



ADMINISTRATIVE REPORT

CSD - 2023 Tax Based Budget

RECOMMENDATIONS/RESOLUTION:

THAT Council of the Corporation of the Town of Cochrane acknowledge receipt of the report titled "CSD - 2023 Tax Based Budget" as information.

RELEVANT POLICY\LEGISLATION:

Budget and Financial Controls Policy

February 3, 2023

Vanessa Vachon

CAO'S RECOMMENDATIONS:

Yes

Comments:

Monika Malherbe
CAO

DATE APPROVED BY COUNCIL:

RESOLUTION #:



ONTARIO, CA
COCHRANE
WONDERFULLY UNEXPECTED

DRAFT

2023 MUNICIPAL BUDGET



OPERATING & CAPITAL

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Introduction

The Town of Cochrane is pleased to provide its 2023 Operating and Capital Draft 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, child care, 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

In 2020, Council adopted a Strategic Plan identifying 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, Council took several significant steps to meet these objectives, including:

- 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

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. 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		\$1,933,682	\$2,059,483	\$125,801	277,325	307,210	29,885	1,656,357	1,752,273	95,916
PROTECTIVE SERVICES - FIRE, POLICING, EMERGENCY MANAGEMENT	\$ 2,125,743	\$1,953,285	\$1,985,942	\$32,657	46,800	37,900	-8,900	1,906,485	1,948,042	41,557
PROTECTIVE SERVICES - PROVINCIAL OFFENCES ACT (POA)		\$0	\$0	\$0	85,000	85,000	0	-85,000	-85,000	0
PROTECTIVE SERVICES - BUILDING		\$100,375	\$126,648	\$26,273	103,000	126,648	23,648	-2,625	0	2,625
PROTECTIVE SERVICES - BYLAW ENFORCEMENT		\$72,083	\$134,059	\$61,976	3,500	3,500	0	68,583	130,559	61,976
PLANNING	\$ 183,134	\$102,350	\$231,092	\$128,742	29,088	75,288	46,200	73,262	155,804	82,542
ECONOMIC DEVELOPMENT		\$80,784	\$127,051	\$46,267	18,763	15,769	-2,994	62,021	111,282	49,261
COMMUNITY SERVICES - PARKS, PROGRAMS, ARENA, POOL, FITNESS, EVENTS/HALLS, BEACH, CONTRIBUTIONS, etc.		\$2,038,419	\$2,216,088	\$177,669	474,336	493,390	19,054	1,564,083	1,722,698	158,615
MUNICIPAL OPERATIONS - ROAD MAINTENANCE, WINTER CONTROL, DITCHING, BEAVER CONTROL, RECYCLING, WASTE COLLECTION, etc.	3,509,217	\$2,809,312	\$2,997,459	\$188,147	162,900	263,400	100,500	2,646,412	2,734,059	87,647
MUNICIPAL OPERATIONS - AIRPORT		\$370,720	\$582,230	\$211,510	535,953	843,153	307,200	-165,233	-260,923	-95,690
MUNICIPAL OPERATIONS - LANDFILL		\$257,185	\$319,074	\$61,889	303,000	319,074	16,074	-45,815	0	45,815
MUNICIPAL OPERATIONS - DISABILITY TRANSIT		\$72,000	\$79,000	\$7,000	75,000	66,750	-8,250	-3,000	12,250	15,250
HEALTH SERVICES - PORCUPINE HEALTH UNIT, LAND AMBULANCE, DR RECRUITMENT		\$672,231	\$672,231	\$0			0	672,231	672,231	0
HEALTH SERVICES - CEMETERIES		\$53,810	\$54,770	\$960	50,000	51,000	1,000	3,810	3,770	-40
SOCIAL AND FAMILY SERVICE - CHILD CARE CENTRES		\$1,731,790	\$1,808,053	\$76,263	1,737,290	1,808,053	70,763	-5,500	0	5,500
SOCIAL AND FAMILY SERVICE - CDSSAB CONTRIBUTIONS		\$809,533	\$855,778	\$46,245	0	0	0	809,533	855,778	46,245
SOCIAL AND FAMILY SERVICES - CLUBS, OTHER		\$1,950	\$3,100	\$1,150	0	0	0	1,950	3,100	1,150
LIBRARY		\$376,810	\$374,227	-\$2,583	40,533	38,253	-2,280	336,277	335,974	-303
POLAR BEAR HABITAT		\$686,000	\$792,400	\$106,400	306,000	412,400	106,400	380,000	380,000	0
OTHER PROPERTIES - FACILITY RENTALS		\$87,153	\$93,609	\$6,456	524,338	578,307	53,969	-437,185	-484,698	-47,513
TOTAL OPERATING COSTS		\$14,209,472	\$15,512,294	\$1,302,822	4,772,826	5,525,095	752,269	9,436,646	9,987,199	550,553

5.8%

**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	\$426,079	\$147,279	115,000	115,000	0	163,800	311,079	147,279
Transfer to Capital		\$315,000	\$395,000	\$80,000				315,000	395,000	80,000
EXISTING LONG TERM DEBT + 2022 FORECAST to be borrowed mid-2023		\$1,162,037	\$1,230,416	\$68,379				1,162,037	1,230,416	68,379
2023 FORECAST BORROWING - tax based (includes interest)		\$112,416	\$27,431	-\$84,985				112,416	27,431	-\$84,985
less Portion of EXISTING LTD to be funded from WS		-\$296,493	-\$233,058	\$63,435				-\$296,493	-\$233,058	\$63,435
TOTAL CAPITAL/DEBT COMPONENT		\$1,571,760	\$1,845,868	\$274,108	\$115,000	\$115,000	\$0	\$1,456,760	\$1,730,868	\$274,108
FULL ACCRUAL BUDGETING - ADJUSTMENTS (included above but remove for determining revenue requirements)		\$ (53,950)	\$ (69,651)	\$ (15,701)				-\$53,950	-\$69,651	-\$15,701
TOTAL REVENUE REQUIREMENT (TOTAL NEEDS)		\$ 15,727,282	\$ 17,288,511	\$ 1,561,229	4,887,826	5,640,095	752,269	10,839,456	11,648,416	808,960

NON DIRECT = GENERAL REVENUES

ONTARIO MUNICIPAL PARTNERSHIP FUND	2,211,100	2,214,400	3,300
Contributions from Affiliates	230,000	230,000	0
MUNICIPAL ACCOMODATION TAX	80,000	80,000	0
GENERAL FUNDING/GRANT - including Power Dams Revenue	221,871	221,871	0
TRANSFER FROM RESERVES - 2022 forecast surplus	200,000	400,000	200,000
TOTAL NON DIRECT REVENUES	2,942,971	3,146,271	203,300

BALANCE of REVENUES is PROPERTY TAXES

7,896,485 8,502,145 605,660

7,349,931 7,975,276 < taxes prior years
546,554 526,869 SUBTOTAL NEED

(4% tax increase for 2022)	\$ 297,824	\$ 280,000	3.5% tax increase - Operating
(1% tax increase for 2022)	\$ 76,800	\$ 80,000	1% tax increase - Capital
	\$ 142,538	\$ 140,869	Growth
	\$ 29,392	\$ 26,000	3% increase - User Fees
	\$ 546,554	\$ 526,869	Additions
	\$ 0	\$ 0	REVISED VARIANCE

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.

