

ONTARIO, CA

COCHRANE

TOWN OF COCHRANE
2022 BUDGET REPORT

TAX BASED OPERATING BUDGET

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BACKGROUND

Council received a report titled “2022 BUDGET FRAMEWORK – Tax Based Budget” on September 28, 2021. The full report is included in the appendices to this report. The following was reported as 2022 Forecast.

2022 FORECAST TAX INCREASE

Staff will prepare the 2022 budget taking into account the budget pressures identified above.

The following table outlines the forecasted tax increase for 2022:

2022 Forecasted Town Property Tax Increase		
	<i>V1 - as of Sept 23, 2021</i>	
	% of Taxes	\$ impact on \$166,000 ** Residential Assessment
2021 Municipal portion of property taxes >>>		\$ 2,470
<u>2022 IMPACT</u>		
Base Budget - *	3.1%	\$ 76
Additional Budget Pressures (OMPF reduction)	1.0%	\$ 25
Infrastructure Levy	1.0%	\$ 25
TOTAL INCREASE	5.1%	\$ 126
* includes estimated assessment growth		
** MPAC Median Single Family Detached		

Minutes of the meeting September 28, 2021 as follows:

12.3 CSD - 2022 Budget Framework Report and Council Input Session

Report from the Director of Corporate Services was received and the following resolution was presented. The Director provided a summary on the budget framework and discussions were held pertaining to approving the capital budget in December and tendering out the projects early in the year, so that the municipality could have a head start with the projects. Also discussed the impacts on the base budget drivers, such as the uncontrollable cost increases from partnership services (OPP, CDSSAB), and the landfill operations changes.

Moved By: DESMOND O'CONNOR
Seconded By: ROBERT HUTCHINSON

266-2021

BE IT RESOLVED THAT the Council of the Corporation of the Town of Cochrane receives the report titled "CSD - 2022 Budget Framework" for information.

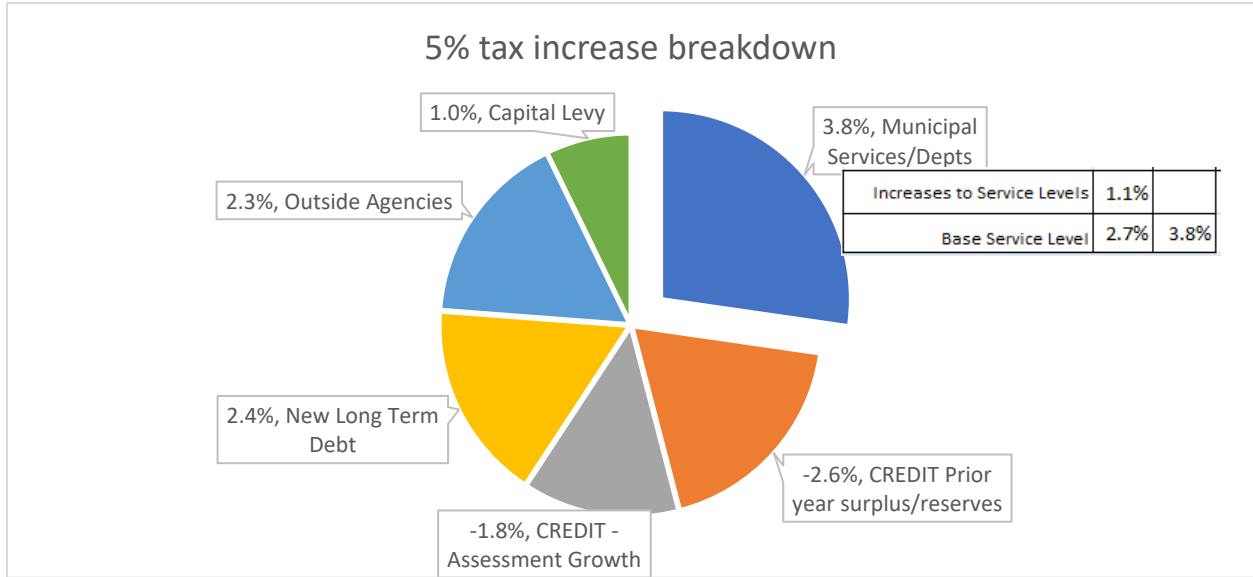
CARRIED

Council extended an invitation to the public for input to the 2022 Budget either through a public delegation at the Council meeting of October 12, 2021 or via submission on our website. We did not receive any public input.

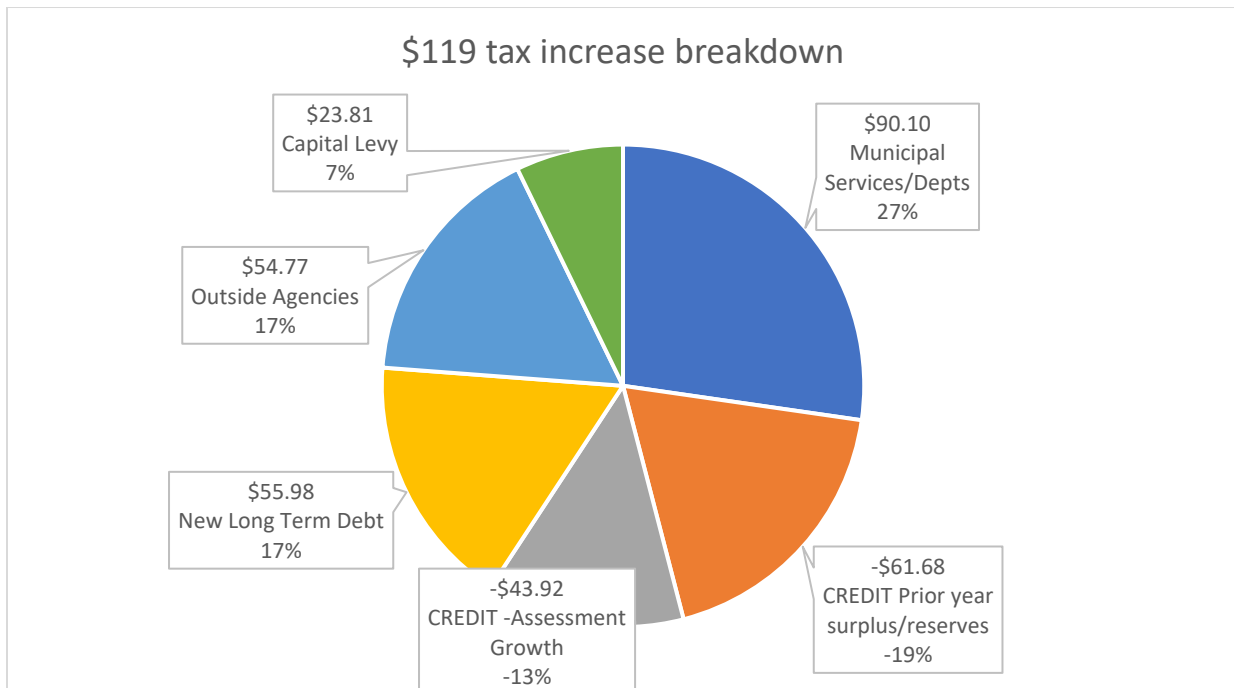
EXECUTIVE RECAP

This 2022 proposed budget includes the following notable items:

1. Total Municipal property tax increase of 5%, broken down as follows:

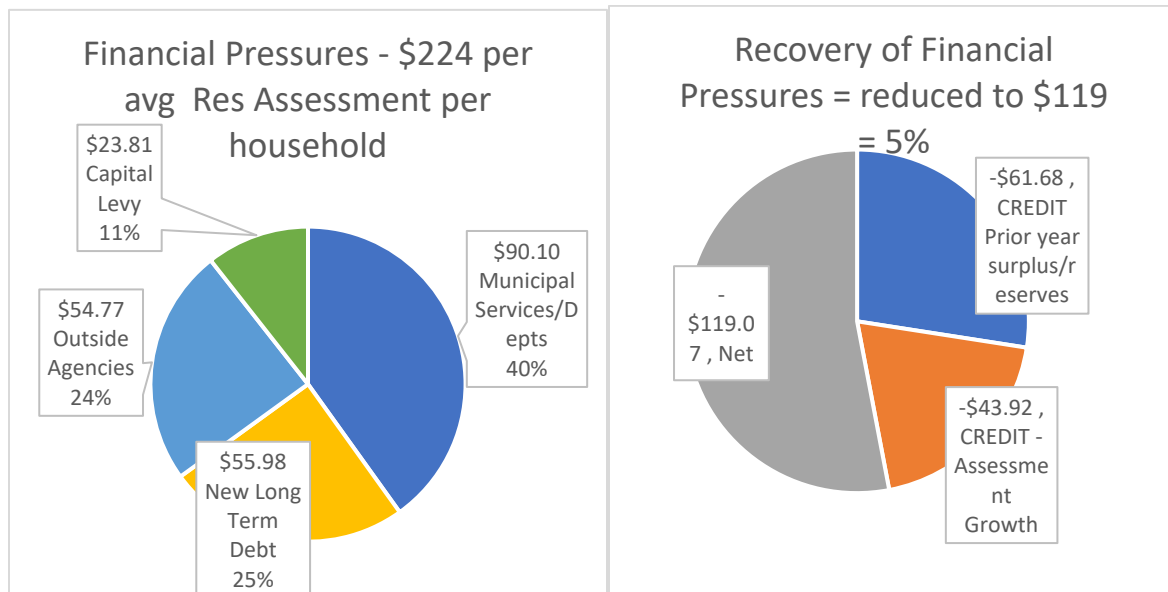


- This represents a residential tax increase of \$119 – based on Average Residential Assessment per Household of \$160,000. The breakdown of this \$119 is as follows:



2. The 2022 budget includes the following tax increase mitigation items:

- New taxation revenues from assessment growth \$140K. This is the equivalent of 1.8% tax increase avoided and is considered recurring.
- Use of forecast 2021 operating surplus of \$200K (rolled forward into the 2022 budget). This is the equivalent of a 2.6% tax increase – essentially deferred at this time since this is a non-recurring revenue item.



The 2022 budget includes the following key items:

- 2022 **PROVINCIAL OPERATING FUNDING** (OMPF- Ontario Municipal Partnership Fund) **decreased** by another **\$70,000**. This is **representative of just under a 1% property tax impact**.
- 2022 **PARTNERSHIP SERVICES/ EXTERNAL TRANSFERS /NON CONTROLLABLE** cost pass throughs **increased by \$112K, equivalent to a 1.4% property tax impact**. (Policing Costs \$93K, share of CDSSAB + \$16K and Porcupine Health Unit +\$8K).
- 2022 **LABOUR COSTS** – The current collective agreement expires December 31, 2021. The 2022 budget is based on estimates at this time. The labour component of this budget includes inflation based adjustments **of approximately \$87,000**. This excludes labour inflation for the Cochrane Child Care Services, Polar Bear Habitat and the Cochrane Library since those services are budgeted based on maximum subsidy (PBH & Library) or full cost recovery (Child Care Services) and therefore these increases need to be managed within their approved municipal contribution/subsidy.

- **LONG TERM DEBT** - 2022 budget is based on the proposed 2022 capital budget. The proposed 2022 capital budget includes new long term debt of just under \$2.8 million. Debt Servicing Costs for \$4 Million is broken down as follows:

INSERT NEW CHART AND UPDATE DETAILS BELOW

Therefore the 2022 budget includes **\$152K in new debt servicing costs**/revenue requirements related to the 2022 new long term debt and assumes the funds are borrowed in the second half of 2022. The 2023 budget will need to reflect the annualization of this commitment.

See section below for more information on Long Term Debt and Debt Policy Compliance .

