

ONTARIO, CA

COCHRANE

TOWN OF COCHRANE
2021 BUDGET REPORT

WATER AND WASTEWATER SERVICES

Monika Malherbe
[Email address]

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COUNCIL AUTHORITY – APPROVAL OF BUDGET

March 23, 2021 Regular council – Item 12.1

Moved By: ROBERT HUTCHINSON

Seconded By: TODD CALAIEZZI

80-2021

BE IT RESOVLED THAT the Council of the Corporation of the Town of Cochrane receive the report titled "CSD – 2021 Water and Wastewater Budget"; and

THAT the 2021 Water and Wastewater Operating and Capital Budget be approved as presented.

CARRIED

WATER&SEWER - BUDGET REVIEW 2021



For Period Ending 31-Dec-2020



GENERAL FUND	2020 BUDGET	2020 ACTUAL	VARIANCE	2020 BUDGET	2021 BUDGET	CHANGE FROM
	ANNUAL	YTD		ANNUAL	ANNUAL PROPOSED	PRIOR YEAR BUDGET
Revenue						
WATER AND SEWER REVENUES	(3,018,150.00)	(2,977,718.30)	40,431.70	(3,018,150.00)	(3,186,500.00)	(168,350.00)
Total Revenue	(3,018,150.00)	(2,977,718.30)	40,431.70	(3,018,150.00)	(3,186,500.00)	(168,350.00)
Expense						
LABOUR COSTS	814,565.00	810,372.89	(4,192.11)	814,565.00	779,026.00	(35,539.00)
UTILITIES	259,754.00	257,320.51	(2,433.49)	259,754.00	260,200.00	446.00
REPAIRS AND MAINTENANCE	169,000.00	55,295.41	(113,704.59)	169,000.00	159,000.00	(10,000.00)
MATERIALS AND SUPPLIES	111,770.00	67,155.20	(44,614.80)	111,770.00	130,750.00	18,980.00
WASTE DISPOSAL (SLUDGE)	95,000.00	161,798.50	66,798.50	95,000.00	140,000.00	45,000.00
CONTRACTS AND OUTSIDE SERVICES	110,120.00	50,121.93	(59,998.07)	110,120.00	394,120.00	284,000.00
CHEMICALS	145,000.00	166,446.34	21,446.34	145,000.00	180,000.00	35,000.00
TESTING	38,250.00	45,435.83	7,185.83	38,250.00	48,250.00	10,000.00
VEHICLE AND EQUIPMENT COSTS	40,000.00	(26,286.79)	(66,286.79)	40,000.00	0.00	(40,000.00)
TRAVEL & TRAINING	20,000.00	6,694.66	(13,305.34)	20,000.00	20,000.00	0.00
ADMIN COSTS-OFFICE/COMPUTERS, ETC	20,500.00	32,648.88	12,148.88	20,500.00	31,000.00	10,500.00
INSURANCE AND LICENSES	50,571.00	53,962.98	3,391.98	50,571.00	51,600.00	1,029.00
MISCELLANEOUS OPERATING	2,500.00	4,692.70	2,192.70	2,500.00	2,500.00	0.00
INTEREST ON LTD	119,982.00	107,319.48	(12,662.52)	119,982.00	115,145.00	(4,837.00)
ALLOCATION OF GEN GOV COSTS	220,907.00	220,908.00	1.00	220,907.00	236,176.00	15,269.00
WATER/SEWER - TRANSFER TO TAX BASED ##	0.00	125,004.00	125,004.00	0.00	0.00	0.00
Total Expense	2,217,919.00	2,138,890.52	(79,028.48)	2,217,919.00	2,547,767.00	329,848.00
Surplus/Deficit	(800,231.00)	(838,827.78)	(38,596.78)	(800,231.00)	(638,733.00)	161,498.00

see details attached

allocation/accounting change

Total GENERAL FUND

Surplus before depreciation	\$ 798,940	\$ 638,733	\$ (160,207)
Depreciation Expense	\$ 810,000	\$ 810,000	\$ -
Net Surplus (Accrual base accounting)	\$ (11,060)	\$ (171,267)	\$ (160,207)

Total Surplus (-)/Deficit

CASH FLOW STATEMENT

Add back Deprecation	810,000	810,000	
less NEW CY CAPITAL paid as incurred	-532,323	-479,798	
TOTAL PRINCIPAL LOAN REPAYMENT	-318,493	-243,998	Existing Debt
		-41,559	NEW DEBT 2021
NET Surplus (Deficit) after Capital - also = change in reserves	\$ (51,876)	\$ (126,622)	

WATER&SEWER - BUDGET REVIEW



For Period Ending 31-Dec-2020

	2020 BUDGET	2020 ACTUAL	VARIANCE	2020 BUDGET	2021 BUDGET	CHANGE FROM
	ANNUAL	YTD		ANNUAL	ANNUAL PROPOSED	PRIOR YEAR BUDGET
GENERAL FUND						
Expense						
CONTRACTS AND OUTSIDE SERVICES						
WATERPLANT						
1-4-4305-4010 ENV - WATER PLNT - Contracts	10,000.00	20,262.69	10,262.69	10,000.00	10,000.00	0.00
Budget Notes						
1-4-4305-4013 ENV - WATER PLNT - Outside Services	15,000.00	0.00	(15,000.00)	15,000.00	65,000.00	50,000.00
Budget Notes						
2021 MR 2021 budget - well inspections every 5 years, due 2021						
Total WATERPLANT	25,000.00	20,262.69	(4,737.31)	25,000.00	75,000.00	50,000.00
WASTE WATER PLANT						
1-4-4105-4010 ENV - SEWER PLNT - Contracts	1,000.00	2,408.53	1,408.53	1,000.00	101,000.00	100,000.00
Budget Notes						
2021 MR 2021 budget- empty waste sludge lagoons						
1-4-4125-4010 ENV - SEWER COLL/FL - Contracts	1,020.00	0.00	(1,020.00)	1,020.00	1,020.00	0.00
Budget Notes						
1-4-4125-4013 ENV - SEWER COLL/FL - Outside Services	32,100.00	776.58	(31,323.42)	32,100.00	32,100.00	0.00
Budget Notes						
2020 FB 2020 - Development Areas Master Infrastructure Development Plan. \$54K for 2020, 50/50 W and WW						
2021 MR 2020 - Development Areas Master Infrastructure Development Plan. \$54K for 2020, 50/50 W and WW						
Total WASTE WATER PLANT	34,120.00	3,185.11	(30,934.89)	34,120.00	134,120.00	100,000.00
WATER DISTRIBUTION						
1-4-4310-4013 ENV - WATER DIST - Outside Services	33,000.00	669.23	(32,330.77)	33,000.00	163,000.00	130,000.00
Budget Notes						
2020 FB 2020 - Development Areas Master Infrastructure Development Plan. \$54K for 2020, 50/50 W and WW						
2021 MR 2020 - Development Areas Master Infrastructure Development Plan. \$54K for 2020, 50/50 W and WW						
2021 MR 2021 budget - Water Main Assessment Study - ONE TIME \$130,000						
Total WATER DISTRIBUTION	33,000.00	669.23	(32,330.77)	33,000.00	163,000.00	130,000.00

WATER&SEWER - BUDGET REVIEW



For Period Ending 31-Dec-2020

	2020 BUDGET	2020 ACTUAL	VARIANCE	2020 BUDGET	2021 BUDGET	CHANGE FROM
	ANNUAL	YTD		ANNUAL	ANNUAL PROPOSED	PRIOR YEAR BUDGET
GENERAL FUND						
ADMINISTRATION						
1-4-4335-4010 ENV - WS BILL/COLLECT - Contracts	14,000.00	21,472.54	7,472.54	14,000.00	22,000.00	8,000.00
Budget Notes						
Total ADMINISTRATION	14,000.00	21,472.54	7,472.54	14,000.00	22,000.00	8,000.00
OPERATIONS OVERHEAD						
1-4-4336-4055 ENV - STOCKROOM - Rent	4,000.00	4,200.00	200.00	4,000.00	0.00	(4,000.00)
Budget Notes						
2020 FB CTS Stockroom Rent						
1-4-4340-4010 ENV - WATER H&S - Contracts	0.00	332.36	332.36	0.00	0.00	0.00
Total OPERATIONS OVERHEAD	4,000.00	4,532.36	532.36	4,000.00	0.00	(4,000.00)
Total CONTRACTS AND OUTSIDE SERVICES	110,120.00	50,121.93	(59,998.07)	110,120.00	394,120.00	284,000.00

**TOWN OF COCHRANE
OPERATING BUDGET
PROJECT/STUDY/OTHER and/or SERVICE ADJUSTMENT**

BUDGET YEAR:	2021	Timeline: Spring 2021	Date Prepared:	02-Nov-20
Item Name:	Water Main Assessment		Department:	Infrastructure Services
One Time or Recurring:	One Time		Prepared by:	Infrastructure Staff
Basic Description:	Inspection report of the conditions of our water mains.			
Justification & Readiness:	The condition of our watermain are based on age and amount of water breaks in one area. A detailed watermain assessment will provide actual condition based ratings and assist in capital planning and asset management. It is a regulatory requirement to have all core asset condition assessments completed by July 2021.			
Service Level Impact:	Proper Condition Ratings of All mains.			