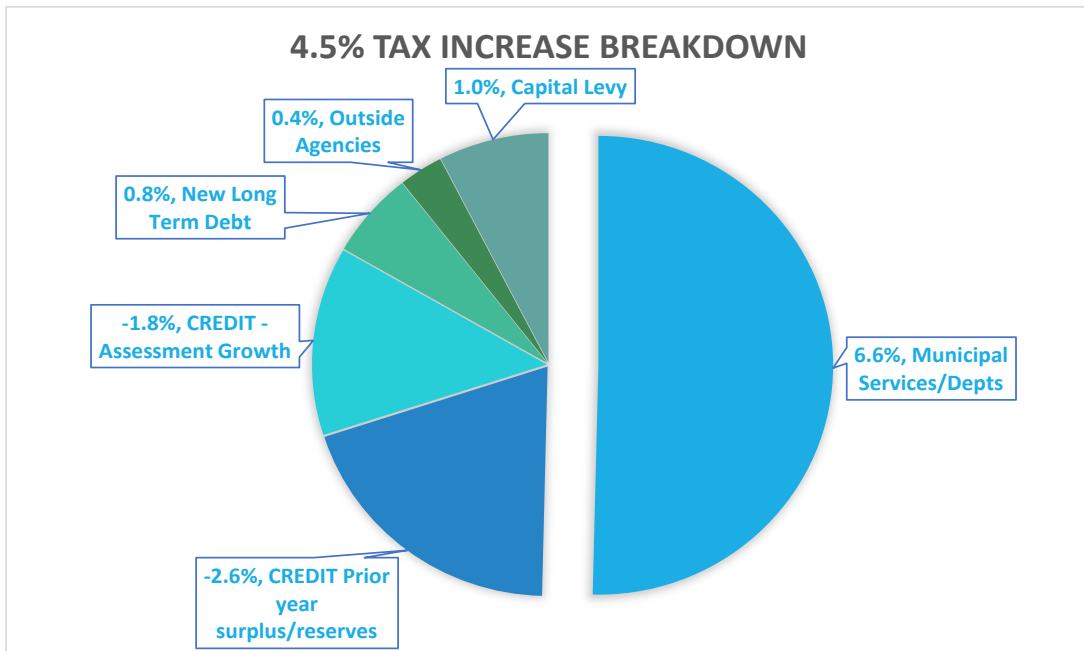
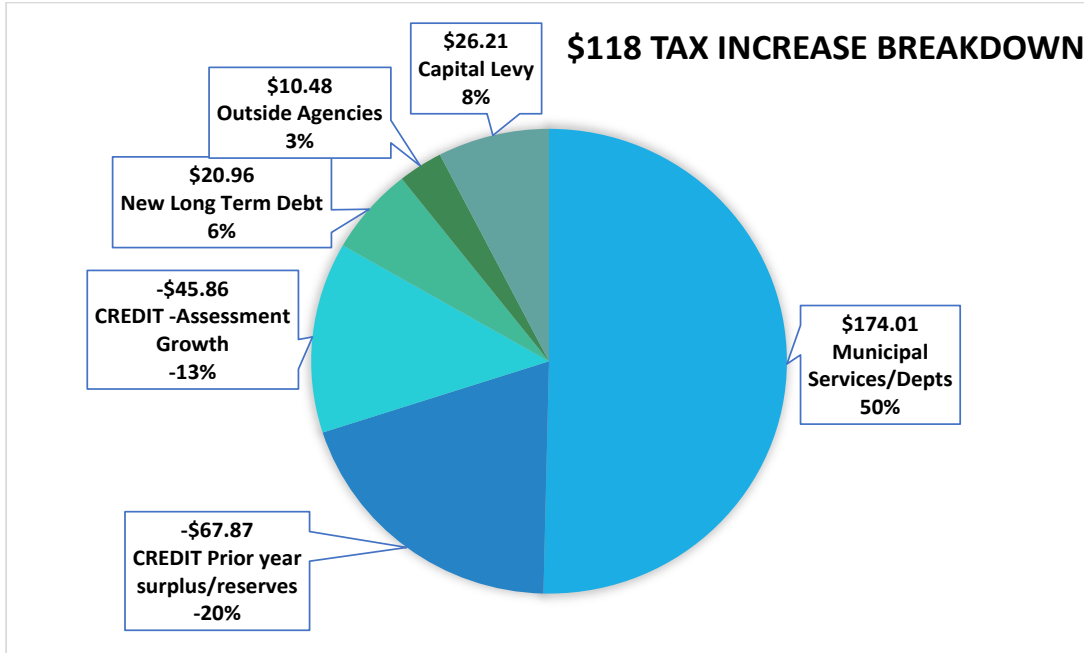
	2023 Forecasted Town Property Tax Increase	
	<i>V1 - as of Jan 31, 2023</i>	
	% of Taxes	Impact on \$167,000** Residential Assessment
2022 Municipal portion of property taxes >>>		\$ 2,467
<u>2023 IMPACT</u>		
Base Budget*	3.5%	\$86.35
Infrastructure Levy	1.0%	\$24.67
TOTAL INCREASE	4.5%	\$111.02
* includes 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 (Note 1)	\$167,000	\$2,739	\$118

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

As noted above, this proposed tax levy represents an estimated \$118 impact on a household assessment of \$167,000. The pie charts below provide



2023 Mitigation Items

The proposed budget includes the following tax increase mitigation items:

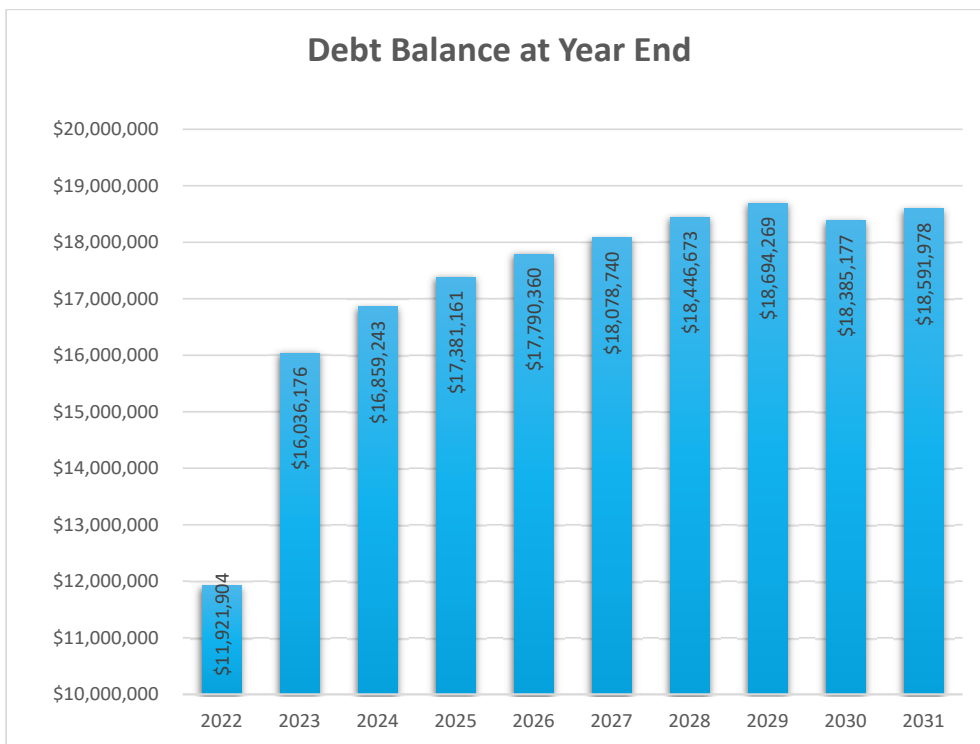
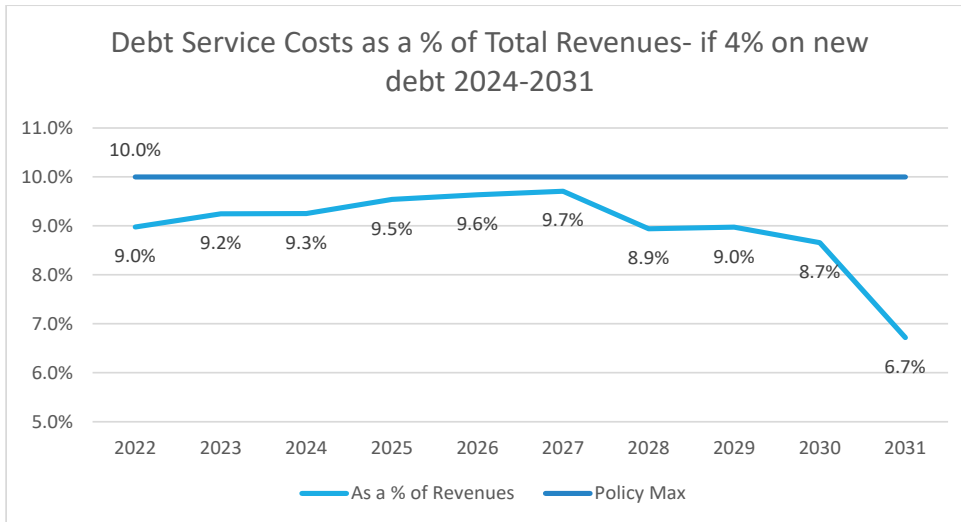
- New taxation revenues from assessment growth \$140K. This is the equivalent of 1.8% tax increase avoided and is considered recurring.
- Use of forecast 2022 operating surplus of \$400K (rolled forward into the 2023 budget). This is the equivalent of a 5% tax increase – essentially deferred at this time since this is a non-recurring revenue item.