- **2022 INSURANCE COSTS – \$95,000 increase in costs.** As reported to Council earlier this year, the 2021/22 renewal came in with an 11% increase, or an additional \$36K. Another \$10K in general insurance costs needed to be adsorbed across the departments as a result of allocation issues with CTS leaving the umbrella. Furthermore we have included a cyber insurance policy costing \$48K/year in the budget.
- The 2022 Budget includes **an additional 1% annual capital levy increase** designated to the purpose of raising annual funds for capital. The 2021 budget also included this additional dedicated levy bringing the total “own source” capital revenues to \$205,000. With the 2022 additional 1%, the total annual transfer to capital is now \$280,000.
- The 2022 budget maintains the new direction established in the 2021 budget to set aside 20% of **Net Rental Revenues to a Reserve** for the purpose of infrastructure renewal needs of those facilities. For 2022 this amounts to \$87,000.
- The 2022 budget includes **service level increases** related to increased budgets for crack sealing (now \$40,000, formerly \$25,000) and dust control (now \$80,000, formerly \$40,000)

OTHER NOTABLE ITEMS

- 2022 **GENERAL GOVERNMENT** includes **\$30K** for the 2022 Fall Election, including on line voting functionality. This is a non-recurring cost therefore being funded from sustainability reserve. (core service, increase to service level)
- 2022 **GENERAL GOVERNMENT** includes \$100K for new Purchasing Agent position, with one year offsetting funding from efficiencies grant of \$80,000. **Net new cost in the 2022 budgets is \$20K.** (core service support, no change to external facing service level)

- 2022 COMMUNITY SERVICES – **PARKS AND RECREATION BUDGETS** – net change is **essentially nil** (\$4K)
- 2022 **PLANNING AND DEVELOPMENT** budget includes \$26K in budgeted costs for Community Improvement Plan applications ([discretionary service, service level increase](#))
- 2022 **HEALTH** budget includes **new costs of \$31K** related to Doctor Recruitment. Net cost in the 2022 budget is \$31K. ([discretionary service, service level increase](#))
- 2022 INTEREST ON LONG TERM DEBT has reduced by \$50K as a result of new lending and renewal of lending in early 2021 at lower interest rates
- **USER FEES**
 - includes average 3% increase to all user fees effective April 2022
 - includes an additional \$75K in Landfill Revenues, or an increase of 33% over the 2021 budget as a result of the new scale based user fee model implemented in the spring of 2021
- 2022 OPERATING SUBSIDY/MUNICIPAL CONTRIBUTION TO THE **POLAR BEAR HABITAT** unchanged from 2021 = at \$380K
- 2022 OPERATING SUBSIDY/MUNICIPAL CONTRIBUTION TO THE **COCHRANE PUBLIC LIBRARY** unchanged from 2021 = \$336K
- 2022 OPERATING SUBSIDY/MUNICIPAL CONTRIBUTION TO **THE COCHRANE CHILD CARE SERVICES** unchanged from 2021 = \$0. Therefore this budget provides for full cost recovery of these services either through user fees and/or funding from CDSSAB.

TRANSFER TO/FROM RESERVES and CAPITAL

CAPITAL – The 2022 Budget includes an additional 1.5% annual levy increase designated to the purpose of raising annual funds for capital. The 2021 budget also included this levy bringing the total “own source” capital revenues to \$205,000. With the 2022 additional 1.5 %, the total annual transfer to capital is now \$320,000.

RESERVES

		2021 Final Budget	2022 Proposed Budget
CONTRIBUTIONS FROM SPECIFIC RESERVES	Economic Development Reserve	\$0	\$15,769
	Sustainability Reserve = (2020- forecast 2019 surplus)	\$0	\$0
	Sustainability Reserve- operating reserve-Development Charges Study	\$20,000	\$20,000
	TRANSFER FROM REC BOARD RESERVE FOR RECREATION MASTER PLAN	\$15,000	
	Transfer from Operating Reserve for Municipal Portion of Recreation Master Plan	\$15,000	
	Use Operating Reserve for Election costs - since non recurring		\$30,000
	Transfer From Operating Reserve for Bridge Work Repairs Work - since non recurring	\$25,000	\$25,000
	Transfer From Operating Reserve for Tax Based portion of Master Service Plan - yr 2	\$36,000	
	Library Reserves for Computers	\$3,000	\$3,000
TOTAL TRANSFERS FROM RESERVES IN operating budget		\$114,000	\$93,769
CONTRIBUTIONS TO SPECIFIC RESERVES	SUSTAINABILITY RESERVES - RECURRING - effective 2017 = 1% of tax revenues	\$76,800	\$76,800
	RECURRING ENVIRONMENTAL FEE to Landfill Future Closure Costs Reserve	\$115,000	\$115,000
	NON RECURRING - Master Servicing Plan - \$36K Year 1/2-2020, \$36K Year 2/2 - 2021	\$36,000	
	RECURRING -Transfer 20% of NET Rental Properties Revenues to a new Infrastructure Reserves for such properties. Effective 2021 Budget - for 2022 20% of \$437K	\$70,000	\$87,000
TOTAL TRANSFERS TO RESERVES IN operating budget		\$297,800	\$278,800
NET INCREASE (DECREASE) In Reserves related to this OPERATING BUDGET		\$183,800	\$185,031

OVERALL RECAP

CORPORATION OF THE TOWN OF COCHRANE
OVERALL RECAP

	GROSS EXPENDITURES			DIRECT REVENUES			NET COST			
	2021 Final Budget	2022	Change	2021 Final Budget	2022	Change	2021 Final Budget	2022	Change	
OPERATING EXPENDITURES				see worksheet						
GENERAL GOVERNMENT (COUNCIL AND ADMINISTRATION)	\$1,661,486	\$1,933,682	\$272,196	177,020	277,325	100,305	1,484,466	1,656,357	171,891	
PROTECTIVE SERVICES - FIRE, POLICING, EMERGENCY MGMT	\$1,818,003	\$1,953,285	\$135,282	51,000	46,800	-4,200	1,767,003	1,906,485	139,482	
BUILDING AND BYLAW	\$198,109	\$172,458	-\$25,651	191,500	191,500	0	6,609	-19,042	-25,651	
COMMUNITY SERVICES (RECREATION, CONTRIBUTIONS TO OTHERS)	\$2,145,874	\$2,038,419	-\$107,455	586,053	474,336	-111,717	1,559,821	1,564,083	4,262	
PLANNING AND DEVELOPMENT	\$184,966	\$183,134	-\$1,832	9,088	47,851	38,763	175,878	135,283	-40,595	
MUNICIPAL OPERATIONS (ROADS,AIRPORT AND SOLID WASTE)	\$3,191,218	\$3,279,217	\$87,999	799,150	846,853	47,703	2,392,068	2,432,364	40,296	
HEALTH SERVICES (PHU, LAND AMBULANCE and CEMETARIES)	\$647,565	\$726,041	\$78,476	38,500	50,000	11,500	609,065	676,041	66,976	
SOCIAL AND FAMILY SERVICE - CHILD CARE CENTRES	\$1,731,790	\$1,731,790	\$0	1,737,290	1,737,290	0	-5,500	-5,500	0	
SOCIAL AND FAMILY SERVICE CONTRIBUTIONS TO CDSSAB	\$793,660	\$809,533	\$15,873	0	0	0	793,660	809,533	15,873	
SOCIAL AND FAMILY SERVICES - OTHER/CLUBS/etc	\$5,950	\$1,950	-\$4,000	0	0	0	5,950	1,950	-4,000	
LIBRARY	\$377,149	\$376,810	-\$339	40,872	40,533	-339	336,277	336,277	0	
POLAR BEAR HABITAT		\$686,000	\$0	306,000	306,000	0	380,000	380,000	0	
OTHER PROPERTIES - FACILITY RENTALS, etc	\$686,000 \$71,013	\$87,153	\$16,140	449,027	524,338	75,311	-378,014	-437,185	-59,171	
TOTAL OPERATING COSTS	\$13,512,783	\$13,979,472	\$466,689	4,385,500	4,542,826	157,326	9,127,283	9,436,646	309,363	3.4%
CAPITAL, RESERVES AND DEBT										
TRANSFER TO RESERVES	\$297,800	\$278,800	-\$19,000	115,000	115,000	0	182,800	163,800	-19,000	
Transfer to Capital	\$205,000	\$275,000	\$70,000				205,000	275,000	70,000	
EXISTING LONG TERM DEBT + 2021 FORECAST to be borrowed early 2022	\$1,013,967	\$1,162,037	\$148,070				1,013,967	1,162,037	148,070	
2022 FORECAST BORROWING - tax based) includes interest BTW	\$37,500	\$152,416	\$114,916				37,500	152,416	114,916	
less Portion of EXISTING LTD to be funded from WS	-\$368,998	-\$296,493	\$72,505				-368,998	-296,493	72,505	
TOTAL CAPITAL/DEBT COMPONENT	\$1,185,269	\$1,571,760	\$386,491	\$115,000	\$115,000	\$0	1,070,269	1,456,760	386,491	36.1%
FULL ACCRUAL BUDGETING - ADJUSTMENTS (included above but	\$ (53,950)	\$ (53,950)	\$ -				-53,950	-53,950	0	
TOTAL REVENUE REQUIREMENT (TOTAL NEEDS)	\$ 14,644,102	\$ 15,497,282	\$ 853,180	4,500,500	4,657,826	157,326	10,143,602	10,839,456	695,854	6.9%

NON DIRECT = GENERAL REVENUES

ONTARIO MUNICIPAL PARTNERSHIP FUND	2,281,800	2,211,100	-70,700
CONTRIBUTIONS FROM AFFILIATES	230,000	230,000	0
MUNICIPAL ACCOMODATION TAX	60,000	80,000	20,000
GENERAL FUNDING/GRANT - including Power Dams Revenue	221,871	221,871	0
TRANSFER FROM RESERVES - 2021 forecast surplus		200,000	200,000
TOTAL NON DIRECT REVENUES	2,793,671	2,942,971	149,300

BALANCE of REVENUES is PROPERTY TAXES

7,349,931	7,896,485	546,554
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7,349,931	7,349,931	< taxes prior years
0	546,554	SUBTOTAL NEED

\$ 374,624	5% on 2021 taxes
142,539	Growth
29,392	User Fees 3%
\$ 0	

DEPARTMENT DETAILS

GENERAL GOVERNMENT

General Government includes Governance (Council), Corporate Management (CAO/Clerk office, Corporate Services/Finances/Accounting, Human Resources, Asset Management, Information Technology and general municipal wide program support).

