

ONTARIO, CA

COCHRANE

WONDERFULLY UNEXPECTED

FINAL

2023 MUNICIPAL BUDGET



OPERATING & CAPITAL

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Introduction

The Town of Cochrane is pleased to provide its 2023 Operating and Capital Budget. This document provides an overview of the municipality's operations and challenges that will help guide policy, strategic decision-making, and service levels considerations.

The annual budget is a fundamental blueprint that guides us towards efficiency, effectiveness, and proactiveness. It provides a plan on how much money is expected to be received and spent, the level of service to be provided to our residents, and the priority of our projects and services.

The budget is comprised of two main components:

Operating Budget

The Operating Budget funds an array of programs and services such as emergency, childcare, library, care and maintenance of cemeteries, parks and facilities, recreational events, solid waste management including waste/recycling pick up and landfill operations, snow removal, road maintenance, general government and much more. It focuses on the delivery of services and programs in our community. Wages, utilities, insurance, licenses, etc. are examples of the nature of expenses to help provide those services.

Capital Budget

The Capital Budget funds new, replaced, enhanced, and rehabilitated infrastructure. Examples include new and replaced sidewalks, road reconstruction, major repairs and maintenance that could extend the life of our assets such as buildings, etc. The budget helps identify priority infrastructure projects to take care of our current and future needs.

Determining the change in net levy required from property taxes is a combination of both the operating and capital budgets, including any contributions to and from reserves and reserve funds.

Background

A Strategic Plan was adopted in 2020 which identified fiscal health as a main objective. This includes keeping debt low, maintaining healthy reserves to be prepared for the unexpected, stabilizing our tax base with a sustainable municipal taxation program, and modernizing our business practices to drive efficiencies and cost savings.

In 2021, the following steps were taken to meet these objectives:

- Implementing a multi-year capital revenue generating plan – that being a 1% capital levy increase dedicated for use in capital infrastructure re-investment needs. The multi-year recommendation was to add a 1% dedicated capital tax levy annually until an adequate level of annual capital revenues is generated to meet our infrastructure deficit needs.
- Committing to transfer 20% of the municipality's rental facility revenues to a dedicated reserve to fund infrastructure renewal needs of these facilities.
- Maintaining existing annual 1% dedicated transfer of funds (taxation revenues) to maintain sustainability reserves (established in 2017).
- Amending the Municipal Reserves Policy to include minimum and maximum targets for its key reserves.

In the Fall of 2022, the Town elected a new Council for the next four-year term. A few of their initiatives have been included in the 2023 budget such as bringing lifeguards back to the beach, providing Seniors' Club with financial support, investing in the Cochrane Recreation & Special Events Board, and increasing advertising efforts to support tourism and economic development in our community. Council will be working towards preparing a Strategic Plan that aligns with their vision, and this will become a staple for upcoming budgets.

Highlights

The following recap shows the net levy required for the 2023 Fiscal Year. The budget increase represents a 3.5% increase in tax levy for operations and a 1% dedicated capital tax levy. However, when considering the debt servicing costs which are a result of financing capital projects, the 4.5% tax increase can be grouped as follows:

- 2.10% Operating Costs
- 2.40% Capital Costs

A total of \$8,303,413 capital project costs has been approved. The following is a breakdown:

- \$2,722,000 (33%) projects that were approved in prior years, such as the Nahma Road bridge, sidewalks, dump and plow trucks, and garbage truck
- \$1,596,000 (19%) Huron Road reconstruction
- \$1,174,000 (14%) facilities/fencing
- \$633,673 (8%) various fleet
- \$540,000 (6%) landfill compactor and loader
- \$534,300 (6%) airport terminal accessibility upgrades and fuel tank replacement
- \$1,103,440 (14%) all other (annual sidewalk and rural gravel lifts, Con 2&3 surface treatment easterly end (lift), engineering, rural guard rails, multi-use path Commando Park link, Con 6&7 bridge rehabilitation, equipment, streetlights, etc.)

31% of the capital expenditures are to be financed and 69% is funded through special funding or reserves. The following is a breakdown of how the capital expenditures are being paid for:

- \$2,577,056 (31%) financing
- \$1,524,503 (18%) general capital reserves
- \$956,221 (12%) formula-based OCIF funding
- \$540,000 (7%) environmental reserve (for landfill)
- \$534,300 (6%) airport reserve
- \$527,900 (6%) federal gas tax funding
- \$511,997 (6%) special funding contributions
- \$439,323 (5%) NORDS funding
- \$396,113 (5%) annual own source
- \$296,000 (4%) other reserves and deferred revenue

In consideration of significant increases in costs due to inflation, a transfer from the tax stabilization fund is being proposed in the amount of \$400,000. This is double the transfer amount from 2022 in the amount of \$200,000. With the proposed transfer, the tax rate stabilization reserve fund is anticipated to have a balance of \$375,500, which would meet the minimum target. Further transfer would jeopardize the reserve target.

CORPORATION OF THE TOWN OF COCHRANE
OVERALL RECAP

	GROSS EXPENDITURES				DIRECT REVENUES				NET COST			
	2022 Final Budget	2023	Change		2022 Final Budget	2023	Change		2022 Final Budget	2023	Change	
OPERATING EXPENDITURES					see worksheet							
GENERAL GOVERNMENT - COUNCIL, IT, HR, ADMINISTRATION, PURCHASING	\$1,933,882	\$1,970,880	\$36,998	1.91%	277,325	307,210	29,885	10.78%	1,656,357	1,663,470	7,113	0.43%
PROTECTIVE SERVICES - FIRE, POLICING, EMERGENCY MANAGEMENT	\$1,953,285	\$1,985,942	\$32,657	1.67%	46,800	37,900	-8,900	-19.02%	1,906,485	1,948,042	41,557	2.18%
PROTECTIVE SERVICES - PROVINCIAL OFFENCES ACT (POA)	\$0	\$0	\$0		85,000	85,000	0	0.00%	-85,000	-35,000	0	0.00%
PROTECTIVE SERVICES - BUILDING	\$100,375	\$126,648	\$26,273	26.17%	103,000	126,648	23,648	22.96%	-2,625	0	2,625	100.00%
PROTECTIVE SERVICES - BYLAW ENFORCEMENT	\$72,083	\$134,059	\$61,976	85.98%	3,500	3,500	0	0.00%	68,583	130,559	61,976	90.37%
PLANNING	\$102,350	\$231,092	\$128,742	125.79%	29,088	75,288	46,200	158.83%	73,262	155,804	82,542	112.67%
ECONOMIC DEVELOPMENT	\$80,784	\$127,051	\$46,267	57.27%	18,783	15,769	-2,994	-15.96%	62,021	111,282	49,261	79.43%
COMMUNITY SERVICES - PARKS, PROGRAMS, ARENA, POOL, FITNESS, EVENTS/HALLS, BEACH, CONTRIBUTIONS, etc.	\$2,038,419	\$2,289,588	\$251,169	12.32%	474,336	493,390	19,054	4.02%	1,564,083	1,796,198	232,115	14.84%
MUNICIPAL OPERATIONS - ROAD MAINTENANCE, WINTER CONTROL, DITCHING, BEAVER CONTROL, RECYCLING, WASTE COLLECTION, etc.	\$2,809,312	\$2,997,459	\$188,147	6.70%	162,900	263,400	100,500	61.69%	2,646,412	2,734,059	87,647	3.31%
MUNICIPAL OPERATIONS - AIRPORT	\$370,720	\$582,230	\$211,510	57.05%	535,953	843,153	307,200	57.32%	-165,233	-280,923	-95,690	-57.91%
MUNICIPAL OPERATIONS - LANDFILL	\$257,185	\$319,074	\$61,889	24.06%	303,000	319,074	16,074	5.30%	-45,815	0	45,815	100.00%
MUNICIPAL OPERATIONS - DISABILITY TRANSIT	\$72,000	\$79,000	\$7,000	9.72%	75,000	66,750	-8,250	-11.00%	-3,000	12,250	15,250	508.33%
HEALTH SERVICES - PORCUPINE HEALTH UNIT, LAND AMBULANCE, DR RECRUITMENT	\$872,231	\$872,231	\$0	0.00%	0	0	0		672,231	672,231	0	0.00%
HEALTH SERVICES - CEMETERIES	\$53,810	\$54,770	\$960	1.78%	50,000	51,000	1,000	2.00%	3,810	3,770	-40	-1.05%
SOCIAL AND FAMILY SERVICE - CHILD CARE CENTRES	\$1,731,790	\$1,808,053	\$76,263	4.40%	1,737,290	1,808,053	70,763	4.07%	-5,500	0	5,500	100.00%
SOCIAL AND FAMILY SERVICE - CDSSAB CONTRIBUTIONS	\$809,533	\$855,778	\$46,245	5.71%	0	0	0		809,533	855,778	46,245	5.71%
SOCIAL AND FAMILY SERVICES - CLUBS, OTHER	\$1,950	\$33,100	\$31,150	1597.44%	0	0	0		1,950	33,100	31,150	1597.44%
LIBRARY	\$376,810	\$374,227	-\$2,583	-0.69%	40,533	37,950	-2,583	-6.37%	336,277	336,277	0	0.00%
POLAR BEAR HABITAT	\$686,000	\$792,400	\$106,400	15.51%	306,000	412,400	106,400	34.77%	380,000	380,000	0	0.00%
OTHER PROPERTIES - FACILITY RENTALS	\$87,153	\$93,809	\$6,456	7.41%	524,338	578,307	53,969	10.29%	-437,185	-484,698	-47,513	-10.87%
Long-Term Debt Budget on Capital Projects (move under capital)	-\$223,481	-\$288,618	-\$65,137	-29.15%					-223,481	-288,618	-65,137	-29.15%
TOTAL OPERATING COSTS	\$13,985,991	\$15,238,373	\$1,252,382	8.95%	4,772,826	5,524,792	751,966	15.76%	9,213,165	9,713,581	500,416	5.43%

**CORPORATION OF THE TOWN OF COCHRANE
OVERALL RECAP**

	GROSS EXPENDITURES				DIRECT REVENUES				NET COST			
	2022 Final Budget	2023	Change		2022 Final Budget	2023	Change		2022 Final Budget	2023	Change	
CAPITAL, RESERVES AND DEBT												
TRANSFER TO RESERVES	\$278,800	\$425,895	\$147,095	52.76%	115,000	115,000	0	0.00%	163,800	310,895	147,095	89.80%
Transfer to Capital	\$315,000	\$395,000	\$80,000	25.40%					315,000	395,000	80,000	25.40%
EXISTING LONG TERM DEBT + 2022 FORECAST to be borrowed mid-2023	\$1,162,037	\$1,299,122	\$137,085	11.80%					1,162,037	1,299,122	137,085	11.80%
2023 FORECAST BORROWING - tax based	\$112,416	\$27,431	-\$84,985	-75.60%					112,416	27,431	-\$84,985	-75.60%
Long-Term Debt Budget on Capital Projects (from above)	\$223,481	\$288,618	\$65,137	29.15%					223,481	288,618	\$65,137	29.15%
less Portion of EXISTING LTD to be funded from WS	-\$296,493	-\$301,580	-\$5,087	-1.72%					-\$296,493	-\$301,580	-\$5,087	-1.72%
TOTAL CAPITAL/DEBT COMPONENT	\$1,795,241	\$2,134,486	\$339,245	18.90%	\$115,000	\$115,000	0	0.00%	\$1,680,241	\$2,019,486	\$339,245	20.19%
FULL ACCRUAL BUDGETING - ADJUSTMENTS (included above but remove for determining revenue requirements)	\$ (53,950)	\$ (69,651)	\$ (15,701)	-29.10%					-\$53,950	-\$69,651	-\$15,701	-29.10%
TOTAL REVENUE REQUIREMENT (TOTAL NEEDS)	\$ 15,727,282	\$ 17,303,208	\$ 1,575,926	10.02%	\$4,887,826	\$5,639,792	\$751,966	15.38%	\$10,839,456	\$11,663,416	\$823,960	7.60%

NON DIRECT = GENERAL REVENUES

ONTARIO MUNICIPAL PARTNERSHIP FUND									2,211,100	2,214,400	3,300	0.15%
Contributions from Affiliates									230,000	230,000	0	0.00%
MUNICIPAL ACCOMODATION TAX									80,000	95,000	15,000	18.75%
GENERAL FUNDING/GRANT - including Power Dams Revenue									221,871	221,871	0	0.00%
TRANSFER FROM RESERVES - 2022 forecast surplus									200,000	400,000	200,000	100.00%
TOTAL NON DIRECT REVENUES									2,942,971	3,161,271	218,300	7.42%

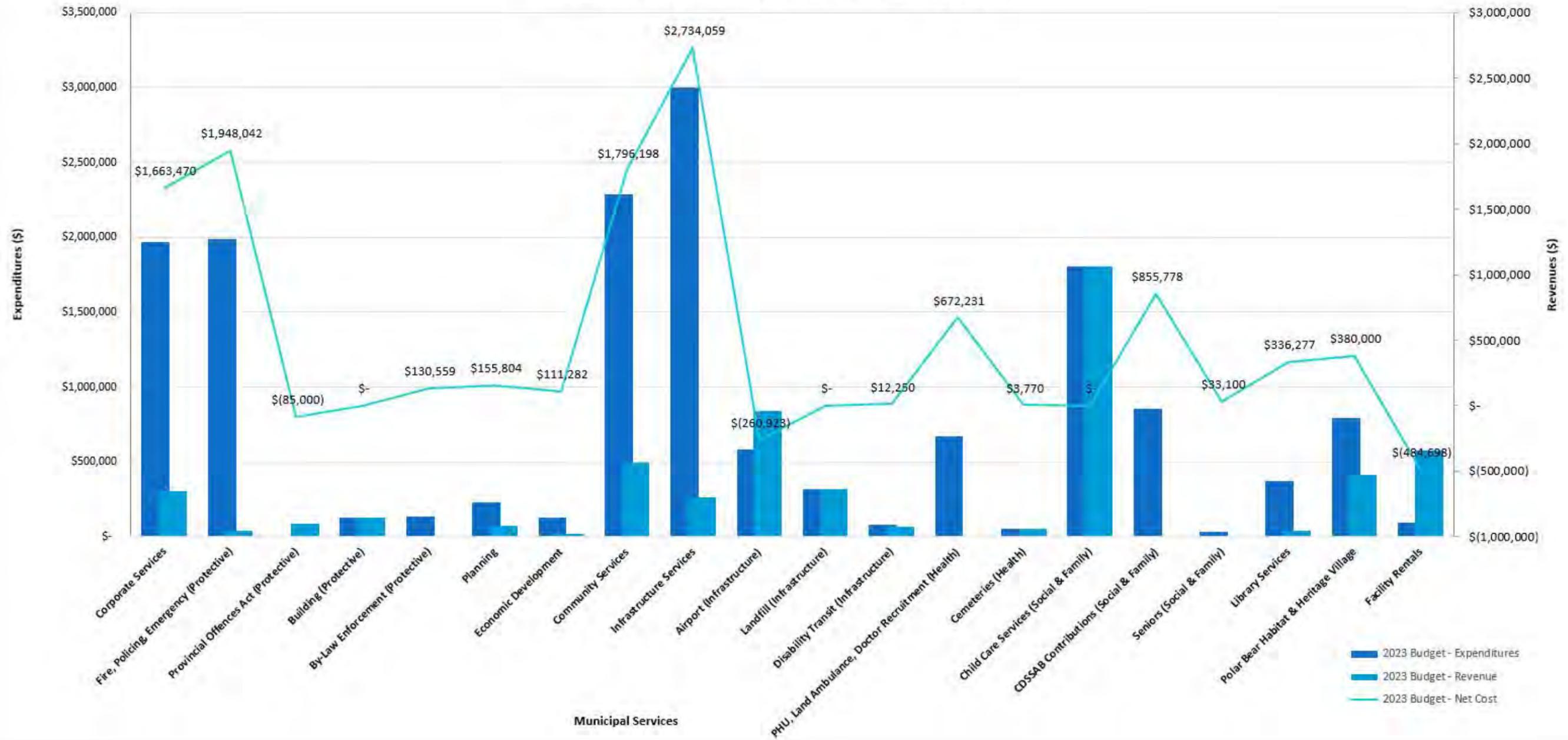
BALANCE of REVENUES is PROPERTY TAXES

Change in net cost	500,416	6.3%
Change in use of reserve	147,095	1.8%
Change in other (accrual, surplus, etc.)	(312,792)	-3.9%
Tax growth	(140,869)	-1.8%
User fee increase (3%)	(28,000)	-0.3%
	<u>167,850</u>	<u>2.1%</u>
Change in interest on LTD	85,137	0.8%
Change in principal on LTD	47,013	0.6%
1% transfer to capital reserve	80,000	1.0%
	<u>192,150</u>	<u>2.4%</u>
	<u>360,000</u>	<u>4.5%</u>

Taxes	
2.10%	\$ 167,850 Operating
2.40%	\$ 192,150 Capital
4.50%	\$ 360,000

	7,896,485	8,502,145	605,660	7.67%
	7,349,931	7,975,276	< taxes prior years	
	<u>546,554</u>	<u>526,869</u>	SUBTOTAL NEED	
	\$ 374,624	\$ 360,000	Property Tax Increase	
	\$ 142,538	\$ 140,869	Growth	
	\$ 29,392	\$ 28,000	3% increase - User Fees	
	\$ 546,554	\$ 526,869	Additions	
	<u>\$ 0</u>	<u>\$ 0</u>	REVISED VARIANCE	

2023 Budget by Services (Expenditures, Revenue, Net Cost)



2023 Tax Levy Impact

The following table outlines the estimated impact of a 4.5% tax increase on a residential home. The median residential assessment according to MPAC is \$167,000 among 2,467 households.

		2023 Forecasted Town Property Tax Increase	
		<i>V2 - as of Mar 10, 2023</i>	
		% of Taxes	Impact on \$167,000** Residential Assessment
2023 Municipal portion of property taxes >>>			\$2,739
<u>2023 IMPACT</u>			
Base Budget*		3.5%	\$91.78
Infrastructure Levy		1.0%	\$26.22
TOTAL INCREASE		4.5%	\$118.00
* includes estimated assessment growth			
** MPAC Median Single Family Detached			

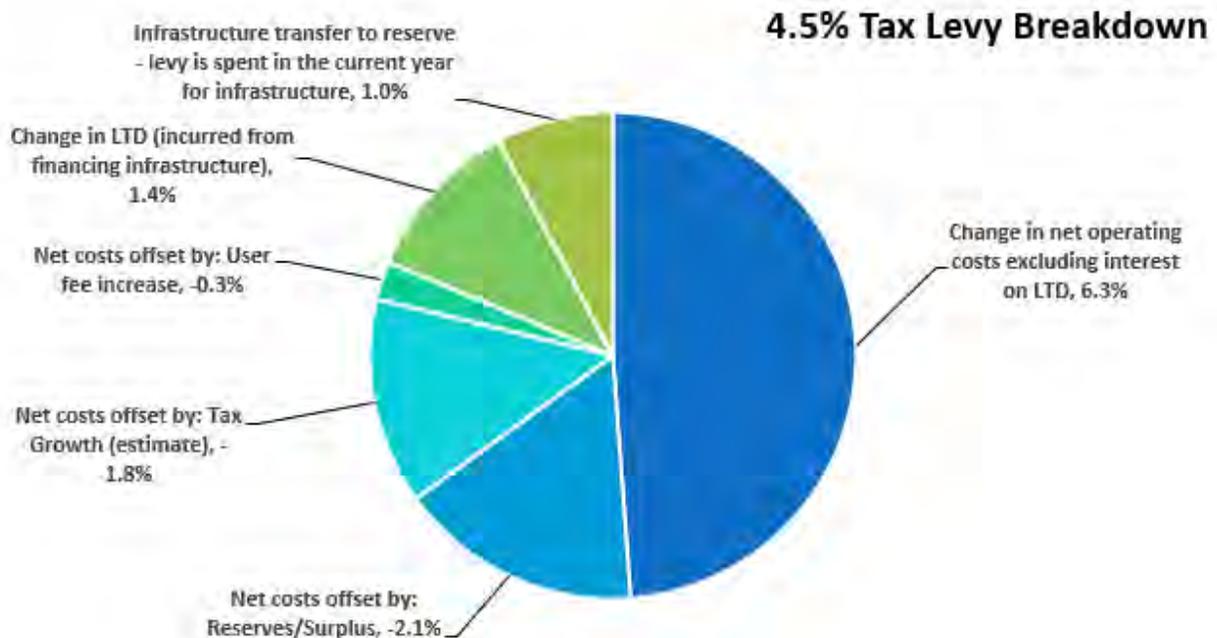
The following snapshot demonstrates the estimated impact of a 4.5% tax increase from the actual 2022 Residential Tax Rate:

Year	Tax Increase	Residential Tax Rate	Median Residential Assessment	Municipal Taxes	Change
2021		1.48839200	\$167,000	\$2,486	
2022	5.0%	1.56921600	\$167,000	\$2,621	\$135
2023	4.5%	1.63983072 <i>(Note 1)</i>	\$167,000	\$2,739	\$118

Note 1: 2022 Tax Rate (1.56921600) X (1 + 4.5% Proposed Tax Increase) = 1.63983072

The following table and chart provide a more detailed breakdown of the 2023 tax levy impact.

	2023 Forecasted Town Property	
	V2 - as of Mar 10, 2023	
	% of Taxes	Impact on \$167,000** Residential Assessment
2023 Municipal portion of property taxes >>>		\$2,739
2023 IMPACT		
<i>Operating</i>		
Change in net operating costs excluding interest on LTD	6.3%	\$164.17
Net costs offset by: Reserves/Surplus	-2.1%	-\$54.36
Net costs offset by: Tax Growth (estimate)	-1.8%	-\$46.21
Net costs offset by: User fee increase	-0.3%	-\$8.53
Total Operating Portion of Tax Levy	2.1%	\$55.07
<i>Infrastructure (Capital Assets)</i>		
Change in LTD (incurred from financing infrastructure)	1.4%	\$36.73
Infrastructure transfer to reserve - levy is spent in the current year for infrastructure	1.0%	\$26.20
Total Capital Portion of Tax Levy	2.4%	\$62.93
TOTAL INCREASE	4.5%	\$118.00



Change in net operating costs excluding interest on LTD (Breakdown of 6.3%)		
Infrastructure Services - Airport	-1.2%	-\$31.47
Facility Rentals	-0.6%	-\$15.47
Health Services - Cemeteries	0.0%	-\$0.26
Library Services	0.0%	-\$0.26
Polar Bear Habitat & Heritage Village	0.0%	-\$0.26
Protective Services - Provincial Offences Act	0.0%	\$0.00
Health Services - PHU, Land Ambulance, Doctor Recruitment	0.0%	\$0.00
Protective Services - Building	0.0%	\$0.79
Corporate Services (Council, IT, HR, Administration, Purchasing)	0.1%	\$2.61
Social & Family Services - Child Care Services	0.1%	\$2.62
Infrastructure Services - Disability Transit	0.2%	\$4.98
Social & Family Services - Seniors Contributions, Second Mile Club	0.4%	\$10.23
Protective Services (Fire, Policing, Emergency Management)	0.5%	\$12.33
Infrastructure Services - Landfill	0.6%	\$14.95
Social & Family Services - CDSSAB Contributions	0.6%	\$15.21
Economic Development	0.6%	\$16.26
Infrastructure Services (Roads, Winter Control, Ditching, Beaver, Recycling, Waste Collect)	0.6%	\$16.78
Protective Services - By-Law Enforcement	0.8%	\$20.46
Planning	1.0%	\$27.01
Community Services (Parks, Programs, Arena, Pool, Fitness, Events, Beach, Contributions, etc.)	2.6%	\$67.66
	6.3%	\$164.17

2023 Mitigation Items

The proposed budget includes the following tax increase mitigation items:

- New taxation revenues from assessment growth around \$140,000. This is the equivalent of approximately 1.8% tax increase avoided and is considered recurring.
- Use of \$400,000 from the forecasted 2022 operating surplus (rolled forward into the 2023 budget). This is the equivalent of an approximate 5% tax increase being avoided. Operating surplus is however a non-recurring item, and difficult to predict.

2023 Key Changes

The proposed budget includes the following key changes:

- **Labour Costs** – The current collective agreement expired December 31, 2021. The 2022 budget was based on estimates at the time, and the 2023 budget similarly. An accrual will be made in 2022 to ensure cost increases related to 2022 are recorded in the proper year. The labour component of this budget includes inflation-based adjustments of **approximately \$169,400**. This includes some rate adjustments/step increases, however excludes labour inflation for the Child Care services, Polar Bear Habitat (PBH), and the Cochrane Public Library since those services are budgeted based on maximum subsidy. The PBH and Library have maximum subsidy amounts, and Child Care services is at full cost recovery. These increases will therefore need to be managed within their approved municipal contribution and/or subsidy.
- **Summer Students** – Covid-19 has led to a number of changes over the years. We have noted that it is difficult to retain and attract summer students especially with the current wages we offer (**Year 1 - \$15.29, Year 2 - \$16.29, Year 3 - \$17.29**). The market has become increasingly competitive and therefore this budget suggests increasing the student rates to remain competitive and to advertise for positions as early as possible. New rates suggested are **Year 1 - \$17, Year 2 - \$18, Year 3 - \$19**. An **estimated \$10K increase** from the 2022 budget.
- **OMERS** – Starting in 2023, all non-full-time employees can join the OMERS Plan and receive member benefits. A budgeted increase of **approximately \$33K** has been included in 2023 resulting from this change.

- **Insurance** – The Town of Cochrane is currently covered from 31 August 2022 to 31 August 2023. Renewal in 2022 resulted in a 15.8% increase. The Town had an increase of 11.4% for the 2021-2022 renewal. Please refer to the Insurance section for more details on why municipalities are experiencing significant increases in insurance, and other key information. The 2023 budget has included an **18% increase representing approximately \$118,000** added to insurance costs due to this increasing trend. The Town is working towards increased risk mitigation measures and continues to take into consideration all recommendations made by insurance. Despite best efforts, it is anticipated the Town will continue to experience high increases in insurance.

- **Long-Term Debt** – The 2023 budget is based on the proposed 2023 capital budget and existing loans. Debt service costs have been adjusted to reflect financing needs for 2022 capital that have been carried over to 2023 (not completed in 2022 as anticipated), and new 2023 capital needs to be financed mid-year or in 2024.

- **New Positions**
 - Economic Development & Communications Coordinator with an April/May hire date (**approximately \$68K increase** since we are not hiring for the full year)
 - This position would make a great addition to the Town of Cochrane to provide communication material that is AODA compliant (i.e. providing equal access to electronic content and technologies no matter ones abilities), to enhance transparency and better understanding of Town matters. In terms of Economic Development – employees are struggling to properly monitor and prepare

funding applications resulting in missed opportunities for the Town to reduce costs. An Economic Development Coordinator not only manages funding applications, but they can also help drive economic growth such as job creation and improved quality of life.

- By-Law Enforcement Officer with an April/May hire date (**approximately \$62K increase** since we are not hiring for the full year).
 - The Town has been operating with only one individual to perform all building and by-law matters. Continuing in this fashion may result in loss of revenue and increased frustration with residents as workload increases. In comparison to other municipalities, it common to have two to three employees within a Building/By-Law department and therefore this 2023 budget proposes to hire at least one more employee to improve levels of service.

- **Partnership Services / External Transfers** – Annually the Town of Cochrane provides payment to the OPP, CDSSAB, MPAC, and the PHU. To date, 2023 estimates have come back with very little change from the 2022 budget. However, CDSSAB and the PHU are not able to provide an estimate at this time so this budget includes a 2% increase from prior year resulting in an increase of **approximately \$33K** (offset by savings with OPP/MPAC).

The following schedule captures these challenges and other notable changes from the 2022 Budget.

CORPORATION OF THE TOWN OF COCHRANE
2023 BUDGET CHALLENGES - PRESSURES AND SOLUTIONS



DESCRIPTION OF KNOWN CHANGE (LIKELY AND QUANTIFIABLE)	CHALLENGE TYPE	Impact in \$ from 2023 BUDGET	Impact as a % of 2023 Levy
			\$ 7,975,276
CHANGES			
LABOUR - Annual Cost of Living adjustment - Collective Agreement and Inflation based increases where applicable	COST INCREASE	\$ 169,400	2.1%
NON-LABOUR COSTS - Inflation / Adjustments (excludes Labour costs and External Boards and Agencies)	COST INCREASE	\$ 118,000	1.5%
INSURANCE - Estimate 18% increase from 2022 actuals	COST INCREASE	\$ 82,000	1.0%
LABOUR - New positions - Economic Development & Communications Coordinator (4 months of savings if hired in April/May)	COST INCREASE	\$ 68,000	0.9%
LTD - Increase of interest rates / Adjustment to existing loans	COST INCREASE	\$ 67,500	0.8%
LABOUR - New positions - By-Law Enforcement Officer (4 months of savings if hired in April/May)	COST INCREASE	\$ 62,000	0.8%
LABOUR - Increase in IT labour as we decrease service provided to Affiliates	COST INCREASE	\$ 35,000	0.4%
EXTERNAL BOARDS & AGENCIES - MPAC/OPP (\$13K in Savings) - CDSSAB/PHU increases are unknown, budgeted 2% increase - Uncontrollable	COST INCREASE	\$ 33,000	0.4%
LABOUR - OMERS purchases to be offered to all Part-Time Employees	COST INCREASE	\$ 30,000	0.4%
LABOUR - New Positions - 2 Summer Students (to find minimum 50% funding)	COST INCREASE	\$ 18,520	0.2%
LABOUR - Adjustment to Summer Student hourly rates	COST INCREASE	\$ 9,800	0.1%
ONTARIO MUNICIPAL PARTNERSHIP FUND GRANT - Decrease (uncontrollable)	REVENUE INCREASE	\$ (3,300)	0.0%
LABOUR - Removed 1 Summer Student (not required at Fire Department)	COST SAVINGS	\$ (12,500)	-0.2%
USER FEES - Annual Increase to user Fees - if 3% on \$890K	REVENUE INCREASE	\$ (26,000)	-0.3%
Assessment Growth - Growth ranged from \$55,000 - \$150,000 in new annual taxation due to new assessments in the last several years	REVENUE INCREASE	\$ (140,000)	-1.8%
LABOUR - Vacancies resulting in anticipated savings	COST SAVINGS	\$ (130,000)	-1.6%
		\$ 381,420	4.8%

Long-Term Debt Analysis

The following pages provide an analysis of the long-term debt situation of the Town of Cochrane. Below are some of the highlights:

- The sale of CochraneTel resulted in the elimination of approximately \$1.9M of debt. In prior years up to the transition year of 2021, CochraneTel's (also known as CTS) financial information, including debt, has been consolidated with the Town of Cochrane's financial information.
- The 2023 capital budget includes approximately \$3.5M of capital expenditures that were carried over from 2021-2022 approved capital budgets. Due to various factors, mainly caused by Covid-19 restrictions, capital projects faced delays in implementation or delivery.
- Approximately \$4.5M of debt in the 31 Dec 2023 balance forecast is related to prior year capital projects that were only financed in 2023.
- The current analysis is predicting the Town will reach a borrowing ratio (debt servicing costs/net revenue) of 8 to 9% by the end of 2024. According to our current debt management policy, we should not exceed 10%.
- According to MMAH's annual review of municipality's financial health, the Town of Cochrane has a high debt servicing cost ratio in 2021. The current analysis predicts that 2022 will result in a 7.91% ratio and 8.31% ratio for 2023, which will move the Town back to a moderate level.
- According to the 2021 FIR data and in comparison, with other similar size municipalities, the Town of Cochrane has a high debt burden per household and a low reserve fund per household. A generally accepted target ratio for municipalities is considered 1:1 (debt to reserve). Therefore, if the debt burden is high, the reserve funds should match or vice-versa. This target gives an idea of the potential risk the municipality faces in terms of its debt-load.
- The analysis includes many assumptions such as 4% borrowing rates for new financing needs, borrowing \$3M (\$1.5M tax-based and \$1.5M water-wastewater) annually in 2024 and 2025, and reducing that borrowing to \$2M up to 2032.

