

Table S1
North Red Deer Regional Wastewater Services Commission
2026 - 2040 Financial Model
Capital Budget 2026, Forecast 2027 - 2040

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	2025	2025	2026	2027	2028	2029
	Budget	Projection	Budget	Projection	Projection	Projection
Sales Volume (m3)						
City of Lacombe	1,297,293	1,302,612	1,313,826	1,333,534	1,357,245	1,373,840
Town of Blackfalds	684,835	673,112	653,096	672,036	693,291	711,188
Lacombe County	198,977	59,738	60,037	60,337	60,639	60,942
Septage Receiving Stations	1,314	1,314	1,752	1,805	1,859	1,914
Total Sales	2,182,419	2,036,776	2,028,711	2,067,711	2,113,034	2,147,884
Annual Expense						
Operating Purposes						
Administration (Mgt, Gen Srv, Prof Srv, Legal)	\$199,989	\$199,989	\$213,802	\$221,749	\$229,997	\$238,556
System Operations	\$1,301,706	\$1,301,706	\$1,352,577	\$1,406,330	\$1,462,289	\$1,520,549
Treatment Charges						
Volume (m3)	2,190,057	2,043,905	2,035,812	2,074,948	2,120,429	2,155,401
Average Rate (/m3)	\$1.38	\$1.38	\$1.38	\$1.44	\$1.52	\$1.59
Expense	\$3,019,493	\$2,817,989	\$2,818,581	\$2,994,933	\$3,213,608	\$3,429,940
Total Operating Expense	\$4,521,189	\$4,319,684	\$4,384,960	\$4,623,012	\$4,905,894	\$5,189,044
Capital Expense						
Debt Payments	\$399,760	\$399,760	\$399,760	\$399,760	\$399,760	\$399,760
To Reserves (Restricted Surplus)	\$149,273	\$56,579	\$200,802	\$165,692	\$189,624	\$174,395
Total Capital Expense	\$549,033	\$456,339	\$600,562	\$565,452	\$589,384	\$574,155
Total Annual Expense	\$5,070,221	\$4,776,023	\$4,985,522	\$5,188,464	\$5,495,278	\$5,763,199
Rate to Members (/m3)						
Cost of Service Rate	\$2.02	\$2.06	\$2.10	\$2.17	\$2.25	\$2.34
Phase in to Cost of Service Rate	\$0.00	-\$0.04	\$0.02	\$0.05	\$0.06	\$0.05
Sales Rate	\$2.02	\$2.02	\$2.12	\$2.22	\$2.31	\$2.39

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	2025	2025	2026	2027	2028	2029
	Budget	Projection	Budget	Projection	Projection	Projection
Annual Revenue						
Sales to Members						
City of Lacombe	\$2,620,531	\$2,631,277	\$2,785,311	\$2,960,444	\$3,135,236	\$3,283,477
Town of Blackfalds	\$1,383,367	\$1,359,685	\$1,384,564	\$1,491,920	\$1,601,503	\$1,699,739
Lacombe County	\$401,933	\$120,671	\$127,278	\$133,948	\$140,075	\$145,651
Total Member Sales	\$4,405,831	\$4,111,633	\$4,297,154	\$4,586,313	\$4,876,814	\$5,128,866
Non-rate Revenue						
Septage Receiving Station	\$22,154	\$22,154	\$33,200	\$35,911	\$38,847	\$42,022
Other Revenue	\$500	\$500	\$500	\$500	\$500	\$500
Interest	\$39,000	\$39,000	\$38,000	\$41,000	\$46,000	\$50,000
Government Grants	\$0	\$0	\$0	\$0	\$0	\$0
All Member Contributions	\$602,736	\$602,736	\$616,668	\$624,740	\$633,117	\$641,810
Lacombe County Only	\$0	\$0	\$0	\$0	\$0	\$0
Transfer from Reserves	\$0	\$0	\$0	\$0	\$0	\$0
Total Non Rate Revenue	\$642,236	\$642,236	\$655,168	\$666,240	\$679,617	\$692,310
Total Revenue	\$5,070,221	\$4,776,023	\$4,985,522	\$5,288,464	\$5,595,278	\$5,863,199
Unrestricted Surplus	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
Surplus Balance at Year End						
Restricted Surplus						
Operating Reserve	\$725,000	\$591,851	\$591,851	\$591,851	\$591,851	\$591,851
Capital Reserve	\$1,703,412	\$1,804,830	\$1,867,633	\$1,895,325	\$2,084,949	\$2,259,344
	\$2,428,412	\$2,396,681	\$2,459,484	\$2,487,176	\$2,676,800	\$2,851,195
Unrestricted Surplus						
Operating	\$130,566	\$13,475	\$13,475	\$113,475	\$213,475	\$313,475
Capital	\$0	\$0	\$0	\$0	\$0	\$0
	\$130,566	\$13,475	\$13,475	\$113,475	\$213,475	\$313,475
Total Surplus	\$2,558,978	\$2,410,156	\$2,472,959	\$2,600,651	\$2,890,275	\$3,164,670