Addition to
Operating Budget

EXPENDITURES

<u>Costs - if cost reduction please enter negatives</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 3 years (2021-2023)
Labour Costs:						\$ -
Outsourced Costs (Consultants, Service Providers)	\$ 120,000.00					\$ 120,000
Materials and Supplies :						\$ -
Other Related Costs:						\$ -
Total Operating Costs	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
NOTES:						

REVENUES Source/Impact

<u>Funding Source - if reduction - enter negatives</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 3 years (2021-2023)
Special Funding/Grant:						\$ -
Reserve:						\$ -
Shift within operating budget:						\$ -
Operating Revenues:						\$ -
Other :						\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 120,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 120,000</i>
NOTES:						

Project Cost Centre # - assigned when approved if applicable	
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**TOWN OF COCHRANE
OPERATING BUDGET
PROJECT/STUDY/OTHER and/or SERVICE ADJUSTMENT**

BUDGET YEAR:	2021	Timeline: Summer 2021	Date Prepared: November 2nd, 2020
Item Name:	Well Inspections		Department: Infrastructure Services
One Time or Recurring:	Occurs every 5 years		Prepared by: Infrastructure Staff
Basic Description:	Hire Contractor to extract all wells and inspection condition. A report is created to advise the town of requirements needed to maintain the performance capacity of the wells.		
Justification & Readiness:	It is required to have the Wells Inspected every 5 years.		
Service Level Impact:	Legislative Requirement		

Addition to
Operating Budget

EXPENDITURES

<u>Costs - if cost reduction please enter negatives</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 3 years (2021-2023)
Labour Costs:						\$ -
Outsourced Costs (Consultants, Service Providers)	\$ 55,000.00					\$ 55,000
Materials and Supplies :						\$ -
Other Related Costs:						\$ -
Total Operating Costs	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000

NOTES:

REVENUES Source/Impact

<u>Funding Source - if reduction - enter negatives</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 3 years (2021-2023)
Special Funding/Grant:						\$ -
Reserve:						\$ -
Shift within operating budget:						\$ -
Operating Revenues:						\$ -
Other :						\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 55,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 55,000</i>

NOTES:

Project Cost Centre # - assigned when approved if applicable	
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**TOWN OF COCHRANE
OPERATING BUDGET
PROJECT/STUDY/OTHER and/or SERVICE ADJUSTMENT**

BUDGET YEAR:	2021	Timeline: Summer 2021	Date Prepared: November 2nd, 2020
Item Name:	Empty WTP Lagoons		Department: Infrastructure Services
One Time or Recurring:	One Time		Prepared by: Infrastructure Staff
Basic Description:	Empty Sludge Lagoons		
Justification & Readiness:	The WTP had holding lagoons for waste lime sludge, once we have two full lagoons we need to have them emptied before the third lagoon is filled.		
Service Level Impact:	Two holding lagoons are full and need to be emptied before the third one is full.		

Addition to
Operating Budget

EXPENDITURES						
<u>Costs - if cost reduction please enter negatives</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 3 years (2021-2023)
Labour Costs:						\$ -
Outsourced Costs (Consultants, Service Providers)	\$ 100,000					\$ 100,000
Materials and Supplies :						\$ -
Other Related Costs:						\$ -
Total Operating Costs	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
NOTES:						

REVENUES Source/Impact						
<u>Funding Source - if reduction - enter negatives</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 3 years (2021-2023)
Special Funding/Grant:						\$ -
Reserve:						\$ -
Shift within operating budget:						\$ -
Operating Revenues:						\$ -
Other :						\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 100,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 100,000</i>
NOTES:						

Project Cost Centre # - assigned when approved if applicable	
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2021 WATER AND WASTEWATER BUDGET

CAPITAL COST

Changes March 16th after review with the dept - defer Infrared Camera, defer Diffusers, Defer Dodge Ram, 2nd/3rd Ave laneway - remove construction, include \$100K design costs only, Add Huron Design \$10K - both at 60% Sewer/40% water Allocation, Add 15/16th Laneway Water only reconstruction - \$649K. Changes March 18th - Hyder requested Diffusers and Truck be identified as on standby/red circled - will only do this if other capital budget items do not proceed in 2021 and budget room available.

PRIORIT Y SCORE	Contingent on Special Funding	WATER	SEWER	SHARED ASSET	<<TOTAL CAPITAL COST
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BUILDINGS/FACILITIES

New - (WTP) Rotork Valves - X2 (\$10K each)	4-3		\$ 20,000			\$ 20,000
New- (WWTP) Rotork Valve	4-3			\$ 10,000		\$ 10,000

\$ -

MACHINERY/EQUIPMENT

New - Pipe Cutter	2				\$ 20,000	\$ 20,000
			\$ 10,000	\$ 10,000	-\$ 20,000	\$ -

\$ -

VEHICLES

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\$ -

Water/Wastewater Network

Project - Second/Third Ave (between Fifth and Seventh St) - X2 laneway - Design only in 2021	4				\$ 100,000	\$ 100,000
			\$ 40,000	\$ 60,000	-\$ 100,000	\$ -
5th Avenue Storm, Wate & Sewer (Funding)	4	YES - and approved			\$ 1,286,000	\$ 1,286,000
			\$ 176,444	\$ 1,109,556	-\$ 1,286,000	\$ -
Pipping and Valves to Eliminate Glackmeyer Lagoon	2			\$ 372,000		\$ 372,000
Phase 2 of LS Pumping Station (depending on Funding)	4	YES - still PENDING		\$ 1,300,000		\$ 1,300,000
Second Street - Water/Sewer Lines	4		\$ 332,000	\$ 332,000		\$ 664,000
15th/16th Laneway Water/Sewer Reconstruction	4				\$ 649,572	\$ 649,572
			\$ 259,829	\$ 389,743	-\$ 649,572	
Huron Road/WS Reconstruction - Design only in 2021	4				\$ 10,000	\$ 10,000
			\$ 4,000	\$ 6,000	-\$ 10,000	\$ -

\$ -

\$ -

TOTAL CAPITAL Water and Sewer

\$ 842,273 \$ 3,589,299 \$ - \$ 4,431,572

STANDBY/RED CIRCLED ITEMS (will only occur if other capital items do not proceed and budget room is available)

New - Diffusers For Tank 1 and Tank 2	3					\$ 300,000
776 - 2008 Dodge Ram 4X4	3					\$ 50,000

2021 WATER AND WASTEWATER BUDGET

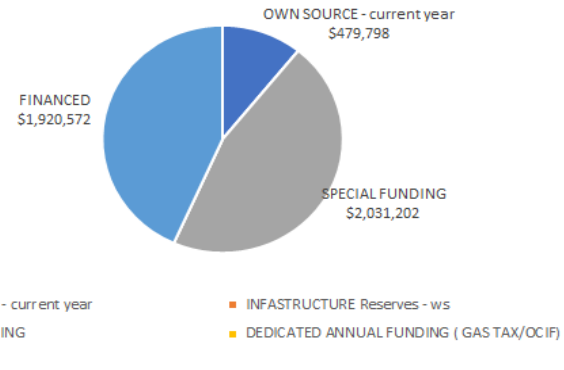
Changes March 16th after review with the dept - defer Infrared Camera, defer Diffusers, Defer Dodge Ram, 2nd/3rd Ave laneway - remove construction, include \$100K design costs only, Add Huron Design \$10K - both at 60% Sewer/40% water Allocation, Add 15/16th Laneway Water only reconstruction - \$649K. Changes March 18th - Hyder requested Diffusers and Truck be identified as on standby/red circled - will only do this if other capital budget items do not proceed in 2021 and budget room available.

CAPITAL COST						FUNDING SOURCE																	
PRIORITY SCORE	Contingent on Special Funding	WATER	SEWER	SHARED ASSET	<<TOTAL CAPITAL COST	WATER FUNDING SOURCE						SEWER FUNDING SOURCE											
						TOTAL>>>>	OWN SOURCE - current year	INFASTRUCTURE Reserves - ws	SPECIAL FUNDING	DEDICATED ANNUAL FUNDING (GAS TAX/OCIF)	FINANCED	TOTAL>>>>	OWN SOURCE - current year	INFASTRUCTURE Reserves - ws	SPECIAL FUNDING	DEDICATED ANNUAL FUNDING (GAS TAX/OCIF)	FINANCED						
BUILDINGS/FACILITIES																							
New - (WTP) Rotork Valves - X2 (\$10K each)	4-3		\$ 20,000		\$ 20,000	\$ 20,000	\$ 20,000								\$ -								
New- (WWTP) Rotork Valve	4-3			\$ 10,000	\$ 10,000	\$ 10,000	\$ -								\$ 10,000	\$ 10,000							
					\$ -	\$ -	\$ -								\$ -								
MACHINERY/EQUIPMENT																							
New - Pipe Cutter	2		\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 10,000	\$ 10,000							\$ 10,000	\$ 10,000							
					\$ -	\$ -	\$ -								\$ -								
					\$ -	\$ -	\$ -								\$ -								
VEHICLES																							
					\$ -	\$ -	\$ -								\$ -								
					\$ -	\$ -	\$ -								\$ -								
Water/Wastewater Network																							
Project - Second/Third Ave (between Fifth and Seventh St) - X2 laneway - Design only in 2021	4		\$ 40,000	\$ 60,000	\$ 100,000	\$ 100,000	\$ 40,000							\$ 40,000	\$ 60,000	\$ 60,000							
					\$ -	\$ -	\$ -								\$ -								
5th Avenue Storm, Wate & Sewer (Funding)	4	YES - and approved	\$ 176,444	\$ 1,109,556	\$ 1,286,000	\$ 1,286,000	\$ 643,000	\$ 179,899		\$ 463,101					\$ 643,000	\$ 179,899		\$ 463,101					
					\$ -	\$ -	\$ -								\$ -								
Pipping and Valves to Eliminate Glackmeyer Lagoon	2			\$ 372,000	\$ 372,000	\$ 372,000	\$ -								\$ 372,000							\$ 372,000	
Phase 2 of LS Pumping Station (depending on Funding)	4	YES - still PENDING		\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ -								\$ 1,300,000			\$ 1,105,000				\$ 195,000	
			\$ 332,000	\$ 332,000	\$ 664,000	\$ 664,000	\$ 332,000					\$ 332,000			\$ 332,000							\$ 332,000	
15th/16th Laneway Water/Sewer Reconstruction	4		\$ 259,829	\$ 389,743	\$ 649,572	\$ 649,572	\$ 649,572					\$ 259,829			\$ 389,743							\$ 389,743	
					\$ -	\$ -	\$ -								\$ -								
Huron Road/WS Reconstruction - Design only in 2021	4			\$ 10,000	\$ 10,000	\$ 10,000	\$ 4,000	\$ 4,000							\$ 6,000	\$ 6,000							
			\$ 4,000	\$ 6,000	\$ -	\$ -	\$ -								\$ -								
TOTAL CAPITAL Water and Sewer			\$ 842,273	\$ 3,589,299	\$ -	\$ 4,431,572	\$ 4,431,572	\$ 1,049,000	\$ 213,899	\$ -	\$ 463,101	\$ -	\$ 631,829	\$ 3,122,743	\$ 265,899	\$ -	\$ 1,568,101	\$ -	\$ 1,288,743	\$ -	\$ -	\$ -	