**TOWN OF COCHRANE
LONG TERM DEBT ANALYSIS**

		Tax Based	Water/Sewer	TOC	CTS - CEDC acquire Shares CTS Inc	CTS - prior to sale to CTS Inc.	TOTAL = Consolidated	Per Audited FS
Balance Dec 31, 2020		9,236,073	3,793,292	13,029,365		1,982,677	15,012,042	15,012,042
2021	New Debt							
	New Debt Special Item				415,000		415,000	
	Repaid in 2021			-1,038,782			-1,038,782	
	Repaid in 2021 -special item				-180,716	-1,982,677	-2,163,423	
	Balance Dec 31, 2021	8,444,573	3,546,122	11,990,695	234,254	0	12,224,949	12,224,949
2022	New Debt - July 2022 for 2021 Capital	1,229,688		1,229,688			1,229,688	
	Repaid in 2022	-1,018,311	-253,358	-1,271,669	-234,254		-1,505,923	
	Balance Dec 31, 2022	8,655,950	3,292,764	11,948,714	0	0	11,948,714	
2023	New Debt Jan 2023 for 2022 capital	1,056,428	0	1,056,428			1,056,428	
	New Debt Jan 2023 for 2022 capital	700,000	2,800,000	3,500,000			3,500,000	
	New Debt per 2023 capital budget	2,500,000		2,500,000			2,500,000	
	Repay in 2023	-1,094,004	-301,580	-1,395,584			-1,395,584	
	Forecast Balance Dec 31, 2023	11,818,374	5,791,184	17,609,558	0	0	17,609,558	

CORPORATION OF THE TOWN OF COCHRANE

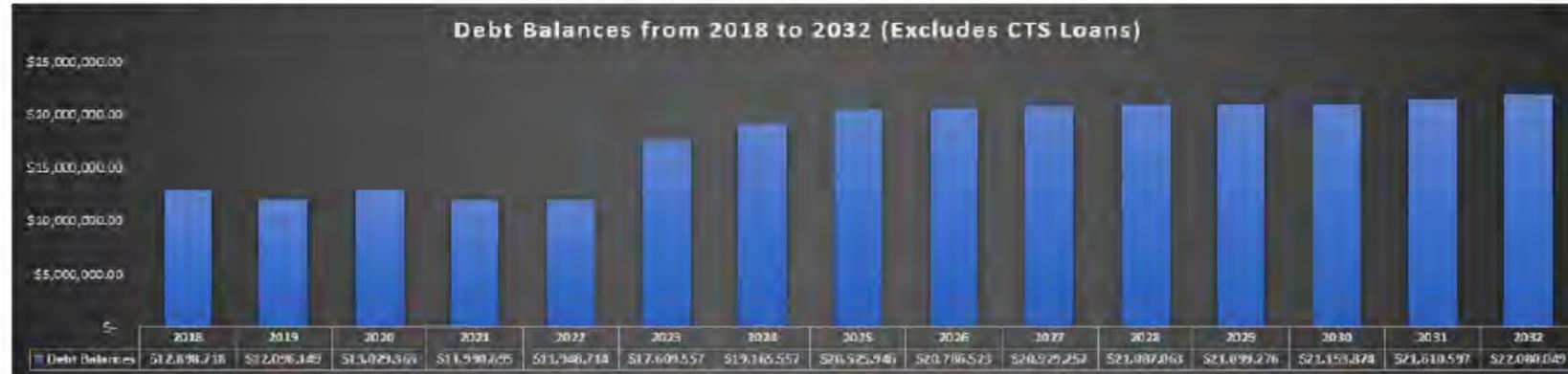
Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2021

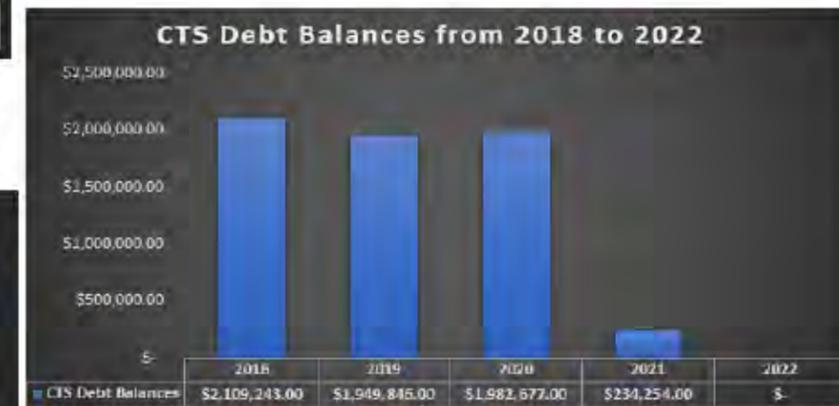
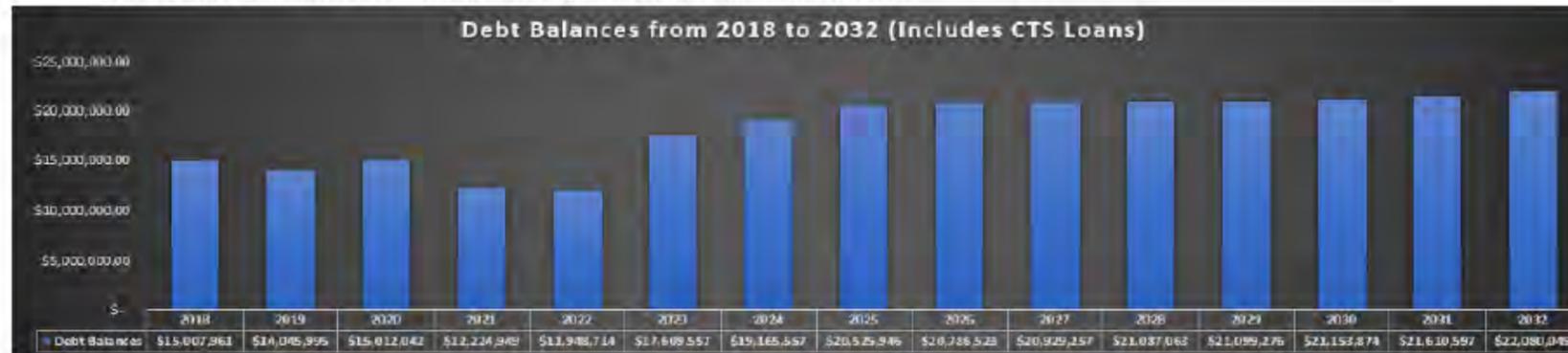
15. Term loans and long-term debt:

The balance owing of long-term debt is comprised of the following:

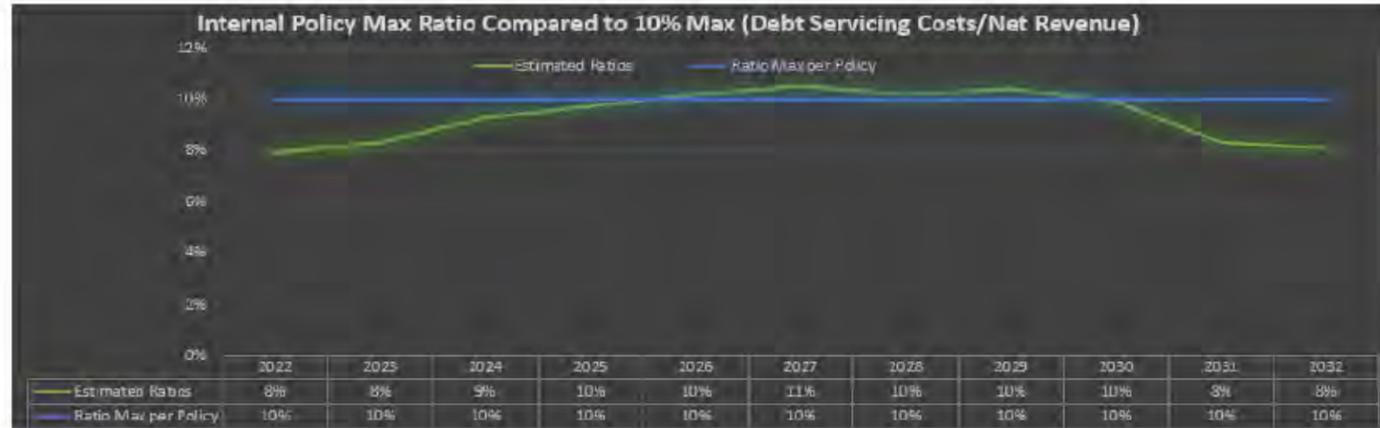
	2021	2020
1. Caisse Populaire de Cochrane term loan bearing interest 3.22% repayable in blended monthly payments of \$24,916, maturing October 2, 2023 and secured by Certified Resolution of Council.	\$ 2,887,559	\$ 3,090,017
2. Caisse Populaire de Cochrane term loan bearing interest at 1.57%, repayable in blended monthly payments of \$36,911, maturing December 1, 2025 and secured by Certified Resolution of Council.	3,915,717	4,318,621
3. Caisse Populaire de Cochrane term loan bearing interest at 2.70%, repayable in blended monthly payments of \$14,877, maturing March 1, 2021 and secured by Certified Resolution of Council.	-	1,786,018
4. Caisse Populaire de Cochrane term loan bearing interest at 2.95%, repayable in blended monthly payments of \$16,758, maturing November 20, 2022 and secured by Certified Resolution of Council.	1,076,885	1,243,533
5. Caisse Populaire de Cochrane term loan bearing interest at 2.95%, repayable in blended monthly payments of \$13,282, maturing November 20, 2022 and secured by Certified Resolution of Council.	2,479,905	2,563,889
6. Caisse Populaire de Cochrane term loan bearing interest at 2.15%, repayable in blended monthly payments of \$17,376, maturing May 3, 2026 and secured by Certified Resolution of Council.	1,589,576	1,761,221
7. Caisse Populaire de Cochrane term loan bearing interest at 2.35%, repayable in blended monthly payments of \$1,957, maturing April 3, 2021 and secured by Certified Resolution of Council.	-	196,659
8. Caisse Populaire de Cochrane term loan bearing interest at 1.20%, repayable in blended monthly payments of \$26,150, maturing September 4, 2022 and secured by Certified Resolution of Council.	234,254	-
9. Province of Ontario debenture loan, bearing interest at 2.82%, repayable in semi-annual blended payments of \$7,157, maturing November 1, 2024.	43,983	52,084
	\$ 12,224,949	\$ 15,012,042



The above chart illustrates the debt balances from 2018 to 2032. From 2018 to 2021, balances are based on Audited Financial Statements (excluding CTS related loans). From 2022 to 2023, balances are based on estimates per 2022 unaudited financials and 2023 proposed budget. From 2024 to 2025, balances include the assumption that \$3M is financed annually (\$1.5M Tax + \$1.5M WS). From 2026 to 2032, balances include the assumption that \$2M is financed annually (\$1M Tax + \$1M WS). These debt balances include both water and sewer infrastructure, as well as tax-based infrastructure loans.



**TOWN OF COCHRANE
LONG TERM DEBT ANALYSIS**



This chart illustrates what a \$3M annual financing from 2024 to 2025 (and \$2M annually 2026 to 2032) would compare to our 10% ratio max (according to our debt management policy).



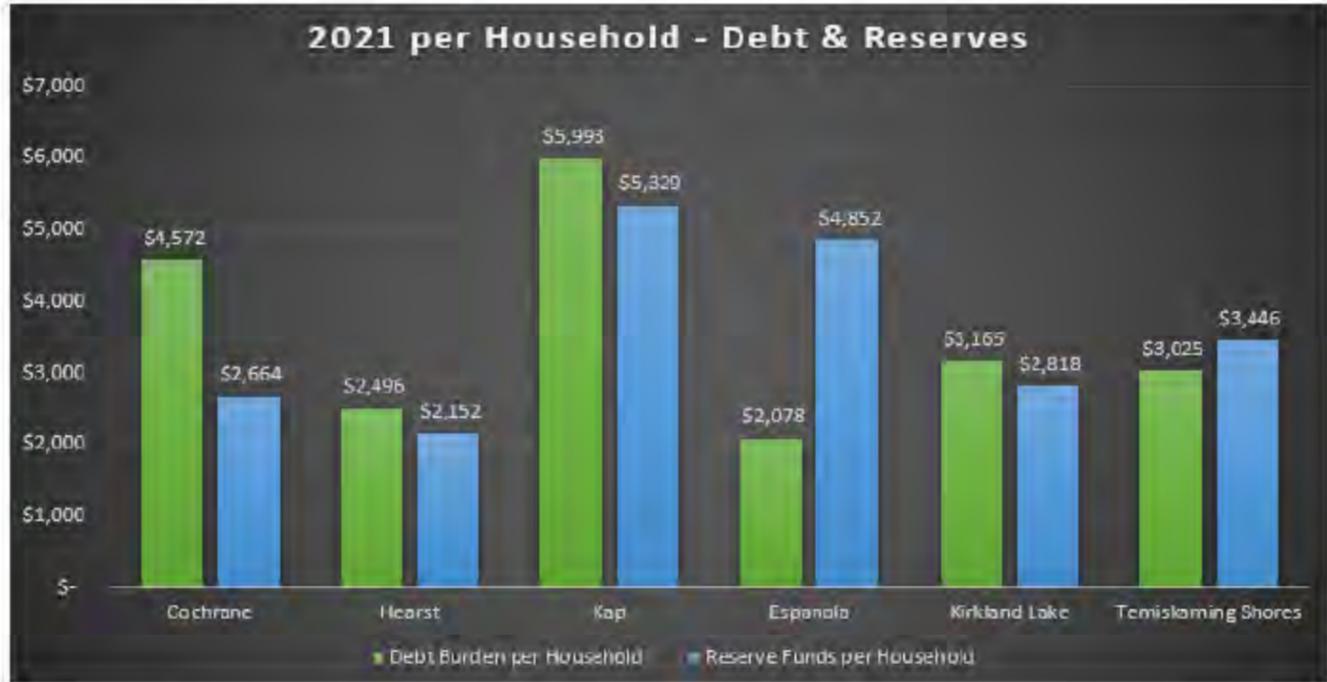
This chart illustrates what the estimated debt servicing cost ratios would be with an annual \$3M borrowing limit (2024-2025) and \$2M borrowing limit (2026-2032). Every year, the Ministry of Municipal Affairs and Housing (MMAH) reviews each municipality's financial health through the use of key financial indicators which are compared to established provincial thresholds. The flexibility indicators chart is provided to the left up to 2021. We anticipate a MODERATE rating from 2022 to 2025, a HIGH rating from 2026 to 2029, back to MODERATE from 2030 to 2032.

The 2021 DSC Ratio is calculated using total changes in DSC over total revenue. The sale of CTS in 2021 has over-inflated the total principal payments being used in the calculation of the ratio. The calculation below provides a revised DSC ratio by removing the CTS-related revenue and loans, resulting in a more appropriate ratio and comparison to the 2022 estimate.

FLEXIBILITY INDICATORS						
Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)	Low: < 5% Mod: 5% to 10% High: >10%	2017	4.0%	4.0%	4.5%	LOW
		2018	6.8%	4.5%	4.8%	MODERATE
		2019	5.9%	3.9%	4.7%	MODERATE
		2020	7.3%	4.7%	5.0%	MODERATE
		2021	14.2%	3.7%	4.4%	HIGH

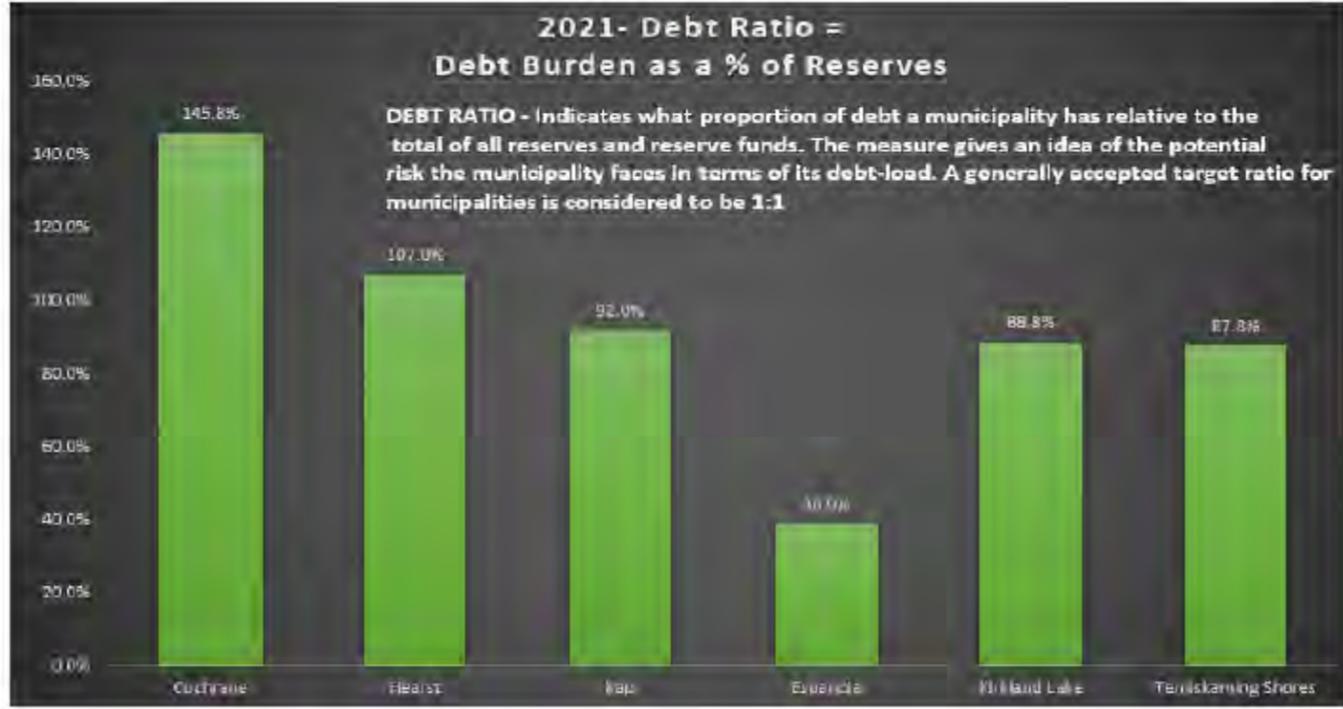
	2021	2022
Revenue	\$ 21,821,293	\$ 22,803,251
Less: CTS	-\$ 751,874	\$ -
Revised Revenue	\$ 21,069,419	\$ 22,803,251
Principal and interest	\$ 3,103,969	\$ 1,803,378
Add: new loan	\$ 415,000	\$ -
Less: CTS loans removed in 2021 from 2020	-\$ 1,982,677	\$ -
Revised Debt Servicing Costs (DSC)	\$ 1,536,292	\$ 1,803,378
	MODERATE	MODERATE
Revised DSC Ratio	7.29%	7.91%

TOWN OF COCHRANE
LONG TERM DEBT ANALYSIS
 COMPARISONS TO OTHER MUNICIPALITIES



Data taken from the 2021 FIR.
 Debt and reserve balances were divided over the number of households per municipality.

Municipalities	# of Households
Cochrane	2,674
Hearst	2,496
Kapuskasing	4,073
Espanola	2,304
Kirkland Lake	4,665
Temiskaming Shores	4,265



Insurance

Intact Public Entities (IPE) has provided a report to be shared with Council on the escalating costs of municipal claims – please refer to Appendices. This document provides the following factors:

- That municipalities are easy targets because of their road maintenance and recreational facility responsibilities. Social inflation continues to drive up settlement awards and because of joint and several liability laws, municipalities wind up paying the most in court settlements even if they are only partially responsible for a person's injury.
- Property – price of building materials, supply chain delays and lack of qualified workers has caused construction prices to spike. Natural disasters have increased 4X in the last 10 years because of climate change. In May 2022, the derecho that hit eastern Ontario caused an estimated \$895M of insured damages.
- Auto – similar to property, lack of inventory and qualified repair facilities is increasing the cost of replacing and/or repairing vehicles

Intact represents 9 municipalities from Hearst to Matheson corridor. There are only 4 main programs that compete on a regular basis for Municipal Insurance. The main program players with their approximate market share are as follows:

- Intact Public Entities (formerly Frank Cowan) – 50%
- Marsh Canada (formerly JLT) – 30%
- BFL – 11%
- AON – 5%

The following are examples of increases in insurance for other municipalities:

- On 25 April 2022, North Bay today published a story that the City of North Bay faced a 16% increase in premium despite having a 23% loss ratio since inception
- On 26 January 2022, the Seaway News reported that the City of Cornwall was hit with a 20% increase
- On 13 July 2022, 89.5 (The Lake) reported that the City of Kenora was increasing 19.3%
- On 21 July 2022, the Town of Kapuskasing presented to Council a 19.75% increase from 01 July 2022 to 30 June 2023. Since 2018, the Town's insurance premiums have increased from \$401,212 to \$738,434 (approximately 84% = 3% municipal tax levy increase)
- On 25 January 2011, the Daily Press reported Black River-Matheson faced a 107% increase from 2020 (\$105,000) to 2021 (\$217,000) and Timmins was looking at an estimated 20% increase

What is social inflation? Rising costs of insurance claims when those costs can't be accounted for by overall inflation rates i.e. insurers' claims costs can rise above general economic inflation, and it also includes the shifts in societal preferences over who is best placed to absorb risk. Unlike general economic inflation, which insurers can mitigate using pricing models and loss reserves, social inflation can arise from factors that are difficult to foresee, such as rising costs from increase in the number of outsized jury awards, legal proceedings that take longer than reasonably expected, and rollbacks in tort reform that overturn statutory limits on non-economic damages.

Reserves

Reserves are one of the most important tools available to municipalities for achieving financial sustainability and flexibility. There are a number of benefits to building reserves such as the following:

- Paying for future operating expenses required to provide stable municipal services in the event of revenue short-falls, higher-than-expected expenses or short-term cash flow requirements,
- Settling liabilities,
- Addressing single purpose items,
- Financing capital and special projects,
- Maintaining a certain level of liquidity and cash availability needed to demonstrate sound financial planning to third parties such as credit-rating agencies or constituents through the establishment of working fund reserves,
- Mitigating risks such as a downturn in economy, extreme events, lower-than-expected growth of the community, natural or other type of disasters, infrastructure failure requiring urgent capital cost, higher-than expected costs of goods such as insurance or fuel, unforeseen major legal costs,
- Paying for operating expense increases outside of our control as municipalities can only borrow money for capital expenditures not operating.

The following schedules provide forecasted reserve balances based on the proposed 2023 budget, as well as target levels.

TOWN OF COCHRANE
RESERVES AND RESERVE FUNDS - CONTINUITY SCHEDULE

FORECAST 2023 - updated 03 Mar 2023

OBJECT CODE>>>	TOTAL>>>	SUSTAINABILITY			INFRASTRUCTURE RENEWAL						SPECIAL PURPOSE							
		Tax Rate Stabilization Reserve	Operating Stabilization Reserve Fund	Building Permit Stabilization Reserve	Tax Based Infrastructure	Water/Sewer	Specific - Airport	Specific - Landfill Expansion	Specific - Rose Property	Specific - Rental Properties (new In 2021)	REC - Rec Board Special Events	Economic Development	Sick Leave & Retirement Reserve	Library Board	PBH / Heritage Village	Master Service Plan - Infrastructure - Roads and WS	Emergency Evacuation	Commemorative / Beautification Program
		9801	9802	9802	9810	9813	9811	9812	9814	9861	9850	9856	9851	9852	9854	9857	9858	
Balance December 31, 2022	\$7,193,760.96	\$375,502.00	\$728,308.62	\$51,850.81	\$2,355,130.69	\$1,055,299.84	\$862,873.45	\$1,452,082.49	\$18,533.01	\$165,902.00	\$97,079.71	\$15,768.76	\$1,318.00	\$38,865.64	\$16,551.31	\$144,000.00	\$0.00	\$14,694.63
2022 Surplus Allocation (per 2023 Budget)	\$400,000.00	\$206,551.31													\$93,448.69		\$100,000.00	
Balance December 31, 2022	\$7,593,760.96	\$582,053.31	\$728,308.62	\$51,850.81	\$2,355,130.69	\$1,055,299.84	\$862,873.45	\$1,452,082.49	\$18,533.01	\$165,902.00	\$97,079.71	\$15,768.76	\$1,318.00	\$38,865.64	\$110,000.00	\$144,000.00	\$100,000.00	\$14,694.63
SUMMARY																		
2023 OPERATING	TR TO RESERVES	\$1,409,940.00	\$0.00	\$80,000.00	\$0.00	\$1,000,000.00	\$113,500.00	\$115,000.00	\$0.00	\$96,940.00	\$0.00	\$0.00	\$0.00	\$4,500.00	\$0.00	\$0.00	\$0.00	\$0.00
	TR FROM RESERVES	-\$617,416.76	-\$400,000.00	-\$175,000.00	-\$23,648.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$15,768.76	\$0.00	-\$3,000.00	\$0.00	\$0.00	\$0.00	\$0.00
	NET OPERATING TRANSFERS	\$792,523.24	-\$400,000.00	-\$95,000.00	-\$23,648.00	\$0.00	\$1,000,000.00	\$113,500.00	\$115,000.00	\$0.00	\$96,940.00	\$0.00	-\$15,768.76	\$0.00	\$1,500.00	\$0.00	\$0.00	\$0.00
2023 CAPITAL	TR TO RESERVES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	TR FROM RESERVES	-\$3,745,803.00	\$0.00	\$0.00	\$0.00	-\$1,524,503.00	-\$1,000,000.00	-\$534,300.00	-\$540,000.00	\$0.00	-\$7,000.00	\$0.00	\$0.00	\$0.00	-\$110,000.00	\$0.00	-\$30,000.00	\$0.00
	NET OPERATING TRANSFERS	-\$3,745,803.00	\$0.00	\$0.00	\$0.00	-\$1,524,503.00	-\$1,000,000.00	-\$534,300.00	-\$540,000.00	\$0.00	-\$7,000.00	\$0.00	\$0.00	\$0.00	-\$110,000.00	\$0.00	-\$30,000.00	\$0.00
Balance December 31, 2023	\$4,640,481.20	\$182,053.31	\$633,308.62	\$28,202.81	\$830,627.69	\$1,055,299.84	\$242,073.45	\$1,027,082.49	\$18,533.01	\$255,842.00	\$97,079.71	\$0.00	\$1,318.00	\$40,365.64	\$0.00	\$144,000.00	\$70,000.00	\$14,694.63
	\$4,640,481.20	\$843,564.74			\$3,429,458.48						\$367,457.98							

DETAILS

OPERATING	TR to RESERVES	VARIOUS - TAX BASED	2023 BUDGET	\$405,440.00		\$80,000.00				\$113,500.00	\$115,000.00		\$96,940.00						
		VARIOUS - WS BASED		\$0.00															
		Library annual transfer		\$4,500.00										\$4,500.00					
		2022 WS Surplus		\$1,000,000.00			\$1,000,000.00												
		2022 Tax Based Surplus (entered at top)		\$0.00															
		TOTAL TR TO RESERVES		\$1,409,940.00	\$0.00	\$80,000.00	\$0.00	\$0.00	\$1,000,000.00	\$113,500.00	\$115,000.00	\$0.00	\$96,940.00	\$0.00	\$0.00	\$0.00	\$4,500.00	\$0.00	\$0.00
	OPERATING	TR from RESERVES	To stabilize Inflation Increases	2022 SURPLUS	-\$400,000.00	-\$400,000.00													
			LAG Road & Sidewalk Assessment	2023 BUDGET	-\$15,000.00		-\$15,000.00												
			Stormwater Collection System CCTV	2023 BUDGET	-\$35,000.00		-\$35,000.00												
			Bridge Repairs (carried over)	2023 BUDGET	-\$25,000.00		-\$25,000.00												
		Garage Repairs (floor drain)	2023 BUDGET	-\$50,000.00		-\$50,000.00													
		Development Charges Study (carried over)	2022 BUDGET	-\$20,000.00		-\$20,000.00													
		Population & Housing Growth Study	2023 BUDGET	-\$30,000.00		-\$30,000.00													
		Apply towards new EcDev position	2023 BUDGET	-\$15,768.76									-\$15,768.76						
		Recurring as needed for computers	2023 BUDGET	-\$3,000.00										-\$3,000.00					
		Building to stabilize costs		-\$23,648.00			-\$23,648.00												
	TOTAL TR FROM RESERVES		-\$617,416.76	-\$400,000.00	-\$175,000.00	-\$23,648.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$15,768.76	\$0.00	-\$3,000.00	\$0.00	\$0.00	\$0.00	
CAPITAL	TR to RESERVES	TOTAL TR TO RESERVES																	
	CAPITAL	TR from RESERVES	Landfill compactor	-\$470,000.00							-\$470,000.00								
			Landfill loader with attachments	-\$70,000.00							-\$70,000.00								
			PBH - Roof (welcome building)	-\$70,000.00												-\$70,000.00			
			PBH - Rooftop unit (welcome bldg)	-\$40,000.00												-\$40,000.00			
			CFD Personnel Vehicle	-\$30,000.00														-\$30,000.00	
			Airport terminal upgrades	-\$166,300.00							-\$166,300.00								
			Airport fuel tank replacement	-\$368,000.00							-\$368,000.00								
			Huron road reconstruction	-\$230,500.00					-\$230,500.00										
			Con 6/7 bridge rehabilitation	-\$125,000.00					-\$125,000.00										
			4th St road recon engineering	-\$50,000.00					-\$50,000.00										
			13th, 14th, 15th ave rd recon engineering	-\$40,000.00					-\$40,000.00										
			Tandem dump trucks and plow truck	-\$597,000.00					-\$597,000.00										
			Sidewalk - New (Commando Park link)	-\$17,003.00					-\$17,003.00										
			Rural guard rail replacement	-\$60,000.00					-\$60,000.00										
			Garbage truck	-\$405,000.00					-\$405,000.00										
			First Ave Building Furnaces	Approved by Resolution In Jan 2023 / 2023 Budget	-\$7,000.00										-\$7,000.00				
			WS Principal portion LTD		\$0.00														
	WATER/SEWER - VARIOUS		-\$1,000,000.00				-\$1,000,000.00												
	TOTAL TR FROM RESERVES		-\$3,745,803.00	\$0.00	\$0.00	\$0.00	-\$1,524,503.00	-\$1,000,000.00	-\$534,300.00	-\$540,000.00	\$0.00	-\$7,000.00	\$0.00	\$0.00	\$0.00	-\$110,000.00	\$0.00	-\$30,000.00	

