EDWARDSBURGH CARDINAL

2025 Pre-Budget Presentation

Committee of the Whole – Administration and Operations Prepared by: Jessica Crawford, Treasurer Date: November 11, 2024

Agenda

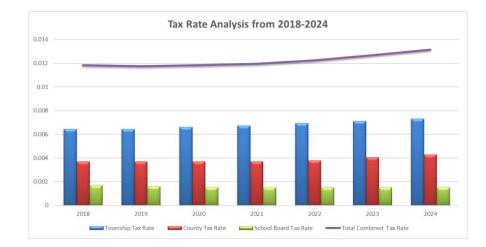
- 1. 2024 Tax Collection Review and Analysis
- 2. Operating Budget Considerations
- 3. Financial Impacts to 2025
- 4. Draft 5 Year Capital Plan
 - a) Overall Summary
 - b) Levy Based Capital Projects
 - c) Rate Based Capital Projects
- 5. Proposed Meeting Schedule



2024 Tax Collection Review and Analysis

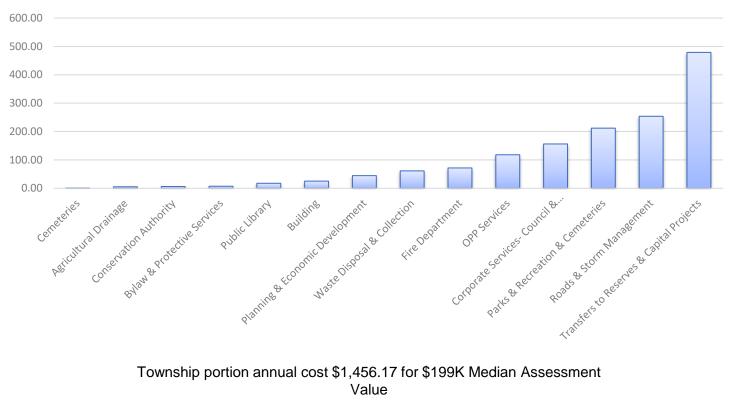
					Tax Billing					
			School	Total	per	Change in Tax	Overall			
	Township	County Tax	Board Tax	Combined	\$100,000.00	Bill from Prior	Rate	Municipal	County	School Board
Year	Tax Rate	Rate	Rate	Tax Rate	Assessment	Year	Increase	Increase	Increase	Increase/(Decrease)
2018	0.00644294	0.00370869	0.00170	0.01185163	\$1,185.16	\$0.09	0.008%	1.432%	0.000%	-5.028%
2019	0.00644294	0.00370869	0.00161	0.01176163	\$1,176.16	(\$9.00)) -0.759%	0.000%	0.000%	-5.294%
2020	0.00660667	0.00369649	0.00153	0.01183316	\$1,183.32	\$7.15	0.608%	2.541%	-0.329%	-4.969%
2021	0.00673294	0.00369475	0.00153	0.01195769	\$1,195.77	\$12.45	5 1.052%	1.911%	-0.047%	0.000%
2022	0.00692223	0.00378308	0.00153	0.01223531	\$1,223.53	\$27.76	5 2.322%	2.811%	2.391%	0.000%
2023	0.00710428	0.00404298	0.00153	0.01267726	\$1,267.73	\$44.20	3.612%	2.630%	6.870%	0.000%
2024	0.00731741	0.00429122	0.00153	0.01313863	\$1,313.86	\$46.14	3.639%	3.000%	6.140%	<mark>0.000%</mark>
					Total change					

over 7 years \$128.79



EDWARDSBURGH CARDINAL

2024 Tax Spending Analysis







Financial Impacts to 2025

- No updated assessment from MPAC for 2025. Only change we will see is related to growth. Growth is projected by MPAC to be 1.13% or \$11.32M in assessed value, very similar the previous years 1.14%.
- The Consumer Price Index (CPI) is trending down towards a target of 2%, in September 2024 CPI was 1.6% compared to 3.2% in 2023, and 5.4% in 2022.
- The decline in interest rates, will have affects on the interest income on reserves and operating account
- Based on 2024 tax rates, a 1% increase in the tax levy will generate \$67,815.27 to the Township
- Of the 2024 property taxes collected, 75% were paid by Residential taxpayers, 22% paid by Commercial taxpayers and the remaining 3% paid by other sources. 2025 is expected to be similar in percentages
- Of the total taxes collected, 56% remain in the Township, 32% remitted to the County and 12% remitted to various School Boards



