

CORPORATION OF THE TOWN OF COCHRANE
REVENUES

		2018 FINAL BUDGET	2019 BUDGET - PROPOSED First run Jan 15th	VARIANCE	2019 BUDGET PROPOSED Final March 14th	Variance to 2018 Budget
REVENUES						
Taxation Revenues (excluding education levies)		\$ 6,491,435	\$ 6,576,435	\$ 85,000	6,777,435	\$ 286,000
Municipal Accomodation Tax (planned implementation July 1/18)		\$ 62,000		\$ (62,000)	0	\$ (62,000)
Power Dam Revenues		\$ 221,871	\$ 221,871	\$ -	221,871	\$ -
Environmental Fee		\$ 118,000	\$ 118,000	\$ -	118,000	\$ -
		\$ -		\$ -		
GOVERNMENT GRANTS						
OMPF - Ontario Municipal Partnership Fund		\$ 2,535,700	\$ 2,485,700	\$ (50,000)	2,535,700	\$ -
Provincial		\$ 84,812	\$ 102,880	\$ 18,068	106,039	\$ 21,227
Federal		\$ 73,000	\$ 61,800	\$ (11,200)	61,800	\$ (11,200)
		\$ -		\$ -		
CDSSB CONTRIBUTIONS						
Day Care		\$ 836,652	\$ 900,000	\$ 63,348	\$ 1,071,480	\$ 234,828
USER FEES AND CHARGES						
Protective Services (including POA)		\$ 157,674	\$ 177,500	\$ 19,826	237,500	\$ 79,826
Roads Revenues		\$ 91,000	\$ 79,900	\$ (11,100)	79,900	(\$11,100)
Airport Revenues (excluding fuel sales)		\$ 127,349	\$ 113,500	\$ (13,849)	113,500	(\$13,849)
Airport Revenues - Fuel Sales Profits		\$ 150,000	\$ 150,000	\$ -	150,000	\$ 0
Misc Revenues 8005's		\$ 29,295	\$ 26,795	\$ (2,500)	26,795	(\$2,500)
Library		\$ 14,000	\$ 15,000	\$ 1,000	15,000	\$ 1,000
Other Admin & Misc		\$ 66,400	\$ 85,500	\$ 19,100	85,500	\$ 19,100
RENTS (NG Building, PW office space, bus depot land)		\$ 431,998	\$ 433,554	\$ 1,556	443,554	\$ 11,556
Environmental (Landfill,etc)		\$ 265,643	\$ 274,000	\$ 8,357	274,000	\$ 8,357
Health Services (Cemetary)		\$ 34,000	\$ 39,500	\$ 5,500	39,500	\$ 5,500
Daycare - Parent Fees		\$ 185,000	\$ 200,000	\$ 15,000	\$ 251,875	\$ 66,875
Polar Bear Habitat (nclude any funding revenues here too)		\$ 398,455	\$ 398,455	\$ -	\$ 507,500	\$ 109,045
Recreation - THEC/Rec Programming		\$ 386,330	\$ 477,400	\$ 91,070	477,400	\$ 91,070
Tax Penalties & Interest		\$ 80,000	\$ 80,000	\$ -	80,000	\$ 0
Planning and Development		\$ 9,500	\$ 6,000	\$ (3,500)	6,000	(\$3,500)
EDO Revenues						\$ 0
REVIEW USER FEES and INCREASE TO GENERATE>>>>>		\$ 29,783		\$ (29,783)	46,000	\$ 16,217
		\$ -		\$ -		
CONTRIBUTIONS FROM AFFILIATES						
CTS		\$ -	\$ -	\$ -	-	\$ 0
NOW (General Dept - Mgmt Fee)		\$ 200,000	\$ 200,000	\$ -	200,000	\$ 0
W/S - Contribution for WS portion of Long Term Debt		\$ 125,000	\$ 125,000	\$ -	125,000	\$ 0
CONTRIBUTIONS FROM SPECIFIC RESERVES						
Ec Dev Reserves		\$ 50,000	\$ 50,000	\$ 0	50,000	\$ 0
CONTRIBUTIONS FROM GENERAL RESERVES						
Use Env Reserves		\$ 100,000		(\$100,000)		(\$100,000)
2018 NOTES Budget Balancing \$50K + \$61,500 re MAT mid year, 2019 NOTES - Budget Balancing %175K Non recurring costs related to retirements, \$50K forcast 2018 Operating Surplus carried into 2019 budget, and \$58K Final Balancing Adjustment		\$ 111,500		(\$111,500)	283,893	\$ 172,393
TOTAL REVENUE		\$ 13,466,397	\$ 13,398,790	\$ (67,607)	\$ 14,385,242	\$ 918,845
TOTAL EXPENDITURES AND CAPITAL/DEBT COMPONENT		\$ 13,466,398	\$ 14,258,523	\$ 792,125	\$ 14,385,242	
SURPLUS (DEFICIT)		\$ (1)	\$ (859,733)		\$ -	

