

2025 Business Plan:

Strategic Vision and
Key Initiatives

From Capital Build
to
Utility Operations and Growth

Presented: April 29, 2025





Presentation Overview

Business Plan Background

Business Plan 2025 Review and Engagement Process

Business Plan 2025 Key Strategic Objectives and Goals

Action Plan 2025/2026

Growth and Sustainability Initiatives

Financial Projections and Budget



Business Plan Background

First Iteration in 2008:

- Subsequent versions approved in 2012, 2015, 2017, 2020, 2025

Initially Required to “Prove” the Business Case for WILD:

- Partnership/Membership Framework and WFL Funding Application

Repository for Membership and Capital Build Framework:

- Master Plan of What Was Being Built, Updated with Each New Phase of the Build

New Era in 2025 Business Plan:

- Membership Build Phase is Ending, Utility Business Phase is New Focus
- We Know “What is Built.” Now We Need to Make the Most of These Assets



2025 Business Plan Engagement

Different Focus for 2025 Business Plan:

- Shift from Conceptual/Technical Reports to Corporate Identity and Supporting Member Needs

Review Began in 2024:

- Consultant-led revisions (Updating Tables and Analysis)
- Board Engagement and Review
- Membership Engagement and Input

Membership Engagement:

- Included a Period of Draft Review and Comment
- Resulted in Several Meaningful Revisions in the Final Draft:
 - Historical Obligations and Context
 - Future Collaboration and Advocacy Initiatives



2025 Business Plan: Key Objectives and Goals

Engagement Informed Objectives and Goals:

- Member Needs and Wants shape Corporate Identity and Mission

Utility Business Model As Roadmap:

- Objective and Goals Framed Through Utility Business Scope
- How We Engage, How We Advocate, How We Fund and Invest

Transparency in Corporate Outlook:

- Defined Objectives and Goals – Action Plan 2025-2030+
- Targets for Completion and Implementation
- Predictability and Accountability in Planning and Execution



2025/2026 Action Plan

Action Plan - Pages 22 – 28 of the 2025 Business Plan:

- List of Specific Actions to Fulfill the Mandate of the Business Plan

2025/2026 Action Items:

- **Post-Construction “Settling”** Items (Water Licensing, Advocacy, and Engagement with Peer Utility Groups)
- Membership and New Member **Agreements** (Formalize Rights and Obligations)
- New **Bylaw and Policy** Initiatives (New MGA, Need for New Rules/Local Rules, FOIP Act Changes/PMP)
- **Planning** for Growth and Sustainability (Asset Management and Water Distribution Planning/Support)
- **“Strong Advocacy”** Development – Policies to Incentivise/Accelerate Connections in Priority Areas:
 - For Example, in Environmentally Sensitive Lands, as identified in Member Water Distribution Plans or Commission Plans



Growth and Sustainability Goals

Engagement and Support for Water Distribution Investments:

- Planning, Partnerships, and Operational Support
- Examples include the Tri-Village Water Distribution Study and Alexis and Paul Mentorship Initiatives

Support for Member Distribution Planning:

- Leadership Role in Policy Development, Setting Priorities, Regulating Growth

Expanding the Corporate Identity of WILD:

- Not Just a Utility Business, But a Responsible and Conscientious Business
- Long-term Perspective, Leadership on Environmental and Regional Socio-Economic Matters
- Obligation to be a Solution in Sustainable Regional Growth



Financial Projections and Budget

OVERVIEW OF KEY COST AND REVENUE TRENDS IN THE FIVE-YEAR PLAN



Revenue Forecasts (2025 – 2030)



Water Sales Analysis

Our revenue forecasts are heavily based on water sales projections. BP 2025 models an average growth of 1.7%, settling at **~650,000 cubic meters** in total annual sales by 2030.

Member-Based Revenues:

Phase 5(a) will require member contributions in 2026/2027 to offset the 10% capital costs.

Member-based recovery of the Admin and Governance Budget will settle at 30% by 2030 (down from 35% in 2025).