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	2025	2025	2026	2027	2028	2029
	Budget	Projection	Budget	Projection	Projection	Projection
Debenture Debt						
Annual Payments						
Interest	\$211,307	\$211,307	\$204,561	\$197,565	\$190,311	\$182,789
Principal	\$188,452	\$188,452	\$195,199	\$202,195	\$209,449	\$216,971
Total Payments	\$399,760	\$399,760	\$399,760	\$399,760	\$399,760	\$399,760
Average Interest Rate	3.800%	3.800%	3.810%	3.820%	3.831%	3.844%
Debt Principal Owing at Year End	\$5,427,780	\$5,427,780	\$5,232,581	\$5,030,386	\$4,820,937	\$4,603,966
Debt Limit						
Statutory Debt Limit (2 x Revenue)	\$10,140,443	\$9,552,046	\$9,971,044	\$10,576,927	\$11,190,555	\$11,726,398
Actual Debt	\$5,427,780	\$5,427,780	\$5,232,581	\$5,030,386	\$4,820,937	\$4,603,966
% of Limit	54%	57%	52%	48%	43%	39%
Annual Debt Servicing Limit						
Statutory Limit (35% of Rev)	\$1,774,577	\$1,671,608	\$1,744,933	\$1,850,962	\$1,958,347	\$2,052,120
Annual Payments	\$399,760	\$399,760	\$399,760	\$399,760	\$399,760	\$399,760
% of Limit	23%	24%	23%	22%	20%	19%
Liquidity						
<u>Annual Revenue</u>	\$5,070,221	\$4,776,023	\$4,985,522	\$5,288,464	\$5,595,278	\$5,863,199
<u>Unrestricted Surplus Target</u>						
Proportion of Revenue	16%	16%	16%	16%	16%	16%
Amount	\$811,235	\$764,164	\$797,684	\$846,154	\$895,244	\$938,112
<u>Unrestricted Surplus</u>						
At Year End	\$130,566	\$13,475	\$13,475	\$113,475	\$213,475	\$313,475
Proportion of Revenue	2.6%	0.3%	0.3%	2.1%	3.8%	5.3%

Table S2
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2026 - 2040 Financial Model
Capital Budget 2026, Forecast 2027 - 2040

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	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Capital Projects															
Asset Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Completion of Initial System	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Enhancement, Replacements, Renewals															
Transmission Pipeline	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Odor Management Facility	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blackfalds Lift Station	\$92,000	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blackfalds Emergency LS	\$46,000	\$46,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0
Lacombe Lift Station	\$0	\$92,000	\$0	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Septage Receiving Stations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SCADA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expense	\$138,000	\$138,000	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0
Capital Funding															
From / (Return) to Acculated Surpl	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Reserves	\$138,000	\$138,000	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0
Total Capital Funding	\$138,000	\$138,000	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0
Capital Reserve Funds															
Additions	\$200,802	\$165,692	\$189,624	\$174,395	\$174,898	\$192,256	\$182,215	\$197,129	\$207,546	\$228,000	\$218,675	\$207,880	\$213,011	\$250,556	\$328,040
Withdrawals	(\$138,000)	(\$138,000)	\$0	\$0	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)	\$0	(\$100,000)	\$0	\$0	\$0	\$0	\$0
Closing Balance	\$1,867,633	\$1,895,325	\$2,084,949	\$2,259,344	\$2,334,243	\$2,426,499	\$2,508,713	\$2,605,843	\$2,813,389	\$2,941,389	\$3,160,064	\$3,367,944	\$3,580,954	\$3,831,511	\$4,159,551