

THE CORPORATION OF THE TOWN OF COCHRANE

BY-LAW NUMBER 1606-2024

BEING A BY-LAW TO ADOPT 2024 WATER AND WASTEWATER OPERATING AND CAPITAL BUDGET FOR THE CORPORATION OF THE TOWN OF COCHRANE

WHEREAS Subsection 290 (1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a local municipality shall prepare and adopt a budget including estimates of all sums required during the year for the purpose of the municipality;

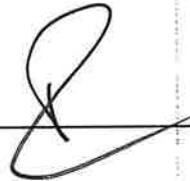
AND WHEREAS the Council of the Corporation of the Town of Cochrane approved the 2024 Water and Wastewater Services Operating and Capital Budget on September 24th, 2024, under Resolution Number 510-2024;

NOW THEREFORE the Council of the Corporation of the Town of Cochrane **ENACTS AS FOLLOWS:**

1. **THAT** the Council hereby adopts the 2024 Water and Wastewater Services Operating and Capital Budget, as set forth in Schedule "A" attached hereto and forming part of this by-law.
2. **THAT** this By-Law shall come into force and take effect upon the final passing thereof.

READ a first and second time this 22nd day of October 2024.

MAYOR



CLERK

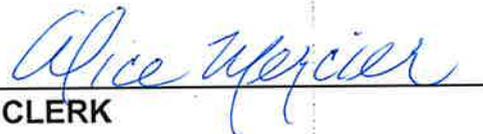


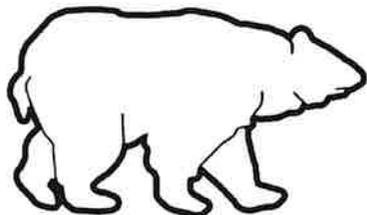
READ this third time and finally passed this 22nd day of October 2024.

MAYOR



CLERK





ONTARIO, CA

COCHRANE

TOWN OF COCHRANE
2024 BUDGET REPORT

WATER AND WASTEWATER SERVICES

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OPERATING BUDGET

RECAP

TOWN OF COCHRANE

WATER AND WASTEWATER 2024 BUDGET REC

	2023		2024 BUDGET	
	2023 BUDGET	2023 ACTUAL	2024 BUDGET	Variance to 2023 BUDGET
OPERATING FUND				
OPERATING REVENUES AND EXPENSES				
TOTAL REVENUES	3,907,170	3,805,105	3,907,170	0
TOTAL EXPENSES (excluding depreciation, includes interest on LTD))	2,775,525	2,164,893	3,047,338	271,813
SUB-TOTAL NET	1,131,645	1,640,212	859,832	277,813
Transfer to Capital/Reserves	-1,131,645	1,640,212	-859,832	
NET FUND	0	0	0	
DEBT / CAPITAL				
DEBT REPAYMENT AND CAPITAL	1,131,645	1,640,212	859,832	
TRANSFER Excess User Fees from Operating Fund				
DEBT REPAYMENT				
PRINCIPAL LOAN REPAYMENT - Existing Debt	-301,580	-225,649	-327,987	
Debt Servicing Costs new debt per Capital Budget (Includes Interest)	-134,628			
TOTAL DEBT REPAYMENT	-436,208	-225,649	-327,987	-327,987
NET AVAILABLE FOR CAPITAL AND/OR TRANSFER TO RESERVES	695,437	1,414,563	531,845	
RESERVES CONTINUITY SCHEDULE				
OPENING RESERVES	2,599,717	2,599,717	3,306,384	
CONTRIBUTION TO RESERVES - EXCESS USER FEES FOR CAPITAL	695,437	1,414,563	531,845	
USE OF EXCESS USER FEES/RESERVES FOR CAPITAL	-1,582,950	-707,896	-1,406,333	
CLOSING RESERVES	1,712,204	3,306,384	2,429,896	0

OPERATING REVENUES AND EXPENDITURES

TOWN OF COCHRANE

GL5410

WATER&SEWER- BUDGET REVIEW- no TR RES

Date : Sep 11, 2024



For Period Ending 31-Aug-2024

	2023 BUDGET	2023 ACTUAL	VARIANCE	2023 BUDGET	2024 BUDGET	VARIANCE
	ANNUAL	ANNUAL		ANNUAL	PROPOSED	
GENERAL FUND						
Revenue						
WATER AND SEWER REVENUES	(3,907,170.00)	(3,805,104.69)	102,065.31	(3,907,170.00)	(3,907,170.00)	0.00
Total Revenue	(3,907,170.00)	(3,805,104.69)	102,065.31	(3,907,170.00)	(3,907,170.00)	0.00
Expense						
LABOUR COSTS	837,394.00	532,684.40	(304,709.60)	837,394.00	915,577.00	76,183.00
UTILITIES	260,750.00	275,989.25	15,239.25	260,750.00	271,450.00	10,700.00
PROPERTY TAXES	24,000.00	23,634.64	(365.36)	24,000.00	24,500.00	500.00
REPAIRS AND MAINTENANCE	209,500.00	169,258.71	(40,241.29)	209,500.00	209,500.00	0.00
MATERIALS AND SUPPLIES	98,000.00	40,394.23	(57,605.77)	98,000.00	57,000.00	(41,000.00)
WASTE DISPOSAL (SLUDGE)	130,000.00	98,403.59	(31,596.41)	130,000.00	130,000.00	0.00
CONTRACTS AND OUTSIDE SERVICES	275,120.00	171,362.55	(103,757.45)	275,120.00	277,120.00	2,000.00
CHEMICALS	180,000.00	232,821.56	52,821.56	180,000.00	250,000.00	70,000.00
TESTING	48,000.00	41,254.95	(6,745.05)	48,000.00	53,000.00	5,000.00
VEHICLE AND EQUIPMENT COSTS	38,200.00	13,884.18	(24,315.82)	38,200.00	25,000.00	(13,200.00)
TRAVEL & TRAINING	25,000.00	18,968.35	(6,031.65)	25,000.00	25,000.00	0.00
ADMIN COSTS-OFFICE/COMPUTERS, ETC	82,000.00	74,603.21	(7,396.79)	82,000.00	220,000.00	138,000.00
INSURANCE AND LICENSES	94,500.00	71,458.92	(23,041.08)	94,500.00	123,200.00	28,700.00
MISCELLANEOUS OPERATING	5,500.00	3,528.11	(1,971.89)	5,500.00	5,500.00	0.00
INTEREST ON LTD	211,618.00	141,830.93	(69,787.07)	211,618.00	194,548.00	(17,070.00)
ALLOCATION OF GEN GOV COSTS	255,943.00	254,815.10	(1,127.90)	255,943.00	265,943.00	10,000.00
Total Expense	2,775,525.00	2,164,092.68	(610,632.32)	2,775,525.00	3,047,338.00	271,813.00
Surplus/Deficit	(1,131,645.00)	(1,640,212.01)	(508,567.01)	(1,131,645.00)	(859,832.00)	271,813.00
Total GENERAL FUND	(1,131,645.00)	(1,640,212.01)	(508,567.01)	(1,131,645.00)	(859,832.00)	271,813.00
Total Surplus (-)/Deficit	(1,131,645.00)	(1,640,212.01)	(508,567.01)	(1,131,645.00)	(859,832.00)	271,813.00

REVENUES/USER FEES

Water Financial Plan for 2021-2026 provides for a 10% annual increase to rates for 5 years in order to achieve the financial model therein.

The following rate increases have occurred and align with the plan

YEAR	Effective Date	% increase	Results in avg residentila monthly bill	Portion for Operating	Portion for Capital
2021	April 1, 2021	10%	\$133.75	\$82.73 (42%)	\$51.02 (38%)
2022	July 1, 2022	10%	\$147.20	\$84.80 (58%)	\$62.41 (42%)

2023 rate increase was deferred pending need to update multiyear financial outlook including updated asset management plan data. Same being recommended for 2024.

REVENUES

No change in revenue forecast, no rate increase

OPERATING EXPENSES

LABOUR COSTS

Reflects organizational staffing levels that existed in early 2024

– Increasing \$78K or 9%

- Inflation/cost of living increase and Collective Agreement step/experience increases - \$55K
- New OMERS/Pension option impact - \$8K
- Medical benefits premium increase - \$5K
- Other benefits and adjs – remaining

UTILITIES

- Hydro - \$10K

MATERIALS AND SUPPLIES

- Adjusted various accounts to reflect historical averages

CONTRACT AND OUTSIDE SERVICES

No significant increase but budget includes several “non-recurring” expenditures carrying forward from prior year

- TOTAL budget of \$277K includes the following non-recurring items:
 - Remove lime - \$100K
 - Well #7 Inspection - \$16K
 - Groundwater Study - \$50K
 - Leak Detection - \$35K

CHEMICALS

- Sewer Plant – increase \$70K

ADMIN COSTS

- Increase \$138 consists of:
 - Legal Fees increase \$107K to reflect 2024 expected costs. Not a recurring cost

- Program/System costs - \$20K to reflect share of new corporate wide records management system/processes project. This is share of implementation costs and therefore not a recurring cost.

INSURANCE AND LICENSES

- \$28k Increase consists of:
 - \$25K insurance claim cost in 2024
 - Balance is policy premiums

CAPITAL BUDGET

RECAP

TOWN OF COCHRANE 2024 WATER & WASTEWATER CAPITAL BUDGET	
	BUDGET
<u>SUMMARY</u>	
2024 CAPITAL WORK approved in prior BUDGET but to occur/straddle into 2024	\$4,058,724
NEW/UPDATED CAPITAL PROPOSED 2024	\$167,100
TOTAL	\$4,225,824

FUNDING SOURCE (HOW PAID FOR)				
FORMULA BASED OCIF	SPECIAL FUNDING / CONTRIBUTIONS	WATER RATES /RESERVE	SEWER RATES/ RESERVE	FINANCED
\$0	\$2,220,412	\$765,616	\$475,616	\$597,079
\$0	\$0	\$122,050	\$45,050	\$0
\$0	\$2,220,412	\$887,666	\$520,666	\$597,079
	\$2,220,412	\$1,408,333		\$597,079
		\$4,225,824		

CAPITAL LIST

TOWN OF COCHRANE 2024 WATER & WASTEWATER CAPITAL BUDGET		FUNDING SOURCE (HOW PAID FOR)				
	BUDGET	FORMULA BASED OCIF	SPECIAL FUNDING / CONTRIBUTIONS	WATER RATES /RESERVE	SEWER RATES/ RESERVE	FINANCED
DETAIL						
ITEMS APPROVED IN PRIOR BUDGET THAT STRADDLE/MOVE to 2024 TIMEFRAME						
Project - Fifth Ave Water and Wastewater Rehabilitation	\$1,624,743		\$914,824	\$354,960	\$354,960	\$0
Project - Phase 2 of LS Pumping Station	\$1,872,079		\$1,275,000			\$597,079
2nd Street water and sanitary upgrades - Bulk Water Station Project	\$41,902		\$30,588	\$5,657	\$5,657	
Huron Road Reconstruction	\$20,000			\$10,000	\$10,000	
Lawn Mower - remove from 2024, sharing resources with Parks and Rec	\$0			\$0	\$0	\$0
Pumping Station 5 (VTP Upgrades)	\$90,000				\$90,000	
New - Diffusers for Tank 1 and Tank 2 - \$300K red circle again 2022)	\$320,000			\$320,000		
SCADA System Update at Water Plant	\$60,000			\$60,000		
Fourth St Reconstruction	\$30,000			\$15,000	\$15,000	
TOTAL ITEMS APPROVED PRIOR to 2024 - carrying forward to 2024	\$4,058,724	\$0	\$2,220,412	\$765,616	\$475,616	\$597,079
			\$2,220,412	\$1,241,233		\$597,079
				\$4,058,724		