Phase 5(b) and 5(c):

Grant funding will be sought for these internal expansion projects within the 5-year window. It is envisioned that WILD will cover the 10% funding needed for the balance of these, rather than relying on members directly.

Expense Management

Testing of Water Rates:

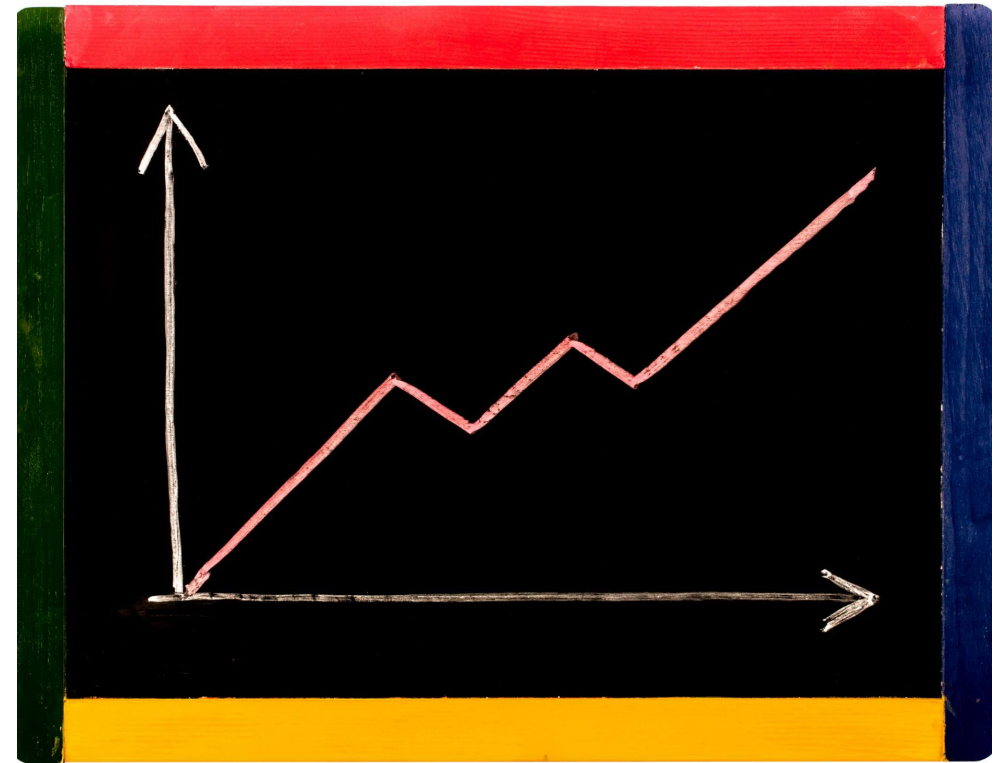
Water Purchases from CRPWSC account for roughly 1/3 of the annual budget. Regular rate reviews are a key element of cost management. The formula is set (AUC), but the application is external, so testing is required.

Cost Control Strategies

Investing in “fine-tuning” of assets and system to help keep operating and maintenance costs on target. Balance the need for 24/7 coverage with intermittent demand curves. Supply management and inventory development also key (especially with tariff cost and delay impacts).

Debt Management and Borrowing Strategies:

Monitoring lending rates and trends to ensure required borrowing is arranged at favorable rates (25-year debentures).



