

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
<b>OPERATING FUND</b>									
<b>OPERATING REVENUES AND EXPENSES</b>									
TOTAL REVENUES		3,706,679		3,697,756	-8,923			3,907,170	200,491
TOTAL EXPENSES (excluding depreciation, includes Interest on LTD))		2,542,954		1,950,522	-592,432			2,775,525	232,571
<b>SUB-TOTAL NET</b>		<b>1,163,725</b>		<b>1,747,234</b>	<b>583,509</b>			<b>1,131,645</b>	<b>-32,080</b>
Transfer to Capital/Reserves		-1,163,725		-1,747,234				-1,131,645	
<b>NET FUND</b>		<b>0</b>		<b>0</b>				<b>0</b>	
<b>DEBT / CAPITAL</b>									
<b>DEBT REPAYMENT AND CAPITAL</b>		<b>1,163,725</b>		<b>1,747,234</b>				<b>1,131,645</b>	
TRANSFER Excess User Fees from Operating Fund									
<b>DEBT REPAYMENT</b>									
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				full yr		-134,628	
<b>TOTAL DEBT REPAYMENT</b>		<b>-298,975</b>		<b>-300,000</b>	<b>-1,025</b>			<b>-436,208</b>	<b>-136,208</b>
<b>NET AVAILABLE FOR CAPITAL AND/OR TRANSFER TO RESERVES</b>		<b>864,750</b>		<b>1,447,234</b>				<b>695,437</b>	
<b>RESERVES CONTINUITY SCHEDULE</b>									
OPENING RESERVES		1,969,074		2,425,216				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	
<b>CLOSING RESERVES</b>		<b>1,383,824</b>		<b>2,501,734</b>				<b>1,614,221</b>	

## 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
<b>GENERAL FUND</b>						
<b>Revenue</b>						
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)
<b>Total Revenue</b>	<b>(3,706,679.00)</b>	<b>(3,697,755.60)</b>	<b>8,923.40</b>	<b>(3,706,679.00)</b>	<b>(3,907,170.00)</b>	<b>(200,491.00)</b>
<b>Expense</b>						
LABOUR COSTS	767,036.00	555,178.79	(211,857.21)	767,036.00	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	177,227.81	(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	106,089.63	(85,730.37)	191,820.00	275,120.00	83,300.00
CHEMICALS	180,000.00	160,332.19	(19,667.81)	180,000.00	180,000.00	0.00
TESTING	48,000.00	30,590.28	(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	90,050.00	74,053.87	(15,996.13)	90,050.00	94,500.00	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	88,651.56	(19,353.44)	108,005.00	211,618.00	103,613.00
ALLOCATION OF GEN GOV COSTS	255,943.00	260,374.50	4,431.50	255,943.00	255,943.00	0.00
<b>Total Expense</b>	<b>2,542,954.00</b>	<b>1,952,664.31</b>	<b>(590,289.69)</b>	<b>2,542,954.00</b>	<b>2,775,525.00</b>	<b>232,571.00</b>
<b>Surplus/Deficit</b>	<b>(1,163,725.00)</b>	<b>(1,745,091.29)</b>	<b>(581,366.29)</b>	<b>(1,163,725.00)</b>	<b>(1,131,645.00)</b>	<b>32,080.00</b>

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.

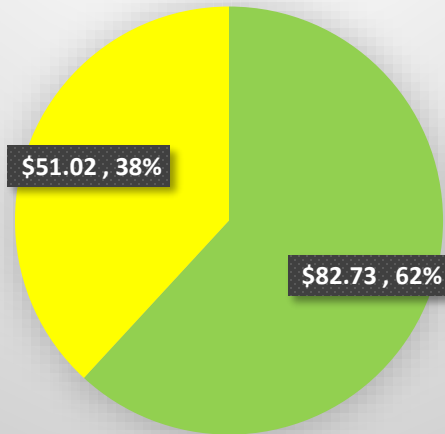
Last increase to rates effective July 1, 2022 – 10%

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

Based on average residential monthly usage of 12.7m3

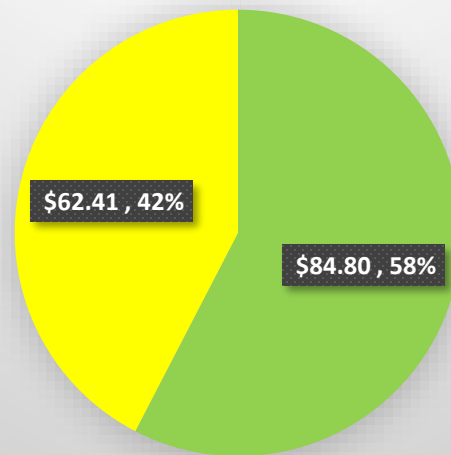
### User Fees - breakdown April 2021 to June 2022

