



Box 160
COCHIN, SK.
SOM OLO

BUDGET 2023

THE RESORT VILLAGE OF COCHIN

Box 160; Cochin, Saskatchewan S0M 0L0; Phone (306) 386-2333; Fax 306-386-2305

To Mayor and Council,

Under the direction of Council, administration has prepared this budget with a focus on responsible growth, financial sustainability, community safety, recreation services and building our community as we step forward.

Taking into consideration the current economy, the 2023 is focused on balancing investment in the growth of our community with providing tangible improvements to our resident's quality of life while continually improving financial position.

The 2023 budget includes revenues of \$906K, with \$663K supporting general operations and \$243K supporting Tangible Capital expenditures. As directed by council, administration was conscious of maintaining low tax rates in Cochin while balancing the desire for additional services and capital assets.

Over the past year, administration has focused on transparency and providing up to date information to citizens. We started with the revamping of the RV's web page, created additional access to council meeting agenda, council minutes, council comments, budget documents, audited financial documents, internalized processes where efficiencies as well as autonomy could be gained and increased our presence on social media. We believe this has worked well to keep citizens informed.

In 2023 administration will continue its focus on transparency by increasing our communications to residents about the programs and services we provide, events that are happening in our community, public consultation and keeping citizens up to date on our major projects and council decisions.

Our team is passionate and engage in the services it provides to residents and strive to go the extra mile in ensuring our services are prompt, efficient and we engage residents with a view to solving the problem. We hold ourselves accountable to our values and to one another to provide excellent service and value to residents. 2023 will be another very busy year for the Resort Village and administration is looking forward to completing our capital projects, implementing council's vision for a vibrant, well-managed community that is meeting the needs of our current residents while ensuring sustainability into the long-term.



Landon Chambers, RMA, MScGOV
Chief Administrative Officer

BUDGET PRESENTATION

The Resort Village of Cochin (Resort Village) 2023 Annual Budget includes revenues and expenditures provided for strategic priority items as well as maintaining current service levels of operation.

The 2023 budget process includes a zero-based budget, where every expense item was directly tied to a cost. The leadership team was held accountable to deliver a cost-conscious budget proposal for their areas or responsibility and identify service priorities, alignment of resources to expected service requirements and the identification of potential gaps. Throughout the budget process there was great collaboration among the management team in order to present a budget to council that supports the goals and objectives of both the Strategic and Official Community Plans.

This budget will permit the Resort Village to maintain current service levels of operation including providing the same programming, facilities, snow removal, grading, regulatory requirements, and all other services as the Resort Village continues to grow and change. The 2023 budget demonstrates the Resort Village's commitment to reasonable, affordable property taxes and fees which support planned, sustainable growth and maintenance of the Resort Village.

BASIS OF ACCOUNTING

The basis of accounting refers to the point in time in which financial transactions are recorded. This determines which revenues and expenses are recognized in the financial statements and when. The Resort Village uses the accrual basis of accounting. Under this basis of accounting, revenues are recognized when they are earned and measurable. Expenses are recognized when they are incurred or consumed, the goods and services are received and there is an obligation to pay.

Property taxes are measurable and accounted for when collected and recognized as revenue at that time. Building permits, fines, business licenses and other miscellaneous fees and charges are recognized as revenues when payment is received. Grants from governments and transfers are recorded as revenues when the transfer occurs and/or eligibility criteria have been met and a reasonable estimate of the amount can be made.

Capital assets are accounted for at the total cost including acquisition, construction and development costs.

BASIS OF BUDGETING

The Resort Village of Cochin is a municipal government corporation which provides a wide variety of services to its citizens. For financial reporting purposes, the Resort Village's services are essentially reported in two separate funds (Operating and Capital). Funds are created for the purpose of recording specific activities to meet certain objectives in accordance with special regulations or restrictions.

BUDGET FUND STRUCTURE

The Resort Village of Cochin uses fund accounting to separate the two business units previously outlined as operating and capital.

General Operations relates to the services provided by the Resort Village to the residents. It is funded mainly through property taxes and includes operating components. The majority of the services provided to the Resort Village are supported by this fund.

Capital includes Tangible Capital Asset purchases. It is a separate fund that operates on an acquisition and accrual basis funded through property taxation and grants. Capital Assets are accounted for at the total cost including acquisition, construction and development costs. These assets are recorded and managed through Tangible Capital Asset Registry and updated yearly.