STANDBY/RED CIRCLED ITEMS (will only occur if other capital items do not proceed and budget room is available)

New - Diffusers For Tank 1 and Tank 2	3				\$ 300,000																	
776 - 2008 Dodge Ram 4X4	3				\$ 50,000																	

2021 Water/Wastewater Capital Funding Sources



TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2021	Timeline:	Summer 2021	Date Prepared:	November 2nd, 2020
Project Name:	Rotork Valve			Department:	Infrastructure Services - WS
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4-3	Notes:	Critical Lifecycle Maintenance Item, Serious Lifecycle Maintenance Item.		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Replace two valves at the WTP. There is an economical savings by replacing two valves that are deemed critical and serious in one year.				
Project Justification & Readiness:	The valves at the WTP are all due to be changed. We have set out a schedule to change two valves each year. We have been having issues with a few valves with the automation and they need to be handled manually. One valve has been failing automatically at every use and the second is periodically failing.				
Age of Existing Asset:	25	Net Book Value: (if applicable)		Notes:	Not individual assets. 274 for Process piping and equipment
Expected Asset Life (new item/infrastructure)	20	Notes:			

EXPENDITURES

<u>Capital Costs</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 100,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000

NOTES:

Funding sources

<u>Funding Source</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 20,000</i>	<i>\$ 20,000</i>	<i>\$ 20,000</i>	<i>\$ 20,000</i>	<i>\$ 20,000</i>	<i>\$ 100,000</i>

NOTES:

Project Cost Centre # - assigned when approved)	
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TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2021	Timeline:	Summer 2021	Date Prepared:	November 2nd, 2020
Project Name:	STP Valve on SCADA			Department:	Infrastructure Services-WS
Maintenance or Growth:	Growth			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	1	Notes:	General Benefit to Town, "Nice to have"		
Included in Current Asset Management Plan:	NO	If NO, Explain:	No, improvement to the system to automization.		
Basic Project Description:	Purchase an automatic valve to connect to the SCADA system.				
Project Justification & Readiness:	With the installation of the SCADA we would like to continue to optimize the plant. Each year we would like to purchase one new valve to connect to the SCADA system to eventually have the whole system monitored on the SCADA system.				
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:	New Item
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

<u>Capital Costs</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 50,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
NOTES:						

Funding sources

<u>Funding Source</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 10,000</i>	<i>\$ 10,000</i>	<i>\$ 10,000</i>	<i>\$ 10,000</i>	<i>\$ 10,000</i>	<i>\$ 50,000</i>
NOTES:						

Project Cost Centre # - (assigned when approved)	
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**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline:	Spring 2021	Date Prepared:	November 2nd, 2020
Project Name:	Pipe Cutter			Department:	Infrastructure Services - WS
Maintenance or Growth:	Growth			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	2	Notes:	Operating Cost reduction or efficiency.		
Included in Current Asset Management Plan:	No	If NO, Explain:	New Asset		
Basic Project Description:	Purchase a pipe Cutter for the Distribution Crew.				
Project Justification & Readiness:	Staff recommendation to have a proper cutter to cut the water and sanitary pipe. This would increase efficiency during repairs and significantly improve safety.				
Age of Existing Asset:	N/A	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	N/A	Notes:			

EXPENDITURES

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:	\$ 20,000.00					\$ 20,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
NOTES:	50% split between water and wastewater					

Funding sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 20,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 20,000</i>
NOTES:						

Project Cost Centre # - (assigned when approved)	
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**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline:		Date Prepared:	November 2nd, 2020
Project Name:	15th/16th Avenue Laneway between 6th/7th			Department:	Infrastructure Services - WS
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Services - WS
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Lifecycle Maintenance Item.		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Dig to replace the sanitary and water mains, manholes and valves 15/16th ave lane between 6th/7th st				
Project Justification & Readiness:	The sanitary line in this section is Asbestos Cement. The CCTV camera was unable to camera the whole sanitary line, it was full of debris and roots. Their has been 3 waterbreaks in this section of pipe in the last 2 years.				
Age of Existing Asset:	Sanitary and water mains are 48 years old.	Ne Book Value: (if applicable)		Notes:	3785, 3784, 4103, 4104, 3995, 2788, 3256, 3258
Expected Asset Life (new item/infrastructure)	Sanitary mains have an expected life of 80 years, Water mains have an expected life of 50 years.		Notes:	Water Main age based condition is very poor.	

EXPENDITURES

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:	\$ 49,572.00					\$ 49,572
Construction:	\$ 600,000.00					\$ 600,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 649,572	\$ -	\$ -	\$ -	\$ -	\$ 649,572

NOTES:

Funding sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 649,572</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 649,572</i>

NOTES:

Project Cost Centre # -
assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline:	Upon Approval	Date Prepared:	January 28, 2021
Project Name:	Second Street Sanitary and Water Line			Department:	Infrastructure Services - WS
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Lifecycle Maintenance Items		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Replacing 450 metres of sanitary and water mains on 2nd Street between 3rd Avenue and Nakita Avenue. The objective of the project is to replace the aging and deteriorating existing wastewater linear infrastructure since reconstruction of the road is tender in stage already. It is best engineering practice and make more sense to replace the old or damaged water and sewer pipelines along with reconstruction and paving of the road.				
Project Justification & Readiness:	The existing infrastructure has deteriorated beyond maintenance or repair and must be replaced based on the CCTV inspection results. The deterioration has caused heavy gravel in some sections of the pipe and significant infiltration due to fractured and puncture sections in the pipe. The area to be excavated also has a water main with a poor age-based condition that will be replaced at the same time as the other infrastructure. Since the road infrastructure is being replaced, it is most economical to replace the underground infrastructure at the same time.				
Age of Existing Asset:	48 years Sanitary/ 35 years Water	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	Sanitary mains have an expected life of 80 years, Water mains have an expected life of 80 years.	Notes:			

EXPENDITURES

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:	14000					\$ 14,000
Construction:	\$ 650,000.00					\$ 650,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 664,000	\$ -	\$ -	\$ -	\$ -	\$ 664,000

NOTES:

Funding sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 664,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 664,000</i>

NOTES:

Project Cost Centre # -
assigned when approved)

Water: \$207K; Sewer : \$457K

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline: Upon Approval	Date Prepared: November 2nd, 2020
Project Name:	5th Avenue Wastewater and Water Rehabilitation		Department: Infrastructure Services - WS
Maintenance or Growth:	Maintenance	Prepared by: Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes: Critical Lifecycle Maintenance Items	
Included in Current Asset Management Plan:	YES	If NO, Explain:	
Basic Project Description:	Replacing and rehabilitating sanitary and water mains in the 5th Avenue area in conjunction with the replacement of the storm sewer. The objective of the project is to replace the existing wastewater linear infrastructure so that the sanitary systems can provide adequate capacity and replace deteriorated infrastructure.		
Project Justification & Readiness:	The existing infrastructure has deteriorated beyond maintenance or repair and must be replaced and rehabilitated. The system in its current condition is inadequate for the flow it receives in the area. The deterioration has caused settling in some sections of the pipe and significant infiltration due to the poor condition of the storm sewers. A grant has been applied for this project. The water main replacement is also included in the grant for this area. The area to be excavated also has a water main that is near the end of its lifecycle and is in very poor age-based condition that will be replaced at the same time as the other infrastructure.		
Age of Existing Asset:	End of Useful Life	Net Book Value: (if applicable)	Notes:
Expected Asset Life (new item/infrastructure)	Sanitary mains have an expected life of 80 years. Water mains have an expected life of 50 years.	Notes:	

EXPENDITURES

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:	Included					\$ -
Construction:	\$ 1,286,000.00					\$ 1,286,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 1,286,000	\$ -	\$ -	\$ -	\$ -	\$ 1,286,000

NOTES:

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:	\$ 943,023.80					\$ 943,024
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 342,976.20					\$ 342,976
Other:						\$ -
Financing/Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 1,286,000	\$ -	\$ -	\$ -	\$ -	\$ 1,286,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

NOTES:

Project Cost Centre # - assigned when approved)

5th Avenue Project				
Per Green Infrastructure				
			TAX BASED BUDGET	WATER AND SEWER BUDGET
			Storm	Sanitary & Water
				TOTAL
<i>per Email from Jared - Jan 2020</i>				
TOTAL PROJECT COSTS WITH CONTINGENCY	100%	\$ 658,741	\$ 1,263,060	\$ 1,921,801

per Email to advise of approval

SPECIAL FUNDING				
Federal	40.0%	\$ 263,496	\$ 505,224	\$ 768,720
Provincial	33.3%	\$ 219,558	\$ 420,978	\$ 640,536
TOTAL	73.3%	\$ 483,055	\$ 926,202	\$ 1,409,256
TOWN COST = remaining	26.670%	\$ 175,686	\$ 336,858	\$ 512,544