Operating Budget Considerations

Increases in Tax Levy or Funding

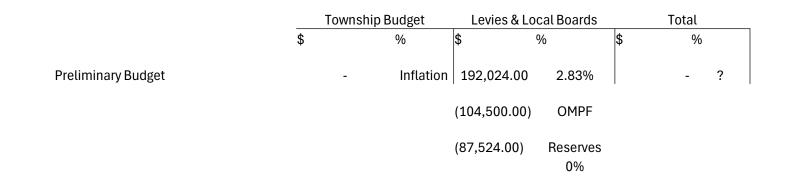
- OPP fees for 2025 are set to increase by \$192,024 annually which is an increase of 16.52% from 2024
- The Bank of Canada has been steadily lowering the key interest rate since June 2024 in response to the level of inflation.
 - 2024 budgeted interest income from our main operating account was set at \$220,000. The 2024 realized amount will be closer to **\$250,000**.
 - Interest on this account is currently 4.2% annually in cop. This is the bank prime rate less 1.750%.
 - We can anticipate that the rate will continue to decline which we will have to take into consideration when allocated interest income into the budget.

Decreases in Tax Levy or Funding

• OMPF for 2025 is scheduled to be \$777,800, a \$104,500 increase from 2024



Preliminary Budget – Proposed Township Levy



- Proposed to use an inflationary increase to the Township Operating budget to cover increases in insurance and other operating items
- The total increase for OPP amounts to \$192,024 and will be mitigated by reserves and increase from the 2025 OMPF increase to have a net zero impact on the taxation levy





Draft 5-Year Capital Plan

Summary of 5-year Capital Plan

CAPITAL PROJECTS						2024-2028
	2024	2025	2026	2027	2028	Total
Levy Based Capital						
Fire Department	\$ 100,000	\$ 100,000	\$ 300,000	\$ 2,850,000	\$ 2,000,000	\$ 3,350,000
Administration	\$ 200,000	\$ 40,000	\$ -	\$ -	\$ -	\$ 240,000
Recreation	\$ 238,460	\$ 1,053,000	\$ 666,000	\$ 305,000	\$ 217,000	\$ 3,154,300
Public Works	\$ 1,862,482	\$ 880,000	\$ 1,242,600	\$ 1,321,000	\$ 880,000	\$ 8,614,410
Public Works - Roads	\$ 1,837,752	\$ 2,161,230	\$ 1,865,119	\$ 1,180,825	\$ 1,421,600	\$ 15,555,256
Total Levy Based Capital	\$ 4,238,694	\$ 4,234,230	\$ 4,073,719	\$ 5,656,825	\$ 4,518,600	\$ 30,913,966
User Rate Based Capital						
Cardinal Wastewater	\$ 51,000	\$ 93,000	\$ 350,000	\$ 200,000	\$ 415,000	\$ 694,000
Cardinal Water	\$ 132,291	\$ 535,000	\$ 300,000	\$ 155,000	\$ 290,000	\$ 1,122,291
Spencerville Wastewater	\$ 86,000	\$ 302,000	\$ 200,000	\$ 325,000	\$ 100,000	\$ 913,000
Industrial Park Water System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Windmill Pumping Station	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total User Rate Based Capital	\$ 269,291	\$ 930,000	\$ 850,000	\$ 680,000	\$ 805,000	\$ 2,729,291

Funding sources and priorities to be determined by project - point in time estimate of all work to be done ٠

Funding for Capital comes from a combination of the Operating Surplus, Grants, Reserves and any additional dedicated ٠ Capital Levies

Depreciation expense is targeted to be 1.6M and capital expense should always be higher than deprecation to close the ٠ infrastructure gap as per the asset management plan



Levy Based Capital Projects

Fire Department and Administration

CAPITAL PROJECTS						2024-2	.020
	2024	2025	2026	2027	2028	Tota	al
FIRE DEPARTMENT							
Pumper 1	\$ -	\$ -	\$ -	\$ 850,000	\$ - \$		350,000
Station #2 Design & Engineering	\$ 100,000	\$ 100,000	\$ 300,000	\$ - 9	\$ - "\$. !	500,000
Bldg. Capital Upgrades	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000 \$	4,0	000,000
Total	\$ 100,000	\$ 100,000	\$ 300,000	\$ 2,850,000	\$ 2,000,000 \$	3,	350,000

Fire Department

• Pumper 1 will need to be tendered in 2025. Delivery is estimated for 2027.