**CORPORATION OF THE TOWN OF COCHRANE
EXPENSE RECAP**

				PROPOSED FINAL		
	2018 FINAL BUDGET	2019 BUDGET - PROPOSED First run Jan 15th	Change in Budget - 2019 vs 2018	2019 BUDGET PROPOSED Final March 14th	Variance to 2018 Budget	% Variance
EXPENDITURES						
GENERAL GOVERNMENT (COUNCIL AND ADMINISTRATION)	1,599,763	1,677,209	77,446	1,629,909	30,146	1.9%
ECONOMIC DEVELOPMENT	277,631	177,150	-100,481	177,150	-100,481	-36.2%
PROTECTIVE SERVICES (FIRE,BYLAW,BUILDING,PLANNING)	1,989,410	2,062,282	72,872	2,078,982	89,572	4.5%
COMMUNITY SERVICES (RECREATION, CONTRIBUTIONS TO OTHERS)	1,858,848	2,137,492	278,644	2,072,392	213,544	11.5%
MUNICIPAL OPERATIONS (PUBLIC WORKS = ROADS, MEMORIAL PARK, AIRPORT AND SOLID WASTE)	3,102,393	3,385,647	283,254	3,361,637	259,244	8.4%
HEALTH SERVICES (PHU, LAND AMBULANCE and CEMETARIES)	602,724	613,670	10,946	596,543	-6,181	-1.0%
SOCIAL AND FAMILY SERVICE - CHILD CARE CENTRES	1,139,099	1,200,000	60,901	1,406,105	267,006	23.4%
SOCIAL AND FAMILY SERVICE CONTRIBUTIONS TO CDSSAB	784,225	807,752	23,527	784,252	27	0.0%
LIBRARY	\$ 414,625	\$ 441,925	\$ 27,300	418,925	4,300	1.0%
POLAR BEAR HABITAT	\$ 834,154	\$ 834,154	\$ -	933,105	98,951	11.9%
OTHER PROPERTIES - NG	\$ 72,160	\$ 70,000	\$ (2,160)	70,000	-2,160	-3.0%
TOTAL OPERATING COSTS	\$ 12,675,032	\$ 13,407,281	\$ 732,249	\$ 13,529,000	\$ 853,968	
CAPITAL, RESERVES AND DEBT COMPONENT						
	2018 FINAL BUDGET	2019 BUDGET - PROPOSED First run Jan 15th	Variance to Budget	2019 BUDGET PROPOSED Final March 14th	Variance to 2018 Budget	% Variance
TRANSFER TO SUSTAINABILITY RESERVES - effective 2017 = 1% of tax revenues	60,000	\$ 60,000	\$ -	60,000	0	
Transfer to Capital	\$ 95,000	\$ 95,000	\$ -	100,000	5,000	
			\$ -		0	
EXISTING LONG TERM DEBT - PRINCIPLE REPAYMENT	\$ 796,573	\$ 849,685	\$ 53,112	849,685	53,112	
less Portion of LTD to be funded from WS	\$ (181,257)	\$ (186,493)	\$ (5,236)	-186,493	-5,236	
CURRENT YEAR CAPITAL - NEW DEBT REPAYMENT incl int- if \$1M	\$ 75,000	\$ 87,000	\$ 12,000	87,000	12,000	
TOTAL CAPITAL/DEBT COMPONENT	\$ 845,316	\$ 905,192	\$ 59,876	\$ 910,192	\$ 64,876	7.7%
<i>FULL ACCRUAL BUDGETING - ADJUSTMENTS (included above but remove for determining revenue requirements)</i>	\$ (53,950)	\$ (53,950)	\$ -	-53,950	0	
TOTAL REVENUE REQUIREMENT (TOTAL NEEDS)	\$ 13,466,398	\$ 14,258,523	\$ 792,125	\$ 14,385,242	918,844	

