



The Nation Municipality
Drinking Water System

Financial Plan Number
179-101 & 179-102

January 25th, 2016

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Executive Summary

In 2007, the Ontario Ministry of the Environment (MOE) released O.Reg. 453/07 (Financial Plans) under the Safe Drinking Water Act, 2002 (SDWA). This regulation requires that a Financial Plan is prepared as part of the Municipal Drinking Water Licensing Program set out in Part V of the SDWA. The Financial Plan is intended to ensure that drinking water system owners plan for the long term financial stability of their drinking water systems in order to guarantee safe drinking water into the future.

This Financial Plan satisfies the requirements of O.Reg. 453/07 (Financial Plans). One component of the Plan is to provide information on the operating and capital expenditures required to ensure reliability and long term sustainability of The Nation Municipality drinking water systems.

This Plan outlines The Nation Municipality Drinking Water Systems' financial status, discusses current and future pressures, outlines the funding structure and provides a financial forecast for the water system. The financial impacts have been considered and applied for 6 year period (2016 to 2021).

This Financial Plan is a dynamic document that will be updated regularly and should be considered a work in progress and a working document. At a minimum the Financial Plan is required by regulation to be updated and included with application for the renewal of the water system's Municipal Drinking Water Licence which must be done every five years. However, there are many potential changes that may occur in the interim period that may affect the operating and capital projections. This plan will be updated to reflect these changes as they occur.



1. Introduction

The Nation Municipality received its Municipal Drinking Water Licences (MDWL) on August 4th 2011. One of the conditions of receiving the licence is that a Financial Plan that satisfies the conditions of Ontario Regulation 453/07 must be approved by Council within six months after the date the first licence for the system is issued. This Plan has been created to comply with the requirements of Section 3 of O.Reg 453/07 and covers the public portion of The Nation Municipality water treatment and distribution systems which includes all pumping stations, storage reservoirs, elevated storage tanks, watermains, groundwater wells, treatment plant, aeration, low lift works, potassium permanganate system, clarification, filtration, on site storage, high lift works, emergency power, chemical addition. This plan is developed to renew the licences for a second time.

The Financial Plan attached was developed for all drinking water systems (St. Isidore Distribution System and Limoges Drinking Water System) as well as tangible capital asset information that the Municipality generated in accordance with the Public Sector Accounting Board (PSAB) standard PS 3150 requirements. The Financial Plan includes a future tangible capital asset acquisition projected to occur over six years, from 2016 to the year 2021.

1.1 Legislative requirements

There have been a number of legislative initiatives affecting water system management and operations over the past decade. This regulation was designed by the MOE in response to Honourable Dennis O'Connor's Walkerton Inquiry recommendations. The Inquiry Report recommended a comprehensive approach to the delivery of safe drinking water in Ontario.

The MOE has responded to the Inquiry recommendations by making legislative changes. One change directly related to the development of this Financial Plan was the passage of the Safe Drinking Water Act, 2002 (SDWA). It requires owners of a municipal drinking water system to apply for and obtain a Municipal Drinking Water Licence.

Under Section 30 of the SDWA, the Financial Plan element of the licence program must either be prepared in accordance with the Sustainable Water and Sewage System Act, 2002 (SWSSA) or in accordance with the requirements set by the Minister of the Environment. SWSSA regulations have not been published. Accordingly, the requirements set by the Minister of Environment apply as per the 2007 MOE guidelines.

1.2 Recent Accounting and Policy Changes

In June 2006, the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered accountants approved new municipal financial accounting and reporting standards requiring that tangible capital assets (TCA), including the assets of drinking water systems, be included in municipal financial statements. Stat 3150 came into effect on January 1, 2009.



2. The Nation Municipality Drinking Water Systems

The Nation Municipality was created in 1998 from the amalgamation of the former

- Township of Caledonia
- Township of Cambridge,
- Township of South Plantagenet
- Village of St.Isidore

The Nation's residents and businesses get their drinking water from two separate sources:

- Limoges Drinking Water System
- St.Isidore Distribution System

The two water systems are approximately 35km apart. Both systems are maintained and operated by SIMO/TEAM.

2.1 Limoges Drinking Water System

The Limoges Drinking Water system service has approximately 1477 service connections servicing a population of approximately 4135. The water is being provided from two groundwater wells located on Russland Road in the Township of Russell.