TOWN OF COCHRANE
RESERVE ADEQUACY AND TARGETS WORKSHEET

BUDGET BASE	RESERVES DESCRIPTION	GENERAL TARGET MEASURE	AS OF 31 DEC 2021 THIS REPRESENTS	Balance 31 Dec 2022	Add 2022 YE Surplus Allocation Recommendation	Adjusted Balance 01 Jan 2023	Use per 2023 Budget	Balance 31 Dec 2023 (forecast)	% of Minimum Range	% of Maximum Range	Basis as at 31 Dec 2021	MIN	MAX	
TAX BASED SERVICES	Tax Rate Stabilization Reserve	Equivalent to 5-10% of tax revenues	\$375,000 - \$750,000	\$ 375,502	\$ 206,551	\$ 582,053	\$ (400,000)	\$ 182,053	48%	24%	\$ 7,510,036	\$ 375,502	\$ 751,004	
	Operating Stabilization Reserve Fund	Equivalent to 5 - 10% of General Operating Budget Revenue Requirements (Operating Costs + Debt/Capital/Reserve Levies)	\$732,000 - \$1,465,000	\$ 728,309	\$ -	\$ 728,309	\$ (95,000)	\$ 633,309	86%	43%	\$ 14,644,102	\$ 732,205	\$ 1,464,410	
	General Infrastructure Renewal	Equivalent to 5 year average forecast capital budget (infrastructure renewal costs)	\$4,000,000	\$ 2,355,131	\$ -	\$ 2,355,131	\$ (1,524,503)	\$ 830,628	21%	21%	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	
	SPECIFIC RESERVES - TARGET													
	Landfill Reserve	Landfill Closure/post closure liability	\$1,730,000	\$ 1,452,082	\$ -	\$ 1,452,082	\$ (425,000)	\$ 1,027,082	59%	59%	\$ 1,730,000	\$ 1,730,000	\$ 1,730,000	
				\$ 4,911,024	\$ 206,551	\$ 5,117,575	\$ (2,444,503)	\$ 2,673,072	72%	62%		\$ 6,837,707	\$ 7,945,414	
WATER SERVICE \$	Operating Reserve	Equivalent to 5-10% of rate revenues	\$100,000 to \$200,000	\$ 100,000		\$ 100,000	\$ -	\$ 100,000	100%	50%	\$ 2,000,000	\$ 100,000	\$ 200,000	
	Infrastructure Renewal	Equivalent to 5 year average forecast capital budget (infrastructure renewal costs)	\$2,000,000	\$ 427,650	\$ 500,000	\$ 927,650	\$ (485,000)	\$ 442,650	22%	22%	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	
WASTE WATER SERVICE \$	Operating Reserve	Equivalent to 5-10% of rate revenues	\$70,000 to \$140,000	\$ 70,000		\$ 70,000	\$ -	\$ 70,000	100%	50%	\$ 1,400,000	\$ 70,000	\$ 140,000	
	Infrastructure Renewal	Equivalent to annual 5 year average forecast capital budget (infrastructure renewal costs)	\$2,000,000	\$ 457,650	\$ 500,000	\$ 957,650	\$ (515,000)	\$ 442,650	22%	22%	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	
TOTAL RATE BASED SERVICES			\$2,565,000 to \$2,730,000	\$ 1,055,300	\$ 1,000,000	\$ 2,055,300	\$ (1,000,000)	\$ 1,055,300	25%	24%		\$ 4,170,000	\$ 4,340,000	
COMBINED				\$ 5,966,324	\$ 1,206,551	\$ 7,172,875	\$ (3,444,503)	\$ 3,728,372				\$ 11,007,707	\$ 12,285,414	

Overall Reserve Health as per Ministry measure

Comparing funds held in Reserves and Reserve Funds to a single year's expenses, including depreciation is a common ratio; a value over 20% for each of the following is an indicator of strong financial stability (per Ministry of Municipal Affairs Financial Indicators Report)

Indicator	Ranges	Actuals	North - Population > 2500 <= 10000		Level of Risk	
			Median	Average		
Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses		2017	15.8%	36.7%	41.6%	MODERATE
		2018	17.2%	37.5%	43.5%	MODERATE
		2019	18.1%	46.1%	51.1%	MODERATE
		2020	22.7%	50.9%	58.7%	LOW
		2021	35.6%	71.8%	68.3%	LOW

Per 2021 FIR, Sch 60 line 2099 column 3
 Per 2021 FIR, Sch 40 line 9910 column 7
2021 Ratio

FORECAST
 Reserve balance
 Budgeted Expenses - Tax Based
 Budgeted Expenses - WS (used same 2022 data)
 Amortization (used 2021 FIR data)
 Total Municipal Expenses (to forecast ratio)
 Ratio
 Level of Risk

Includes CTS	Excludes CTS
\$ 7,123,009.00	\$ 7,123,009.00
\$ 20,031,992.00	\$ 19,450,546.00
35.6%	36.6%
2022	2023
\$ 7,193,760.96	\$ 4,640,481.20
\$ 13,985,991.20	\$ 15,360,176.00
\$ 2,542,954.00	\$ 2,542,954.00
\$ 3,659,519.00	\$ 3,659,519.00
\$ 20,188,464.20	\$ 21,562,649.00
35.6%	21.5%
LOW	LOW

**TOWN OF COCHRANE
RESERVE FUND**

Consolidated Reserve Policy - Appendix A

Main Discretionary Fund	Sustainability Reserve	First Implemented:	Dec-21
Sub-Category Name	Building Permit Stabilization Reserve	Revised:	Mar-23

Purpose:	Intended to ensure that, even if building activity slows down, there are sufficient funds to maintain building dept services of the Building Code Act. It is NOT accessible for Council to use for other municipal activities.
Intended Use:	To be used to offset building operational deficits
Funding Source:	Profits from building permit fees
Annual Withdrawals:	

Target	Minimum	Target based on planned projects
	Maximum	

FUND HISTORY & FORECAST	Amount	Running Balance
BALANCE YEAR END 2021		\$ -
2021 annual net profits transferred to reserve	\$ 28,466	
2022 annual net profits transferred to reserve	\$ 23,385	
Used from Reserves	\$ -	
FORECAST BALANCE YEAR END 2022		\$ 51,851
2023 annual net profits transferred to reserve	\$ -	
Used from Reserves - per 2023 budget	\$ (23,385)	
FORECAST BALANCE YEAR END 2023		\$ 28,466

**TOWN OF COCHRANE
RESERVE FUND**

Main Discretionary Fund	Discretionary	First Implemented:	2015
Sub-Category Name	Polar Bear Habitat & Heritage Village	Revised:	Mar-23
Purpose:	To set aside excess funds/surplus from fundraisers and/or net surpluses over annual budget subsidy		
Intended Use:	Enhance operational programming or new capital or capital renewal		
Funding Source:	Net profits from fundraisers and/or net surpluses over the annual budgeted subsidy		
Annual Withdrawals:			
Target	Minimum	Maximum	
FUND HISTORY & FORECAST			
		Amount	Running Balance
2015	Profits from GALA	\$ 7,304	\$ 7,304
2016	Profits from GALA	\$ 9,004	\$ 16,308
2017	Profits from GALA	\$ 9,798	\$ 26,106
2018	Profits from GALA	\$ 10,445	\$ 36,551
	Unused Repairs and Maintenance Budget - to be used in 2019 for Bears Den	\$ 33,382	\$ 69,933
2019	Apply 2018 Unused Repairs and Maintenance Budget to Bears Den	\$ (33,382)	\$ 36,551
	Apply reserve funds to Bears Den Deficit	\$ (20,000)	\$ 16,551
2023	Add 2022 PBH surplus over \$380K subsidy to PBH reserve fund	\$ 93,449	\$ 110,000
	Apply reserve funds to 2023 Capital Projects	\$ (110,000)	\$ 0
FORECAST BALANCE YEAR END 2023			\$ 0

**TOWN OF COCHRANE
RESERVE FUND**

Main Discretionary Fund	Discretionary	First Implemented:	Mar-23
Sub-Category Name	Emergency Evacuations	Revised:	
Purpose:	To set aside some of the net profits from providing emergency evacuation services to enhance the municipality's operations or new/improved capital infrastructure.		
Intended Use:	Enhance operational programming or new/improved capital		
Funding Source:	Net profits from emergency evacuation services		
Annual Withdrawals:			
Target	Minimum Maximum		
FUND HISTORY & FORECAST			
		Amount	Running Balance
	Opening Balance	\$ -	\$ -
2022	Anticipated net profit from 2022 services	\$ 200,000	\$ 200,000
	New reserve - recommend transferring only 50%	\$ (100,000)	\$ 100,000
2023	Net profit from 2023 services (unknown - keep at \$0)	\$ -	\$ 100,000
	CFD vehicle used for evacuations per 2023 budget	\$ (30,000)	\$ 70,000
FORECAST BALANCE YEAR END 2023		\$ 70,000	

TOWN OF COCHRANE			
RESERVE FUND			
<i>Consolidated Reserve Policy - Appendix A</i>			
Fund Name	Infrastructure Renewal	First Implemented:	2011
Sub-Category Name	Landfill Expansion/Solid Waste Management Reserve	Revised:	Mar-23
Purpose:	Reserve established in 2011 to set aside \$ for planned 2012 Recycling Program (truck and start up costs). In 2012, the "Environmental Fee" was implemented. These revenues are being allocated annually to this reserve to fund future costs of closing/expanding the Fournier Landfill		
Updated Information as of 2015 Budget Review:	EXP was awarded the contract in 2013, via resolution, Engineering Phase Budget \$250K , actual expected to be \$160, To date in 2014, EXP has performed public consultation, terms of reference has been submitted to the Ministry of Environment and we await their approval. Full project budget will be developed as part of the Engineering Phase and Terms of Reference determination.		
Updated Information as of 2018 Budget Review:	Recent information suggest that the municipality may be able to avoid the significant costs of a full landfill expansion/new landfill, with a proposal to the ministry to reallocate/designate an existing landfill area, that being the area designated for the Power Plant ash, for municipal waste purposes. In essence, existing landfill resource may have extended capacity.		
Funding Source:	Rates - Solid Waste Management System (By-Law 874-2012) - otherwise known as "Environmental Fee" being collected on tax bills		
Target	Estimated to be in excess of \$1M		
FUND HISTORY & FORECAST			
		Amount	Running Balance
	BALANCE YEAR END 2022		\$ 1,452,082
	Environmental Fee		\$ 115,000
	Used from Reserves - Professional Fees		
	Used from Reserves - Equipment (compactor/loader)		\$ (540,000)
	FORECAST BALANCE YEAR END 2017		\$ 1,027,082
NOTES from 2011 BUDGET			
<i>Garbage Collection : A transfer to Reserves in the amount of \$125,000.00 has been budgeted for in 2011. This would go towards the purchase of a new garbage truck in 2012. Estimated cost of the truck is \$250,000.00.</i>			
<i>Garbage Disposal - A transfer to reserves in the amount of \$30,000.00 has been budgeted for in 2011. The site in Fournier will require expansion in the next 2 years. Estimated cost is \$250,000 for engineering, hydraulic modeling and test wells Further costs would include the actual expansion (the original land fill site costs were 1.5 million dollars) that will be required within 5 years. The engineer technologist indicates that final costs will not be known before the engineering report is received.</i>			

Department Details

General Government

General Government includes governance (Council), corporate management (CAO / Clerk's office), corporate services / finances / accounting, human resources, asset management, information technology, and general municipal wide program support.

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
REVENUES	(277,325.00)	(307,210.00)	(29,885.00)	10.78
Total Revenue	(277,325.00)	(307,210.00)	(29,885.00)	10.78
Expense				
GENERAL GOVT - LABOUR	1,562,849.00	1,594,533.00	31,684.00	2.03
MPAC ASSESSMENT SERVICES	74,524.00	73,087.00	(1,437.00)	(1.93)
TRAVEL, TRAINING, EDUCATION	38,500.00	79,950.00	41,450.00	107.66
INSURANCE and LICENSES	137,100.00	126,200.00	(10,900.00)	(7.95)
UTILITIES	36,210.00	44,760.00	8,550.00	23.61
ADVERTISING	14,000.00	27,500.00	13,500.00	96.43
PROFESSIONAL FEES	37,000.00	47,000.00	10,000.00	27.03
LEGAL FEES	35,000.00	35,000.00	0.00	0.00
AUDIT FEES	31,000.00	31,000.00	0.00	0.00
CONTRACTS AND PURCHASED SERVICES	3,000.00	5,000.00	2,000.00	66.67
REPAIRS AND MAINTENANCE, JANITORIAL, E	26,000.00	48,000.00	22,000.00	84.62
OFFICE OPERATING COSTS - COMPUTERS, ET	173,610.00	211,452.00	37,842.00	21.80
TAX WRITE OFFS AND REGISTRATION COSTS	700.00	2,500.00	1,800.00	257.14
MEMBERSHIPS, DUES, ETC	8,700.00	8,700.00	0.00	0.00
DONATIONS	2,500.00	2,500.00	0.00	0.00
OTHER	5,500.00	6,500.00	1,000.00	18.18
ALLOC GEN ADMIN COSTS - WS	(255,943.00)	(255,943.00)	0.00	0.00
INTEREST COSTS	3,432.00	4,441.00	1,009.00	29.40
BUDGET CAP- COST REDUCTIONS	0.00	(121,500.00)	(121,500.00)	0.00
Total Expense	1,933,682.00	1,970,680.00	36,998.00	1.91
Surplus/Deficit	1,656,357.00	1,663,470.00	7,113.00	0.43

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
REVENUES				
INTEREST AND PENALTIES	(100,380.00)	(103,900.00)	(3,520.00)	3.51
FUNDING	(80,000.00)	(141,000.00)	(61,000.00)	76.25
FEES AND CHARGES - VARIOUS	(56,645.00)	(52,310.00)	4,335.00	(7.65)
TRANSFER FROM RESERVES	(30,000.00)	0.00	30,000.00	(100.00)
INVESTMENT INCOME	(10,300.00)	(10,000.00)	300.00	(2.91)
Total REVENUES	(277,325.00)	(307,210.00)	(29,885.00)	10.78

Notable Items:

- Travel, Training, Education
 - Increased by \$41K or 107.66%
 - The prior year's budget included cuts to travel due to Covid-19 travel restrictions. These cuts were removed and added back into this budget as there are no anticipated travel restrictions. The increase in travel costs also factor increases in cost of fuel, accommodations, and other related costs due to inflation.
- Office Operating Costs
 - Increased by \$38K or 21.80%
 - Increase from prior year's budget is mostly due to adjustments to the cost of information technology. There has been anticipated increases in annual subscriptions to our current software. In addition, we invested in more digitizing efforts to increase efficiencies such as the implementation of an online payroll time-entry, additional adobe and password keeper subscriptions, beginning the implementation of a property tax e-billing, and other.
- Labour
 - Increased by \$32K or 2.03%
 - The increase reflects various factors:
 - Anticipated step increases/adjustments, and inflation,
 - Increases due to OMERS being offered to non-full-time employees (summer students, and Council – to be further researched on eligibility and reported to Council before changes are made),
 - Increase to the summer student rates,
 - Additional summer student or internship opportunities dependent on funding,
 - Reduced allocation of IT Manager wages and benefits with CochraneTel,
 - Reductions due to job vacancies.
- Repairs and Maintenance
 - Increase by \$22K or 84.62%
 - The Town of Cochrane engaged a third party to provide building assessments for municipal facilities. The 2023 budget increase is due to repairs identified in the building assessment recommended to be performed.
- Advertising
 - Increased by \$14K or 96.43%
 - Council has approved an initiative to increase advertising by \$15,000, and the \$1,000 decrease is from the department adjusting based on historical spending trends prior to the new Council initiative.
- Professional Fees
 - Increased by \$10K or 27.03%
 - Mostly due to anticipated professional fees to be incurred due to the collection agreement not yet being ratified.
- Insurance and Licences
 - Decreased by \$11K or 7.95%
 - Insurance has been budgeted with an overall 18% increase, however this is being offset by the adjustment to the Cyber Liability. In prior year's budget, we anticipated a very high

cyber liability fee. Upon review of actual costs being incurred for cyber liability, the budget has been adjusted resulting in a net savings for 2023.

- Budget Cap – Cost Reductions
 - New \$121,500 cost reduction
 - On 08 Mar 2023, Council approved to make the following changes to the proposed 2023 budget. It was recommended to fund the new cost by having staff make internal adjustments. Re-instating lifeguards at the beach was discussed and recommended that the department not incur the additional \$43,500 as estimated by closing the pool – a plan will be communicated to Council. Throughout the year, staff will monitor spending and will adjust accordingly to ensure we commit to Council’s 2023 initiatives below.

**TOWN OF COCHRANE
2023 BUDGET CHANGES**

DESCRIPTION	ORIGINAL	REVISED	NET CHANGE	BUDGET AFFECTED	NOTES
MAT - Upon review of 2022 actuals, increased expected profits to \$95K	\$ (80,000.00)	\$ (95,000.00)	\$ (15,000.00)	N/A - Reported separately (1-3-1350-1010)	increase in MAT profits (50%)
Increase to Council wages	\$ -	\$ 18,000.00	\$ 18,000.00	Council (1-4-1000-1010)	new
Senior's grant (2 clubs at \$15K each)	\$ -	\$ 30,000.00	\$ 30,000.00	Senior Club Contributions (1-4-6050-2710) under Social & Family - prev recorded under Rec Programs	new
Rec Board contributions (\$10K each = Winter Carnival, Summerfest, Other)	\$ -	\$ 30,000.00	\$ 30,000.00	Rec programs (1-4-7320-2710)	new
Advertising	\$ -	\$ 15,000.00	\$ 15,000.00	Council (1-4-1000-2300)	new
Lifeguards at beach	\$ -	\$ 43,500.00	\$ 43,500.00	Rec waterfront (1-4-7340-1010)	in 2019, roughly 1842hrs lifeguards spent at beach with avg hourly rate of \$16.83 - in 2023, took 1842hrs X \$20/hr X 1.18 (MERCs) = \$43,471 round to \$43,500 estimate
			\$ 121,500.00		

RECOMMENDATIONS

- 1) Increase property taxes by 1.52%
- 2) Defer new service levels e.g. phase in contributions, lifeguards at beach
- 3) Defer new positions (Economic Development & Communications Coordinator and/or By-Law Enforcement Officer)
*take into account once implemented, it becomes a recurring cost to the budget
- 4) Find recurring cost reduction in current year. A permanent cost reduction of this magnitude (\$100K) is expected to have impact on service levels or ability to meet workload demands. Staff would need some time to review options, assess impact and advise Council to ensure they are agreeable to the results.

Use of sustainability reserves for costs that are expected to be recurring is not financially prudent or advisable unless it is recognized that this is a short term solution and that a recurring revenue source or recurring cost reduction elsewhere will need to be established in the next year.

Protective Services – Fire, Policing, Emergency Management

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
REVENUES	(46,800.00)	(37,900.00)	8,900.00	(19.02)
EMERGENCY - EVACUATIONS	0.00	0.00	0.00	0.00
Total Revenue	(46,800.00)	(37,900.00)	8,900.00	(19.02)
Expense				
EMERGENCY - EVACUATIONS	0.00	0.00	0.00	0.00
EMERGENCY - OTHER	3,500.00	3,500.00	0.00	0.00
LABOUR COSTS	378,927.00	397,111.00	18,184.00	4.80
POLICING CONTRACT & BOARD	1,439,411.00	1,430,133.00	(9,278.00)	(0.64)
TOOLS, EQUIPMENT, SUPPLIES	42,000.00	44,000.00	2,000.00	4.76
UTILITY COSTS	23,890.00	23,890.00	0.00	0.00
TRAVEL, TRAINING, EDUCATION	7,500.00	9,500.00	2,000.00	26.67
REPAIRS AND MAINTENANCE	9,000.00	11,000.00	2,000.00	22.22
VEHICLE COSTS	12,000.00	18,400.00	6,400.00	53.33
INSURANCE AND LICENSES	23,810.00	28,100.00	4,290.00	18.02
ADMINISTRATION/OFFICE COSTS	4,850.00	7,250.00	2,400.00	49.48
INTEREST ON LONG TERM DEBT	5,397.00	9,758.00	4,361.00	80.80
OTHER EXPENSE	3,000.00	3,300.00	300.00	10.00
Total Expense	1,953,285.00	1,985,942.00	32,657.00	1.67
Surplus/Deficit	1,906,485.00	1,948,042.00	41,557.00	2.18

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
REVENUES				
FIRE	(24,900.00)	(18,900.00)	6,000.00	(24.10)
POLICING	(21,900.00)	(19,000.00)	2,900.00	(13.24)
Total REVENUES	(46,800.00)	(37,900.00)	8,900.00	(19.02)
EMERGENCY - EVACUATIONS				
EMERGENCY - GRANTS AND OTHER REVENUE	0.00	0.00	0.00	0.00
Total EMERGENCY - EVACUATIONS	0.00	0.00	0.00	0.00
Total Revenue	(46,800.00)	(37,900.00)	8,900.00	(19.02)

Notable Items:

- Labour
 - Increased by \$18K or 4.80%
 - The increase reflects various factors:
 - Anticipated step increases/adjustments, and inflation,
 - Removal of a summer student that was previously included in at 50% in the prior year budget – The Fire Department has been able to operate without a student for a few years,
 - Adjustment to volunteer firefighters for market changes and ensuring enough budget room for full complement. Volunteer firefighters are paid by-annually on a point system.
- Vehicle Costs
 - Increased by \$6K or 320%

- The increase is an adjustment to the fuel based on historical trend of actual use of fuel and anticipated increases due to inflation
- Interest on Long-Term Debt (LTD)
 - Increased by \$4K or 80.80%
 - This is based on estimated increases in interest rates and capital borrowing needs
- Insurance and Licences
 - Increased by \$4K or 18.02%
 - As mentioned earlier in this document, insurance has been budgeted with an overall 18% increase from prior year's budget due to trends.
- Policing Contract & Board
 - Decreased by \$9K or 0.64%
 - The Annual OPP contract estimated cost has decreased. It is calculated as such: 2870 properties X \$494.12/property. This calculation is prepared by OPP in their annual reporting to the Town.

Protective Services – Provincial Offences Act (POA)

TOWN OF COCHRANE

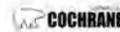
PROVINCIAL OFFENCES ACT

GL5410

Page : 1

Date : Mar 18, 2023

Time : 5:24 pm



For Period Ending 31-Dec-2022

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)	2022 BUDGET	2022 ACTUAL	CHANGE	2021 ACTUAL
	FINAL	PROPOSED			FINAL	YTD		
GENERAL FUND								
Revenue								
REVENUES								
POA SHARE OF FINES	(85,000.00)	(85,000.00)	0.00	0.00	(85,000.00)	(76,677.81)	8,322.19	(73,555.10)
GRANTS	0.00	(1,000.00)	(1,000.00)	0.00	0.00	(1,049.99)	(1,049.99)	0.00
Total REVENUES	(85,000.00)	(86,000.00)	(1,000.00)	1.18	(85,000.00)	(77,727.80)	7,272.20	(73,555.10)

POA costs are reimbursed by the Board. The \$85K is the municipal portion of shared fines. The \$1K grant is 50% of the anticipated \$2K to be received from Canada Summer Jobs based on experience to offset the cost of wages for the Summer Student shared between POA and Corporate Services. The 2023 proposed budget recap includes just the POA share of fines as the grant will offset the wages. Overall, the net impact is nil on the overall budget.

Protective Services – Building

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
REVENUES	(103,000.00)	(103,000.00)	0.00	0.00
TRANSFER FROM RESERVES	0.00	(23,648.00)	(23,648.00)	0.00
Total Revenue	(103,000.00)	(126,648.00)	(23,648.00)	22.96
Expense				
LABOUR COSTS	85,893.00	97,771.00	11,878.00	13.83
TRAVEL, TRAINING, EDUCATION	750.00	3,000.00	2,250.00	300.00
MATERIALS AND OTHER SUPPLIES	13,200.00	25,000.00	11,800.00	89.39
PROFESSIONAL FEES	0.00	0.00	0.00	0.00
INSURANCE	0.00	0.00	0.00	0.00
INTEREST ON LONG TERM DEBT	530.00	877.00	347.00	65.47
TRANSFER TO RESERVES	0.00	0.00	0.00	0.00
Total Expense	100,373.00	126,648.00	26,275.00	26.18
Surplus/Deficit	(2,627.00)	0.00	2,627.00	(100.00)

Notable Items:

- Labour
 - Increased by \$12K or 13.83%
 - Increase includes anticipated step increases/adjustments, and inflation
 - Increase also includes a budget shift from By-Law to Building. In prior years, 70% of the Building Inspector/By-Law Enforcement Officer (BLEO) position was budgeted in Building and 30% in By-Law. In 2023 proposed budget, this allocation has been adjusted to 75% Building and 25% By-Law. The Coordinator remains allocated at 25% for the budget. Please note that staff are asked to record their actual time spent among categories which may differ year-to-year from the budget.
 - The new position being proposed (By-Law Enforcement Officer) is being budgeted at 100% in By-Law, however the employee will be asked to record their actual time spent between By-Law and Building. This position will act as a backup to the current Building Inspector/BLEO. Until this new position is in place, and we have some actual hours to rely upon, the 2023 proposed budget includes 100% of the wages within By-Law.

2023 CATEGORY ALLOCATION	2000 (Fire)	2100 (Building)	2200 (Bylaw)	8010 (Planning)	8200 (EcDev)	Total
	Building Inspector / By-law Enforcement Officer	0%	75%	25%	0%	0%
Bylaw Enforcement Officer	0%	0%	100%	0%	0%	100%
Protective Services Coordinator	25%	25%	25%	25%	0%	100%
Land Use Planner	0%	0%	0%	100%	0%	100%
Summer Student - Planning	0%	0%	0%	100%	0%	100%

2022 CATEGORY ALLOCATION	2000 (Fire)	2100 (Building)	2200 (Bylaw)	8010 (Planning)	8200 (EcDev)	Total
	Building Inspector / By-law Enforcement Officer	0%	70%	30%	0%	0%
Bylaw Enforcement Officer (new in 2023)	0%	0%	0%	0%	0%	0%
Protective Services Coordinator	25%	25%	25%	25%	0%	100%
Land Use Planner	0%	0%	0%	50%	50%	100%
Summer Student - Planning	0%	0%	0%	0%	100%	100%

- Materials and Supplies

- Increased by \$12K or 89.39%
- The increase is mostly due to adjustments to the software cost/subscription for issuing building permits. The 2023 plan includes implementing a new system to improve efficiencies and improve integration of systems in place.
- Transfer from Reserves
 - The budgeted building permit revenue is not sufficient to offset the increase costs of operations. It is recommended to set up a reserve for building from the surplus incurred in 2021 and 2022 and apply this towards the 2023 anticipated deficit. If there are any surpluses at the end of 2023, the surplus would be transferred to that reserve until it is needed in future years.

Protective Services – Bylaw Enforcement

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
REVENUES	(3,500.00)	(3,500.00)	0.00	0.00
Total Revenue	(3,500.00)	(3,500.00)	0.00	0.00
Expense				
LABOUR COSTS	46,948.00	105,524.00	58,576.00	124.77
TOOLS,EQUIPMENT, SUPPLIES	500.00	500.00	0.00	0.00
UTILITY COSTS	3,185.00	3,185.00	0.00	0.00
TRAVEL, TRAINING, EDUCATION	2,500.00	3,000.00	500.00	20.00
ANIMAL CONTROL	12,000.00	14,500.00	2,500.00	20.83
REPAIRS AND MAINTENANCE	500.00	500.00	0.00	0.00
VEHICLE COSTS	1,500.00	1,500.00	0.00	0.00
INSURANCE	1,100.00	1,500.00	400.00	36.36
ADMINISTRATION/OFFICE COSTS	3,850.00	3,850.00	0.00	0.00
Total Expense	72,083.00	134,059.00	61,976.00	85.98

Notable Items:

- Labour
 - Increased by \$59K or 124.77%
 - Increase includes anticipated step increases/adjustments, and inflation
 - A small budget shift from By-Law to Building as outlined in the previous page (in section *Protective Services – Building*)
 - The increase is mainly due to the new position being proposed: By-Law Enforcement Officer (BLEO). As mentioned under *Protective Services – Building*, 100% of this new position is budgeted under By-Law for 2023. The employee will be asked to record their actual time spent between By-Law and Building in order to adjust the 2024 budget according to the trend. The BLEO will act as a backup to the Building Inspector/BLEO when needed.

Planning

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
REVENUE				
PLANNING - FED & PROV GRANTS	(5,088.00)	(7,088.00)	(2,000.00)	39.31
PLANNING - FEES	(4,000.00)	(18,200.00)	(14,200.00)	355.00
PLANNING - TRNFR FROM RESERVES	(20,000.00)	(50,000.00)	(30,000.00)	150.00
Total REVENUE	(29,088.00)	(75,288.00)	(46,200.00)	158.83
Total Revenue	(29,088.00)	(75,288.00)	(46,200.00)	158.83
Expense				
EXPENDITURES				
LABOUR - PLANNING	59,580.00	141,972.00	82,392.00	138.29
TRAINING/TRAVEL - PLANNING	3,500.00	4,500.00	1,000.00	28.57
MEMBERSHIPS - PLANNING	650.00	1,000.00	350.00	53.85
SUPPLIES & OTHER - PLANNING	3,620.00	3,620.00	0.00	0.00
PROF & LEGAL FEES - PLANNING	35,000.00	80,000.00	45,000.00	128.57
Total EXPENDITURES	102,350.00	231,092.00	128,742.00	125.79
Total Expense	102,350.00	231,092.00	128,742.00	125.79
Surplus/Deficit	73,262.00	155,804.00	82,542.00	112.67

	2022 BUDGET	2022 ACTUAL	CHANGE	2021 ACTUAL
	FINAL	YTD		
GENERAL FUND				
Revenue				
REVENUE				
PLANNING - FED & PROV GRANTS				
1-3-1500-5204 PLN - Planning Bd.	(5,088.00)	(5,088.00)	0.00	(5,088.00)
1-3-1505-6284 PLN - Federal Grants	0.00	0.00	0.00	0.00
Total PLANNING - FED & PROV GRANTS	(5,088.00)	(5,088.00)	0.00	(5,088.00)
PLANNING - FEES				
1-3-8000-7802 PLN - Planning Board Fee	(3,000.00)	(8,668.00)	(5,668.00)	(5,800.00)
1-3-8000-7806 PLN - Committee of Adjus	(1,000.00)	(3,700.00)	(2,700.00)	(1,080.00)
1-3-8000-7807 PLN - Zoning By-Law Fee:	0.00	(2,060.00)	(2,060.00)	0.00
1-3-8000-7810 PLN - Letters Compliance/	0.00	(1,280.00)	(1,280.00)	(75.00)
1-3-8000-7816 PLN - Site Plan Control Fe	0.00	(4,000.00)	(4,000.00)	0.00
1-3-8000-7819 PLN - Encroachment Fees	0.00	0.00	0.00	800.00
Total PLANNING - FEES	(4,000.00)	(19,708.00)	(15,708.00)	(6,155.00)

Notable Items:

- Labour
 - Increased by \$82K or 138.29%
 - Increase includes anticipated step increases/adjustments, and inflation
 - A budget shift between Economic Development (ED) and Planning. In the prior year budget, the Planner/EDO was coded 50% in Planning and 50% in ED; and the Summer

Student was budgeted 100% in ED. In the 2023 proposed budget, shifted the Planner/EDO to 100% Planning (from 50%) and the Summer Student to 100% Planning (from 0%). As a result, the ED budget only includes 100% of the newly proposed position *Economic Development & Communications Coordinator*; and the Planning budget includes 100% of the Planner/EDO and Summer Student to keep things simplified. The Summer Student had most notably performed work in Planning.

- In sum, the following breaks down the \$82K increase in Planning:
 - \$28K related to step increases/adjustments/inflation
 - \$51K wage shifted from ED to Planning (ED will show a decrease of \$51K)
 - \$1K due to OMERS for the Summer Student
 - \$2K due to increase in Summer Student rate
- Professional & Legal Fees (expense) / Transfer from Reserves (revenue)
 - Fees Increased by \$45K or 128.57%, and Transfer from Reserves Increased by \$30K or 150%
 - This is mainly due to a One-Time inclusion for Development Charge Study, and Population & Housing Growth Study which is offset by the transfer from reserves.
 - The remaining increase in professional/legal fees is based on historical trend.
- Planning Fees (revenue)
 - Increased by \$14K or 355%
 - The increase is based on the 2022 actual results in planning fee revenue. New fees were introduced and adjusted in prior year.