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. The following graphs provide a snapshot of the municipality's

debt servicing cost trends from 2024 to 2031 with the assumption that interest rates for future capital are 4%, that tax-based revenues increase by 4% yearly, and that \$2M is borrowed annually with years 2030-2031 decreasing to \$1.5M.



➤ **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 (March 31 year-end) 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%

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

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 2022 - created Feb 2023

FORECAST 2022 - created Feb 2023

TOTAL>>>		SUSTAINABILITY		INFRASTRUCTURE RENEWAL							SPECIAL PURPOSE									
		Tax Rate Stabilization Reserve	Operating Stabilization Reserve Fund	Tax Based Infrastructure	Water	Sewer	Specific - Airport	Specific - Landfill Expansion	Specific - Rose Property	Specific - Rental Properties - new 2021	REC - Rec Board Special Events	Building Permit Stabilization Reserve	Economic Development	Sick Leave & Retirement Reserve	Library Board	PBH - Heritage Village	Master Service Plan - Infrastructure - Roads and WS	Commemorative Program		
		OBJECT CODE>>	9801	9802	9810	9813		9811	9812	9814	9861	9850		9856	9851	9852	9584	9857	9858	
Balance December 31, 2022			\$375,502.00	\$724,004.70	\$2,389,961.31	\$1,215,744.12	\$0.00	\$536,880.32	\$1,429,896.02	\$18,533.01	\$165,902.00	\$77,677.75	\$51,850.81	\$15,768.76	\$1,318.00	\$37,783.64	\$16,551.31	\$144,000.00	\$7,964.46	
JV Jan 2023 reallocation			\$400,000.00																	
Balance December 31, 2022	previous tab	\$7,609,338.21	\$775,502.00	\$724,004.70	\$2,389,961.31	\$1,215,744.12	\$0.00	\$536,880.32	\$1,429,896.02	\$18,533.01	\$165,902.00	\$77,677.75	\$51,850.81	\$15,768.76	\$1,318.00	\$37,783.64	\$16,551.31	\$144,000.00	\$7,964.46	
SUMMARY																				
2023	OPERATING	TR TO RESERVES	1-4-xxxx-9000's	\$1,329,088.00	\$0.00	\$0.00	\$80,000.00	\$900,000.00	\$0.00	\$113,500.00	\$115,000.00	\$0.00	\$96,940.00	\$0.00	\$23,648.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		TR FROM RESERVES		-\$603,769.00	-\$400,000.00	-\$175,000.00	\$0.00	\$0.00	\$0.00	-\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$15,769.00	\$0.00	-\$3,000.00	\$0.00	\$0.00	\$0.00
		NET OPERATING TRANSFERS		\$725,319.00	-\$400,000.00	-\$175,000.00	\$80,000.00	\$900,000.00	\$0.00	\$103,500.00	\$115,000.00	\$0.00	\$96,940.00	\$0.00	\$23,648.00	-\$15,769.00	\$0.00	-\$3,000.00	\$0.00	\$0.00
	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			-\$1,514,500.00	\$0.00	\$0.00	-\$1,507,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$7,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
NET OPERATING TRANSFERS			-\$1,514,500.00	\$0.00	\$0.00	-\$1,507,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$7,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Balance December 31, 2023			\$6,820,157.21	\$375,502.00	\$549,004.70	\$962,461.31	\$2,115,744.12	\$0.00	\$640,380.32	\$1,544,896.02	\$18,533.01	\$255,842.00	\$77,677.75	\$75,498.81	-\$0.24	\$1,318.00	\$34,783.64	\$16,551.31	\$144,000.00	\$7,964.46
			\$6,744,658.40	\$924,506.70					\$5,537,856.78							\$282,294.92				



FORECAST 2022 - created Feb 2023

OPERATING	TR to RESERVES	Investment Income - TAX BASED		\$0.00																	
		Investment Income -WS BASED		\$0.00																	
		VARIOUS - TAX BASED	2023 BUDGET	\$429,088.00			\$80,000.00			\$113,500.00	\$115,000.00		\$96,940.00		\$23,648.00						
		VARIOUS - WS BASED		\$0.00																	
				\$0.00																	
				\$0.00																	
		2021 WS Surplus		\$900,000.00			\$900,000.00														
		2021 Tax Based Surplus		\$0.00																	
				\$0.00																	
		TOTAL TR to RESERVES		\$1,329,088.00	\$0.00	\$0.00	\$80,000.00	\$900,000.00	\$0.00	\$113,500.00	\$115,000.00	\$0.00	\$96,940.00	\$0.00	\$23,648.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TR from RESERVES	To stabilize inflation increases	2022 SURPLUS	-\$400,000.00	-\$400,000.00																	
	LAS Road & Sidewalk Assessment	2023 BUDGET	-\$15,000.00		-\$15,000.00																
	Stormwater Collection System CCTV	2023 BUDGET	-\$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	-\$15,769.00											-\$15,769.00							
	Airport inspection	2023 BUDGET							-\$10,000.00												
	Recurring as needed for computers	2023 BUDGET	-\$3,000.00														-\$3,000.00				
TOTAL TR FROM RESERVES	2023 BUDGET	-\$593,769.00	-\$400,000.00	-\$175,000.00	\$0.00	\$0.00	\$0.00	-\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$15,769.00	\$0.00	-\$3,000.00	\$0.00	\$0.00	\$0.00		
CAPITAL	TR to RESERVES	TOTAL TR to RESERVES																			
	TR from RESERVES	Pre-approved Garbage Truck	2023 CAPITAL B	-\$405,000.00		-\$405,000.00															
		Infrastructure Garage Upgrades	2023 CAPITAL B	-\$232,500.00		-\$232,500.00															
		Rural Guard Rail Replacement	2023 CAPITAL B	-\$60,000.00		-\$60,000.00															
		Con 2&3 Surface Treatment - Genier Rd to Hwy 579	2023 CAPITAL B	-\$200,000.00		-\$200,000.00															
		Huron Road Reconstruction - Construction & Engineering (17th Ave to Genier Rd)	2023 CAPITAL B	-\$275,000.00		-\$275,000.00															
		Concession 6/7 Bridge Rehabilitation - Construction & Engineering	2023 CAPITAL B	-\$125,000.00		-\$125,000.00															
		4th St Road Reconstruction - Engineering	2023 CAPITAL B	-\$110,000.00		-\$110,000.00															
		13th, 14th, 15th Ave - Road Reconstruction Engineering	2023 CAPITAL B	-\$100,000.00		-\$100,000.00															
				\$0.00																	
		First Ave Building Furnaces	Approved by Resolution in Jan 2023 / 2023 Budget	-\$7,000.00										-\$7,000.00							
		WS Principal portion LTD		\$0.00																	
				\$0.00																	
		WATER/SEWER - VARIOUS		\$0.00																	
		TOTAL TR FROM RESERVES		-\$1,514,500.00	\$0.00	\$0.00	-\$1,507,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$7,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

**TOWN OF COCHRANE
RESERVE ADEQUACY AND TARGETS WORKSHEET**

BUDGET BASE	RESERVES DESCRIPTION	GENERAL TARGET MEASURE	AS OF 31 DEC 2022 THIS REPRESENTS	Balance 31 Dec 2022	Forecast 31 Dec 2023	% of Minimum Range	% of Maximum Range	Basis as at Dec 31, 2021	MIN	MAX
TAX BASED SERVICES	Tax Rate Stabilization Reserve	Equivalent to 5-10% of tax revenues	\$375,000 - \$750,000	\$ 775,502	\$ 375,502	207%	103%	\$ 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	\$ 724,005	\$ 549,005	194%	97%	\$ 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	\$ 2,389,961	\$ 962,461	60%	60%	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000
	SPECIFIC RESERVES - TARGET									
	Landfill Reserve	Landfill Closure/post closure liability	\$1,730,000	\$ 1,429,896	\$ 1,544,896	83%	83%	\$ 1,730,000	\$ 1,730,000	\$ 1,730,000
				\$ 5,319,364	\$ 3,431,864	78%	67%		\$ 6,837,707	\$ 7,945,414
WATER SERVICES	Operating Reserve	Equivalent to 5-10% of rate revenues	\$100,000 to \$200,000	\$ 100,000	not updated	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	\$ 507,872		25%	25%	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
WASTE WATER SERVICES	Operating Reserve	Equivalent to 5-10% of rate revenues	\$70,000 to \$140,000	\$ 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	\$ 537,872		27%	27%	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
TOTAL RATE BASED SERVICES			\$2,565,000 to \$2,730,000	\$ 1,215,744	\$ -	29%	28%		\$ 4,170,000	\$ 4,340,000
COMBINED				\$ 6,535,108					\$ 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)