■ OPERATING COSTS   ■ INFRASTRUCTURE RENEWAL

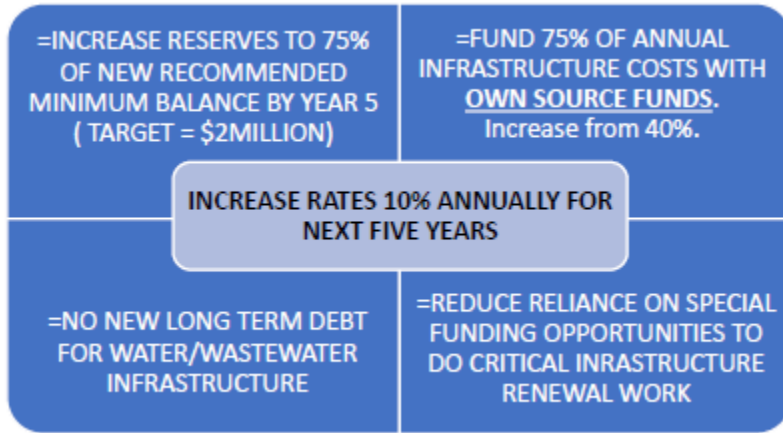


### User Fees - breakown July 1, 2022 to date

■ OPERATING COSTS   ■ INFRASTRUCTURE RENEWAL



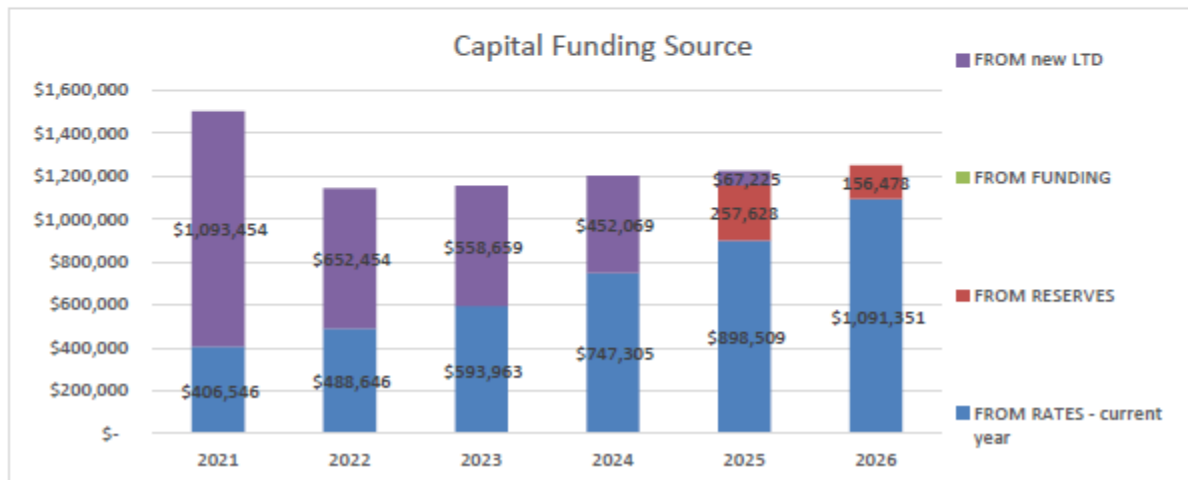
NOTE – this plan reflect water operations only. Wastewater operations are similar.



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

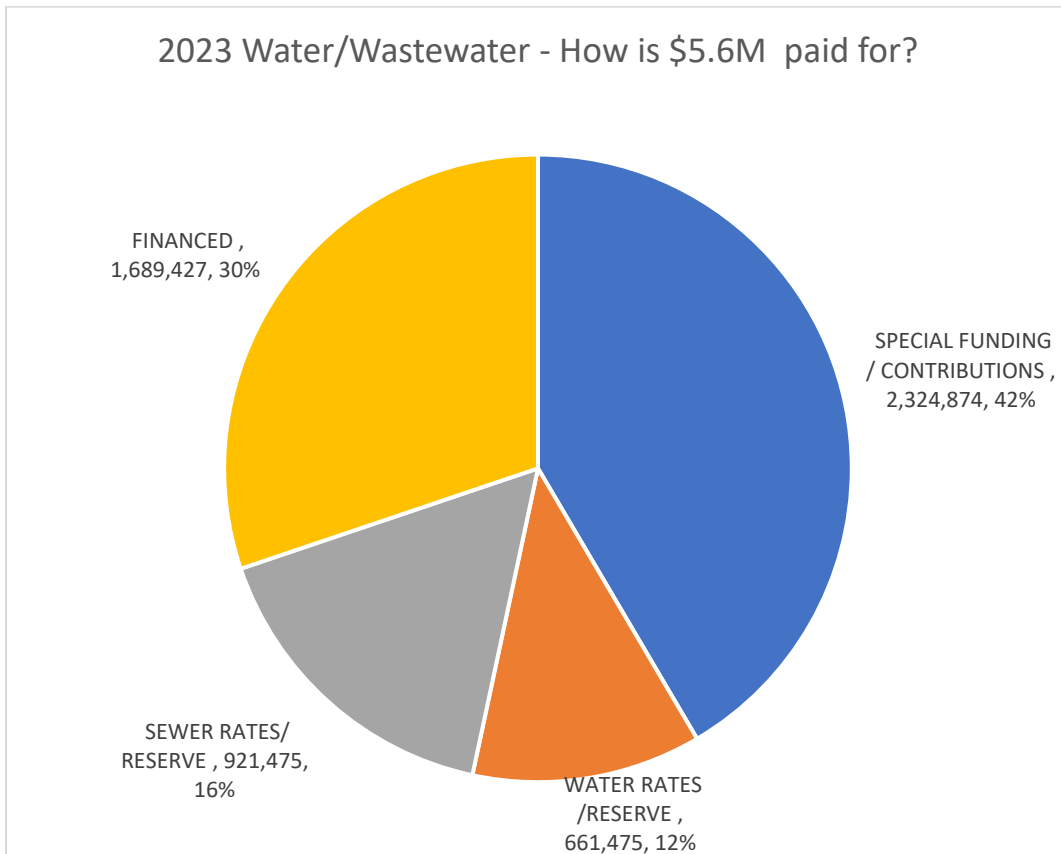
## . INTEREST ON LONG TERM DEBT – Increase \$103K