The **Limoges Drinking Water System** consists of two (2) groundwater production wells, (1) drinking water treatment plant, one (1) pumping station and storage reservoir. The treatment process includes aeration, potassium permanganate system, coagulation/flocculation/sedimentation, filtration, chlorination (disinfection), water reservoir and pumping station and chloramination (residual disinfection). The distribution network services the Village of Limoges, Le Baron Estates, Forest Park, Rue du Castor and the Ben Tardiff Mobile Home Park, Limoges Industrial Park, Calypso Water Park and area. The distribution system consists of PVC and polyethylene pipes ranging in size from 25 mm service connections to a 300 mm diameter main.

2.2 St.Isidore Distribution System

The St.Isidore Distribution System service has approximately 330 service connections servicing a population of approximately 990. The water is being provided by the Alfred/Lefaivre Drinking System.

The **St.Isidore Distribution System** consists of one (1) secondary disinfection system, one (1) booster pumping station, one (1) storage reservoir, one (1) elevated storage tank and approximately 0.53 kilometers of 250 mm diameter pipes, 1.925 km of 200 mm diameter pipes and 4.33 kilometers of 150 mm diameter pipes. St. Isidore's distribution consists of PVC and Polyethylene pipes ranging in size from 25 mm service connections to 250 mm watermains. There are 44 hydrants (including 2 on the feeder main), 307 standard service connections, 50 gate valves, isolation and interconnection valves, and blowoff points and drain valve chambers.



3. Financial Plan

The Financial Plan Regulation O.Reg. 453/07 requires a Drinking Water System Financial Plan to have the following statements:

1. Details of the proposed or projected financial position of the drinking water system itemized by,
 - A. total financial assets,
 - B. total liabilities,
 - C. net debt,
 - D. non-financial assets that are tangible capital assets, tangible capital assets under construction, inventories of supplies and prepaid expenses, and
 - E. changes in tangible capital assets that are additions, donations, write downs and disposals.
2. Details of the proposed or projected financial operations of the drinking water system itemized by,
 - A. total revenues, further itemized by water rates, user charges and other revenues,
 - B. total expenses, further itemized by amortization expenses, interest expenses and other expenses,
 - C. annual surplus or deficit, and
 - D. accumulated surplus or deficit.
3. Details of the drinking water system's proposed or projected gross cash receipts and gross cash payments itemized by,
 - A. operating transactions that are cash received from revenues, cash paid for operating expenses and finance charges,
 - B. capital transactions that are proceeds on the sale of tangible capital assets and cash used to acquire capital assets,
 - C. investing transactions that are acquisitions and disposal of investments,
 - D. financing transactions that are proceeds from the issuance of debt and debt repayment,
 - E. changes in cash and cash equivalents during the year, and
 - F. cash and cash equivalents at the beginning and end of the year.

The Nation Municipality Financial Plan has one additional table of the Forecasted Budget in order to provide additional information which the Council is most familiar with.

The Financial Plan has been prepared for each year between 2016 and 2021.

3.1. Forecasted Statement of Financial Position

The Statement of Financial Position provides information that describes the assets, liabilities, net financial assets, and tangible capital assets of the Municipality's water system.

The Forecasted Statement of Financial Position is provided in Table 3-1.



3.2 Forecasted Statement of Operations

The Forecasted Statement of Operations projects revenues and expenses. The annual surplus/deficit measures whether the revenues generated were sufficient to cover the expenses incurred and in turn, whether net financial assets have been maintained or run down. An Annual surplus is required to ensure funding is available for costs such as tangible capital asset acquisitions, reserve fund transfers, and debt principal payments.

The Forecasted Statement of Operations is provided in Table 3-2

3.3 Forecasted Statement of Cash Flow

The Forecasted Statement of Cash Flow projects how cash will be generated and used. The transactions that provide/use cash are classified as operating, capital, investing and financing activities.

The Forecasted Statement of Cash Flow is provided in Table 3-3

3.4 Forecasted Budget

The Forecasted Budget shows the information in the format in which the municipal budget is presented to Council. It is intended to assist with interpreting the first three tables.

