. Reg.) 588/17 and was completed in July 2024. The second phase of the project built on the work completed through the first phase, with a focus on identifying proposed levels of service and developing a financial strategy to support the asset management plan. This report is the outcome of the second phase and brings the County into full compliance with the 2025 requirements of O. Reg. 588/17.

While informed by the broader AMP, this report focuses specifically on the financial strategy component, providing a framework to guide infrastructure funding decisions over the long term. It should be noted that the information presented in this Financial Strategy is based on the best data available to the County at this time. While best efforts have been taken to ensure the accuracy and completeness of the data used to develop this Financial Strategy, it is best viewed as a living document that will continue to be refined as newer/better information becomes available.

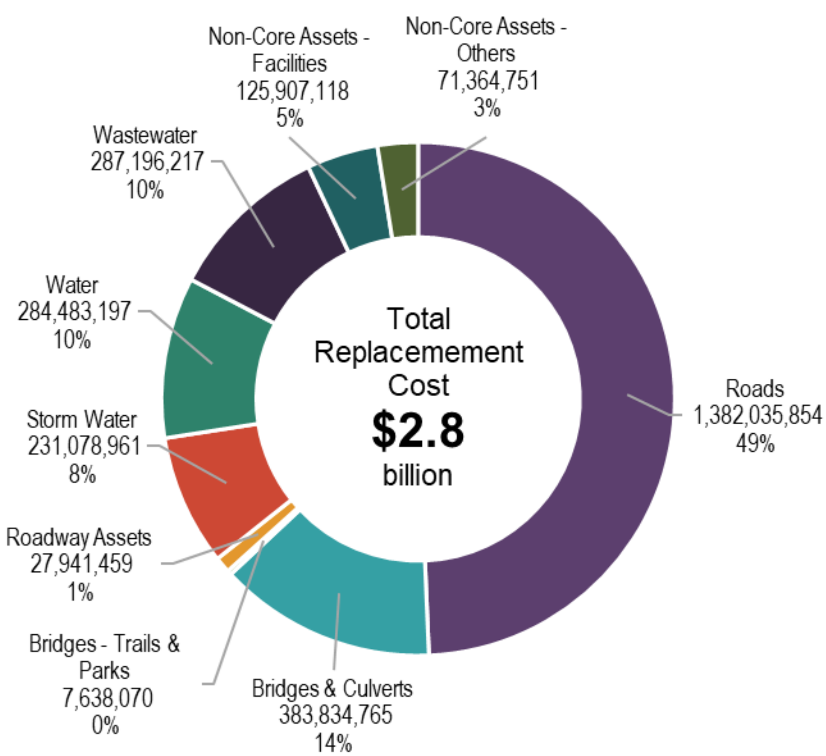
The total replacement cost for the County's infrastructure assets is estimated to be approximately $2.8 billion. Roads accounts for the largest share of replacement costs (49%), followed by Bridges & Culverts (14%), Wastewater (10%), Water (10%), and all other assets (17%).

A breakdown of the replacement cost by asset class is provided in Table 1-1 and is further illustrated in Figure 1-1.

Table 1-1: Asset Classes and Replacement Costs

Asset Type	2025 Replacement Cost
Roads	1,382,035,854
Bridges & Culverts	383,834,765
Bridges - Trails & Parks	7,638,070
Roadway Assets	27,941,459
Storm Water	231,078,961
Water	284,483,197
Wastewater	287,196,217
Non-Core Assets - Facilities	125,907,118
Non-Core Assets - Others	71,364,751
Total	**2,801,480,392**

Figure 1-1: Distribution of Replacement Cost by Asset Class



1.2 Legislative Context for the Asset Management Plan and Financial Strategy

Asset management planning in Ontario has evolved significantly over the past decade.

Prior to 2009, it was common municipal practice to expense capital assets in the year of their acquisition or construction. Consequently, this meant that many municipalities did not have appropriate tracking of their capital assets, especially with respect to any changes that capital assets may have undergone (i.e. betterments, disposals, etc.). Furthermore, this also meant that many municipalities had not yet established inventories of their capital assets, both in their accounting structures and financial statements. As a result of revisions to *Section 3150 – Tangible Capital Assets* of the *Public Sector Accounting Board* (PSAB) handbook, which came into effect for the 2009 fiscal year, municipalities were required to change this long-standing practice and capitalize their tangible capital assets over the term of the asset's expected useful service life. In order to comply with this revision, municipalities needed to establish asset inventories, if none previously existed.

In 2012, the Province launched the Municipal Infrastructure Strategy, which required municipalities and local service boards seeking provincial funding to demonstrate how any proposed project fits within a broader asset management plan. In addition, asset management plans encompassing all municipal assets needed to be prepared by the end of 2016 to meet Federal Gas Tax (now the Canada Community-Building Fund) agreement requirements. To help define the components of municipal asset management plans, the Province produced a document entitled *Building Together: Guide for Municipal Asset Management Plans*. This document outlined the information and analyses that were required to be included in municipal asset management plans under this initiative.