# CAPITAL BUDGET

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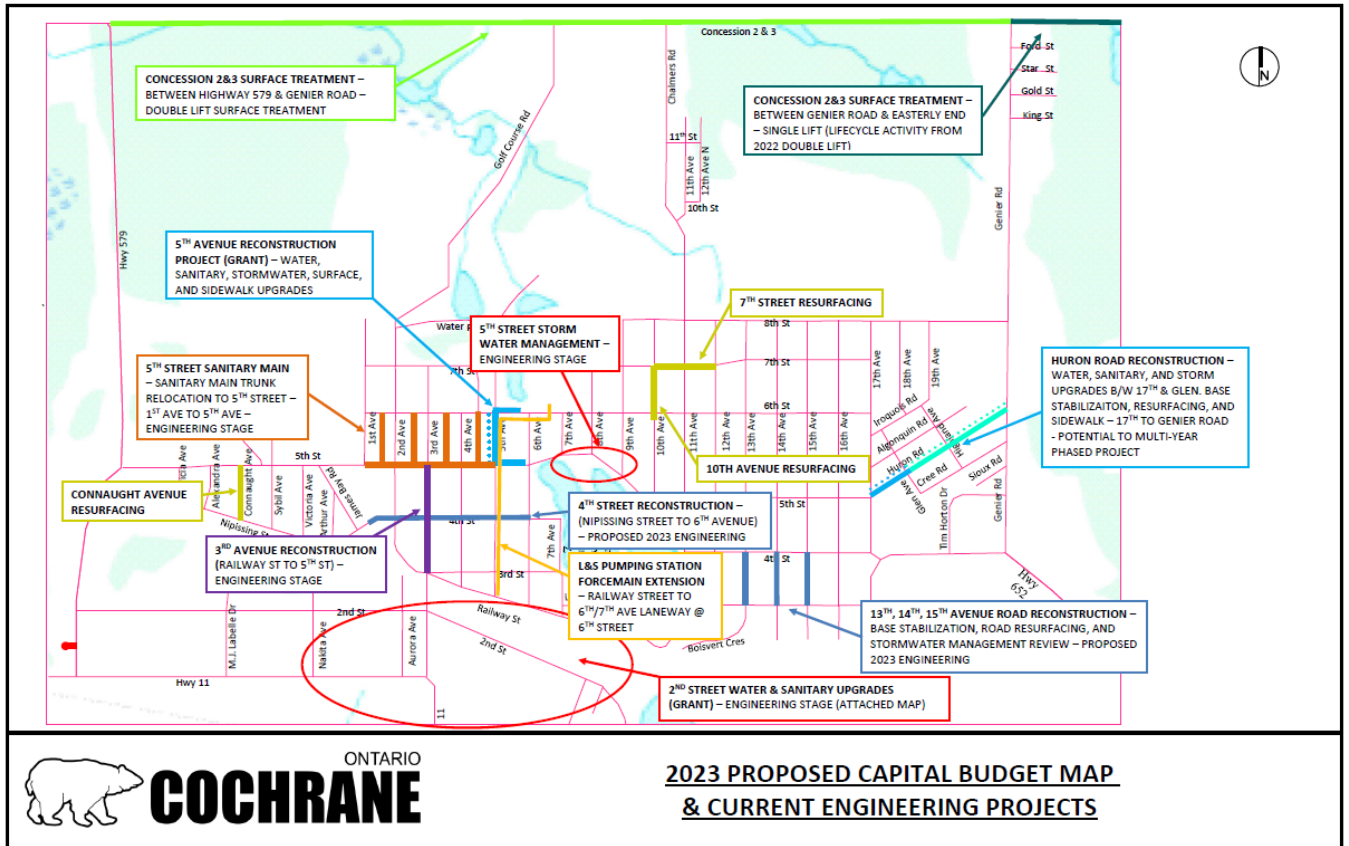
RECAP

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





MAP OF 2023 CAPITAL



**2023 PROPOSED CAPITAL BUDGET MAP  
& CURRENT ENGINEERING PROJECTS**

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

	<b>Volume Charge per Cubic Meter</b>		
Any metered service	\$ 1.70	\$ 1.24	<b>2.94</b>

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

	<b>Volume Charge per Cubic Meter</b>		
Any metered service	\$ 1.29	\$ 0.94	<b>2.23</b>

**TOWN OF COCHRANE  
CAPITAL PROJECT SUMMARY**

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Summer 2023	Date Prepared:	December 6th, 2021
<b>Project Name:</b>	<b>Diffusers for Tank 1 &amp; 2 at STP</b>			Department:	Infrastructure Services - WS
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	3	Notes:	Serious Lifecycle Maintenance Item		
<b>Included in Current Asset Management Plan:</b>	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.		
<b>Basic Project Description:</b>	Purchase new heads and replacing existing.				
<b>Project Justification &amp; Readiness:</b>	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.				
<b>Age of Existing Asset:</b>	28	Ne Book Value: ( if applicable)		Notes:	260- process piping and equipment
<b>Expected Asset Life ( new item/infrastructure)</b>	20	Notes:			

**EXPENDITURES**

<u>Capital Costs</u>	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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 320,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 320,000</b>
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:						\$ -
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>NET should be 0</i>	<i>\$ 320,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 320,000</i>
NOTES:						

<b>Project Cost Centre # -</b> assigned when approved)	
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**TOWN OF COCHRANE  
CAPITAL PROJECT SUMMARY**

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Spring 2023	Date Prepared:	December 6th, 2022
<b>Project Name:</b>	<b>4 x 4 Truck - Replacing U322</b>			Department:	Infrastructure Services-WS
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	3	Notes:	Serious Lifecycle Maintenance Items		
<b>Included in Current Asset Management Plan:</b>	Yes	If NO, Explain:			
<b>Basic Project Description:</b>	Purchase and replace with a new 1/2 ton extended cab 4x4 truck.				
<b>Project Justification &amp; Readiness:</b>	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.				
<b>Age of Existing Asset:</b>	11	Ne Book Value: ( if applicable)		Notes:	Asset ID 778
<b>Expected Asset Life ( new item/infrastructure)</b>		Notes:			

**EXPENDITURES**

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

NOTES:

**Funding sources**

<b>Funding Source</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>2026 Forecast</b>	<b>2027 Forecast</b>	<b>Total 5 years ( 2023-2027)</b>
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues ( taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<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**

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Spring 2023	Date Prepared:	December 6th, 2021
<b>Project Name:</b>	<b>Riding Lawn Mower</b>			Department:	Infrastructure Services-WS
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	3	Notes:	Serious Lifecycle Maintenance Items		
<b>Included in Current Asset Management Plan:</b>	Yes	If NO, Explain:			
<b>Basic Project Description:</b>	Purchase and replace the riding lawn mower for the water and wastewater treatment plant grounds.				
<b>Project Justification &amp; Readiness:</b>	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.				
<b>Age of Existing Asset:</b>	12	Ne Book Value: ( if applicable)	3,083	Notes:	Asset ID 613
<b>Expected Asset Life ( new item/infrastructure)</b>		Notes:			

**EXPENDITURES**

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

NOTES:

**Funding sources**

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

NOTES:

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

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Upon Approval	Date Prepared:	
<b>Project Name:</b>	<b>Well # 5 Rehabilitation</b>			Department:	Infrastructure Services-WS
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	5	Notes:	Legislative Requirements		
<b>Included in Current Asset Management Plan:</b>	Yes	If NO, Explain:			
<b>Basic Project Description:</b>	Installation of an additional stainless-steel liner in the well.				
<b>Project Justification &amp; Readiness:</b>	During the Well inspection a hole was noticed on well # 5 stainless steel liner. International Water Supply 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 commissioning a new well, this remediation will keep well # 5 in service while we work towards commission a new well.				
<b>Age of Existing Asset:</b>	20	Ne Book Value: ( if applicable)		Notes:	
<b>Expected Asset Life ( new item/infrastructure)</b>	20	Notes:			

**EXPENDITURES**

<u>Capital Costs</u>	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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>

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:						\$ -
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<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**

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Upon Approval	Date Prepared:	
<b>Project Name:</b>	<b>Pumping Station 5 (VTP) Upgrades</b>			Department:	Infrastructure Services-WS
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	4	Notes:	Critical Lifecycle Maintenance Items		
<b>Included in Current Asset Management Plan:</b>	Yes	If NO, Explain:			
<b>Basic Project Description:</b>	Replace current pumps with new grinder pumps.				
<b>Project Justification &amp; Readiness:</b>	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.				
<b>Age of Existing Asset:</b>	N/A	Ne Book Value: ( if applicable)		Notes:	
<b>Expected Asset Life ( new item/infrastructure)</b>		Notes:			

**EXPENDITURES**

<u>Capital Costs</u>	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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>

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:						\$ -
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<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

<b>BUDGET YEAR:</b>	<b>2021</b>	Timeline:	Spring 2021	Date Prepared:	December 6th, 2021
<b>Project Name:</b>	<b>2nd/3d Avenue Laneway between 6th -7th Street WS Replacement</b>			Department:	Infrastructure Services - WS
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	4	Notes:	Critical Lifecycle Maintenance Items		
<b>Included in Current Asset Management Plan:</b>	YES	If NO, Explain:			
<b>Basic Project Description:</b>	Full laneway reconstruction to replace the sanitary and water mains, manholes and valves on 1st/2nd Avenue between 6th/7th Street				
<b>Project Justification &amp; Readiness:</b>	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.				
<b>Age of Existing Asset:</b>	Sanitary mains are 65 years old, Water mains are 48 years old.	Ne Book Value: (if applicable)		Notes:	3659, 3658, 3657, 3656, 4227, 4028, 4223, 4224, 4225, 2801, 2803, 3068, 3069, 3067, 3071, 3072
<b>Expected Asset Life ( new item/infrastructure)</b>	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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 1,590,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,590,000</b>

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:						\$ -
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>NET should be 0</i>	<i>\$ 1,590,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 1,590,000</i>

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
<b>Total</b>		<b>\$266,987.98</b>	<b>\$94,617.38</b>
w/ NR		<b>\$271,687.16</b>	<b>\$96,282.71</b>
<b>Original Contract Total</b>		<b>\$268,144.18</b>	<b>\$33,536.63</b>
<b>Additional Scope Change</b>		<b>\$0.00</b>	<b>\$87,120.00</b>
<b>Remaining Expenses</b>		<b>-\$3,542.98</b>	<b>\$24,373.92</b>

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	\$ 41,962.71
	-\$ 29,155.00	
	-\$ 4,800.00	
	-\$ 165,953.60	
	-\$ 30,355.20	
	-\$ 96,566.40	
	-\$ 580.00	
	-\$ 4,928.55	

## TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Summer 2023	Date Prepared:	
<b>Project Name:</b>	<b>Huron Road Reconstruction</b>			Department:	Infrastructure Services
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	4	Notes:	Critical Lifecycle Item		
<b>Included in Current Asset Management Plan:</b>	YES	If NO, Explain:			
<b>Basic Project Description:</b>	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.				
<b>Project Justification &amp; Readiness:</b>	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.				
<b>Age of Existing Asset:</b>	End of Useful Life	Ne Book Value: ( if applicable)		Notes:	
<b>Expected Asset Life ( new item/infrastructure)</b>	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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 915,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 915,000</b>

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:						
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<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

↩ Reply
↩ Reply All
➡ Forward
📧
⋮

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.*

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

**Project Cost Centre # -**  
(assigned when approved)

**TOWN OF COCHRANE  
CAPITAL PROJECT SUMMARY**

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Upon Approval	Date Prepared:	
<b>Project Name:</b>	<b>5th Avenue Wastewater and Water Rehabilitation</b>			Department:	Infrastructure Services-WS
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	4	Notes:	Critical Lifecycle Maintenance Items		
<b>Included in Current Asset Management Plan:</b>	Yes	If NO, Explain:			
<b>Basic Project Description:</b>	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.				
<b>Project Justification &amp; Readiness:</b>	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.				
<b>Age of Existing Asset:</b>	End of Useful Life	Net Book Value: (if applicable)		Notes:	
<b>Expected Asset Life (new item/infrastructure)</b>	Sanitary mains have an expected life of 80 years, Water mains have an expected life of 50 years.				

**EXPENDITURES**

<u>Capital Costs</u>	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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 1,793,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,793,000</b>

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:	943023.8					\$ 943,024
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
<b>Total Funding Sources</b>	<b>\$ 943,024</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 943,024</b>
<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**

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Upon Approval	Date Prepared:	
<b>Project Name:</b>	<b>L&amp;S Pumping Station FM Extend</b>			Department:	Infrastructure Services-WS
<b>Maintenance or Growth:</b>	Growth			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	4	Notes:	Critical Lifecycle Maintenance Items		
<b>Included in Current Asset Management Plan:</b>	NO	If NO, Explain:			
<b>Basic Project Description:</b>	Proceed with Phase 2 of the LS Pumping Station				
<b>Project Justification &amp; Readiness:</b>	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.				
<b>Age of Existing Asset:</b>	N/A	Ne Book Value: ( if applicable)		Notes:	
<b>Expected Asset Life ( new item/infrastructure)</b>	N/A	Notes:			

**EXPENDITURES**

<u>Capital Costs</u>	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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>