TOWN OF COCHRANE 2024 WATER & WASTEWATER CAPITAL BUDGET		FUNDING SOURCE (HOW PAID FOR)				
	BUDGET	FORMULA BASED OCIF	SPECIAL FUNDING / CONTRIBUTIONS	WATER RATES /RESERVE	SEWER RATES/ RESERVE	FINANCED
NEW/UPDATED CAPITAL PROPOSED 2024						
<u>BUILDINGS/FACILITIES</u>						
Lime Pump	\$35,000			\$35,000		
Heat in the Lime Room	\$17,000			\$17,000		
Roof Overhang at Waterplant	\$25,000			\$25,000		
<u>MACHINERY/EQUIPMENT</u>						
Pipe Freezing Kit	\$6,500			\$3,250	\$3,250	
<u>VEHICLES</u>						
<u>WATER/WASTEWATER NETWORK</u>						
Asphalt patching/repairs - related to WS digs/works	\$30,000			\$15,000	\$15,000	
15th/16th Lane (between 6th&7th St) reconstruction	\$33,600			\$16,800	\$16,800	
Fifth Street Reconstruction	\$20,000			\$10,000	\$10,000	
TOTAL 2024 BUDGET TO BE APPROVED	\$167,100	\$0	\$0	\$122,050	\$45,050	\$0
			\$0	\$167,100		\$0
	\$4,225,824			\$167,100		

2025/26 MAJOR PROJECTS OUTLOOK

TOWN OF COCHRANE 2024 WATER & WASTEWATER CAPITAL BUDGET		FUNDING SOURCE (HOW PAID FOR)				
	BUDGET	FORMULA BASED OCIF	SPECIAL FUNDING / CONTRIBUTIONS	WATER RATES RESERVE	SEWER RATES/ RESERVE	FINANCED
Lined up for 2025						
2nd Street water and sanitary upgrades - Bulk Water Station Project	\$ 65,127		\$47,543	\$8,792	\$8,792	
	\$1,920,000		\$1,401,600			\$518,400
Huron Road Reconstruction	\$21,237			\$10,618	\$10,618	
	\$707,885					\$707,885
Fifth Street Reconstruction	\$137,386			\$68,693	\$68,693	
	\$4,579,534					\$4,579,534
	\$1,120,000			\$560,000	\$560,000	
Fourth Street Reconstruction						
	<i>rates yet</i>					
TOTAL 2025 in the QUEUE	\$ 8,551,169		\$1,449,143	\$648,103	\$648,103	\$5,805,819

Unless we receive funding, 2025 borrowing needed for all these projects will likely exceed debt policy limits

APPENDIX A – CAPITAL EXPENDITURE DETAILS – new 2024 items only. See 2023 budget report for detailed capital reports that have been carried forward from prior year

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2024	Timeline:		Date Prepared:	
Project Name:	Roof Repairs at WTP			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Services
SCORING RANKING (per Budget Policy criteria):	4	Notes:	Critical lifecycle maintenance item, and health and safety issue		
Included in Current Asset Management	YES/NO	If NO, Explain:			
Basic Project Description:	Repair roof above doors at WTP.				
Project Justification & Readiness:	The ice accumulation from the higher roof has broken the lower room above the doors at the WTP. This has created a safety issue as the employees wont have protection from the ice without the smaller roof.				
Age of Existing Asset:		Net Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

Capital Costs	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	Total 5 years (2024-2028)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:	5,000					\$ 5,000
Construction:	20,000					\$ 20,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000

NOTES:

Funding sources - to be completed by Finance

Funding Source	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	Total 5 years (2024-2028)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve: Capital	25,000					\$ 25,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other:						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

NOTES:

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2024	Timeline:	Upon Approval		Date Prepared:	
Project Name:	Replace Lime Pump				Department:	Infrastructure Services
Maintenance or Growth:	Maintenance				Prepared by:	Infrastructure Services
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item, and health and safety issue			
Included in Current Asset Management Plan:	YES	If NO, Explain:	Not an individual item within the asset management plan. Plant is 31 years old with no improvements, all assets are poor based on age.			
Basic Project Description:	Purchase new lime pump to replace existing equipment.					
Project Justification & Readiness:	The lime pumps are currently 31 years old, due to its age we have been experiencing difficulty purchasing parts to repair pumps.					
Age of Existing Asset:	31	Net Book Value: (if applicable)		Notes:	Aset ID 260 process equipment	
Expected Asset Life (new item/infrastructure)		Notes:				

EXPENDITURES

<u>Capital Costs</u>	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	Total 5 years (2024-2028)
Purchase Price:	35,000					\$ 35,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000

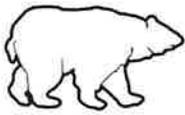
Funding sources - to be completed by Finance						
<u>Funding Source</u>	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	Total 5 years (2024-2028)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve: Capital	35,000					\$ 35,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other:						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2024	Timeline:		Date Prepared:		
Project Name:	Lime Room Heater			Department:	Infrastructure Services	
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Services	
SCORING RANKING POINTS (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item, and health and safety issue			
Included in Current Asset Management Plan:	YES/NO	If NO, Explain:				
Basic Project Description:	Replace heater in Lime Room					
Project Justification & Readiness:	The heater in the lime room has not been working. Heat is required in this room to ensure the lime and equipment do not freeze.					
Age of Existing Asset:	29	Net Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	years (2024-2028)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:	17,000					\$ 17,000
Total Capital Costs	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000
NOTES:						
Funding sources - to be completed by Finance						
<u>Funding Source</u>	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	years (2024-2028)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve: Capital	17,000					\$ 17,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

APPENDIX B – 2023 ASSET MANAGEMENT PLAN – WATER AND WASTEWATER SECTIONS

WATER AND WASTEWATER SECTION ONLY



ONTARIO, CA

COCHRANE

WONDERFULLY UNEXPECTED

TOWN OF COCHRANE

2023 ASSET MANAGEMENT PLAN

Investments in the Town of Cochrane's Infrastructure



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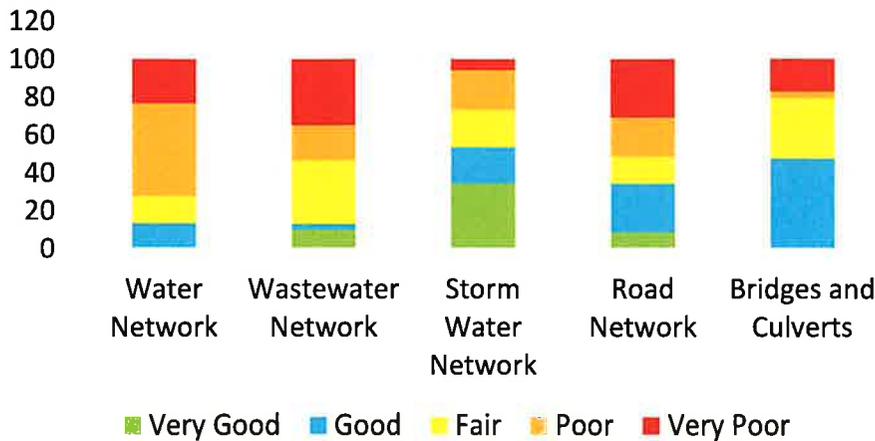
1 EXECUTIVE SUMMARY

The Asset Management Plan (AMP) is a dynamic and living document that focuses on the effective management of core assets in the Town of Cochrane, Ontario. The AMP complies with the requirements as outlined in the Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure. It covers the following core assets:

- Water Network
- Wastewater Network
- Stormwater Network
- Road Network
- Bridges and culver

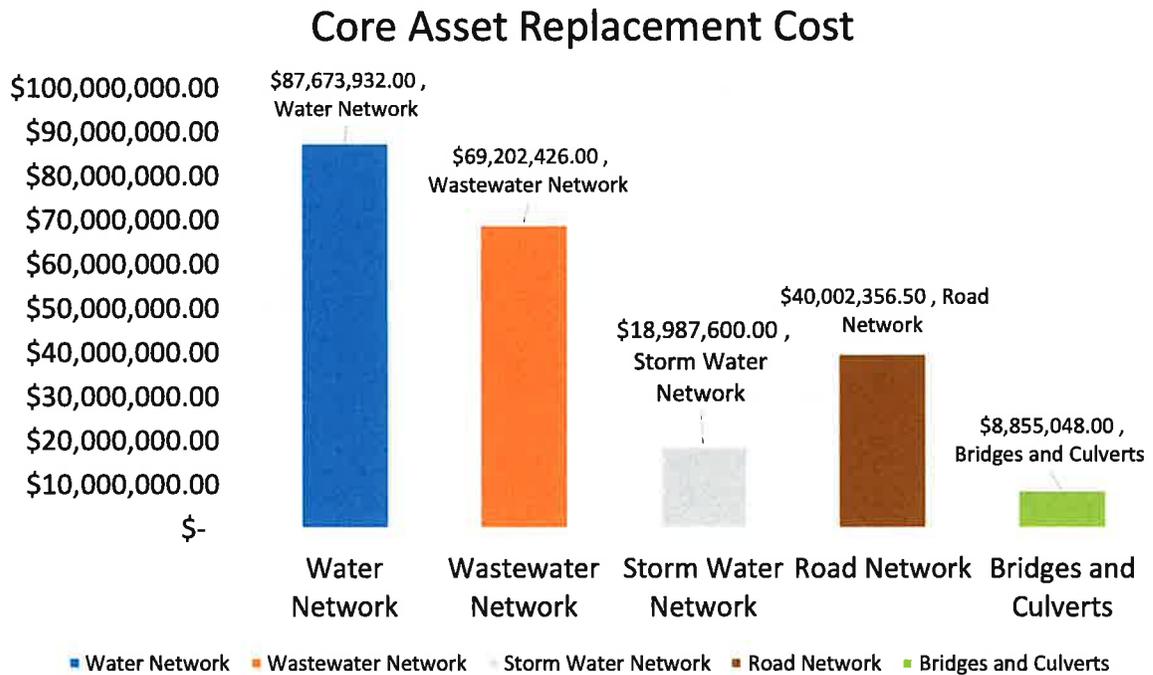
The total replacement cost for these core categories is \$224.7 Million.¹ Currently, the average condition of the core assets is poor, and the Town aims to work towards infrastructure in a state of good repair or better.

Core Asset Condition



¹ 2022 Cost Data

The following chart displays the total replacement cost for each core category.