The Province's *Infrastructure for Jobs and Prosperity Act, 2015* (IJPA) was proclaimed on May 1, 2016. This legislation detailed principles for evidence-based and sustainable long-term infrastructure planning. The IJPA also gave the Province the authority to guide municipal asset management planning by way of regulation. In late 2017, the Province introduced O. Reg. 588/17 under the IJPA. The intent of O. Reg. 588/17 is to establish standard content for municipal asset management plans. Specifically, the regulation requires that asset management plans be developed that define levels of service, identify the lifecycle activities that will be undertaken to achieve those levels of service, and provide a financial strategy to support the levels of service and lifecycle activities.

As noted earlier, this report responds directly to the requirements by providing a financial strategy that identifies the anticipated capital and operating costs necessary to maintain service levels and outlines how these costs will be funded and managed.

1.3 Financial Strategy Development

The development of the Financial Strategy section of the asset management plan was guided by the 2024 Asset Management Plan for Core and Non-Core Assets, the levels of service established by the County, discussions with the County's staff, information gathered through reviews of various background documents and studies, and detailed analysis of the County's capital asset data and financial information.

The key steps involved in the development of this financial strategy are summarized below:

1. Develop lifecycle management strategies that identify the activities required to sustain the proposed levels of service. The outputs of these strategies are summarized in the forecast of annual capital and operating expenditures required to achieve these levels of service outcomes.
2. Develop a financial strategy to support the lifecycle management strategy. The financial strategy informs how the capital and operating expenses arising from the asset management strategy will be funded over the forecast period, and how any existing funding gaps will be managed.
3. Document the comprehensive financial strategy in a formal report to inform future decision-making and to communicate planning to municipal stakeholders.

Chapter 2
Financial Strategy

2. Financial Strategy

2.1 Introduction

This chapter outlines the financial strategy that would sustainably fund the lifecycle management strategies presented in the 2024 A.M.P. This financial strategy focuses on examining how the County can fund the lifecycle activities required to achieve the current and proposed levels of service. The strategy presented is a suggested approach which should be examined and re-evaluated during the annual budgeting processes to ensure the sustainability of the County's financial position as it relates to its assets.

O. Reg. 588/17 requires, at minimum, a 10-year capital plan that forecasts the costs of implementing the lifecycle management strategy and the lifecycle activities required therein. The financial strategy in this asset management plan has been developed for a 10-year forecast period to be in compliance with this requirement.

Various financing options, including reserve funds, debt, and grants, were considered during the process of developing the financial strategy and are described in more detail in section 2.4 below.

2.2 Annual Contribution and Lifecycle Funding Target

An annual lifecycle funding target represents the amount of funding that would be required annually to fully finance a lifecycle management strategy over the long term. By planning to achieve this annual funding level, the County would theoretically be able to fully fund capital works as they arise. In practice, capital expenditures often fluctuate year-to-year based on the asset replacement and renewal/rehabilitation projects being undertaken in a particular year. By planning to achieve the lifecycle funding target over the long term, however, the periods of relatively low capital needs would allow for the building up of lifecycle reserve funds that could be drawn upon in times of relatively high capital needs. The annual lifecycle funding target is $48.2 million ($38.4 million for tax-supported assets and $9.8miilion for rate supported assets). These amounts include the replacement of current assets, as well as an estimate of annual lifecycle funding for future assets over the 10-year forecast. A breakdown of the lifecycle funding target by asset class is provided in Table 2-1.

Table 2-1: Average Annual Lifecycle Cost by Asset Class

Asset Type	Average Annual Contribution - Non-Growth	Average Annual Contribution - Growth-Related
Roads	19,465,294	2,424,769
Bridges & Culverts	5,186,956	
Bridges - Trails & Parks	125,214	
Roadway Assets	1,330,546	
Storm Water	2,407,073	
Non-Core Assets - Facilities	3,050,852	
Non-Core Assets - Others	4,381,660	
Water	4,483,035	633,226
Wastewater	3,291,251	1,395,034
Total	**43,721,881**	**4,453,029**
Total - Non-Growth and Growth	**48,174,910**	

With respect to the tax-supported assets, the County budgeted to contribute approximately $30.0 million from the tax levy and other current revenue sources towards capital-related needs in 2025. Included in this are budgeted contributions to capital-related reserves and reserve funds, operating transfers, debt servicing costs related to outstanding debt (excluding portions of debt servicing costs funded from development charges), and ongoing federal and provincial grants (i.e., Canada Community-Building Fund (CCBF) and Ontario Community Infrastructure Fund (OCIF)).