The Forecasted Budget is provided in Table 3-4

3.5 Net Debt

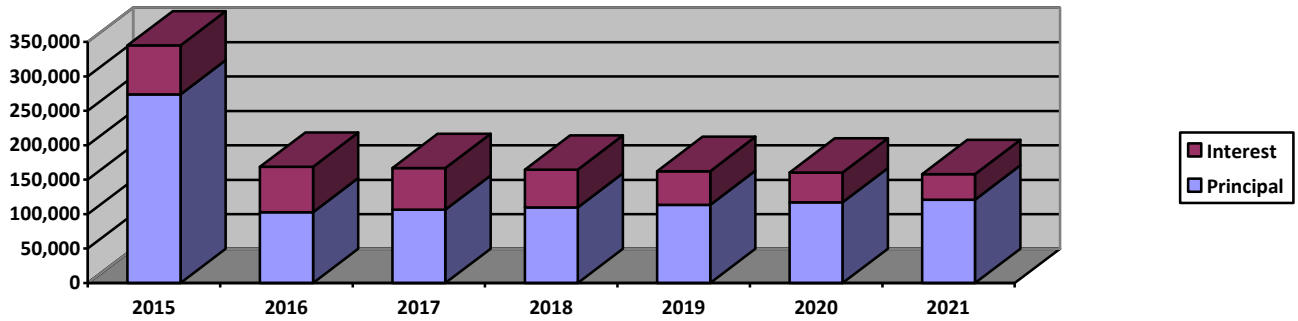
The Nation Municipality currently has five long term debts. The Limoges & Brisson Water loans were introduced in 2001 when the Limoges Drinking System was born. In 2009 St.Isidore incurred a new loan due to the need to provide a new water source.

| Name | Principal Outstanding as of December 31 st , 2015 | Yearly payment Principal and Interest | Year Ending |
|---------------------------------------|--|---------------------------------------|-------------|
| Limoges Drinking System | | | |
| Limoges Water Landowners | 449,494 | 84,134 | 2021 |
| Brisson Water Project | 38,435 | 7,191 | 2021 |
| St.Isidore Distribution System | | | |
| St.Isidore New water source-Landowner | 1,616,104 | 143,700 | 2029 |
| Long term debt – Growth | | | |
| Brisson Water Project Growth | 9,023 | 1,689 | 2021 |
| St.Isidore New Water source – Growth | 284,848 | 25,289 | 2029 |

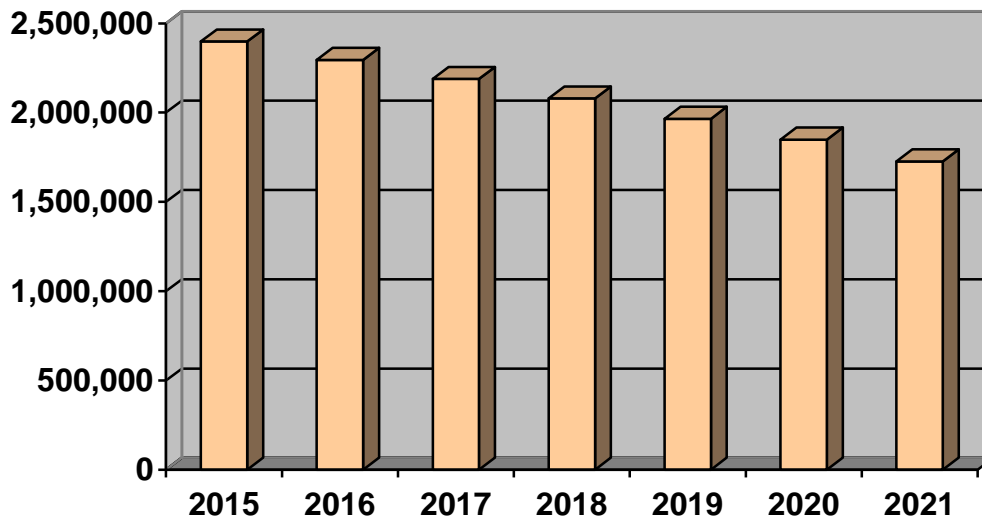
Annual repayment on current debt Chart 3.5.0



3.5.1 Debt Service Payments 2015-2021



The following table demonstrate the reducing balances of the debt as mentioned in Chart 3.5.1



Outstanding balance on Current Debt 2015-2021 in Chart 3.5.1.1

3.5.2 New Debt Assumed 2015-2021

Debt expense is comprised of two parts, interest payments and principal payments. The interest payment is part of current expenses while principal repayments are financial transactions that appear in the financial statements.