CAPITAL PROJECTS						2024-2028
	2024	2025	2026	2027	2028	Total
ADMINISTRATION						
Administration Office Upgrades	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Website revamp	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
Total	\$ 200,000	\$ 40,000	\$ -	\$ -	\$ -	\$ 240,000

Administration

• 2025 requires a website revamp due to our current provider changing the software used for the backend and requiring users to move to a new software to be compatible with all systems.



2024 2020

Recreation – Parks, Ball Diamonds and Tennis Courts

CAPITAL PROJECTS							20	024-2028
		2024	2025	2026	2027	2028		Total
RECREATION								
Parks	Lawn Tractor	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$	68,000
	Picnic Tables / Garbage Cans	\$ 15,400	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$	45,400
	Splash Pad	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$	400,000
	Bleachers	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$	32,000
	Docks	\$ 16,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$	61,000
	Truck	\$ -	\$ 57,000	\$ -	\$ 50,000	\$ -	\$	162,000
	Paving Walk Way / Legion Way	\$ -	\$ -	\$ 65,000	\$ -	\$ 130,000	\$	65,000
	Play Structure	\$ -	\$ 80,000	\$ -	\$ 60,000	\$ -	\$	140,000
	Waterfront Washroom Upgrades	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$	150,000
Ball Diamonds	North Ball Diamond Lights	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$	30,000
	Johnstown - Lights/fencing	\$ 106,060	\$ -	\$ -	\$ -	\$ 62,000	\$	168,060
	Cardinal - Lights	\$ -	\$ -	\$ -	\$ -	\$ -	\$	20,000
	Cardinal - Backstop	\$ -	\$ -	\$ 26,000	\$ -	\$ -	\$	26,000
Tennis Courts	Johnstown Tennis/ Pickle Ball Court	\$ -	\$ -	\$ -	\$ -	\$ -	\$	226,840
	Cardinal Tennis/ Pickle Ball Court	\$ 30,000	\$ 151,000	\$ -	\$ -	\$ -	\$	181,000
Total Parks, Ball Diamon	ds and Tennis Courts	\$ 199,460	\$ 698,000	\$ 266,000	\$ 175,000	\$ 217,000	\$	1,775,300

• Cardinal tennis/pickle ball court is contingent on grant which will provide 50% of the total cost of the project

• Splash pad is an addition to current service provided and should be funded through levy



Recreation – Arenas, Pools and Halls

CAPITAL PROJECTS							2	024-2028
		2024	2025	2026	2027	2028		Total
Arenas	Spencerville - Decommission arena	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$	100,000
	Spencerville - Dehumidifier	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$	50,000
	Ingredion - Generator	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$	85,000
	Ingredion - HVAC System	\$ -	\$ -	\$ -	\$ 30,000		\$	30,000
	Ingredion - Parking Lot Expansion	\$ -	\$ -	\$ -	\$ -	\$ -	\$	70,000
	Portable Defibs - all locations	\$ -	\$ -	\$ -	\$ -	\$ -	\$	10,000
Pools	Johnstown - Pool Liner/Piping	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$	300,000
	Johnstown - Pool Piping & Decking	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$	225,000
	Cardinal - Liner Replacement Phase 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$	290,000
	Both Pools - Pool Heaters	\$ -	\$ -	\$ -	\$ -	\$ -	\$	100,000
South Centre	Hall lighting	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$	15,000
	Generator	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$	65,000
	Furnace / AC Unit Upgrades	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$	20,000
	New Flooring	\$ 19,000	\$ -	\$ -	\$ -	\$ -	\$	19,000
	UV Upgrades	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$	15,000
Total Arenas, Pools an	d Halls	\$ 39,000	\$ 355,000	\$ 400,000	\$ 130,000	\$ -	\$	1,379,000