With respect to the rate-supported assets, the County budgeted to contribute approximately $5.7 million from water and wastewater rates towards the capital-related needs in 2025. Included in this are budgeted contributions to capital-related reserves and reserve funds and debt servicing costs related to outstanding debt (excluding portions of debt servicing costs funded from development charges).

The difference between the annual lifecycle funding target and current annual contribution is referred to as the lifecycle funding gap. Based on this analysis, the County is currently facing an annual lifecycle funding gap of approximately $12.5 million, of which $8.4 million is related to tax-supported assets and $4.1 million is related to water and wastewater.

2.3 Capital Expenditure Forecast

The combined 10-year (2025 to 2034) capital expenditure forecast for the County's assets is based on the County's 2025 capital budget and the lifecycle activities identified in the County's Asset Management Plan and the examination of the proposed levels of service undertaken by the County . Growth-related projects identified in the County's 2024 D.C. Background Study have also been incorporated into the capital expenditure forecast. The tax-supported capital expenditure forecast totals $482.4 million, while the rate-supported capital expenditure forecast amounts to $317.1 million, resulting in a combined capital expenditure of $799.5 million.

2.4 Funding

Tables A-1, A-2, and A-3 in Appendix A summarize the recommended strategies to finance the asset lifecycle costs identified previously. This funding forecast was based on the funding sources identified in the County's 2025 budget.

The lifecycle costs required to sustain established level of service targets are being partially recovered through several external funding sources:

- OCIF formula-based funding is maintained based on the County's 2025 allocation. It is noted that the Ministry of Infrastructure recently shifted from using historical costs to using replacement costs in the formula used for calculating annual OCIF funding allocations. As a result of this formula change, the County's OCIF allocation may continue to change in the coming years. The amount of OCIF funding will need to be monitored by County staff and, if a significant variance occurs relative to the estimate provided in this asset management plan, the financial strategy may need to be updated.
- CCBF funding has been shown as a stable and long-term funding source for eligible capital projects. Annual funding estimates are based on the County's allocations for 2026 and 2027, and held constant thereafter.

This financial strategy has been developed to be fully funded, and therefore no funding shortfall has been identified. This means, however, that if identified grants are not received at expected amounts, shortfalls may present themselves. In such an event, the difference could be made up through increases to the tax levy/user rates over and above those presented hereafter.

It is noted that this fully funded financial strategy phases in annual contributions towards capital such that the County reaches full lifecycle funding levels by 2034.

2.5 Tax Levy Impact

As discussed in section 2.2, while the extent of capital expenditures will fluctuate from year to year, it is important for the County to implement a consistent, yet increasing, annual investment in capital so that the excess annual funds can accrue in capital reserve funds. Appendix A Tables A-1 to A-4 presents a summary of the impacts on the tax rate as a result of this financial strategy.

Consideration for cash flow and positive reserve fund balances has been included in setting the capital reserve transfer amounts. A detailed continuity schedule of all capital-related reserves/reserve funds related to assets can be found in Table A-4 in Appendix A.

In order to fund the recommended lifecycle management strategy by 2034 using the County's own available funding sources (i.e., using taxation, CCBF funding, and OCIF funding), an increase in the County's taxation levy of 6.1% annually would be required from 2026 to 2034.

Layering on assessment increases resulting from new assessment growth, assumed to be 1.7% annually, the impacts on individual property tax bills resultant from the financial strategy are estimated to be increases of 4.4% annually from 2026 to 2034.

The taxation impacts identified above include inflationary adjustments to the County's operating costs and revenues (i.e., general operating inflation of 3% annually). If, however, other funding sources become available (as mentioned above), or if maintenance practices allow for the deferral of capital works, the impact on the County's taxation levy would potentially decrease.

Figure 2-1 illustrates the overall tax-supported financial forecast, with full details of the Financial Strategy provided in Appendix A

2.6 Rate-Supported Impact

Similar to the tax-supported impacts, the rate-supported analysis aims to forecast a consistent, yet increasing, annual investment in water and wastewater capital so that the excess annual funds can accrue in capital reserve funds. Appendix A Tables A-5 to A-12 presents a summary of the impacts on the rate-supported assets as a result of this financial strategy.