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline:	Upon Approval	Date Prepared:	November 2nd, 2020
Project Name:	Piping and Valves to Eliminate Glackmeyer Lagoon			Department:	Infrastructure Services-WS
Maintenance or Growth:	Growth			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	2	Notes:	Operating Cost Reduction or Efficiency		
Included in Current Asset Management Plan:	NO	If NO, Explain:	Eliminate the Glackmeyer Lagoon		
Basic Project Description:	Reconstruct the piping from the lagoon to head to the pumping station on Concession 2 & 3 and eliminate the lagoons.				
Project Justification & Readiness:	The glackmeyer lagoon continues to overflow due to the higher volume of waste. With the Town of Cochrane taking over the Vaillancourt Trailer Park Pumping Station we would be required to amend our Environmental Compliance Approval (ECA) to include this which is a costly and extensive process. Numerous studies are required to be completed when ECA's are amended. If we eliminate the Glackmeyer Lagoon, we would not have to proceed with the changes to the ECA. This will also be one less system for the Town to maintain.				
Age of Existing Asset:	N/A	Net Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	N/A	Notes:			

EXPENDITURES

<u>Capital Costs</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:	\$ 372,000.00					\$ 372,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 372,000	\$ -	\$ -	\$ -	\$ -	\$ 372,000

NOTES:

Funding sources

<u>Funding Source</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 372,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 372,000</i>

NOTES:

Project Cost Centre # -
(assigned when approved)

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2021	Timeline:	Spring 2021	Date Prepared:	November 2nd, 2020
Project Name:	Phase 2 of LS Pumping Station			Department:	Infrastructure Services-WS
Maintenance or Growth:	Growth			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Lifecycle Maintenance Items		
Included in Current Asset Management Plan:	NO	If NO, Explain:			
Basic Project Description:	Proceed with Phase 2 of the LS Pumping Station				
Project Justification & Readiness:	<p>The initial upgrade in 2011, was the first of a 3-phased alternative approach allowing the Town to reduce initial capital expenditures and work towards future upgrades. This overview and proposed project to be presented for OCIF consists of the 2nd phase of the alternative approach and will increase the pumping capacity of the L&S Lift Station to 65 L/s or 100 L/s, depending on budget estimates. Specifically, this project would extend the existing 550 metre forcemain by 650 metres from Railway Street to MH-56 located further into the existing gravity trunk sewer system, bypassing weak sewer infrastructure so that the L&S Lift Station can increase pumping from the current 40 L/s to 65 L/s. Further, and as part of this upgrade, the gravity sewer system along Eighth Avenue will be replaced to eventually realize the full pumping capacity of the facility at 100 L/s.</p>				
Age of Existing Asset:	N/A	Net Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	N/A	Notes:			

EXPENDITURES

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:	\$ 1,300,000.00					\$ 1,300,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000

NOTES:

Funding sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:	\$ 1,105,000.00					\$ 1,105,000
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other : 2019 Capital Availability	\$ 184,534.00					\$ 184,534
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 1,289,534	\$ -	\$ -	\$ -	\$ -	\$ 1,289,534
<i>NET should be 0</i>	\$ 10,466	\$ -	\$ -	\$ -	\$ -	\$ 10,466

NOTES:

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline:	Summer 2021	Date Prepared:	November 2nd, 2020
Project Name:	Diffusers for Tank 1 & 2 at STP			Department:	Infrastructure Services - WS
Maintenance or Growth:	Maintenance			Staff:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	em		
Included in Current Asset Management Plan:	YES	If NO, Explain:	Not an individual plan. Plant is 28 years old with diffusers are poor based on age.		
Basic Project Description:	Purchase new heads and risers				
Project Justification & Readiness:	The existing diffusers easily get blocked by sludge. They are made with with very thin aluminum causes a poor distribution of air, if any, throughout the tank. New diffusers will reduce operating cost.				
Age of Existing Equipment:	Value:	(if applicable)	Notes:	260- process piping and equipment	
Expenditures:	Notes:				

Deferred as of March 16th

EXPENDITURES

<u>Capital Costs</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:	\$ 300,000.00					\$ 300,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Funding sources						
<u>Funding Source</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 300,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 300,000</i>

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline:	Spring 2021	Date Prepared:	November 2nd, 2020
Project Name:	Infrared Sewer Camera				
Maintenance or Growth:				Responsible Party:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	2	Notes:	Cost reduction or efficiency.		
Included in Current Asset Management Plan:	NO		New Asset		
Basic Project Description:					
Project Justification/Reading:	unnecessary excavations for investigations. This unit is able to inspect manholes without entry.				
Age:	N/A	Net Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:	\$ 25,000.00					\$ 25,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
NOTES:						

Funding sources

Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 25,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 25,000</i>
NOTES:						

Project Cost Centre # - (assigned when approved)	
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**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline: Spring 2021	Date Prepared: November 2nd, 2020
Project Name:	2nd/3d Avenue Laneway between 5th -7th Street WS Replacement		
Maintenance or Growth:	Maintenance	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes: Lifecycle Maintenance Items	
Included in Current Asset Management Plan:	YES		
Basic Project Description:	Full replacement of sanitary and water mains, manholes and valves on 1st/2nd Avenue		
Project Justification/Readiness:	This section is 65 years old and deemed to be in poor condition on Asset Management. It is clay pipe in very poor condition as seen in the CCTV inspections. We have had numerous sanitary issues in this area.		
Age of Asset:	Sanitary mains are 65 years old, Water mains are 48 years old.	Net Book Value: (if applicable)	Notes: 3659, 3658, 3657, 3656, 4227, 4028, 4223, 4224, 4225, 2801, 2803, 3068, 3069, 3067, 3071, 3072
Expected Asset Life (new item/infrastructure)	Sanitary mains have an expected life of 80 years, Water mains have an expected life of 50 years.	Notes: Water and Wastewater mains age based condition very poor	

EXPENDITURES

Capital Costs	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:	\$ 2,200,000.00					\$ 2,200,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 2,200,000	\$ -	\$ -	\$ -	\$ -	\$ 2,200,000

Funding sources						
Funding Source	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 2,200,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 2,200,000</i>

Project Cost Centre # - (assigned when approved)	
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**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline:	Upon Approval	Date Prepared:	November 2nd, 2020
Project Name:	1/2 ton Truck with cap to Replace 321			Department:	Wastewater Services-WS
Maintenance or Growth:	Maintenance			Staff:	
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:			
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Replace unit 321 - 2010				
Project Justification & Readiness:	The unit has numerous electrical problems. Condition rating is very poor.				
Age of Existing Item/Infrastructure:	15	Original Book Value: (if applicable)		Notes:	ID 776
Expected Asset Life:	15	Notes:			

Deferred as of March 16th

EXPENDITURES

<u>Capital Costs</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:	\$ 50,000.00					\$ 50,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
NOTES:						

Funding sources

<u>Funding Source</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 50,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 50,000</i>
NOTES:						

Project Cost Centre # - (assigned when approved)	
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**TOWN OF COCHRANE
OPERATING BUDGET
PROJECT/STUDY/OTHER and/or SERVICE ADJUSTMENT**

BUDGET YEAR:	2021	Timeline: Spring 2021	Date Prepared:	02-Nov-20
Item Name:	Water Main Assessment		Department:	Infrastructure Services
One Time or Recurring:	One Time		Prepared by:	Infrastructure Staff
Basic Description:	Inspection report of the conditions of our water mains.			
Justification & Readiness:	The condition of our watermain are based on age and amount of water breaks in one area. A detailed watermain assessment will provide actual condition based ratings and assist in capital planning and asset management. It is a regulatory requirement to have all core asset condition assessments completed by July 2021.			
Service Level Impact:	Proper Condition Ratings of All mains.			

Addition to
Operating Budget

EXPENDITURES						
<u>Costs - if cost reduction please enter negatives</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 3 years (2021-2023)
Labour Costs:						\$ -
Outsourced Costs (Consultants, Service Providers)	\$ 120,000.00					\$ 120,000
Materials and Supplies :						\$ -
Other Related Costs:						\$ -
Total Operating Costs	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
NOTES:						

REVENUES Source/Impact						
<u>Funding Source - if reduction - enter negatives</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 3 years (2021-2023)
Special Funding/Grant:						\$ -
Reserve:						\$ -
Shift within operating budget:						\$ -
Operating Revenues:						\$ -
Other :						\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 120,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 120,000</i>
NOTES:						

Project Cost Centre # - assigned when approved if applicable	
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**TOWN OF COCHRANE
OPERATING BUDGET
PROJECT/STUDY/OTHER and/or SERVICE ADJUSTMENT**

BUDGET YEAR:	2021	Timeline: Summer 2021	Date Prepared: November 2nd, 2020
Item Name:	Well Inspections		Department: Infrastructure Services
One Time or Recurring:	Occurs every 5 years		Prepared by: Infrastructure Staff
Basic Description:	Hire Contractor to extract all wells and inspection condition. A report is created to advise the town of requirements needed to maintain the performance capacity of the wells.		
Justification & Readiness:	It is required to have the Wells Inspected every 5 years.		
Service Level Impact:	Legislative Requirement		

Addition to
Operating Budget

EXPENDITURES

<u>Costs - if cost reduction please enter negatives</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 3 years (2021-2023)
Labour Costs:						\$ -
Outsourced Costs (Consultants, Service Providers)	\$ 55,000.00					\$ 55,000
Materials and Supplies :						\$ -
Other Related Costs:						\$ -
Total Operating Costs	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000

NOTES:

REVENUES Source/Impact

<u>Funding Source - if reduction - enter negatives</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 3 years (2021-2023)
Special Funding/Grant:						\$ -
Reserve:						\$ -
Shift within operating budget:						\$ -
Operating Revenues:						\$ -
Other :						\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 55,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 55,000</i>

NOTES:

Project Cost Centre # - assigned when approved if applicable	
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**TOWN OF COCHRANE
OPERATING BUDGET
PROJECT/STUDY/OTHER and/or SERVICE ADJUSTMENT**

BUDGET YEAR:	2021	Timeline: Summer 2021	Date Prepared: November 2nd, 2020
Item Name:	Empty WTP Lagoons		Department: Infrastructure Services
One Time or Recurring:	One Time		Prepared by: Infrastructure Staff
Basic Description:	Empty Sludge Lagoons		
Justification & Readiness:	The WTP had holding lagoons for waste lime sludge, once we have two full lagoons we need to have them emptied before the third lagoon is filled.		
Service Level Impact:	Two holding lagoons are full and need to be emptied before the third one is full.		