ADM GG BUDGET WORKSHEET



Date : Nov 10, 2021 Time :

For Period Ending 31-Oct-2021

	2021 BUDGET	2022 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
REVENUES	(177,020.00)	(277,325.00)	(100,305.00)
Expense			
GENERAL GOVT - LABOUR	1,370,611.00	1,566,349.00	195,738.00
MPAC ASSESSMENT SERVICES	78,068.00	74,524.00	(3,544.00)
TRAVEL, TRAINING, EDUCATION	35,050.00	38,500.00	3,450.00
INSURANCE and LICENSES	68,350.00	137,100.00	68,750.00
UTILITIES	31,510.00	32,710.00	1,200.00
ADVERTISING	5,500.00	14,000.00	8,500.00
PROFESSIONAL FEES	30,000.00	37,000.00	7,000.00
LEGAL FEES	35,000.00	35,000.00	0.00
AUDIT FEES	30,000.00	31,000.00	1,000.00
CONTRACTS AND PURCHASED SERVICES	3,000.00	3,000.00	0.00
REPAIRS AND MAINTENANCE, JANITORIAL, E	26,000.00	26,000.00	0.00
OFFICE OPERATING COSTS - COMPUTERS, ET	154,500.00	173,610.00	19,110.00
TAX WRITE OFFS AND REGISTRATION COSTS	1,500.00	700.00	(800.00)
MEMBERSHIPS, DUES, ETC	7,000.00	8,700.00	1,700.00
DONATIONS	2,500.00	2,500.00	0.00
OTHER	14,600.00	5,500.00	(9,100.00)
ALLOC GEN ADMIN COSTS - WS	(236,176.00)	(255,943.00)	(19,767.00)
INTEREST COSTS	4,473.00	3,432.00	(1,041.00)
Total Expense	1,661,486.00	1,933,682.00	272,196.00
Surplus/Deficit	1,484,466.00	1,656,357.00	171,891.00

TOWN OF COCHRANE 2022 BUDGET REPORT

For Period Ending 31-Oct-2021

	2021 BUDGET	2022 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
REVENUES			
INTEREST AND PENALTIES	(95,500.00)	(100,380.00)	(4,880.00)
FUNDING	(3,920.00)	(80,000.00)	(76,080.00)
FEES AND CHARGES - VARIOUS	(47,300.00)	(56,845.00)	(9,345.00)
TRANSFER FROM RESERVES	(20,000.00)	(30,000.00)	(10,000.00)
INVESTMENT INCOME	(10,300.00)	(10,300.00)	0.00
Total REVENUES	(177,020.00)	(277,325.00)	(100,305.00)

BY SUB CATEGORY

GL Category Number	GL Category Name	TOTAL
1115	ADMIN - PURCHASING	102,273
1300	GEN GOV'T - ADMINISTRATION	1,536,197
1105	GEN GOV'T - ASSET MANAGEMENT	77,074
1000	GEN GOV'T - COUNCIL	128,828
1100	GEN GOV'T - ELECTIONS	30,110
1125	GEN GOV'T - INFORMATION TECHNOLOGY	158,513
1301	GEN GOV't- Allocation of GG Costs Water & Wastewater Budget	-255,943
1120	GEN GOVT - HUMAN RESOURCES	156,630
9166		1,933,682

Notable items:

- 2022 includes **\$30K** for the 2022 Fall Election. This is a non-recurring cost therefore being funded from sustainability reserve. (core service, includes service level increase with internet voting)
- **LABOUR**
 - includes inflation based increases amounting to approximately \$28,000
 - includes \$100K for new Purchasing Agent position, with one year offsetting funding from efficiencies grant of \$80,000. **Net new cost in the 2022 budgets is \$20K.** This cost will need to be fully adsorbed in the 2023 operating budgets noting that the expectation is that

the cost savings and process improvements associated with this position will achieve full cost recovery at a minimum. (core service support, no change to service level)

- Includes net shared services allocation adjustment of \$29K, related to shared IT services and discontinuation of cost recovery for finance and human resources to CTS.
- Includes budget shift of \$36K for Assets Coordinator. As of 2022, allocation of labour costs moved to 80% (from 33%) to General Government – Asset Management Category. Corresponding decrease in labour costs will be seen in Infrastructure Service department and Water/Wastewater budget.

➤ NON LABOUR EXPENSES

- 2022 **INSURANCE COSTS** – **\$68,000 increase in costs.** As reported to Council earlier this year, the 2021/22 renewal came in with an 11% increase, or an additional \$18k. Furthermore we have included a cyber insurance policy costing \$48K/year in the budget.
- **LEGAL AND PROFESSIONAL FEES**
 - The 2021 budget included \$20K in fees for a Development Charges Study, which was budgeted to be funded with a transfer from sustainability reserve since it is a non-recurring cost. For 2022, this item has been carried forward, but removed from General Government and is now reflected in the Planning and Development department.
 - The 2022 budget for Council related professional fees has been increased by \$15K (\$5K to \$20K) as a result of recent trends in increased need for Integrity Commissioner services. Professional fees budget for human resources has also increased by \$5K due to cost trends.

POLICE, FIRE, EMERGENCY MANAGEMENT

**FIRE AND POLICE - BUDGET WORKSHE
WORKSHEET**


Date : Nov 10, 2021 Tim

For Period Ending 31-Oct-2021

	2021 BUDGET	2022 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
REVENUES	(51,000.00)	(46,800.00)	4,200.00
Expense			
LABOUR COSTS	312,219.00	378,927.00	66,708.00
POLICING CONTRACT & BOARD	1,372,614.00	1,439,411.00	66,797.00
TOOLS,EQUIPMENT, SUPPLIES	42,000.00	42,000.00	0.00
UTILITY COSTS	23,890.00	23,890.00	0.00
TRAVEL, TRAINING, EDUCATION	7,500.00	7,500.00	0.00
REPAIRS AND MAINTENANCE	9,000.00	9,000.00	0.00
VEHICLE COSTS	12,000.00	12,000.00	0.00
INSURANCE AND LICENSES	20,560.00	23,810.00	3,250.00
ADMINISTRATION/OFFICE COSTS	4,850.00	4,850.00	0.00
OTHER EXPENSE	6,500.00	6,500.00	0.00
INTEREST ON LONG TERM DEBT	7,870.00	5,397.00	(2,473.00)
Total Expense	1,819,003.00	1,953,285.00	134,282.00
Surplus/Deficit	1,768,003.00	1,906,485.00	138,482.00
REVENUES			
FIRE	(8,000.00)	(24,900.00)	(18,900.00)
POLICING	(45,000.00)	(21,900.00)	23,100.00
Total REVENUES	(51,000.00)	(46,800.00)	4,200.00

In late 2021, the municipality made some organizational changes which has resulted in the following changes:

	FORMER	NOW		
	PROTECTIVE SERVICES	PROTECTIVE SERVICES	BUILDING & BYLAW	PLANNING AND DEVELOPMENT
Fire	X	X		
Police	X	X		
Emergency Management	X	X		
Building	X		X	
By Law	X		X	
Animal Control	X		X	
Planning	X			X
Development				X
<i>Responsibility></i>	<i>Director of Protective Services</i>	<i>Director of Protective Services</i>	CAO	<i>Planner</i>

- Policing costs 2022 budget is based on 2022 estimates from the province and represents a **6.5% increase** over the prior year.
- Labour costs for fire and emergency management services have increased by \$67K as well. This represents the shift of wage costs for the Director position, formerly shared amongst 4 departments, now being fully recognized in Fire and Emergency Management services.

COMMUNITY SERVICES – RECREATION/PARKS

RECREATION BUDGET WORKSHEET



Date : Nov 10, 2021 Tim

For Period Ending 31-Oct-2021

	2021 BUDGET	2022 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
ARENA REVENUES	(144,800.00)	(139,800.00)	5,000.00
POOL REVENUES	(132,420.00)	(119,560.00)	12,860.00
FITNESS REVENUES	(76,650.00)	(71,750.00)	4,900.00
HALL REVENUES	(57,000.00)	(57,000.00)	0.00
OTHER REC REVENUES	(23,100.00)	(24,750.00)	(1,650.00)
EVENTS REVENUES - EVENTS BY REC DEPT	(13,000.00)	(13,000.00)	0.00
CRUNCH REVENUES	(5,000.00)	(5,000.00)	0.00
FUNDING AND GRANTS REVENUE	(104,083.00)	(43,476.00)	60,607.00
TRANSFERS FROM RESERVES	(30,000.00)	0.00	30,000.00
Total Revenue	(586,053.00)	(474,336.00)	111,717.00
Expense			
LABOUR COSTS	1,170,926.00	1,158,253.00	(12,673.00)
UTILITIES	374,200.00	354,900.00	(19,300.00)
INSURANCE & LICENSES	97,900.00	103,750.00	5,850.00
MATERIALS AND SUPPLIES	70,000.00	82,500.00	12,500.00
REPAIRS AND MAINTENANCE - GENERAL	81,000.00	83,500.00	2,500.00
POOL CHEMICALS - CHLORINE,ETC	19,000.00	19,000.00	0.00
REPAIRS-SPECIFIC(ZAMBONI, ICE PLANT,ET	26,000.00	26,000.00	0.00
SERVICE CONTRACTS/PURCHASED SERVICES	30,000.00	46,500.00	16,500.00
VEHICLES - OPERATIONS AND MAINTENANCE	5,700.00	6,200.00	500.00
EQUIPMENT - NEW AND REPLACEMENT	11,000.00	11,000.00	0.00
USE OF OWN EQUIPMENT - ALLOCATION	2,000.00	2,000.00	0.00
FITNESS PROGRAMS-CONTRACTS	14,920.00	14,947.00	27.00
TRAVEL, TRAINING, EDUCATION	24,000.00	24,050.00	50.00
ITEMS PURCHASED FOR RESALE-BAR/POOL	2,000.00	2,000.00	0.00
OFFICE AND ADMINISTRATION	18,750.00	18,750.00	0.00
INTEREST ON ONG TERM DEBT	69,764.00	49,069.00	(20,695.00)
CONTRIBUTIONS TO OTHERS	33,000.00	30,000.00	(3,000.00)
ADVERTISING	6,000.00	5,000.00	(1,000.00)
PROFESSIONAL FEES	115,000.00	0.00	(115,000.00)
OTHER	(25,030.00)	1,000.00	26,030.00
Total Expense	2,146,130.00	2,038,419.00	(107,711.00)
Surplus/Deficit	1,560,077.00	1,564,083.00	4,006.00

REVENUES

User Fee revenues have been adjusted, mostly downward to reflect historical trends (pre-covid) and/or expected reductions in usership going into 2022. Total reduction of \$21K or 4.6% on revenues of \$450K.

Non recurring revenues items such as Funding and Transfer from Reserves have been adjusted to remove 2021 one time revenues related to the Recreation Master Plan and the Community Outreach Plan (Funding \$104,083 and Reserve Transfers \$30,000)

2022 Funding of \$43,476 consists of \$31,500 for 60% funded marketing intern and \$12,000 summer student funding.

Please note – all JR A Hockey club revenues and expenses related to Box Seat activity and Liquor Sales were removed in 2021 as a result of new agreement with the club as well as the Municipal Alcohol Policy essentially removing the municipality from all activities in which it was directly selling alcohol. The only direct revenues and expenses left in the financials related to the Jr A team is 1) rental of the Bear's Den \$5,000/season 2) Ice User fees and 3) Fitness Centre memberships.

EXPENSES**➤ LABOUR**

- Budgeted 2022 Labour costs are \$12K less than the 2021 Budget.

Notable items:

- OPERATIONAL WORKFORCE ADJUSTMENTS – cost reductions \$36K - Replace 1 Full Time Equivalent Maintenance position with Labourer position, remove spare board costs, Replace Part Time Customer Service Rep with Full Time Customer Service Rep, remove remaining bartender labour costs includes formalizing ORGANIZATION WIDE FACILITIES MAINTENANCE ROLE – costs allocated to other dept facilities based on estimated usage (similar process to prior years but increases slightly to account for service to PBH and rental facilities)
- STUDENT LABOUR COSTS – organizational shift of responsibilities of Parks maintenance from Municipal Operations to Community Services – review of budgeted labour needs. 2021 Budget for student labour to maintain parks was \$54K. 2022 Budget is now \$23K representing a reduction in costs of \$31K. Furthermore revenues include for 4 students 4 x 3000= \$12K, no budgeted funding for this in 2021.
- POOL – Lifeguards – recommended increase in hourly wage which will result in \$12K in additional costs for the year. The department has had significant hiring and retention challenges. Furthermore market comparators indicate our rates are well below the norm – see appendix. New rates proposed as part of this budget process.

➤ NON LABOUR EXPENSES

- UTILITIES – decrease \$18K - expected cost reductions due to efficiencies/expecting lower consumptions
- MATERIALS & SUPPLIES – increase \$12K for Parks/Community Beautification
- SERVICE CONTRACTS – increase \$15K to provide for required preventative maintenance plan for various systems such as HVAC.
- CONTRIBUTIONS TO OTHERS - Total \$30K
 - includes \$20K dedicated to Community Partnership Plan Fund. Application based process with Council to review and award as part of the annual budget process.
 - Includes \$10K for Annual Canada Day fireworks on Lake Commando
 - Removed \$15K annual contribution to the Recreation Board. Finance has been advised that it is being recommended to Council to abolish this board. Furthermore, there is a significant Recreation Board reserve that is available to draw from for specific Special Events/Festivals as deemed necessary.
- PROFESSIONAL FEES – reduced \$115K - removed one time 2021 non recurring costs for Master Rec Plan and Community Outreach Plan. Offsetting Revenues included Funding and Transfers from Reserves
- INTEREST ON LONG TERM DEBT – reduced by \$21K or 30% - loan related to THEC build was renewed at a lower rate in early 2021.
- OTHER- Budget Reduction Line from 2021 removed - \$25K. This line represents general budget reductions from the prior year that resulted from the budget process. Departments are asked to identify the line items that they expect to achieve these savings or alternatively it is logged in a General Budget Reduction line. The department has achieved these budget reduction in other line items therefore it has been accounted for.