Over the next 10 years, an estimated reinvestment of \$41.4 million is required for core assets. However, there is a funding gap of \$ 5.58 million for tax-based assets (roads, storm and bridges).

Core Asset Category	Total Replacement Value	10-Year Reinvestment Needs	10-Year Capital Plan	Funding Gap
Water Network	\$87,673,932.00	\$5,133,893.82	\$5,133,893.82	
Wastewater Network	\$69,202,426.00	\$12,067,650.00	\$12,067,650.00	
Storm Water Network	\$18,987,600.00	\$613,200.00	\$600,000.00	\$13,200.00
Road Network	\$40,002,356.50	\$21,684,800.50	\$16,200,000.00	\$5,484,800.50
Bridges and Culverts	\$8,855,048.00	\$1,982,151.00	\$1,900,000.00	\$82,151.00
Total	\$224,721,362.50	\$41,481,695.35	\$35,901,543.82	\$5,580,151.50

To optimize investment and address the backlog of reinvestment needs, the AMP will review assets that don't require replacement within the next 10 years. Options such as pipe lining and operational work will be considered to extend the useful life of assets.

Approximately 61% of condition assessment have been completed for core assets, providing valuable data for decision-making.

The Asset Management Road Map guides the development of the AMP, ensuring compliance with the regulatory standards and facilitating efficient governance and public service. The AMP is a working and living document, continuously reviewed and updated to reflect changing needs and emerging priorities.

6 ASSET MANAGEMENT WATER NETWORK

6.1 STATE OF THE INFRASTRUCTURE WATER SUPPLY

40 km of Water Main

433 Main Valves

203 Hydrants

Total Asset Replacement Value

Category	Unit Price	Total Replacement Cost
Water Mains	\$ 2,100/m	\$86,489,692.60
Main Valves	\$ 865.98	\$ 374,969.34
Hydrants	\$ 3,986.55	\$809,269.65

\$87,673,931.59

2022 Dollars Based on current project prices

The Town of Cochrane continues to produce safe drinking water to our consumers however our infrastructure is starting to age. The water infrastructure is in a poor state due to its age.

The Town is proactively identifying how the infrastructure can be enhanced to mitigate the risk of extreme cold events causing water main breaks and will require future investment to mitigate these risks.

Proactive pipe replacement programs are in place to keep the water system safe and reliable for homes and industries.

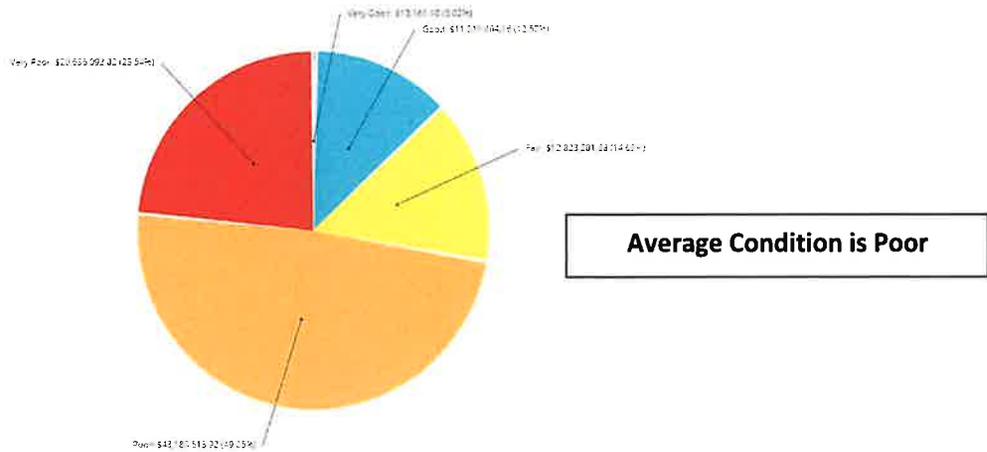
The average age of the water network is calculated based on the known in service date. Below indicates the average age of the water network by category:

Water Mains – 41 Years Old

Main Valves- 41 Years Old

Hydrants- Limited installation date exist for hydrants. Condition would be the deciding factor in replacing or rehabilitating hydrants.

6.2 CONDITION OF THE INFRASTRUCTURE



How is the Condition Graded?

Water mains are scored on the following scale for condition:

- Very Good** Pipe segment has minor defects; failure unlikely in the foreseeable future
- Good** Pipe segment has minor defects; pipe unlikely to fail for at least 20 years.
- Fair** Pipe segment has moderate defects; deterioration may continue at a ten to twenty year time frame.
- Poor** Pipe segment has severe defects; risk of failure within the next five to ten years.
- Very Poor** Pipe segment has failed or will likely fail within the next five years; require immediate attention.

The condition of the water mains is based on age and the assessed condition based on number of water breaks on the section of pipe. We plan to complete a leak detection assessment within the next two years to adequately assess the conditions of the mains.

Hydrants and Main Valve conditions are age based. We plan to complete an inspection for these water appurtenances by the end of 2024.

6.3 TARGET CUSTOMER LEVELS OF SERVICES

- Meet all regulated drinking water quality standards.

- Provide 24/7 uninterrupted supply.
- Water system designed for maximum day plus fire flow or maximum hour pressure.
- All new services a minimum of 19mm; Watermains a minimum of 150mm in diameter.
- Maintain existing watermain assets in a good asset condition.
-

Service attribute	Community levels of service (qualitative descriptions)	Technical levels of service Measure
Scope	1. Provide adequate water services to the community	1. Percentage of properties connected to the municipal water system. 2. Percentage of properties where fire flow is available.
Reliability	1. Provide water services with minimal interruptions	1.The number of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system. 2. The number of connection-days per year due to water main breaks compared to the total number of properties connected to the municipal water system. 3. % of watermains in poor or very poor condition 4. % of water meters in poor or very poor condition 5. % of leaking services fixed 6. % of watermains breaks 7. % of watermains breaks/100 km 8. % of watermains susceptible to freezing
Cost Efficient	1.Providing water service in an efficient manner	1.Operating budget for water services 2.Water linear (Mains and Appurtenance) reinvestment rate 3.Water Meter reinvestment rate 3.water facility reinvestment rate

Safe	<ol style="list-style-type: none"> 1. Water system supports community fire protection 2. Water system provides safe potable drinking water 	<ol style="list-style-type: none"> 1. Percentage of red hydrants³/total # of hydrants 2. Percentage of water sampling meeting regulatory requirements 3. Number of lead services replacements per year 4. Number of boil water advisories
Quality	<ol style="list-style-type: none"> 1. Provide high quality water to residents 	<ol style="list-style-type: none"> 1. Percentage of system serviced by sources that provide substandard water 2. Percentage of system that is unlined CI/DI
Environmental Stewardship	<ol style="list-style-type: none"> 1. Provide a water service that is environmentally conscious 	<ol style="list-style-type: none"> 1. Infrastructure leakage Index (ILI) 2. Energy consumption – kW per ML supplied

6.4 INFRASTRUCTURE REINVESTMENT PLAN WATER SUPPLY 10 Year Reinvestment⁴

Forecasted Needs	Capital Plan ⁵	Gap ⁶
\$ 5,133,893.82	\$5,133,893.82	\$0

Operations and Maintenance Expenses

³ Red hydrant indicates a water flow capacity of fewer than 500 gallons per minute (GPM).

⁴ Values are based off 2022 costs.

⁵ The Town of Cochrane is prepared to provide between \$250K to 300K per year for water capital needs funded by utility rates, reserves, debt and government funding. Based on the Water Financial Plan 2021-2026, The Town is working towards 100% capital funding through own source by 2026, reducing the need for long-term debt by 2026, and 0% annual special funding by 2026. In addition, the Town plans to maintain a water and wastewater reserve of \$ 2M. The Town plans to spend up to \$5M by 2032 consideration of those goals.

⁶ This figure represents the difference between Forecasted Needs and Capital Plan, provided that the Town continues to adhere to its 10-year capital plan. To forecast needs, a number of options will need to be considered. Such options may include: alternative lifecycle costs (e.g. lining mains before complete replacement is required), new technology, new and creative revenue streams to offset costs, potential government funding, combining projects for cost efficiency and other. The Town plans to complete a leak detection program to better evaluate the water main infrastructure.

Annual Expenditure	% of Revised Needs
\$ 168,700.00	3.29%

10 Year Reinvestment

Capital reinvestment of \$5M is planned over the next 10 years to maintain the infrastructure and bring to a state of good repair.

Operations and Maintenance Expenses

Operation and Maintenance expenses of approximately \$ 169K per year or 3.29% of asset replacement needs are incurred to operate the water distribution and treatment systems and conduct maintenance activities on the assets. The costs are considered part of whole lifecycle strategic development and will continue to be optimized as asset management information and technology improve. Operational and Maintenance activities include valve exercising, hydrant flushing and inspection, valve replacement, watermain repairs, leak detection and service repairs.

Lifecycle Costs

Some water networks are eligible to be lined instead of going through a complete reconstruction. Lining could be up to 50% less expensive than replacement due to its less invasive process and will be considered as part of the lifecycle strategies development process.

7 ASSET MANAGEMENT SANITARY SEWER NETWORK

7.1 STATE OF THE INFRASTRUCTURE WASTEWATER

29.9 km of Wastewater Mains

380 Manholes

Total Asset Replacement Value

Category	Unit Price	Replacement Cost
Wastewater Mains	2,100/m	\$ 64,452,426.00
Manholes	\$ 12,500	\$4, 750,000

\$69,202,426.00

2022 Dollars based on current project prices

The wastewater infrastructure is currently in a very poor condition; however, the infrastructure is aging and beginning to impact the Town of Cochrane wastewater collection system.

The Town is proactively identifying how the infrastructure can be enhanced to mitigate the risk of backups into homes and businesses.

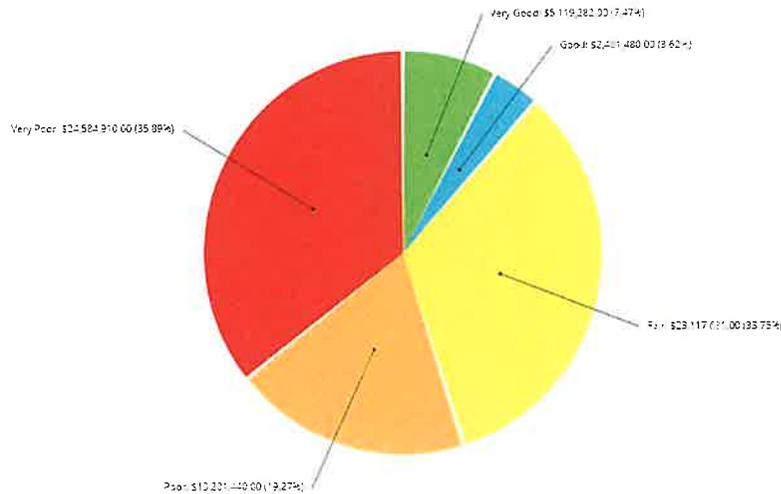
The average age of the Wastewater Network is calculated based on the in service date. Below indicates the average age of the wastewater network by category:

Wastewater Mains - 46 years old.