Economic Development

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
REVENUE				
ECDEV - FED & PROV GRANTS	(2,994.00)	0.00	2,994.00	(100.00)
AGRICULTURE	0.00	0.00	0.00	0.00
TRANSFER FROM RESERVES	(15,769.00)	(15,769.00)	0.00	0.00
Total REVENUE	(18,763.00)	(15,769.00)	2,994.00	(15.96)
Total Revenue	(18,763.00)	(15,769.00)	2,994.00	(15.96)
Expense				
REVENUE				
AGRICULTURE	1,200.00	1,200.00	0.00	0.00
Total REVENUE	1,200.00	1,200.00	0.00	0.00
EXPENDITURES				
LABOUR - ECDEV	46,884.00	67,951.00	21,067.00	44.93
TRAINING/TRAVEL - ECDEV	0.00	4,500.00	4,500.00	0.00
MEMBERSHIPS - ECDEV	0.00	4,500.00	4,500.00	0.00
SUPPLIES & OTHER - ECDEV	4,200.00	17,900.00	13,700.00	326.19
PROJECT/PROGRAM COSTS - ECDEV	28,500.00	31,000.00	2,500.00	8.77
PROF & LEGAL FEES - ECDEV	0.00	0.00	0.00	0.00
Total EXPENDITURES	79,584.00	125,851.00	46,267.00	58.14
Total Expense	80,784.00	127,051.00	46,267.00	57.27
Surplus/Deficit	62,021.00	111,282.00	49,261.00	79.43

	2022 ACTUAL	2021 ACTUAL	2020 ACTUAL	2019 ACTUAL
	YTD	YTD	YTD	YTD
GENERAL FUND				
Revenue				
REVENUE				
ECDEV - FED & PROV GRANTS	0.00	0.00	(59,445.53)	(40,134.25)
AGRICULTURE	(5,086.95)	0.00	0.00	0.00
TRANSFER FROM RESERVES	0.00	0.00	(75,000.00)	(50,000.00)
Total REVENUE	(5,086.95)	0.00	(134,445.53)	(90,134.25)
Total Revenue	(5,086.95)	0.00	(134,445.53)	(90,134.25)
Expense				
REVENUE				
AGRICULTURE	6,279.10	5,000.00	1,000.00	1,129.53
Total REVENUE	6,279.10	5,000.00	1,000.00	1,129.53
EXPENDITURES				
LABOUR - ECDEV	12,107.28	27,347.74	71,180.66	82,129.08
TRAINING/TRAVEL - ECDEV	0.00	0.00	2,300.36	13,446.71
MEMBERSHIPS - ECDEV	1,330.25	0.00	4,242.62	6,079.05
SUPPLIES & OTHER - ECDEV	1,705.95	4,857.50	11,936.20	47,176.96
PROJECT/PROGRAM COSTS - ECDEV	8,160.00	9,383.85	33,217.61	31,878.66
PROF & LEGAL FEES - ECDEV	3,772.76	0.00	0.00	0.00
Total EXPENDITURES	27,076.24	41,589.09	122,877.45	180,710.46
Total Expense	33,355.34	46,589.09	123,877.45	181,839.99
Surplus/Deficit	28,268.39	46,589.09	(10,568.08)	91,705.74

Notable Items:

- Labour
 - Increased by \$21K or 44.93%
 - A budget shift between Economic Development (ED) and Planning. In the prior year budget, the Planner/EDO was coded 50% in Planning and 50% in ED; and the Summer Student was budgeted 100% in ED. In the 2023 proposed budget, shifted the Planner/EDO to 100% Planning (from 50%) and the Summer Student to 100% Planning (from 0%). As a result, the ED budget only includes 100% of the newly proposed position *Economic Development & Communications Coordinator*; and the Planning budget includes 100% of the Planner/EDO and Summer Student to keep things simplified. The Summer Student had most notably performed work in Planning.
 - In sum, the following breaks down the \$21K increase in ED:
 - \$4K related to inflation (changes in benefits calculations e.g. EI, CPP, EHT, OMERS, benefits, etc.)
 - -\$51K wage shifted from ED to Planning (decrease)
 - \$68K for new *Economic Development & Communications Coordinator (EDO)* position (offset by savings considered due to late hiring date in 2023)
- Supplies and Other
 - Increased by \$14K or 326.19%
 - Mainly due to adding back the original budget for Swag i.e. promotional material with Town of Cochrane branding. Travel and events are no longer affected by Covid-19 restrictions and therefore promotional material is needed again.
- Training/Travel
 - Increased by \$5K from \$0
 - The budget for training/travel was removed in the prior year due to Covid-19 restrictions. This is being reintroduced in the 2023 proposed budget.
- Memberships
 - Increased by \$5K from \$0
 - Based on historical trends, annual memberships/subscriptions have been paid ranging from \$2K to \$6K. With the re-instated Economic Development Board and new position, these memberships/subscriptions will become important to help access important resources to generate economic development.
- Project/Program Costs
 - Increased by \$3K or 8.77%
 - This may differ year-to-year. This includes additional costs the municipality may need to incur for project implementation. Working alongside the Board, the EDO would typically apply for funding to implement new projects based on priorities/opportunities. Most funding opportunities require a municipal contribution and therefore a budgeted amount is set aside for this situation. It also includes other neighbourhood initiatives that may not have funding. The budgeted \$31K mirrors what was spent in 2019 (before Covid-19 restrictions).

Community Services

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
ARENA REVENUES	(139,800.00)	(143,000.00)	(3,200.00)	2.29
POOL REVENUES	(119,560.00)	(127,560.00)	(8,000.00)	6.69
FITNESS REVENUES	(71,750.00)	(71,750.00)	0.00	0.00
HALL REVENUES	(57,000.00)	(62,000.00)	(5,000.00)	8.77
OTHER REC REVENUES	(24,750.00)	(25,750.00)	(1,000.00)	4.04
EVENTS REVENUES - EVENTS BY REC DEPT	(13,000.00)	(13,000.00)	0.00	0.00
CRUNCH REVENUES	(5,000.00)	0.00	5,000.00	(100.00)
FUNDING AND GRANTS REVENUE	(43,476.00)	(50,330.00)	(6,854.00)	15.77
Total Revenue	(474,336.00)	(493,390.00)	(19,054.00)	4.02
Expense				
LABOUR COSTS	1,155,253.00	1,272,441.00	117,188.00	10.14
UTILITIES	357,900.00	359,200.00	1,300.00	0.36
INSURANCE & LICENSES	103,750.00	135,150.00	31,400.00	30.27
MATERIALS AND SUPPLIES	82,500.00	78,500.00	(4,000.00)	(4.85)
REPAIRS AND MAINTENANCE - GENERAL	83,500.00	85,000.00	1,500.00	1.80
POOL CHEMICALS - CHLORINE, ETC	19,000.00	19,000.00	0.00	0.00
REPAIRS-SPECIFIC(ZAMBONI, ICE PLANT,ET	26,000.00	26,000.00	0.00	0.00
SERVICE CONTRACTS/PURCHASED SERVICES	46,500.00	50,000.00	3,500.00	7.53
VEHICLES - OPERATIONS AND MAINTENANCE	6,200.00	6,200.00	0.00	0.00
EQUIPMENT - NEW AND REPLACEMENT	11,000.00	11,000.00	0.00	0.00
USE OF OWN EQUIPMENT - ALLOCATION	2,000.00	9,800.00	7,800.00	390.00
FITNESS PROGRAMS-CONTRACTS	14,947.00	15,157.00	210.00	1.40
TRAVEL, TRAINING, EDUCATION	24,050.00	26,750.00	2,700.00	11.23
ITEMS PURCHASED FOR RESALE-BAR/POOL	2,000.00	2,000.00	0.00	0.00
OFFICE AND ADMINISTRATION	18,750.00	18,750.00	0.00	0.00
INTEREST ON ONG TERM DEBT	49,069.00	74,640.00	25,571.00	52.11
CONTRIBUTIONS TO OTHERS	30,000.00	43,000.00	13,000.00	43.33
ADVERTISING	5,000.00	5,000.00	0.00	0.00
PROFESSIONAL FEES	0.00	51,000.00	51,000.00	0.00
OTHER	1,000.00	1,000.00	0.00	0.00
Total Expense	2,038,419.00	2,289,588.00	251,169.00	12.32
Surplus/Deficit	1,564,083.00	1,796,198.00	232,115.00	14.84

Notable Items:

➤ Labour

- Increased by \$117K or 10.14%
- The increase reflects various factors:
 - Anticipated step increases/adjustments, and inflation (approximately \$45K),
 - Increases due to OMERS being offered to non-full-time employees (summer students, lifeguards, other – approximately \$18K),
 - Increase to the summer student rates and number of weeks needed (approximately \$10K),
 - New Council initiative to have lifeguards at the beach (approximately \$43,500). Per budget meeting discussions, department will try to not incur this cost by closing the Pool and having lifeguards work at the Beach. The *General*

Government section, budget-cap cost reduction paragraph, provides further detail on how this cost is offset.

- Professional Fees (expense) / Funding and Grants (revenue)
 - Fees increased by \$51K from \$0 / Funding increased by \$6K or 15.77%
 - The professional fee includes the new Active Transportation Master Plan of approximately \$51K which is 83% funded (\$42,330) for a net impact of \$9K.
 - Funding has been adjusted from the 2022 budget by removing the grant for the Marketing Intern of \$43K, and adding estimated Summer Student grants of \$8K. With the addition of the Master Plan funding of \$42K, this results in a net increase of approximately \$7K in grants.
- Insurance & Licences
 - Increase of \$31K or 30.27%
 - The total cost of insurance and licences is comprised of approximately \$127K for insurance and \$8K for licences. The budgeted insurance is an 18% increase on the last paid insurance bill which is approximately \$108K. The 2022 insurance budget was \$96K which is slightly lower than the actual cost incurred. The difference between the 2022 budget of \$96K and the 2023 budget of \$127K is \$31K. For details on why insurance has increased, please refer to the *Insurance* section of this document.
- Interest on LTD
 - Increase of \$26K or 52.11%
 - This is based on estimated increases in interest rates and capital borrowing needs.
- Contributions to Others
 - Increase of \$13K or 43.33%
 - The 2022 budget of \$30K included the following:
 - \$20K for the Community Partnership Program – groups are asked to make applications for funding annually by the Fall to give the Town time to incorporate the funding required for the upcoming budget. For 2023, only 1 group made an application which resulted in an approximate cost of \$3K. This resulted in an initial decrease from the 2022 budget of \$17K.
 - On 08 Mar 2023, Council approved to provide \$30K to be provided to the Cochrane Recreation and Special Events Board annually (\$10K for Summerfest, \$10K for Winter Carnival, \$10K for other events). It was recommended to fund the new cost by having staff make internal adjustments. Throughout the year, staff will monitor spending and will adjust accordingly to ensure we commit to Council's 2023 initiatives. Please see *General Government* section for details (the \$30K for Senior's Clubs is included in Social and Family)
- Use of Own Equipment – Allocation
 - Increase of \$8K or 390%
 - This is the fuel allocation – fuel is stored at the Public Works garage and allocated to other departments when used. Use of fuel budget has been increased based on historical trends.

Municipal Operations

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
REVENUES	(671,853.00)	(712,377.00)	(40,524.00)	6.03
AIRPORT FUEL	(380,000.00)	(645,000.00)	(265,000.00)	69.74
TRANSFERS TO/FROM RESERVES	(140,000.00)	(250,000.00)	(110,000.00)	78.57
Total Revenue	(1,191,853.00)	(1,607,377.00)	(415,524.00)	34.86
Expense				
LABOUR	1,618,873.00	1,591,693.00	(27,180.00)	(1.68)
CONTRACTS	266,500.00	294,850.00	28,350.00	10.64
EQUIPMENT USE COSTS -OM & A	237,500.00	296,800.00	59,300.00	24.97
MATERIALS & EXPENSES	174,300.00	209,200.00	34,900.00	20.02
UTILITIES	147,570.00	155,290.00	7,720.00	5.23
HIRED EQUIP/PURCHASED SERVICES	99,500.00	83,200.00	(16,300.00)	(16.38)
REPAIRS AND MAINTENANCE-EQUIP/BUILDING	178,300.00	230,500.00	52,200.00	29.28
TOOLS AND EQUIPMENT, NEW AND REPLACEME	10,000.00	25,500.00	15,500.00	155.00
ROAD REPAIRS AND SUPPLIES	190,000.00	170,000.00	(20,000.00)	(10.53)
INSURANCE AND LICENSES	113,151.00	159,551.00	46,400.00	41.01
PROFESSIONAL FEES	35,500.00	93,700.00	58,200.00	163.94
ADMINISTRATION AND OFFICE, MISC	21,210.00	47,400.00	26,190.00	123.48
TRAVEL, TRAINING, EDUCATION	17,150.00	22,300.00	5,150.00	30.03
INTEREST EXPENSE	140,163.00	176,279.00	36,116.00	25.77
OTHER	0.00	0.00	0.00	0.00
FUTURE CLOSING COSTS	30,000.00	30,000.00	0.00	0.00
AIRPORT FUEL	230,000.00	391,500.00	161,500.00	70.22
TRANSFERS TO/FROM RESERVES <i>reported separately</i>	151,000.00	228,500.00	77,500.00	51.32
Total Expense	3,660,717.00	4,206,263.00	545,546.00	14.90
Surplus/Deficit	2,468,864.00	2,598,886.00	130,022.00	5.27
Total GENERAL FUND	2,468,864.00	2,598,886.00	130,022.00	5.27
Total Surplus (-)/Deficit	2,468,864.00	2,598,886.00	130,022.00	5.27

Total Revenue:	\$1,191,853
Less Env Res:	- 115,000 (1-3-1000-1059)
2022 BUDGET:	\$1,076,853
Total Expense:	\$3,660,717
Less Transfers:	- 151,000
2022 BUDGET:	\$3,509,717
2022 NET COST:	\$2,432,864

Total Revenue:	\$1,607,377
Less Env Res:	- 115,000 (1-3-1000-1059)
2023 BUDGET:	\$1,492,377
Total Expense:	\$4,206,263
Less Transfers:	- 228,500
2023 BUDGET:	\$3,977,763
2023 NET COST:	\$2,485,386

The above Financial Statement Recap includes Airport, Landfill, and Disability Transit.

Notable Items:

- Equipment Use Costs
 - Increased by \$59K or 24.97%
 - This represents fuel purchases stored at the Public Works Garage – increases are expected due to new capital purchases such as the landfill compactor and loader for performing in-house operations.
- Professional Fees
 - Increased by \$58K or 163.94%
 - Includes approximately \$8K increase for anticipated professional fees required for the landfill in-house operations.
 - The remaining increase is for one-time expenses that are offset by transfers from reserve:
 - LAS Road & Sidewalk Assessment of \$15,000
 - Stormwater Collection CCTV of \$35,000
- Repairs and Maintenance
 - Increased by \$52K or 29.28%
 - Overall adjustment of \$2K based on historical trends.
 - Included a one-time expenditure of \$50K to perform PW Garage repairs based on the building assessment. This is offset by transfer from reserve.
- Insurance and Licences
 - Increased by \$46K or 41.01%
 - This is an 18% increase from prior year actual cost of insurance.
- Interest on LTD
 - Increased by \$36K or 25.77%
 - This is based on estimated increases in interest rates and capital borrowing needs.
- Labour
 - Decreased by \$27K or -1.68%
 - The increase reflects various factors:
 - Anticipated step increases/adjustments, and inflation (approximately \$93K),
 - Increases due to OMERS being offered to non-full-time employees and increase in summer student rates (summer students, other – approximately \$4K),
 - Unusual savings of approximately \$50K – this is due to vacancies with the Engineering Tech and Infrastructure Supervisor / timing of hiring,
 - Adjustments to landfill labour based on what is required for in-house operations in consideration of transition (approximately \$66K in savings)
 - Additional adjustments to labour based on historical trends (approximately \$8K in savings)
 - Please refer to the following page for a detailed breakdown of labour changes from the 2022 final budget

LABOUR REVIEW
Infrastructure Services

		BUDGET		
		2022	2023	Change
Overhead	<i>mainly includes admin/mgmt that is split between PW and WS</i>	\$ 317,528.00	\$ 267,859.00	\$ (49,669.00)
Road Maintenance	<i>includes work such as mechanical, safety devices, bridge, culverts, surface and roadside maintenance, sidewalks, winter control, other</i>	\$ 1,036,569.00	\$ 995,847.00	\$ (40,722.00)
Airport		\$ 7,660.00	\$ 7,010.00	\$ (650.00)
Recycling & Waste Collection	<i>garbage and recycling pickup</i>	\$ 187,105.00	\$ 185,189.00	\$ (1,916.00)
Landfill Sites	<i>mainly Fournier landfill</i>	\$ 70,011.00	\$ 135,788.00	\$ 65,777.00
Total		\$ 1,618,873.00	\$ 1,591,693.00	\$ (27,180.00)

Note 1

What's Changed?

Inflation/ Rate Adjustments i.e. step increases, adjust to actual, etc. and previously had two positions as "casual labourer", looking for Heavy Equip Operator qualifications and therefore adjusted the hourly wage	\$ 97,405.00
Unusual Savings - Engineer Tech and Infrastructure Supervisor vacancies (estimate hiring past April or making other changes to the positions)	\$ (50,000.00)
Adjustments - Reduced Ditching upon review of historical actuals	\$ (15,000.00)
Adjustments - Reduced Landfill per review of what is required at current service levels	\$ (66,000.00)
Adjustments - Adjusted retirement benefit liability estimate	\$ 6,415.00
Total	\$ (27,180.00)

NOTE 1: Landfill Analysis

<i>For one position</i>		Hours per Week	Weeks per Year	Total Hours per Year
Summer	6 months (April to September)	30.00	26.00	780.00
Winter	6 months (October to March)	24.00	26.00	624.00
		54.00	52.00	1,404.00

<i>For second position</i>		Hours per Week	Weeks per Year	Total Hours per Year
Summer	6 months (April to September)	40.00	26.00	1,040.00
Winter	6 months (October to March)	32.00	26.00	832.00
		72.00	52.00	1,872.00

Total hours: 3,276.00
 FTE Required: 1.58

Original estimate with 2 FTE 100% landfill (wage and benefits)	\$ 178,563.00
Adjusted per 1.58 FTE requirement	\$ 123,505.20
Estimated savings	\$ 55,057.80
Further savings due to timing of changes in operations	\$ 11,000.00
	\$ 66,057.80

The following pages provide further breakdowns for Airport, Landfill, and Disability Transit.

Airport

AIRPORT FINANCIALS

For Period Ending 31-Dec-2022

NOTE 1: add transfer to reserves of \$113,500 = \$260,923 NET COST to match FS Recap, \$95,690 Change (-57.91%)

NOTE 2: less transfer to reserves of \$113,500 = \$582,230 total expenses to match FS Recap, \$211,510 Change (57.05%)

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
AIRPORT FEES AND SERVICE CHARGES				
FEEES	(90,253.00)	(107,753.00)	(17,500.00)	19.39
RENTAL REVENUES	(65,700.00)	(80,400.00)	(14,700.00)	22.37
Total AIRPORT FEES AND SERVICE CHARGES	(155,953.00)	(188,153.00)	(32,200.00)	20.65
FUEL				
FUEL SALES	(380,000.00)	(645,000.00)	(265,000.00)	69.74
Total FUEL	(380,000.00)	(645,000.00)	(265,000.00)	69.74
TRANSFER FROM RESERVES				
TRANSFER FROM RESERVES	0.00	(10,000.00)	(10,000.00)	0.00
Total TRANSFER FROM RESERVES	0.00	(10,000.00)	(10,000.00)	0.00
Total Revenue	(535,953.00)	(843,153.00)	(307,200.00)	57.32
Expense				
OPERATING EXPENSES				
TRAVEL AND TRAINING	100.00	500.00	400.00	400.00
LABOUR	8,160.00	8,010.00	(150.00)	(1.84)
CONTRACT SERVICES - MANAGEMENT	75,000.00	89,000.00	14,000.00	18.67
UTILITIES	18,000.00	24,570.00	6,570.00	36.50
REPAIRS AND MAINTENANCE	2,500.00	4,000.00	1,500.00	60.00
NAVIGATIONAL AIDS-EQUIP	4,400.00	22,400.00	18,000.00	409.09
MATERIALS,SUPPLES, SMALL EQUIP	4,000.00	7,000.00	3,000.00	75.00
FUELING DEPOT	5,000.00	5,000.00	0.00	0.00
USE OF OWN EQUIP COSTS - ALLOC	7,000.00	0.00	(7,000.00)	(100.00)
MISC	500.00	2,500.00	2,000.00	400.00
INSURANCE	6,200.00	14,950.00	8,750.00	141.13
OFFICE AND ADMIN	9,860.00	12,800.00	2,940.00	29.82
Total OPERATING EXPENSES	140,720.00	190,730.00	50,010.00	35.54
FUEL				
FUEL COSTS	230,000.00	391,500.00	161,500.00	70.22
Total FUEL	230,000.00	391,500.00	161,500.00	70.22
TRANSFER TO RESERVES				
TRANSFER TO RESERVES <i>reported separately</i>	0.00	113,500.00	113,500.00	0.00
Total TRANSFER TO RESERVES	0.00	113,500.00	113,500.00	0.00
Total Expense	370,720.00	695,730.00	NOTE 2 325,010.00	87.67
Surplus/Deficit	(165,233.00)	(147,423.00)	NOTE 1 17,810.00	(10.78)

Notable Items:

- Airport Fuel (expense and revenue)
 - Airport Fuel Sales has been increased by \$265K or 70%
 - Fuel sales are budgeted based on the analysis of prior year actual sales. In 2022, there was a total of \$712K in sales as opposed to 2021 which had \$577K in sales. Considering airport activity can fluctuate, the average between 2021 and 2022 actuals was the basis for the \$645K fuel sale budget.
 - Airport Fuel Costs has been increased by \$162K or 70%
 - Fuel costs are based on the fuel profit estimated margin which differs between Jet A fuel and 100LL fuel. Jet A has an average 40% margin and 100LL has an average 30% margin. The Airport Manager adjusts the fuel sale price periodically to reflect the cost of fuel. For 2023, Jet A fuel cost is \$360,000 (60% of \$600,000 Jet A sales) and 100LL fuel cost is \$31,500 (70% of \$45,000 100LL fuel sales).

TOWN OF COCHRANE AIRPORT FUEL & GROSS PROFIT ANALYSIS		2022						
		JET A			100LL/AVG GAS			TOTAL \$
		Litres	Avg Price	\$	Litres	Avg Price	\$	
FUEL REVENUES								
SALES	1-3-3700-7370/7372	237,504	\$ 2.79 <small>calculated</small>	\$ 663,771.32	16,158	\$ 3.04 <small>calculated</small>	\$ 49,128.23	\$ 712,899.55
COST OF SALES								
Opening Inventory				\$ 19,014.93			\$ 18,791.63	\$ 37,806.56
Purchases during the year		236,277	\$ 1.84 <small>calculated</small>	\$ 434,747.39	12,697	\$ 2.64 <small>calculated</small>	\$ 33,519.28	\$ 468,266.67
Total Available for sale		236,277		\$ 453,762.32	12,697		\$ 52,310.91	\$ 506,073.23
less: Closing Inventory		20,404	\$ 1.84	\$ 37,542.18	6,588	\$ 2.64	\$ 17,391.00	\$ 54,933.17
= COSTS OF GOODS SOLD		215,874		\$ 416,220.14	6,109		\$ 34,919.91	\$ 451,140.06
GROSS PROFIT ON SALES				\$ 247,551.18			\$ 14,208.32	\$ 261,759.49
Avg Markup				37%			29%	
Change in Inventory				\$ 18,527.25			\$ (1,400.63)	\$ 17,126.61
				1-1-1400-1512			1-1-1400-1510	
		JV Entered 28 Jan 2023 - JV415						
Change in Inventory - Year End Adj								
Calculation with no change in inventory				Profit above				\$ 261,759.49
				amount that remains in Revenues	BUDGET			\$ 150,000.00
				Balance gets transferred to reserves Airport				\$ 111,759.49
				1-1-1400-1512			1-1-1400-1510	TOTAL INV
Inventory per above				\$ 37,542.18			\$ 17,391.00	\$ 54,933.17
GL Says								
Fix GL details - Dec 31, 2020 before 2020 YE Entry to ac								
		BUDGET FOR 2023						
1-3-3700-7372		\$ 600,000.00	1-3-3700-7370		\$ 45,000.00			
1-4-3730-7501		\$ 360,000.00	1-4-3730-7500		\$ 31,500.00			
40%		\$ 240,000.00	30%		\$ 13,500.00			
				Total Fuel Profit	\$ 253,500.00			
				Transfer to Reserve	\$ 103,500.00	1-4-3700-9000		
				TOTAL BUDGET:	\$ 150,000.00			

MARGIN ON AIRPORT FUEL		
Year	Jet A	100LL
2017	42%	33%
2018	40%	26%
2019	43%	23%
2020	49%	28%
2021	54%	28%
2022	37%	29%

- Navigational Aids-Equip
 - Increased by \$18K or 409.09%
- Contract Services – Management
 - Increase by \$14K or 18.67%
 - This is based on the contractual agreement with the airport operation’s management – increases reflect agreed upon inflationary costs.
- Insurance
 - Increase by \$9K or 141.13%
 - Insurance includes the 18% increase from prior year’s actual municipal insurance that covers primarily the property. The remaining increase is the additional insurance liability that is covered by the municipality for airport operations.
- Airport Fees and Rental Revenues
 - Increase by \$32K or 20.65%
 - Rental revenues reflect anticipated returns based on contractual agreements for hangar rentals. The fees are based on historical trends.

Landfill

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)	2022 BUDGET	2022 ACTUAL	CHANGE	2021 ACTUAL
	FINAL	PROPOSED			FINAL	YTD		
GENERAL FUND								
Revenue								
REVENUES								
LANDFILL USER FEES	(300,000.00)	(316,074.00)	(16,074.00)	5.36	(300,000.00)	(295,063.54)	4,936.46	(427,903.23)
MISCELLANEOUS REVENUES	(3,000.00)	(3,000.00)	0.00	0.00	(3,000.00)	(4,467.80)	(1,467.80)	(1,991.65)
Total REVENUES	(303,000.00)	(319,074.00)	(16,074.00)	5.30	(303,000.00)	(299,531.34)	3,468.66	(429,894.88)
EXPENSES								
TRANSFER TO RESERVES <i>reported separately</i>	(115,000.00)	(115,000.00)	0.00	0.00	(115,000.00)	(116,970.00)	(1,970.00)	(117,040.00)
Total EXPENSES	(115,000.00)	(115,000.00)	0.00	0.00	(115,000.00)	(116,970.00)	(1,970.00)	(117,040.00)
Total Revenue	(418,000.00)	(434,074.00)	(16,074.00)	3.85	(418,000.00)	(416,501.34)	1,498.66	(546,934.88)
Expense								
EXPENSES								
CONTRACTOR	0.00	5,000.00	5,000.00	0.00	0.00	0.00	0.00	12,870.16
LABOUR	70,011.00	135,788.00	65,777.00	93.95	70,011.00	55,082.82	(14,928.18)	39,319.48
MATERIALS AND SUPPLIES	25,000.00	30,000.00	5,000.00	20.00	25,000.00	15,023.71	(9,976.29)	36,238.85
UTILITIES	1,650.00	2,800.00	1,150.00	69.70	1,650.00	2,416.02	766.02	1,010.65
INSURANCE	200.00	600.00	400.00	200.00	200.00	301.72	101.72	98.60
PROFESSIONAL FEES	7,000.00	7,000.00	0.00	0.00	7,000.00	30,510.85	23,510.85	7,202.05
OTHER EXPENSES	153,324.00	137,886.00	(15,438.00)	(10.07)	153,324.00	148,155.34	(5,168.66)	697,293.07
TRANSFER TO RESERVES <i>reported separately</i>	115,000.00	115,000.00	0.00	0.00	115,000.00	114,996.00	(4.00)	117,040.00
Total EXPENSES	372,185.00	434,074.00	61,889.00	16.63	372,185.00	366,486.46	(5,698.54)	911,072.86
Total Expense	372,185.00	434,074.00	61,889.00	16.63	372,185.00	366,486.46	(5,698.54)	911,072.86
Surplus/Deficit	(45,815.00)	0.00	45,815.00	(100.00)	(45,815.00)	(50,014.88)	(4,199.88)	364,137.98

Total Expenses and Total Revenue less \$115,000 transfer to reserves = \$319,074 / Net Cost remains \$0

- Labour
 - Demonstrating an overall increase of \$66K or 93.95% - this was the original proposed labour costs if in-house operations were to occur at the beginning of the year. This \$66K increase has been removed in the Municipal Operations budget considering the timing/transition and needs to operate the landfill in-house.

Disability Transit

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)	2022 BUDGET	2022 ACTUAL	CHANGE	2021 ACTUAL
	FINAL	PROPOSED			FINAL	YTD		
GENERAL FUND								
Revenue								
REVENUES								
USER FEES AND CHARGES	(45,000.00)	(30,000.00)	15,000.00	(33.33)	(45,000.00)	(32,781.00)	12,219.00	(19,397.00)
FUNDING	(30,000.00)	(36,750.00)	(6,750.00)	22.50	(30,000.00)	(32,745.00)	(2,745.00)	(26,800.00)
Total REVENUES	(75,000.00)	(66,750.00)	8,250.00	(11.00)	(75,000.00)	(65,526.00)	9,474.00	(46,197.00)
Total Revenue	(75,000.00)	(66,750.00)	8,250.00	(11.00)	(75,000.00)	(65,526.00)	9,474.00	(46,197.00)
Expense								
EXPENDITURES								
MATERIALS & OTHER COSTS	70,500.00	60,500.00	(10,000.00)	(14.18)	70,500.00	59,791.51	(10,708.49)	35,690.32
VEHICLE MAINTENANCE & FUEL	500.00	2,000.00	1,500.00	300.00	500.00	520.41	20.41	1,293.86
INSURANCE	1,000.00	1,000.00	0.00	0.00	1,000.00	931.44	(68.56)	884.56
ADMINISTRATION	0.00	15,500.00	15,500.00	0.00	0.00	15,198.00	15,198.00	17,454.00
Total EXPENDITURES	72,000.00	79,000.00	7,000.00	9.72	72,000.00	76,441.36	4,441.36	55,322.74
Total Expense	72,000.00	79,000.00	7,000.00	9.72	72,000.00	76,441.36	4,441.36	55,322.74
Surplus/Deficit	(3,000.00)	12,250.00	15,250.00	(508.33)	(3,000.00)	10,915.36	13,915.36	9,125.74

This is the financial budget for accessibility transit to provide people with disabilities transportation services. Eligible individuals can complete an application form and purchase tickets from Town Hall. The overall budget has been adjusted to reflect actual costs based on prior year historical data. It was noted that the administration cost was not included in the 2022 budget which is the main reason for the overall budget increase of \$15K or 508%.