PLANNING AND DEVELOPMENT SERVICES

	2021 BUDGET	2022 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
REVENUE			
FEDERAL GRANTS	0.00	(2,994.00)	(2,994.00)
PROVINCIAL GRANTS	(6,088.00)	(5,088.00)	1,000.00
PLANNING DEPT FEES	(3,000.00)	(4,000.00)	(1,000.00)
TRANSFER FROM RESERVES	0.00	(35,769.00)	(35,769.00)
Total REVENUE	(9,088.00)	(47,851.00)	(38,763.00)
Expense			
EXPENDITURES			
LABOUR	150,866.00	106,464.00	(44,402.00)
TRAINING/TRAVEL	2,300.00	3,500.00	1,200.00
MATERIALS AND EXPENSES	18,800.00	9,670.00	(9,130.00)
PROJECT/PROGRAM COSTS	5,000.00	28,500.00	23,500.00
PROFESSIONAL AND LEGAL FEES	8,000.00	35,000.00	27,000.00
Total EXPENDITURES	184,966.00	183,134.00	(1,832.00)
Total GENERAL FUND	175,878.00	135,283.00	(40,595.00)

Number	GL Category Name	Sum(Amount)
8230	AGRICULTURE/REFORESTATION	1,200
8200	ECO DEVELOPMENT	79,584
8010	PLANNING & DEVELOPMENT	102,350
		183,134

➤ LABOUR

- Allocation/Budget shift adjustment – for 2022 we are no longer allocating a portion (40%) of the costs for the position of Director of Protective Services to Planning. \$59K budget shift from PLANNING to FIRE.
- Annualize Planner position. The 2021 budget reflected 9 months cost for this position, The 2022 budget has been annualized to provide for a full year of costs for the Planner position. – increase of \$14K

➤ NON-LABOUR

- New cost added for Community Improvement Plan – municipal portion of approved applications - \$26,000

- Moved Development Charges study - \$20K from GENERAL GOVERNMENT category to PLANNING. This is a carryover from 2021 budget and is funded from Reserves since it is non-recurring.

➤ **REVENUES**

TRANSFER FROM RESERVES - \$35,769

\$20,000 to be transferred from Sustainability Reserves to fund one time costs for Development Charges Study. \$20K of Professional Fees here is for this development charges study

\$15,769 is remaining balance in an Economic Development Reserve that can be applied here to help offset the \$26K in Community Improvements Plan costs budgeted at \$26K (and reflected in program costs above)

BUILDING AND BYLAW SERVICES

	2021 BUDGET FINAL	2022 BUDGET PROPOSED	CHANGE
GENERAL FUND			
Revenue			
REVENUES	(191,500.00)	(191,500.00)	0.00
Expense			
LABOUR COSTS	156,289.00	133,928.00	(22,361.00)
ANIMAL CONTROL	10,700.00	12,000.00	1,300.00
MATERIALS,EXPENSES,SUPPLIES	28,500.00	26,000.00	(2,500.00)
INTEREST ON LONG TERM DEBT	620.00	530.00	(90.00)
Total Expense	196,109.00	172,458.00	(23,651.00)
Surplus/Deficit	4,609.00	(19,042.00)	(23,651.00)

REVENUES DETAIL

	2021 BUDGET FINAL	2022 BUDGET PROPOSED	CHANGE
GENERAL FUND			
Revenue			
REVENUES			
PROVINCIAL OFFENCES SHARE OF FINES	(85,000.00)	(85,000.00)	0.00
BYLAW	(3,500.00)	(3,500.00)	0.00
BUILDING	(103,000.00)	(103,000.00)	0.00
Total REVENUES	(191,500.00)	(191,500.00)	0.00

➤ **LABOUR**

- Inflation based increase approximately \$2,000
- Reduction in labour is a result of budget shift to FIRE category. Director of Protective Services position no longer being allocated here

BUILDING SERVICES

For Period Ending 31-Oct-2021

	2021 BUDGET	2022 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
REVENUES	(103,000.00)	(103,000.00)	0.00
Total Revenue			
Expense			
LABOUR COSTS	88,197.00	85,895.00	(2,302.00)
MATERIALS,EXPENSES,SUPPLIES	13,950.00	13,950.00	0.00
INTEREST ON LONG TERM DEBT	620.00	530.00	(90.00)
Total Expense	102,767.00	100,375.00	(2,392.00)
Surplus/Deficit	(233.00)	(2,625.00)	(2,392.00)

BYLAW ENFORCEMENT

	2021 BUDGET	2022 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
REVENUES	(3,500.00)	(3,500.00)	0.00
Expense			
LABOUR COSTS	68,092.00	48,033.00	(20,059.00)
ANIMAL CONTROL	10,700.00	12,000.00	1,300.00
MATERIALS,EXPENSES,SUPPLIES	14,550.00	12,050.00	(2,500.00)
Total Expense	93,342.00	72,083.00	(21,259.00)
Surplus/Deficit	89,842.00	68,583.00	(21,259.00)

MUNICIPAL OPERATIONS (MO)

	2021 BUDGET	2022 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
REVENUES	(649,150.00)	(696,853.00)	(47,703.00)
Total Revenue	(649,150.00)	(696,853.00)	(47,703.00)
Expense			
LABOUR	1,582,968.00	1,620,873.00	37,905.00
CONTRACTS	234,000.00	266,500.00	32,500.00
EQUIPMENT USE COSTS -OM & A	236,500.00	237,500.00	1,000.00
MATERIALS & EXPENSES	198,300.00	173,800.00	(24,500.00)
UTILITIES	159,570.00	145,570.00	(14,000.00)
HIRED EQUIP/PURCHASED SERVICES	109,500.00	99,500.00	(10,000.00)
REPAIRS AND MAINTENANCE-EQUIP/BUILDING	183,300.00	178,300.00	(5,000.00)
TOOLS AND EQUIPMENT, NEW AND REPLACEME	11,500.00	10,000.00	(1,500.00)
ROAD REPAIRS AND SUPPLIES	135,000.00	190,000.00	55,000.00
INSURANCE AND LICENSES	109,951.00	113,151.00	3,200.00
PROFESSIONAL FEES	26,500.00	35,500.00	9,000.00
ADMINISTRATION AND OFFICE, MISC	32,379.00	21,210.00	(11,169.00)
TRAVEL, TRAINING, EDUCATION	14,850.00	17,150.00	2,300.00
INTEREST EXPENSE	126,644.00	140,163.00	13,519.00
FUTURE CLOSING COSTS	30,000.00	30,000.00	0.00
Total Expense	3,190,962.00	3,279,217.00	88,255.00
Surplus/Deficit	2,541,812.00	2,582,364.00	40,552.00

➤ LABOUR

- includes inflation based increases amounting to approximately \$26,000
- Includes budget shift of costs between various departments resulting in a **net increase** to labour costs in this department of **\$12K**.
 - Assets Coordinator. **Reduction in MO labor costs.** As of 2022, allocation/shift of labour costs moved to 80% (from 33%) to General Government – Asset Management Category. Corresponding decrease in labour costs will be seen in Infrastructure Service department and Water/Wastewater budget.
 - Labourers work at the Cemetary– **Reduction in MO Labor Costs.** Shift of \$28K from Municipal Operations to cemetery under the HEALTH Category, based on recent trends.

- Shared Community Services position for Maintenance/HVAC. **Reduction in MO Labour Costs.** See Recreation Operational Workforce comments.
- Allocation of shared resources with Water/Wastewater services reviewed for the Director, Supervisor, Engineering Technician and Clerk position at Municipal Operations. **Increase in MO Labour Costs.** Former allocation was 50/50 Municipal Operations/Water-Wastewater. New allocations 60/40 respectively.

➤ NON LABOUR

- INSURANCE COSTS – increase \$3K – annual renewal
- INTEREST EXPENSE - Increase of \$13K is a result of annualizing and allocating interest on new financing related to 2021 capital, reflected in the 2021 budget. Specifically Genier Road Surface Treatment project and 2021 roads portion of 2nd Street Reconstruction Project.

Notable Items:

- ROAD REPAIRS AND SUPPLIES – still includes \$25K Bridge Repairs for 3 bridges identified in Inspection Reports. This item originated in the budget in 2019 and has been carried forward to 2020,2021 and now 2022. This item is considered non-recurring and therefore funding from sustainability reserves has been dedicated.
- CRACK SEALING – increased to \$40K, from prior year budget of \$25K
- DUST CONTROL/CALCIUM – increased to \$80K, from prior year budget of \$40K
- CONTRACTS – increased RECYCLING processing and delivery costs - \$15K
- FUTURE CLOSURE COSTS - \$30K – This is essentially an accounting accrual/non cash based expenditure that does not directly affect the revenue requirements of this tax budget. It purports to estimate the annual average cost of closing/capping the existing footprint of the Fournier landfill in a few years. The information below is much more useful with respect to the funding requirements and plans for the closure of the Fournier Landfill.

CORPORATION OF THE TOWN OF COCHRANE

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2020

12. Landfill closure and post-closure liability:

Total landfill closure and post-closure care expenditures are estimated at \$1,141,000 (2019 - \$1,592,000). The estimated liability for these expenditures is recognized as the landfill site's capacity is used. To date, 81% of the site's capacity has been used.

Estimated total expenditures represent the sum of the discounted future cash flows for closure and post-closure care activities discounted at the Government of Ontario's real discount rate of (negative) 0.380% (2019 - 0.747%).

Closure will involve capping of the site with a compacted impermeable clay layer, a layer of topsoil, the re-introduction of a vegetative cover and the construction of surface drainage controls. Post-closure care will involve routine inspections, cap maintenance and groundwater sampling and analysis. The reported liability is based on estimates and assumptions with respect to events extending over a fifty year period using information available to management. Future events may result in significant changes to the estimated total expenditures, capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate, if and when applicable.

The estimated remaining capacity of the landfill site is 19% of its total estimated capacity and its estimated remaining life is 9 years, after which the period for post-closure care is estimated to be 25 years.

As of December 31, 2020 the Town has a reserve in the amount of \$1,037,000 dedicated for this purpose.