Manholes - 46 Years old

7.2 CONDITION OF THE INFRASTRUCTURE

Average Condition is Very Poor



How is the Condition Graded?

Wastewater mains are scored on the following scale for condition:

- Very Good** Pipe segment has minor defects; failure unlikely in the foreseeable future.
- Good** Pipe segment has minor defects; pipe unlikely to fail for at least 20 years.
- Fair** Pipe segment has moderate defects; deterioration may continue, at a ten to twenty year time frame.
- Poor** Pipe segment has severe defects; risk of failure within the next five to ten years.
- Very Poor** Pipe segment has failed or will likely fail within the next five years; require immediate attention.

The condition of the sanitary mains is based on age and the assessed condition based on the 2016 CCTV report for the section of pipe.

Manhole conditions are age based. We plan to complete an inspection by the end of 2024.

7.3 TARGET CUSTOMER LEVELS OF SERVICES

- Meet all regulated wastewater quality standards.

- Minimize the number of sewer backups that occur due to Town’s infrastructure failures.
- Minimize the number of emergency sewer bypass events that occur.
- Protect human health and natural environment.
- All new sanitary sewer designed per D-5 guidelines, 200 mm minimum size.
- Maintain existing sanitary assets in good asset condition.
- Repair critical sections of sewer identified in CCTV assessment.

Service attribute	Community levels of service (qualitative descriptions)	Technical levels of service performance
Scope	1. Providing adequate Sanitary wastewater services to the community	1. Percentage of properties connected to the municipal wastewater system.
Reliability	1. Providing wastewater services with minimal interruptions	1. The number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system. 2. The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system. 3. The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system. 4. % of preventative maintenance activities completed on schedule. 5. # of blocked sewers/100km length per year 6. % of flushing/total length 7. # of inspections per maintenance hole in a two year period 8. # of locations with odour control devices.

		9. % of I & I
Cost Efficient	1. Providing wastewater services in an efficient manner	<ol style="list-style-type: none"> 1. Operating budget for wastewater services 2. Collection reinvestment rate 3. Treatment reinvestment rate
Environmentally Conscious	1. Providing wastewater services that have minimal impacts on the environment	<ol style="list-style-type: none"> 1. # of primary bypass events without primary treatment 2. # of secondary bypass events 3. # of system overflows 4. Total volume of untreated wastewater discharged into the natural environment via pumping station overflows 5. % compliance with all applicable regulatory requirements 6. % BOD removal 7. % Suspended solids removal 8. # of days discharging safe treated effluent 9. Energy consumption kW/ML for collection 10. Energy consumption kW/ML for treatment

7.4 INFRASTRUCTURE REINVESTMENT PLAN WASTEWATER NETWORK

10 Year Reinvestment ⁷

Forecasted Needs	Capital Plan ⁸	Gap ⁹
\$ 12,067,650.00	\$12,067,650.00	\$0

Operations and Maintenance Expenses

Annual Expenditure	% of Revised Needs
\$ 35,770.00	0.30%

10 Year Reinvestment

Capital reinvestment of \$12M is planned over the next 10 years to maintain the infrastructure and bring to a state of good repair.

Operations and Maintenance Expenses

Operation and Maintenance expenses of approximately \$36K per year or 0.30% of asset replacement needs are incurred to operate the wastewater collection and conduct maintenance activities on the assets. The costs are considered part of whole lifecycle strategic development and will continue to be optimized as asset management information and technology improve. Operation and Maintenance activities include sanitary sewer flushing, manhole inspection and repairs, CCTV inspections (10-15 years) and sewer line repairs.

⁷ Values are based off 2022 costs.

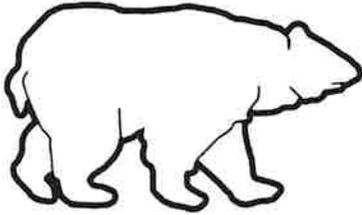
⁸ The Town of Cochrane is prepared to provide between \$750K to 1.5M per year for water capital needs funded by utility rates, reserves, debt and government funding. Based on the Water Financial Plan 2021-2026, The Town is working towards 100% capital funding through own source by 2026, reducing the need for long-term debt by 2026, and 0% annual special funding by 2026. In addition, the Town plans to maintain a water and wastewater reserve of \$ 2M. The Town plans to spend up to \$12M by 2032 consideration of those goals.

⁹ This figure represents the difference between Forecasted Needs and Capital Plan, (provided that the Town continues to adhere to the 10-year capital plan. To address the Town's backlog and forecasted needs, a number of options will need to be considered. Such options may include: alternative lifecycle costs (e.g. lining mains before complete replacement is required), new technology, new and creative revenue streams to offset costs, potential government funding, combining projects for cost efficiency and other.

Lifecycle Costs

Some sanitary networks are eligible to be lined instead of going through a complete reconstruction. Lining could be up to 50% less expensive than replacement due to its less invasive process and will be considered as part of the lifecycle strategies development process. The Asset Management Software indicated a significant backlog due to age and condition. Staff will review the assets and remove assets that do not require replacement in the next 10 years based on additional information such as number of breaks, potential climate change effects, material, condition and other.

APPENDIX C – 2023 WATER AND WASTEWATER BUDGET REPORT



ONTARIO, CA
COCHRANE

TOWN OF COCHRANE
2023 BUDGET REPORT

WATER AND WASTEWATER SERVICES

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OPERATING BUDGET

RECAP

TOWN OF COCHRANE

WATER AND WASTEWATER 2023 BUDGET REC

2023 BUDGET

	2022 BUDGET	2022 Preliminary Actual	Variance	NOTES	2023 BUDGET	Variance to 2022 Budget
OPERATING FUND						
OPERATING REVENUES AND EXPENSES						
TOTAL REVENUES	3,708,876	3,887,756	-8,923		3,807,170	200,491
TOTAL EXPENSES (excluding depreciation, includes Interest on LTD)	2,542,954	1,960,522	-592,432		2,775,525	232,571
SUB-TOTAL NET	1,163,725	1,747,234	583,509		1,131,645	-32,080
Transfer to Capital/Reserves	-1,163,725	-1,747,234			-1,131,645	
NET FUND	0	0			0	
DEBT / CAPITAL						
DEBT REPAYMENT AND CAPITAL	1,163,725	1,747,234			1,131,645	
TRANSFER Excess User Fees from Operating Fund						
DEBT REPAYMENT						
PRINCIPAL LOAN REPAYMENT - Existing Debt	-248,975	-300,000		As of Jan 1, 23 >>>	-301,580	
Debt Servicing Costs new debt per Capital Budget (includes Interest)	-50,000			fall yr	134,628	
TOTAL DEBT REPAYMENT	-298,975	-300,000	300,000		-436,208	-136,208
NET AVAILABLE FOR CAPITAL AND/OR TRANSFER TO RESERVES	864,750	1,447,234			695,437	
RESERVES CONTINUITY SCHEDULE						
OPENING RESERVES	1,969,074	2,425,215			2,501,734	
CONTRIBUTION TO RESERVES - EXCESS USER FEES FOR CAPITAL	864,750	1,447,234	582,484		695,437	
USE OF EXCESS USER FEES/RESERVES FOR CAPITAL	-1,450,000	-1,370,716	79,284		-1,582,950	
CLOSING RESERVES	1,383,824	2,501,734			1,614,221	

OPERATING REVENUES AND EXPENDITURES

TOWN OF COCHRANE
WATER&SEWER - BUDGET REVIEW

GL5410 Pa
 Date : Mar 22, 2023 Tir



For Period Ending 31-Dec-2022

	2022 BUDGET	2022 ACTUAL	VARIANCE	2022 BUDGET	2023 BUDGET	CHANGE FROM
	ANNUAL	PRELIMINARY		ANNUAL	ANNUAL PROPOSED	PRIOR YEAR BUDGET
GENERAL FUND						
Revenue						
WATER AND SEWER REVENUES	(3,706,679.00)	(3,697,755.60)	8,923.40	(3,706,679.00)	(3,907,170.00)	(200,491.00)
Total Revenue	(3,706,679.00)	(3,697,755.60)	8,923.40	(3,706,679.00)	(3,907,170.00)	(200,491.00)
Expense						
LABOUR COSTS	767,039.00	555,179.79	(211,857.21)	767,039.00	837,394.00	70,358.00
UTILITIES	270,800.00	242,460.15	(28,339.85)	270,800.00	260,750.00	(10,050.00)
PROPERTY TAXES	0.00	22,843.05	22,843.05	0.00	24,000.00	24,000.00
REPAIRS AND MAINTENANCE	209,500.00	177,227.91	(32,272.19)	209,500.00	209,500.00	0.00
MATERIALS AND SUPPLIES	77,000.00	54,113.27	(22,886.73)	77,000.00	98,000.00	21,000.00
WASTE DISPOSAL (SLUDGE)	200,000.00	75,200.71	(124,799.29)	200,000.00	130,000.00	(70,000.00)
CONTRACTS AND OUTSIDE SERVICES	191,820.00	108,089.63	(83,730.37)	191,820.00	275,120.00	83,500.00
CHEMICALS	180,000.00	160,332.19	(19,667.81)	180,000.00	180,000.00	0.00
TESTING	48,000.00	30,590.29	(17,409.72)	48,000.00	48,000.00	0.00
VEHICLE AND EQUIPMENT COSTS	40,000.00	20,452.45	(19,547.55)	40,000.00	38,200.00	(1,800.00)
TRAVEL & TRAINING	20,000.00	2,946.64	(17,053.36)	20,000.00	25,000.00	5,000.00
ADMIN COSTS-OFFICE/COMPUTERS, ETC	81,000.00	78,534.64	(2,465.36)	81,000.00	82,000.00	1,000.00
INSURANCE AND LICENSES	60,050.00	74,053.97	(13,963.97)	60,050.00	64,500.00	4,450.00
MISCELLANEOUS OPERATING	4,000.00	3,614.77	(385.23)	4,000.00	5,500.00	1,500.00
INTEREST ON LTD	108,005.00	88,851.56	(19,153.44)	108,005.00	211,618.00	103,613.00
ALLOCATION OF GEN GOV COSTS	255,843.00	260,374.50	4,431.50	255,843.00	255,843.00	0.00
Total Expense	2,542,954.00	1,952,664.31	(590,289.69)	2,542,954.00	2,775,525.00	232,571.00
Surplus/Deficit	(1,163,725.00)	(1,745,091.29)	(581,366.29)	(1,163,725.00)	(1,131,645.00)	32,080.00

REVENUES/USER FEES

HISTORY

In early 2021, Council approved and submitted the Water Financial Plan for 2021 to 2026, as required by the Drinking Water Quality Management System, as part of licensing under the Safe Drinking Water Act. One of the requirements of the financial plan is that it must indicate financial viability of the system. The plan included the following notable items:

- Reduce and ultimately eliminate reliance on special funding opportunities to do critical infrastructure renewal work (100% of Capital Funding needs from OWN SOURCE Funds by 2026),
- No new long term debt for water system by 2026,
- Reach 100% of Recommended Target Minimum Reserves by 2026,
- 10% annual increase to rates.