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:	\$ 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:						\$ -
<b>Total Funding Sources</b>	<b>\$ 1,289,534</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,289,534</b>
<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**

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Upon Approval	Date Prepared:	
<b>Project Name:</b>	<b>2nd Street (East) Water and Wastewater Engineering</b>			Department:	Infrastructure Services-WS
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>		Notes:			
<b>Included in Current Asset Management Plan:</b>		If NO, Explain:			
<b>Basic Project Description:</b>	<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"> <li>- Granular and surface treatment replacement</li> <li>- Replacement of approx. 780 m of watermain, 4 water valves, 5 hydrants</li> <li>- Bulk water filling station including connections and site civil works</li> <li>- Site restoration</li> </ul> <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>				
<b>Project Justification &amp; Readiness:</b>	<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>				
<b>Age of Existing Asset:</b>		Ne Book Value: ( if applicable)		Notes:	
<b>Expected Asset Life ( new item/infrastructure)</b>		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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 185,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 185,000</b>
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:						\$ -
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<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**

<b>BUDGET YEAR:</b>	<b>2023/2024</b>	Timeline:	Spring 2023/Summer 2024	Date Prepared:	
<b>Project Name:</b>	<b>4th Street Reconstruction</b>			Department:	Infrastructure Services
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	4	Notes:	Critical Lifecycle Maintenance Items		
<b>Included in Current Asset Management Plan:</b>	YES	If NO, Explain:			
<b>Basic Project Description:</b>	<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>				
<b>Project Justification &amp; Readiness:</b>	<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 &amp; 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>				
<b>Age of Existing Asset:</b>		Ne Book Value: ( if applicable)		Notes:	
<b>Expected Asset Life ( new item/infrastructure)</b>		Notes:			

**EXPENDITURES**

<u>Capital Costs</u>	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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>

NOTES:

**Funding sources - to be completed by Finance**

<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:						\$ -
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<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**

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Upon Approval	Date Prepared:	
<b>Project Name:</b>	<b>SCADA UPGRADE</b>			Department:	Infrastructure Services-WS
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	4	Notes:	Critical Lifecycle Maintenance Items		
<b>Included in Current Asset Management Plan:</b>	Yes	If NO, Explain:			
<b>Basic Project Description:</b>	Purchase a new server and update with current SCADA (Factory Talk and Windows)				
<b>Project Justification &amp; Readiness:</b>	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 cpmputers for operators to access the system.				
<b>Age of Existing Asset:</b>	12	Ne Book Value: ( if applicable)		Notes:	
<b>Expected Asset Life ( new item/infrastructure)</b>	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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>

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:						\$ -
<b>Total Funding Sources</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>
<i>NET should be 0</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOTES:

**Project Cost Centre # -**

I think this should be Operational

**TOWN OF COCHRANE  
CAPITAL PROJECT SUMMARY**

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Upon Approval	Date Prepared:	
<b>Project Name:</b>	<b>Purchase Light Tower</b>			Department:	Infrastructure Services-WS
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	4	Notes:	Health & Safety		
<b>Included in Current Asset Management Plan:</b>	Yes	If NO, Explain:			
<b>Basic Project Description:</b>	Purchase one new or used light tower suitable for night work for water distribution repairs				
<b>Project Justification &amp; Readiness:</b>	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.				
<b>Age of Existing Asset:</b>	N/A	Ne Book Value: ( if applicable)		Notes:	
<b>Expected Asset Life ( new item/infrastructure)</b>		Notes:			

**EXPENDITURES**

<u>Capital Costs</u>	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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>

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:	\$ 10,000					\$ 10,000
Reserve:						\$ -
Current Revenues ( taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
<b>Total Funding Sources</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>
<i>NET should be 0</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOTES:

**Project Cost Centre # -**  
assigned when approved)

I think this should be Operational

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

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline: Summer 2023	Date Prepared:
<b>Item Name:</b>	<b>Empty WTP Lagoons</b>		Department: Infrastructure Services
<b>One Time or Recurring:</b>	One Time		Prepared by: Infrastructure Staff
<b>Basic Description:</b>	Empty Sludge Lagoons - Purchase a dredge to empty into a tanker to be taken off-site		
<b>Justification &amp; Readiness:</b>	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.		
<b>Service Level Impact:</b>	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:						\$ -
<b>Total Operating Costs</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>			<b>\$ 100,000</b>

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 :						\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>			<b>\$ -</b>
<i>NET should be 0</i>	<i>\$ 100,000</i>	<i>\$ -</i>	<i>\$ -</i>			<i>\$ 100,000</i>

NOTES:

<b>Project Cost Centre # -</b> assigned when approved if applicable	
--	--

Should be operational unless we purchase our own equipment to dewater lime/sludge

**TOWN OF COCHRANE  
CAPITAL PROJECT SUMMARY**

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Upon Approval	Date Prepared:	
<b>Project Name:</b>	<b>Leak Detection</b>			Department:	Infrastructure Services-WS
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	3	Notes:	Serious Lifecycle Maintenance		
<b>Included in Current Asset Management Plan:</b>	NO	If NO, Explain:			
<b>Basic Project Description:</b>	Leak Detection on our water mains for the entire town				
<b>Project Justification &amp; Readiness:</b>	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.				
<b>Age of Existing Asset:</b>	N/A	Net Book Value: (if applicable)		Notes:	
<b>Expected Asset Life (new item/infrastructure)</b>	N/A	Notes:			

**EXPENDITURES**

<u>Capital Costs</u>	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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>

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:						\$ -
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<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**

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Upon Approval	Date Prepared:	
<b>Project Name:</b>	<b>Groundwater Study</b>			Department:	Infrastructure Services-WS
<b>Maintenance or Growth:</b>	Growth			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	4	Notes:	Critical Lifecycle Maintenance Items		
<b>Included in Current Asset Management Plan:</b>	N/A	If NO, Explain:			
<b>Basic Project Description:</b>	Complete a new ground water study for our wells.				
<b>Project Justification &amp; Readiness:</b>	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.				
<b>Age of Existing Asset:</b>	N/A	Ne Book Value: ( if applicable)		Notes:	
<b>Expected Asset Life ( new item/infrastructure)</b>		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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