RESERVES IDENTIFIED ABOVE without CTS	2021	\$ 6,535,108	30.2%
			36.4%
PER MINISTRY FINANCIAL INDICATORS REPORT 2020	CONSOLIDATED	\$ 4,915,979	22.7%
	REMOVED CTS	\$ 4,915,979	27.4%

2020 FIR COSTS

\$ 21,652,377

\$ 21,652,377

\$ 17,944,537

Indicator	Ranges	Actuals	North - Population > 2500 <= 10000		Level of Risk	
Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses	Low: > 20% Mod: 10% to 20% High: < 10%		Median	Average		
		2016	20.6%	32.8%	39.2%	LOW
		2017	15.8%	35.8%	41.4%	MODERATE
		2018	17.2%	35.2%	43.1%	MODERATE
		2019	18.1%	42.2%	51.1%	MODERATE
		2020	22.7%	45.1%	53.8%	LOW

**CORPORATION OF THE TOWN OF COCHRANE
RESERVES ACTIVITY**

		2022 Final Budget	2023 Proposed Budget
CONTRIBUTIONS FROM SPECIFIC RESERVES	Economic Development Reserve	\$15,769	\$15,769
	Sustainability Reserve = (2020- forecast 2019 surplus)	\$0	\$0
	Sustainability Reserve - operating reserve - Development Charges Study (\$20K) and Population & Housing Growth Study (\$30K)	\$20,000	\$50,000
	Rec Board - Rec Master Plan		
	Transfer from Operating Reserve for Municipal Portion of Recreation Master Plan		
	Use Operating Reserve for Election costs - since non recurring	\$30,000	\$0
	Airport Reserve - Inspection - since non recurring		\$10,000
	Building Reserve		
	Landfill Reserve		
	Transfer From Operating Reserve for LAS Road & Sidewalk Assessment (\$15K), Stormwater Collection System CCTV (\$35K), Garage Repairs (\$50K), bridge repairs (\$25K) - since non recurring	\$25,000	\$125,000
	Library Reserves for Computers	\$3,000	\$3,000
TOTAL TRANSFERS <u>FROM</u> RESERVES IN operating budget		\$93,769	\$203,769
CONTRIBUTIONS TO SPECIFIC RESERVES	SUSTAINABILITY RESERVES - RECURRING - effective 2017 = 1% of tax revenues	\$76,800	\$76,991
	RECURRING ENVIRONMENTAL FEE to Landfill Future Closure Costs Reserve	\$115,000	\$115,000
	RECURRING AIRPORT - Improvement Fees and Fuel Sales over \$150K to Airport Reserve		\$113,500
	RECURRING -Transfer 20% of NET Rental Properties Revenues to a new Infrastructure Reserves for such properties. Effective 2021 Budget - for 2022 20% of \$425K - for 2023 20% of \$494K	\$87,000	\$96,940
	NEW - Establish a Building Permit Stabilization Reserve per The Building Code Act amendments (through Bill 124) where we need to apply excess building permit revenues to cover building activities (entries have been made to move profits from 2021 and 2022 to the reserve)		\$23,648
TOTAL TRANSFERS <u>TO</u> RESERVES IN operating budget		\$278,800	\$426,079
NET INCREASE (DECREASE) In Reserves related to this OPERATING BUDGET		\$185,031	\$222,310

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
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
REVENUES	(277,325.00)	(307,210.00)	(29,885.00)
Total Revenue	(277,325.00)	(307,210.00)	(29,885.00)
Expense			
GENERAL GOVT - LABOUR	1,562,849.00	1,576,533.00	13,684.00
MPAC ASSESSMENT SERVICES	74,524.00	73,087.00	(1,437.00)
TRAVEL, TRAINING, EDUCATION	38,500.00	79,950.00	41,450.00
INSURANCE and LICENSES	137,100.00	126,200.00	(10,900.00)
UTILITIES	36,210.00	44,760.00	8,550.00
ADVERTISING	14,000.00	12,500.00	(1,500.00)
PROFESSIONAL FEES	37,000.00	47,000.00	10,000.00
LEGAL FEES	35,000.00	35,000.00	0.00
AUDIT FEES	31,000.00	31,000.00	0.00
CONTRACTS AND PURCHASED SERVICES	3,000.00	5,000.00	2,000.00
REPAIRS AND MAINTENANCE, JANITORIAL, E	26,000.00	48,000.00	22,000.00
OFFICE OPERATING COSTS - COMPUTERS, ET	173,610.00	211,755.00	38,145.00
TAX WRITE OFFS AND REGISTRATION COSTS	700.00	2,500.00	1,800.00
MEMBERSHIPS, DUES, ETC	8,700.00	8,700.00	0.00
DONATIONS	2,500.00	2,500.00	0.00
OTHER	5,500.00	6,500.00	1,000.00
ALLOC GEN ADMIN COSTS - WS	(255,943.00)	(255,943.00)	0.00
INTEREST COSTS	3,432.00	4,441.00	1,009.00
Total Expense	1,933,682.00	2,059,483.00	125,801.00
Surplus/Deficit	1,656,357.00	1,752,273.00	95,916.00

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

Notable Items:

➤ Labour

- \$11K – Added 2 new student positions dependent on funding availability. One would help with digitizing records in coordination with the Clerk/HR. The other would help with the organization of inventory and purchasing. There are a number of tasks requiring attention and students would be a great help, in addition to providing them with work experience.
- \$7K – OMERS for non-full-time employees (summer students and Members of Council)
- \$35K – Inflation / Step increases and or adjustments
- -\$44K – Reduction of allocation to affiliate for IT services offset by vacancies in the department
- -10K – Insurance has increased however our Cyber Liability estimate was over-budgeted in 2022 and now adjusted to actual resulting in a net savings for 2023
- \$41K – Travel, training, and education has been re-adjusted to pre-Covid estimates (savings for budgeted in prior years to account for travel restrictions)

Protective Services – Fire, Policing, Emergency Management

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

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

Notable Items:

- Labour
 - \$5K – Inflation / Step increases and or adjustments
 - -\$5K – Removed Summer Student budgeted at 50% in 2022 Budget – The Fire Department has not hired a summer student in a few years

- \$19K – 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.
- **-\$11K** – 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.
- \$4K – Insurance
- \$8K - Travel, training, and education has been re-adjusted to pre-Covid estimates (savings for budgeted in prior years to account for travel restrictions)

Protective Services – Provincial Offences Act (POA), Building, By-Law

TOWN OF COCHRANE

PROVINCIAL OFFENCES ACT

GL5410

Date : Feb 03, 2023

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Time : 9:20 am



For Period Ending 31-Dec-2022

	2022 BUDGET	2023 BUDGET	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	(85,000.00)	(76,677.81)	8,322.19	(73,555.10)
GRANTS	0.00	(1,000.00)	(1,000.00)	0.00	(1,049.99)	(1,049.99)	0.00
Total REVENUES	(85,000.00)	(86,000.00)	(1,000.00)	(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 past experience to offset the cost of wages for the Summer Student shared between POA and Corporate Services.