The Nation Municipality is in the process of studying the possibility of installing two production wells, an additional distribution system from the new wells to the existing water plant and additional water storage for the Limoges Drinking Water System. The cost estimates are subject to change based on actual bids from contractors at the time of construction. The project is proposed for the year 2026 and the new debt to be assumed in 2026.



3.6 Non financial assets that are tangible capital assets, tangible capital assets under construction, inventories of supplies and prepaid expenses.

Tangible capital assets are non-financial assets with physical substance that are acquired, constructed or developed and:

- Held for use in the production or supply of goods and services;
- Have useful lives extending beyond an accounting period;
- Are intended to be used on a continuing basis; and
- Are not intended for sale in the ordinary course of operations.

Construction in progress contains capital projects underway but not complete or put to use. These projects are individually segmented and are capitalized if costs exceed threshold limits.

The water system components include and are segmented by water mains, valves, hydrants, services, meters, wells, water treatment plant, intake, towers and pumping stations. Aggregation for threshold purposes is by contract per capital project.

3.6.1 Changes in Tangible capital assets that are additions, donations, write downs and disposals.

Additions are capital assets water infrastructure acquired.

Donations are capital assets such as developer constructed services in new subdivisions (i.e. Water, infrastructure) acquired without cash outlay and will be valued at fair market value when the asset is placed into productive use/service.

Write downs and disposal of an asset occurs when the asset is removed from service or physical damage, a decision to halt construction of the asset before it is complete or in useable or saleable condition.



3.7. Revenues

Revenues are principally made up of the water service rate and consumption charge. The billing periods are quarterly. Revenues have been projected based on system growth assumptions with a number of new customers and also the rate increases. The assumptions are critical and small changes to the assumptions can cause large changes in projected revenue. Therefore all of the revenues will be reviewed annually.

In respect of the rates for the Limoges Drinking System the service rate will be status quo for 2016 and will increase thereafter by 2.5% per year and for St.Isidore Distribution System the consumption charge will increase by 4% per year starting 2017.

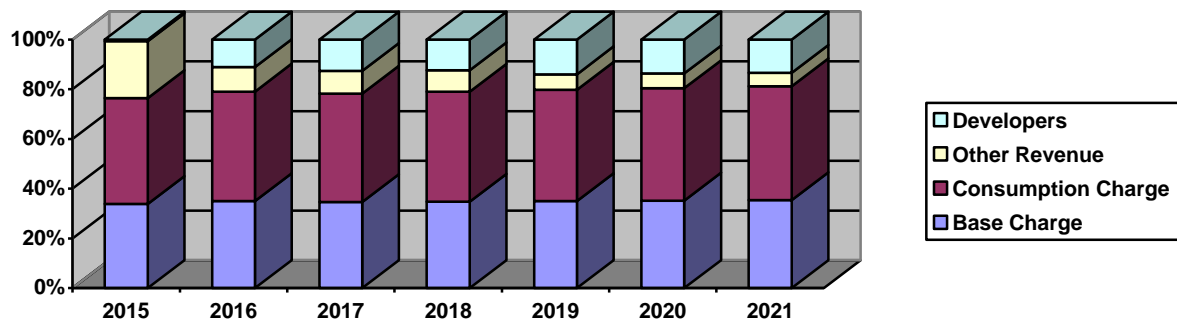


Chart 3.7 Operating Revenues

3.7.1 Rates

The projected rates need to be evaluated to determine if they are sufficient to cover the operating expenses and capital expenditures. For this Financial Plan the annual Net surplus/Deficit is used to determine if the system is sustainable. The Annual Net Surplus/Deficit measures whether the revenues generated will be sufficient to cover the expenses incurred and also, whether net financial assets will be maintained or run down.