TOC - 2019 OPERATING BUDGET BALANCING WORKSHEET

As of March 14th, 2019

BUDGET BALANCING

Council comments - decisions Feb 20th/March 5th

ADJUSTMENT DESCRIPTION		ADJUSTMENT type	ADJUSTMENT \$\$\$	RUNNING BALANCE	
OPERATING DEFICIT - with no tax increase yet				\$ (859,733)	
BUDGET BALANCING OPTIONS				\$ (859,733)	
1	Implement Tax Increase for Overall Municipal Services- 3%	TAX INCREASE	201,000	\$ (658,733)	
2	Implement MAT mid year	TAX INCREASE - \$62K		\$ (658,733)	
3	User Fee Increases - all - 5% increase on ALL USER FEES (if 3% = \$27K in new revenues)	USER FEE INCREASE	46,000	\$ (612,733)	ok
4	Fund One Time Costs from Reserves (Retirements PW Staff, Vacation \$95K CAO) 4 employees		175,000	\$ (437,733)	ok
5	Detour Parking Lot expanded area - new lease currently being negotiated		10,000	\$ (427,733)	MM - expects OK from Council
8	Reduce Daycare Net Operating Deficit to below \$100K, still reviewing with CDSSAB, already reduced \$17K from 2018 budget of \$117K MM Comments Feb 20th - reached out to CDSSAB with request for more operating funding and they will review once new infant area is open		0	\$ (427,733)	
9	LIB - Library MM Comments Feb 20th - Treasurer advised Manager of this budget cut item and met week of Feb 12th - Library Manager to prepare report and address Council accordingly		25,000	\$ (402,733)	March 5th - Council change from \$50K to \$25K
10-A	REC - remove splaspad operating costs	Eliminate increased service level/reduced	19,000	\$ (383,733)	
10-B	REC - eliminate Commando Park operating deficit	level/no new costs	23,000	\$ (360,733)	ok
10-C	REC/PPS - Eliminate Fireworks, Contingent on Fundraising	cost decrease/fundrais e		\$ (360,733)	Feb 20th - Council did not want to remove the \$10 K Fireworks TOC Contribution
10-D	REC - Special Events Contributions - Eliminate. Events self sustainable. MM Comments Feb 20th - Discussed with Rec Board Chair and Director. They are planning to prepare and submit a 2019 budget which will tell if this reduction is feasible		9,000	\$ (351,733)	reduce \$24K to \$15K OK
10-E	IF Dehumidifiers approved in REC Capital - Estimated \$8K Reduction in Hydro Costs at THEC. If Lighting Retrofit approved in REC Capital - Estimate \$30K reduction in Hydro Costs at THEC. So 1/2 year			\$ (351,733)	
10-F	REC - eliminate Summer Student - see MO below. Shift MO manhours to pool painting project, eliminate spring clean up		10,000	\$ (341,733)	MM - expects OK from Council
11-A	PPS - defer or share FPO. Part Time hours. Reduce from 46K new costs to \$10K for 2019. Instead of new position, will look at sharing existing position to meet these work needs.	reduce expenses	36,000	\$ (305,733)	MM - expects OK from Council
11-B	PPS - Building Permits Revenues -2019 original budget forecast of \$100K in Building Permits Revenues, revised forecast with new projects = \$179K, Increase budget to \$150K		50,000	\$ (255,733)	MM - expects OK from Council
12-A	MO - Expense adjustments - see list from Shane		41,500	\$ (214,233)	MM - expects OK from Council
				\$ (214,233)	
12-B	MO - Adjust Level of Service Policy - Winter Control - to stay within budgeted OT		0	\$ (214,233)	
12-C	MO - Adjust Level of Service Policy - Summer Road Maintenance No weekend Grading - OT		2,000	\$ (212,233)	MM - expects OK from Council
12-D	MO - Eliminate Spring Clean Up Labour needs - use manhours to paint the pool, eliminate Summer Student at REC			\$ (212,233)	March 5th - Dept will keep and report if other services impacted
12-E	MO- Solid Waste and Recycling - Review of Commercial Services MM Comments Feb 20th - Department has reviewed the cost of this service and estimates cost savings of \$19K. Does Council want to entertain this service reduction opportunity?			\$ (212,233)	
13-A	ADM - Reduce Review for budget balancing reduction opportunities TOC mkt budget from \$15K to \$5K, Annual CTV TV Advs, Hydro -\$3K, Postage - \$8K, WS share of GG costs \$20K)		41,000	\$ (171,233)	MM - expects OK from Council
13-B	ADM - might be PT labor costs budgeted that we may know now, that we are good		7,500	\$ (163,733)	MM - expects OK from Council
13-C	COUNCIL COSTS - review (telephone costs \$4K to \$1K - no longer offer cell phone to Coucillors, use IPADS, Council Volunteer Board - reduce budget from \$5K to \$2K - fairly new, 2018 costs \$1800)		8,000	\$ (155,733)	MM - expects OK from Council
14	ALL -DEPTS - Ins renewal and book new allocation methodology - 2018 total	mostly from Water Dept	-25,000	\$ (180,733)	MM - expects OK from Council
15	PRIOR YEARS SURPLUS/RESERVES		50,000	\$ (130,733)	MM - expects OK from Council
16	POA - received 2019 estimates. TOC portion = \$80K revenues, current budget is for \$70K	increase revenues	10,000	\$ (120,733)	MM - expects OK from Council
17	CDSSAB - 2019 Levy - notified Jan 22 that 2019 will be same as 2018 levy, so no increase, can remove budgeted 3% increase (HEALTH AMBULANCE PORTION \$12,159 and SOCIAL SERVICES \$23,527. WAITING FOR CDSSAB TO FINALIZE ALLOCATIONS	Pass thru expense reduction	30,000	\$ (90,733)	MM - expects OK from Council
18	Council to review MCFA Cadence Property - \$35K. MM Comments Feb 20th - CDSSAB has been asked to come address this request to Council and answer questions. They will also provide facility financials			\$ (90,733)	ok - Council approved 2 year tax relief - 2019 and 2020
19	Council to review - Seniors Grants, \$20K , swap out for LMH Recruitment request - MM Comments Feb 20th - request has been sent to both groups, requesting recent financial statements	no change		\$ (90,733)	Financials to come from groups
20	Council Donations \$2500 Annual Budget - reviewed at Feb 6th meeting			\$ (90,733)	ok - revisit administration of the policy
21	Housing Strategy - Director of Protective Services has asked that we add \$35K for a Housing Strategy Study and \$5K misc costs related to this planning initiative.		-40,000	\$ (130,733)	ok
22	Provincial Operating Funding Notice suggest 2019 will be virtually the same as 2018, this budget anticipated a \$50K reduction. This can be reinstated as revenues it seems	increase revenues	50,000	\$ (80,733)	MM - expects OK from Council
23	Cochrane Lions Club - Funding request \$1,000 for Local Banners honoring fallen soldiers - MM Comments Feb 20th - recommends Council consider this through their donations policy or other Council budget allocations.			\$ (80,733)	ok