BUILDING FINANCIALS



For Period Ending 31-Dec-2022

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

Notable Items:

- Labour
 - \$4K – Budget shift from Building to By-Law (recording 75% of BLEO/Building wages instead of 70%)
 - \$7K – Inflation / Step increases and or adjustments
- Transfer from reserves – This is to transfer the estimate profits from building permits of \$23K to the Building Reserve

BYLAW - YTD

For Period Ending 31-Dec-2022

	2022 BUDGET	2023 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
REVENUES	(3,500.00)	(3,500.00)	0.00
Total Revenue	(3,500.00)	(3,500.00)	0.00
Expense			
LABOUR COSTS	46,948.00	105,524.00	58,576.00
TOOLS,EQUIPMENT, SUPPLIES	500.00	500.00	0.00
UTILITY COSTS	3,185.00	3,185.00	0.00
TRAVEL, TRAINING, EDUCATION	2,500.00	3,000.00	500.00
ANIMAL CONTROL	12,000.00	14,500.00	2,500.00
REPAIRS AND MAINTENANCE	500.00	500.00	0.00
VEHICLE COSTS	1,500.00	1,500.00	0.00
INSURANCE	1,100.00	1,500.00	400.00
ADMINISTRATION/OFFICE COSTS	3,850.00	3,850.00	0.00
Total Expense	72,083.00	134,059.00	61,976.00
Surplus/Deficit	68,583.00	130,559.00	61,976.00

Notable Items:

- Labour
 - \$62K – New by-law enforcement officer position offset by some savings due to hiring in April/May
 - -\$4K – Budget shift from Building to By-Law (recording 25% of BLEO/Building wages instead of 30%)

Planning & Economic Development
PLANNING BUDGET WORKSHEET



For Period Ending 31-Dec-2022

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

	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 Adjust	(1,000.00)	(3,700.00)	(2,700.00)	(1,080.00)
1-3-8000-7807 PLN - Zoning By-Law Fees	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

- \$51K – Budget shift from Economic Development to Planning (recording 100% Planner wages instead of 50%, and recording 100% Summer Student wages instead of 0%)
- \$28K – Inflation / Step increases and or adjustments
- \$19K – Travel, training, and education has been re-adjusted to pre-Covid estimates (savings for budgeted in prior years to account for travel restrictions)
- **-\$14K** – New planning fees were introduced in 2022
- \$40K – One-Time inclusion for Development Charge Study, and Population & Housing Growth Study – This is being offset by the transfer from reserves of \$50K – Net impact would be **-10K** as we had budgeted for the Development Charge Study in 2022 when comparing changes from 2022 budget.

ECONOMIC DEVELOPMENT



For Period Ending 31-Dec-2022

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

Notable Items:

- Labour
 - \$68K – New Economic Development & Communications Coordinator position offset by savings considering a April/May hiring date
 - -\$51K – Budget shift from Economic Development to Planning (recording 0% Planner wages instead of 50%, and recording 0% Summer Student wages instead of 100%)
 - \$10K – Added back original budget for Swag i.e. promotional material with Town of Cochrane branding
 - \$4.5K – Travel, training, and education has been re-adjusted to pre-Covid estimates (savings for budgeted in prior years to account for travel restrictions)

Community Services

For Period Ending 31-Dec-2022

	2022 BUDGET	2023 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
ARENA REVENUES	(139,800.00)	(143,000.00)	(3,200.00)
POOL REVENUES	(119,560.00)	(127,560.00)	(8,000.00)
FITNESS REVENUES	(71,750.00)	(71,750.00)	0.00
HALL REVENUES	(57,000.00)	(62,000.00)	(5,000.00)
OTHER REC REVENUES	(24,750.00)	(25,750.00)	(1,000.00)
EVENTS REVENUES - EVENTS BY REC DEPT	(13,000.00)	(13,000.00)	0.00
CRUNCH REVENUES	(5,000.00)	0.00	5,000.00
FUNDING AND GRANTS REVENUE	(43,476.00)	(50,330.00)	(6,854.00)
TRANSFERS FROM RESERVES	0.00	0.00	0.00
Total Revenue	(474,336.00)	(493,390.00)	(19,054.00)
Expense			
LABOUR COSTS	1,155,253.00	1,228,941.00	73,688.00
UTILITIES	357,900.00	359,200.00	1,300.00
INSURANCE & LICENSES	103,750.00	135,150.00	31,400.00
MATERIALS AND SUPPLIES	82,500.00	78,500.00	(4,000.00)
REPAIRS AND MAINTENANCE - GENERAL	83,500.00	85,000.00	1,500.00
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	46,500.00	50,000.00	3,500.00
VEHICLES - OPERATIONS AND MAINTENANCE	6,200.00	6,200.00	0.00
EQUIPMENT - NEW AND REPLACEMENT	11,000.00	11,000.00	0.00
USE OF OWN EQUIPMENT - ALLOCATION	2,000.00	9,800.00	7,800.00
FITNESS PROGRAMS-CONTRACTS	14,947.00	15,157.00	210.00
TRAVEL, TRAINING, EDUCATION	24,050.00	26,750.00	2,700.00
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	49,069.00	74,640.00	25,571.00
CONTRIBUTIONS TO OTHERS	30,000.00	13,000.00	(17,000.00)
ADVERTISING	5,000.00	5,000.00	0.00
PROFESSIONAL FEES	0.00	51,000.00	51,000.00
OTHER	1,000.00	1,000.00	0.00
Total Expense	2,038,419.00	2,216,088.00	177,669.00
Surplus/Deficit	1,564,083.00	1,722,698.00	158,615.00

Notable Items:

- Labour
 - \$45K - Inflation / Step increases and or adjustments
 - \$18K – OMERS being offered to non-full-time employees i.e. lifeguards, students, other
 - \$51K – New Active Transportation Master Plan of approximately \$51K which is 83% funded for a **net impact of \$11K**.
 - \$26K – Interest on LTD due to projects that were financed and increases in loan interest rates
 - \$31K – Insurance budgeted at an overall 18% increase from 2022 actuals

Municipal Operations

PW-MUNICIPAL OPERATIONS BUDGET WORKSHEET



For Period Ending 31-Dec-2022

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

\$1,191,853 Total Rev
less: 115,000 1-3-1000-1059
= \$1,076,853 2022 BUDGET

\$3,660,717 Total Exp
less: 151,000 Transfers
= \$3,509,717 2022 BUDGET

NET COST \$2,432,864

\$1,607,377 Total Rev
less: 115,000 1-3-1000-1059
= \$1,492,377 2023 BUDGET

\$4,206,263 Total Exp
less: 228,500 Transfers
= \$3,977,763 2023 BUDGET

NET COST \$2,485,386

Notable Items:

- Overall net change of \$52,522 from the 2022 Budget
 - Mainly due to using a transfer from reserves for the one-time/unusual expenditures such as the following:
 - LAS Assessment Roads & Sidewalks \$15K
 - Stormwater CCTV \$35K
 - Garage Repairs requiring immediate attention \$50K
- Labour
 - \$16K – Inflation and Step Adjustments
 - -\$50K – Vacancy savings with delays in hiring
 - \$4K – OMERS for non-full-time staff
- \$56K – Insurance as budgeted for an overall 18% increase from 2022 actuals
- \$36K – Interest on LTD for existing and anticipated capital projects

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

Airport

TOWN OF COCHRANE AIRPORT FINANCIALS

GL5410

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For Period Ending 31-Dec-2022

	2022 BUDGET	2023 BUDGET	CHANGE	2022 ACTUAL	CHANGE	2021 ACTUAL
	FINAL	PROPOSED		YTD		
GENERAL FUND						
AIRPORT FEES AND SERVICE CHARGES						
FEES	(90,253.00)	(107,753.00)	(17,500.00)	(109,945.07)	(19,692.07)	(160,275.52)
RENTAL REVENUES	(65,700.00)	(80,400.00)	(14,700.00)	(83,339.43)	(17,639.43)	(69,616.33)
Total AIRPORT FEES AND SERVICE CHARGES	(155,953.00)	(188,153.00)	(32,200.00)	(193,284.50)	(37,331.50)	(229,891.95)
OPERATING EXPENSES						
TRAVEL AND TRAINING	100.00	500.00	400.00	0.00	(100.00)	712.32
LABOUR	8,160.00	8,010.00	(150.00)	5,328.06	(2,831.94)	6,481.17
CONTRACT SERVICES - MANAGEMENT	75,000.00	89,000.00	14,000.00	90,752.05	15,752.05	104,343.45
UTILITIES	18,000.00	24,570.00	6,570.00	23,897.11	5,897.11	20,911.21
REPAIRS AND MAINTENANCE	2,500.00	4,000.00	1,500.00	3,758.30	1,258.30	2,594.84
NAVIGATIONAL AIDS-EQUIP	4,400.00	22,400.00	18,000.00	11,117.02	6,717.02	8,213.01
MATERIALS,SUPPLIES, SMALL EQUIP	4,000.00	7,000.00	3,000.00	5,169.87	1,169.87	17,117.99
FUELING DEPOT	5,000.00	5,000.00	0.00	1,431.56	(3,568.44)	5,343.42
USE OF OWN EQUIP COSTS - ALLOC	7,000.00	0.00	(7,000.00)	0.00	(7,000.00)	120.00
MISC	500.00	2,500.00	2,000.00	606.86	106.86	2,747.83
INSURANCE	6,200.00	14,950.00	8,750.00	8,976.80	2,776.80	8,649.24
OFFICE AND ADMIN	9,860.00	12,800.00	2,940.00	11,192.47	1,332.47	12,932.25
Total OPERATING EXPENSES	140,720.00	190,730.00	50,010.00	162,230.10	21,510.10	190,166.73
FUEL						
FUEL SALES	(380,000.00)	(645,000.00)	(265,000.00)	(712,899.61)	(332,899.61)	(577,307.03)
FUEL COSTS	230,000.00	391,500.00	161,500.00	451,140.05	221,140.05	274,727.06
Total FUEL	(150,000.00)	(253,500.00)	(103,500.00)	(261,759.56)	(111,759.56)	(302,579.97)
TRANSFER FROM RESERVES						
TRANSFER FROM RESERVES	0.00	(10,000.00)	(10,000.00)	0.00	0.00	0.00
Total TRANSFER FROM RESERVES	0.00	(10,000.00)	(10,000.00)	0.00	0.00	0.00
TRANSFER TO RESERVES						
TRANSFER TO RESERVES	0.00	113,500.00	113,500.00	125,993.13	125,993.13	163,487.22
Total TRANSFER TO RESERVES	0.00	113,500.00	113,500.00	125,993.13	125,993.13	163,487.22
Total GENERAL FUND	(165,233.00)	(147,423.00)	17,810.00	(166,820.83)	(1,587.83)	(178,817.97)
Total Surplus (-)/Deficit	(165,233.00)	(147,423.00)	17,810.00	(166,820.83)	(1,587.83)	(178,817.97)