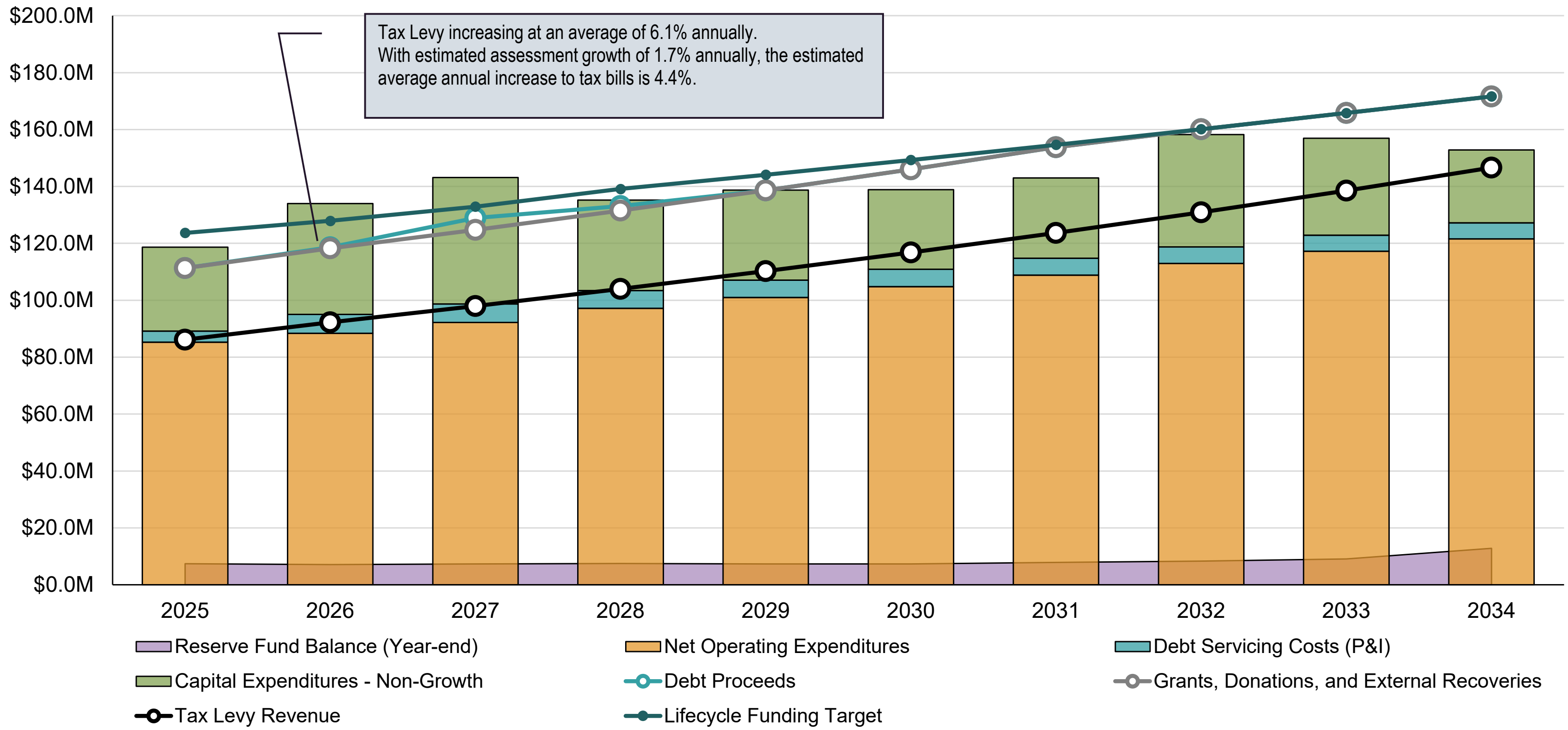
Consideration for cash flow and positive reserve fund balances has been included in setting the capital reserve transfer amounts. A detailed continuity schedule of all water and wastewater capital-related reserves/reserve funds related to assets can be found in Appendix A Tables A-11 and A-12, respectively.

In order to fund the recommended lifecycle management strategy by 2034 using the County's own available funding sources (i.e., water and wastewater rates), an increase in the County's water revenues of 3.7% and wastewater revenues of 8.6% annually would be required from 2026 to 2034.

The rate impacts identified above include inflationary adjustments to the County's operating costs and revenues (i.e., general operating inflation of 2.5% annually). If, however, other funding sources become available (as mentioned above), or if maintenance practices allow for the deferral of capital works, the impact on the County's water and wastewater rates would potentially decrease.