Please note the majority of the 10% rate increase is designated to the Capital Levy/Infrastructure renewal portion of the rates. As seen below, the proportion of the rates/revenues being designated to operating costs decreases while the portion for infrastructure renewal increases. This will be the case each year – demonstrating that the increase in rates/revenues is substantially being driven by infrastructure renewal needs.

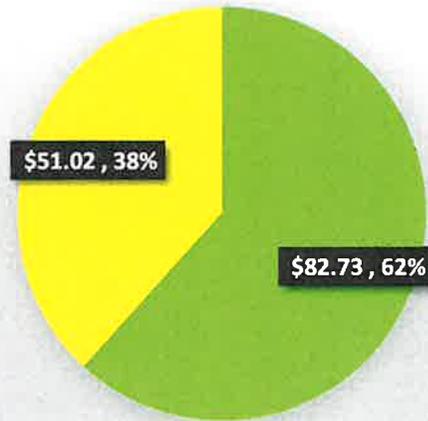
Last increase to rates effective July 1, 2022 – 10%

		MONTHLY CHARGES					Funds go towards		
		If Residential Customer uses Avg 12m3/month					OPERATING COSTS	INFRASTRUCTURE RENEWAL	TOTAL
		WATER		SEWER		TOTAL			
METER TYPE	Fix	Fixed	per m3	Fixed	per m3	MONTHLY BILL			
MW3/4	01-Apr-21	\$ 43.87	\$ 32.03	\$ 33.60	\$ 24.32	\$ 133.82	\$ 82.73	\$ 51.02	\$ 133.75
MW3/4	01-Jul-22	\$ 48.26	\$ 35.23	\$ 36.96	\$ 26.76	\$ 147.20	\$ 84.80	\$ 62.41	\$ 147.20
							62%	38%	
							58%	42%	
							2.5%	22%	10%
							Breakout of increase between OPERATING AND CAPITAL		

Based on average residential monthly usage of 12.7m3

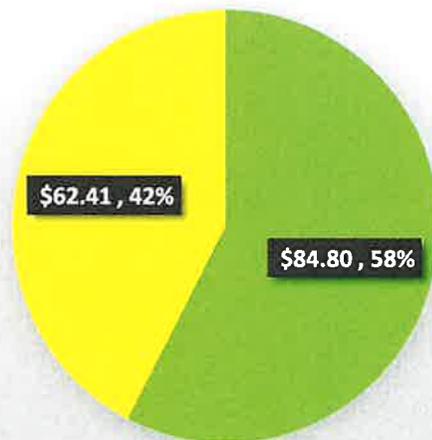
User Fees - breakdown April 2021 to June 2022

■ OPERATING COSTS ■ INFRASTRUCTURE RENEWAL



User Fees - breakdown July 1, 2022 to date

■ OPERATING COSTS ■ INFRASTRUCTURE RENEWAL



EXCERPT FROM TOWN OF COCHRANE 2021-2026 WATER FINANCIAL PLAN REQUIRED UNDER O.REG. 453/07

NOTE – this plan reflect water operations only. Wastewater operations are similar.



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).



2023 RATES/FEES RECOMMENDATION

While the 2021-2026 plan indicates we need to raise taxes 10% per year for 5 years in order to achieve the financial health indicated in the plan, **staff are recommending a delay in implementing the 2023 increase** until we have incorporated the capital expenditure forecasts coming out of the new asset management plan update into the financial needs analysis. The 2023 increase would be the third increase of the five increase plan.

2023 budgeted revenues are increasing as a result of the July 1, 2022 increase being in effect for a full year in 2023, as compared to the partial year in 2022.

OPERATING EXPENSES

LABOUR COSTS – Increasing \$70K or 9%

- Inflation/cost of living increase - \$15K
- Step/experience increases for operations - \$22K
- New OMERS/Pension option impact - \$8K
- Summer student position \$12K
- Other benefits and adjs – remaining

PROPERTY TAXES – new \$24K

- Discovered in 2022 that water and wastewater facilities should not be exempt from municipal property taxes. Note that this in turn is a revenue increase to the tax supported budget

WASTE DISPOSAL(SLUDE) – Decrease \$70K

- Department has been experiencing rising costs and sludge requiring disposal in recent years, investigated and managing it to bring these costs down to reasonable levels.

CONTRACT AND OUTSIDE SERVICES – Increase of \$83K

- Increase is related to non-recurring study or inspection costs
- TOTAL budget of \$275K includes the following non-recurring items:
 - Remove lime - \$100K
 - Well #7 Inspection - \$16K
 - Groundwater Study - \$50K
 - Leak Detection - \$35K

See Appendix for more details

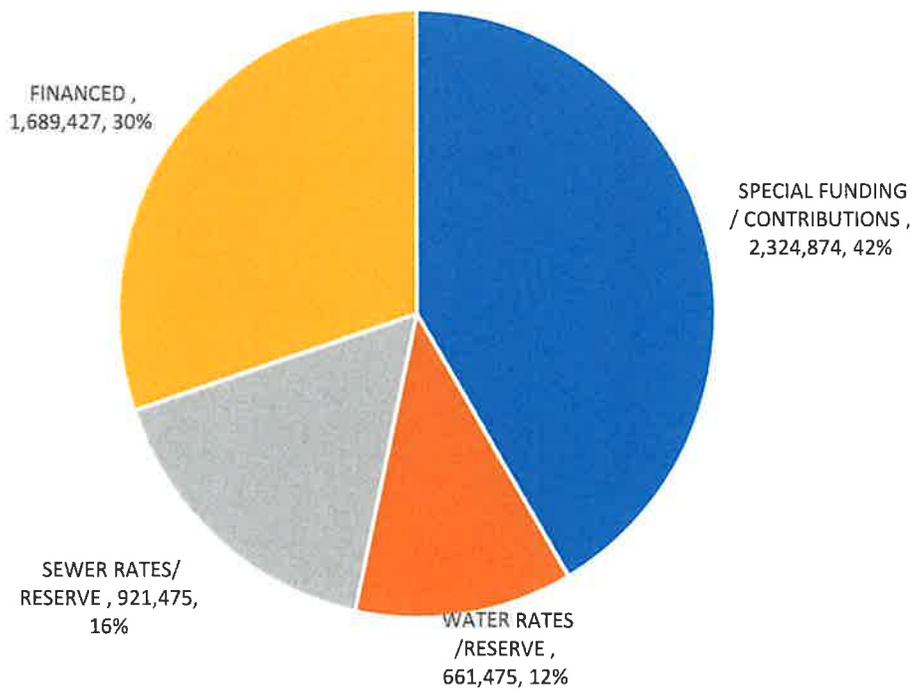
. INTEREST ON LONG TERM DEBT – Increase \$103K

CAPITAL BUDGET

RECAP

	\$\$\$
<u>SUMMARY</u>	
2023 CAPITAL WORK approved in prior BUDGET but to occur/straddle into 2023	4,119,251
NEW/UPDATED CAPITAL PROPOSED 2023	1,478,000
TOTAL	5,597,251

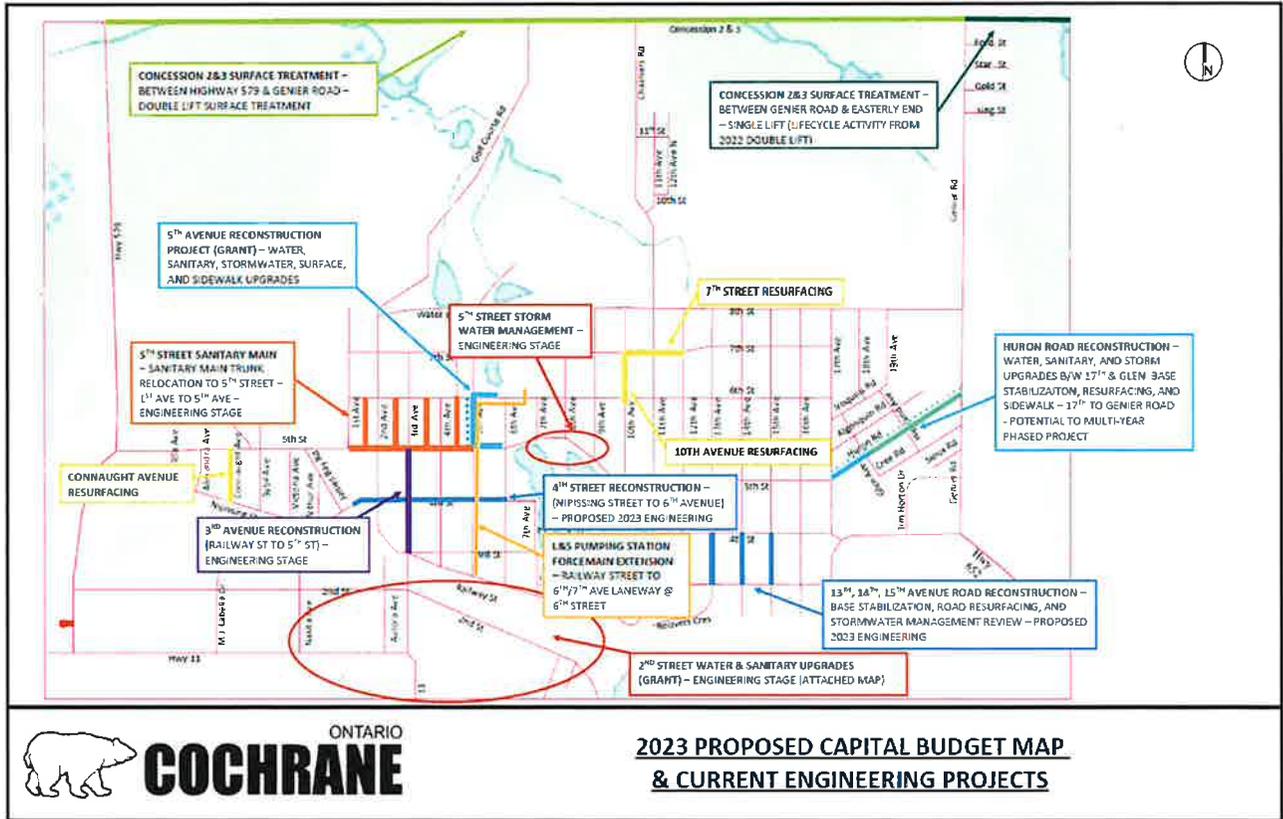
2023 Water/Wastewater - How is \$5.6M paid for?