3.7.1.1 Limoges Drinking Water System two part rate structure:

- i) service rate
- ii) consumption rate charge that applies to all water used (the first 48 m³ consumed in a quarter is charged at \$1.69 and the balance at \$1.79 per cubic meters)

| Description | Rate 2015 | Rate 2016 | Rate 2017 | Rate 2018 | Rate 2019 | Rate 2020 | Rate 2021 |
|-------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Service rate | 281.52 | 281.52 | 288.56 | 295.77 | 303.17 | 310.75 | 318.51 |
| Consumption rate per m ³ | 1.69 | 1.69 | 1.69 | 1.69 | 1.69 | 1.69 | 1.69 |



3.7.1.2 St.Isidore Distribution System uses three part rate structure:

- i) capital fixed rate
- ii) service rate
- iii) consumption rate charge that applies to all water used.

| Description | Rate 2015 | Rate 2016 | Rate 2017 | Rate 2018 | Rate 2019 | Rate 2020 | Rate 2021 |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Capital cost fixed rate | 50.00 | 51.25 | 51.25 | 51.25 | 51.25 | 51.25 | 51.25 |
| Service rate | 429.36 | 440.09 | 440.09 | 440.09 | 440.09 | 440.09 | 440.09 |
| Consumption rate per m ³ | 1.58 | 1.62 | 1.68 | 1.75 | 1.82 | 1.90 | 1.97 |

3.8. Expenses

Current Expenses were divided into three categories: operating expenses, interest on long term debt and amortization.

The future period operating expenses were assumed to increase by an assumed rate of inflation of 2.5% per annum for the majority of operating expenses.

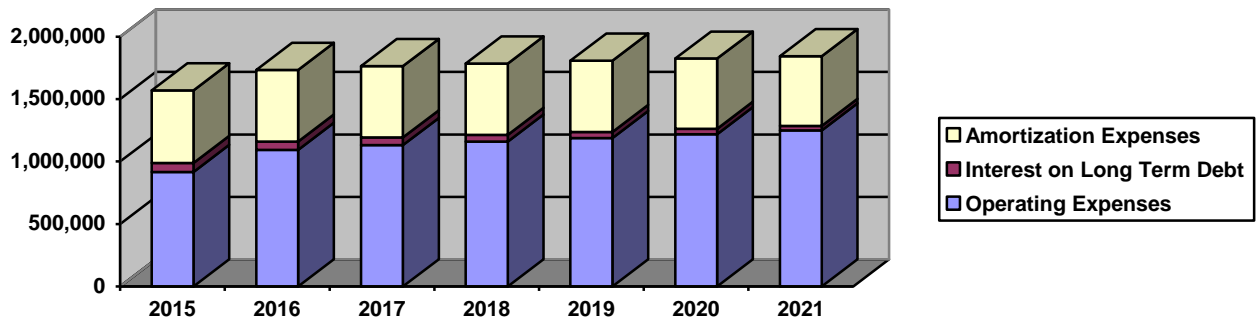
There are current debts with associated repayment periods. New debt is projected for future periods. Future debt is assumed to be for 30 year terms on the capital item for which borrowing is required.

The annual amortization expenses were based on the historic cost of assets, which was apportioned over the useful life of the assets using the straight-line amortization method. These amounts were determined previously for the recent PSAB 3150 requirements.



3.8.1 Operating Expenses

Operating expenses are the costs incurred for providing the drinking water supply on a day-to-day basis. Items included in operating expenses typically include wages, benefits, contract to third party, materials, utilities, supplies, maintenance, chemicals, equipment, interest on long term debt, amortization expense etc.



Operating expenses Chart 3.8.1

3.8.2 Amortization Expenses

The Amortization is a non-cash expense, which represents the usage of tangible capital assets (TCAs). The annual amortization expenses were based on the historic cost of assets, which was apportioned over the useful life of the asset using the straight-line amortization method.

3.9 Accumulated surplus or deficit

As stated in Table 3-1, the rate assumptions generate a net surplus for every year of the planning process. The conclusion is that the system is financially sustainable under the assumption provided in the Financial Plan.



Drinking Water System
Financial Plan 179-101 & 179-102

Table 3-1
Forecasted Statement of Financial Position
For the year ended December 31