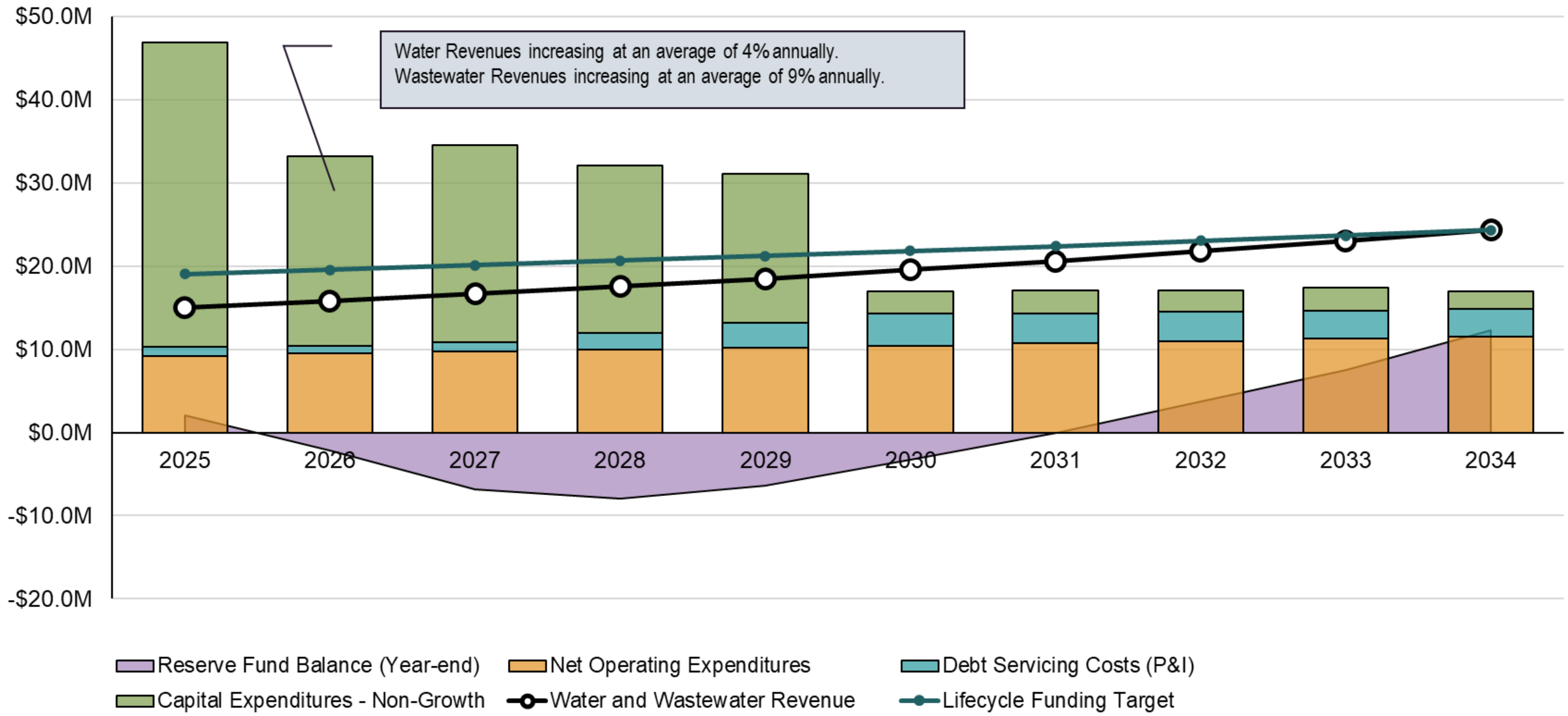
Figure 2-2 illustrates the overall rate-supported financial forecast, with full details of the Financial Strategy provided in Appendix A.

Figure 2-1: Overall Financial Forecast (Inflated) – Tax-Supported



Note: The lines representing "Tax Levy Revenues", "Grants", and "Debt Proceeds" are stacked

Figure 2-2: Overall Financial Forecast (Inflated) – Rate-Supported



Note: The Lifecycle Target Funding line includes the Operating Expenditures

Chapter 3
Recommendations and Next Steps

3. Recommendations and Next Steps

3.1 Recommendations

The following recommendations are provided for the County's consideration:

- That the County of Brant Asset Management Plan – Financial Strategy be received and approved by Council; and

- That consideration be made as part of the annual budgeting process to ensure sufficient capital funding is available to implement the Financial Strategy.

3.2 Next Steps

Following the approval of this A.M.P. Financial Strategy by Council, the County's asset management journey will transition from developing the plan to its operationalization. The County will need to establish processes and implement systems to keep asset information (e.g., condition, replacement costs, etc.) updated and relevant, so that it can be relied on to identify capital priorities and inform the annual budget process. Furthermore, the County will need to establish a format and process for the annual updates to Council on asset management progress, as required by O. Reg. 588/17.

The Financial Strategy should be updated as the strategic priorities and capital needs of the County change. This can be accomplished in conjunction with specific legislative requirements (i.e., five-year review of the asset management plan as required by O. Reg. 588/17), as well as the County's annual budget process.