CAPITAL LIST

A	B	H	I	J	P	Q	R	S	AE
1	TOWN OF COCHRANE								
2	2023 WATER & WASTEWATER CAPITAL BUDGET				FUNDING SOURCE (HOW PAID FOR)				
3		BUDGET			SPECIAL FUNDING CONTRIBUTIONS	WATER RATES RESERVE	SEWER RATES RESERVE	FINANCED	
4		\$\$\$	NOTES						
5	SUMMARY								
6	2023 CAPITAL WORK approved in prior BUDGET but to occur/straddle into 2023				2,324,874	52,475	52,475	1,689,427	
7	NEW/UPDATED CAPITAL PROPOSED 2023				0	609,000	869,000	0	
8	TOTAL				2,324,874	661,475	921,475	1,689,427	
9					\$			5,597,251	
10						\$	1,582,950	\$	-
11	DETAIL								
12	NEW/UPDATED CAPITAL PROPOSED 2023								
13	BUILDINGS/FACILITIES								
14	New - Diffusers for Tank 1 and Tank 2 - \$300K red circle again 2022)	320,000	WWTP				\$	320,000	
15	Well #5 Remediation	35,000				\$	35,000		
16	SCADA System Update at Water Plant	60,000				\$	60,000		
17	MACHINERY/EQUIPMENT								
18	CF Lawn Mower	10,000				\$	5,000	\$	5,000
19	Lights for nightwork	10,000				\$	5,000	\$	5,000
20	VEHICLES								
21	Truck Replacement Asset ID#778	63,000				\$	31,500	\$	31,500
22	WATER/WASTEWATER NETWORK								
23	Pumping Station 5 (VTP Upgrades)	35,000					\$	35,000	
24	Huron Road Reconstruction	915,000	Estimate 50% for now			\$	457,500	\$	457,500
25	Fourth St Reconstruction - Design/Engineering	30,000				\$	15,000	\$	15,000
26	TOTAL 2023 BUDGET TO BE APPROVED	\$ 1,478,000			\$ -	\$ 609,000	\$ 869,000	\$ -	
27					\$			1,478,000	
28									
29	ITEMS APPROVED IN PRIOR BUDGET THAT STRADDLE/MOVE to 2023 TIMEFRAME								
30	CF Truck Replacement (2008 Dodge Ram 4X4) - Asset ID#776	55,000	Ordered in March 2022 but not received yet. will get booked in 2023			\$	27,500	\$	27,500
31	CF Project - Second/Third Ave (between Sixth and Seventh St) - X2 laneway	514,251	Straddles from 2022					\$	514,251
32	CF Contract Admin for 2nd/Third Ave	25,000						\$	25,000
33	CF Project - Fifth Ave Water and Wastewater Rehabilitation	1,840,000	RFI will be issued March 21, will know more then		\$	914,824		\$	925,176
34	CF Project - Phase 2 of LS Pumping Station	1,500,000			\$	1,275,000		\$	225,000
35	2nd Street water and sanitary upgrades - engineering	185,000			\$	135,050	\$	24,975	\$
36	TOTAL ITEMS APPROVED PRIOR to 2023 - occurring in 2023	4,119,251			2,324,874	52,475	52,475	1,689,427	
37					\$			4,119,251	
38								\$	-
39	Lined up for 2024 or 2024/2025								
40	15th/16th Lane (between 6th&7th St) reconstruction	1,120,000	no funding						
41	2nd Street water and sanitary upgrades	1,920,271	funded 73% therefore TOC portion is \$512K						
42		3,040,271							
43									

MAP OF 2023 CAPITAL



APPENDICES

APPENDIX A – USER FEE RATES EFFECTIVE JULY 1, 2022

**TOWN OF COCHRANE
WATER AND WASTE WATER RATES
EFFECTIVE July 1, 2022
RESOLUTION 172-2022**

<u>Water line size</u>	WATER		
	OPERATING LEVY	CAPITAL LEVY	TOTAL
	Fixed Monthly Charge		
0.75" (3/4)	\$ 27.83	\$ 20.43	48.26
1.00"	\$ 38.94	\$ 28.60	67.54
1.5"	\$ 50.07	\$ 36.78	86.85
2.0"	\$ 80.64	\$ 59.23	139.87
3.0"	\$ 305.99	\$ 224.74	530.73
4.0"	\$ 389.45	\$ 286.04	675.49
Sprinkler Systems	\$ 65.97	\$ 48.45	114.42
Unit Hydrant Rental	\$ 35.76	\$ 26.26	62.02

	Volume Charge per Cubic Meter		
Any metered service	\$ 1.70	\$ 1.24	2.94

<u>Water line size</u>	WASTEWATER		
	OPERATING LEVY	CAPITAL LEVY	TOTAL
	Fixed Monthly Charge		
0.75" (3/4)	\$ 21.31	\$ 15.65	36.96
1.00"	\$ 29.83	\$ 21.91	51.74
1.5"	\$ 38.36	\$ 28.17	66.53
2.0"	\$ 61.80	\$ 45.38	107.18
3.0"	\$ 234.40	\$ 172.16	406.56
4.0"	\$ 298.33	\$ 219.11	517.44

	Volume Charge per Cubic Meter		
Any metered service	\$ 1.29	\$ 0.94	2.23

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	December 6th, 2021
Project Name:	Diffusers for Tank 1 & 2 at STP			Department:	Infrastructure Services - WS
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Serious Lifecycle Maintenance Item		
Included in Current Asset Management Plan:	YES	If NO, Explain:	Not an individual item within the asset management plan. Plant is 28 years old with no improvements, all assets are poor based on age.		
Basic Project Description:	Purchase new heads and replacing existing.				
Project Justification & Readiness:	The existing diffusers have small openings which easily get blocked by sludge. They are made with with very thin aluminum and are easily damaged. This causes a poor distribution of air, if any, throughout the tank. New diffusers would increase efficiency and reduce operating cost.				
Age of Existing Asset:	28	Ne Book Value: (if applicable)		Notes:	260- process piping and equipment
Expected Asset Life (new item/infrastructure)	20	Notes:			

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 320,000.00					\$ 320,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ 320,000
NOTES:						

Funding sources

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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>\$ 320,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 320,000</i>
NOTES:						

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

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	December 6th, 2022
Project Name:	4 x 4 Truck - Replacing U322			Department:	Infrastructure Services-WS
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Serious Lifecycle Maintenance Items		
Included in Current Asset Management Plan:	Yes	If NO, Explain:			
Basic Project Description:	Purchase and replace with a new 1/2 ton extended cab 4x4 truck.				
Project Justification & Readiness:	Asset ID #778. The truck has 113,296 kms. Asset will be amortized in 2025. Asset has reached end of its useful life. Repairs are regularly and costly.				
Age of Existing Asset:	11	Ne Book Value: (if applicable)		Notes:	Asset ID 778
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 63,000.00					\$ 63,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 63,000	\$ -	\$ -	\$ -	\$ -	\$ 63,000

NOTES:

Funding sources

<u>Funding Source</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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>\$ 63,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 63,000</i>

NOTES:

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	December 6th, 2021
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:	Serious Lifecycle Maintenance Items		
Included in Current Asset Management Plan:	Yes	If NO, Explain:			
Basic Project Description:	Purchase and replace the riding lawn mower for the water and wastewater treatment plant grounds.				
Project Justification & Readiness:	The riding lawn mower was purchased in 2010 and is in very poor condition. This riding lawn mower is used to cut the grass around the wastewater treatment plant, water treatment plant and well area. The staff have suggested purchasing an industrial lawn mower as the residential lawn mower always over heats with the amount of grass that is required to cut.				
Age of Existing Asset:	12	Ne Book Value: (if applicable)	3,083	Notes:	Asset ID 613
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 10,000.00					\$ 10,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
NOTES:						

Funding sources

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -					
NET should be 0	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
NOTES:						

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Upon Approval	Date Prepared:	
Project Name:	Well # 5 Rehabilitation			Department:	Infrastructure Services-WS
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	5	Notes:	Legislative Requirements		
Included in Current Asset Management Plan:	Yes	If NO, Explain:			
Basic Project Description:	Installation of an additional stainless-steel liner in the well.				
Project Justification & Readiness:	During the Well inspection a hole was noticed on well # 5 stainless steel liner. International Water Suply has recommended three options to remediate the well. Option # 3 is the best fit, with the installation of an additional stainless- steel liner. Due to this decreasing the size of the pipe, a new pump would require to be purchased to fit in the existing pipe. This well is past its useful life and we require to do a ground water study prior to commisioning a new well, this remediation will keep well # 5 in service while we work towards commission a new well.				
Age of Existing Asset:	20	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	20	Notes:			

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 35,000.00					\$ 35,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
NOTES:						

Funding sources

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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>\$ 35,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 35,000</i>
NOTES:						

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Upon Approval	Date Prepared:	
Project Name:	Pumping Station 5 (VTP) Upgrades			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:	Replace current pumps with new grinder pumps.				
Project Justification & Readiness:	The current pumps are the original pumps that were installed with the pumping station. These pumps have not received regular maintenance in the past. Staff currently have to check the status of the pumps multiple times a week with an OHM Meter. Weekly the pumps are pulled and cleaned of debris. Grinder pumps would reduce the amount of maintenance hours spend on these pumps.				
Age of Existing Asset:	N/A	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 35,000.00					\$ 35,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000

NOTES:

Funding sources

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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>\$ 35,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 35,000</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:	December 6th, 2021
Project Name:	2nd/3d Avenue Laneway between 6th -7th Street WS Replacement			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:	Full laneway reconstruction to replace the sanitary and water mains, manholes and valves on 1st/2nd Avenue between 6th/7th Street				
Project Justification & Readiness:	The sanitary lines in this section is 65 years old and deemed to be in poor condition on Asset Management. It is clay tile and in very poor condition as seen in the CCTV inspections. We have had numerous sanitary issues in this area. Engineering is currently being completed and is expected to be tendered by end of March.				
Age of Existing Asset:	Sanitary mains are 65 years old. Water mains are 48 years old.	No 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	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total 5 years (2022-2026)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:	\$ 25,000.00					\$ 25,000
Construction:	\$ 1,565,000.00					\$ 1,565,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 1,590,000	\$ -	\$ -	\$ -	\$ -	\$ 1,590,000

NOTES:

Funding Source	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total 5 years (2022-2026)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other:						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 1,590,000	\$ -	\$ -	\$ -	\$ -	\$ 1,590,000

NOTES: Total construction value includes last year's expenses

Project Cost Centre # -
(assigned when approved)

Invoice #	Date	Engineering CA
101506	09-Nov-21	\$4,810.00
102109	10-Dec-21	\$8,376.25
102524	12-Jan-22	\$11,611.25
103029.1	09-Feb-22	
103029	09-Feb-22	\$57,026.25
103508	08-Mar-22	\$37,835.22
104366	14-Apr-22	\$73,903.63
104807	12-May-22	\$56,372.79
105447	13-Jun-22	\$3,621.25
105868	13-Jul-22	\$12,769.10
106358	10-Aug-22	\$662.24 \$5,095.00
107209	14-Sep-22	\$0.00 \$5,355.00
107471	30-Sep-22	\$0.00 \$9,741.25
108447	10-Nov-22	\$0.00 \$37,176.42
108843	07-Dec-22	\$0.00 \$25,944.71
109404	10-Jan	\$11,305.00
Total		\$266,987.98 \$94,617.38
w/ NR		\$271,687.16 \$96,282.71
Original Contract Total		\$268,144.18 \$33,536.63
Additional Scope Change		\$0.00 \$87,120.00
Remaining Expenses		-\$3,542.98 \$24,373.92

Current Forecast of Construction cost savings \$ 122,318.63 Note: At least one more issue with moving a manhole on 6th Street due to Natural Gas line. Waiting for the cost