DEPARTMENT SPECIFIC REVENUES

	2021 BUDGET	2022 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
REVENUES			
LANDFILL FEES	(225,000.00)	(300,000.00)	(75,000.00)
FUNDING - RECYCLING	(108,000.00)	(108,000.00)	0.00
ACCESS TRANSIT	(45,000.00)	(45,000.00)	0.00
OTHER REVENUES/COST RECOVERY	(35,900.00)	(32,900.00)	3,000.00
ACCESS TRANSIT FUNDING	(30,000.00)	(30,000.00)	0.00
AIRPORT REVENUES	(144,250.00)	(155,953.00)	(11,703.00)
TRANSFER FROM RESERVES	(61,000.00)	(25,000.00)	36,000.00
Total REVENUES	(849,150.00)	(896,853.00)	(47,703.00)
Net Profit on Airport FUEL SALES	150,000	150,000	

SOLID WASTE DISPOSAL

LANDFILL OPERATIONS – 2022 Budget is based on continued in-house operations

TOWN OF COCHRANE

GL5411

PUBLIC WORKS - LANDFILL REV & EXPENSES

Date :



For Period Ending 31-Oct-2021

	PRIOR YEAR	CURRENT YTD	2021 BUDGET	2021 BUDGET	CHANGE
	ACTUAL = 2020	ACTUAL = 2021	ANNUAL	PROPOSED	
GENERAL FUND					
Revenue					
REVENUES					
LANDFILL USER FEES	(203,083.77)	(283,083.75)	(225,000.00)	(300,000.00)	(75,000.00)
MISCELLANEOUS REVENUES	(864.04)	(1,062.89)	(6,000.00)	(3,000.00)	3,000.00
Total REVENUES	(203,927.81)	(284,146.64)	(231,000.00)	(303,000.00)	(72,000.00)
Total Revenue	(203,927.81)	(284,146.64)	(231,000.00)	(303,000.00)	(72,000.00)
Expense					
EXPENSES					
CONTRACTOR	69,883.71	0.00	0.00	0.00	0.00
LABOUR	21,813.65	33,033.66	106,304.00	70,011.00	(36,293.00)
MATERIALS AND SUPPLIES	41,387.73	35,174.48	51,000.00	51,000.00	0.00
PROFESSIONAL FEES	35,626.86	7,202.05	6,000.00	6,000.00	0.00
OTHER EXPENSES	28,633.87	86,547.03	126,248.00	126,343.00	95.00
Total EXPENSES	197,345.82	161,957.22	289,552.00	253,354.00	(36,198.00)
Total Expense	197,345.82	161,957.22	289,552.00	253,354.00	(36,198.00)
Surplus/Deficit	(6,581.99)	(102,189.42)	58,552.00	(49,646.00)	(108,198.00)

AIRPORT

The first \$150,000 in profits generated by fuel sales at the airport are recognized as general revenues in the tax based budget and anything over \$150K is transferred to an Airport Infrastructure Reserve.

TOWN OF COCHRANE 2022 BUDGET REPORT

TOWN OF COCHRANE AIRPORT FINANCIALS

GL541

Date :



For Period Ending 31-Oct-2021

	PRIOR YEAR	CURRENT YEAR	CURRENT YEAR -		CHANGE
	ACTUAL 2020	ACTUALS 2021	2021	2022	
GENERAL FUND			BUDGET	PROPOSED BUDGET	
Revenue					
AIRPORT FEES AND SERVICE CHARGES	(122,197.14)	(201,771.31)	(144,250.00)	(155,953.00)	(11,703.00)
FUEL	(312,376.79)	(547,409.31)	(380,000.00)	(380,000.00)	0.00
Total Revenue	(434,573.93)	(749,180.62)	(524,250.00)	(535,953.00)	(11,703.00)
Expense					
OPERATING EXPENSES	140,755.10	164,737.82	140,561.00	139,720.00	(841.00)
FUEL	170,740.24	262,083.78	230,000.00	230,000.00	0.00
Total Expense	311,495.34	426,821.60	370,561.00	369,720.00	(841.00)
Surplus/Deficit	(123,078.59)	(322,359.02)	(153,689.00)	(166,233.00)	(12,544.00)

HEALTH SERVICES

DOCTOR RECRUITMENT, MUNICIPAL CONTRIBUTIONS TO PURCUPINE HEALTH UNIT, AMBULANCE COSTS – CDSSAB AND CEMETARIES

GL Category Number	GL Category Name	Sum(Amount)	Revenue & Expense
5000	HEALTH SERVICES REVENUES	-50,000	-50,000
5010	HEALTH SERVICES - CEMETERY CATHOLIC	28,398	726,041
5015	HEALTH SERVICES - CEMETERY CIVIC	25,412	
5005	HEALTH SERVICES - TRANSFER TO OTHERS	641,231	
	HEALTH SERVICES - DOCTOR RECRUITMENT	31,000	
		676,041	676,041

DOCTOR RECRUITMENT

The 2022 Budget includes new costs of \$31,000 for Doctor Recruitment, consists of:

- \$24,000 for Doctor Accommodation and Travel costs
- \$7,000 increase in compensation to Director of Human Resources while taking on the role of doctor recruitment

LAND AMBULANCE - CDSSAB

The Town of Cochrane has not received its 2022 municipal apportionment estimates from CDSSAB. We have assumed an inflationary increase of 2%. Land Ambulance falls under the HEALTH Category and the remaining Apportionment falls under SOCIAL AND FAMILY SERVICES Category.

The 2022 Budget reflects an increase of \$16K to the SOCIAL and FAMILY SERVICES Category and \$9K to HEALTH SERVICES.

		2020	2021	2021 by month 36,951	2022 estimate - at 2% 452,280 809,533 <hr style="border: 1px solid orange;"/> 1,261,813 increase of \$24,741
LAND AMBULANCE	1-4-5005-2714	429,223	443,412	66,138	
SOC ASSISTANCE	1-4-6090-2716	788,407	793,660		
		1,217,630	1,237,072	103,089	

ARD

PORCUPINE HEALTH UNIT

The Town of Cochrane has not received its 2022 municipal apportionment estimates from the Porcupine Health Unit. We have assumed an inflationary increase of 2%.

The 2022 Budget reflects an increase of \$4K, from \$185K to \$189K.

CEMETARY SERVICES

TOWN OF COCHRANE HEALTH - CEMETARIES - BUDGET

GL5410 Page :
Date : Nov 10, 2021 Time : 10:31



For Period Ending 31-Oct-2021

	2019 ACTUAL	2020 ACTUAL	2021 YTD ACTUAL	2021 BUDGET	2022 BUDGET	CHANGE
	ANNUAL	ANNUAL	YTD	FINAL	PROPOSED	
GENERAL FUND						
Revenue						
Total Revenue	(31,099.53)	(38,807.50)	(53,997.50)	(38,500.00)	(50,000.00)	(11,500.00)
Expense						
LABOUR	15,256.81	12,846.25	32,286.38	14,445.00	42,579.00	28,134.00
MATERIALS AND SUPPLIES	18,485.15	14,085.68	3,023.87	19,450.00	9,700.00	(9,750.00)
INTEREST ON LTD	2,419.14	2,173.22	1,373.11	1,864.00	1,531.00	(333.00)
Total Expense	36,161.10	29,105.15	36,683.36	35,759.00	53,810.00	18,051.00
Surplus/Deficit	5,061.57	(9,702.35)	(17,314.14)	(2,741.00)	3,810.00	6,551.00

SOCIAL AND FAMILY SERVICE – COCHRANE CHILD CARE CENTRES

The 2021 Municipal Budget was adopted with a full cost recovery model for the Cochrane Child Care Centres. Historically the Town of Cochrane subsidized these operations ranging from \$60,000 in recent years to as much as \$200,000 a few years back. Council has identified this service as a non-core, therefore discretionary municipal service.

The 2022 Draft Budget is also reflective of a full cost recovery model, although CDSSAB has not committed to this yet. Discussions are proceeding between the two finance teams to develop a business/funding model that allows the Town of Cochrane to run this service at no cost to the Municipality.

Council passed a motion earlier this year requesting the CDSSA Board explore taking on this service directly. We have not received any updates on the status or progress of this request.

For the purposes of the draft 2022 Budget, the total revenues and expenses are currently unchanged from the 2021 figures, which provided for full cost recovery. The details/make-up of these revenues and expenses will be adjusted in the near future, once the two finance teams have met and worked through the expenditures and necessary revenues. Meetings to commence November 17th.

SOCIAL AND FAMILY SERVICES – CONTRIBUTIONS TO CDSSAB

The Town of Cochrane has not received its 2022 municipal apportionment estimates from CDSSAB. We have assumed an inflationary increase of 2%. Land Ambulance falls under the HEALTH Category and the remaining Apportionment falls under SOCIAL AND FAMILY SERVICES Category.

The 2022 Budget reflects an increase of \$16K to the SOCIAL and FAMILY SERVICES Category and \$9K to HEALTH SERVICES.

	2020	2021	2021 by month	2022 estimate - at 2%
LAND AMBULANCE 1-4-5005-2714	429,223	443,412	36,951	452,280
SOC ASSISTANCE 1-4-6090-2716	788,407	793,660	66,138	809,533
	1,217,630	1,237,072	103,089	1,261,813
				increase of \$24,741

ARD

As information, here is the 2021 breakdown of the 2021 CDDASB apportionment to the Town of Cochrane

	2021 Revised %	2021 Revised Budget LEVY	Ontario Works 12.07%	Child Care 4.20%	Land Ambulance 35.84%	Social Housing 49.59%	Corporate Services Adj -1.70%	TOTAL 100.00%	NET Funding Receivable
Town of Cochrane	7.23%	\$ 1,237,072	\$ 149,353	\$ 51,913	\$ 443,412	\$ 613,410	\$ (21,016)	\$ 1,237,072	\$ 1,237,072

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

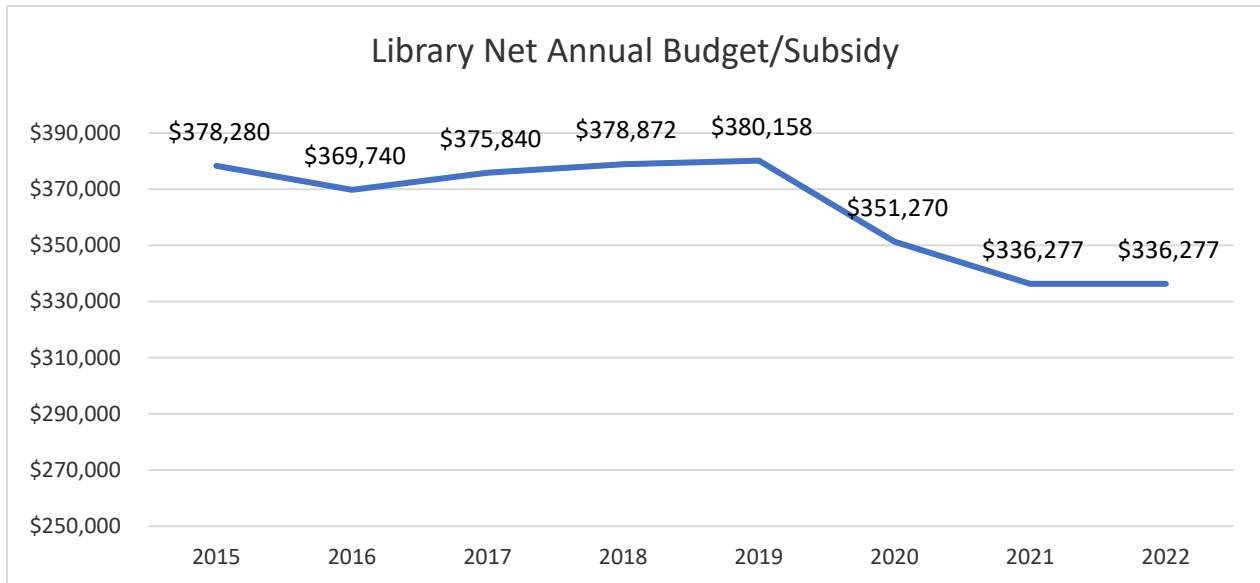



CHART 2

TOWN OF COCHRANE				
LIBRARY COMPARISON OF GRANTS AND EXPENSES TO COMPARABLE REGIONAL MUNICIPALITIES				
	Cochrane - 2022 BUDGET DRAFT	2020 FIR DATA		
		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
	made same as Hearst for this exercise			
Total Population	5,070	4,537	8,292	5,070

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	Time
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

Corporate Services is recommending the 2022 net deficit/subsidy to the Cochrane Polar Bear Habitat not exceed the 2021 budget, therefore remaining at \$380,000.

As part of the 2021 budget cost savings requirements, senior management committed to efforts to reduce the overall annual operating budget by \$120,000, or \$60,000 in 2021 with mid year implementation. Part of this reduction is being accomplished with use of Community Services staff to assist the PBH with its maintenance needs. Accordingly the net budgeted costs of the Cochrane Polar Bear Habitat was reduced by \$20,000 in 2021 and now sits at \$380,000. The Community Services department continues to be available to the Cochrane Polar Bear Habitat for maintenance needs.