Landfill

PUBLIC WORKS - LANDFILL REV & EXPENSES



For Period Ending 31-Dec-2022

	2022 BUDGET	2023 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
REVENUES			
LANDFILL USER FEES	(300,000.00)	(316,074.00)	(16,074.00)
MISCELLANEOUS REVENUES	(3,000.00)	(3,000.00)	0.00
Total REVENUES	(303,000.00)	(319,074.00)	(16,074.00)
EXPENSES			
TRANSFER TO RESERVES	(115,000.00)	(115,000.00)	0.00
Total EXPENSES	(115,000.00)	(115,000.00)	0.00
Total Revenue	(418,000.00)	(434,074.00)	(16,074.00)
Expense			
EXPENSES			
CONTRACTOR	0.00	5,000.00	5,000.00
LABOUR	70,011.00	135,788.00	65,777.00
MATERIALS AND SUPPLIES	25,000.00	30,000.00	5,000.00
UTILITIES	1,650.00	2,800.00	1,150.00
INSURANCE	200.00	600.00	400.00
PROFESSIONAL FEES	7,000.00	7,000.00	0.00
OTHER EXPENSES	153,324.00	137,886.00	(15,438.00)
TRANSFER TO RESERVES	115,000.00	115,000.00	0.00
Total EXPENSES	372,185.00	434,074.00	61,889.00
Total Expense	372,185.00	434,074.00	61,889.00
Surplus/Deficit	(45,815.00)	0.00	45,815.00

Disability Transit

TOWN OF COCHRANE

PW - DISABILITY TRANSIT FINANCIALS

GL5410

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For Period Ending 31-Dec-2022

	2022 BUDGET	2023 BUDGET	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	(45,000.00)	(32,781.00)	12,219.00	(19,397.00)
FUNDING	(30,000.00)	(36,750.00)	(6,750.00)	(30,000.00)	(32,416.00)	(2,416.00)	(26,800.00)
Total REVENUES	(75,000.00)	(66,750.00)	8,250.00	(75,000.00)	(65,197.00)	9,803.00	(46,197.00)
Total Revenue	(75,000.00)	(66,750.00)	8,250.00	(75,000.00)	(65,197.00)	9,803.00	(46,197.00)
Expense							
EXPENDITURES							
MATERIALS & OTHER COSTS	70,500.00	60,500.00	(10,000.00)	70,500.00	59,791.51	(10,708.49)	35,690.32
VEHICLE MAINTENANCE & FUEL	500.00	2,000.00	1,500.00	500.00	81.41	(418.59)	1,293.86
INSURANCE	1,000.00	1,000.00	0.00	1,000.00	931.44	(68.56)	884.56
ADMINISTRATION	0.00	15,500.00	15,500.00	0.00	15,198.00	15,198.00	17,454.00
Total EXPENDITURES	72,000.00	79,000.00	7,000.00	72,000.00	76,002.36	4,002.36	55,322.74
Total Expense	72,000.00	79,000.00	7,000.00	72,000.00	76,002.36	4,002.36	55,322.74
Surplus/Deficit	(3,000.00)	12,250.00	15,250.00	(3,000.00)	10,805.36	13,805.36	9,125.74
Total GENERAL FUND	(3,000.00)	12,250.00	15,250.00	(3,000.00)	10,805.36	13,805.36	9,125.74
Total Surplus (-)/Deficit	(3,000.00)	12,250.00	15,250.00	(3,000.00)	10,805.36	13,805.36	9,125.74

Health Services

HEALTH - CEMETARIES - BUDGET



For Period Ending 31-Dec-2022

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

Account Code	Account Description	CC1	CC2	CC3	2021 ACTUAL VALUES	2021 FINAL BUDGET	2022 ACTUAL VALUES	2022 FINAL BUDGET	2023 CORPORATE SERVICES \$
1	GENERAL FUND								
	Expense								
	HEALTH SERVICES - TRANSFER TO OTHERS								
1-4-5005-1012	HS - Alloc/Adj to Wages (HI				0	0	0	7,000	7,000
1-4-5005-2710	HEALTH - LMH - Doctor Re				2,399	0	21,895	24,000	24,000
1-4-5005-2712	HEALTH - Porcupine Health				168,394	168,394	185,244	188,951	188,951
1-4-5005-2714	HEALTH - Land Ambulance				443,081	443,412	432,816	452,280	452,280
	Total HEALTH SERVICES - TRANSF				613,874	611,806	639,955	672,231	672,231

Social and Family Services

For Period Ending 31-Dec-2022

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

Library

LIBRARY - YEAR TO DATE



For Period Ending 31-Dec-2022

	2022 BUDGET	2023 BUDGET	CHANGE
	FINAL	PROPOSED	
GENERAL FUND			
Revenue			
Revenues			
Canada Specific Grants	(4,280.00)	(2,000.00)	2,280.00
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	(40,533.00)	(38,253.00)	2,280.00
Total Revenue	(40,533.00)	(38,253.00)	2,280.00
Expense			
Expenses			
Salaries & Wages	219,359.00	223,592.00	4,233.00
Benefits	62,909.00	77,167.00	14,258.00
Training & Development	5,500.00	5,650.00	150.00
Programs/Service Costs	26,380.00	23,000.00	(3,380.00)
Building/Facilities	40,120.00	34,920.00	(5,200.00)
Materials & Supplies	28,250.00	32,850.00	4,600.00
Interest on LTD	0.00	1,039.00	1,039.00
Transfers to/from Reserves	4,500.00	4,500.00	0.00
Budget Adjustment	(10,208.00)	(28,188.00)	(17,980.00)
Total Expenses	376,810.00	374,530.00	(2,280.00)
Total Expense	376,810.00	374,530.00	(2,280.00)
Surplus/Deficit	336,277.00	336,277.00	0.00

Polar Bear Habitat

POLAR BEAR HABITAT - YEAR TO DATE



For Period Ending 31-Dec-2022

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

2023 Capital Budget

The following pages provide the proposed 2023 Capital Budget. Items highlighted in red can be amended due to budget constraints in terms of financing and use of reserves.