DEPARTMENT/FUND RELATIONSHIP

As seen throughout the budget document, the Resort Village has eight different functional areas. These functional areas are broken out by the two funds outlined below:

General Governance- Operating Fund
Planning and Development- Operating Fund
Protective Services- Operating Fund
Public Works- Operating Fund
Environment Services- Operating Fund
Recreation and Cultural Services- Operating Fund
Tangible Capital Assets- Capital Fund

2023 BUDGET PROCESS

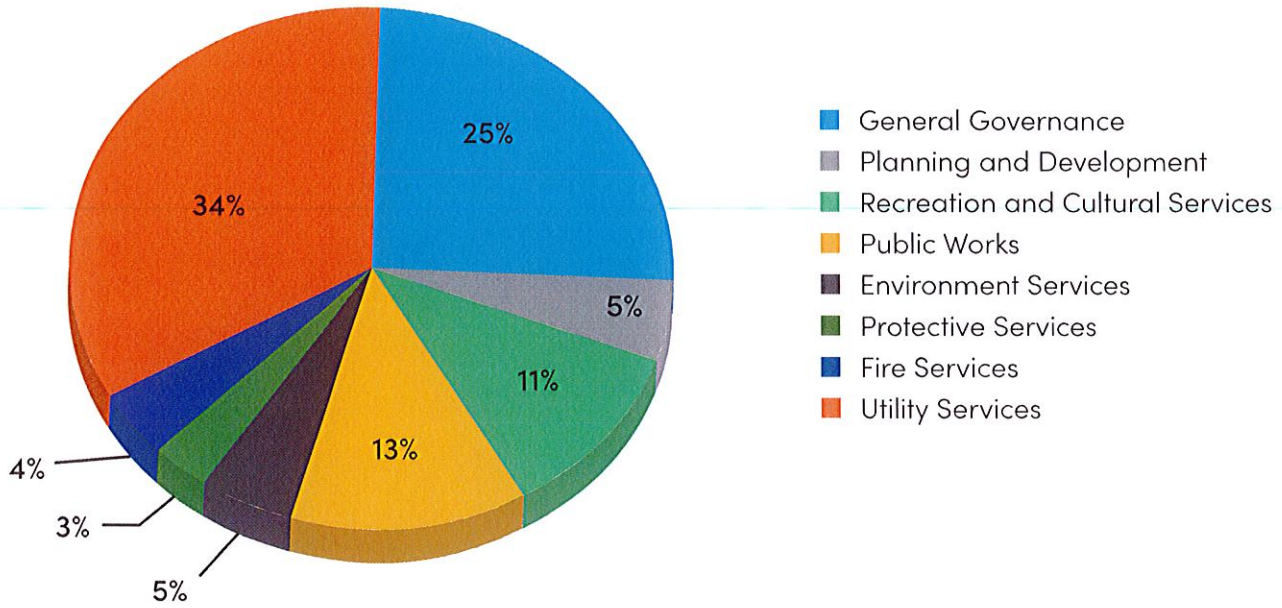
As prescribed under The Municipalities Act, a council shall adopt an operating and capital budget for each financial year. No council may authorize a tax levy without having adopted the annual operating and capital budget for that year. As Saskatchewan municipalities are not permitted to budget for an operating deficit, the budget presented for 2023 is a balanced budget.

To prepare the estimates for council's consideration, administration begins the process of budget preparation in August of each year and finished with the finalization of the budget in December. This planning cycle provides council with a forward view of the Resort Village's priorities and plans for the upcoming year. It also provides for early planning for major capital projects, such that the planning phases of these projects ensure a timely procurement process to maximize value.