	\$ 160,000.00
	\$ 60,000.00
	\$ 23,184.09
	\$ 3,600.00
	\$ 123,990.89
	\$ 11,457.60
CHANGES or unused items	\$ 72,424.80
	-\$ 29,155.00
	-\$ 4,800.00
	-\$ 165,953.60
	-\$ 30,355.20
	-\$ 96,566.40
	-\$ 580.00
	-\$ 4,928.55
	-\$ 41,962.71

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Project Name:	Huron Road Reconstruction			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Lifecycle Item		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Existing curbs and sidewalk would be removed and replaced as well as the asphalt surface and granular base. All utility services under the road to be replaced as required. Approximately 552 meters of roadway, base, surface, sidewalk, curb and gutter approximately 200 m of watermain, 4 valves, and 3 hydrant, approximately 111 meters of sanitary sewer, 2 manholes, 70 metres of stormwater main, and 8 catch basins.				
Project Justification & Readiness:	Huron Road is a primary road and rehabilitation is required in the next year as per 2016 Road Needs Study. Asphalt is at the end of it's useful life and needs to be replaced. Road has improper crown causing drainage issues. Underground infrastructure will be at the end of its useful life in 5 years. Sidewalks have deteriorated beyond repair and need to be replaced to be brought up to MMS.				
Age of Existing Asset:	End of Useful Life	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	Multiple	Notes:	Road Surface (Residential) - 20 years Sidewalk & Curb/Gutter - 15 years Water works - 25 years Sanitary Works - 60 years Storm works - 60 years		

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:						\$ -
Project Management:	\$ 65,000					\$ 65,000
Design/Engineering:						\$ -
Construction:	\$ 850,000					\$ 850,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 915,000	\$ -	\$ -	\$ -	\$ -	\$ 915,000

NOTES:

Funding sources - to be completed by Finance

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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>\$ 915,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 915,000</i>

Huron Road Budget Amount

Jared Alcock
To Monika Malherbe

Thu 2023-03-23 11:00 AM

Start your reply all with: Ok, thank you. Ok, thanks. Thank you very much! [Feedback](#)

Hi Monika,

Based on 99% Opinion of Probable Costs (OPCC's), the budget required for water/wastewater is \$850,000.

Thanks,

Jared Alcock, C.E.T.

Construction cost based on 66% OPCC's, need to be updated

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Upon Approval	Date Prepared:	
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	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:	Included					\$ -
Construction:	1793000					\$ 1,793,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 1,793,000	\$ -	\$ -	\$ -	\$ -	\$ 1,793,000

NOTES:

Funding sources						
Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:	943023.8					\$ 943,024
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 943,024	\$ -	\$ -	\$ -	\$ -	\$ 943,024
<i>NET should be 0</i>	<i>\$ 849,976</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 849,976</i>

NOTES:

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Upon Approval	Date Prepared:	
Project Name:	L&S Pumping Station FM Extend			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	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	N/A	Notes:			

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:	Included					\$ -
Construction:	1500000					\$ 1,500,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000

NOTES:

Funding sources

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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	\$ 184,534.00					\$ 184,534
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 1,289,534	\$ -	\$ -	\$ -	\$ -	\$ 1,289,534
<i>NET should be 0</i>	<i>\$ 210,466</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 210,466</i>

NOTES:

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Upon Approval	Date Prepared:	
Project Name:	2nd Street (East) Water and Wastewater Engineering			Department:	Infrastructure Services-WS
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)		Notes:			
Included in Current Asset Management Plan:		If NO, Explain:			
Basic Project Description:	<p>The scope consists of a full depth reconstruction of 2nd Street including the adjacent laneway and the construction of a bulk water filling station. The reconstruction will consist of:</p> <ul style="list-style-type: none"> - Granular and surface treatment replacement - Replacement of approx. 780 m of watermain, 4 water valves, 5 hydrants - Bulk water filling station including connections and site civil works - Site restoration <p>Review and design of approximately 400 meters of sanitary main and 4 maintenance holes. A review of the possibility to eliminate a pumping station located on 2nd Street (Pumping Station #1) and re-route of the sanitary main to Pumping Station #2.</p>				
Project Justification & Readiness:	<p>As a whole, this project will significantly improve the reliability and increase access of the drinking water assets. The watermain assets for this project (according to Town records) have had 13 breaks in the last 23 years. The watermain in the laneway portion is a dead end watermain and residents serviced by this watermain lose water service in the event of a failure. The sanitary collection main adjacent to this section of the watermain is also suspected to be deteriorated and there is potential of cross contamination with the water main being in close proximity. CCTV inspection of the sanitary main completed in 2017 shows significant debris in the sanitary sewer such as gravel and rocks.</p> <p>The watermain on 2nd Street connects to the watermain in the laneway and provides a loop, increasing the water pressure for the dead end watermain. This section of watermain is in very poor condition and has had majority of the failures.</p> <p>The replacement of all identified assets would significantly reduce this risk for the foreseeable future.</p> <p>The Town does not currently have a bulk water filling station and residents who are in need of safe, reliable drinking water (i.e. rural residents) will now have access to potable water with the construction of a bulk water filling station. Furthermore, with the watermain being a dead end, the chlorine residual of the watermain is lower than the rest of the Town and an increased consumption of water through the bulk water filling station will improve the chlorine residual in this area and the residents will experience better quality drinking water.</p>				
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:	185000					\$ 185,000
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 185,000	\$ -	\$ -	\$ -	\$ -	\$ 185,000

NOTES:

Funding sources

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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>\$ 185,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 185,000</i>

NOTES:

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023/2024	Timeline:	Spring 2023/Summer 2024	Date Prepared:	
Project Name:	4th Street Reconstruction			Department:	Infrastructure Services
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:	<p>Road reconstruction of Fourth Street between Nipissing Street and 6th Avenue. The engineering for this project is to be completed in 2023, including underground infrastructure, road base and surface, and sidewalks. Construction to be completed in 2024.</p> <p>Road - 530 metres Sidewalk - Nipissing to 3rd Avenue - Sidewalk on north side Stormwater main - 180 metres Catchbasins - 9 Watermain - 540 metres (150 mm) plus 4 - 30 metre crossers (100 mm) Sanitary Main - 5 - 30 metre crossers (200 mm)</p>				
Project Justification & Readiness:	<p>4th Street is a primary road and replacement is required as per 2016 Road Needs Study. Asphalt is at the end of it's useful life and needs to be replaced. Road has improper crown and causing drainage issues. Underground infrastructure is at the end of its useful life (age-based). Rehabilitation of the underground infrastructure is likely sufficient.</p> <p>With engineering and 2023 Stormwater CCTV inspection, a condition assessment will provide a better understanding of the overall condition in this area for the stormwater management system. It is expected that new infrastructure will be required at 4th Street & 4th Avenue.</p> <p>It will be determined through engineering the extent to which the sidewalks will need to be replaced. It is the department's recommendation to replace if the surface or base is not structurally sound. If the sidewalk is determined to have sufficient useful life remaining, it will be left in place since there is a boulevard and replacement of the street and underground infrastructure likely won't affect the sidewalk and vise versa when the sidewalk is replaced.</p>				
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:	\$ 15,000					\$ 15,000
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000

NOTES:

Funding sources - to be completed by Finance

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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>\$ 15,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 15,000</i>

NOTES:

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Upon Approval	Date Prepared:	
Project Name:	SCADA UPGRADE			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:	Purchase a new server and update with current SCADA (Factory Talk and Windows)				
Project Justification & Readiness:	Our current system consist of two physical serves, both running Windows 7 Operating Systems with Factory Talk View SE HMI. The main server is responsible for generating reports using XL reporter. The operating system is no longer supported by Microsoft. In upgrading to the latest OS, all SCADA software will need to be updated to maintain cmpatibility. The new SCADA system will consits of one ESXI server hosting two virtual machines and two workstation cmputers for operators to access the system.				
Age of Existing Asset:	12	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	15	Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 60,000.00					\$ 60,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000

NOTES:

Funding sources

<u>Funding Source</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:	\$ 60,000					\$ 60,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
<i>NET should be 0</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOTES:

Project Cost Centre # -
(assigned when approved)

I think this should be Operational

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Upon Approval	Date Prepared:	
Project Name:	Purchase Light Tower			Department:	Infrastructure Services-WS
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Health & Safety		
Included in Current Asset Management Plan:	Yes	If NO, Explain:			
Basic Project Description:	Purchase one new or used light tower suitable for night work for water distribution repairs				
Project Justification & Readiness:	To purchase a light tower that is capable to illuminate the entire work site during water distribution repairs at night to increase safety while working at night. The light tower will also provide a source of power for pumps and other tools.				
Age of Existing Asset:	N/A	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 10,000					\$ 10,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
NOTES:						

Funding sources

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:	\$ 10,000					\$ 10,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
<i>NET should be 0</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:						

Project Cost Centre # - I think this should be Operational
(assigned when approved)

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

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Item Name:	Empty WTP Lagoons			Department:	Infrastructure Services
One Time or Recurring:	One Time			Prepared by:	Infrastructure Staff
Basic Description:	Empty Sludge Lagoons - Purchase a dredge to empty into a tanker to be taken off-site				
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.				

EXPENDITURES

<u>Costs - if cost reduction please enter negatives</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Labour Costs:						\$ -
Outsourced Costs (Consultants, Service Providers)	\$ 100,000.00					\$ 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>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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>\$ 100,000</i>
NOTES:						

Project Cost Centre # - assigned when approved if applicable	
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Should be operational unless we purchase our own equipment to dewater lime/sludge

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Upon Approval	Date Prepared:	
Project Name:	Leak Detection			Department:	Infrastructure Services-WS
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Serious Lifecycle Maintenance		
Included in Current Asset Management Plan:	NO	If NO, Explain:			
Basic Project Description:	Leak Detection on our water mains for the entire town				
Project Justification & Readiness:	Leak detection of our mains will assist in condition assessments of our mains while simultaneously searching for leaks. This technology can alert early formation of a leak and enable informed decision making to minimize repair cost, infrastructure damage and water loss.				
Age of Existing Asset:	N/A	Net Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	N/A	Notes:			

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 35,000.00					\$ 35,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000

NOTES:

Funding sources

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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>\$ 35,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 35,000</i>

NOTES:

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Upon Approval	Date Prepared:	
Project Name:	Groundwater Study			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:	N/A	If NO, Explain:			
Basic Project Description:	Complete a new ground water study for our wells.				
Project Justification & Readiness:	Based on the curent conditions of our wells, it is recommended to complete a ground water study to proactively plan the commission of a new well.				
Age of Existing Asset:	N/A	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Upon Approval	Date Prepared:	
Project Name:	Well # 7 Inspection			Department:	Infrastructure Services-WS
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Serious Lifecycle Maintenance		
Included in Current Asset Management Plan:	Yes	If NO, Explain:			
Basic Project Description:	Inspection of Well # 7				
Project Justification & Readiness:	Due to the issues found with Well # 5 and the potential that the components in Well # 7 could be in poor condition, the Town deferred the video inspection on Well # 7 until Well # 5 could be remediated.				
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 16,000.00					\$ 16,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ 16,000

NOTES:

Funding sources

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
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>\$ 16,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 16,000</i>

NOTES:

Project Cost Centre # -
(assigned when approved)

I think this should be Operational

**CORPORATION
OF THE TOWN OF COCHRANE**



**DRINKING WATER QUALITY MANAGEMENT
SYSTEM**

FINANCIAL PLAN

DWWP 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.