Public Works – Equipment

CAPITAL PROJECTS						2	024-2028
	2024	2025	2026	2027	2028		Total
PUBLIC WORKS							
Vehicles						_	
1/2 Ton truck	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$	60,000
Tandem Axle Plow truck	\$ 360,000	\$ 425,000	\$ -	\$ 446,000	\$ -	\$	1,231,000
Roadside Mower	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000	\$	50,000
Sidewalk Plow	\$ 160,414	\$ -	\$ -	\$ -	\$ -	\$	160,414
Excavator	\$ -	\$ -	\$ 375,000	\$ -	\$ -	\$	375,000
Brushhead	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$	75,000
Tractor	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-
Grader	\$ -	\$ -	\$ -	\$ -	\$ 425,000	\$	425,000
Drainage	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$	2,891,160
Building Rehab	\$ -	\$ 200,000	\$ 150,000	\$ 50,000	\$ 50,000	\$	450,000
Sidewalk Rehab	\$ -	\$ 25,000	\$ 140,000	\$ 25,000	\$ 205,000	\$	395,000
Pedestrian Crossings	\$ -	\$ 105,000	\$ -	\$ -	\$ -	\$	105,000
Transfer Site	\$ -		\$ -	\$ -	\$ -	\$	37,168
Road Construction and Removals	\$ -	\$ -	\$ 438,000	\$ -	\$ -	\$	438,000
Structural Features	\$ -	\$ -	\$ -	\$ 330,000	\$ -	\$	330,000
Bridge Rehab							
Galop Canal South Bridge	\$ -	\$ -	\$ 39,600	\$ -	\$ -	\$	39,600
Weir Road Bridge	\$ 900,000	\$ -	\$ -	\$ -	\$ -	* \$	900,000
Jordan Road Culvert	\$ 282,068	\$ -	\$ -	\$ -	\$ -	\$	282 068
Campbell Road Culvert	\$ -	\$ -	\$ -	\$ 370,000	\$ -	\$	370.000
Ventnor Rd. Culvert	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-
Tuttle Point Culvert	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-
Public Works							

• Total of three new tandem trucks needed by 2024-2027 to replace aging equipment and reduce repair costs



Public Works – Rural Roads

CAPITAL PROJECTS PUBLIC WORKS Various Gravel Roads		Length (m)	Width (m)	Area (m2)		2024		2025		2026		2027		2028	2	024-2028 Total
Road reconstruction	Section															
Rural Edison Totem Ranch Road East Cedar Grove Cedar Grove Armstrong Rd. Cedar Grove Rock Street WIP Edison - 2023 Connell Rd Hurley Rd Goodin Rd Brouseville Rd Pittston Rd East Cedar Grove Cedar Grove Cedar Grove Windmill Rd Jochem Rd	CR2-Greenfield CR44-end Fraser -Noe Noe-Boundry Rock-CR21 Rock-Crowder CR44-Fraser Armstrong - Crowder Pad and patch Pad and patch	355 1710 2050 1550 1200 1200 2250 300 400 200 5800 2600 2050 1550	8.2 7 7 7 7 7 5 7 7 7	2911 11970 14350 10850 8400 7000 8400 11250 14350 10850 12390	<mark>\$</mark> \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	103,575 125,638 - 275,818 229,849 382,541 - (103,575)	\$\$\$\$\$\$\$\$	- - - - - - - - - - - - - - - - - - -	******	- - - - - - - - - - - - - - - - - - -	* * * * * * * * * * * * * * * * * * * *	- - - - - - - - - - - - - - - - - - -	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$		\$	103,575 125,638 - - 275,818 229,849 382,541 - (103,575) 44,370 59,160 29,580 857,820 384,540 662,622 501,007 290,000 557,550
Glen Smail Rock Street	Armstrong - Crowder	3600 2250	7 5	25200 11250	\$	-	\$ \$	-	\$ \$	-	\$	-	\$ \$	- 380,000	\$ \$	- 380,000