Health Services

HEALTH - CEMETARIES - BUDGET



For Period Ending 31-Dec-2022

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	ANNUAL	PROPOSED		
GENERAL FUND				
Revenue				
REVENUE	(50,000.00)	(51,000.00)	(1,000.00)	2.00
Total Revenue	(50,000.00)	(51,000.00)	(1,000.00)	2.00
Expense				
LABOUR	42,579.00	40,524.00	(2,055.00)	(4.83)
MATERIALS AND SUPPLIES	9,700.00	11,850.00	2,150.00	22.16
INTEREST ON LTD	1,531.00	2,396.00	865.00	56.50
Total Expense	53,810.00	54,770.00	960.00	1.78
Surplus/Deficit	3,810.00	3,770.00	(40.00)	(1.05)

HEALTH SERVICES - BUDGET REVIEW



Date : Mar 19, 2022 Time : 10:50 pm

For Period Ending 31-Dec-2022

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)	2022 ACTUAL	2021 ACTUAL	2020 ACTUAL	2019 ACTUAL
	FINAL	PROPOSED			YTD			
GENERAL FUND								
Revenue								
REVENUE								
REVENUES	(50,000.00)	(51,000.00)	(1,000.00)	2.00	(48,932.50)	(60,727.50)	(38,807.50)	(31,099.53)
Total REVENUE	(50,000.00)	(51,000.00)	(1,000.00)	2.00	(48,932.50)	(60,727.50)	(38,807.50)	(31,099.53)
Total Revenue	(50,000.00)	(51,000.00)	(1,000.00)	2.00	(48,932.50)	(60,727.50)	(38,807.50)	(31,099.53)
Expense								
LABOUR								
DOCTOR RECRUITMENT	7,000.00	7,000.00	0.00	0.00	0.00	0.00	0.00	0.00
CEMETARIES	42,579.00	40,524.00	(2,055.00)	(4.83)	20,687.55	45,426.66	12,846.25	15,256.81
Total LABOUR	49,579.00	47,524.00	(2,055.00)	(4.14)	20,687.55	45,426.66	12,846.25	15,256.81
MATERIALS AND SUPPLIES								
CEMETARIES	9,700.00	11,750.00	2,050.00	21.13	9,950.08	9,858.45	14,085.68	18,485.15
Total MATERIALS AND SUPPLIES	9,700.00	11,750.00	2,050.00	21.13	9,950.08	9,858.45	14,085.68	18,485.15
PURCHASED SERVICES/CONTRACT								
PORCUPINE HEALTH UNIT	188,951.00	188,951.00	0.00	0.00	185,244.00	168,394.00	168,394.00	168,394.00
AMBULANCE - CDSSAB	452,280.00	452,280.00	0.00	0.00	432,816.00	443,081.20	396,606.96	416,031.00
DOCTOR RECRUITMENT	24,000.00	24,000.00	0.00	0.00	21,894.58	2,399.17	0.00	0.00
Total PURCHASED SERVICES/CONTRACT	665,231.00	665,231.00	0.00	0.00	639,954.58	613,874.37	565,000.96	584,425.00
INTEREST ON LTD								
CATHOLIC CEMETARY	1,531.00	2,396.00	865.00	56.50	1,530.79	1,779.12	2,173.22	2,419.14
Total INTEREST ON LTD	1,531.00	2,396.00	865.00	56.50	1,530.79	1,779.12	2,173.22	2,419.14
Total Expense	726,041.00	726,901.00	860.00	0.12	672,123.00	670,938.60	594,106.11	620,586.10
Surplus/Deficit	676,041.00	675,901.00	(140.00)	(0.02)	623,190.50	610,211.10	555,298.61	589,486.57

Overall, there are no significant changes from the 2022 budget other than some small adjustments based on the review of historical data.

Social and Family Services

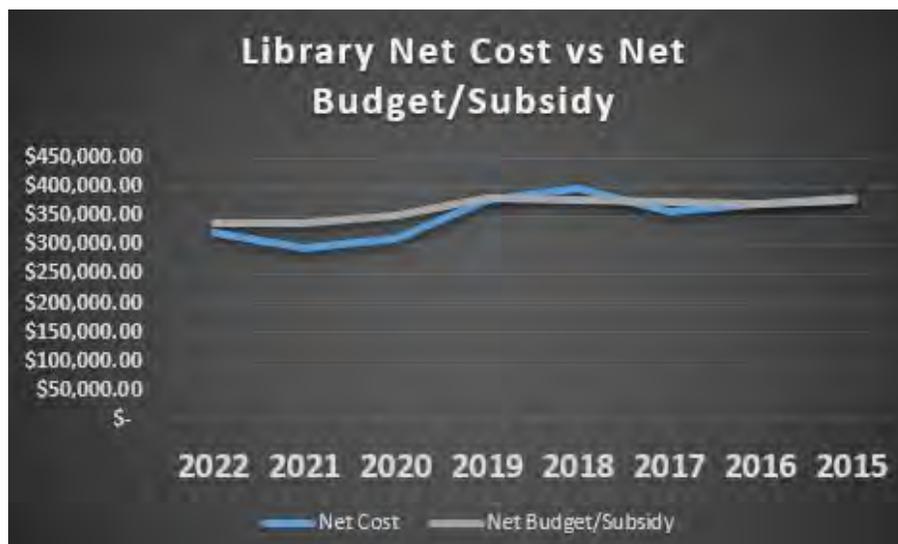
	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
DAY CARE REVENUES				
DAY CARE - USER FEES	(345,000.00)	(446,500.00)	(101,500.00)	29.42
DAY CARE - OPERATING GRANTS	(1,176,790.00)	(1,173,553.00)	3,237.00	(0.28)
DAY CARE - USER FEES SUBSIDIZED	(210,000.00)	(180,000.00)	30,000.00	(14.29)
DAY CARE - OTHER FUNDING & GRANTS	(5,500.00)	(8,000.00)	(2,500.00)	45.45
Total DAY CARE REVENUES	(1,737,290.00)	(1,808,053.00)	(70,763.00)	4.07
Total Revenue	(1,737,290.00)	(1,808,053.00)	(70,763.00)	4.07
Expense				
DAY CARE EXPENSES				
DAYCARE - LABOUR COSTS	1,595,293.00	1,668,576.00	73,283.00	4.59
DAYCARE - MATERIALS & EXPENSES	136,497.00	139,477.00	2,980.00	2.18
Total DAY CARE EXPENSES	1,731,790.00	1,808,053.00	76,263.00	4.40
Total Expense	1,731,790.00	1,808,053.00	76,263.00	4.40
Surplus/Deficit	(5,500.00)	0.00	5,500.00	(100.00)

Child care is budgeted to represent what it the estimated cost would be if we had full attendance. The net cost remains \$0 as we request CDSSAB to fully subsidize the child care services as much as possible.

Library

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
Revenues				
Canada Specific Grants	(4,280.00)	(2,000.00)	2,280.00	(53.27)
Ontario Specific Grants	(13,253.00)	(13,253.00)	0.00	0.00
Library Revenues	(20,000.00)	(19,697.00)	303.00	(1.52)
Contribution from Reserves	(3,000.00)	(3,000.00)	0.00	0.00
Total Revenues	(40,533.00)	(37,950.00)	2,583.00	(6.37)
Total Revenue	(40,533.00)	(37,950.00)	2,583.00	(6.37)
Expense				
Expenses				
Salaries & Wages	219,359.00	223,592.00	4,233.00	1.93
Benefits	62,909.00	77,167.00	14,258.00	22.66
Training & Development	5,500.00	5,650.00	150.00	2.73
Programs/Service Costs	26,380.00	23,000.00	(3,380.00)	(12.81)
Building/Facilities	40,120.00	34,920.00	(5,200.00)	(12.96)
Materials & Supplies	28,250.00	32,850.00	4,600.00	16.28
Interest on LTD	0.00	736.00	736.00	0.00
Transfers to/from Reserves	4,500.00	4,500.00	0.00	0.00
Budget Adjustment	(10,208.00)	(28,188.00)	(17,980.00)	176.14
Total Expenses	376,810.00	374,227.00	(2,583.00)	(0.69)
Total Expense	376,810.00	374,227.00	(2,583.00)	(0.69)
Surplus/Deficit	336,277.00	336,277.00	0.00	0.00

Since 2021, the Library has a net budget of \$336,277 available to provide services. It was noted that the Town of Cochrane spends more than neighbouring municipalities of a similar size and therefore the net budget has not been increased. The following pages provide the 2022 comparator analysis.



COCHRANE PUBLIC LIBRARY

Corporate Services is recommending the 2022 net deficit/subsidy to the Cochrane Public Library not exceed the 2021 budget. It has been reported to Council over the last several years, via the budget process and various external reviews, that the Town of Cochrane spends a lot more on Library services than many of its peers. Chart 1 below shows the progress made in reducing this cost over the years, and Chart 2 is updated cost per population of some of our neighboring similar sized municipalities.

CHART 1

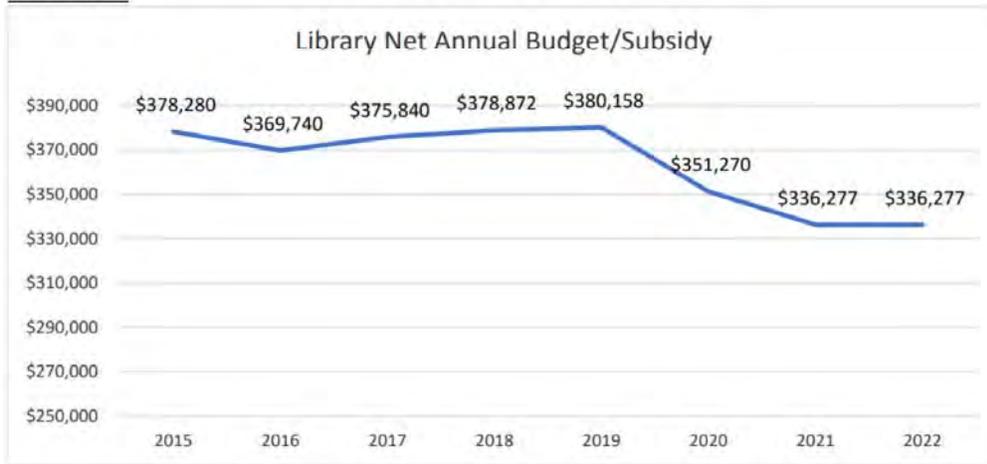


CHART 2

TOWN OF COCHRANE
LIBRARY COMPARISON OF GRANTS AND EXPENSES TO COMPARABLE REGIONAL MUNICIPALITIES

	2020 FIR DATA			
	Cochrane - 2022 BUDGET DRAFT	Iroquois Falls - 2019	Kapuskasing	Hearst
Net cost per population	\$ 72	\$ 21	\$ 25	\$ 52
Net Cost (Excluding Depreciation)	\$ 336,277	\$ 79,954	\$ 178,867	\$ 231,676
Net cost per population (Excludes Depreciation)	\$ 66	\$ 18	\$ 22	\$ 46
Total Population	5,070	4,537	8,292	5,070

made same as Hearst for this exercise

As can be seen in Chart 2, the Town of Cochrane continues to report significantly higher costs per capita (population). For this exercise we have reported the Town of Cochrane population to be the same as Hearst however Cochrane's population within the municipal tax boundaries is approx. 4400. If we use the municipal tax boundaries population, the cost per population is \$83 and \$76 respectively (with depreciation and with depreciation).

This continues to be an opportunity to reduce or shift discretionary costs if Council wishes to bring it more in line with our peers.

LIBRARY BUDGET WORKSHEET



Date : Nov 10, 2021 Title

For Period Ending 31-Oct-2021

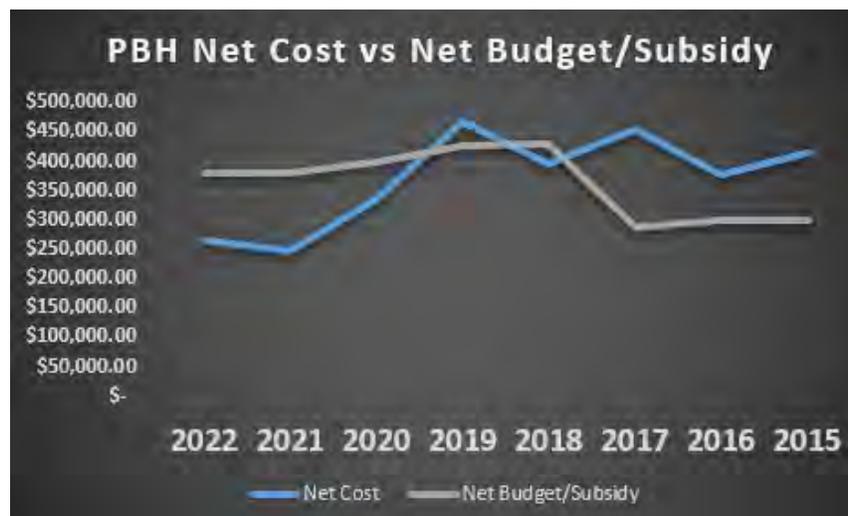
	2021 BUDGET	2022 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
Revenues			
Canada Specific Grants	(4,619.00)	(4,280.00)	339.00
Ontario Specific Grants	(13,253.00)	(13,253.00)	0.00
Library Revenues	(20,000.00)	(20,000.00)	0.00
Contribution from Reserves	(3,000.00)	(3,000.00)	0.00
Total Revenues	(40,872.00)	(40,533.00)	339.00
Expense			
Expenses			
Salaries & Wages	214,209.00	219,359.00	5,150.00
Benefits	74,217.00	62,909.00	(11,308.00)
Training & Development	5,500.00	5,500.00	0.00
Programs/Service Costs	27,880.00	26,380.00	(1,500.00)
Building/Facilities	38,470.00	40,120.00	1,650.00
Materials & Supplies	28,250.00	28,250.00	0.00
Transfers to/from Reserves	4,500.00	4,500.00	0.00
Budget Adjustment	(15,877.00)	(10,208.00)	5,669.00
Total Expenses	377,149.00	376,810.00	(339.00)
Surplus/Deficit	336,277.00	336,277.00	0.00

Polar Bear Habitat

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
Revenues				
Entrance Fees	(165,000.00)	(165,000.00)	0.00	0.00
Giftstore/Merchandise-NET	(110,000.00)	(130,000.00)	(20,000.00)	18.18
Snack Shack	(3,000.00)	(8,000.00)	(5,000.00)	166.67
Donations	(30,000.00)	(60,000.00)	(30,000.00)	100.00
Fundraising Events Revenues-NET	0.00	(13,300.00)	(13,300.00)	0.00
Cost Recovery - (ie:Boarding Charges,	0.00	0.00	0.00	0.00
International Volunteer-NET	0.00	0.00	0.00	0.00
Miscellaneous	(3,000.00)	(2,600.00)	400.00	(13.33)
Grants	(31,500.00)	(33,500.00)	(2,000.00)	6.35
Total Revenues	(342,500.00)	(412,400.00)	(69,900.00)	20.41
Total Revenue	(342,500.00)	(412,400.00)	(69,900.00)	20.41
Expense				
Revenues				
Giftstore/Merchandise-NET	58,000.00	68,000.00	10,000.00	17.24
Snack Shack	0.00	4,500.00	4,500.00	0.00
Fundraising Events Revenues-NET	0.00	6,200.00	6,200.00	0.00
International Volunteer-NET	0.00	0.00	0.00	0.00
Budget Adjustments	0.00	(14,498.00)	(14,498.00)	0.00
Total Revenues	58,000.00	64,202.00	6,202.00	10.69
Expenses				
Wages & Benefits	446,860.00	478,880.00	32,020.00	7.17
Travel, Training, Fees, Meetings	22,000.00	25,500.00	3,500.00	15.91
Repairs and Maintenance	25,701.00	27,000.00	1,299.00	5.05
Bear Supplies	35,000.00	40,000.00	5,000.00	14.29
Advertising	2,000.00	5,000.00	3,000.00	150.00
Chemicals for Pool	10,000.00	10,000.00	0.00	0.00
Other Materials and Supplies	22,700.00	24,000.00	1,300.00	5.73
Utilities	79,370.00	79,070.00	(300.00)	(0.38)
Insurance	16,850.00	31,750.00	14,900.00	88.43
Professional Fees	0.00	2,500.00	2,500.00	0.00
Other - interest on LTD (FENCE)	4,019.00	4,498.00	479.00	11.92
Total Expenses	664,500.00	728,198.00	63,698.00	9.59
Total Expense	722,500.00	792,400.00	69,900.00	9.67
Surplus/Deficit	380,000.00	380,000.00	0.00	0.00

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenues				
Entrance Fees	(165,000.00)	(165,000.00)	0.00	0.00
Giftstore/Merchandise-NET	(52,000.00)	(62,000.00)	(10,000.00)	19.23
Snack Shack	(3,000.00)	(3,500.00)	(500.00)	16.67
Donations	(30,000.00)	(60,000.00)	(30,000.00)	100.00
Fundraising Events Revenues-NET	0.00	(7,100.00)	(7,100.00)	0.00
Cost Recovery - (ie:Boarding Charges,	0.00	0.00	0.00	0.00
International Volunteer-NET	0.00	0.00	0.00	0.00
Miscellaneous	(3,000.00)	(2,600.00)	400.00	(13.33)
Grants	(31,500.00)	(33,500.00)	(2,000.00)	6.35
Budget Adjustments	0.00	(14,498.00)	(14,498.00)	0.00
Total Revenues	(284,500.00)	(348,198.00)	(63,698.00)	22.39
Expenses				
Wages & Benefits	446,860.00	478,880.00	32,020.00	7.17
Travel, Training, Fees, Meetings	22,000.00	25,500.00	3,500.00	15.91
Repairs and Maintenance	25,701.00	27,000.00	1,299.00	5.05
Bear Supplies	35,000.00	40,000.00	5,000.00	14.29
Advertising	2,000.00	5,000.00	3,000.00	150.00
Chemicals for Pool	10,000.00	10,000.00	0.00	0.00
Other Materials and Supplies	22,700.00	24,000.00	1,300.00	5.73
Utilities	79,370.00	79,070.00	(300.00)	(0.38)
Insurance	16,850.00	31,750.00	14,900.00	88.43
Professional Fees	0.00	2,500.00	2,500.00	0.00
Other - interest on LTD (FENCE)	4,019.00	4,498.00	479.00	11.92
Total Expenses	664,500.00	728,198.00	63,698.00	9.59
Total GENERAL FUND	380,000.00	380,000.00	0.00	0.00

The Polar Bear Habitat (PBH) & Heritage Village have been kept at the same net budget/subsidy since 2021. It was recommended to have the department work within an annual net budget/subsidy amount to help curb escalating costs. The 2023 budget has the same net budget/subsidy amount of \$380,000.



Rental Properties

	2022 BUDGET	2023 BUDGET	CHANGE (\$)	CHANGE (%)
	FINAL	PROPOSED		
GENERAL FUND				
Revenue				
REVENUES				
RENTAL INCOME	(524,338.00)	(578,307.00)	(53,969.00)	10.29
Total REVENUES	(524,338.00)	(578,307.00)	(53,969.00)	10.29
Total Revenue	(524,338.00)	(578,307.00)	(53,969.00)	10.29
Expense				
EXPENSES				
LABOUR	10,000.00	10,000.00	0.00	0.00
MATERIALS & SUPPLIES	0.00	1,000.00	1,000.00	0.00
UTILITIES	39,760.00	42,970.00	3,210.00	8.07
REPAIRS & MAINTENANCE	10,000.00	10,000.00	0.00	0.00
PROFESSIONAL FEES	0.00	5,000.00	5,000.00	0.00
INSURANCE	17,750.00	15,750.00	(2,000.00)	(11.27)
INTEREST ON LTD	9,643.00	8,889.00	(754.00)	(7.82)
Total EXPENSES	87,153.00	93,609.00	6,456.00	7.41
TRANSFER TO RESERVES				
TRANSFER TO CAPITAL RESERVE	85,000.00	96,940.00	11,940.00	14.05
Total TRANSFER TO RESERVES	85,000.00	96,940.00	11,940.00	14.05
Total Expense	172,153.00	190,549.00	18,396.00	10.69
Surplus/Deficit	(352,185.00)	(387,758.00)	(35,573.00)	10.10

The Town of Cochrane leases the following properties/office space:

- 1 First Avenue
- 92 Second Street (part of Public Works Garage)
- Lot 35 Hwy 379 (Land Lease)
- 20-5 Boisvert Crescent (Intermodal Site – ONR Yard) & intermodal equipment

Revenue has been adjusted based on contractual agreements with the Town.

Expenditures include the following properties/office space:

- 1 First Avenue
- 92 Second Street (part of Public Works Garage)
- Lot 35 Hwy 379 (Land Lease)
- 20-5 Boisvert Crescent (Intermodal Site – ONR Yard) & intermodal equipment
- 4 Third Avenue (Board of Trade)
- 440 First Avenue (Second Mile Club)

The increase in expenditures is mainly due to including a budget for legal fees which had not been budgeted in the past, however costs were incurred with an approximate average of \$5,000. Utilities and supplies were adjusted based on historical trends in consideration of inflation. The transfer to reserve is 20% of net profits (\$484,698).

2023 Capital Budget

The following pages provide the proposed 2023 Capital Budget.

Please note the following highlights:

- Projects approved in 2022 or prior years but carried over to 2023:
 - Nahma Road Bridge – Replacement
 - Sidewalks
 - Pre-approved Tandem Dump Truck and Plow Truck
 - GIS software
 - Information Technology as required for server, modernization, connectivity, etc.
 - Ice Resurfacer
 - Multi-User Purpose Trail
 - 5th Ave Storm Sewer reconstruction
 - Hillcrest Park Playground – landscaping
 - Equipment – Box for Sander
- Projects highlighted in purple are contingent on funding i.e. we will not pursue the project unless it can be substantially funded based on the schedule
 - Boat launch replacement
 - Lighting upgrade at the PBH
 - Accessibility van replacement
 - Cupboards and countertops at the Child Care Center
- It is recommended to finance no more than \$3M to remain within our debt policy of not exceeding 10% debt servicing costs. Typically, \$2M is recommended annually however many of these projects budgeted to be completed in 2022 has been carried forward into 2023.

The Appendices include descriptions of the projects being presented in further detail.

TOWN OF COCHRANE
 2023 TAX BASED CAPITAL BUDGET
 As of 08 Mar 2023

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BUDGET GROSS COST		FUNDING SOURCE (HOW PAID FOR)									
		Funding Notes	OTHER RESERVES / DEFERED REVENUE	GENERAL CAPITAL RESERVES	GAS TAX	FORMULA BASED OCIF	NORDS	SPECIAL FUNDING/ CONTRIBUTIONS	OWN SOURCE ANNUAL	FINANCED	BALANCE UNACCOUNTED for
Contingent on Special Funding		Available for use (estimates) >>>	\$ 2,300,000	\$ 552,187	\$ 1,620,385	\$ 439,323	\$ 397,000	\$ 3,000,000	< CY		

		BUDGET		Funding Notes	OTHER RESERVES / DEFERED REVENUE	GENERAL CAPITAL RESERVES	GAS TAX	FORMULA BASED OCIF	NORDS	SPECIAL FUNDING/ CONTRIBUTIONS	OWN SOURCE ANNUAL	FINANCED	BALANCE UNACCOUNTED for
		Detail	Total by Department										
INFRASTRUCTURE SERVICES (TRANSPORTATION/ROADS)													
					\$ -								\$ -
	4	1,596,000	Due to timing of project, likely to defer 30% of project to 2024		\$ -	\$ 230,500	\$ 277,900					\$ 1,087,600	\$ -
	4	125,000			\$ -	\$ 125,000							\$ -
	4	50,000	\$50K in 2023, \$00K deferred to 2024		\$ -	\$ 50,000							\$ -
	4	40,000	\$40K in 2023, \$00K deferred to 2024		\$ -	\$ 40,000							\$ -
	4	250,000	*keep but will qualify before proceeding		\$ -			\$ 250,000					\$ -
	4	1,570,000	increased from \$1M to \$1.57M (including construction and		\$ -			\$ 506,221	\$ 439,323			\$ 624,456	\$ -
	5	150,000			\$ -		\$ 150,000						\$ -
	4	597,000	Approved 2021 Dec 21 Special Council Meeting (382-2021) - increased Plow Truck from \$300K to \$367K and Dump Truck from \$210K to \$230K	Looking to purchase 2 used Tandem Dump Trucks instead of 1	\$ -	\$ 597,000							\$ -
	5	100,000			\$ -		\$ 100,000						\$ -
	4	150,000	new multi-use path/boardwalk with look-out on corner of 4th St and 7th Ave	ICIP COVID funding committed for Commando Park link	\$ -	\$ 17,003			\$ 132,997				\$ -
	3	200,000	annual serious lifecycle maintenance item		\$ -		\$ 200,000						\$ -
	4	60,000	replace guard rails at Con 10&11 (Dora)/Con 6&7 Bridge Approaches - H&S Issue		\$ -	\$ 60,000							\$ -
	4	63,000	Replacement of TR-09-01	Trade-in value	\$ 2,000						\$ 61,000		\$ -
	4	20,000	Installation of four light standards on west side of Tim Horton Dr btw 4th St & Highland Ave		\$ -						\$ 20,000		\$ -
	4	285,000			\$ -						\$ 285,000		\$ -
	3		ramps at Silver Queen and Dora Lake (Con 12&1) with precast concrete ramps		\$ -					\$ -			\$ -
	4	166,300		Airport reserves	\$ 166,300								\$ -
	4	368,000		Airport reserves	\$ 368,000								\$ -
TOTAL		5,790,300	\$ 5,790,300		\$ 536,300	\$ 1,119,503	\$ 527,900	\$ 956,221	\$ 439,323	\$ 132,997	\$ 81,000	\$ 1,997,056	\$ -
												\$ 5,790,300	\$ 5,790,300

		BUDGET		Funding Notes	OTHER RESERVES / DEFERED REVENUE	GENERAL CAPITAL RESERVES	GAS TAX	FORMULA BASED OCIF	NORDS	SPECIAL FUNDING/ CONTRIBUTIONS	OWN SOURCE ANNUAL	FINANCED	BALANCE UNACCOUNTED for
		Detail	Total by Department										
INFRASTRUCTURE SERVICES (SOLID WASTE)													
		405,000	Approved 2021 Dec 21 Special Council Meeting (382-2021) - PO#11270		\$ -	\$ 405,000							\$ -
	5	470,000	Legislative Requirement	Environmental	\$ 470,000								\$ -
	2	70,000	Operating cost reduction and efficiency	Environmental	\$ 70,000								\$ -
TOTAL		945,000	\$ 945,000		\$ 540,000	\$ 405,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

TOWN OF COCHRANE
 2023 TAX BASED CAPITAL BUDGET
 As of 08 Mar 2023

BUDGET >>> BUDGET >>> BUDGET

		BUDGET GROSS COST		FUNDING SOURCE (HOW PAID FOR)									
				Funding Notes	OTHER RESERVES / DEFERED REVENUE	GENERAL CAPITAL RESERVES	GAS TAX	FORMULA BASED OCIF	NORDS	SPECIAL FUNDING/ CONTRIBUTIONS	OWN SOURCE ANNUAL	FINANCED	BALANCE UNACCOUNTED for
		BUDGET											
COMMUNITY SERVICES (RECREATION)		Detail	Total by Department										
THEC Heat Recovery Units	4	500,000		Approved for OTF capital grant for \$150K	\$ -					\$ 150,000		\$ 350,000	\$ -
Refrigeration - Sub Floor Heat	4	90,000			\$ -							\$ 90,000	\$ -
THEC Roof Repairs	4	80,000			\$ -					\$ 20,000		\$ 60,000	\$ -
THEC Fire Alarm Panel	4	50,000			\$ -					\$ 50,000		\$ -	\$ -
Memorial Park Band Stand - Shingles	3	7,500			\$ -					\$ 7,500		\$ -	\$ -
Ball Field Fencing	4	10,000			\$ -					\$ 10,000		\$ -	\$ -
Dog Park Fencing	3	17,000			\$ -					\$ 17,000		\$ -	\$ -
Security System	4	30,000		efficiency funding	\$ 30,000							\$ -	\$ -
TOTAL		784,500	\$ 784,500		\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 104,500	\$ 500,000	\$ -
		BUDGET											
POLAR BEAR HABITAT		Detail	Total by Department										
Roof - Welcome Building	4	70,000		use PBH reserve	\$ 70,000					\$ -		\$ -	\$ -
Roof - Visitor's Building	4	80,000			\$ -							\$ 80,000	\$ -
Welcome Centre - Rooftop Unit	4	40,000		Director's revised estimate from \$110K to \$40K	\$ 40,000							\$ -	\$ -
Viewer's Building - HVAC	4	15,000			\$ -					\$ 15,000		\$ -	\$ -
Bear Holding - AC Unit	4	10,000			\$ -					\$ 10,000		\$ -	\$ -
Lighting Upgrade	2	30,000		if there's retrofit grants available or other funding of at least 30% of the cost	\$ -					\$ 9,000		\$ 21,000	\$ -
Fencing	4	22,000		part of CAZA standards - need to keep	\$ -					\$ 22,000		\$ -	\$ -
				*\$81K funding applied for - but not confirmed	\$ -							\$ -	\$ -
TOTAL		267,000	\$ 267,000		\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ 68,000	\$ 80,000	\$ -
		BUDGET											
PROTECTIVE SERVICES (FIRE, ACCESSIBILITY, EMERGENCY, BUILDING, BYLAW)		Detail	Total by Department										
Accessibility Van Replacement	4	170,000		will require further analysis and planning - will look at funding opportunities and report to Council first	\$ -					\$ 170,000		\$ -	\$ -
Bunker Gear Replacement	5	19,440			\$ -					\$ 19,440		\$ -	\$ -
CFD Personnel Vehicle	5	65,673		trade-in value \$18K and \$30K from evacuation reserves	\$ 48,000					\$ 17,673		\$ -	\$ -
TOTAL		255,113	\$ 255,113		\$ 48,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 37,113	\$ -	\$ -

TOWN OF COCHRANE
2023 TAX BASED CAPITAL BUDGET
As of 08 Mar 2023

BUDGET >>> BUDGET >>> BUDGET

BUDGET GROSS COST		FUNDING SOURCE (HOW PAID FOR)									
		Funding Notes	OTHER RESERVES / DEFERED REVENUE	GENERAL CAPITAL RESERVES	GAS TAX	FORMULA BASED OCIF	NORDS	SPECIAL FUNDING/ CONTRIBUTIONS	OWN SOURCE ANNUAL	FINANCED	BALANCE UNACCOUNTED for

SOCIAL AND FAMILY SERVICES (CHILD CARE)		BUDGET																
		Detail	Total by Department															
Roofs - Sheds	4	12,000		Request for funding made	\$	-								\$	12,000		\$	-
Roof - Gazebo	4	5,000		Request for funding made	\$	-								\$	5,000		\$	-
Security System Upgrade	3	10,000		CDSSAB	\$	-						\$	10,000				\$	-
Cupboards and counterops	4	40,000		Dependent on funding (waiting for approval)	\$	-						\$	40,000				\$	-
Fencing	4	3,500		Request for funding made	\$	-								\$	3,500		\$	-
TOTAL		70,500	\$ 70,500		\$	-	\$	-	\$	-	\$	-	\$	50,000	\$	20,500	\$	-

RENTAL PROPERTIES		BUDGET																	
		Detail	Total by Department																
Heating Unit Replacement - First Ave Rental		7,000		looking to re-evaluate but if we must replace the furnaces, we will use the rental property reserve	Rental property reserves	\$	7,000											\$	-
TOTAL		7,000	\$ 7,000			\$	7,000											\$	-

GENERAL GOVERNMENT		BUDGET																	
		Detail	Total by Department																
Computer Replacements	4	5,000		typically budget for \$10K, can cut in half as replaced many computers in 2021/2022		\$	-							\$	5,000		\$	-	
Town Hall Lighting Retrofit	3	30,000		will look for funding opportunities/efficiency grants if available		\$	-							\$	30,000		\$	-	
Corporate Services/Planning Vehicle	2	50,000		if not used for evacuations - look at buying a smaller vehicle - likely around \$40K to \$50K		\$	-							\$	50,000		\$	-	
Town Hall Security System Upgrade	4	15,000		fire panel and sprinkler monitoring is mandatory (\$3K), keyfob and alarm (\$12K)	efficiency funding	\$	15,000											\$	-
Budget Software	2	10,000		had budgeted \$10K for cemetery software, changing this to budgeting software as we will incorporate cemetery with Citywide GIS	efficiency funding but applied for OTF funding (will wait if approved first)	\$	10,000											\$	-
Permit Software	2	10,000			efficiency funding but applied for OTF funding (will wait if approved first)	\$	10,000											\$	-
EGIS Software	2	30,000			efficiency funding but applied for OTF funding (will wait if approved first)	\$	30,000											\$	-
Information Technology, Server Hardware and Software - Security, Modernization, Connectivity, Environment	4	34,000			efficiency funding but applied for OTF funding (will wait if approved first)	\$	34,000											\$	-
TOTAL		184,000	\$ 184,000			\$	98,000	\$	-	\$	-	\$	-	\$	85,000	\$	-	\$	-