Corporate Services has not received any feedback from the habitat with respect to changes within the make-up (details of specific revenues and expenses) of this \$380,000 deficit subsidy therefore the total revenues and total expenses reported in the 2022 draft budget are the same as 2021, ultimately providing for a net deficit/subsidy of \$380,000.

The details of the 2022 Budget when the department provides feedback, with the net deficit/subsidy not to exceed the 380,000

LONG TERM DEBT

The chart below indicates the annual debt servicing costs as a % of revenues for 2022 and 2023 based on the following assumption:

- 2022 – Tax Based Budget \$4 Million new Long Term Debt
- 2022 – Water/Waste Water Budget \$1.5 Million new Long Term Debt
- 2023 – Annualize 2022 debt servicing costs related to 2022 new debt
- 2023 – Tax and Water/Wastewater Budgets - \$2 Million new Long Term Debt

1. Debt Service Cost to Net Revenue Fund Revenues

This ratio is a measure of the principal and interest payable annually as a proportion of revenue fund revenues. It should not exceed a target of **10.0%**

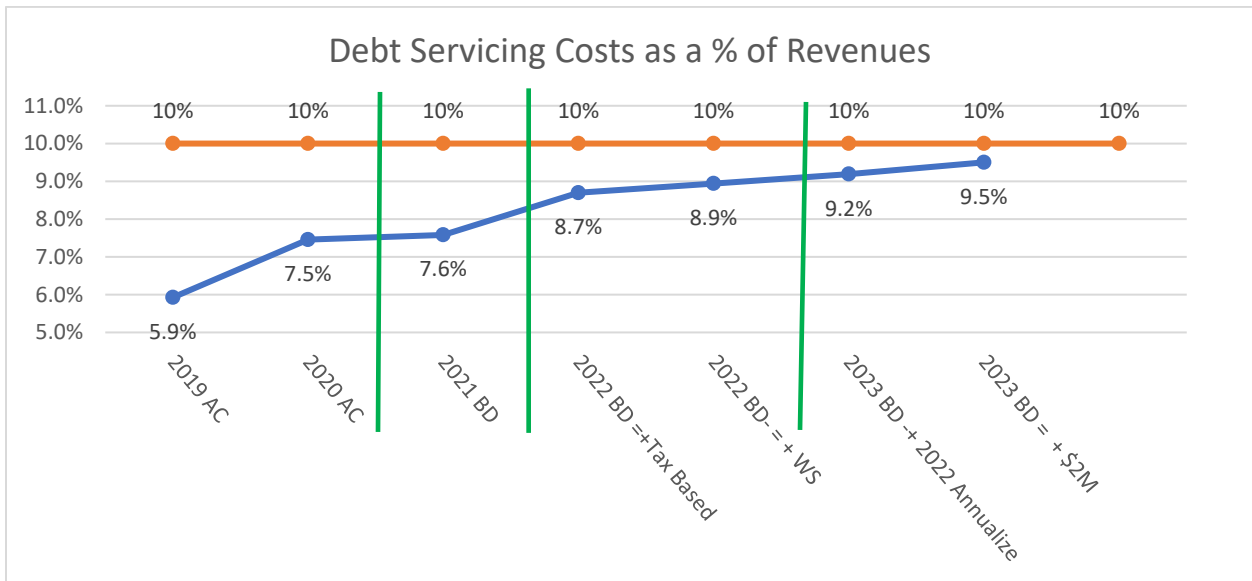
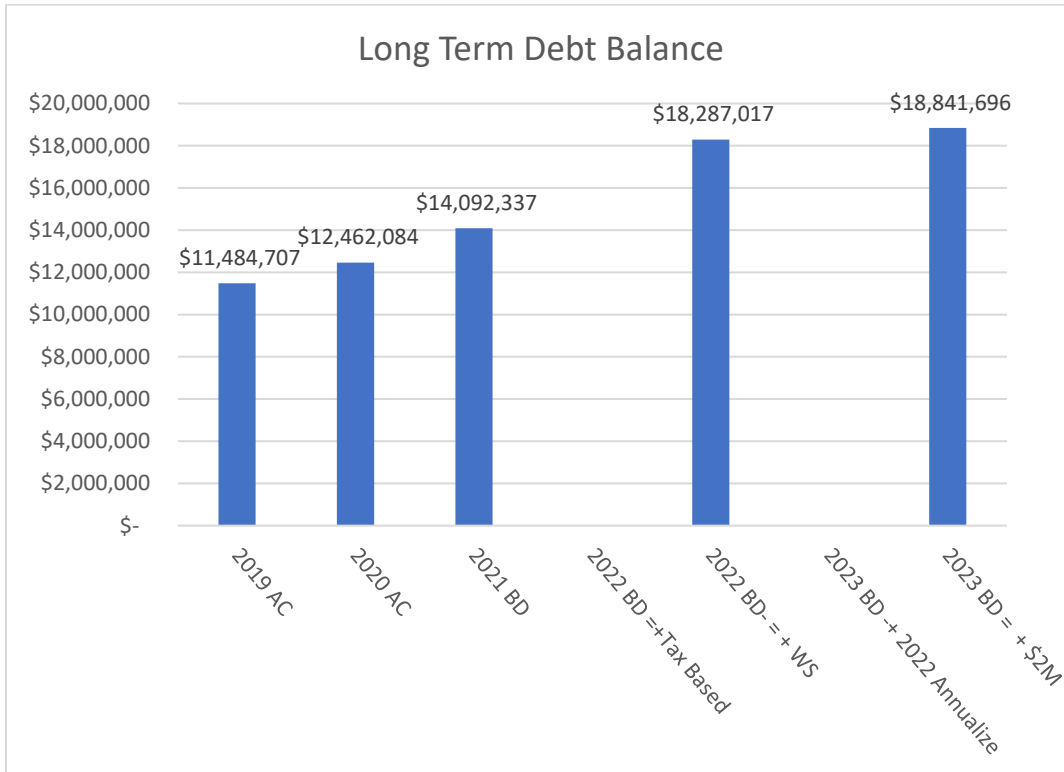
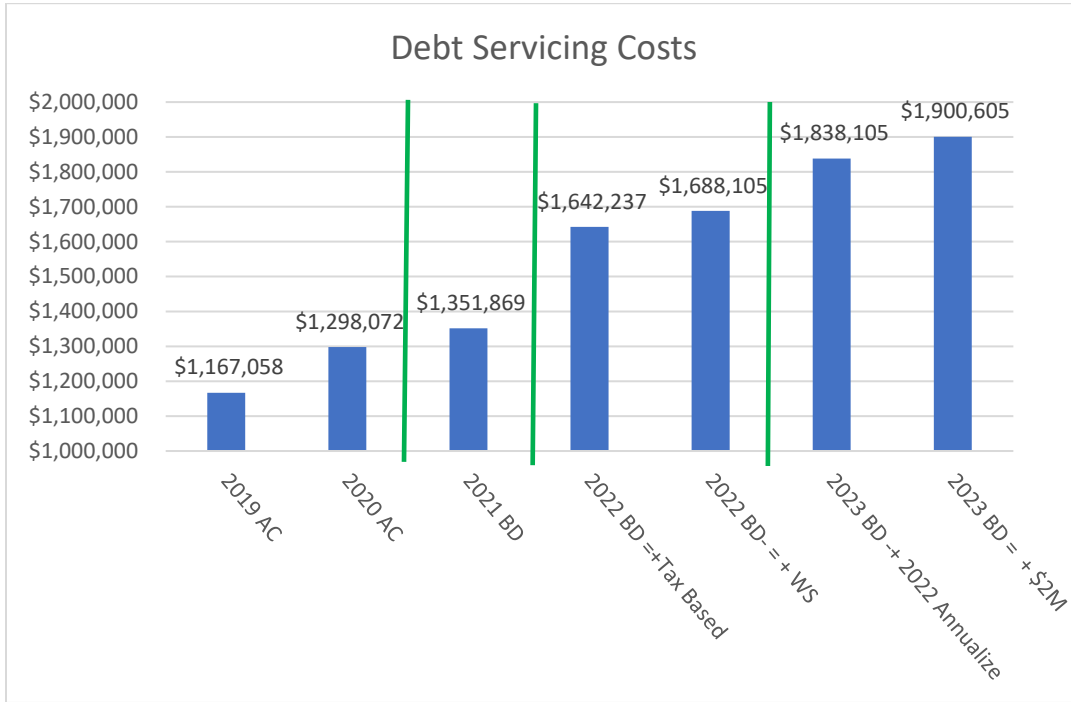


Chart below shows increases in annual debt servicing costs over the next few years based on the assumptions below. In 2023 the Town would be making principal repayments of close to \$1.5 Million annually.



RESERVES AND DEFERRED REVENUES FORECAST

	CAPITAL PURPOSE							OPERATING PURPOSE - PRIMARILY			
	DEFERRED REVENUES		RESERVES					Deferred Rev	RESERVES		
	GAS TAX (including Rents set aside re Gas Tax Multimodal)	OCIF	General Capital Reserve - Tax Based	Airport	Capital Reserve - Rental Properties	Capital Reserve - Water/Waste Water	Solid Waste Disposal - Landfill	Efficiencies Funding	Tax Rate Stabilization/Working Funds	Rec Board	Other (2020/2021 = master servicing plan)
Balance December 31, 2020	1,198,036	372,111	1,091,831	373,393	0	958,104	1,125,650	290,700	1,173,011	112,083	72,000
Jan 1, 2020 adjustments											
Book 2020 Surplus			504,325						206,044		
Reallocate			269,055						-269,055		
Balance Jan 1, 2021	1,198,036	372,111	1,865,211	373,393	0	958,104	1,125,650	290,700	1,110,000	112,083	72,000

Forecast changes 2021

Transfers via Operating Budget						70,000	750,000	115,000		76,800	72,000
New funds 2021	661,973	355,657									
Airport Fuel Profits in excess of \$150K				100,000							
EVACS PROFIT ?????			200,000								
USES											
CAP - SIDEWALKS											
CAP - RURAL GRAVEL LIFTS		-198,000									
CAP - GENIER RD	-231,220										
CAP - 579		-75,000									
CAP - HURON ENGINEERING	-111,208										
CAP - Con 6/7 BRIDGE - STRUCTURAL STUDY - CF to 2022 as own source											
CAP - Con 12/1 Bridge Renewal (since 2019) CF to 2022 as financed											
CAP - 2nd AVE - NAKITA/AURORA	-738,784										
OPS - Recreation Master Plan									-15,000	-15,000	
CAP - NAHMA ROAD - Engineering Design Stage			-70,000								
CAP - Upgrade Menaard Lake Rd re: NAHMA Bridge detour			-45,000								
CAP - WS - Engineering 2nd/3rd Laneway and 5th Street Sanitary Sewer							-96,937				
OPS - Facilities Audit									-135,000		
OPS - remaining Telephone system (Carryover 2020/2021)									-8,500		
OPS - Website Completion									-13,000		
Forecast Balance Dec 31, 2021	778,797	454,768	1,950,211	473,393	70,000	1,611,167	1,240,650	134,200	1,171,800	97,083	144,000