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
- It is recommended to finance no more than \$3M in order 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 03 Feb 2023 - DRAFT

BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET

ET GROSS			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 >>>		\$ 2,300,000	\$ 552,187	\$ 1,683,889	\$ 439,323		\$ 397,000	\$ 3,000,000	< CY
BUDGET Detail												
MUNICIPAL OPERATIONS-TRANSPORTATION/ROADS				\$ -								\$ -
2022 CF	Huron Road Reconstruction - Construction & Engineering (17th Ave to Genier Rd)	4	2,280,000	\$ -	\$ 275,000						\$ 2,005,000	\$ -
	Concession 6/7 Bridge Rehabilitation - Construction & Engineering	4	125,000	\$ -	\$ 125,000							\$ -
	4th St Road Reconstruction - Engineering	4	110,000	\$ -	\$ 110,000							\$ -
	13th, 14th, 15th Ave - Road Reconstruction Engineering	4	100,000	\$ -	\$ 100,000							\$ -
	Connaught Avenue Resurfacing	3	115,000	\$ -			\$ 115,000					\$ -
	7th Street Resurfacing	4	125,000	\$ -			\$ 125,000					\$ -
	10th Avenue Resurfacing	4	130,000	\$ -			\$ 130,000					\$ -
	Con 2&3 Surface Treatment Easterly End	4	250,000	\$ -			\$ 250,000					\$ -
	Con 2&3 Surface Treatment - Genier Rd to Hwy 579 (need pre-approval for 2024 single lift for \$150K)	1	400,000	\$380K tagged for the 2022 financing loan 8 Desjardins/not considered additional financing	\$ -	\$ 200,000	\$ 200,000					\$ -
	Nahma Road Bridge - Replacement	4	1,570,000	\$ -			\$ 336,221	\$ 439,323			\$ 794,456	\$ -
	Sidewalks	5	150,000	\$ -		\$ 150,000						\$ -
	Pre approved in 2023 - 2 Tandem Dump Trucks (\$230K) and Plow Truck \$(367K) = TOTAL \$520,000		597,000	Looking to purchase 2 used Tandem Dump Trucks instead of 1	\$ -						\$ 597,000	\$ -
	Sidewalk - Replacement	5	100,000	\$ -		\$ 100,000						\$ -
	Sidewalk - New	4	150,000	ICIP COVID funding committed for Commando Park link	\$ -		\$ 17,003		\$ 132,997			\$ -
	Gravel Lifts - Rural	3	200,000		\$ -		\$ 200,000					\$ -
	Rural Guard Rail Replacement	4	60,000		\$ -	\$ 60,000						\$ -
	Equipment - 4X4 Truck (replacement) #1	4	63,000	Trade-in value	\$ 2,000					\$ 61,000		\$ -
	Light Standard Installation	4	20,000		\$ -					\$ 20,000		\$ -
	Equipment - Single Axle Sander Truck	4	285,000		\$ -						\$ 285,000	\$ -
	Boat Launch Replacement	3			\$ -				\$ -			\$ -
	Infrastructure Services Upgrades	4	232,500		\$ -	\$ 232,500						\$ -

TOWN OF COCHRANE
2023 TAX BASED CAPITAL BUDGET

As of 03 Feb 2023 - DRAFT

			BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET									
NET GROSS			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
Airport Terminal Upgrades (Accessibility)	4	166,300	Airport reserves	\$ 166,300								\$ -
Airport Fuel Tank Replacement	4	368,000	Airport reserves	\$ 368,000								\$ -
Need to cut		(1,650,000)		\$ -							\$ (1,650,000)	\$ -
				\$ -								\$ -
TOTAL		5,946,800		\$ 536,300	\$ 1,102,500	\$ 467,003	\$ 1,156,221	\$ 439,323	\$ 132,997	\$ 81,000	\$ 2,031,456	\$ -
			\$ 5,946,800 \$ 5,946,800									
		BUDGET										
MUNICIPAL OPERATIONS- SOLID WASTE		Detail										
Request pre-approval for Garbage Truck 2023 - \$350,000		405,000		\$ -	\$ 405,000							\$ -
Landfill Compactor	5	600,000	recommend moving 2022 landfill profits into a landfill reserve for operations	\$ 600,000								\$ -
Landfill Loader with Attachments	2	250,000		\$ 250,000								\$ -
TOTAL		1,255,000		\$ 850,000	\$ 405,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		BUDGET										
RECREATION		Detail										
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		\$ -							\$ 80,000	\$ -
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								\$ -
Need to cut				\$ -							\$ -	\$ -
TOTAL		784,500		\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 34,500	\$ 570,000	\$ -
		BUDGET										

TOWN OF COCHRANE
2023 TAX BASED CAPITAL BUDGET
As of 03 Feb 2023 - DRAFT

BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET >>> BUDGET											
BUDGET GROSS			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	BALANCE UNACCOUNTED for
POLAR BEAR HABITAT			Detail								
Roofs - Welcome Building	4	70,000	use PBH reserve	\$ 16,551						\$ 53,449	\$ -
Roofs - Visitor's Building	4	80,000		\$ -						\$ 80,000	\$ -
Welcome Centre - Rooftop Unit	4	110,000		\$ 110,000							\$ -
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		\$ -						\$ 22,000	\$ -
Need to cut				\$ -						\$ -	\$ -
TOTAL		337,000		\$ 126,551	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ 53,449	\$ 148,000
PROTECTION SERVICES (Fire, Building, By			BUDGET Detail								
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		48,000	-	-	-	-	170,000	37,113	-
SOCIAL AND FAMILY SERVICES			BUDGET Detail								
Roofs - Welcome Building	4	12,000	will reach out to CDSSAB/look at funding opportunities	\$ -						\$ 12,000	\$ -
Roofs - Visitor's Building	4	5,000		\$ -						\$ 5,000	\$ -
Security System Upgrade	3	10,000		\$ 10,000							\$ -
Cupboards and countertops	4	40,000		\$ -						\$ 40,000	\$ -
Fencing	4	3,500		\$ -						\$ 3,500	\$ -
				\$ -							\$ -
TOTAL		70,500		\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,500	\$ -
LIBRARY			BUDGET Detail								
				\$ -							\$ -
				\$ -							\$ -
TOTAL		-		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RENTAL PROPERTIES			BUDGET Detail								
Heating Unit Replacement - First Ave Rental		7,000	Rental property reserves	\$ 7,000							\$ -
				\$ -							

As of 03 Feb 2023 - DRAFT

ET GROSS	FUNDING SOURCE (HOW PAID FOR)
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GENERAL GOVERNMENT		BUDGET										
		Detail										
Computer Replacements	4	5,000		\$ -						\$ 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	65,000	own source or use of 2022 evacuation reserves	\$ -						\$ 65,000		\$ -
Town Hall Security System Upgrade	4	15,000	efficiency funding	\$ 15,000								\$ -
Budget Software	2	10,000	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		199,000		\$ 99,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -

[illegible]

>>Available less used-excludes items contingent	\$	(792,500)	\$	(85,184)	\$	(527,668)	\$	-	\$	282,997	\$	(30,438)	\$	(271,544)
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-\$7,284.43

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 \(cornwallseawaynews.com\)](https://www.cornwallseawaynews.com/citys-insurance-costs-jump-by-20-per-cent)

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	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	Multiple	Notes:	Road Surface (Residential) - 20 years Sidewalk & Curb/Gutter - 15 years Water works - 25 years Sanitary Works - 60 years Storm works - 60 years		

EXPENDITURES

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:	\$ 65,000					\$ 65,000
Construction:	\$ 2,215,000					\$ 2,215,000
Other Related Costs:						\$ -
Total Capital Costs	\$ 2,280,000	\$ -	\$ -	\$ -	\$ -	\$ 2,280,000
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>\$ 2,280,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 2,280,000</i>
NOTES:	Construction cost based on 66% OPCC's, need to be updated					

Project Cost Centre # -
assigned when approved)

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:		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:						\$ -
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:						

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

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

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:						\$ -
Project Management:						\$ -
Design/Engineering:	\$ 110,000					\$ 110,000
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000

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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000

NOTES:

Project Cost Centre # -
assigned when approved)

**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

<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:	\$ 100,000					\$ 100,000
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:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>		\$ -	\$ -	\$ -	\$ -	\$ 100,000
NOTES:						

Project Cost Centre # - assigned when approved)	
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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	Ne 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ 115,000
NOTES:						

Project Cost Centre # -
(assigned when approved)

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	Ne 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:						\$ -
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

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
NOTES:						

Project Cost Centre # -
(assigned when approved)

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	Ne 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:						\$ -
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

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>\$ 130,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 130,000</i>
NOTES:						

Project Cost Centre # - assigned when approved)	
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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

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

Project Cost Centre # -
(assigned when approved)

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	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:						\$ -
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:						

Project Cost Centre # -
assigned when approved)

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

Capital Costs	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

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:	\$ 336,221					\$ 336,221
Dedicated Funding: - NORDS:	\$ 439,323					\$ 439,323
Reserve: General Capital	\$ 794,456					\$ 794,456
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 1,570,000	\$ -	\$ -	\$ -	\$ -	\$ 1,570,000
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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.					