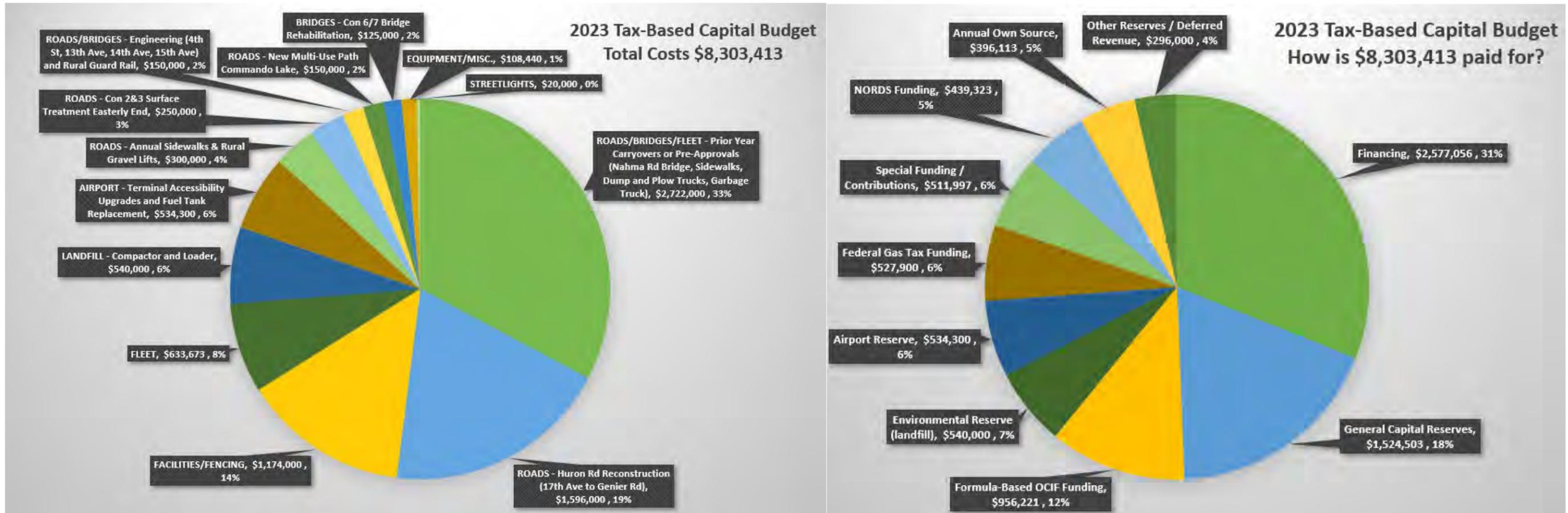
TOTAL 2023 BUDGETED CAPITAL EXPENDITURE - excludes prior year capital started in prior year and still ongoing		\$ 8,303,413			\$	1,370,300	\$	1,524,503	\$	527,900	\$	956,221	\$	439,323	\$	511,997	\$	396,113	\$	2,577,056		\$	8,303,413	
Items contingent on Special Funding/Contributions	240,000	\$ 240,000	\$	240,000		0		0		0		0		0		219,000		21,000		0		\$	0	
TOTAL 2023 BUDGETED CAPITAL EXPENDITURE (excluding items contingent on special funding)		\$ 8,063,413				\$	1,370,300	\$	1,524,503	\$	527,900	\$	956,221	\$	439,323	\$	292,997	\$	375,113	\$	2,577,056		\$	8,063,413
				>>>Available less used=includes items contingent		\$	(775,497)	\$	(24,287)	\$	(664,164)	\$	-	\$	292,997	\$	(21,687)	\$	(422,044)				\$	
PER 2023 Final Budget Approved		\$ 8,063,413	\$	8,303,413		\$	1,370,300	\$	1,524,503	\$	527,900	\$	956,221	\$	439,323	\$	511,997	\$	396,113	\$	2,577,056		\$	-

TOWN OF COCHRANE
 2023 TAX BASED CAPITAL BUDGET
 As of 08 Mar 2023

BUDGET >>> BUDGET														
BUDGET GROSS COST			FUNDING SOURCE (HOW PAID FOR)											
			Funding Notes	OTHER RESERVES / DEFERED REVENUE	GENERAL CAPITAL RESERVES	GAS TAX	FORMULA BASED OCIF	NORDS	SPECIAL FUNDING/ CONTRIBUTIONS	OWN SOURCE ANNUAL	FINANCED	BALANCE UNACCOUNTED for		
CARRIED FORWARD FROM PRIOR YEARS														
2022	Ice Resurfacer - replacement	4	155,000	Proceeds from sale of surplus item \$10K estimate. Only available in 14mths - may carryfwd to 2024	\$ 15,000						\$ 140,000	\$ -		
2022	Multi Purpose Trail - new	1	425,625	Completed approx. 30% of the work, the remaining work to be completed by March 31/23 per funding agmt with FedNor	\$ -				\$ 322,839		\$ 102,786	\$ -		
2021	5th Avenue Storm Sewer Reconstruction (Engineering & Construction)	4	1,100,000	Increased from \$905K to \$1.1M	\$ -		\$ 605,568		\$ 494,432			\$ -		
2022	Hillcrest Park Playground - replacement (was cut from 2020 & 2021 budget due to financial constraints)	5	30,000	Completed approx \$100K, balance of \$30K to be completed Spring 2023 (landscaping)	\$ -						\$ 30,000.00	\$ -		
2022	Equipment - Box for Sander (replacement)	4	50,000		\$ -						\$ 50,000.00	\$ -		
					\$ 15,000	\$ -	\$ -	\$ 605,568	\$ -	\$ 817,271	\$ -	\$ 322,786	\$ -	
			\$ 10,064,038		\$ 10,064,038	\$ 1,385,300	\$ 1,524,503	\$ 527,900	\$ 1,561,789	\$ 439,323	\$ 1,329,268	\$ 396,113	\$ 2,899,842	\$ -
						\$ (775,497)	\$ (24,287)	\$ (58,597)	\$ -	\$ 1,150,268	\$ (21,887)	\$ (100,158)		
							\$ -82,883.72							

Items removed/deferred per Sr Mgmt Review			Funding Notes	OTHER RESERVES / DEFERED REVENUE	GENERAL CAPITAL RESERVES	GAS TAX	FORMULA BASED OCIF	NORDS	SPECIAL FUNDING/ CONTRIBUTIONS	OWN SOURCE ANNUAL	FINANCED	BALANCE UNACCOUNTED for
	Town Hall Furnace Replacement	4	15,000	In fair condition, can defer to 2024 can defer to 2024, need in-house evaluation first	\$ -							\$ 15,000
	Town Hall Roof Repairs	4	156,000		\$ -							\$ 156,000
	Connaught Avenue Resurfacing	3	115,000	defer until roads/AMP review	\$ -							\$ 115,000
	7th Street Resurfacing	4	125,000	defer until roads/AMP review	\$ -							\$ 125,000
	10th Avenue Resurfacing	4	130,000	defer until roads/AMP review	\$ -							\$ 130,000
	Con 2&3 Surface Treatment - Genier Rd to Hwy 579 (need pre-approval for single lift for \$150K for the following year)	1	400,000	requesting pre-approval of \$150K for a single lift to be applied following yr to provide adequate structure/ asset longevity	\$ -							\$ 400,000
	Infrastructure Services Upgrades	4	232,500	Serious lifecycle items based on the Building Assessment	\$ -							\$ 232,500
			\$ 1,173,500									

The following charts provide an overview of the costs proposed above and how it is paid for:



Appendices

Appendix 1 – 2022 Escalating Cost of Municipal Claims

Escalating Cost of Municipal Claims 2022

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Introduction

At Intact Public Entities (IPE), we are concerned about recent and historical trends affecting the cost of municipal insurance. Municipal claims costs continue to escalate. At a time when municipalities are facing considerable pressure managing their budgets due to increasing economic challenges, increasing claims costs creates additional financial pressure since it affects all municipalities and their insurance providers. We believe it is important you understand why.

This report was created to help municipal clients understand the changing landscape. The information was compiled based on analysis conducted by IPE using industry data, as well as real claims from our own database that contains years of information collected over our long history in the municipal insurance business. This report provides an overview of the major trends influencing claims costs, and then looks closer at some of the primary drivers, including:

- Climate Change
- Cyber Liability
- Class Actions
- Joint and Several Liability (The 1% Rule)
- Changing Legal Landscape (social inflation)
- Future Care Costs
- Transit Claims

There is clearly an increase in a number of areas that impact the cost of municipal claims. All of the insurers of municipal governments are being impacted by this increasing cost of claims and will need to respond in order to ensure that premiums are adequate to pay for these claims.

These cost factors are the fundamental reasons why the municipal sector is currently in a hard market. The cost of claims drive premiums.

Overview - Claims are Driving Premiums

One of the most significant factors in the pricing of insurance is the "long tail" nature of municipal liability claims. An incident may occur in a given policy year, but the claim may not be presented until many years later. Then the claim may take several years to settle. Forecasting what the courts may award a plaintiff several years, if not decades, in the future is very challenging.

Over the past few years, there has been a rise in the number of factors impacting municipal claims – factors that are driving up claims, which, in turn, are driving up the cost of insurance. These trends will likely never reverse.

What has changed?

Property losses are more frequent and severe. Climate change has resulted in a substantial increase in property losses and catastrophic losses. Regardless of whether this has impacted a municipality directly, the substantial escalation in the cost of claims has increased both property insurance and reinsurance rates worldwide. Accessing adequate property capacity is becoming increasingly harder across Canada. Cyber liability claims have risen dramatically in the last three years. More important, it is anticipated that these claims will continue to grow at an exponential rate. A number of cyber carriers are exiting the market and in addition, many of those remaining will not insure government entities.

Class action lawsuits are increasing in frequency because the certification process is now much easier and there are more plaintiff lawyers who pursue this type of claim. Municipalities have a growing exposure here. Even though a municipality may be innocent of the allegations, class actions are much more difficult

and costlier to defend. COVID-19 claims have recently triggered a number of class action suits for municipalities.

Joint and several liability (the 1% rule) is a significant concern for municipalities in Ontario. The Association of Municipalities of Ontario (AMO) has created a number of working groups over the years with the goal of reforming this law. As the severity of awards increases, so too does the exposure to those who have deep pockets. The Province of Ontario has recently initiated a consultation process regarding the joint and several principle. Although recent initiatives have not generated change, they have increased awareness and IPE will continue to assist the municipal sector in lobbying for relief. Although joint and several liability has had an impact on municipalities, it is only one of many cost drivers. A change in joint and several liability that favours municipalities will not absorb or offset the impacts of the current hard market.

The changing legal landscape. There is a continuing trend that shows we, as a society, have become more litigious and demonstrate less personal accountability resulting in a higher frequency and severity of claims. In response, judges have awarded more contributory negligence to municipalities versus plaintiffs. Although the municipal sector has recognized this trend for some time, recently the term social inflation describing the changing landscape has emerged across the insurance sector.

Damage awards are substantial. A number of years ago it was alarming to hear about a \$5M liability award. Today, larger awards are more frequent. Court awards for severe bodily injury claims have increased dramatically in the last ten years. Claims that may have settled for \$5M ten years ago are now settling for \$12M - \$18M. These awards are primarily driven by the costs of providing future care for catastrophically injured plaintiffs. Municipalities have a large exposure to this type and size of damage award and are currently feeling the impact through the cost of insurance.

The cost of defending a claim is going up. Individual claims are more complex to defend resulting in more time to manage the claim with more detailed investigation, more experts and more legal time involved in the process – at ever-increasing rates.

Transit claims are increasing in severity. Operating a transit system has inherent exposures attached since urban municipalities can serve a large number of riders. When buses have accidents, claims can be filed by all occupants resulting in very significant awards. Recent transit claims have put tremendous pressure on auto policy premiums.

The Insurance Market Cycle

Insurance is a cyclical business. It has been historically defined as being either hard or soft. A soft market typically exhibits low rates, generous terms, abundance of capital and more competition. A hard market is the opposite - higher rates, restrictive terms, reduced levels of capital and less competition.

This insurance cycle impacts all lines of business (property, liability, automobile, for example) across commercial and personal lines. Over the past five decades, there have been four hard markets: one in the mid 70's, mid 80's, early 2000's and the one we are in right now. It's been 15 years since the last hard market, consensus was we were overdue. One consistent observation is that the hard market is usually short in duration - around 3 years. A soft market usually lasts much longer, the last one being 15 years. The current hard market began in 2019 and continues in 2022.

How is the current hard market impacting municipal premiums and terms? The municipal sector is affected in much the same way as others in the commercial insurance space. Double digit premium increases were typical for municipalities in 2020, 2021 and 2022. Property capacity is challenging

especially for municipalities with large property schedules. In certain cases, restrictive terms have been applied. In addition, competition has been reduced. Historically Ontario municipalities usually have up to four bidders participate on a municipal insurance RFP. Over the past two years that level of participation has dropped and in some cases only one bidder is quoting.

The question most are asking is when the hard market will end? It's difficult to predict when the current hard market will end but insurance professionals expect it will continue through 2022. However, the industry has begun to describe the commercial hard market as: softening, thawing, past its peak or tapering off. Various commercial segments will climb out of the hard market at different times. Those segments that have their fundamentals in place may exit sooner, higher risk segments will be slower. The financial sector may soften before transportation and public sector, for example, while other challenging lines such as Directors and Officers or Cyber will last much longer.

Finally, there are a number of factors at play that may cause the hard market to continue: high inflation (driving up the cost of claims), costly reinsurance, social inflation, COVID -19 (impact of class action suits) and geopolitical uncertainty.

The commercial insurance space is making solid strides in improving their underwriting performance, a soft market is on the horizon. In time Municipalities will once again enjoy the stability that a soft market provides.

What Can Municipalities Do?

Municipalities must increasingly rely on an insurance provider that keeps abreast of emerging issues and provides best-in-class risk management and claims services. It is further recommended that in order to help reduce the total cost of claims, municipalities should leverage initiatives implemented by their insurers to help drive efficiencies such as insurer internalization and utilization of the insurers preferred vendors and rates.

Think of insurance as a service, not a commodity.

Make sure your provider has superior tailored risk management and claims services. Municipalities can't rely on the provincial government to provide relief - they must take matters into their own hands. A Total Cost of Risk (TCoR) approach must be employed to ensure your insurance program is cost effective and efficient. A TCoR methodology is a tailored approach that mitigates local exposures (risk management) and implements best practices in claims management.

Ask how long your service provider has been part of their insurance program.

Municipal insurance operates in a long tail claims environment. Some service providers compete on price and shed their municipal insurance markets regularly to ensure they can continue to offer low premiums. This approach is not sustainable. Constantly changing markets results in poor claims service with multiple insurers providing claims services from different countries and lines. Your partners need to be committed to the municipal insurance space. It is important to ask how long your service provider has had their markets, specifically liability.

With the described escalation in the cost of claims, it is necessary to ensure that premiums are adequate to recover the cost of claims. What was viewed as a problem historically has become a full-blown urgent situation today, especially in a highly specialized area such as municipal liability.

Based on this history of what is driving claims costs, there has been a strong upward response in insurance premiums. It is recognized that this has caused increased pressure on the finances of

municipalities over the past two years. We believe, however, that the need to offset the ever-increasing cost of claims with premium adjustments cannot be ignored. We trust that our clients will continue to value our expertise based on our past experience and insight in order to be assured of long-term sustainability in their insurance program.

In the interim, municipalities must continue their efforts to attack the root causes of this problem by working to reduce both the frequency and severity of claims. Wondering where to start?

Developing risk management plans and strategies can seem overwhelming. Consider taking it one step at a time. Work with your broker or insurer on a claims analysis – where are your claims coming from? Look at both the frequency and severity. If the majority of your claims are coming from sidewalk trip and falls for example, start by reviewing your sidewalk maintenance policy and make sure it follows MMS guidelines. If your severity (those large dollar losses) is coming from MVA's, look for any patterns. Are they in the same area or at the same intersection? Are they caused by snow and ice, or is there a common issue of improper signage? You may find trends in these claims that can point you to an area that needs attention.

Risk management needs to be integrated into municipal culture at all levels – from Council to front-line employees. A Risk Manager can put together excellent policies, procedures and guidelines for every department – but if no one is following them, they aren't helpful.

Here are some practical places to start your risk management journey:

1. Claims analysis – do you know where your claims coming from?
2. Incident reports – gain valuable information on where there is possible exposure and fix the problem before it becomes a claim.
3. Education – educating everyone from Council to staff on the importance of risk management is a great way to increase buy-in. Have your insurer present on the current municipal claims environment and risk management strategies.
4. Contracts – contracts should transfer unnecessary liability, but only if they are properly written and include insurance requirements and indemnity. Have your insurer and legal council review for proper risk transfer.
5. Leverage your relationship with your insurer – look at what value added services are offered. Are there fleet reviews available? Do they inspect your properties for valuation, or can they also inspect for liability hazards?

IPE has been working with municipalities for over 95 years. We understand municipal liability and we are here to assist you in addressing your various risks. We believe the best way to keep your total insurance costs low is by preventing claims before they happen. As an IPE client, you have unrestricted access to our risk management services – at no extra charge. These include educational sessions, consultation services and on-site inspections. Our experts can analyze your operational policies and procedures, identify exposures and risks in your facilities, and consult with municipal workers on risk management topics.

The balance of the article is dedicated to explaining the cost drivers of municipal insurance premiums. It is important to note that fundamentally claims experience drives premiums. There are a number of factors outlined below that are driving up the cost of claims. These factors have evolved over the ten or so years and have culminated in triggering the current hard market.

The critical takeaway from this article is to focus on the factors that a municipality can control. It is more important than ever for municipalities to manage their risk. Reducing exposures and mitigating risk will reduce the frequency and severity of claims. Lower claim costs = lower premiums.



Drivers of Escalating Claims Costs

Climate change

The average global surface temperature in 2021 was the sixth highest since global records began in 1880 and the 45th consecutive year with temperatures, at least nominally, above the 20th century average. Globally, the frequency and severity of catastrophic property losses are on the rise. No one can argue that our weather patterns have not changed. What was deemed to be a "100-year storm" years ago now occurs with increasing frequency. Municipalities must pivot to climate adaptation.

According to Munich Re, overall losses from worldwide natural catastrophes (cat losses) in 2021 totaled \$350 billion dollars. The third highest level in almost four decades. Canada's total was \$2 billion, our 5th highest year on record. Nationally in 2021, there were 14 catastrophes, which ties with 2011 for second place. Canada is not immune to catastrophic property losses. The severe weather events in Canada in 2021 included rain, fires, windstorms and flooding. Western Canada was particularly hard hit with wildfires (Lytton) and the flooding (Abbotsford, Merritt) in Q4. The 2016 Fort McMurray wildfire event was the single largest cat loss in Canadian history. Prior to Fort McMurray, the largest single cat loss event was the Alberta floods of 2013. Eight of top 10 highest loss years on record occurred in the last decade.

Simply put, property and reinsurance rates continue to rise.

Cyber Attacks

Cyber liability claims have risen dramatically in the last three years. In December of 2021, the Federal Government reported:

- Canada is among the top countries impacted by ransomware.
- The frequency of ransomware attacks around the world increased 151% from 2020 to 2021.
- The average ransom payment worldwide is around \$200,000 CAD.
- The average cost of recovery from ransomware worldwide has more than doubled in the past year from \$970,722 CAD in 2020 to \$2.3M CAD in 2021.

With both the frequency of claims/attacks on the rise coupled with the 151% increase in the cost of claims, premiums are increasing at rapid rates. Some industry experts are speculating that this exposure might become uninsurable.

The cyber insurance market is very volatile and insurance providers are constantly revising their requirements for coverage. Cyber markets are exiting geographies or certain insurance segments (government).

The frequency of municipal cyber attacks reported in the media is alarming. According to a recent poll, cyber-attacks in Canada increased by 50% in 2021 (personal and commercial). In addition, Canada is 3rd in the world in cyber-attacks per million of population behind the UK and US.

Cyberhackers are attacking municipalities daily using sophisticated tactics. A town in Florida (population 15,000) had its water system hacked – the assailant was attempting to increase the levels of lye.

At one time the perception regarding cyber-attacks was equivalent to NIMBY – not in my backyard; now it's a question of when. Municipalities must increase their protection, ensure they are adequately insured and implement best practices. Hackers prey on the underprepared resulting in the greater probability of a damaging cyber event.

In recent years, a number of smaller Ontario municipalities reported cyber-attacks to the point where the OPP issued a warning. Since then, a number of high-profile events have emerged. A larger Western

municipality responded to a significant phishing scam resulting in a seven-figure initial payment. In Atlantic Canada, a large municipality had to deal with a significant ransomware attack costing millions to rebuild with a massive impact on service levels. On October 25th 2021, a small city in Eastern Ontario was attacked and as of early December the municipality was still unable to process pre-authorized payments for taxes, water and sewer as well as daycare services.

Joint & Several Liability (The 1% Rule)

Joint and several liability is legislated in many Canadian provinces. In Ontario, the governing statute is *The Negligence Act*. This legislation directs that a person injured by two or more wrongdoers may collect full damages from one of the wrongdoers regardless of the proportion of their liability. In our opinion, given that municipalities carry high limits, the legislation has a very negative impact on municipalities.

Severe injuries are most common in road maintenance cases. People that become injured in road accidents, bring actions against the at fault driver of the vehicle as well as the municipality, alleging poor road maintenance or design.

Due to the high value of severe injuries, the limits of insurance on the vehicle are generally not enough to satisfy the judgment. Therefore, due to joint and several liability, the municipality's insurer must pay the balance, even if the municipality is only 1% liable.

For over a decade IPE has participated in a number of initiatives with AMO and the Provincial government to solicit change to the 1% rule for municipalities and relieve them of this unfair burden. In 2014, the Ontario government (Attorney General's Office) was considering the Saskatchewan model of proportionate joint and several liability. Unfortunately, the provincial election resulted in a newly appointed Attorney General and the proposal was abandoned. Early in 2019, the province initiated a consultation process regarding the joint and several liability principle.

Regulatory changes to the Statutory Accident Benefit Schedule could expose municipalities to a higher frequency of joint and several claims allegedly arising due to poor road conditions. For claims arising out of accidents that occurred on or after June 1st, 2016, the maximum benefits available under the Statutory Accident Benefit Schedule to 'catastrophically impaired' persons have been reduced from \$2 million (\$1 million in medical and rehabilitation plus \$1 million in attendant care benefits) to a total of \$1 million (i.e., a 50% reduction). This benefit reduction only impacts new claims for accidents occurring on or after June 1st, 2016. This represents a significant change and that shortfall in available coverage under the Statutory Accident Benefits Schedule for claimants who did not purchase optional benefits must be addressed by the at-fault auto defendant thereby eroding their liability limits quicker. Given that the majority of auto liability policy limits are \$1 million, municipalities will likely see an increase in the frequency of joint and several claims from injured claimants.

IPE handled numerous joint and several exposure claims. Here are two examples:

A two-car collision at a city intersection in 2007 resulted in serious injuries. Lawsuits were brought forward which were finally resolved in 2019. The claims against the City were for non-repair of the intersection. The trial judge found one driver liable for 50%, the second driver 25% and the City liable for 25% of damages. The City was liable due to the absence of a stop line at the stop sign which constituted a state of non-repair. All of the defendants appealed the trial decision. The Court of Appeal dismissed the action against the second driver and increased the proportion of liability for the City to 33.33%. The damages awarded were \$15.5 million inclusive of PJI; exclusive of Third Party Costs, Disbursements and HST. The City should have only been responsible for \$5.166 million in damages plus their proportional share of Third Party Costs, Disbursements and HST. Since the at fault driver only had \$1 million in auto limits,

as a result of joint and several liability, the City was responsible to pick-up the shortfall. In the end, the City's exposure to the claim increased to \$14.5 million plus \$480,496 in Third Party Costs, Disbursements and HST. This represented approximately 93.5% of the total damages awarded.

A second example from 2015 involves a child who was severely injured when struck by a vehicle at a city cross section. The claim against the City was threefold:

1. Did the crossing guard leave before the assigned time?
2. Was the City negligent for operating a crossing guard program that provided for the guard to leave ten minutes before classes start?
3. Did the City fail to fulfil its statutory duty to keep the intersection in good repair – should the loss location have had a reduced speed limit?

The quantum of damages was agreed upon before trial at \$7.85 million plus expenses. The trial was required to apportion liability among the three parties. The initial ruling was that the plaintiff received no apportionment while the driver and City were each assessed 50% contributory negligence. Again, the driver only had \$1 million in auto limits and the City was required to absorb an additional \$3.9 million plus expenses. The City's final proportion of costs equated to 87%.

There are numerous examples where municipalities have a strong liability defence, however they face significant risk of joint and several damages. Many of these claims are settled out of court to avoid these excessive joint and several costs. Quantifying the impact of joint and several damages on municipalities is very challenging since the objective in many cases is cost avoidance.

Although joint and several liability has had a significant impact on municipalities, it is only one of many cost drivers. A change in joint and several liability that favours municipalities will not absorb or offset the impacts of the current hard market.

Class Actions

When a large group of people are collectively harmed they can collectively bring an action before the Court. Class actions are an economical way of bringing suit because the expenses are shared among many parties. In addition, where the group can't afford the expenses to bring a class action forward, a government fund has been created to assist them. It has become increasingly difficult to successfully oppose class certification in all jurisdictions. Courts are more readily willing to certify class actions. Recent examples of class actions include: 1) Claims against a Health Department for negligent inspection of a public swimming pool which led to infectious disease of claimants. 2) Claims against a municipality by charitable organizations for the collection of taxes for which the municipality did not have the authority to impose. 3) Claims against municipalities related to property damage arising from flooding following a rain event and the legal risk associated with stormwater management.

If liability is found against the municipality, the damage award can be significant depending upon the number of people in the group. However, more importantly, the cost of defending class actions is very high. For example, a recent class action claim commenced against a municipality for breach of privacy had 85,000 potential claimants as per the pleadings. Through the legal process it was finally determined that there were only 40 claimants. After careful review of all the submissions by claimants, the claim was settled. All but one of the claims were rejected for a total damage payout of \$113.04. Third-party legal costs, defence costs and expenses totaled approximately \$1,335,000.

Municipalities traditionally have provided Long Term Care (LTC) services. COVID-19 has resulted in a number of class actions suits filed against municipal LTC homes. This recent development adds another challenge to the municipal sector in terms of additional drivers regarding the rising cost of claims.

Although some provinces have implemented protections against these class actions, fundamentally these impacts will take a long time to materialize as these cases will be resolved through the court systems.

Changing Legal Landscape (Social Inflation)

IPE has for some time recognized that societal changes have increased the cost of claims. Presently this phenomenon is impacting all segments in the insurance space. The term to describe this is social inflation.

Court decisions have shown a reluctance to assign contributory negligence to claimants that have been catastrophically injured. For example, consider *Stephen Campbell et al. vs. the Municipal Corporation of the County of Bruce*.

This was an occupier's liability claim in which the claimant cyclist was advancing over a "free fall" apparatus at the municipality's adventure park, when he fell off the obstacle, rendering him a quadriplegic.

The plaintiff testified that he was a relatively active middle-aged man with extensive experience road and mountain biking. He knew there were risks of injury associated with mountain biking, he understood the rating system used at the bike park and that it was an unsupervised, non-fee-paying facility. The plaintiff observed the signs requiring him to ride within his own abilities and risk and to wear a helmet, although he did not do so on the first day. With respect to the incident itself, the trial judge noted that the plaintiff "overestimated his abilities and underestimated his skill required to successfully ride this teeter-totter". The trial judge noticed that Campbell "acknowledged that his exit strategy off of free fall was incorrect". Despite all this, the trial judge concluded that the plaintiff bore no contributory negligence in this case.

Recently, the Financial Services Commission of Ontario contracted an independent research company to collect statistics on motor vehicle accident claims. Here is a highlight of some of the findings and comparisons to their last study:

- 91% of the claimants had some type of legal representation (a 37% increase since last reported).
- 83% of claimants ultimately commenced legal action (an increase of 60% since the last report).

Damage Awards are Substantial

Today, larger awards are more frequent. Court awards for severe bodily injury claims have increased dramatically in the last ten years. These awards are primarily driven by the costs of providing future care for catastrophically injured plaintiffs. Municipalities have a large exposure to this type and size of damage award and are currently feeling the impact through the cost of insurance. Listed below are the key drivers that contribute to the escalating cost of claims.

Future Care Costs

Future care costs address the medical and non-medical needs of a person who has suffered a catastrophic injury. Future care takes into account the person's future needs that will enhance the person's life. Consideration is given to medications, rehabilitative needs, nursing, home renovations, orthotics, assistive devices, transportation, social outings, educational or vocational needs, housekeeping and personal care services, recreational activities and future medical complications.

Future care costs are by far the largest component of a serious bodily injury claim. Providing future care is extremely expensive. People with severe brain injuries, spinal cord injuries and multiple orthopedic injuries are living longer. Coupled with rising healthcare costs, the cost of future care has ballooned over the past five years.

Brain injury cases are the types of cases where future care awards are the most significant. In the past 10 years, IPE has seen a dramatic increase in the number of brain injury cases reported.

Examples of Future Care Awards

IPE handled a claim in which a teenager was catastrophically injured when hit by a car in an intersection. The case was settled mid-way through trial for \$8,300,000. Future care accounted for \$5,000,000 of the settlement.

In *MacNeil vs. Bryant*, the Court awarded an \$18,427,207 judgement to a 15-year-old female who received a severe head injury as a result of a motor vehicle accident. Over \$15,000,000 of the award was for future care.

In *Sandhu vs. Wellington Place Apartments*, a severe head injury was sustained by a child who fell from an apartment window. The Court awarded a \$17,000,000 settlement which included \$11,000,000 for future care.

In *Marcoccia vs. Gill*, a 20-year-old male received catastrophic injuries as a result of an automobile accident. The Court award was in the range of \$15,500,000 as plaintiff counsel argued he would need 24/7 attendant care for the rest of his life.

In *Morrison and Gordon vs. Greig*, Gordon was rendered a paraplegic and Morrison sustained a catastrophic brain injury. Morrison was awarded \$11,500,000 and Gordon \$12,600,000.

As outlined in the cases above, future care costs ranged from \$5,000,000 to \$15,000,000 which had an immense impact on the total cost of these claims.

What Factors are Impacting Future Care Assessments?

Attendant Care

Attendant care, private duty nursing or a personal support worker is often required/demanded in the most serious cases. To help illustrate how these costs can escalate quickly, imagine a young person with a brain injury who has a 50-year life expectancy requiring 24/7 care. Attendant care for that person could easily cost millions. There are other providers of future care services including services such as: housekeeping, nanny services, lawn and home maintenance, speech therapists, psychological counseling, occupational therapy, personal support worker and employment counseling.

Inflation on Medical Expenses

Statistics have shown that medical expenses inflate at a higher rate than average. Statistics Canada published inflation rates demonstrate that Health Care Services inflation exceeds CPI by 23.3% over the last 15 years. In the case of *MacNeil vs. Bryant*, the Court accepted the expert evidence that medical costs will inflate at a higher rate than average. Our medical system is currently strained and with no future relief in sight and medical service costs will increase as demand exceeds supply which could increase future care costs significantly.