2025 Rates and Rate Forecasts

New Rate Structures Starting 2025:

- Member, Truck Fill and Customer Rates
- Review of Cost Allocation by Rate Class

Regional Bulk Rate Analysis:

- Now an Annual Exercise under the Business Plan

Cash vs. Utility Rate:

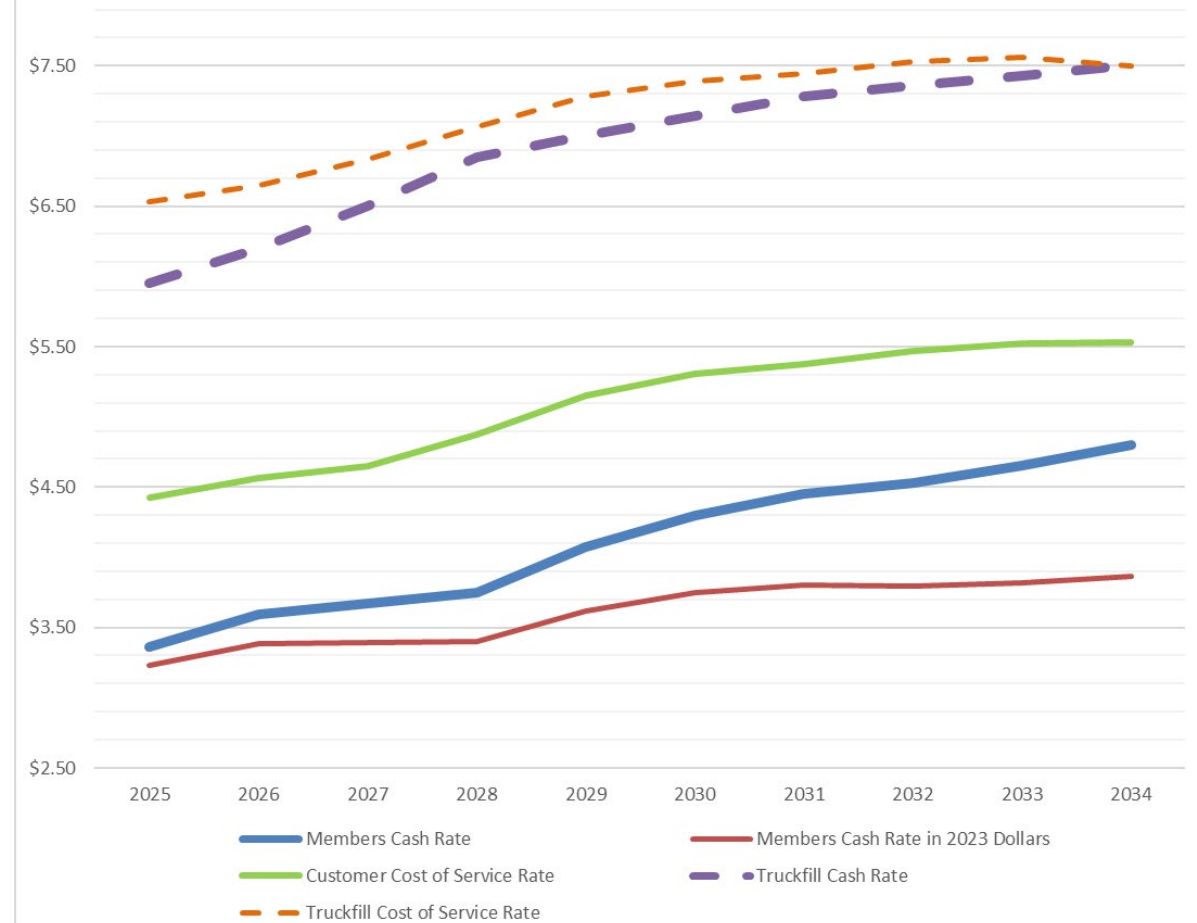
- Cash = Cost of Expenses and Transfers
- Utility = Cost of Service (incl. Rate of Return)
- Both AUC Permitted Methods

2025 Cash Rate = \$3.36/m³

2025 Truck Fill Rate = \$5.95/m³

2025 Customer Rate = \$4.47/m³

Figure 6.3
WILD Regional Water System
/m³ Rates 2025 - 2034





Questions?

Conclusion

2025 Business Plan Sets New Expectations

Focus on Shifting From Building Infrastructure to Growing the Service

Focus on Balancing Service Growth with Member Needs and Regional Goals

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www.wildrwsc.com