Project Cost Centre # -
assigned when approved)

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					

Project Cost Centre # - (assigned when approved)	
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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

<u>Capital Costs</u>	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

<u>Funding Source</u>	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
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:	ICIP COVID funding for Commando Park link to be applied					

Project Cost Centre # - (assigned when approved)	
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**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 emissions test.</p>				
Age of Existing Asset:	25 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:	\$ 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

<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:

Project Cost Centre # -
assigned when approved)

**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 emissions test.</p>				
Age of Existing Asset:	32 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:	\$ 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

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>\$ 100,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 100,000</i>
NOTES:						

Project Cost Centre # -
assigned when approved)

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:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 367,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 367,000</i>

NOTES:

Project Cost Centre # -
(assigned when approved)

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

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					

Project Cost Centre # - (assigned when approved)	
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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:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 60,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 60,000</i>
NOTES:						

Project Cost Centre # - <small>assigned when approved)</small>	
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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:	<p>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.</p> <p>Due to cost, this truck was cut from the 2022 Capital Budget.</p>				
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

Capital Costs	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

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>\$ 63,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 63,000</i>
NOTES:						

Project Cost Centre # -
(assigned when approved)

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	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

Capital Costs	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

Funding Source	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Special Funding/Grant:						\$ -
Dedicated Funding - Gas Tax:						\$ -
Dedicated Funding - OCIF:						\$ -
Reserve:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
NOTES:						

Project Cost Centre # - <small>assigned when approved)</small>	
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**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 chasis,</p>				
Age of Existing Asset:	13.5 years	Ne Book Value: (if applicable)		Notes:	
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:	\$ 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

<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>\$ 285,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 285,000</i>
NOTES:						

Project Cost Centre # -
assigned when approved)

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:		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:						

Project Cost Centre # - <small>assigned when approved)</small>	
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**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

Capital Costs	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

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						\$ -
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:						

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

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:		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:	\$ 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
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:						

Project Cost Centre # - (assigned when approved)	
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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

Capital Costs	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

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	\$ 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:

Project Cost Centre # -
assigned when approved)

**TOWN OF COCHRANE
CAPITAL 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>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOTES:

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

Project Cost Centre # -
assigned when approved)

TOWN OF COCHRANE CAPITAL 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

Capital Costs	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

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):	\$ 35,000					\$ 35,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOTES:

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

Project Cost Centre # -
(assigned when approved)

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

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

Capital Costs	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total 5 years (2022-2026)
Purchase Price:	\$ 350,000.00					\$ 350,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
NOTES:						

Funding sources - to be completed by Finance

Funding Source	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:						\$ -
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 350,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 350,000</i>
NOTES:						

Project Cost Centre # -
(assigned when approved)

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

Capital Costs	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 600,000					\$ 600,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
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: Landfill (new)	\$ 600,000					\$ 600,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:	To apply 2022 profits from the landfill in a reserve/apply against capital needs for the site					

Project Cost Centre # - (assigned when approved)	
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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

<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:						\$ -
Reserve: Landfill (new)	\$ 250,000					\$ 250,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:	To apply 2022 profits from the landfill in a reserve/apply against capital needs for the site					

Project Cost Centre # -
assigned when approved)

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Spring/Summer 2023		Date Prepared: Dec. 16, 2022
Project Name:	THEC HRV Units				Department: C.S.
Maintenance or Growth:	Maintenance				Prepared by: Jboyer
SCORE/RANKING 1-5 (per Budget Policy criteria)	3	Notes:	Serious threat to Public Health & Safety		
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 flaged 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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
NET should be 0	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
NOTES:						

Project Cost Centre # -
assigned when approved)

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TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	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 frost 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:			

EXPENDITURES

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 90,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 90,000</i>

NOTES:

Project Cost Centre # -
assigned when approved)

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

Capital Costs	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 110,000					\$ 110,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 110,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 110,000</i>

NOTES:

Project Cost Centre # -
(assigned when approved)

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

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 50,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 50,000</i>
NOTES:						

Project Cost Centre # -
(assigned when approved)

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	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

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500
NOTES:						

Project Cost Centre # -
(assigned when approved)

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

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
NOTES:						

Project Cost Centre # -
(assigned when approved)

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	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 openinging and sharpe edges.				
Age of Existing Asset:		Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)		Notes:			

EXPENDITURES

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000
NOTES:						

Project Cost Centre # -
assigned when approved)

**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:	<p>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.</p>				
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:	\$ 45,000.00					\$ 45,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
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):	\$ 45,000					\$ 45,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:						

Project Cost Centre # -
assigned when approved)

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:	Roofs - 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

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 70,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 70,000</i>

NOTES:

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Dec. 16, 2022
Project Name:	Roofs - 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

<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:

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000

NOTES:

Project Cost Centre # -
(assigned when approved)

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	Dec. 19, 2022
Project Name:	Wecome 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

Capital Costs	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Total 5 years (2023-2027)
Purchase Price:	\$ 110,000					\$ 110,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000
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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000
NOTES:						

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

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	Dec. 19, 2022
Project Name:	Viewer 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):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
NOTES:						

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	Dec. 19, 2022
Project Name:	Bear Holding - AC			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:	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:	\$ 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):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
NOTES:						

Project Cost Centre # -
(assigned when approved)

**TOWN OF COCHRANE
CAPITAL PROJECT SUMMARY**

BUDGET YEAR:	2023	Timeline:	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

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 30,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 30,000</i>
NOTES:						

Project Cost Centre # -
(assigned when approved)

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Spring 2023	Date Prepared:	Dec. 19, 2022
Project Name:	Viewer 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:	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

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>NET should be 0</i>	<i>\$ 22,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 22,000</i>

NOTES:

Project Cost Centre # -
(assigned when approved)

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:						\$ -
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs		\$ -	\$ -	\$ -	\$ -	\$ -

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>	-\$ 170,000	\$ -	\$ -	\$ -	\$ -	-\$ 170,000

NOTES:

Project Cost Centre # -
assigned when approved)

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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

Capital Costs	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	19440					\$ 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

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):						\$ -
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 19,440	\$ -	\$ -	\$ -	\$ -	\$ 19,440
NOTES:						

Project Cost Centre # -
(assigned when approved)

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:	no, cost of the evucle		
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:	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:	65673					\$ 65,673
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs		\$ -	\$ -	\$ -	\$ -	\$ 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	18000					\$ 18,000
Reserve:						\$ -
Current Revenues (taxes):						\$ -
Other : ISC, evacuees	6000	6000	6000	6000	6000	\$ 30,000
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 24,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 48,000
NET should be 0	-\$ 24,000	-\$ 6,000	-\$ 6,000	-\$ 6,000	-\$ 6,000	\$ 17,673
NOTES:						

Project Cost Centre # -
assigned when approved)

TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Dec. 19, 2022
Project Name:	Roofs - 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 - 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

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
NOTES:						

Project Cost Centre # -
assigned when approved)

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TOWN OF COCHRANE CAPITAL PROJECT SUMMARY

BUDGET YEAR:	2023	Timeline:	Summer 2023	Date Prepared:	Dec. 16, 2022
Project Name:	Roofs - 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:	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

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000

NOTES:

Project Cost Centre # -
(assigned when approved)

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

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
NOTES:						

Project Cost Centre # - (assigned when approved)	
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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	Ne Book Value: (if applicable)		Notes:	
Expected Asset Life (new item/infrastructure)	25	Notes:			

EXPENDITURES

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
NOTES:						

Project Cost Centre # - (assigned when approved)	
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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

Capital Costs	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

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:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET should be 0	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ 3,500
NOTES:						

Project Cost Centre # - (assigned when approved)	
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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
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:						

Project Cost Centre # -
assigned when approved)

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**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

<u>Capital Costs</u>	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	Total 5 years (2023-2027)
Purchase Price:	\$ 65,000.00					\$ 65,000
Project Management:						\$ -
Design/Engineering:						\$ -
Construction:						\$ -
Other Related Costs:						\$ -
Total Capital Costs	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
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):	\$ 65,000					\$ 65,000
Other :						\$ -
Financing/ Debt:						\$ -
Unfunded:						\$ -
Total Funding Sources	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
NET should be 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOTES:						

Project Cost Centre # - assigned when approved)	
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