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Assets | | | | | | |
| Long term receivable | 2,019,206 | 1,931,517 | 1,840,867 | 1,747,159 | 1,650,288 | 1,550,148 |
| Reserve Fund | | 2,877,189 | 2,639,508 | 2,848,666 | 3,112,549 | 3,316,300 |
| Account receivable new developers | 275,868 | 257,312 | 238,186 | 218,472 | 198,153 | 177,209 |
| Total Financial Assets | 5,022,968 | 5,066,018 | 4,718,561 | 4,814,297 | 4,960,990 | 5,043,657 |
| Liabilities | | | | | | |
| Long term Debt - Municipality | 275,868 | 257,312 | 238,186 | 218,472 | 198,153 | 177,209 |
| Long Term Debt - Landowners | 2,019,206 | 1,931,517 | 1,840,867 | 1,747,159 | 1,650,288 | 1,550,148 |
| Total Liabilities | 2,295,074 | 2,188,829 | 2,079,053 | 1,965,631 | 1,848,441 | 1,727,357 |
| Net financial Assets (debt) | 2,727,894 | 2,877,189 | 2,639,508 | 2,848,666 | 3,112,549 | 3,316,300 |
| Non Financial Assets | | | | | | |
| Tangible capital assets | 28,113,263 | 28,498,903 | 28,625,903 | 29,144,623 | 29,219,623 | 29,244,623 |
| Changes in Tangible Capital Assets Addition | 385,640 | 127,000 | 518,720 | 75,000 | 25,000 | 90,000 |
| Tangible capital assets - Work in Progress | 2,824,710 | 2,824,710 | 2,824,710 | 2,824,710 | 2,824,710 | 2,824,710 |
| Accumulated Amortization | 7,802,182 | 8,373,432 | 8,943,953 | 9,514,474 | 10,077,249 | 10,634,494 |
| Total Non Financial Assets | 23,521,431 | 23,077,181 | 23,025,380 | 22,529,859 | 21,992,084 | 21,524,839 |
| Accumulated Surplus | 26,249,325 | 25,954,370 | 25,664,888 | 25,378,526 | 25,104,633 | 24,841,139 |



Table 3-2
Forecasted Statement of Operations

For the year ended December 31

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | |
| User Charge | 1,197,931 | 1,232,542 | 1,268,052 | 1,304,493 | 1,341,896 | 1,380,292 |
| Other Income | 148,293 | 143,944 | 139,324 | 102,794 | 97,560 | 92,153 |
| Total Revenue | 1,346,223 | 1,376,486 | 1,407,377 | 1,407,287 | 1,439,455 | 1,472,446 |
| | | | | | | |
| Current Expenses | | | | | | |
| Operating | 1,196,741 | 1,238,131 | 1,269,875 | 1,302,440 | 1,335,848 | 1,370,123 |
| Interest on Long term debt | 65,841 | 60,420 | 54,823 | 49,048 | 43,085 | 36,932 |
| Amortization | 573,894 | 571,251 | 570,521 | 570,521 | 562,775 | 557,245 |
| | | | | | | |
| Other Revenue | 168,360 | 198,360 | 198,360 | 228,360 | 228,360 | 228,360 |
| Annual surplus (deficit) | (321,892) | (294,956) | (289,482) | (286,362) | (273,893) | (263,494) |
| Opening, accumulated surplus | 26,571,218 | 26,249,325 | 25,954,370 | 25,664,888 | 25,378,526 | 25,104,633 |
| Closing, accumulated surplus | 26,249,325 | 25,954,370 | 25,664,888 | 25,378,526 | 25,104,633 | 24,841,139 |



Drinking Water System
Financial Plan 179-101 & 179-102

Table 3-3
Forecasted Statement of Cash Flow

For the year ended December 31

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| Annual surplus | (321,892) | (294,956) | (289,482) | (286,362) | (273,893) | (263,494) |
| Amortization | 573,894 | 571,251 | 570,521 | 570,521 | 562,775 | 557,245 |
| Decrease in long term receivable (Increase) | 102,830 | 106,246 | 109,775 | 113,422 | 117,190 | 121,084 |
| Cash from operations | 354,831 | 382,541 | 390,814 | 397,581 | 406,073 | 414,835 |
| Acquisition of tangible capital assets | (385,640) | (127,000) | (518,720) | (75,000) | (25,000) | (90,000) |
| Cash applied to capital transactions | (385,640) | (127,000) | (518,720) | (75,000) | (25,000) | (90,000) |
| Financing activities | | | | | | |
| Repayment of long term liabilities | (102,830) | (106,246) | (109,775) | (113,422) | (117,190) | (121,084) |
| Cash applied to investing activities | (102,830) | (106,246) | (109,775) | (113,422) | (117,190) | (121,084) |
| Net increase (decrease) in cash and equivalents | (133,639) | 149,295 | (237,681) | 209,159 | 263,883 | 203,751 |
| Cash open | 2,797,933 | 2,664,295 | 2,813,589 | 2,575,908 | 2,785,067 | 3,048,950 |
| Cash close | 2,664,295 | 2,813,589 | 2,575,908 | 2,785,067 | 3,048,950 | 3,252,700 |