Addition to
Operating Budget

EXPENDITURES						
<u>Costs - if cost reduction please enter negatives</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 3 years (2021-2023)
Labour Costs:						\$ -
Outsourced Costs (Consultants, Service Providers)	\$ 100,000					\$ 100,000
Materials and Supplies :						\$ -
Other Related Costs:						\$ -
Total Operating Costs	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
NOTES:						

REVENUES Source/Impact						
<u>Funding Source - if reduction - enter negatives</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 3 years (2021-2023)
Special Funding/Grant:						\$ -
Reserve:						\$ -
Shift within operating budget:						\$ -
Operating Revenues:						\$ -
Other :						\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 100,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 100,000</i>
NOTES:						

Project Cost Centre # - assigned when approved if applicable	
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**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline:	Spring 2021	Date Prepared:	November 2nd, 2020
Project Name:	Riding Lawn Mower			Department:	Infrastructure Services-WS
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Maintenance Items		
Included in Current Asset Management Plan:	Yes				
Basic Project Description:	Treatment plant grounds.				
Project Justification & Readiness:	in poor condition. This riding lawn mower is used to cut water treatment plant and well area. The staff have suggested residential lawn mower always over heats with the amount of grass that				
Age of Existing Asset:	Book Value: (if applicable)	3,083	Notes:	Asset ID 613	
Expected Asset Life (new item/infrastructure)	Notes:				

To be absorbed in
Operating Budget

EXPENDITURES

<u>Capital Costs</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:	\$ 4,000.00					\$ 4,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
NOTES:						

Funding sources

<u>Funding Source</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 4,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 4,000</i>
NOTES:						

Project Cost Centre # - (assigned when approved)	
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**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline:	Upon Approval	Date Prepared:	November 2nd, 2020
Project Name:	Hand Held Water Meter Programmer			Department:	Infrastructure Services-WS
Maintenance or Growth:	Maintenance			Staff:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	2	Notes:	Asset ID 4844		
Included in Current Asset Management Plan:	Yes				
Basic Project Description:					
Project Justification & Readiness:	<p>Since 2014 with an asset age of 5 years, they have surpassed their useful life with the new model as our current model is not working properly. We will be purchasing new units, and investigate issues when not reading on Sensus.</p>				
Age of Existing Asset:	6	Book Value: (if applicable)	3,500	Notes:	Asset ID 4844
Expected Asset Life (new item/infrastructure)		Notes:			

To be absorbed in Operating Budget

EXPENDITURES

<u>Capital Costs</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:	\$ 3,500.00					\$ 3,500
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ 3,500
NOTES:						

Funding sources

<u>Funding Source</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 3,500</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 3,500</i>
NOTES:						

Project Cost Centre # - (assigned when approved)	
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**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline:	Upon Approval	Date Prepared:	November 2nd, 2020	
Project Name:	DR 3900				Department:	Infrastructure Services-WS
Maintenance or Growth:		Maintenance		Handled by:	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4				Finance item	
Included in Current Asset Management Plan:					ment. The are essential for wastewater in house.	
Basic Project Description:						
Project Justification & Readiness:	at the Wastewater Treatment Plant. To have a current model at the should be purchased for the Water Treatment Plant and the current DR 3900 at be moved to the Wastewater Treatment Plant. This unit is used daily for in house Water and Wastewater Treatment Plant.					
Age of Existing Asset:		Net Book Value: (if applicable)	7,000	Notes:		
Expected Asset Life (new item/infrastructure)				Notes:		

To be absorbed in Operating Budget

EXPENDITURES

<u>Capital Costs</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:	\$ 7,000.00					\$ 7,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000

NOTES: 50% split with Water and Wastewater

Funding sources

<u>Funding Source</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 7,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 7,000</i>

NOTES:

Project Cost Centre # - (assigned when approved)	
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**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2021	Timeline:	Spring 2021	Date Prepared:	November 2nd, 2020
Project Name:	Cutting Nozzle			Department:	Infrastructure Services-WS
Maintenance or Growth:	Growth			Staff:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	2	Notes:	Efficiency		
Included in Current Asset Management Plan:	NO	If NO			
Basic Project Description:	Purchase				
Project Justification & Readiness:	This nozzle is needed to cut through tree roots and protruding laterals and cannot be done with a chainsaw. Without this nozzle we wouldn't get to tree roots and protruding laterals and cannot				
Age of Existing Asset:	N/A	Notes:			
Expected Asset Life (new item/infrastructure)	Notes:				

To be absorbed in Operating Budget

EXPENDITURES

<u>Capital Costs</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Purchase Price:	\$ 5,000.00					\$ 5,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
NOTES:						

Funding sources

<u>Funding Source</u>	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	Total 5 years (2021-2025)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 5,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,000</i>
NOTES:						

Project Cost Centre # -
(assigned when approved)

CORPORATION
OF THE TOWN OF COCHRANE



DRINKING WATER QUALITY MANAGEMENT
SYSTEM

FINANCIAL PLAN

DWQP NUMBER: 207-201

O.REG. 453/07

[Approved by Town of Cochrane Council Resolution 35-2021](#)

INTRODUCTION

Purpose

Corporation of the Town of Cochrane staff prepared the Water Financial Plan as part of the five elements the Ministry requires to issue a municipal drinking water license as per the Safe Drinking Water Act, 2002. These elements include:

1. **A drinking water works permit (DWWP):** A permit to establish or alter a drinking water system
2. **An acceptable operational plan:** The Drinking Water Quality Management Standard (DWQMS) will be the standard upon which operational plans will be based. The plan will document an operating authority's quality management system (QMS).
3. **An accredited operating authority:** A third-party audit of an operating authority's QMS will be the basis for accreditation.
4. **A Financial Plan:** This must be prepared in accordance with the prescribed requirement in the Financial Plans Regulation, including an indication that the drinking water system is viable.
5. **A permit to take water (PTTW):** Requirements as outlined in the Ontario Water Resources Act.

The Town encloses its Financial Plan herein. It is prepared in accordance with the Ministry of the Environment Financial Plans Regulation (O. Reg. 453/07).

Financial Plan Requirements

The O.Reg. 453/07 provides details with regards to the Financial Plans for existing water systems. The requirements for existing systems are summarized as follows:

- Must indicate financial viability of the system
- Must be approved by resolution of Council (or governing body)
- Must apply to a period of at least six years (commencing the year of license expiry)
- Details of the proposed or projected financial position
- Details of the proposed or projected financial operations
- Details of the proposed or projected gross cash receipts and gross cash payments
- Financial plans applicable to two or more solely-owned drinking water systems can be prepared as if they are for one drinking water system
- Financial plans are to be made available to the public upon request and at no charge
- Made available to the public through publication on the internet
- Notice of availability to be given to the public
- Submitted to the Ministry of Municipal Affairs and Housing

Town of Cochrane Drinking Water System Background

The Corporation of the Town of Cochrane is the owner and operating authority of the drinking water system which services approximately 4,500 residents, including industrial, commercial and institutional establishments.

The drinking water system is comprised of a treatment facility (Lime softening Treatment Plant) and distribution system. The distribution system is comprised of approximately:

- }> 45 km of distribution watermain
- }> 207 fire hydrants
- }> 434 valves (not including the service valves or hydrant valves)
- }> One elevated water storage tank

The 45 km of distribution watermain is constructed with a combination of PVC, cast iron and ductile iron.

WATER CONSUMPTION, RATES AND REVENUES - HISTORY

Water Consumption:

The following chart outlines the Treated Water Flows for the Town of Cochrane. The Town's current permit to take water (PTTW) from the Three Wells is for 11,784.96 m³/day.