EDWARDSBURGH CARDINAL

Public Works - Roads: Cardinal, New Wexford, Johnstown & Spencerville

CAPITAL PROJECTS		Length (m)	Width (m)	Area (m2)		2024		2025		2026		2027		2028	2024-2028 Total
Cardinal						2021		2020		2020		2021			
Middle St.	John StDundas	240	8	1920	\$	-	\$	-	\$	-	\$	-	\$	386,400 \$	386,400
Middle St.	James -John	100	8	800	\$	-	\$	71,200	\$	-	\$	-	\$	- \$	71,200
Reid St	Joseph-Dundas	310	7	2170	\$	178,017	\$		\$	-	\$	-	\$	- \$	178,017
Waddell	Dundas-Canal	130	6	780	\$	-	\$	312,000	\$	-	\$	-	\$	\$	312,000
New St.	John-James	90	10	900	\$	-	\$	-	\$	-	\$	-	\$	- \$	
Legion Way		110	7	770	\$	-	\$	-	\$	26,950	\$	-	\$	- \$	26,950
Meadowland Drive		330	7	2310	\$	-	\$	-	\$	-	\$	103,950	\$	- \$	103,950
Dishaw Street		540	7	3780	\$	-	\$	-	\$	-	\$	170,100	\$	- \$	170,100
Victoria Street	Lambert to Dundas	80	7	560	\$	-	\$	-	\$	-	\$	-	\$	- \$	-
Victoria Street	Dundas to James	290	7	2030	\$	-	\$	-	\$	-	\$	-	\$	- \$	-
James St.	Tracks - Middle St.	120	6.8	815	\$	-	\$	93,350	\$	-	\$	-	\$	- \$	93,350
Dundas St.	Legion Way - Bridge				\$	-	\$	-	\$	-	\$	-	\$	- \$	-
New Wexford															
Riverview Cres.	All	200	6	1200	\$	49,664	\$	-	\$	-	\$	-	\$	- \$	49,664
Reilly St.	All	370	6	2220	\$	91,879		47,400	\$	-	\$	-	\$	- \$ - \$ - \$	139,279
Hooker St.	All	150	5.5	825	\$	34,144			\$	-	\$	-	\$	- "\$	34,144
Keefer St.	All	110	6	660	\$	27,315			\$	-	\$	-	\$	- \$	27,315
Johnstown															
Sophia	Second-Albert	810	5.5	4455	\$	146,282	\$	-	\$	-	\$	-	\$	- \$ - \$	146,282
Sutton Dr.	Sofia-JCC parking	360	6.5	2340	\$	76,835	\$	-	\$	-	\$	-	\$	- "\$	76,835
Second St.	Sophia-Elizabeth	400	6	2400	\$	78,805	\$	-	\$	-	\$	-	Ś	- \$	78,805
Mary Street		440	7	3080	•	-,	\$	-	\$	-	\$	-	\$	- "\$	-,
Elizabeth Street		440	7	3080			\$	-	\$	-	\$	-	Ŝ	- "\$	-
Frederick Street		1500	7	10500			\$	-	\$	-	\$	-	\$	472,500 \$	
Fourth Street	All	340	7	2380			\$	-	\$	-	\$	-	\$	107,100 \$	
Fifth	Elizabeth to end	120	7	840			\$	-	\$	-	\$	-	\$	37,800 \$	
Holly Drive		440	7	3080			\$	-	\$	-	\$	-	\$	- \$	
Ross Spencer/Linton /Meye	rs	460	7	3220			\$	-	\$	-	\$	-	\$	- \$	
Gillis Street	All	120	7	840			\$	-	\$	-	\$	-	\$	37,800 \$	
Spencerville															
Henderson St.	CR44-School	62	8	496	\$	20,528	\$	46,180	\$	-	\$	-	\$	- "\$	66,708
South St.	Water-Slone	330	7	2310	\$	95,604	\$		\$	-	\$	-	\$	- ⁻ \$	487,354
Water St.	Spencer-Mill	100	6	600	Ψ \$	24,832	\$		\$	_	φ \$	_	φ \$	- "\$	233,252
Irving Street	Opender-IVIII	250	7	1750	ψ	27,002	\$		φ \$	-	φ \$	- 328,750	φ \$	- \$	
Hutton Street		230 65	7	455			э \$	-	ψ		э \$	20,475	э \$	- p - \$,
				100			Ψ		WP		•				
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									ca						