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:						\$ -
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<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**

<b>BUDGET YEAR:</b>	<b>2023</b>	Timeline:	Upon Approval	Date Prepared:	
<b>Project Name:</b>	<b>Well # 7 Inspection</b>			Department:	Infrastructure Services-WS
<b>Maintenance or Growth:</b>	Maintenance			Prepared by:	Infrastructure Staff
<b>SCORE/RANKING 1-5 (per Budget Policy criteria)</b>	3	Notes:	Serious Lifecycle Maintenance		
<b>Included in Current Asset Management Plan:</b>	Yes	If NO, Explain:			
<b>Basic Project Description:</b>	Inspection of Well # 7				
<b>Project Justification &amp; Readiness:</b>	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.				
<b>Age of Existing Asset:</b>		Ne Book Value: ( if applicable)		Notes:	
<b>Expected Asset Life ( new item/infrastructure)</b>		Notes:			

**EXPENDITURES**

<u>Capital Costs</u>	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:						\$ -
<b>Total Capital Costs</b>	<b>\$ 16,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,000</b>

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:						\$ -
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<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

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### 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 m<sup>3</sup>/day.

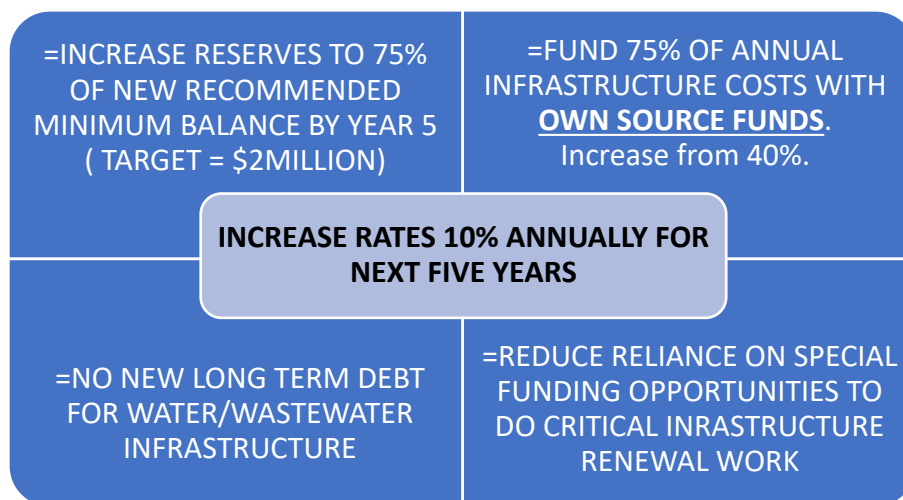
<b>TREATED WATER FLOWS</b>				
	<b>Year</b>	<b>Daily Monthly Average (m<sup>3</sup>)</b>	<b>Daily Maximum (l/s)</b>	<b>Yearly Total (m<sup>3</sup>)</b>
	2014	2,735		1,005,856
	2015	2,336	79.1	851,348
	2016	1,777	81.5	647,352
	2017	1,561	77.8	570,011
	2018	1,453	81.4	524,541
	2019	1,414	82.4	515,901
	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 m<sup>3</sup>, 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

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### 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

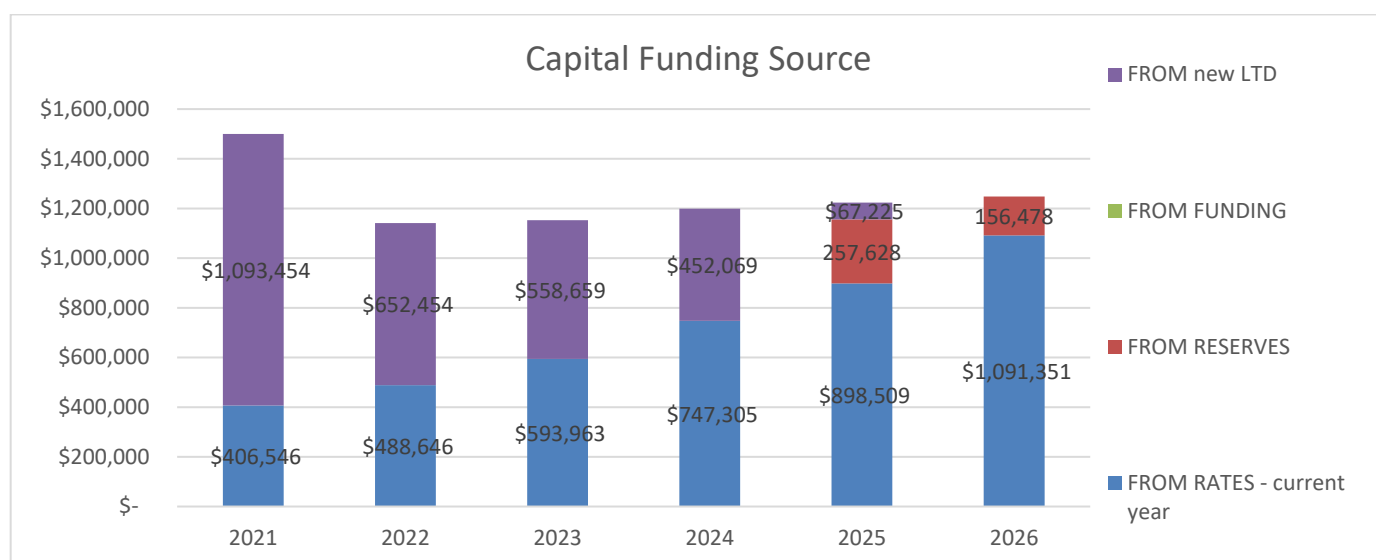
implemented an asset management system to track and analyse the data and assist with long term life cycle planning.