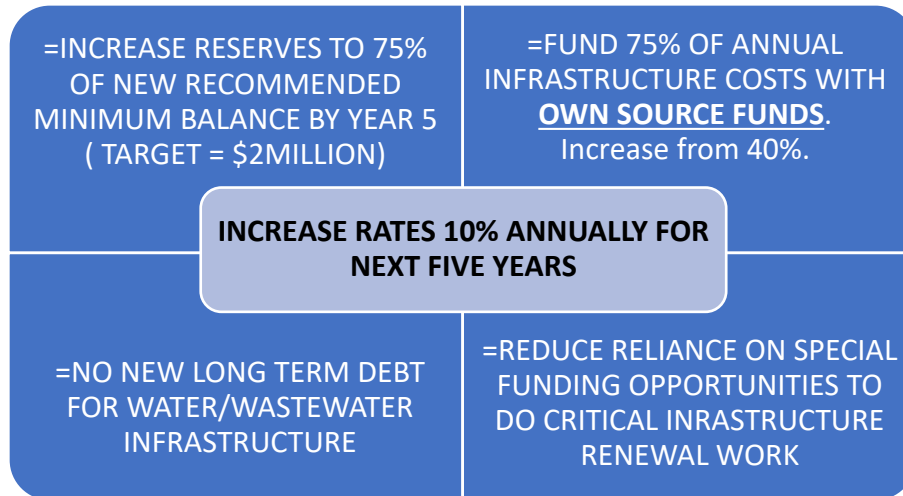
TREATED WATER FLOWS				
	Year	Daily Monthly Average (m³)	Daily Maximum (l/s)	Yearly Total (m³)
	2014	2,735		1,005,856
	2015	2,336	79.1	851,348
	2016	1,777	81.5	647,352
	2017	1,561	77.8	570,011
	2018	1,453	81.4	524,541
	2019	1,414	82.4	515,901
	2020	1,342	80.4	491,161

Water Rates and Revenues

Since the last financial plan was filed in 2015 the Town has seen significant changes to its water consumption, revenues and rates. These changes are summarized as follows:

- A significant water user closed its operations in mid 2015. This resulted in an annual reduction to water consumption of 297,000 m³, and represented 23% of annual water revenues.
- In 2015/2016 The municipality installed water meters to all residential premises and what was thought to be "Revenue Neutral" rates were established and implemented. As residential consumption was monitored, it became evident that the per household usage used to develop rates was higher than what was actually being used, putting additional downward pressure on revenues.
- In 2016/2017 – a rate adjustment/increase was implemented to re-set the new metered residential rates to generate same level of residential revenues as pre-metered scenario.

- 2017/2018/2019 – the municipality continued to monitor the impact of residential meters and other operational changes affecting the water financial results. In order to mitigate rate increases from the financial pressures of the loss of gross profit from the 2015 closure of the large user, the municipality altered its financial strategy and used long term debt as a means of paying for some of its water infrastructure renewal needs.
- 2020 – The 2020 Budget to Council was highlighted with a recommendation that it is time to “reset” the financial plan for **both water and wastewater services**. The recommendation is essentially recapped as follows:



This Water Financial Plan largely follows the recommendations made in the 2020 budget. It includes:

- ✓ Reach 100% of Recommended Target Minimum Reserve by 2026
- ✓ No new Long Term Debt by 2026
- ✓ 100% of Capital Funding needs from OWN SOURCE Funds – by 2026
- ✓ No reliance on special funding opportunities
- ✓ 10% annual increase to rates

SUSTAINABLE FINANCIAL PLAN

FINANCIAL PLAN RECAP

Schedule 1 – Projected Statement of Operations – REVENUES AND EXPENSES

Schedule 2 – Projected Statement of Cash Flow

Schedule 3- Projected Statement of Financial Position

Schedule 4 – Projected Tangible Capital Asset Schedule

Schedule 5 – Projected Rates

As required, these statements are in accordance with the new Public Sector Accounting Standards. Actual results will vary from the projections herein and the differences may be material.

KEY INPUTS

This section discussed the key inputs and documents used to develop the financial plan consistent with governing legislation. The costs, revenues and assumptions used in preparing the financial projections are based on the Town's data such as the 2020 approved and 2021 draft operating budget and capital plan, year end reserve continuity schedules and other relevant information provided by staff. The five key financial inputs below drive the prescribed statements in this plan.

1. Expenditure and Revenue Forecast

The expenditure and revenue forecast is based on information obtained from the Town's 2020 operating budget. Some main assumptions used to derive the operating and revenues projections are as follows:

- Expenditures will increase annually as follows:
 - Salaries, Wages and Benefits – 2.5% per annum
 - Operating and Maintenance Costs – 2.5% per annum
 - Interest on long term debt – in accordance with existing or forecast financing needs and rates
- Revenues – see section 5. RATES

2. Capital Expenditure and Funding

The Town's capital budget forecast used in preparing the financial plan is outlined in the attached schedules. The schedule identifies the cumulative cost for capital infrastructure renewal projects over the planning period and identifies the annual funding sources as outlined by Town staff and Council. This schedule does not include any growth related projects as none have been identified as part of the multi year capital plan as provided by staff.

Asset Management – The asset inventory that has been compile includes asset original. The Town is actively reviewing its water inventory and facilities assessments with the goal to determine the appropriate level of detail for the facility assets, as well as compile the level of detail for the assets including asset conditions, life expectations, risk assessments and replacement costs. The Town has

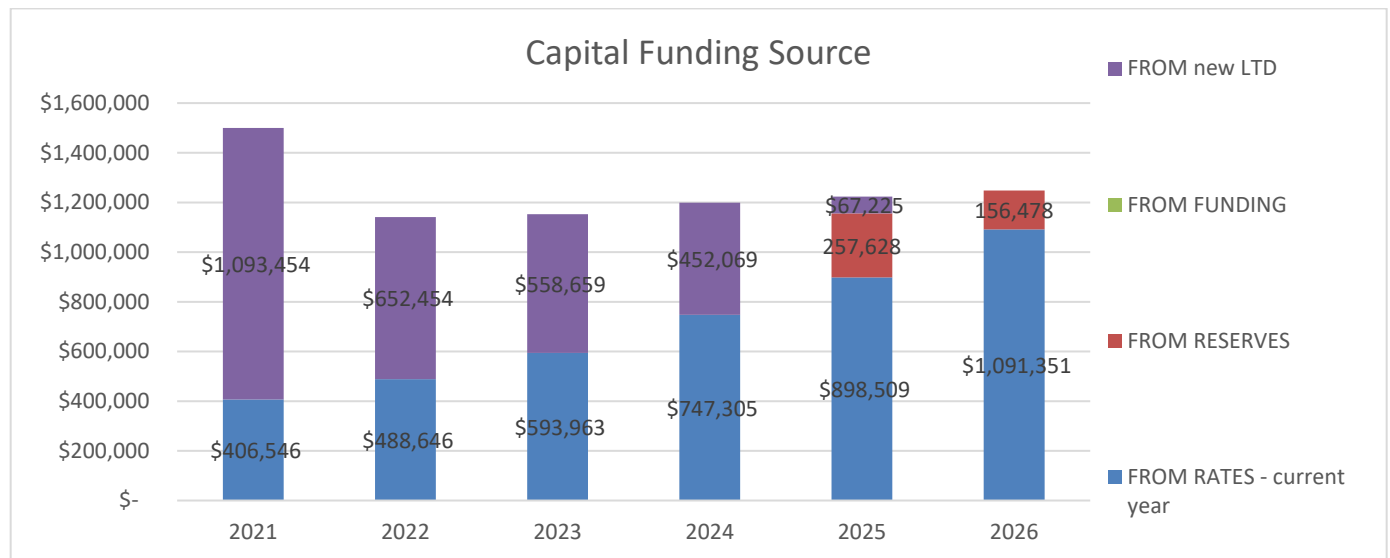
implemented an asset management system to track and analyse the data and assist with long term life cycle planning.

The capital cost projections built into this financial plan have been provided by the department based on the information it has to date.

It should be noted that the **capital funding plan** includes the following strategy.

- Generate 100% of Capital Funding needs through own source revenues by year 2026.
- Reduce and eliminate need for new long term debt by the year 2026
- Forecast includes 0% of annual capital infrastructure renewal needs to come from Special Funding opportunities from other levels of government (Federal and Provincial)

The following chart shows the capital funding composition built into this financial plan. As we move from 2021 to 2026, we see the reduction in the need for long term debt and increase in ability to fund from own source revenues (current revenues and reserves in excess of minimum target balance).



3. Water Reserve Fund

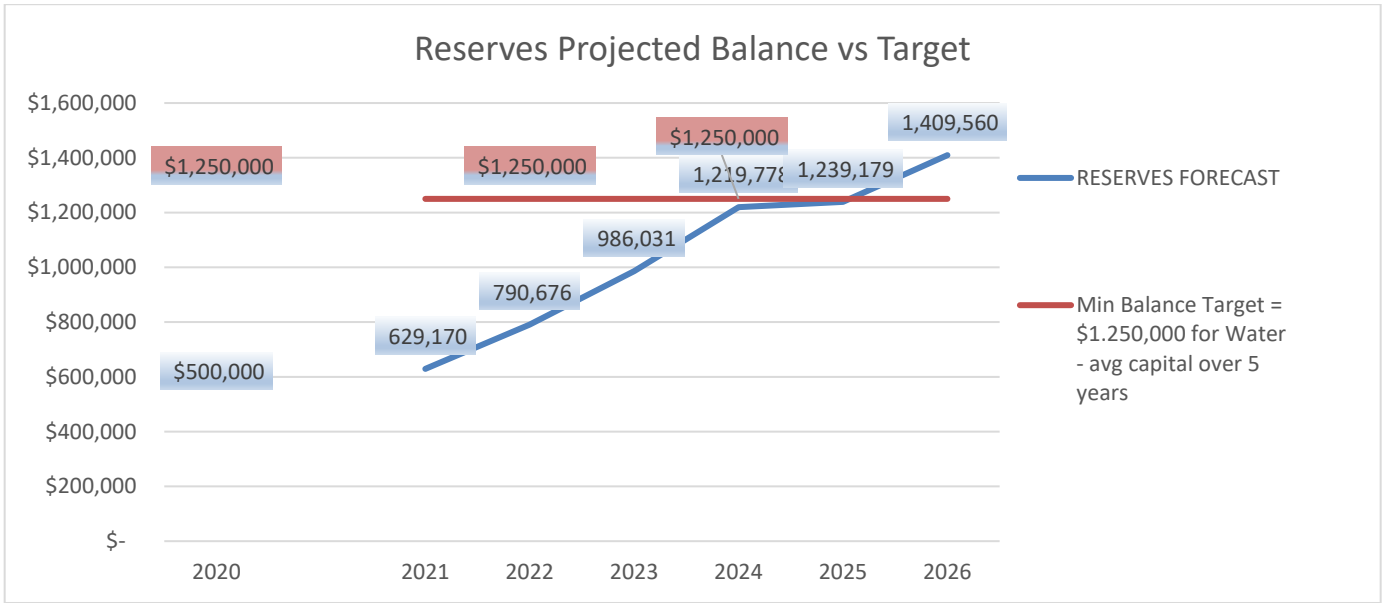
The results of the projected transfers to and from the Water Reserve Fund are outlined in the Schedule. The reserve activity includes the following strategy:

- Target Minimum Reserve Balance equivalent to average 5 year capital infrastructure needs + average 5 year Special Funding Source Forecast

Reserve Target Component	\$
Average 5 year capital infrastructure needs	\$1,250,000
RECOMMENDED TARGET MINIMUM RESERVE BALANCE	\$1,250,000

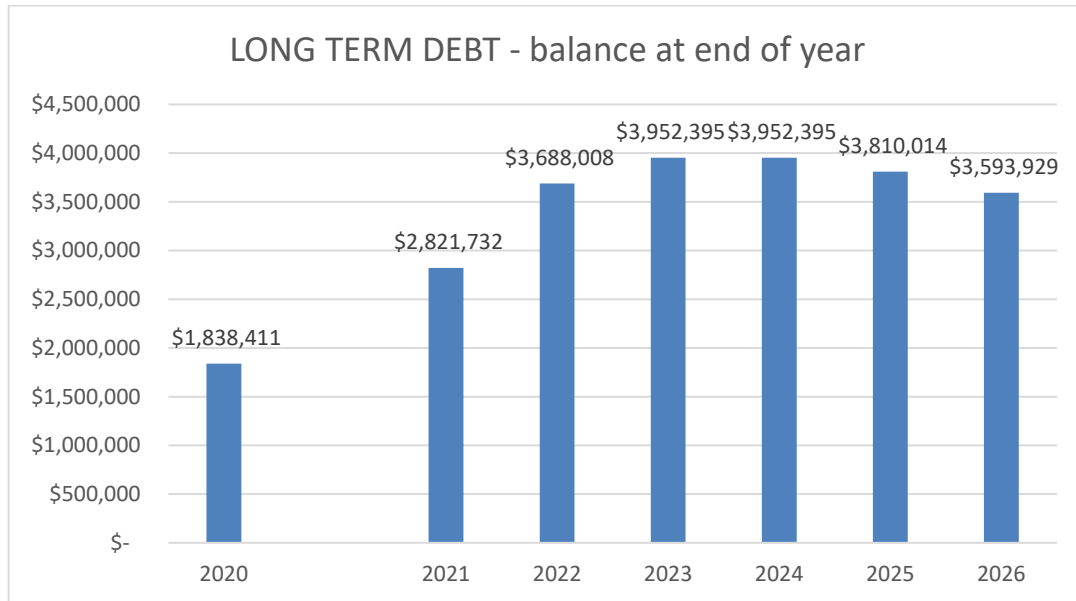
- 20% of Annual Cash Based Surplus from Operations to be transferred to Reserve until Recommended Minimum Reserve Balance Target is achieved.

The following chart demonstrates the changes to reserves built into this financial plan. This financial plan projects the municipality will reach its Minimum Reserve Balance Target in 2026.



4. Long Term Debt

As of December 31, 2020, the Town had outstanding long term debt related to Water services of \$1,838,211. The forecasts include the need to borrow for capital renewal needs until 2025, at which time the Town is expected to fully fund capital renewal costs from own source funds (100%)

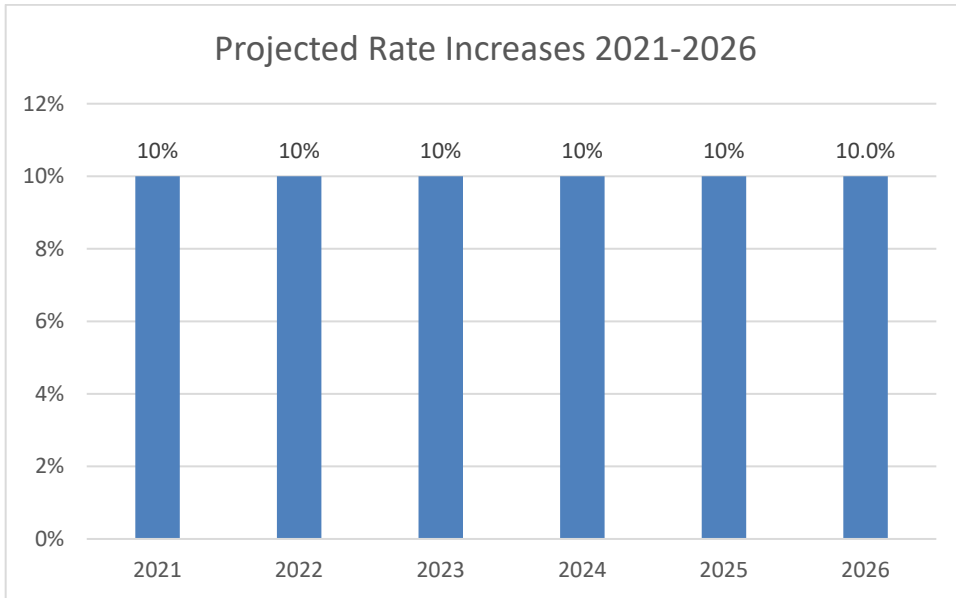


5. Rates

In order for the municipality to:

- 1) meet its infrastructure renewal needs
- 2) reduce/eliminate reliance on long term debt
- 3) eliminate reliance on funding from other levels of government
- 4) establish adequate reserve levels

Significant rate increases are recommended and built into this financial plan, as follows:



TOWN OF COCHRANE

WATER OPERATIONS

Schedule 1

PROJECTED STATEMENT OF OPERATIONS						
	2021	2022	2023	2024	2025	2026
REVENUES						
Water Rates	\$1,909,765	\$2,100,742	\$2,310,816	\$2,541,897	\$2,796,087	\$3,075,696
TOTAL						
EXPENSES						
Operating Expenses	\$1,207,591	\$1,237,781	\$1,268,726	\$1,300,444	\$1,332,955	\$1,366,279
Amortization Expense	\$546,002	\$574,530	\$603,345	\$633,329	\$663,913	\$695,109
Interest Expense	\$56,326	\$55,430	\$65,313	\$72,719	\$77,989	\$75,121
TOTAL	\$1,809,919	\$1,867,740	\$1,937,383	\$2,006,492	\$2,074,857	\$2,136,509
EXCESS REVENUES OVER EXPENSES BEFORE OTHER	\$99,846	\$233,001	\$373,432	\$535,405	\$721,230	\$939,186
OTHER						
Government Transfers related to Capital (Funding)	\$0	\$0	\$0	\$0	\$0	\$0
EXCESS REVENUES OVER EXPENSES	\$99,846	\$233,001	\$373,432	\$535,405	\$721,230	\$939,186

TOWN OF COCHRANE

WATER OPERATIONS

Schedule 2

PROJECTED STATEMENT OF CASH FLOW						
	2021	2022	2023	2024	2025	2026
PROJECTED EXCESS REVENUES OVER EXPENSES	\$99,846	\$233,001	\$373,432	\$535,405	\$721,230	\$939,186
Add back Amortization	\$546,002	\$574,530	\$603,345	\$633,329	\$663,913	\$695,109
CASH PROVIDED BY OPERATIONS	\$645,848	\$807,531	\$976,777	\$1,168,734	\$1,385,143	\$1,634,295
CAPITAL TRANSACTIONS						
Acquisition of Tangible Capital Assets	-\$1,500,000	-\$1,141,100	-\$1,152,622	-\$1,199,374	-\$1,223,362	-\$1,247,829
FINANCIAL TRANSACTIONS						
Proceeds from new debt	\$1,093,454	\$652,454	\$558,659	\$452,069	\$67,225	\$0
Debt Repayment	-\$110,132	-\$157,379	-\$187,459	-\$187,682	-\$209,606	-\$216,085
TOTAL Financing Transactions	\$983,322	\$495,075	\$371,200	\$264,387	-\$142,381	-\$216,085
Increase(Decrease) in Cash Equivalents	\$129,170	\$161,506	\$195,355	\$233,747	\$19,401	\$170,381
Cash Equivalents (Reserve Fund) beginnning of period	\$500,000	\$629,170	\$790,676	\$986,031	\$1,219,778	\$1,239,179
Cash Equivalents (Reserve Fund) end of period	\$629,170	\$790,676	\$986,031	\$1,219,778	\$1,239,179	\$1,409,560