Drinking Water System Financial Plan 179-101 & 179-102

**Table 3-4
Forecasted budget**

For the year ended December 31

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | | | |
| Tax rate revenue | 5,906 | 5,906 | 5,906 | 5,906 | 5,906 | 5,906 |
| Consumption Rate | 667,255 | 688,032 | 709,544 | 731,815 | 754,871 | 778,736 |
| Service Rate | 530,675 | 544,510 | 558,509 | 572,678 | 587,025 | 601,556 |
| Debt Interest Income | 65,841 | 60,420 | 54,823 | 49,048 | 43,085 | 36,932 |
| Other Income | 76,546 | 77,619 | 78,596 | 47,840 | 48,569 | 49,316 |
| Contribution from developers | 168,360 | 198,360 | 198,360 | 228,360 | 228,360 | 228,360 |
| Total Revenues | 1,514,583 | 1,574,846 | 1,605,737 | 1,635,647 | 1,667,815 | 1,700,806 |
| Expenses | | | | | | |
| Wages & Benefits | 230,476 | 236,238 | 242,144 | 248,197 | 254,403 | 260,763 |
| Material & Supplies | 188,651 | 194,801 | 199,588 | 204,495 | 209,523 | 214,675 |
| Subcontract | 543,130 | 565,900 | 580,048 | 594,548 | 609,410 | 624,645 |
| Requisition | 100,000 | 102,500 | 105,063 | 107,690 | 110,382 | 113,142 |
| Vehicles Operation | 31,654 | 32,445 | 33,256 | 34,088 | 34,940 | 35,813 |
| Long term debt - interest | 65,841 | 60,420 | 54,823 | 49,048 | 43,085 | 36,932 |
| Long term debt - principal | 102,830 | 106,246 | 109,775 | 113,422 | 117,190 | 121,084 |
| Total Expenses | 1,262,582 | 1,298,551 | 1,324,698 | 1,351,488 | 1,378,933 | 1,407,055 |
| Net from operations | 252,001 | 276,295 | 281,039 | 284,159 | 288,883 | 293,751 |
| To working capital | 385,640 | 127,000 | 518,720 | 75,000 | 25,000 | 90,000 |
| Net surplus (deficit) | (133,639) | 149,295 | (237,681) | 209,159 | 263,883 | 203,751 |



4. Approval



**CORPORATION DE LA MUNICIPALITÉ DE LA NATION
CORPORATION OF THE NATION MUNICIPALITY**

Type: ordinance
Date: Janvier 25/16
Résolution No.: 45-2016

Proposée par/Moved by: Marie-Noëlle Lanthier Marcel Legault Marc Lafèche Francis Brière
Appuyée par/Seconded by: Marie-Noëlle Lanthier Marcel Legault Marc Lafèche Francis Brière

RAPPORT DE LA TRÉSORIÈRE-
PLAN FINANCIER 179-101 ET 179-102
- LES SYSTÈMES D'EAU POTABLE

Qu'il soit résolu que le Conseil approuve le rapport financier 179-101 et 179-102 pour les systèmes d'eau potable de la Municipalité de La Nation.

REPORT FROM THE TREASURER-
FINANCIAL PLAN 179-101 AND 179-
102- DRINKING WATER SYSTEMS

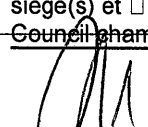
Be it resolved that Council approves the Financial Plan 179-101 and 179-102 for the Nation Municipality Drinking Water Systems.

| Recorded Vote/Vote Enregistré | Yea | Nay |
|-------------------------------|-------------------------------------|-------------------------------------|
| Francois St. Amour | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Marie-Noëlle Lanthier | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Marcel Legault | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Marc Lafèche | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Francis Brière | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

Cette résolution est:
This resolution is:
Adoptée/Carried:
Rejetée/Defeated:
Modifiée/Amended:

DÉCLARATION D'INTÉRÊT / DISCLOSURE OF INTEREST

Nom / Name: _____ a (ont) déclaré ses (leur) intérêts, laissé son (leur) siège(s) et quitté la salle du Conseil./Disclosed his (her, their) interest, vacated his (her, their) seat(s) and left Council chambers.


Greffière
Clerk