Appendices

Appendix A
Financial Strategy Tables

Table A-1
County of Brant
Financial Strategy
Operating Budget Forecast – Tax-Supported

Source	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Inflationary Factors		1.057	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03
Operating Expenditure Forecast											
Operating Expenditures (Net of Reserve Transfers and Debt Charges)	88,171,147	97,069,177	99,981,252	102,980,690	106,070,111	109,252,214	112,529,780	115,905,674	119,382,844	122,964,329	126,653,259
Incremental Operating Expenditures (Tax Supported)			1,206,406	2,449,005	3,728,882	5,047,155	6,404,976	7,812,533	9,262,317	10,755,595	12,293,671
External Transfers	11,203,059	12,098,892	12,461,859	12,835,715	13,220,786	13,617,410	14,025,932	14,446,710	14,880,111	15,326,514	15,786,310
Total Gross Operating Expenditures	**99,374,206**	**109,168,069**	**113,649,518**	**118,265,410**	**123,019,778**	**127,916,778**	**132,960,688**	**138,164,917**	**143,525,272**	**149,046,438**	**154,733,240**
Capital Related											
Reserve Transfers											
Transfer to Operating Reserves	180,000	180,000	125,000	185,000	185,000	185,000	125,000	195,000	195,000	195,000	125,000
Transfer to Capital Reserves	2,539,382	3,990,576	3,793,462	3,908,801	4,021,328	4,136,112	4,253,224	4,372,738	4,494,731	4,619,283	4,746,475
Transfer to Capital Reserves - for AMP Lifecycle Requirements			(7,271,487)	(10,608,056)	(1,100,794)	422,006	3,791,404	4,752,113	4,363,834	6,543,115	14,842,452
Transfers to Capital (Capital Levy)	16,455,208	16,775,663	24,880,776	29,832,739	20,904,180	21,487,008	20,544,540	22,131,209	25,368,287	26,234,707	21,193,336
Transfer to Existing Capital Projects	46,374	447,896									
Debt Charges											
Existing Non-Growth Debt Charges (Tax-Supported)	3,873,540	3,828,378	3,751,657	3,616,222	3,383,587	3,300,706	3,243,250	3,116,525	2,961,116	2,820,022	2,765,067
Approved Debt - Still to be Issued (Tax-Supported)			2,850,879	2,850,879	2,850,879	2,850,879	2,850,879	2,850,879	2,850,879	2,850,879	2,850,879
Approved Debt - Still to be Issued (Investment)											
New Non-Growth Debt Charges (Tax-Supported)			-	28,038	312,221	419,022	419,022	419,022	419,022	419,022	419,022
Total Capital Funded from Tax Base	**23,094,504**	**25,222,513**	**28,130,286**	**29,813,623**	**30,556,401**	**32,800,733**	**35,227,318**	**37,837,486**	**40,652,869**	**43,682,028**	**46,942,231**
Less: Non-Tax Revenues											
Total Revenues (Existing)	35,598,550	39,786,648	40,980,247	42,209,655	43,475,945	44,780,223	46,123,630	47,507,338	48,932,559	50,400,535	51,912,551
Incremental Non-Tax Revenues			400,555	813,126	1,238,074	1,675,771	2,126,599	2,594,032	3,075,487	3,571,386	4,082,162
Cost Sharing - City of Brantford	6,891,079	8,071,229	8,137,655	8,206,074	7,078,295	7,290,644	7,509,363	7,734,644	7,966,683	8,205,684	8,451,854
Reserve Transfers											
Contributions from Reserves	2,178,064	688,079	950,995	850,995	850,995	850,995	850,995	850,995	850,995	850,995	850,995
Contribution from BCP Reserve	430,383	385,221	589,837	589,837	589,837	589,837	589,837	589,837	589,837	589,837	589,837
Contributions from Capital	125,415	105,000	108,150	111,395	114,736	118,178	121,724	125,375	129,137	133,011	137,001
Contributions from Trust Fund	40,000	53,700	51,700	49,500	49,400	47,300	47,200	45,100	45,000	42,900	42,800
Total Operating Revenues	**45,263,491**	**49,089,877**	**51,219,139**	**52,830,581**	**53,397,282**	**55,352,949**	**57,369,348**	**59,447,322**	**61,589,698**	**63,794,348**	**66,067,201**

Table A-2
County of Brant
Financial Strategy
Schedule of Non-Growth Related Tax-Supported Debenture Repayments

Debenture Year	Annual Debenture $	Annual Debt Costs	Annual Debt Payment Schedule (Current$)									
			2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
2025	-	-		-	-	-	-	-	-	-	-	-
2026	418,340	28,038			28,038	28,038	28,038	28,038	28,038	28,038	28,038	28,038
2027	4,240,060	284,182				284,182	284,182	284,182	284,182	284,182	284,182	284,182
2028	1,593,500	106,801					106,801	106,801	106,801	106,801	106,801	106,801
2029	-	-						-	-	-	-	-
2030	-	-							-	-	-	-
2031	-	-								-	-	-
2032	-	-									-	-
2033	-	-										-
2034	-	-										
Total	**6,251,900**		**-**	**-**	**28,038**	**312,221**	**419,022**	**419,022**	**419,022**	**419,022**	**419,022**	**419,022**

Table A-3
County of Brant
Financial Strategy
Schedule of Growth Related Tax-Supported Debenture Repayments