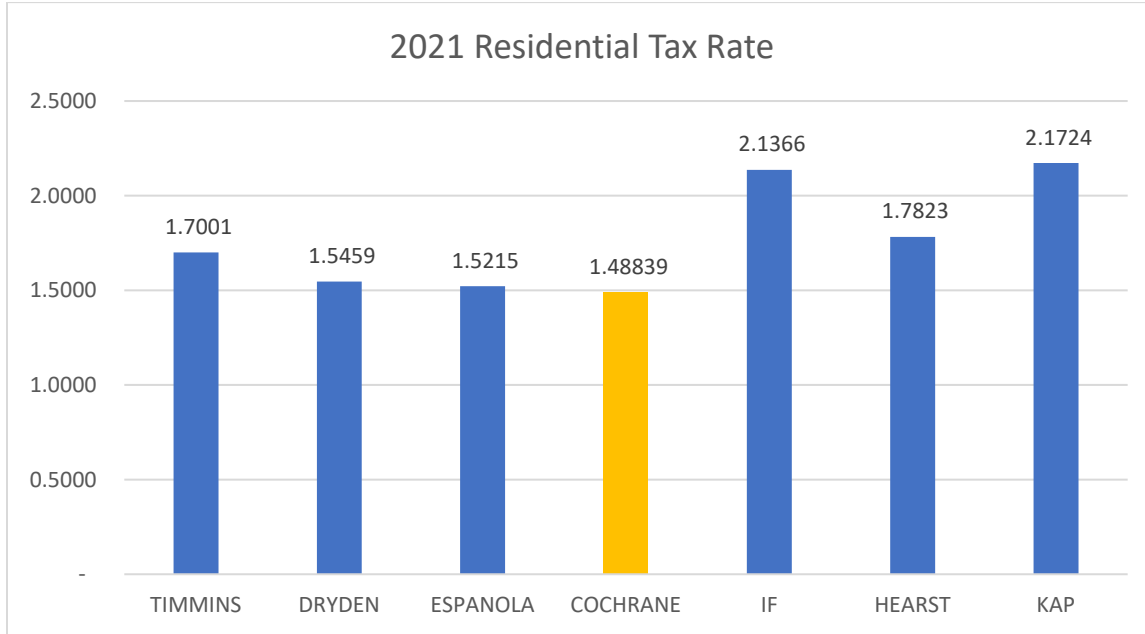
Forecast changes 2022

Transfers via Operating Budget						87,000	900,000	115,000		76,800	
New funds 2022	337,513	355,657									
		based on 2021 allocation - need 2022 allocation									
USES											
OPS - Elections (Sustainability Reserve)									-30,000		
OPS - Bridge Repairs (Sustainability Reserve)									-25,000		
OPS - Purchasing Agent (Deferred Revenue Efficiency Funding)									-80,000		
OPS - Development Charges Study (Sustainability Reserve)									-20,000		
CAP - HILLCREST PARK PLAYGROUND - replacement										-17,000	
CAP - 2nd AVE - NAKITA/AURORA - 2022 portion	-585,216		-350,000								
CAP - HURON RD ENGINEERING -			-89,000								
CAP - SIDEWALKS											
CAP - RURAL GRAVEL LIFTS		-200,000									
CAP - GENIER RD & 579 Phase 2/2		-545,000									
CAP - ASPHALT RESURFACING - PATCHES (from 2021)	-75,000										
CAP - NAHMA BRIDGE RD ENGINEERING - Construction Phase 2			-70,000								
AP - NAHMA BRIDGE RD Construction	-400,000										
CAP - EXTRICATION TOOL			-52,000								
CAP - Administration items (E-Billing and Cemetary Mgmt System)									-20,000		
CAP - WS - 5th Avenue Project (from 2021) - our portion							-360,000				
CAP - WS - 15/16th Laneway - WS Recons (from 2021)							-649,572				
CAP - WS - 2nd/3rd Ave Laneway - WS Reconst - 2 laneways (1/2 funds)							-1,100,000				
CAP - WS - L&S Liftstation Phase 2???											
CA - WS - Diffusers? (red circled 2021)											
Forecast Balance Dec 31, 2022	56,094	65,425	1,389,211	473,393	157,000	401,595	1,355,650	34,200	1,173,600	80,083	144,000

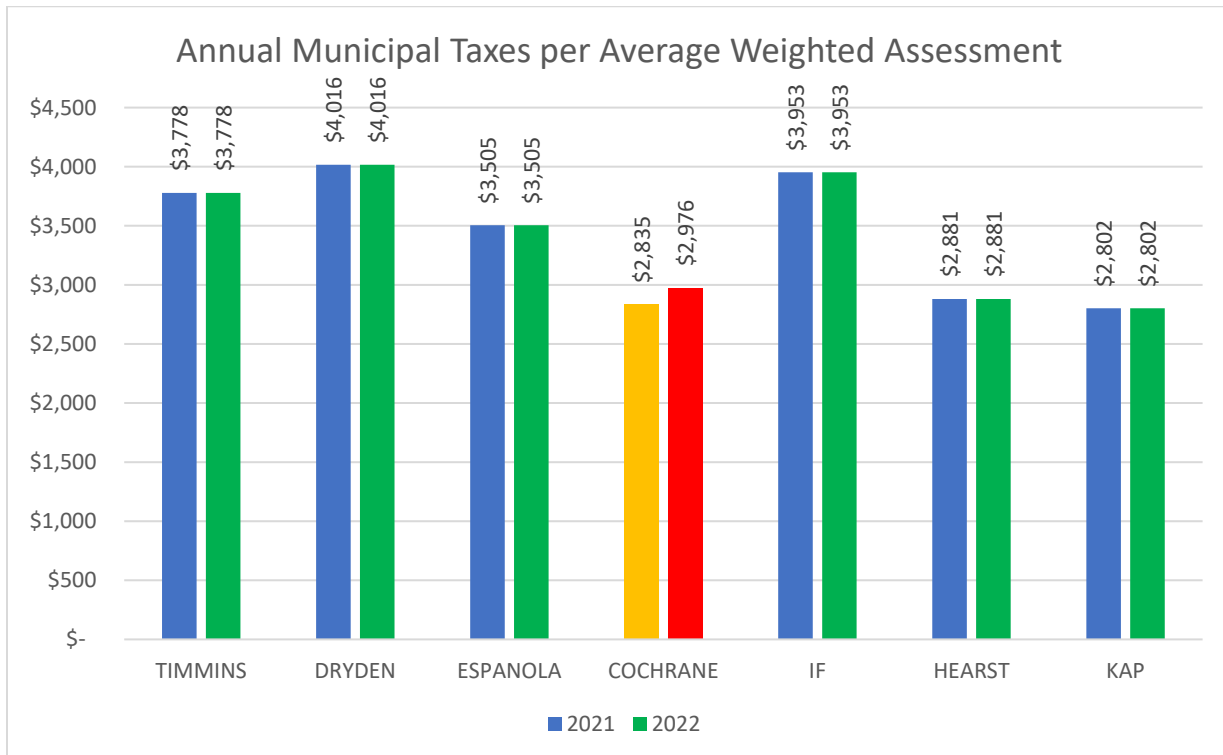
GIS System and Plasma Cutter

MINIMUM target			3,000,000						1,110,000		
Minimum Target Base			= 5 year average forecast tax based capital budget				Closure Costs		=5% of tax revenues + 5 % annual operating costs		

TAX COMPARISON TO OTHER MUNICIPALITIES



2022 BUDGET - With 5% increase – Cochrane rates are still significantly lower



Appendices

Appendix 1 – Summary of changes by department by major cost type

RECAP of Changes by Major item

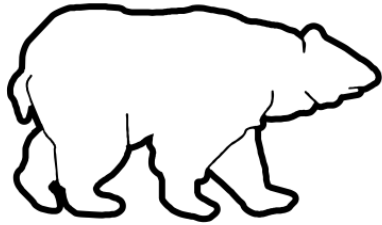
	TOTAL>	Inflation to Labour Costs/step increases	Labour - Budget Shifts between depts	Budget Shift with WS dept	Other Labour Adjs	External Tansfers/Partner Services	Insurance	General Materials & Expenses	Interest on LTD	Special Funding/Reserves	Transfers to Capital/Reserves and LTD	Revenues	Specific Items	Balancing - other net adjs		
					\$	Comments							\$	Comments		
OPERATING EXPENDITURES																
GENERAL GOVERNMENT (COUNCIL AND ADMINISTRATION)	\$ 171,891	\$ 28,000	\$ 36,000	\$ (20,000)	\$ 49,000	purchasing agent, offset by 80% funding yr 1 .IT	\$ 68,000		\$ (1,041)	\$ 10,000		\$ (13,000)	\$ 20,000	Professional Fees Council \$ (5,068)		
PROTECTIVE SERVICES - FIRE, POLICING, EMERGENCY MGMT	\$ 139,482	\$ 6,200	\$ 67,000		\$ (4,000)	fire crew members less	\$ 93,800	\$ 3,250	\$ (2,473)			\$ (19,000)		\$ (5,295)		
BUILDING AND BYLAW	\$ (25,651)	\$ 2,000	\$ (24,000)						\$ (90)					\$ (3,561)		
COMMUNITY SERVICES (RECREATION, CONTRIBUTIONS TO OTHERS)	\$ 4,262	\$ 23,000			\$ (19,000)	Lieguard wage increase 3.2%, offset by student costs and workforce changes& overall cost reductions	\$ 5,850	\$ (300)	\$ (20,595)	\$ (24,500)		\$ 21,000	\$ 12,500	Parks Beautification \$ 6,307		
PLANNING AND DEVELOPMENT	\$ (40,595)	\$ 1,500	\$ (54,500)					\$ 5,000		\$ (16,000)		\$ (2,000)	\$ 26,000	Community Improvement Plan funds \$ (595)		
MUNICIPAL OPERATIONS (ROADS,AIRPORT AND SOLID WASTE)	\$ 40,296	\$ 26,000	\$ (16,000)				\$ 3,200		\$ 13,519	\$ 36,000		\$ (83,703)	\$ 55,000	Dust Control & Crack Sealing \$ 6,280		
HEALTH SERVICES (PHU, LAND AMBULANCE and CEMETARIES)	\$ 66,976		\$ 28,000		\$ 7,000	Dr Recruitment HR increase	\$ 12,868		\$ (9,500)	\$ (333)			\$ 24,000	Dr Recruitment Travel & Accommdation Costs \$ 4,941		
SOCIAL AND FAMILY SERVICE - CHILD CARE CENTRES	\$ -													\$ -		
SOCIAL AND FAMILY SERVICE CONTRIBUIONS TO CDSSAB	\$ 15,873						\$ 15,873							\$ 0		
SOCIAL AND FAMILY SERVICES - OTHER/CLUBS/etc	\$ (4,000)												\$ (4,000)	CPP Application 2021 - Ag Society \$ -		
LIBRARY	\$ -													\$ -		
POLAR BEAR HABITAT	\$ -													\$ -		
OTHER PROPERTIES - FACILITY RENTALS, etc	\$ (59,171)							\$ 9,829				\$ (69,000)		Intermodal Rent of \$65K can now be recognized \$ -		
TOTAL OPERATING COSTS	309,363	86,700	36,500	-20,000	33,000	0	122,541	80,300	5,029	-11,013	5,500	0	-165,703	133,500	0	3,009
					\$ 16,500											\$ 5,525

Appendix 2 – Aquatic Wages Review

Aquatic Wages Evaluation

	Cochrane	Timmins	Hearst	I.F.	Kirkland Lake	New Liskeard
Head Lifeguard	\$16.70	\$20.19	\$22.70		\$18.00	\$18.00
Adult Lifeguard	\$18.53			\$23.10		
Student Lifeguard	\$15.47	\$17.89	\$18.16	\$14.25	\$18.00	\$17.50
Assistant guard	\$14.86	\$17.31			\$14.25	\$17.50
WSI-Swimming Lessons	\$16.08	\$17.89	\$19.80	\$15.36	\$17.50	
WSI-Adult			\$24.75			

Proposed New Rates and Classification:	2022	2023	2024	2025
Projected Increase		2%	2%	2%
Head Lifeguard	\$20.00	\$20.40	\$20.81	\$21.22
Lifeguard/WSI	\$18.00	\$18.36	\$18.73	\$19.10
Assistant Guard/Slide Attendant	\$16.00	\$16.32	\$16.65	\$16.98



ONTARIO, CA

COCHRANE

TOWN OF COCHRANE
2022 BUDGET FRAMEWORK

TAX BASED BUDGET

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BACKGROUND AND DISCUSSION

This report provides Council with the parameters on which staff will prepare the 2022 budget. The framework presented in this report will outline challenges and opportunities we foresee with the upcoming budget year and principles that have been recognized by Council that will be considered in its development.