TOWN OF COCHRANE

WATER OPERATIONS

Schedule 3

PROJECTED STATEMENT OF FINANCIAL POSITION						
	2021	2022	2023	2024	2025	2026
FINANCIAL ASSETS						
Cash and cash equivalents	\$629,170	\$790,676	\$986,031	\$1,219,778	\$1,239,179	\$1,409,560
Long Term Debt	-\$2,821,732	-\$3,688,008	-\$3,952,395	-\$3,952,395	-\$3,810,014	-\$3,593,929
Net Financial Assets (Liabilities)	-\$2,192,563	-\$2,897,332	-\$2,966,364	-\$2,732,617	-\$2,570,835	-\$2,184,369
NON FINANCIAL ASSETS						
Tangible Capital Assets	\$10,397,535	\$10,964,106	\$11,513,382	\$12,079,427	\$12,638,876	\$13,191,596
ACCUMULATED SURPLUS	\$8,204,972	\$8,066,773	\$8,547,019	\$9,346,811	\$10,068,040	\$11,007,227
<u>The ACCUMULATED SURPLUS IS COMPRISED OF:</u>						
Surplus Invested in tangible capital assets	\$10,397,535	\$10,964,106	\$11,513,382	\$12,079,427	\$12,638,876	\$13,191,596
TCA Debt	-\$2,821,732	-\$3,688,008	-\$3,952,395	-\$3,952,395	-\$3,810,014	-\$3,593,929
Reserves set aside by Council	\$629,170	\$790,676	\$986,031	\$1,219,778	\$1,239,179	\$1,409,560
	\$8,204,972	\$8,066,773	\$8,547,019	\$9,346,811	\$10,068,040	\$11,007,227

TOWN OF COCHRANE

WATER OPERATIONS

Schedule 4

Tangible Capital Asset Schedule						
2021-2026 FINANCIAL PLAN						
	2021	2022	2023	2024	2025	2026
Tangible Capital Assets - COST						
Opening Balance	\$ 23,361,457	\$ 24,861,457	\$ 26,002,557	\$ 27,155,179	\$ 28,354,553	\$ 29,577,915
Additions	\$ 1,500,000	\$ 1,141,100	\$ 1,152,622	\$ 1,199,374	\$ 1,223,362	\$ 1,247,829
Closing Balance	\$ 24,861,457	\$ 26,002,557	\$ 27,155,179	\$ 28,354,553	\$ 29,577,915	\$ 30,825,745
Tangible Capital Assets - ACCUMULATED DEPRECIATION						
Opening Balance	\$ 13,917,920	\$ 14,463,922	\$ 15,038,452	\$ 15,641,797	\$ 16,275,126	\$ 16,939,039
Additions	\$ 546,002	\$ 574,530	\$ 603,345	\$ 633,329	\$ 663,913	\$ 695,109
Closing Balance	\$ 14,463,922	\$ 15,038,452	\$ 15,641,797	\$ 16,275,126	\$ 16,939,039	\$ 17,634,149
NET BOOK VALUE	\$ 10,397,535	\$ 10,964,106	\$ 11,513,382	\$ 12,079,427	\$ 12,638,876	\$ 13,191,596
<i>Change in net book value</i>	\$ 953,998	\$ 566,571	\$ 549,277	\$ 566,045	\$ 559,448	\$ 552,720

TOWN OF COCHRANE

WATER OPERATIONS

Schedule 5

		WATER RATES						
		Current	2021-2026 FINANCIAL PLAN					
		2020	2021	2022	2023	2024	2025	2026
Rate Increase % from prior>>>		10%	10%	10%	10%	10%	10%	10.0%
METERED SERVICES								
Water Rates (water line size)		Fixed Monthly Charge						
.75" (3/4)		\$ 39.88	\$ 43.87	\$ 48.26	\$ 53.08	\$ 58.39	\$ 64.23	\$ 70.65
1.00"		\$ 55.82	\$ 61.41	\$ 67.55	\$ 74.30	\$ 81.73	\$ 89.90	\$ 98.89
1.5"		\$ 71.78	\$ 78.95	\$ 86.85	\$ 95.53	\$ 105.09	\$ 115.60	\$ 127.15
2.0"		\$ 115.60	\$ 127.16	\$ 139.88	\$ 153.86	\$ 169.25	\$ 186.17	\$ 204.79
3.0"		\$ 438.63	\$ 482.49	\$ 530.74	\$ 583.82	\$ 642.20	\$ 706.42	\$ 777.06
4.0"		\$ 558.26	\$ 614.09	\$ 675.50	\$ 743.05	\$ 817.35	\$ 899.09	\$ 989.00
Sprinkler Systems		\$ 94.56	\$ 104.02	\$ 114.42	\$ 125.86	\$ 138.45	\$ 152.29	\$ 167.52
Unit Hydrant Rental		\$ 51.26	\$ 56.38	\$ 62.02	\$ 68.22	\$ 75.05	\$ 82.55	\$ 90.80
		Volume charge per cubic meter						
Any metered service		\$ 2.43	\$ 2.67	\$ 2.94	\$ 3.23	\$ 3.55	\$ 3.91	\$ 4.30
NON-METERED SERVICES								
Water Rates		Fixed Monthly Charge						
Residential - Water		\$ 71.83	\$ 79.02	\$ 86.92	\$ 95.61	\$ 105.17	\$ 115.69	\$ 127.26
Commercial - Water		\$ 74.55	\$ 82.01	\$ 90.21	\$ 99.23	\$ 109.15	\$ 120.07	\$ 132.07

TOWN OF COCHRANE

WATER OPERATIONS

Operating % of rates based on budget

Capital % of rates based on budget (includes debt repayment)

ORIGINAL SPLIT
66%
34%
100%

METERED SERVICES - OPERATING COMPONENT

	2020	2021	2022	2023	2024	2025	2026
Water Rates (water line size)	Fixed Monthly Charge						
.75" (3/4)	\$ 26.32	\$ 27.14	\$ 27.82	\$ 28.75	\$ 29.65	\$ 30.52	\$ 31.22
1.00"	\$ 36.84	\$ 37.99	\$ 38.94	\$ 40.25	\$ 41.51	\$ 42.72	\$ 43.70
1.5"	\$ 47.37	\$ 48.85	\$ 50.06	\$ 51.75	\$ 53.37	\$ 54.93	\$ 56.19
2.0"	\$ 76.30	\$ 78.68	\$ 80.63	\$ 83.35	\$ 85.95	\$ 88.47	\$ 90.50
3.0"	\$ 289.50	\$ 298.53	\$ 305.94	\$ 316.25	\$ 326.14	\$ 335.68	\$ 343.38
4.0"	\$ 368.45	\$ 379.96	\$ 389.38	\$ 402.51	\$ 415.09	\$ 427.24	\$ 437.03
Sprinkler Systems	\$ 62.41	\$ 64.36	\$ 65.95	\$ 68.18	\$ 70.31	\$ 72.37	\$ 74.03
Unit Hydrant Rental	\$ 33.83	\$ 34.89	\$ 35.75	\$ 36.96	\$ 38.11	\$ 39.23	\$ 40.13
	Volume charge per cubic meter						
Any metered service	\$ 1.60	\$ 1.65	\$ 1.69	\$ 1.75	\$ 1.80	\$ 1.86	\$ 1.90

METERED SERVICES - CAPITAL COMPONENT

	2020	2021	2022	2023	2024	2025	2026
Water Rates (water line size)	Fixed Monthly Charge						
.75" (3/4)	\$ 13.56	\$ 16.73	\$ 20.44	\$ 24.33	\$ 28.74	\$ 33.71	\$ 39.43
1.00"	\$ 18.98	\$ 23.41	\$ 28.61	\$ 34.05	\$ 40.22	\$ 47.18	\$ 55.19
1.5"	\$ 24.40	\$ 30.10	\$ 36.79	\$ 43.78	\$ 51.72	\$ 60.67	\$ 70.97
2.0"	\$ 39.30	\$ 48.48	\$ 59.25	\$ 70.52	\$ 83.30	\$ 97.71	\$ 114.30
3.0"	\$ 149.13	\$ 183.96	\$ 224.81	\$ 267.57	\$ 316.06	\$ 370.74	\$ 433.68
4.0"	\$ 189.81	\$ 234.13	\$ 286.12	\$ 340.54	\$ 402.27	\$ 471.85	\$ 551.97
Sprinkler Systems	\$ 32.15	\$ 39.66	\$ 48.46	\$ 57.68	\$ 68.14	\$ 79.92	\$ 93.49
Unit Hydrant Rental	\$ 17.43	\$ 21.50	\$ 26.27	\$ 31.27	\$ 36.93	\$ 43.32	\$ 50.68
	Volume charge per cubic meter						
Any metered service	\$ 0.82	\$ 1.02	\$ 1.24	\$ 1.48	\$ 1.75	\$ 2.05	\$ 2.40

TOWN OF COCHRANE

WATER OPERATIONS

Schedule 5

EXAMPLE of Average Residential Customer (12m3/month)

WATER SERVICES ONLY

OPERATING COMPONENT

	2020	2021	2022	2023	2024	2025	2026
Fixed service charge	\$ 26.32	\$ 27.14	\$ 27.82	\$ 28.75	\$ 29.65	\$ 30.52	\$ 31.22
Variable charge	\$ 19.21	\$ 19.81	\$ 20.30	\$ 20.99	\$ 21.64	\$ 22.28	\$ 22.79
TOTAL OPERATING COMPONENT	\$ 45.53	\$ 46.96	\$ 48.12	\$ 49.74	\$ 51.30	\$ 52.80	\$ 54.01

CAPITAL COMPONENT

Fixed service charge	\$ 13.56	\$ 16.73	\$ 20.44	\$ 24.33	\$ 28.74	\$ 33.71	\$ 39.43
Variable charge	\$ 9.90	\$ 12.21	\$ 14.92	\$ 17.76	\$ 20.98	\$ 24.60	\$ 28.78
TOTAL CAPITAL COMPONENT	\$ 23.46	\$ 28.93	\$ 35.36	\$ 42.08	\$ 49.71	\$ 58.31	\$ 68.21

TOTAL WATER SERVICES BILL FOR THE MONTH

\$ 68.99	\$ 75.89	\$ 83.48	\$ 91.83	\$ 101.01	\$ 111.11	\$ 122.22
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