Management Fees

Awards for future care must be managed to ensure the capital provided lasts a lifetime and often neither the plaintiff nor the plaintiff's family is capable or experienced in managing a large sum of money. The Courts realize that a professional guardian needs to be hired to ensure the funds are properly invested and managed. Management fees are approximately 5% of the futures award but in *Sandhu vs. Wellington Place Apartments*, the management fee alone was well above at 15%.

Interest Rate and Discount Rate Impact

Current interest rates are low. When a claim for future care is settled an insurer is paying a large sum of money today for an expense into the future. A discount rate, which is tied to interest rates, is used by Courts to assess the current value of this future expense. Until 2003, the rate was 2.5% on all damage awards for future losses. Since then, the rate was lowered to 0.1% for the first fifteen years of the future award and 2.5% thereafter. This change has resulted in a minimum increase of 18% on these awards.

Additional Heads of Damage

Loss of competitive advantage was introduced in the early 1980's. It was argued that a person, with even the most minor injury, was entitled to damages in the case of a job loss and/or the fact that a prospective employer may not hire a "damaged person". In 1980, this head started at a \$5,000 award. Today, it can be valued at \$100,000 or more.

Loss of Interdependent Relationship (LOIR) was first pleaded in the early 2000's. The damages are based on the fact a severely injured person may never have a spousal relationship, and benefit from the ability of two people living cheaper than one. When first pleaded this award was less than \$100,000 and has subsequently doubled.

Municipal Claims Inflation

Claims inflation should not be confused with the Consumer Price Index (CPI).

CPI is an indicator of the changes in consumer prices experienced by Canadians. These items include food, shelter, transportation and clothing. The CPI is frequently used to estimate the extent to which purchasing power of money changes, so it is widely used as a measure of inflation. Since the onset of COVID-19 the cost of claims has been impacted due to increased material costs and supply chain issues.

Inflation on municipal claims is a very different concept. Actuaries refer to this concept as trending. Actuaries take a measurement of claims trending on a large book of business, such as Ontario municipal liability, and will use this information to determine appropriate rate adjustments. To determine the level of trending in the municipal portfolio the actuary considers trends related to both claims severity and claims frequency. This is a predictive measure used to estimate future expected values by analyzing historical data and other relevant information. They also take into consideration jury awards, court decisions, changes to legislation, emerging trends that may impact the claims as well as any professional fees for lawyers, adjusters, and experts.

IPE has a large statistically relevant municipal database established over 95 years of working with our clients. Taking all factors into account, our actuaries estimate that municipalities have a claims cost trend that is well above CPI.

Emerging Issues: Frequency of building inspection E&O claims

We are presently seeing an influx of E&O inspection claims and are closely monitoring this development. Specifically, we have experienced a 21% increase in number of annually reported new claims in the 5 year period leading up to 2022.

The Big Picture

Over the course of our nine decades of successful and continuous business in Canada, IPE has watched as new insurers have entered and exited the municipal insurance sector. Many have underestimated the long tail nature of municipal liability claims. They thought they could deliver coverage to the marketplace



at a discount, only to find out within a few years that they lacked sufficient premium to pay the cost of claims. The only solutions available at that point was to either raise their clients' premiums to the appropriate level or exit the business, sometimes leaving municipalities without insurance coverage.

In 2016, OMEX discontinued underwriting operations. As reported in Canadian Underwriter in 2016, OMEX "has struggled in recent years to grow in an extremely soft insurance market and a highly competitive business environment. This low pricing environment combined with the impact of joint and several liability on municipal claim settlements has made it difficult to offer sustainable pricing while still addressing the municipalities' concern about retro assessments." Insurance providers that do not have a long-term perspective will not survive.

IPE's long-term, sustainable model has stood the test of time. Some brokers in the municipal insurance space frequently change insurers so that they can continue to offer deeply discounted premiums at the expenses of other critical elements of a value proposition. Due to the hard insurance market, some brokers are struggling to find a market that will offer insurance to municipalities.

IPE partners with insurance companies that understand the high risk and the long tail nature of municipal liability claims. Together, we recognize that as the cost of claims continues to rise, premiums must adjust accordingly. We validate pricing decisions with actuarial reviews that ensure the long-term sustainability of our product and the continued ability to provide broad insurance coverage and our top quality, local risk management and claims services. Our actuarial studies are based on decades of data from the experience of hundreds of Canadian municipalities.

The rising cost of claims and the impact on insurance premiums is a critical issue to manage as part of an organization's overall risk management plan. We believe it is very important for all clients to understand the factors that are driving up the cost of claims and the long-term dangers if municipalities and insurers are not managing this risk proactively. While there may be opportunities in the marketplace where some insurers are prepared to underprice their product, it must be understood that this eventually leads to realistic premium levels as the impact of claims is realized.

Municipalities need to be certain they have the appropriate insurance protection for their assets and liabilities on an ongoing basis. The purchase of sustainable and appropriately priced insurance and a robust risk management program must remain at the core of their insurance program.

Each municipality must be informed of how their insurer provides risk management and claims services. Ask questions about claims management:

- How does your insurer manage claims?
- Are all primary lines serviced by one Canadian provider under "one roof" or by multiple insurers in various countries?
- Does your insurance provider utilize best practices to manage their claims volume?
- What is the cycle time of claims?
- Are older claims increasing in proportion?
- Is the legal spend being managed appropriately?
- Some municipalities have large deductibles – can your insurance provider assist with implementing a best practice environment in your municipality?
- In some municipalities the cost of claims below the deductible is the largest expenditure of the insurance program. Is the cost of consulting services covered by the premium or does your insurance provider charge additional fees?

Municipalities have long tail claims – managing claims properly will reduce municipal expenses.

Ask questions about risk management:

- What risk management services does your insurer provide?
- Do they utilize a tailored approach or are the risk management services generic and not industry/geographically specific?
- Can their staff perform a road review, MMS review, inspect a toboggan hill, playground equipment or trail?
- Does your insurance company provide you with the tools to mitigate risks?
- Municipalities must do everything they can to protect systems from hackers and social engineers. Implementing cyber security standards and routine education for staff on the latest 'fraud' techniques' can help. Insurers are now requiring organizations to have minimum security standards in place **before** cyber insurance can be considered, including:
 - Multi Factor Authentication (MFA)
 - Disaster Recovery Plan and Business Continuity Plan
 - Annual phishing training
 - Email filtering systems
 - Regular security software updates
- Is the cost of the risk management services covered by the premium or does your insurance provider charge additional fees?

Q & A for 2022 Insurance Renewal

Why are the premiums increasing again this year?

Liability

Municipalities are easy targets because of their road maintenance and recreational facility responsibilities. Social inflation continues to drive up settlement awards and because of joint and several liability laws, municipalities wind up paying the most in court settlements even if they are only partially responsible for a person's injury.

Property

Price of building materials, supply chain delays and lack of qualified workers has caused construction prices to spike. Natural disasters have increased 4X in the last 10 years because of climate change. In May 2022, the derecho that hit eastern Ontario caused an estimated \$895,000,000 of insured damages.

Auto

Similar to property, lack of inventory and qualified repair facilities is increasing the cost of replacing and/or repairing vehicles.

(See 2022 Escalating Cost of Municipal Claim Report)

Who else sells municipal insurance?

Municipal Insurance is not a highly sought after line of business for insurance companies. There are only 4 main programs that compete on a regular basis for this type of business. These programs are built to meet the complex needs of municipalities through multiple insurance companies and risk management services. The programs are only available through local or regional brokers who have the necessary expertise to work on these types of account. The main program players with their approximate market share are as follow.

- Intact Public Entities (Formerly Frank Cowan Company) 50%
- Marsh Canada (Formerly JLT Insurance) 30%
- BFL 11%
- AON 5%

Who else is seeing these types of increases in 2022?

On April 25th, 2022 North Bay today published a story that the City of North Bay faced a 16% increase in premium despite having a 23% loss ratio since inception.

<https://www.baytoday.ca/local-news/citys-annual-insurance-premium-jumps-16-per-cent-up-188k-5296928>

On January 26th, 2022, the Seaway News reported that the city of Cornwall was hit with a 20% increase City's insurance costs jump by 20 per cent (cornwallseawaynews.com)

On July 13th, 2022, 89.5 (The Lake) reported that the city of Kenora was increasing 19.3%
<https://www.895thelake.ca/2022/07/13/municipal-insurance-costs-going-up/>

What options does the Town have to lower their premium?

Assuming more risk by increasing deductibles and/or lowering coverages are some options

- Removing all physical damage of every Town vehicles can reduce the auto premium.
- Removing physical damage to only the private passenger vehicles could reduce the premium.
- Increasing the auto liability deductible from \$5,000 to \$50,000 can reduce the auto premium.
- Increase the auto liability deductible from \$5,000 to \$100,000 can reduce the auto premium.

Recently, a Risk Management Report which identified potential hazards was performed and a final report was reviewed with Monika and Vanessa during our luncheon of July 27th. This is a helpful tool to manage potential hazards in advance therefore reducing or eliminating a possible claim.

Insurance is not a bank account. It provides a means to shift once financial responsibility for a loss to another party. In other words, it shares the loss of the few among the many.

There are many documented awards in excess of \$1,000,000 paid by municipal defendants over the years. Assuming greater risk for the benefit of saving on premium requires careful analyses.

Appendix 2 – 2023 Capital Project Reports – Municipal Operations

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

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

EXPENDITURES

<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:	\$ 45,500	\$ 19,500				\$ 65,000
Construction:	\$ 1,550,500	\$ 664,500				\$ 2,215,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 1,596,000	\$ 684,000	\$ -	\$ -	\$ -	\$ 2,280,000
NOTES:	Originally \$2,280,000 (\$65,000 for engineering / \$2,215,000 for construction) - Due to timing of the project, estimate at least 30% of the project to only be completed in 2024					

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:	\$ 277,900.00					\$ 277,900
Dedicated Funding - OCIF:						\$ -
Reserve: General Capital	\$ 230,500.00					\$ 230,500
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:	\$ 1,087,600.00	\$ 684,000.00				\$ 1,771,600
Unfunded:						\$ -
Total Funding Sources	\$ 1,596,000	\$ 684,000	\$ -	\$ -	\$ -	\$ 2,280,000
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:		Date Prepared:	
Project Name:	Concession 6&7 Bridge Rehabilitation			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Life Cycle Item		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Engineering and rehabilitation to replace Concession 6&7 Bridge abutments.				
Project Justification & Readiness:	The current abutments for the bridge no longer have any ballast and have started to fail. The bridge superstructure is currently in fair condition. Based on the cost of the repairs and the condition of the superstructure, it is feasible to rehabilitate the bridge by replacing the abutments.				
Age of Existing Asset:	62 Years Old	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	N/A	Notes:	Original bridge was installed in 1960, with a life expectancy of 50 years on the structure and 15 years on the deck.		

EXPENDITURES

<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 100,000					\$ 100,000
Project Management:						\$ -
Design/Engineering:	\$ 25,000					\$ 25,000
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000

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: General Capital	\$ 125,000.00					\$ 125,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other:						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

NOTES:

4th Street Road Reconstruction – Engineering

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023/2024	Timeline:	Spring 2023/Summer 2024	Date Prepared:	
Project Name:	4th Street Reconstruction			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:			
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	<p>Road reconstruction of Fourth Street between Nipissing Street and 6th Avenue. The engineering for this project is to be completed in 2023, including underground infrastructure, road base and surface, and sidewalks. Construction to be completed in 2024.</p> <p>Road - 530 metres Sidewalk - Nipissing to 3rd Avenue - Sidewalk on north side Stormwater main - 180 metres Catchbasins - 9 Watermain - 540 metres (150 mm) plus 4 - 30 metre crossers (100 mm) Sanitary Main - 5 - 30 metre crossers (200 mm)</p>				
Project Justification & Readiness:	<p>4th Street is a primary road and replacement is required as per 2016 Road Needs Study. Asphalt is at the end of its useful life and needs to be replaced. Road has improper crown and causing drainage issues. Underground infrastructure is at the end of its useful life (age-based). Rehabilitation of the underground infrastructure is likely sufficient.</p> <p>With engineering and 2023 Stormwater CCTV inspection, a condition assessment will provide a better understanding of the overall condition in this area for the stormwater management system. It is expected that new infrastructure will be required at 4th Street & 4th Avenue.</p> <p>It will be determined through engineering the extent to which the sidewalks will need to be replaced. It is the department's recommendation to replace if the surface or base is not structurally sound. If the sidewalk is determined to have sufficient useful life remaining, it will be left in place since there is a boulevard and replacement of the street and underground infrastructure likely won't affect the sidewalk and vice versa when the sidewalk is replaced.</p>				
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

<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:	\$ 50,000	\$ 60,000				\$ 110,000
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 50,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 110,000

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: General Capital	\$ 50,000	\$ 60,000				\$ 110,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 50,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 110,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

Road Reconstruction - 13th, 14th, 15th Avenue Road Reconstruction Engineering

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:		
Project Name:	Road Reconstruction - 13th, 14th, 15th Avenue Road Reconstruction Engineering			Department:	Infrastructure Services	
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:				
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Reconstruct 13th, 14th, 15th Avenue between 3rd Street and 4th Street. Investigate current road base conditions, complete minor engineering work, remove asphalt and sidewalk, repair base where required, replace stormwater collection system where required, replace asphalt, curb and gutter, and sidewalk (one side). 13th Avenue - 170 metres of road with asphalt sidewalk on east and west side 14th Avenue - 170 metres of road with concrete sidewalk on east and west side 15th Avenue - 170 metres of road with concrete sidewalk on east and west side					
Project Justification & Readiness:	These sections of road are tertiary roads and are at the end of their useful life and need to be replaced. Significant structural deficiencies in the road base are present for each street. It is known that 15th Avenue has a compromised stormwater collection system. With engineering and 2023 Stormwater CCTV inspection, a condition assessment will provide a better understanding of the overall condition in this area. Sidewalk will be replaced only on one side of the street. 13th Avenue (Asset ID #1263) - Overall condition of the surface is poor (PCI - 38.5 in 2016) 14th Avenue (Asset ID #1291) - Overall condition of the surface is fair (PCI - 44 in 2016) 15th Avenue (Asset ID #1317) - Overall condition of the surface is good (PCI - 64 in 2016)					
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:	\$ 40,000	\$ 60,000				\$ 100,000
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 40,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 100,000
NOTES:						
Funding sources - to be completed by Finance						
Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve: General Capital	\$ 40,000.00	\$ 60,000.00				\$ 100,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 40,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 100,000
<i>NET should be 0</i>		\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:						

DEFERRED

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Project Name:	Connaught Avenue Resurfacing			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Serious Lifecycle Item		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Removal and replacement of 175 metres of asphalt surface on Connaught Avenue between Nipissing Street and 5th Street				
Project Justification & Readiness:	Connaught Avenue (Asset ID #1953) is a tertiary 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. The overall condition of the surface is very poor (PCI - 26.5 in 2016)				
Age of Existing Asset:	47 Years	Net Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	25 Years	Notes:			

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 115,000					\$ 115,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ 115,000

NOTES:

Funding sources - to be completed by Finance

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other:						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 115,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 115,000</i>

NOTES:

DEFERRED
TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Project Name:	Seventh Street Resurfacing			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:			
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Removal and replacement of 180 metres of asphalt surface on 7th Street between 10th Avenue and 12th Avenue				
Project Justification & Readiness:	7th Street (Asset ID #1774 & 1778) 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. The overall condition of the surface is poor (PCI - 36.5 & 36 (respectively) in 2016)				
Age of Existing Asset:	50 Years	Net Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	25 Years	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:						\$ -
Construction:	\$ 125,000					\$ 125,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000

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:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 125,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 125,000</i>

NOTES:

DEFERRED
TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Project Name:	Tenth Avenue Resurfacing			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Lifecycle Item		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Removal and replacement of 200 metres of asphalt surface on 10th Avenue between 6th Street and 7th Street.				
Project Justification & Readiness:	10 Avenue (Asset ID #1190) is a Tertiary 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. The overall condition of the surface is poor (PCI - 33.5 in 2016)				
Age of Existing Asset:	43 Years	Net Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	25 Years	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:						\$ -
Construction:	\$ 130,000					\$ 130,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000

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:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 130,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 130,000</i>

NOTES:

Con 2&3 Surface Treatment – Easterly End

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:		
Project Name:	Concession 2&3 Surface Treatment Easterly End			Department:	Infrastructure Services	
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Committed Project			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Application of surface treatment from Genier Road to Easterly End, approximately 5.7 km. A single lift of surface treatment will be applied to the double lift surface treatment from 2022.					
Project Justification & Readiness:	Once the double lift of surface treatment was applied in 2022, a third lift was to be applied in 2023. Additional lifts will be required in the future, typically every 7 years. If the surface treatment road is properly maintained, it will have a useful life of 20 years.					
Age of Existing Asset:	1 Year	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	20 years if maintained every 5-7 years	Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 250,000					\$ 250,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
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:	\$ 250,000					\$ 250,000
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

DEFERRED
TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:		
Project Name:	Concession 2&3 Surface Treatment - Genier Road to Highway 579			Department:	Infrastructure Services	
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	1	Notes:	General Benefit to the Town			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Application of a double lift of surface treatment to Concession 2&3 between Highway 579 and Genier Road, approximately 3.1 km. The road must be brought to a standard acceptable to receive surface treatment and a gravel lift will be required. Budget includes one centreline culvert replacement.					
Project Justification & Readiness:	<p>The westerly portion of Concession 2&3 is currently a gravel surface road and was requested by Council to include in the 2022 Capital Budget. The Level of Service for the surface of Concession 2&3 was upgraded to surface treatment through Council resolution. Due to budget constraints, it was cut from the budget.</p> <p>Operational costs to maintain the road will be reduced as grading and dust control will not be required.</p> <p>A single lift is to be applied in 2024 to provide adequate structure and asset longevity. Pre-approval for 2024 budget is being requested to include in 2023 tender request.</p>					
Age of Existing Asset:	N/A	Net Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	20 years if maintained every 5-7 years	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:						\$ -
Construction:	\$ 400,000	\$ 150,000				\$ 550,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 400,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 550,000
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:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 400,000</i>	<i>\$ 150,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 550,000</i>
NOTES:						

Nahma Road Bridge – Replacement

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Project Name:	Nahma Bridge Replacement			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Committed Project		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Construct a new 2-lane bridge to replace existing structure that has been closed since September 2021				
Project Justification & Readiness:	Existing structure is nearing the end of its useful life and has been closed due to its compromised structural integrity. This is a committed project as a new structure has been engineered and it will be tendered in January 2023.				
Age of Existing Asset:	61 Years	Ne Book Value: (if applicable)		Notes:	The asset is nearing end of useful life. Maintenance costs in addition to the structural work required justified that the structure be replaced
Expected Asset Life (new item/infrastructure)	75 Years	Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 1,500,000					\$ 1,500,000
Project Management:						\$ -
Design/Engineering:	\$ 70,000					\$ 70,000
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 1,570,000	\$ -	\$ -	\$ -	\$ -	\$ 1,570,000

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:	\$ 506,221					\$ 506,221
Dedicated Funding: - NORDS:	\$ 439,323					\$ 439,323
Reserve: General Capital	\$ 624,456					\$ 624,456
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 1,570,000	\$ -	\$ -	\$ -	\$ -	\$ 1,570,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

NOTES:

NORDS funding from Mar 2021 to Mar 2023 = \$146,441.07/year for 3 years has been dedicated to the Nahma Road Bridge project. Balance will be covered between OCIF and Reserves.

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Project Name:	Sidewalk Replacement			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	5	Notes:	Legislative Requirement		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Budget allows replacement of sidewalk for 3 average town blocks (170 metres each). Also allows for repairs to small sections of severely deteriorated sidewalks flagged in sidewalk inspections.				
Project Justification & Readiness:	Assets have reached the end of its useful life and the condition has deteriorated beyond repair. The condition is documented annually with required sidewalk inspections. Asset management will determine priority of sidewalk to be replaced. Deteriorated sidewalk that no longer makes financial sense to repair and bring it up to minimum maintenance standards. Sidewalk to be replaced to reduce liability risk to the municipality and improve the safety of the public.				
Age of Existing Asset:	N/A	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	20 Years	Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 250,000					\$ 250,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
NOTES:	\$150K was budgeted in 2022 and therefore carried-over to be done within the \$250K budget above					

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:	\$ 250,000					\$ 250,000
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
NET: should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOTES: Historically we apply Federal Gas Tax towards sidewalk replacement and new

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:		
Project Name:	New Sidewalk			Department:	Infrastructure Services	
Maintenance or Growth:	Growth			Prepared by:	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	General Benefit to Town, "Nice to have" item for \$17K / Committed project with ICIP COVID funding for \$133K			
Included in Current Asset Management Plan:	NO	If NO, Explain:	New asset to be added to AM			
Basic Project Description:	Construct new multi-use path/boardwalk with look-out on corner of 4th Street and 7th Avenue					
Project Justification & Readiness:	Increase active transportation infrastructure throughout the community.					
Age of Existing Asset:	N/A	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	20 Years	Notes:				
EXPENDITURES						
Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 150,000					\$ 150,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
NOTES:						
Funding sources - to be completed by Finance						
Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:	\$ 132,997					\$ 132,997
Dedicated Funding - Gas Tax:	\$ 17,003					\$ 17,003
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						
ICIP COVID funding for Commando Park link to be applied						

2023 Pre-Approved Tandem Trucks – Amended to Tandem Truck #1

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	February 2023	Date Prepared:		
Project Name:	Tandem Dump Truck #1			Department:	Infrastructure Services	
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Purchase of one used tandem truck with dump body					
Project Justification & Readiness:	<p>Replacement of the International 40S 6 ton truck - 1998, TR-98-01. In service for the Town in 2000 with an estimated life of 15 years. Age based condition is very poor. Total of 8,895 hours and 176,193 km on unit. Since 2017, \$20,189.70 has been spent on parts. This truck has been pulled off the road since 2021 as significant repairs are required, specifically the engine.</p> <p>Replacing the single axle 6 ton with a tandem truck with a dump body will allow more material to be put in the truck. .</p> <p>The department is proposing to purchase two used dump truck's (2010 or newer) due to cost and competitive availability of new models. The department will remain within the approved \$230,000 upset limit. The trucks are mainly used in the winter, within Town. In the summer, ditching and other material hauling will be required. The Town fleet of dump trucks (4) are high risk for failing annual emmissions test.</p>					
Age of Existing Asset:	25 Years	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 130,000					\$ 130,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000
NOTES:						
Funding sources - to be completed by Finance						
Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve: General Capital	\$ 130,000					\$ 130,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:	Approved 2021 Dec 21 Special Council Meeting (382-2021) as 1 truck for \$210,000 - 2023 budget has been modified to include 2 trucks, 1st for \$130,000 and 2nd for \$100,000.					

2023 Pre-Approved Tandem Trucks – Amended to Tandem Truck #2

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	February 2023	Date Prepared:		
Project Name:	Tandem Dump Truck #2			Department:	Infrastructure Services	
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Purchase of one used tandem truck with dump body					
Project Justification & Readiness:	<p>Replacement of the International 40S 5 ton truck - 1990, TR-90-01. In service in 1989 with an estimated life of 15 years. Fully amortized in 2009. Age based condition is very poor. Total of 13,284 hours and 93,922 km on unit. Since 2017, \$16,223.07 has been spent on parts. This truck is currently down, requiring rear suspension and a transmission. Repairs are estimated to be \$7,000 - \$10,000.</p> <p>Replacing the single axle 5 ton with a tandem truck with a dump body will allow more material to be put in the truck. .</p> <p>The department is proposing to purchase two used dump truck's (2010 or newer) due to cost and competitive availability of new models. The department will remain within the approved \$230,000 upset limit. The trucks are mainly used in the winter, within Town. In the summer, ditching and other material hauling will be required. The Town fleet of dump trucks (4) are high risk for failing annual emmissions test.</p>					
Age of Existing Asset:	32 Years	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 100,000					\$ 100,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
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: General Capital	\$ 100,000					\$ 100,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:	Approved 2021 Dec 21 Special Council Meeting (382-2021) as 1 truck for \$210,000 - 2023 budget has been modified to include 2 trucks, 1st for \$130,000 and 2nd for \$100,000.					

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2024	Timeline:	2023/2024	Date Prepared:	27-Sep-21
Project Name:	Plow Truck to replace TR-08-01			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Purchase of one plow truck equipped with one way plow and wing.				
Project Justification & Readiness:	Replacement of International 70S snow plow (TR-08-01). In service date was 2007 with an estimated life expectancy of 10 years. The truck has become unreliable with \$66,097.22 in repairs since 2017.				
Age of Existing Asset:	14 Years	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	10 Years	Notes:			

EXPENDITURES

<u>Capital Costs</u>	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total 5 years (2022-2026)
Purchase Price:	\$ 367,000					\$ 367,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 367,000	\$ -	\$ -	\$ -	\$ -	\$ 367,000

NOTES:

Funding sources - to be completed by Finance

<u>Funding Source</u>	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total 5 years (2022-2026)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve: General Capital	\$ 367,000					\$ 367,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 367,000	\$ -	\$ -	\$ -	\$ -	\$ 367,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

NOTES:

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR: 2023						
BUDGET YEAR:	2023	Timeline:	Summer 2023		Date Prepared:	
Project Name:	Rural Gravel Lifts				Department:	Infrastructure Services
Maintenance or Growth:	Maintenance				Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Serious lifecycle maintenance item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Rural Gravel lifts on various roads. Roads will be determined in association with inspections and the asset management plan.					
Project Justification & Readiness:	This road classification has a low level of service and the placement of granular materials is identified by traffic volumes and all rural roads are deemed as low risk. Over time, the roads lose shape					
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 200,000					\$ 200,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
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:	\$ 200,000					\$ 200,000
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:	Historically we apply OCIF towards rural gravel lifts					

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Project Name:	Rural Guard Rail Replacement			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:			
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Replace guard rail at the following locations: - Concession 10&11 - 150 metres - Concession 6&7 Bridge Approaches - 20 metres				
Project Justification & Readiness:	The guard rail on Concession 10&11 and on the approaches at Concession 6&7 bridge are in very poor condition and need to be replaced.				
Age of Existing Asset:	Unknown	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:	\$ 60,000					\$ 60,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
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: General Capital	\$ 60,000					\$ 60,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	
Project Name:	4 x 4 Truck - Replacing TR-09-01			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item		
Included in Current Asset Management Plan:	Yes	If NO, Explain:			
Basic Project Description:	To be replaced with a new 1/2 ton extended cab 4x4 truck.				
Project Justification & Readiness:	Asset ID #769. The truck has 173,062 kms. Asset will be fully amortized in 2028. Asset has reached end of its useful life. Repairs are regularly and costly. This unit has been taken off the road, it has severe body deterioration, the floor panels are rotten out. Due to cost, this truck was cut from the 2022 Capital Budget.				
Age of Existing Asset:	7 Years	Ne Book Value: (if applicable)		Notes:	Overall projected condition is very poor.
Expected Asset Life (new item/infrastructure)	10 Years	Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 63,000					\$ 63,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 63,000	\$ -	\$ -	\$ -	\$ -	\$ 63,000
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):	\$ 61,000					\$ 61,000
Other: trade-in	\$ 2,000					\$ 2,000
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 63,000	\$ -	\$ -	\$ -	\$ -	\$ 63,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

Light Standard Installation

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Project Name:	Light Standard Installation			Department:	Infrastructure Services
Maintenance or Growth:	Growth			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Threat to Public Safety - Illumination		
Included in Current Asset Management Plan:	No	If NO, Explain:	Additional Street Lights for Tim Horton Drive		
Basic Project Description:	Installation of four light standards on west side of Tim Horton Drive between 4th Street & Highland Avenue.				
Project Justification & Readiness:	Tim Horton Drive currently has no street illumination and residents have rased concern about the issue for safety reasons. Another factor is the commercial entrances from the arena and ball fields present a safety concern with pedestrians in the area				
Age of Existing Asset:	0	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	30 Years	Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 20,000					\$ 20,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

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):	\$ 20,000					\$ 20,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

NOTES:

Equipment – Single Axle Sander Truck

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	January 2023	Date Prepared:		
Project Name:	Single Axle Sander Truck			Department:	Infrastructure Services	
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Purchase of one new single axle truck with spreader body to be used as a sander truck in Town.					
Project Justification & Readiness:	<p>Replacement of the 2010 International 70S, TR-10-01. In service in 2009 with an estimated life of 10 years. Age based condition is very poor and overall condition is very poor. Total of 6,069 hours and 83,853 km on unit. Since 2019, \$19,181.22 has been spent on parts. The frame and body on this truck has significant deterioration and will need to be removed from the road within 1 year. The truck also has a Maxxforce engine which has been problematic in our fleet although this engine has had minimal issues.</p> <p>Due to the use of the truck (rock salt in the winter and calcium chloride in the summer), the body and frame of the truck rapidly deteriorates over 10 years. The body has had significant fabrication repairs in the last 3 years to ensure continued service, specifically the longitudinal chain as well as the cross chain. The frame has minimal structural integrity remaining.</p> <p>For 2022, it was planned to replace the box on the truck and replace the chasis in 2023/2024. Due to the supply issues and the rapidly deteriorating chassis,</p>					
Age of Existing Asset:	13.5 years	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	10 Years	Notes:				
EXPENDITURES						
Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 285,000					\$ 285,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ 285,000
NOTES:						
Funding sources - to be completed by Finance						
Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:	\$ 285,000					\$ 285,000
Unfunded:						\$ -
Total Funding Sources	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ 285,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

Boat Launch Replacement

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Project Name:	Boat Launch Replacement			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Serious Lifecycle Items		
Included in Current Asset Management Plan:	NO	If NO, Explain:	Boat Launch ramps have not been included in the asset management plan at this time		
Basic Project Description:	Remove and replace boat launch ramps at Silver Queen Lake and Dora Lake (Concession 12&1) with precast concrete ramps.				
Project Justification & Readiness:	The existing ramps have deteriorated and have created a hazard for users launching boats.				
Age of Existing Asset:	to be determined	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	50 Years	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:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOTES:

Costs are unknown - dependent on funding

DEFERRED
TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:		
Project Name:	Infrastructure Services Upgrade			Department:	Infrastructure Services	
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Replacement of Epoxy Floor Coating in Garage Bays - \$108,000 Replacement of Plumbing Fixtures (Toilets, Urinals Faucets) with new efficient fixtures - \$27,000 Replacement of three (3) roof top gas-electric HVAC units (2 - 5 Ton & 1 - 7.5 Ton) - \$70,000 Interlock stone entrance replacement - \$3,700 (MOVED TO OPERATING - DEFERRED) Replacement of VCT Tiles and carpet flooring in PW Office Area - \$27,500 Re-seal Windows around building - \$35,000 (MOVED TO OPERATING - DEFERRED) Replacement of floor drain in garage - \$50,000 (MOVED TO OPERATING)					
Project Justification & Readiness:	Based on the 2022 Building Assessment conducted by Accet Building Services, the items identified are recommended to be replaced. Replacement of Floor Drain - Recommended to be replaced in 2022					
Age of Existing Asset:	32 Years	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	15 Years	Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 232,500.00					\$ 232,500
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 232,500	\$ -	\$ -	\$ -	\$ -	\$ 232,500
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: General Capital						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 232,500</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 232,500</i>
NOTES:						