Debenture Year	Annual Debenture $	Annual Debt Costs	Annual Debt Payment Schedule (Current$)									
			2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
2025	1,890,000	126,674		126,674	126,674	126,674	126,674	126,674	126,674	126,674	126,674	126,674
2026	10,090,360	676,288			676,288	676,288	676,288	676,288	676,288	676,288	676,288	676,288
2027	4,908,240	328,966				328,966	328,966	328,966	328,966	328,966	328,966	328,966
2028	275,000	18,431					18,431	18,431	18,431	18,431	18,431	18,431
2029	360,000	24,128						24,128	24,128	24,128	24,128	24,128
2030	1,800,000	120,642							120,642	120,642	120,642	120,642
2031	-	-								-	-	-
2032	973,820	65,268									65,268	65,268
2033	11,264,380	754,974										754,974
2034	22,500,000	1,508,021										
Total	**54,061,800**		**-**	**126,674**	**802,962**	**1,131,927**	**1,150,359**	**1,174,487**	**1,295,129**	**1,295,129**	**1,360,397**	**2,115,372**

Table A-4
County of Brant
Financial Strategy
Tax-Supported Capital Reserves (Inflated $)

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	8,267,427	7,378,141	7,137,741	7,346,296	7,477,368	7,353,844	7,361,238	7,841,867	8,304,835	9,054,028
Transfer from Other Sources	140,200	140,200	115,200	110,200	110,200	110,200	110,200	110,200	110,200	110,200
Transfer from Operating	3,395,980	3,793,462	3,908,801	4,021,328	4,136,112	4,253,224	4,372,738	4,494,731	4,619,283	4,746,475
Transfer to Capital	4,350,466	4,099,062	3,740,446	3,925,456	4,294,836	4,281,030	3,927,309	4,066,963	3,905,290	1,003,291
Transfer to Operating	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Closing Balance	**7,378,141**	**7,137,741**	**7,346,296**	**7,477,368**	**7,353,844**	**7,361,238**	**7,841,867**	**8,304,835**	**9,054,028**	**12,832,412**

Table A-5
County of Brant
Financial Strategy
Operating Budget Forecast – Water

Source	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Water Debt - Existing	536,125	536,125	515,098	494,071	494,071	436,692	379,313	321,471	224,259	184,889
Water Debt - New	-	-	-	-	-	-	-	-	-	-
Water Operating Expenditures	5,975,341	6,124,725	6,277,843	6,434,789	6,595,658	6,760,550	6,929,564	7,102,804	7,280,375	7,462,385
Transfer to Capital Reserves	3,653,003	3,883,344	4,144,986	4,417,501	4,680,318	5,012,312	5,356,596	5,714,142	6,124,387	6,490,671
Water Revenues	10,164,635	10,544,194	10,937,927	11,346,361	11,770,048	12,209,555	12,665,474	13,138,417	13,629,021	14,137,944

Table A-6
County of Brant
Financial Strategy
Operating Budget Forecast – Wastewater

Source	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Wastewater Debt - Existing	476,984	460,156	460,156	410,437	410,437	282,566	154,694	107,994	61,294	61,294
Wastewater Debt - New	-	-	194,948	1,166,698	2,131,746	3,096,794	3,096,794	3,096,794	3,096,794	3,096,794
Wastewater Expenditures	3,246,200	3,327,355	3,410,538	3,495,802	3,583,197	3,672,777	3,764,597	3,858,711	3,955,179	4,054,059
Transfer to Capital Reserves	1,020,946	1,467,374	1,641,260	1,124,865	605,547	257,775	922,615	1,558,075	2,249,923	2,956,451
Wastewater Revenues	4,838,670	5,254,885	5,706,903	6,197,802	6,730,928	7,309,912	7,938,700	8,621,575	9,363,191	10,168,598

Table A-7
County of Brant
Financial Strategy
Schedule of Non-Growth Related Water Debenture Repayments

Debenture Year	Annual Debenture $	Annual Debt Costs	Annual Debt Payment Schedule (Current$)									
			2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
2025	-	-		-	-	-	-	-	-	-	-	-
2026	-	-			-	-	-	-	-	-	-	-
2027	-	-				-	-	-	-	-	-	-
2028	-	-					-	-	-	-	-	-
2029	-	-						-	-	-	-	-
2030	-	-							-	-	-	-
2031	-	-								-	-	-
2032	-	-									-	-
2033	-	-										-
2034	-	-										
Total	**-**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Table A-8
County of Brant
Financial Strategy
Schedule of Growth Related Water Debenture Repayments

Debenture Year	Annual Debenture $	Annual Debt Costs	Annual Debt Payment Schedule (Current$)									
			2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
2025	1,722,525	115,449		115,449	115,449	115,449	115,449	115,449	115,449	115,449	115,449	115,449
2026	5,971,800	400,249			400,249	400,249	400,249	400,249	400,249	400,249	400,249	400,249
2027	1,922,250	128,835				128,835	128,835	128,835	128,835	128,835	128,835	128,835
2028	-	-					-	-	-	-	-	-
2029	-	-						-	-	-	-	-
2030	7,500,000	502,674							502,674	502,674	502,674	502,674
2031	-	-								-	-	-
2032	-	-									-	-
2033	-	-										-
2034	-	-										
Total	**17,116,575**		**-**	**115,449**	**515,698**	**644,533**	**644,533**	**644,533**	**1,147,207**	**1,147,207**	**1,147,207**	**1,147,207**