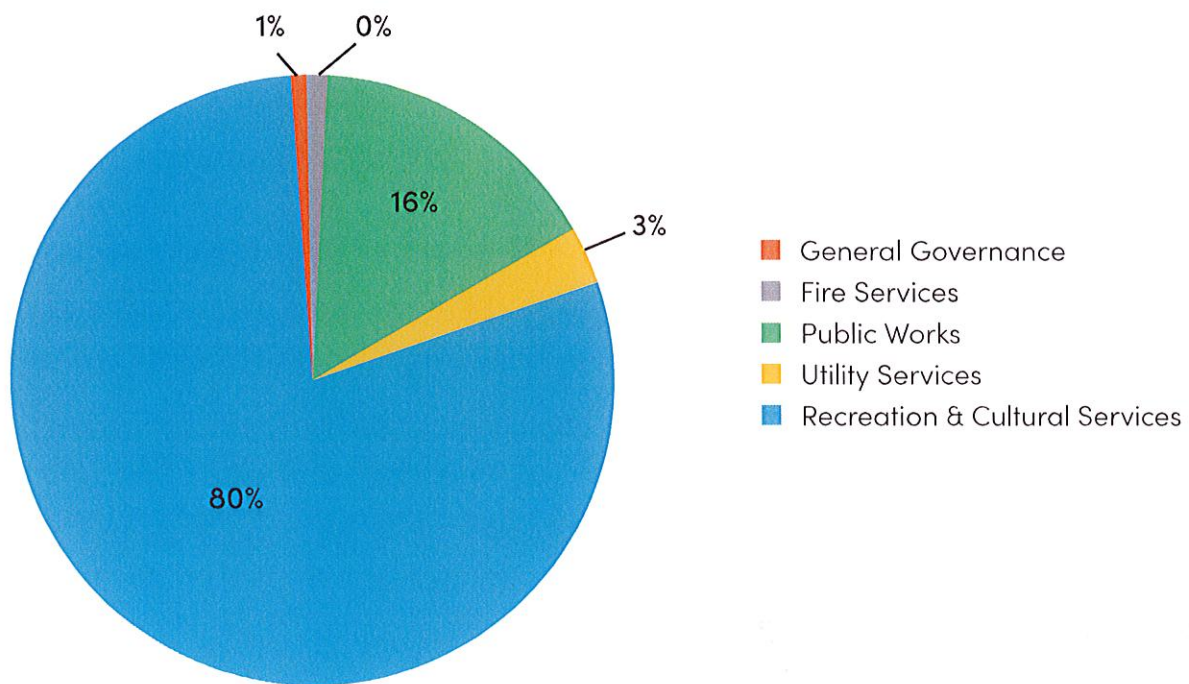
Council is presented with monthly reports on actual revenue and expenditures compared to the approved budget. Any amendment to an adopted budget shall be enacted by a resolution of council by stating the purpose of the amendment, the affected accounts, and, if applicable, whether the funds are being transferred between operating or capital accounts.

Budget Overview

Operating Expenses by Department



Capital Investment in 2020 by Department



Budget Overview:

Operating Expenses by Functional Area:

General Government= \$351,375 (39%)
Protective Services= \$59,070 (7%)
Transportation Services= \$351,350 (39%)
Environmental Services= \$25,170 (3%)
Planning & Development= \$36,000 (4%)
Recreation & Culture= \$64,829 (7%)
Utilities= \$18,509 (1%)

Capital Investment by Functional Area:

General Government= \$57,700 (33%)
Protective Services= \$12,250 (7%)
Transportation Services= \$60,000 (39%)
Recreation & Culture= \$31,250 (18%)
Utilities= \$12,000 (3%)

GENERAL GOVERNANCE (GG):

Includes:

- Taxation and Assessment
- Business Operations
- Financial Services
- Legislative Services
- Information Technology
- Human Resources
- Communications

Description:

General Governance provides corporate support services to council and administration. These services include but are not limited to support to council for governance decisions, strategy development and execution, policy and bylaw development, financial management, revenue collection, information technology services, human resource policy and communications.

Expense Examples:

- Salaries and Benefits
- Maintenance, Materials, and Supplies
- Consulting and Contracts
- Insurance
- Travel & Training
- Utilities
- Other

2023 Budgetary Considerations of significance:

- 510-110-110-GG- Council Indemnity: \$32,000
- 510-110-230-GG- Salaries-Administrator: \$84,000
- 510-110-330-GG-Salaries-Assistant: \$52,000
- 510-200-120-GG- Contracted Services: \$66,500
- 510-200-150-GG- Board of Revision: \$15,000
- 510-220-110-GG- Munisoft: \$14,280

A word cloud visualization centered around the words "planning" and "block". The words are arranged in a roughly circular shape, with "planning" and "block" being the largest and most prominent. Other significant words include "local", "economic", "development", "level", "socio-economic", and "blocks". Smaller words include "council", "prepare", "block-level", "soil", "among", "impact", "councils", "levels", "implement", "country", "decentralized", "must", "economically", "cooperation", "developmental", "environmental", "every", "plans", "Block", "establishment", "system", "economic", "development", "called", "plan", "including", "states", "unit", "river", "board", "projects", "supply", "programs", "proper", "fully", "state", "recognized", "made", "intra-block", "Thus", "across", "problems", "unit", "states", "unit", "across", "problems", "unit", "states", "unit". The colors range from dark red to light orange.