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Rate Based Capital Projects

CAPITAL PROJECTS	2024	2025	2026		2027		2028	20	024-2028 Total
ENVIRONMENTAL SERVICES									
Cardinal Wastewater									
William St Reline	\$ -	\$ -	\$	\$	-	\$	-	\$	-
Sewer manhole rehab (8 manholes)	\$ 15,000	\$ -	\$	\$	-	\$	- '	\$	15,000
Sewer Lining	\$ -	\$ -	\$	\$	150,000	\$	-	\$	150,000
Henry Street Panel Install	\$ 15,000	\$ -	\$ -	\$	-	\$	-	\$	15,000
Building Mechanical (Rehab/Repair)	\$ -	\$ -	\$	\$	50,000	\$	175,000	\$	225,000
Boiler Replacement	\$ 21,000	\$ -	\$ -	\$	-	\$	- '	\$	21,000
Dundas Street	\$ -	\$ -	\$ 350,000	\$	-	\$	-	\$	350,000
Middle Street	\$ -	\$ -	\$ -	\$	-	\$	240,000	\$	240,000
SCADA Workstation/historian upgrades (50%)	\$ -	\$ 30,000	\$ -	\$	-	\$	-	\$	30,000
Generator and Fuel System Repairs	\$ -	\$ 63,000	\$	\$	-	\$	-	\$	63,000
Total	\$ 51,000	\$ 93,000	\$ 350,000	\$	200,000	\$	415,000	\$	1,109,000
Cardinal Water System								_	
SCADA Workstation/historian upgrades (50%)	\$ -	\$,	\$ -	\$	-	\$	-	\$	30,000
UV Replacements at Water Plant	\$ -	\$ 400,000	\$ -	\$	-	\$	- '	\$	400,000
Reid Street Water Service Replacements	\$ 113,250	\$ -	\$	\$	-	\$	-	\$	113,250
Dundas Street	\$ -	\$ -	\$ 300,000	\$	-	\$	-	\$	300,000
Middle Street	\$ -	\$ -	\$ -	\$	-	\$	240,000	\$	240,000
Building Mechanical (Rehab/Repair)	\$ -	\$ -	\$	\$	100,000	\$	50,000	\$	150,000
Interior touch ups Water tower	\$ -	\$ -	\$ -	\$	55,000	\$	-	\$	55,000
Low lift pump starters/filer analyzer	\$ 19,041	\$ -	\$ -	\$	-	\$	- '	\$	19,041
Vehicle Replacement (on-call 4x4)	\$ -	\$ 75,000	\$ -	\$	-	\$	-	\$	75,000
Generator and Fuel System Repairs	\$ -	\$ 30,000	\$ -	\$	-	\$	-	\$	30,000
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CAPITAL PROJECTS						2	024-2028
	2024	2025	2026	2027	2028		Total
Spencerville Wastewater System							
Lagoon Weed Removal	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$	100,000
Mag Meter Install	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$	15,000
Splitter Box Relining	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$	25,000
Vehicle Replacement	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$	75,000
Sewer Manhole Rehab	\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$	16,000
Generator and Fuel System Repairs	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$	40,000
Spencerville PS 1 Pump Upgrades	\$ -	\$ 262,000	\$ -	\$ -	\$ -	\$	262,000
Spencerville PS 2 and 3 Pump Upgrades	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$	250,000
Lagoon ECA upgrades	\$ 30,000	\$ -	\$ 200,000	\$ -	\$ -	\$	230,000
Total	\$ 86,000	\$ 302,000	\$ 200,000	\$ 325,000	\$ 100,000	\$	1,013,000
Industrial Park Water System							
Hymax clamps/pipe purchase	\$ -	\$ -	\$ -	\$ -	\$ -	* \$	-
Windmill Station						_	
Pump station upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-

• All charges for rate-based capital are paid by the direct users of the asset





Proposed Meeting Schedule

- January 13th COW-AO Capital Meeting #1
- January 23rd Capital Meeting #2 (if needed)
- February 10th COW-AO Operating Budget #1
- February 20th Operating Budget #2 (if needed)
- March 10th COW-AO Final Consolidated Budget Presentation
- March 24th General Council Budget Bylaw Presented