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

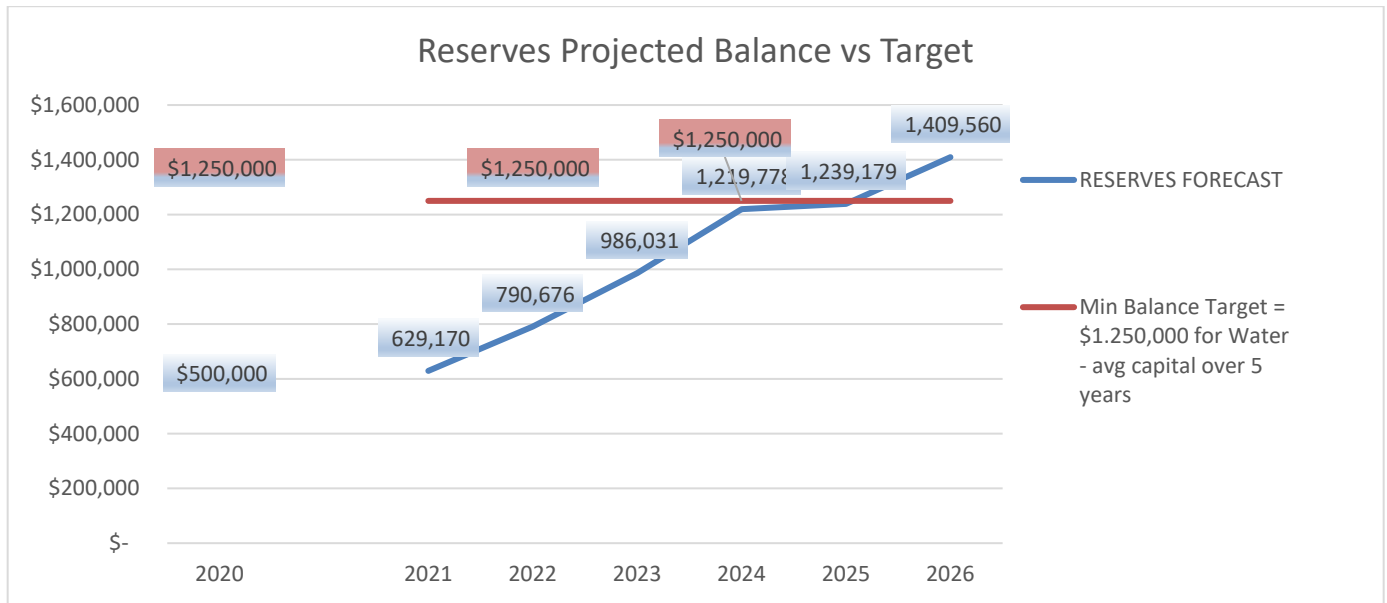
The results of the projected transfers to and from the Water Reserve Fund are outlined in the Schedule. The reserve activity includes the following strategy:

- 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
<b>RECOMMENDED TARGET MINIMUM RESERVE BALANCE</b>	<b>\$1,250,000</b>

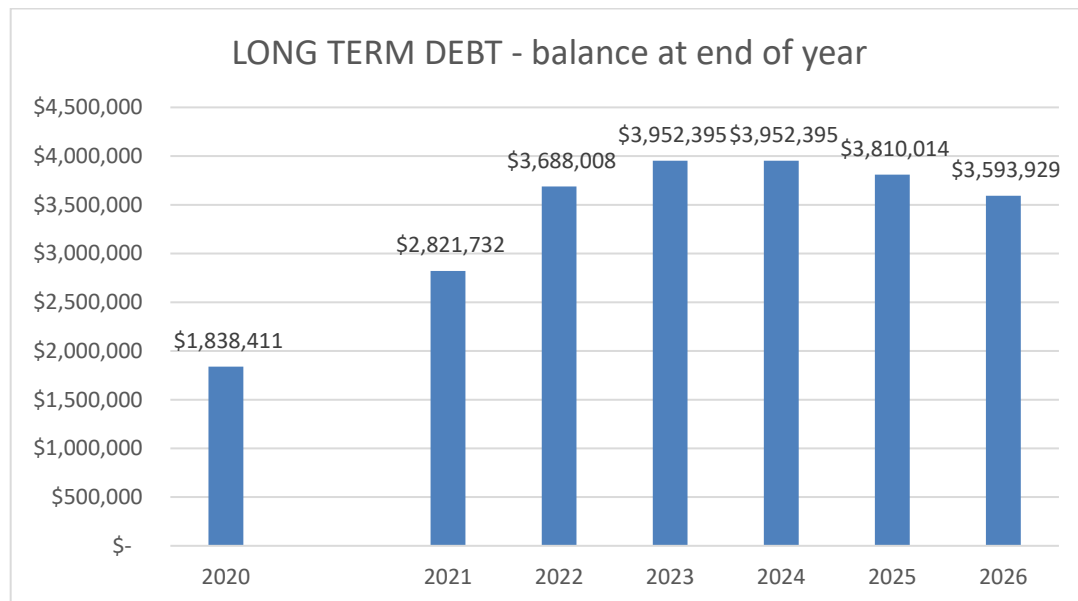
- 20% of Annual Cash Based Surplus from Operations to be transferred to Reserve until Recommended Minimum Reserve Balance Target is achieved.

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



#### 4. Long Term Debt

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

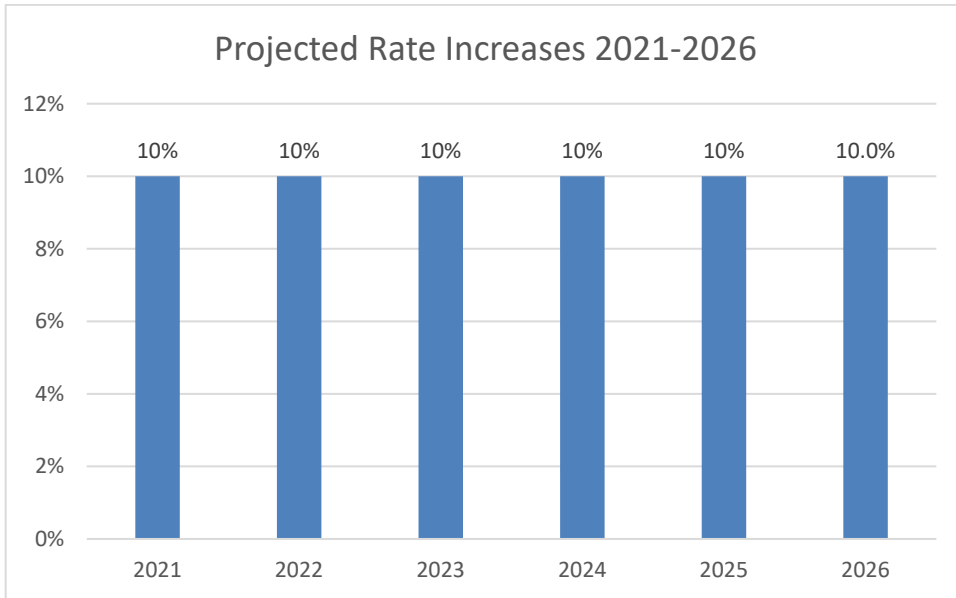


5. Rates

In order for the municipality to:

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

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



# TOWN OF COCHRANE

## WATER OPERATIONS

### Schedule 1

<b>PROJECTED STATEMENT OF OPERATIONS</b>						
	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>REVENUES</b>						
Water Rates	\$1,909,765	\$2,100,742	\$2,310,816	\$2,541,897	\$2,796,087	\$3,075,696
<b>TOTAL</b>						
<b>EXPENSES</b>						
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
<b>TOTAL</b>	<b>\$1,809,919</b>	<b>\$1,867,740</b>	<b>\$1,937,383</b>	<b>\$2,006,492</b>	<b>\$2,074,857</b>	<b>\$2,136,509</b>
<b>EXCESS REVENUES OVER EXPENSES BEFORE OTHER</b>	<b>\$99,846</b>	<b>\$233,001</b>	<b>\$373,432</b>	<b>\$535,405</b>	<b>\$721,230</b>	<b>\$939,186</b>
<b>OTHER</b>						
Government Transfers related to Capital ( Funding)	\$0	\$0	\$0	\$0	\$0	\$0
<b>EXCESS REVENUES OVER EXPENSES</b>	<b>\$99,846</b>	<b>\$233,001</b>	<b>\$373,432</b>	<b>\$535,405</b>	<b>\$721,230</b>	<b>\$939,186</b>

# 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
<b>CASH PROVIDED BY OPERATIONS</b>	<b>\$645,848</b>	<b>\$807,531</b>	<b>\$976,777</b>	<b>\$1,168,734</b>	<b>\$1,385,143</b>	<b>\$1,634,295</b>
<b>CAPITAL TRANSACTIONS</b>						
Acquisition of Tangible Capital Assets	-\$1,500,000	-\$1,141,100	-\$1,152,622	-\$1,199,374	-\$1,223,362	-\$1,247,829
<b>FINANCIAL TRANSACTIONS</b>						
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
<b>TOTAL Financing Transactions</b>	<b>\$983,322</b>	<b>\$495,075</b>	<b>\$371,200</b>	<b>\$264,387</b>	<b>-\$142,381</b>	<b>-\$216,085</b>
<b>Increase(Decrease) in Cash Equivalents</b>	<b>\$129,170</b>	<b>\$161,506</b>	<b>\$195,355</b>	<b>\$233,747</b>	<b>\$19,401</b>	<b>\$170,381</b>
Cash Equivalents ( Reserve Fund) beginnning of period	\$500,000	\$629,170	\$790,676	\$986,031	\$1,219,778	\$1,239,179
Cash Equivalents ( Reserve Fund) end of period	\$629,170	\$790,676	\$986,031	\$1,219,778	<b>\$1,239,179</b>	\$1,409,560



# TOWN OF COCHRANE

## WATER OPERATIONS

### Schedule 3

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

# TOWN OF COCHRANE

## WATER OPERATIONS

### Schedule 4

<b>Tangible Capital Asset Schedule</b>						
<b>2021-2026 FINANCIAL PLAN</b>						
	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Tangible Capital Assets - COST</b>						
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	<b>\$ 24,861,457</b>	<b>\$ 26,002,557</b>	<b>\$ 27,155,179</b>	<b>\$ 28,354,553</b>	<b>\$ 29,577,915</b>	<b>\$ 30,825,745</b>
<b>Tangible Capital Assets - ACCUMULATED DEPRECIATION</b>						
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	<b>\$ 14,463,922</b>	<b>\$ 15,038,452</b>	<b>\$ 15,641,797</b>	<b>\$ 16,275,126</b>	<b>\$ 16,939,039</b>	<b>\$ 17,634,149</b>
<b>NET BOOK VALUE</b>	<b>\$ 10,397,535</b>	<b>\$ 10,964,106</b>	<b>\$ 11,513,382</b>	<b>\$ 12,079,427</b>	<b>\$ 12,638,876</b>	<b>\$ 13,191,596</b>
<i>Change in net book value</i>	\$ 953,998	\$ 566,571	\$ 549,277	\$ 566,045	\$ 559,448	\$ 552,720

# TOWN OF COCHRANE

## WATER OPERATIONS

### Schedule 5

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

# TOWN OF COCHRANE

## WATER OPERATIONS

Operating % of rates based on budget

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

<b>ORIGINAL SPLIT</b>
66%
34%
100%

### METERED SERVICES - OPERATING COMPONENT

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

### METERED SERVICES - CAPITAL COMPONENT

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

# TOWN OF COCHRANE

## WATER OPERATIONS

### Schedule 5

**EXAMPLE of Average Residential Customer ( 12m3/month)**

**WATER SERVICES ONLY**

**OPERATING COMPONENT**

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

**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
<b>TOTAL CAPITAL COMPONENT</b>	<b>\$ 23.46</b>	<b>\$ 28.93</b>	<b>\$ 35.36</b>	<b>\$ 42.08</b>	<b>\$ 49.71</b>	<b>\$ 58.31</b>	<b>\$ 68.21</b>

**TOTAL WATER SERVICES BILL FOR THE MONTH**

	2020	2021	2022	2023	2024	2025	2026
	12	12	12	12	12	12	12
<b>TOTAL WATER SERVICES BILL FOR THE MONTH</b>	<b>\$ 68.99</b>	<b>\$ 75.89</b>	<b>\$ 83.48</b>	<b>\$ 91.83</b>	<b>\$ 101.01</b>	<b>\$ 111.11</b>	<b>\$ 122.22</b>