PLANNING AND DEVELOPMENT (P&D):

Includes:

- Municipal and Regional Planning
- Long-Range Planning and Development
- Land Use and Zoning Policy
- Development Reviews and Neighbourhood Planning
- Transportation and Community Safety
- Business Licensing and Bylaw Enforcement
- Neighbourhood Development and Landscaping

Description:

To manage a wide range of planning initiatives, including the implementation of the Resort Village's Official Community and Strategic plans which guide growth and change in the Resort Village.

Planning and Development reviews ongoing development proposals in a fair and objective manner to ensure the creation of sustainable and complete subdivisions and development in general that is responsive to community values, while advising council on planning processes and development applications. Planning and Development strives to continue to provide a high level of services and optimum planning and development standards for the community.

Expense Examples:

- Salaries and Benefits
- Consulting and Contracts
- Other Expenditures

2023 Budgetary Considerations of significance:

- 510-490-170- GG- Planning Assistance: \$20,000
- 510-490-160-GG- Zoning Amendments: \$12,000
- 560-200-105-P&D- BUILDING INSPECTIONS: \$4,000



PROTECTIVE SERVICES (PS):

Includes:

- Crime Prevention
- Royal Canadian Mounted Police (RCMP)
- Community Safety Officer
- Fire Protective Services
- Bylaw Enforcement

Description:

Protective Services are provided by Cochin Volunteer Fire Department, the Royal Canadian Mounted Police (RCMP) and bylaw enforcement is provided by the Rural Municipality of Meota via special constable.

The RCMP focuses enforcement efforts on Criminal Code offences and certain provincial statute offences, such as those contained in The Traffic Safety Act. Community Safety Officer focus on the enforcement of Resort Village bylaws and provide general community education when it comes to bylaw awareness and public safety with the goals of a Safe, Healthy and Vibrant Community.

Expense Example:

- Salaries and Benefits
- Consulting & Contracts
- Other Expenditures

2023 Budgetary Considerations of significance:

- 520-210-100-PS- Justice Requisition- CSO: \$12,000
- 520-210-110-PS- Police- RCMP Contract: \$12,000
- 2023 Cochin Volunteer Fire Department total: \$18,435

PUBLIC WORKS



DEPARTMENT

PUBLIC WORKS (TRANSPORTATION SERVICES) (TS):

Includes:

- Road Maintenance
- Road Construction
- Road Rehabilitation
- Snow Removal
- Public Spaces

Description:

To provide residents with access to well-maintained roadways and public spaces in order to ensure safe, and efficient movement of people, goods, and services. This includes the undertaking of effective and timely roadway snow and ice control in the winter as well as grading and dust control in the summer months to provide safe and accessible conditions on Resort Village streets and public spaces.

Expense Example:

- Salaries and Benefits
- Maintenance, Materials, and Supplies
- Consulting & Contracts
- Insurance
- Travel & Training
- Utilities
- Gravel & Sand
- Liquid Calcium
- Other Expenditures

2023 Budgetary Considerations of significance:

- 530-110-120-TS- Salaries- Foreman: \$65,000
- 530-110-140-TS- Salaries- Casual/Seasonal: \$74,000
- 530-440-100-TS- Sand & Gravel: \$5,000
- 530-460-110-TS- Dust Control: \$10,000



ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES (EH):

Includes:

- Waste Management
- Recycling Services
- Pest Control
- Weed Control

Description:

Municipal governments play a key role in safeguarding local environmental quality, building resiliency, and protecting their residents from significant environmental changes. Municipalities are often the forefront of environmental protection, although federal and provincial governments hold most of the legislative authority and financial resources.

Infrastructure funding agreements such as the Investing in Canada Plan Green Infrastructure Stream, the Disaster Mitigation Fund, and other federal and provincial investments have been a welcome resource for municipalities in making capital improvements that result in cleaner water, air and land for these communities.