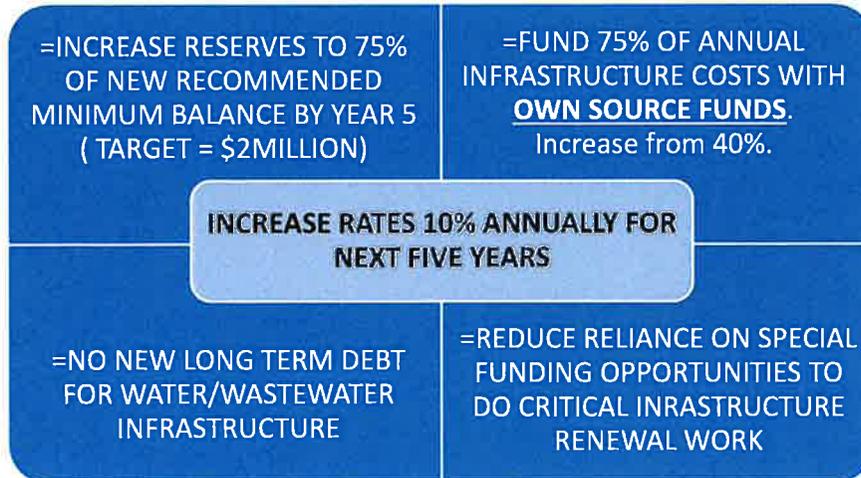
TREATED WATER FLOWS				
	Year	Daily Monthly Average (m³)	Daily Maximum (l/s)	Yearly Total (m³)
	2014	2,735		1,005,856
	2015	2,336	79.1	851,348
	2016	1,777	81.5	647,352
	2017	1,561	77.8	570,011
	2018	1,453	81.4	524,541
	2019	1,414	82.4	515,901
	2020	1,342	80.4	491,161

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

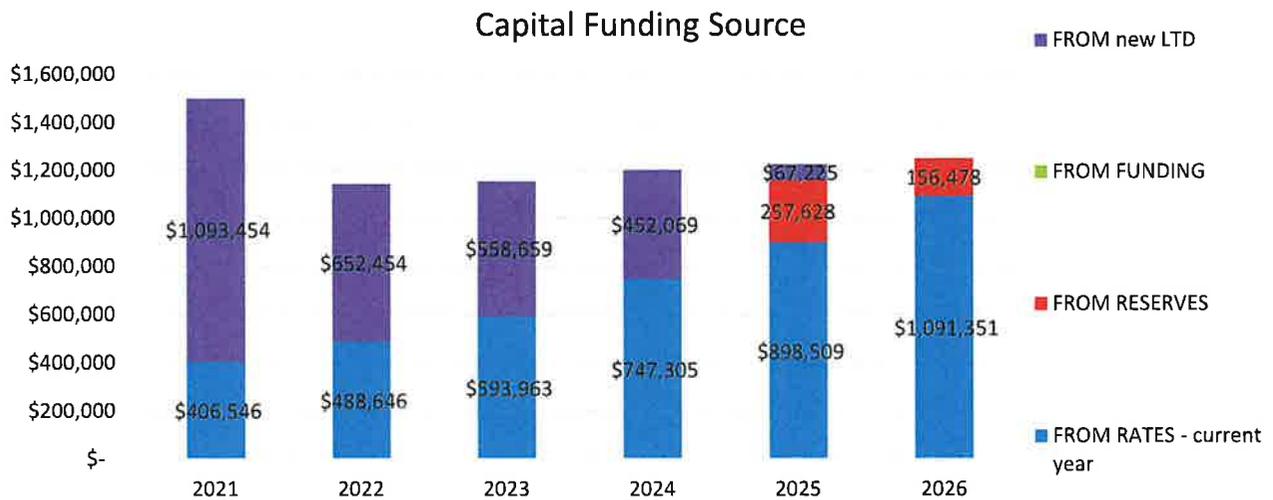
implemented an asset management system to track and analyse the data and assist with long term life cycle planning.

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:

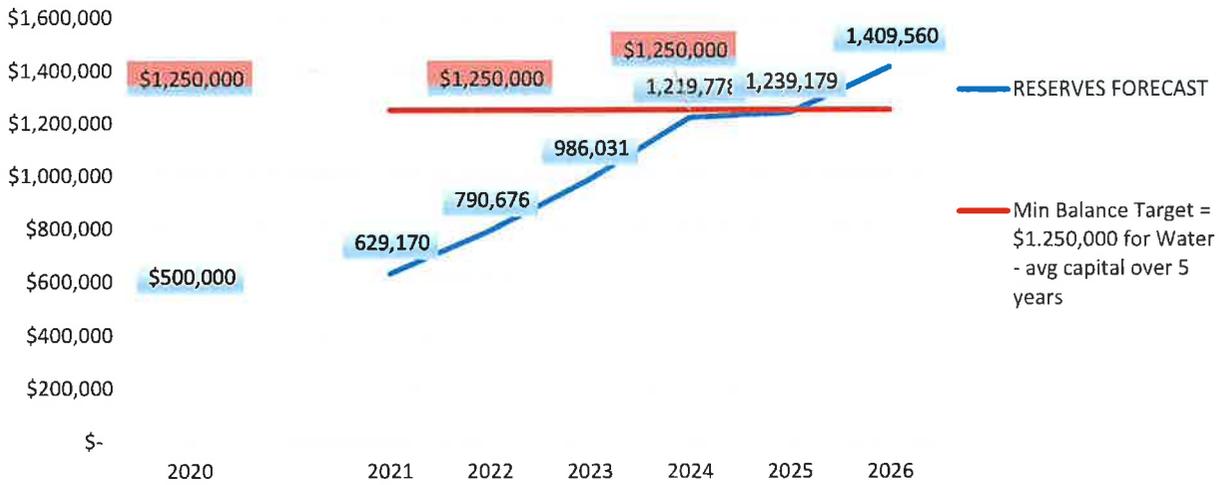
- Target Minimum Reserve Balance equivalent to average 5 year capital infrastructure needs + average 5 year Special Funding Source Forecast

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.

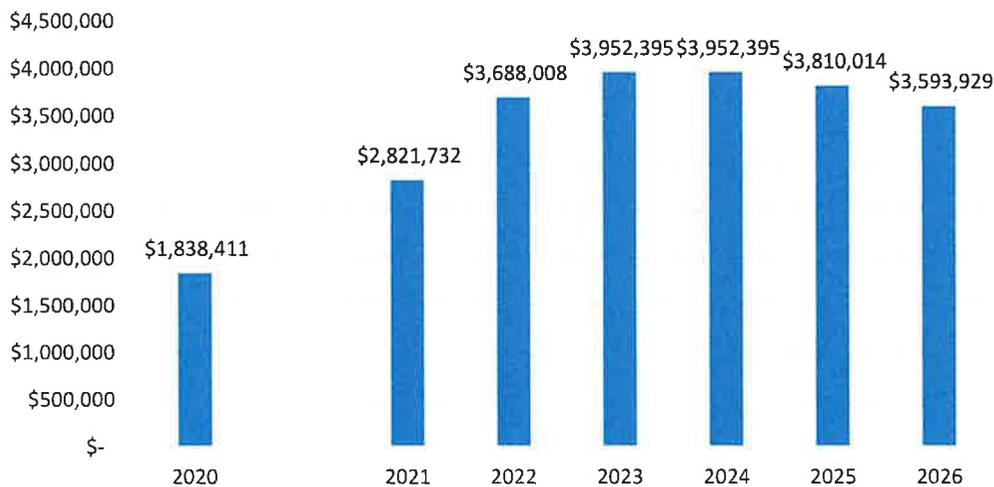
Reserves Projected Balance vs Target



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%)

LONG TERM DEBT - balance at end of year



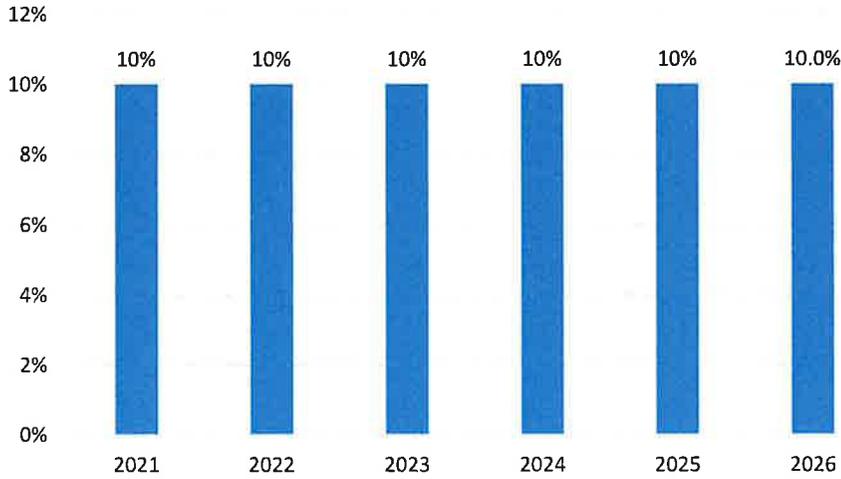
5. Rates

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:

Projected Rate Increases 2021-2026



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) beginning 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 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
10%	10%	10%	10%	10%	10%	10.0%
Rate Increase % from prior>>>						

METERED SERVICES

	Fixed Monthly Charge										
Water Rates (water line size)											
.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

	Fixed Monthly Charge						
Water Rates							
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						
	2020	2021	2022	2023	2024	2025	2026
	66%						
	34%						
	100%						
METERED SERVICES - OPERATING COMPONENT							
Water Rates (water line size)							
.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
Fixed Monthly Charge							
	\$ 1.60	\$ 1.65	\$ 1.69	\$ 1.75	\$ 1.80	\$ 1.86	\$ 1.90
Volume charge per cubic meter							
	\$ 1.60	\$ 1.65	\$ 1.69	\$ 1.75	\$ 1.80	\$ 1.86	\$ 1.90

METERED SERVICES - CAPITAL COMPONENT

	Fixed Monthly Charge						
	2020	2021	2022	2023	2024	2025	2026
Water Rates (water line size)							
.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
Fixed Monthly Charge							
	\$ 0.82	\$ 1.02	\$ 1.24	\$ 1.48	\$ 1.75	\$ 2.05	\$ 2.40
Volume charge per cubic meter							
	\$ 0.82	\$ 1.02	\$ 1.24	\$ 1.48	\$ 1.75	\$ 2.05	\$ 2.40

TOWN OF COCHRANE

WATER OPERATIONS

Schedule 5

	2020	2021	2022	2023	2024	2025	2026
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EXAMPLE of Average Residential Customer (12m3/month)

	2020	2021	2022	2023	2024	2025	2026
WATER SERVICES ONLY							
OPERATING COMPONENT							
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

Average Residential Monthly Water Bill