- In 2020, Council adopted a Strategic Plan that has identified Fiscal Health as a main objective. This includes keeping debt low, maintaining healthy reserves to be prepared for the unexpected, stabilize our tax base with a sustainable municipal taxation program and to modernize our business practices to drive efficiencies and cost savings and or cost avoidance.
- In the 2021 Budget, Council took several significant steps to meet these objectives, including:
 - Implemented Year 1 of a multi-year capital revenue generating plan – that being a 1% capital levy tax 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. [#keepfuturedebtlow](#), [#healthyreserves](#), [#sustainabletaxation](#).
 - Committed to transferring 20% of annual rental facility revenues (approximates \$70K) to a dedicated reserve to fund future infrastructure renewal needs of these facilities. [#healthyreserves](#)
 - Maintained existing annual 1% dedicated transfer of funds (taxation revenues) to maintain sustainability reserves (established in 2017) [#healthyreserves](#), [#sustainabletaxation](#)
- In 2021, Council amended the Municipal Reserves Policy to include minimum and maximum targets for its key reserves – Sustainability Reserves and Infrastructure Renewal Reserves. [#keepfuturedebtlow](#), [#healthyreserves](#), [#sustainabletaxation](#).

Council has supported several efficiency initiatives, many of which have been funded through a dedicated one time efficiencies funding allocation from the province and several subsequent application based funding secured by staff through the Ontario Municipal Modernization Fund. [#modernization=efficient](#)

As part of the 2021 budget process, Council received an extensive trends and peer comparator review that highlighted the negative cumulative impact of keeping property taxes low while the municipality is subject to increases in costs, many of them out of the control of the municipality, and ongoing infrastructure renewal deficit needs in the Town of Cochrane. This review also highlighted that the Town of Cochrane has the lowest property tax rates among our peers, and is heavily reliant on debt or funding from other levels of government in order to pay for infrastructure work. The report also demonstrated that the municipality has made significant process in maintaining or reducing many of the costs that are within its control, either through efficiencies or adjustments to service levels, however a significant portion of its costs are not controllable (partner service providers – OPP, CDSSAB, Porcupine Health Unit, Inflation costs).

OPERATING

BASE BUDGET

Each year Council must consider impacts on the base budget. These budget drivers may include, but are not limited to:

- General inflation;
- Annualization of previous years initiatives;
- Insurance cost increases;
- increased transfers to Reserves and Reserve Funds to fund capital programs
- flow through cost increases (uncontrollable) from partnership services (OPP, CDSSAB, OPP, etc)
- Provincial funding level changes, including the Ontario Municipal Partnership Fund (OMPF) Grant
- Debt servicing costs – specifically new debt needs

Specifically, the Town of Cochrane 2022 budget will need the manage the following changes:

- While the currently the inflationary rate is trending quite high, economist predict that this is a temporary trend. What is unknown is how long this “temporary trend” is expected to last. If the impact is temporary then we might be able to weather the impact on the operating budget through sustainability reserves instead of building it into a permanent tax increase need or service level reduction. The municipality is recognizing inflationary increases in unit costs and cost of services across all services. Finance is working with the departments to identify such pressures and attempt to quantify it and its expected impact on the 2022 financial needs of current service levels.
- Annualize impact of the new/reassigned position - land use planner on the planning and development budget
- Annualize impact of administrative assistant position changes (Part time to Full time)
- Annualize impact of reduction in 1.5 FTE maintenance resources within the recreation and polar bear habitat workforce

- Incorporate Procurement Officer position into labour budget with offsetting 1 year funding from Efficiencies fund. Net impact for 2022 will essential be nil however the 2023 impact is unknown.
- Incorporate impact of new Senior Management group Compensation Grid approved by Council in early 2021, and incorporate impact, if any, of similar market comparator exercise for the remaining management positions.
- Finance has not been advised of any other significant workforce changes that would affect the base budget labour costs for 2022.
- The current Collective Agreement expires December 31, 2021 and the 2022 budget will be based on estimates.
- Insurance is one of the few known and quantifiable 2022 budget items at this time with additional costs of approximately \$40K representing an 0.6% property tax increase in itself.
- Landfill operations has seen significant changes in the last year, with both the move to in house operations and maintenance of this property and service and the installation of a scale and new user fee structure. At this point in time these changes appear to be having an overall position financial impact. Decisions need to make as to how this facility will be operated moving forward and the financial impact of this decision built into the 2022 budget.
- The revenue requirements (operating budget needs) will include additional debt servicing costs as a result of new long term debt to fund 2022 Capital. At this time we will include approximately new debt servicing costs related to \$1 Million in new financing. Fortunately rates are, and are expected to continue to be in the foreseeable future, incredibly low. \$1 Million borrowed at 2% for 15 years requires \$78K in annual debt servicing costs. This represents roughly a 1% property tax impact.

COVID 19 IMPACTS

The COVID-19 pandemic continues to have varying impacts on the town's finances. These financial impacts are extremely difficult to forecast as they are heavily dependent on so many variables, including government regulation on closures, restrictions when open and public reaction to restricted service offerings, and of course cost increases in providing services under these conditions.

As previously reported the province has provided SAFE RESTART (SRA) Funding to all municipalities and the town is grateful for the senior government support it has received to date. The Town of Cochrane has received \$430,888 to date and spent/used \$283,153 in 2020 to offset negative financial pressures from COVID, with the bulk of these funds being allocated

to the Polar Bear Habitat, Daycare and Recreation departments. The remaining SRA funds are carried over to 2021 and used to offset 2021 impacts and any funding not required in 2021 will be carried over into 2022.

While we are optimistic that given the current Provincial re-opening plan and vaccination rates that town services will largely be open by 2022, we recognize that a portion of this financial strain may continue into 2022 and beyond.

Similar to 2021, the 2022 budget will be based on a typical year but will include a summary of potential COVID-19 financial pressures and impacts should there be any.

TAXATION AND ASSESSMENT

The Town of Cochrane has seen assessment growth a follows in the past few years:

2019	\$1,367,429 = 0.3%
2020	\$3,388,592 = 0.7%
2021 FORECAST	\$4.1-\$4.M

Revenues from assessment growth were \$10K, \$55K for 2019 and 2020, and trending at \$72K for 2021 year to date

The 2022 budget includes revenues for assessment growth of \$45K, representing a five year average.

CAPITAL

2022 BUDGET

As mentioned above, inflation is trending high at the moment and while it is expected to be temporary, it has impacted 2021 projects significantly and we can expect similar impacts to 2022 capital costs.

We expect the 2022 capital budget to be heavily occupied by 2021 projects that were deferred or straddling over 2021 and 2022. As reported to Council, several 2022 planned projects have come in over budget and were approved to proceed at extra costs. Other projects have had to be deferred accordingly and will be rolled into the 2022 Capital Budget. At this time those projects include:

2nd Street/Nakita/Aurora – majority of earth work (water and wastewater and road base work) to occur in 2021 and the balance of the work will occur in 2022. Funds from 2022 has been committed by Council accordingly.

5th Street Storm Sewer – 2021 budgeted funds for this project were rolled into needs of 2nd Street/Nakita/Aurora therefore the municipal share of this project will need to be funded from 2022 Capital funds when it proceeds in 2022.

Other items that are expected to be proposed or built into the 2022 capital budget include:

- NAHMA Road Bridge
- annual rural gravel lifts and sidewalk replacement plans
- light vehicle replacements (pick ups for infrastructure services)
- heavy vehicle equipment – 1 unit – to be determined based on asset management plan
- Genier Road Resurfacing (Prime) – Phase 2
- Highway 579 Resurfacing (Prime) – Phase 2

Needless to say, these expenditures will be dependent on funds and current capital funds will not likely allow all of them to proceed in 2022.

MULTI YEAR BUDGETING/CAPITAL PLANS

While Council has not approved a multi year capital budget, they have been provided with multi year capital plans identifying the priority projects over the next five years. These plans are dynamic and will be adjusted to reflect new information as it becomes available. Such changes include:

NAHMA Road Bridge – recent inspection has required the bridge to be closed and full replacement is being recommended. This item was not identified in prior multi-year capital plans, is expected to have substantial cost and will be expected to be priority.

The Multi Year Roads plan had tagged the following items:

- ❖ Huron Rd. for renewal in 2022 however we now expect this will be moved to at least the 2023 bucket.
- ❖ Bridge Replacement 6/7 tagged for 2022 but we will likely not have the funds in 2022 to proceed

ASSET MANAGEMENT

Town staff has been working diligently on the various components required to roll out and maintain their asset management plan. 2021 progress includes the building/facility condition assessment which is reported to be at 50% complete and expected to be received soon. The information in this assessment will be used to plan and prioritize capital expenditure plans over the next many years. The 2022 Capital budget will need to reflect any priority items coming out of this assessment.

FUNDS FOR CAPITAL

Funding sources for 2022 capital are expected to be as follows:

- ✓ annual (so far) Dedicated Funding from senior governments (Gas Tax and Ontario Community Infrastructure funds) totalling approximately \$700K
- ✓ Special Funding – at this time the only special funding item with approved funding is 5th Street Storm Project
- ✓ Transfers from the Operating Revenues – 2021 total \$205K, up from \$135K in 2020 with the 1% 2021 capital tax increase, and 2022 will be \$278K with another 1% 2022 dedicated capital tax increase
- ✓ Reserves – as available and to be determine, not expected to be significant since Infrastructure reserve is still below the minimum target
- ✓ Financing – as available and to be determine – will build \$1 Million into the draft budget unless directed otherwise

SUMMARY – approximately \$2 Million TOTAL

2022 FORECAST TAX INCREASE

Staff will prepare the 2022 budget taking into account the budget pressures identified above.

The following table outlines the forecasted tax increase for 2022:

		2022 Forecasted Town Property Tax Increase	
		<i>V1 - as of Sept 23, 2021</i>	
		% of Taxes	\$ impact on \$166,000 ** Residential Assessment
2021 Municipal portion of property taxes >>>			\$ 2,470
<u>2022 IMPACT</u>			
Base Budget - *		3.1%	\$ 76
Additional Budget Pressures (OMPF reduction)		1.0%	\$ 25
Infrastructure Levy		1.0%	\$ 25
TOTAL INCREASE		5.1%	\$ 126
* includes estimated assessment growth			
** MPAC Median Single Family Detached			

Excerpt from 2021 Budget Financial Challenges Presentation to Council



ANNUAL OPERATING BUDGET CHALLENGE - Municipality needs to increase revenues, either through higher user fees and/or increased taxes to ADEQUATELY offset Non-Controllable Budget Pressures.

CURRENT YEAR CAPITAL FUNDING CHALLENGE- Municipality should implement minimum annual 1% increase for the next 10 years, dedicated to growing own source funds for current year capital infrastructure.

CAPITAL RESERVE FUNDING CHALLENGE - Municipality should implement minimum annual 1% increase for the next 10 years, dedicated to developing adequate tax based **capital reserve**.

3.5 %

1.0%

1.0%

5.0%
Minimum -
EACH YEAR

2020-12-08

15

PUBLIC INPUT TO THE 2022 BUDGET

We will be seeking Public Input to the 2022 Budget through the following avenues this year:

- ✓ Website – The public will be able to submit their input either through the new Citizen Request functionality and/or a survey questionnaire on the Town Website. This is expected to be available to the public by September 30th. Submissions will be provided to management and council for consideration as part of the 2022 budget deliberation process.
- ✓ Public Input Delegation at the next council meeting Oct 12, 2021 – residents can register with the clerk to address Council directly at the next Regular Council meeting of October 12, 2021

BUDGET TIMELINES

Below is a brief timeline of the 2022 budget process:

- Preparation and Reviews – Management Through to Oct 31, 2021
- Draft budgets release to Council First week of November, 2021
- Presentations to Council and Deliberations November 2021
- 2022 Budget Approval in principal Mid December, 2021
- Final approval of 2022 Budget January 2022