Table A-9
County of Brant
Financial Strategy
Schedule of Non-Growth Related Wastewater Debenture Repayments

Debenture Year	Annual Debenture $	Annual Debt Costs	Annual Debt Payment Schedule (Current$)									
			2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
2025	-	-		-	-	-	-	-	-	-	-	-
2026	2,908,670	194,948			194,948	194,948	194,948	194,948	194,948	194,948	194,948	194,948
2027	14,498,722	971,750				971,750	971,750	971,750	971,750	971,750	971,750	971,750
2028	14,398,722	965,048					965,048	965,048	965,048	965,048	965,048	965,048
2029	14,398,722	965,048						965,048	965,048	965,048	965,048	965,048
2030	-	-							-	-	-	-
2031	-	-								-	-	-
2032	-	-									-	-
2033	-	-										-
2034	-	-										
Total	**46,204,836**		**-**	**-**	**194,948**	**1,166,698**	**2,131,746**	**3,096,794**	**3,096,794**	**3,096,794**	**3,096,794**	**3,096,794**

Table A-10
County of Brant
Financial Strategy
Schedule of Growth Related Wastewater Debenture Repayments

Debenture Year	Annual Debenture $	Annual Debt Costs	Annual Debt Payment Schedule (Current$)									
			2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
2025	2,100,080	140,754		140,754	140,754	140,754	140,754	140,754	140,754	140,754	140,754	140,754
2026	8,023,830	537,782			537,782	537,782	537,782	537,782	537,782	537,782	537,782	537,782
2027	33,601,278	2,252,064				2,252,064	2,252,064	2,252,064	2,252,064	2,252,064	2,252,064	2,252,064
2028	33,601,278	2,252,064					2,252,064	2,252,064	2,252,064	2,252,064	2,252,064	2,252,064
2029	33,601,278	2,252,064						2,252,064	2,252,064	2,252,064	2,252,064	2,252,064
2030	-	-							-	-	-	-
2031	-	-								-	-	-
2032	-	-									-	-
2033	-	-										-
2034	-	-										
Total	**110,927,744**		**-**	**140,754**	**678,536**	**2,930,600**	**5,182,664**	**7,434,728**	**7,434,728**	**7,434,728**	**7,434,728**	**7,434,728**

Table A-11
County of Brant
Financial Strategy
Water Capital Reserves (Inflated $)

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	3,255,669	5,495,405	2,984,713	1,589,949	599,700	2,727,930	5,359,478	8,408,807	11,892,949	15,640,468
Transfer from Operating	3,653,003	3,883,344	4,144,986	4,417,501	4,680,318	5,012,312	5,356,596	5,714,142	6,124,387	6,490,671
Transfer to Capital	1,413,267	6,394,036	5,539,750	5,407,750	2,552,088	2,380,765	2,307,267	2,230,000	2,376,869	1,821,957
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	**5,495,405**	**2,984,713**	**1,589,949**	**599,700**	**2,727,930**	**5,359,478**	**8,408,807**	**11,892,949**	**15,640,468**	**20,309,181**

Table A-12
County of Brant
Financial Strategy
Wastewater Capital Reserves (Inflated $)

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	466,848	(2,515,072)	(3,205,198)	(5,131,438)	(4,306,573)	(4,609,026)	(4,654,251)	(4,134,636)	(2,879,560)	(1,029,637)
Transfer from Operating	1,020,946	1,467,374	1,641,260	1,124,865	605,547	257,775	922,615	1,558,075	2,249,923	2,956,451
Transfer to Capital	4,002,866	2,157,500	3,567,500	300,000	908,000	303,000	403,000	303,000	400,000	300,000
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	**(2,515,072)**	**(3,205,198)**	**(5,131,438)**	**(4,306,573)**	**(4,609,026)**	**(4,654,251)**	**(4,134,636)**	**(2,879,560)**	**(1,029,637)**	**1,626,814**

Table A-13
County of Brant
Financial Strategy
Impact on Rates Forecast (Inflated $)

Source	2026	2027	2028	2029	2030	2031	2032	2033	2034
Residential Tax Rate Increase	5.3%	4.4%	4.4%	4.3%	4.2%	4.2%	4.2%	4.2%	4.1%
Water Rate Increase	4%	4%	4%	4%	4%	4%	4%	4%	4%
Wastewater Rate Increase	9%	9%	9%	9%	9%	9%	9%	9%	9%