Airport Terminal Upgrades – Accessibility

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	
Project Name:	Airport Terminal Upgrades (Accessibility)			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Accessibility upgrades (Entry points, washrooms), eavestrough & Ice guard				
Project Justification & Readiness:	<p>Architectural concrete block (\$31,200) - Architectural concrete blocks (Split Face) were observed mainly on east and partial west elevations. All concrete blocks were found to be in fair to poor condition at the time of our assessment. There is approximately 1040 sq. Ft. We recommend carrying out restoration to these walls either by repairs or replacement with metal siding as it was done on other elevations.</p> <p>Aluminum windows (\$21,600) - mostly fixed over awning on east, west and south elevations. All windows were found to be in poor condition and have exceeded their service life. Reports of water leaks and exhaust odour from planes were reported during our site assessment. We recommend the replacement of all windows.</p> <p>Doors (\$19,000) - The front entrance of the building is a aluminum single glazed door with a side lite. The glazed entry doors and side lite were observed to be in poor condition during our building assessment. No auto-opener was observed at for the door entry, nor a proper ramp access. We recommend the replacement of the front entrance door complete with auto-opener or button access and a ramp as per AODA requirement.</p> <p>- Rear entry system with wood frame and wood door and wire mesh glass was found to be in poor condition. The overall measurements are 6'-6"X7'-2". We recommend replacement with aluminum glazed entry system and side lite including accessible opener and ramp.</p> <p>Eavestrough (\$5,000) - Eavestrough damaged or missing causing run-off on to surface creating frost issues and issues with drainage. Replace eavestrough as required,</p> <p>Washrooms (\$40,000) - This item is to recommend the addition of a universal accessible washroom in the short term. Furthermore, toilet and sink are not barrier free in the existing washroom, door is not power operated and no inclined mirror was observed</p> <p>- There is a floor-mounted shower (x1) at the men's room including plumbing components (shower head and control valve) that appear to be recently installed. We recommend replacing the PVC shower unit in one year. Not barrier-free</p> <p>Service Desk (\$3,000) - It was noted that the service desk is not barrier-free. It is recommended to modify the service desk as required in the short term.</p> <p>Garage Blower Heater (\$1,500) - Electric suspended blower-heater observed at the garage storage room. Staff reported heater is not functioning and is of failed condition. Blower heater is controlled with a wall mounted analogue thermostat. We recommend replacement asap.</p> <p>Asphalt Parking Lot (\$45,000) - Asphalt pavement on the west and south sides of the building was found to be in poor condition. We recommend replacement in the short term.</p>				

Age of Existing Asset:		No Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES						
Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 166,300					\$ 166,300
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 166,300	\$ -	\$ -	\$ -	\$ -	\$ 166,300
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: Airport	\$ 166,300					\$ 166,300
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 166,300	\$ -	\$ -	\$ -	\$ -	\$ 166,300
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Project Name:	Airport Fuel Tank Replacement			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Replacement of the Av Gas and Jet A underground fuel tanks with larger, above ground tanks.				
Project Justification & Readiness:	<p>The Cochrane Municipal Airport currently has a 46,000 litre fuel tank for Jet A fuel and a 11,000 litre fuel tank for AvGas fuel. According to our records the tanks are at least 33-34 years old. Based on information received for the fibreglass fuel tanks, the expected useful life is 30-40 years. It would be prudent to replace the fuel tanks prior to any deterioration and risk of the fuel tanks structure to become compromised. Proactively mitigating the risk of failure reduces the risk of a contaminated site should the tanks deteriorate and start to leak.</p> <p>The consequence of failure is high as it would require a significant environmental clean-up.</p> <p>Replacement of the tank with a larger one (73,000 litres) allows the municipality to purchase fuel in bulk which would save approximately \$0.08 - \$0.10 per litre. In 2022, the Town would have saved approximately \$19,000 at \$0.08 savings per litre.</p>				
Age of Existing Asset:	34 Years	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	35 Years	Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 368,000					\$ 368,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 368,000	\$ -	\$ -	\$ -	\$ -	\$ 368,000
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: Airport	\$ 368,000					\$ 368,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 368,000	\$ -	\$ -	\$ -	\$ -	\$ 368,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
OPERATING PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:		
Project Name:	LAS Road & Sidewalk Assessment			Department:	Infrastructure Services	
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	2	Notes:	Operating Cost Efficiency			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	StreetScan road assessment for all paved roads in Town of Cochrane from LAS program. Road assessment for approximately 23 kilometres of paved road in the Town of Cochrane. The assessment will provide an update condition rating.					
Project Justification & Readiness:	<p>The Town of Cochrane had a detailed road needs study completed in 2016. It is recommended to update the condition assessments every 5 years. The streetscan service is completed with a mobile sensing vehicle that scans the roads to determine condition. Alternatively, as completed in 2016, a qualified person assesses the road and determines a condition based on industry standards.</p> <p>The service will include data collection, processing, visualization and management planning. Once the data is complete, the department will be able to efficiently upload it into the asset management database and the GIS program. For management planning, it will provide maintenance and budget options, suggestions, and scenario's.</p> <p>Additionally, this service will complete a sidewalk inspection and provide the same service as the roads. Sidewalk inspections are historically completed in-house by a trained student. The StreetScan service will provide a comprehensive condition rating and deficiency list.</p> <p>The department has a significant amount of data collection required in summer 2023. StreetScan for the sidewalks will alleviate resources required to assess all the sidewalks in Town.</p>					
Age of Existing Asset:	N/A	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	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:	\$ 15,000					\$ 15,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
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):	\$ 15,000					\$ 15,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						
Budgeted in Operating GL Account: 1-4-3003-7810						

MOVED TO OPERATING – Stormwater Collection System CCTV

**TOWN OF COCHRANE
OPERATING PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Project Name:	Stormwater Collection System CCTV			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Obtain condition of stormwater assets for asset management to understand liability of existing stormwater management system		
Included in Current Asset Management Plan:	Yes	If NO, Explain:			
Basic Project Description:	CCTV (Camera) stormwater infrastructure within the urban area of the Town. A report, including condition, maintenance recommendations, etc, would be included.				
Project Justification & Readiness:	To obtain an understanding of the condition of urban stormwater assets to plan construction projects accordingly. The last CCTV was completed in 1978. The department is aware of some catchbasin structures that are in very poor condition, but the condition of the linear infrastructure (pipes) is unknown. At this time, a structural collapse identifies the area of concern (i.e. 5th Avenue b/w 5th & 6th Street). It is prudent that the Town act in a pro-active manner with this infrastructure to ensure the safety of road users as well as it enables staff to plan projects accordingly.				
Age of Existing Asset:	N/A	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	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					\$ 35,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
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):	\$ 35,000					\$ 35,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

NOTES: Budgeted in Operating GL Account: 1-4-3003-7810

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR: 2022						
BUDGET YEAR:	2022	Timeline:	Spring 2022	Date Prepared:	27-Sep-21	
Project Name:	Waste Disposal Truck			Department:	Infrastructure Services	
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Lifecycle maintenance items			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Purchase of one single person operated side loader refuse packer with split body.					
Project Justification & Readiness:						
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total 5 years (2022-2026)
Purchase Price:	\$ 405,000					\$ 405,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 405,000	\$ -	\$ -	\$ -	\$ -	\$ 405,000
NOTES:						
Funding sources - to be completed by Finance						
<u>Funding Source</u>	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total 5 years (2022-2026)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve: General Capital	\$ 405,000					\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:	Approved 2021 Dec 21 Special Council Meeting (382-2021) at \$350,000 - 2023 includes updated cost estimate of \$405,000					

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	
Project Name:	Landfill - Compactor			Department:	Infrastructure Services
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff
SCORE/RANKING 1-5 (per Budget Policy criteria)	5	Notes:	Legislative Requirement		
Included in Current Asset Management Plan:	YES	If NO, Explain:			
Basic Project Description:	Supply and Delivery of one landfill compactor				
Project Justification & Readiness:	Purchase of a landfill compactor with minimum operating weight of 55,000 lbs to operate at the landfill to move, compact, and cover waste material within the active face. Landfill was previously operated by a contractor which ended in August 2021, with the department temporarily assuming operations. The department will be looking to continue operating the landfill internally and purchasing equipment that will allow efficient operation.				
Age of Existing Asset:	N/A	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	15 Years	Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 470,000					\$ 470,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 470,000	\$ -	\$ -	\$ -	\$ -	\$ 470,000
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: Environmental	\$ 470,000					\$ 470,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 470,000	\$ -	\$ -	\$ -	\$ -	\$ 470,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:		
Project Name:	Landfill - Loader with Attachments			Department:	Infrastructure Services	
Maintenance or Growth:	Maintenance			Prepared by:	Infrastructure Staff	
SCORE/RANKING 1-5 (per Budget Policy criteria)	2	Notes:	Operating Cost Reduction and Efficiency			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Supply and Delivery of one used (2018 or newer) low-hour wheel loader with a bucket, one-way plow and sander attachment					
Project Justification & Readiness:	<p>Purchase of a loader to operate at the landfill to move materials/miscellaneous and winter control. The loader will be complete with a bucket, a one-way plow for snow removal, and a sander attachment for ice control.</p> <p>Landfill was previously operated by a contractor which ended in August 2021, with the department temporarily assuming operations. The department will be looking to continue operating the landfill internally and purchasing equipment that will allow efficient operation.</p>					
Age of Existing Asset:	N/A	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	15 Years	Notes:				
EXPENDITURES						
Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 250,000					\$ 250,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
NOTES:						
Funding sources - to be completed by Finance						
Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve: Environmental	\$ 250,000					\$ 250,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

Appendix 3 – 2023 Capital Project Reports – Community Services (Recreation)

THEC Heat Recovery Units

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring/Summer 2023	Date Prepared:	Dec. 16, 2022	
Project Name:	THEC Heat Recovery Units			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Due to funding, project must be completed in 2023			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Replace 10 units (7 Heat Recovery Units, 3 Condensing Units) that are past life expectancy and in poor condition					
Project Justification & Readiness:	All of these units are original with the building and have a 15-year life expectancy based on ASHRAE (American Society of Heating, Refrigerating and Air-Conditioning) standards. These units are currently 17 years old and have been flagged as a Serious Lifecycle maintenance item by staff, licenced contract - lifecycle analysis report (2022), and mechanical engineer report (2021)					
Age of Existing Asset:	17	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	15	Notes:				
EXPENDITURES						
Capital Costs	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 500,000					\$ 500,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
NOTES:						
Funding sources						
Funding Source	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:	\$ 150,000					\$ 150,000
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:	\$ 350,000					\$ 350,000
Unfunded:						\$ -
Total Funding Sources	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						
OTF funding approved for \$150,000						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	Dec. 16, 2022	
Project Name:	Refrigeration - Sub Floor Heat			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Replace Sub Floor Heat Exchanger and Pump					
Project Justification & Readiness:	In February 2022 we had a catastrophic failure of the Sub Floor Heat Exchanger resulting in Ammonia mixing with Brine. As a result we had to shut down the Sub Floor Heat for the remainder of the season. The Sub Floor Heat is a critical part of the refrigeration system as it stops the float from pushing down in subsequent heaving that can result in the arena floor, or brine pipes, cracking and deteriorating. Through our Lifecycle report evaluation it was also noted that the pump on this system is in poor condition and we recommend changing it at the same time as it has also not run in over a year and we should see some saving making this a combined project.					
Age of Existing Asset:	17	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:	Impacts level of service (ice availability) if it were to fail			
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 90,000					\$ 90,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:	\$ 90,000					\$ 90,000
Unfunded:						\$ -
Total Funding Sources	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	Dec. 16, 2022	
Project Name:	THEC Roof Repairs			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Serious threat to Public Health & Safety			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Engineered roof assessment, add fall restraint system, and reinstall snow/ice guards					
Project Justification & Readiness:	During the structural site assessment it was identified that the roof vibrates with the wind and sometimes triggers the alarm system. As a result it is recommend to perform a study to investigate if additional supports are required in the short-term. Also resulting from the assessment, we noted that no fall restraint system was installed on the roof and the some of the snow/ice guard has been damaged and removed. It is recommend that we install both immediately.					
Age of Existing Asset:	17	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 80,000					\$ 80,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
NOTES:	\$70K roof and \$10K snow guard					
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 20,000					\$ 20,000
Other :						\$ -
Financing/ Debt:	\$ 60,000					\$ 60,000
Unfunded:						\$ -
Total Funding Sources	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	THEC Fire Alarm Panel			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Serious threat to Public Health & Safety			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Replace and expand Fire Panel					
Project Justification & Readiness:	Our fire alarm panel manufactured by 'Siemens' is wall mounted in the entrance vestibule and is approaching the end of its practical life as documented in our Building Assessment and by our Service Provider. The system incorporates heat detectors (x19), smoke detectors (x1), fire bells (x3), pull stations (x8), fire speakers (x2) and strobes (x1) throughout the building. The panel was noted as not covering the entire building. We recommend expanding and replacing the system in the short-term. We also recommend to replace the fire bells with strobes.					
Age of Existing Asset:	18	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	20	Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 50,000					\$ 50,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 50,000					\$ 50,000
Other:						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

Memorial Park Band Stand – Shingles

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	Memorial Park Band Stand - Shingles			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Serious Lifecycle Maintenance Item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Reshingle Roof					
Project Justification & Readiness:	The roof of the band stand is covered with asphalt shingles and was observed to be in poor condition. The shingles were noted to be old and are approaching the end of service life. We recommend replacing before subsequent roof damage occurs.					
Age of Existing Asset:	25	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	20	Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 7,500					\$ 7,500
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 7,500					\$ 7,500
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	Ball Field Fencing			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Serious threat to Public Health & Safety			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Fence Repairs at both Hillcrest and George Ash Ball Fields					
Project Justification & Readiness:	reconnect, straighten, some existing rails and post, retie 275' of fencing, remove and replace 50' of 5' galvanized fencing, straighten corners and line posts, increase tension and tension bands.					
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 10,000					\$ 10,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 10,000					\$ 10,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	Dog Park Fencing			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Serious Lifecycle Maintenance			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Replace Dog Park Fencing					
Project Justification & Readiness:	Current fence was never properly installed. There has also been damage and vandilism done to the fence over the year exposing opening and sharpe edges.					
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 17,000					\$ 17,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 17,000					\$ 17,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	05-Jan-23
Project Name:	Security System - Town Hall & THEC			Department:	Corporate Services
Maintenance or Growth:	Growth/Maintenance			Prepared by:	Vanessa Vachon
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	General benefit to Town - managing risk and replacement of aged assets		
Included in Current Asset Management Plan:	YES/NO	If NO, Explain:			
Basic Project Description:	Purchase a security system including cameras, monitoring, and key fob entry				
Project Justification & Readiness:	Town Hall's currently has an alarm system that has surpassed its useful life (purchased in the 90s). When working with the public, reception can experience irate customers. It is imperative that we have a proper security alarm system to help protect our staff, especially those who work late. The THEC is a prime example of what can happen. They have an ATM machine that was broken into resulting the loss of some money. It would be the goal of the municipality to have a fully integrated and compatible security system with key fob entry to better secure all facilities. However, the Town has many facilities. For the year 2023, we propose to implement security for Town Hall and THEC as priority and to plan for security upgrades/implementation for the remaining municipal facilities in phases to help alleviate costs.				
Age of Existing Asset:		Net Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	15 years	Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 45,000					\$ 45,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
NOTES:	\$30,000 for THEC and \$15,000 for Town Hall					

Funding sources - to be completed by Finance

<u>Funding Source</u>	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:	\$ 45,000					\$ 45,000
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:						

Appendix 4 – 2023 Capital Project Reports – Polar Bear Habitat

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	Roof - Welcome Building			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Lifecycle Maintenance Item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Reshingle Roof - Original portion of the building (not the museum)					
Project Justification & Readiness:	The original building roof is covered with 3-tab asphalt shingles and was observed to be in poor condition. The shingles were noted curled and worn and are approaching the end of service life. We recommend replacement before interior damage starts. 4,430 sqft of roof					
Age of Existing Asset:	18	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	20	Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 70,000					\$ 70,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve: PBH	\$ 70,000					\$ 70,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Dec. 16, 2022	
Project Name:	Roof - Visitors' Building			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Reshingle Roof					
Project Justification & Readiness:	The building roof is covered with asphalt shingles and is in poor condition. The shingles are worn and are approaching the end of service life. We recommend replacement in the short term before interior damage starts. May be some savings if combined with the Welcome Centre roof reshingling project. 5,230 sqft of roof					
Age of Existing Asset:	18	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	20	Notes:				
EXPENDITURES						
Capital Costs	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 80,000					\$ 80,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
NOTES:						
Funding sources						
Funding Source	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:	\$ 80,000					\$ 80,000
Unfunded:						\$ -
Total Funding Sources	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	Welcome Centre - Rooftop Unit			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Lifecycle Maintenance Item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Replace Rooftop HVAC unit					
Project Justification & Readiness:	(LENNOX, 7.5 Ton, 2004) gas-fired packaged rooftop unit, and controlled with a wall-mounted digital thermostat at the interior. Unit includes Model No. TGA090S2BM1Y and Serial No. 5604C11188. Deficiencies observed include surface corrosion of casing, condenser coils have damaged fins impacting unit efficiency, and label is peeling off. Based on age unit has exceeded the end of practical life. Replacement is recommended ASAP.					
Age of Existing Asset:	18	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	15	Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 40,000					\$ 40,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve: PBH	\$ 40,000					\$ 40,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	Viewer's Building - HVAC			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Lifecycle Maintenance Item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Replace split AC/Furnace Unit					
Project Justification & Readiness:	Split unit AC system condenser manufactured by 'Lennox' was installed in 2013 and is in fair condition; however it has R-22 refrigerant which has been banned in Canada since 2020. The furnace is original to the building and we have had a few issue over the last two years, this unit is in very poor condition and requiring immediate replacement. As these two unit are connected and work together both units should be replaced at the same time.					
Age of Existing Asset:	18	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	15	Notes:				
EXPENDITURES						
Capital Costs	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 15,000					\$ 15,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
NOTES:						
Funding sources						
Funding Source	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 15,000					\$ 15,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	Bear Holding - AC Unit			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Lifecycle Maintenance Item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Replace AC Unit					
Project Justification & Readiness:	Split AC includes a roof-mounted condenser unit manufactured by 'AIRE-FLO' and equipped with a disconnect switch. Label is faded due to age. Unit was observed to be in poor condition. The bears depend on this in the summer time as a haven on hot summer days.					
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 10,000					\$ 10,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 10,000					\$ 10,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	Lighting Upgrade			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	2	Notes:	Operating Cost Reduction or Efficiency			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Update to LED lighting (Viewer Building and Bear Holding)					
Project Justification & Readiness:	T8 fluorescent lighting fixtures are used as the primary source of lighting at the entrance vestibule and washroom on the main floor, and throughout the basement and service areas of the Viewers Building and Bear Holding. T12 units are no longer used in the industry. We recommend replacing and upgrading to newer LED fixtures in the mid-term. High Pressure Sodium lighting fixtures are used as primary source of lighting at the main floor viewing area. Light fixtures have some failed lamps.					
Age of Existing Asset:	17	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	20	Notes:	Save on Energy Grant			
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 30,000					\$ 30,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:	\$ 9,000					\$ 9,000
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 21,000					\$ 21,000
Other:						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES: Dependent on grant availability of at least 30% of the cost						

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Spring 2023		Date Prepared:	Dec. 19, 2022
Project Name:	Fencing				Department:	C.S.
Maintenance or Growth:	Maintenance				Prepared by:	Jboyer
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Serious threat to Public Health & Safety			
Included in Current Asset Management Plan:	YES	If NO, Explain:	CAZA standards require 5"/8"			
Basic Project Description:	Fencing upgrades					
Project Justification & Readiness:	Remove and dispose of 410' existing chain link fencing. Supply and install 410' galvanized chainlink 5' high fencing. Straighten line posts, and remove and replace 10' galvanized chainlink at 8" high.					
Age of Existing Asset:	18	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 22,000					\$ 22,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 22,000					\$ 22,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

Appendix 5 – 2023 Capital Project Reports – Protective Services

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:		Date Prepared:	Oct. 26/22
Project Name:	ACCESSIBILITY VAN			Department:	PS Dept.
Maintenance or Growth:	Maintenance			Prepared by:	R. Vallée
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:			
Included in Current Asset Management Plan:	YES/NO	If NO, Explain:	The vehicle would be a new addition to the accessibility fleet, it is not in the asset management plan.		
Basic Project Description:	Purchase a multi purpose vehicle to supplement the accessibility program.				
Project Justification & Readiness:	The lack of transportation to medical appointments located outside our municipality has been identified by the Wellbeing Committee as lacking in our community. The recommendation from staff is to upgrade the existing access van to a bigger model to accommodate 2 wheelchairs and up to 4 ambulatory, the van is designed for walkers, and persons that may not be comfortable navigating steps as well, the additional vehicle will provide continuity in the transit system when one vehicle is way on an appointment or out on maintenance. the existing vehicle will be used for outside appointments.				
Age of Existing Asset:		Ne Book Value: (if applicable)	0	Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 170,000					\$ 170,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000

NOTES:

Funding sources - to be completed by Finance

<u>Funding Source</u>	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:	\$ 170,000					\$ 170,000
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

NOTES:

Dependent on funding

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Jan-23	Date Prepared:	Oct. 3/22
Project Name:	Bunker Gear			Department:	Fire
Maintenance or Growth:	Maintenance			Prepared by:	R. Vallée
SCORE/RANKING 1-5 (per Budget Policy criteria)	5	Notes:	asset end of life is regulated by legislation		
Included in Current Asset Management Plan:	YES/NO	If NO, Explain:	unsure		
Basic Project Description:	replace 6 sets of bunker gear that are passed the 10 yrs shelf life.				
Project Justification & Readiness:	In 2020, the Fire Department had reported to Council that the bunker gear needed replacement after 10 yrs and that we would do it in increments of 6 per year.				
Age of Existing Asset:	10-12yrs	Ne Book Value: (if applicable)	0	Notes:	
Expected Asset Life (new item/infrastructure)	10 yrs	Notes:	as per the current NFPA legislation		

EXPENDITURES

<u>Capital Costs</u>	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 19,440					\$ 19,440
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 19,440	\$ -	\$ -	\$ -	\$ -	\$ 19,440

NOTES:

Funding sources - to be completed by Finance						
<u>Funding Source</u>	2023 Budget	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):	\$ 19,440					\$ 19,440
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 19,440	\$ -	\$ -	\$ -	\$ -	\$ 19,440
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

NOTES:

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Jan-23	Date Prepared:	Oct. 3/22	
Project Name:	CFD Personnel Vehicle			Department:	Fire	
Maintenance or Growth:	Maintenance			Prepared by:	R. Vallée	
SCORE/RANKING 1-5 (per Budget Policy criteria)	5	Notes:	vehicle is no longer cost effective to keep.			
Included in Current Asset Management Plan:	YES/NO	If NO, Explain:				
Basic Project Description:	replace the current SUV with a similar					
Project Justification & Readiness:	The current 2018 equinox SUV has had engine issues since purchased, it's been back to the dealership in Kapuskasing more than 20-22 times, the time wasted by staff to go back and forth to Kapuskasing is not acceptable or cost effective for the department. the warranty although expired for this issue is still being maintained because of the ongoing issue. Staff is recommending trading in the vehicle for a new larger vehicle that can accommodate the department and with the hosting of evacuees or hauling personnel to emergencies.					
Age of Existing Asset:	4 yrs	Ne Book Value: (if applicable)	0	Notes:		
Expected Asset Life (new item/infrastructure)	10 yrs	Notes:	as per the current NFPA legislation			
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 65,673					\$ 65,673
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 65,673	\$ -	\$ -	\$ -	\$ -	\$ 65,673
NOTES:						
Funding sources - to be completed by Finance						
<u>Funding Source</u>	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve: sale of asset	\$ 18,000					\$ 18,000
Reserve:						\$ -
Current Revenues (taxes):	\$ 17,673					\$ 17,673
Other : ISC, evacuees	\$ 30,000					\$ 30,000
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 65,673	\$ -	\$ -	\$ -	\$ -	\$ 65,673
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:						

Appendix 6 – 2023 Capital Project Reports – Social and Family Services

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	Roofs - Sheds			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Lifecycle Maintenance Item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Reshingle Roof - Sheds					
Project Justification & Readiness:	There are shingle roofs on two sheds that are in poor condition. We recommend replacement in the asap. 780 sqft of roofing					
Age of Existing Asset:	20	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	20	Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 12,000					\$ 12,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 12,000					\$ 12,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Dec. 16, 2022	
Project Name:	Roof - Gazebo			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical lifecycle maintenance item			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	Facia Boards, and Eavestroughs					
Project Justification & Readiness:	Facia boards are starting to rot, need immediate replacement, if we installed eavestroughs it would protect the facia and the lockstone that is also starting to show wear.					
Age of Existing Asset:	Unknown	Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 5,000					\$ 5,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 5,000					\$ 5,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	Security System Upgrade			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Growth Related Project			
Included in Current Asset Management Plan:		If NO, Explain:				
Basic Project Description:	Install buzzer and key fob system					
Project Justification & Readiness:	A majority of centres have a lock door with buzzer or key fob type system to enter the building for the safety and security of the children and staff. We are looking to upgrade and install this in our Main Site					
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 10,000					\$ 10,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:	\$ 10,000					\$ 10,000
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

Cupboards and Countertops

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	Cupboards & Countertops			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Critical Lifecycle Maintenance Item			
Included in Current Asset Management Plan:		If NO, Explain:				
Basic Project Description:	Replace original Cupboards and Countertops in the Toddler, Preschool, and Early ON rooms					
Project Justification & Readiness:	An MDF countertop is installed in the Early ON room and Storage room between the toddler and preschool room and were observed to be in poor condition. The countertops are original to the building and have surpassed expected service life. We recommend replacement in the short term.					
Age of Existing Asset:	32	Net Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	25	Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 40,000					\$ 40,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:	\$ 40,000					\$ 40,000
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other:						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES: Dependent on funding availability						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Dec. 19, 2022	
Project Name:	Fencing			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jboyer	
SCORE/RANKING 1-5 (per Budget Policy criteria)	4	Notes:	Growth Project, Health and Safety Issue			
Included in Current Asset Management Plan:		If NO, Explain:				
Basic Project Description:	Add 4ft fencing on the eastside of the building on the grassed area between the building and parking lot					
Project Justification & Readiness:	Add 90ft of galvanized chainlink fencing to protect the children from running into the parking lot area.					
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)		Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 3,500					\$ 3,500
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ 3,500
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):	\$ 3,500					\$ 3,500
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ 3,500
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

Appendix 7 – 2023 Capital Project Reports – General Government & Rental Properties

Heating Unit Replacement – First Ave Rental

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Jan. 9, 2023	
Project Name:	SGS Building (1st Ave) - Furnace			Department:	C.S.	
Maintenance or Growth:	Maintenance			Prepared by:	Jdouma (updated by VV)	
SCORE/RANKING 1-5 (per Budget Policy criteria)	5	Notes:	Critical Lifecycle Maintenance / Health & Safety Issues			
Included in Current Asset Management Plan:	YES	If NO, Explain:				
Basic Project Description:	There are currently 3 furnaces at the rental property subject to be replaced.					
Project Justification & Readiness:	Need to replace existing units as they have been tagged out for health and safety purposes and are running inefficient due to improper venting and improper installation. An administrative report/resolution was approved in early 2023 as this project became an immediate requirement as the bulding was tagged as being non-compliant with code.					
Age of Existing Asset:	17	Ne Book Value: (if applicable)		Notes:	Need to rent lift for the contractor as part of the scope of the project	
Expected Asset Life (new item/infrastructure)	20	Notes:				
EXPENDITURES						
<u>Capital Costs</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 7,000					\$ 7,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000
NOTES:						
Funding sources						
<u>Funding Source</u>	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve: Rental Properties	\$ 7,000					\$ 7,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
NOTES:						

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	05-Jan-23
Project Name:	Town Hall Lighting Retrofit			Department:	Corporate Services
Maintenance or Growth:	Maintenance			Prepared by:	Vanessa Vachon
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Serious lifecycle maintenance item, part of AMP		
Included in Current Asset Management Plan:	YES/NO	If NO, Explain:			
Basic Project Description:	Perform lighting retrofit program for interior lighting, and replace exterior lighting in conjunction with the retrofit program.				
Project Justification & Readiness:	Town Hall has 80x T12 fluorescent lighting fixtures being used as primary source of lighting throughout the building. T12 units are no longer used in the industry and the fixtures are at the end of their useful lives. Some flicker and replacement of light bulbs no longer suffice. The exterior lighting includes 8x wall mounted HPS light fixtures on the building that are in old and poor condition. According to the 2021 Building Assessment, it is recommended to replace lighting as part of a retrofit program for energy savings.				
Age of Existing Asset:	18-20 years	Net Book Value: (if applicable)	\$ -	Notes:	
Expected Asset Life (new item/infrastructure)	18 years	Notes:			

EXPENDITURES

<u>Capital Costs</u>	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 30,000					\$ 30,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

NOTES:

Funding sources - to be completed by Finance

<u>Funding Source</u>	2023 Budget	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):	\$ 30,000					\$ 30,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
<i>NET should be 0</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

NOTES:

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	05-Jan-23	
Project Name:	Town Hall Vehicle			Department:	Corporate Services	
Maintenance or Growth:	Growth			Prepared by:	Vanessa Vachon	
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	General benefit to Town - managing risk, potential cost efficiency/revenue			
Included in Current Asset Management Plan:	YES/NO	If NO, Explain:				
Basic Project Description:	Purchase a 4WD SUV or recommended vehicle that best suits the needs of staff.					
Project Justification & Readiness:	Employees of the Corporate Services department have been using their own vehicles to perform daily tasks such as going to the mail, making bank and ATM deposits, attending meetings, and purchasing office supplies. In addition, the IT Manager has been using the CTS van which will no longer be available to the Town. The IT Manager is needed at various locations (departments) and is instrumental in ensuring no business interruptions. And, the planning/by-law personnel may also use this vehicle if needed for visiting sites. The vehicle is being proposed to help manage risk of non-owned automobile liability, especially for travelling out-of-town for conferences (notably CAO, Director, Deputy Treasurer, and Clerk). Rental vehicles are not always available and in the best condition for winter driving. There would be additional operating costs in relation to the vehicle, however this would be offset by savings in mileage reimbursement. There is also opportunity to use this vehicle for emergency evacuations (if needed).					
Age of Existing Asset:		Net Book Value: (if applicable)		Notes:		
Expected Asset Life (new item/infrastructure)	5 years	Notes:				
EXPENDITURES						
Capital Costs	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 50,000					\$ 50,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
NOTES:						
Funding sources - to be completed by Finance						
Funding Source	2023 Budget	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):	\$ 50,000					\$ 50,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<i>NET should be 0</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:						

Computer Replacements

An annual budget amount is included in capital for computer replacement needs. This budget is typically \$10,000 but has been reduced to \$5,000 in 2023 as a significant number of computers have been replaced in 2022.

Software – Budget, Permit, EGIS / Information Technology

An application for funding has been made to include the implementation of new software and investment in information technology. If the application is not approved, we have efficiency funding available to fund these investments. Per accounting standards, these software subscriptions will be recorded as an operating expenditure but have been identified on the capital budget schedule to highlight its cost and funding source.

The Town of Cochrane currently provides building permits through an older system. We hope to improve this service through the purchase of software that would communicate with all our other processes such as asset management, work orders, budgeting, and GIS. In addition, we would like to improve the user experience which may have a positive impact on revenue generation. The EGIS software is another first step to improve the quality of our programs as we can use this mapping software to update our manual cemetery location records which can be very difficult to navigate without historical knowledge and experience of the sites. COVID-19 has led to an increase in home improvement and research needs, and therefore this software and related technological infrastructure and training would help us adapt to these arising needs and prepare us for future changes.

During the pandemic, we noticed an increased use of the server that reduced the hard space and resulted in some login issues. With a continued push towards virtual, we must minimize the risk of future work disruptions through proper safeguards and improvements to the server/hard drives. The failure of our server could be detrimental to generating revenue, providing services, and employee salaries. For these reasons, we look to properly safeguard our server with temperature control and to increase space through cloud and other means.