TOC - 2019 OPERATING BUDGET BALANCING WORKSHEET

As of March 14th, 2019		BUDGET BALANCING		Council comments - decisions Feb 20th/March 5th
24	MO - Request to increase Winter Control 2019 Budget by \$40K due to recent excessive snowfall and winter activity		-40,000 \$ (120,733)	ok
25	OVERALL Summer Student Cost Reduction - departments with several students can either eliminate a position or reduce the weeks (adjust start or end date) ie: change contract period from 16 weeks to 14 or 12 weeks		20,000 \$ (100,733)	
26	New Info - Court Prisoner Transportation Grant - original budget \$35K, recent allocation notice is \$38,159		3,159 \$ (97,574)	
27	Review based on new plans - FPO - being shared, left \$10K in the 2019 budget for any new costs that might arise as a result of sharing Engineering Tech. JPC - do we anticipate any changes to Jared's compensation		10,000 \$ (87,574)	
28	New Info - PHU - 2019 Allocation expected to be \$169K. Budget to date had this estimated at \$173K		5,000 \$ (82,574)	
29	New Info - PBH - 2019 Budget includes TOC share of Proposed Feasibility Study of \$25K. Funding commitments have come through and estimated costs now puts the TOC Share of the PBH Feasibility Study at under \$15K		10,000 \$ (72,574)	
30			\$ (72,574)	
31	adjusted Daycare - \$100K includes LTD Principal - already reflected in Debt Section		15,000 \$ (57,574)	< Balance to come from Sustainability Reserves