Expense Examples:

- Salaries and Benefits
- Maintenance, Material, and Supplies
- Consulting & Contracts
- Waste Management Fees
- Recycling Fees
- Insurance
- Travel & Training
- Other Expenditures

2023 Budgetary Considerations of significance:

- 540-200-120-EH- Waste Disposal Fees: \$24,000
- 540-420-100-EH- Pest & Weed Control Supplies: \$1,170



RECREATION AND CULTURAL SERVICES (R&C):

Includes:

- Parks and Outdoor Facilities
- Indoor Facilities
- Activity Events and Programs
- Recreation Administration
- Boat Launch
- Fillet Shack
- Community Hall

Description:

The Resort Village will encourage provision of excellent social, recreational and cultural services for the full spectrum of residents including youth, families, and seniors.

Public leisure is a vital contributor to the quality of life in the Resort Village. As a result, the Resort Village will provide, encourage and leverage development of facilities, amenities, and programming to enhance the quality of recreation, culture, and life for all residents.

Expense Example:

- Salaries & Benefits
- Maintenance, Materials, and Supplies
- Consulting & Contracts
- Insurance
- Travel & Training
- Utilities
- Grants and Contributions
- Other Expenditures

2023 Budgetary Considerations of significance:

- 570-600-150- R&C- Tennis Court Reno: \$15,000
- 570-430-170- R&C- General Renos: \$4,000
- 570-340-150-R&C- Community Hall Power: \$4,000

MOBILE
PREPAID

MOBILE
POSTPAID

GAS
BILL

UTILITY SERVICES

DTH

WATER
BILL

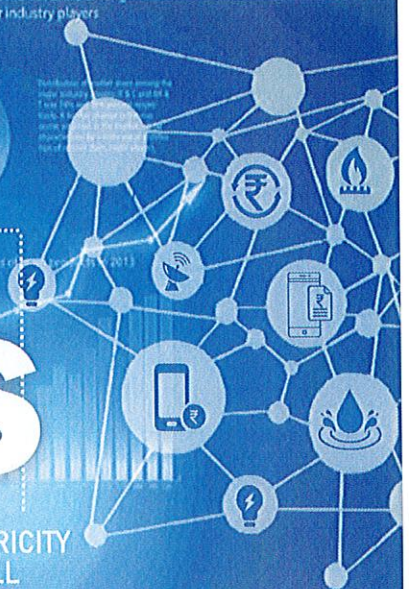
ELECTRICITY
BILL

the major industry players



Established market player among the major industry players (T, B, I, and A) with 70% market share.

Projected market share of 70% by 2013



Passive market share

Change in market share of the active market is shown in the chart.

UTILITY SERVICES (UT):

Includes:

- Water Distribution
- Water Testing
- Sewage Lagoon
- Jackfish Lake Watershed Authority Levy

Description:

To provide citizens with a safe and adequate supply of potable water through water distribution, monitoring and testing.

To provide the disposal and monitoring of wastewater in order to ensure the environmentally appropriate handling of sewage discharge.

Expense Examples:

- Salaries and Benefits
- Water Charges
- Maintenance, Materials, and Supplies
- Consulting & Contracts
- Insurance
- Utilities
- Other Expenditures

2023 Budgetary Considerations of significance:

- 580-200-120- UT- Jackfish Lake Watershed Levy: \$2,210
- 580-285-150- UT- Water Line Maintenance: \$15,722
- 580-290-100- UT- Water Testing: \$4,000
- 580-290-120- UT- Water Testing Contract: \$3,000

Taxation

The Resort Village uses a combination of base tax and ad valorem to determine property taxes. The Town uses the base tax to reflect an equal consumption of services between residents, such as general governance, protection services, snow clearing, and maintenance. The services provided by the Resort Village are funded 73% through property taxes, 14% through unconditional revenue, 8% through operating grants, and 8% through service fees and other operating revenues. Since the majority of operations are funded through tax dollars, to ensure that the current services continue to be provided, tax increases typically keep pace with inflation. New programs and services are funded by the rationalization of existing programs and services, the increase in property assessment as a result of growth or a property tax increase.

2023 Increases

The 2023 budget balances the desire for increased services with fiscal restraint to ensure affordable property taxes and quality programs and services. For 2023, the Resort Village's priorities relate to maintenance of existing infrastructure, maintaining current recreation programs and services, ensuring responsible and managed growth and maintaining existing services; such as snow removal, regulatory compliance monitoring, and maintenance.

As such, the 2023 budget will remain unchanged with a rate as 1.5 mills and base tax will remain unchanged at \$975/property.

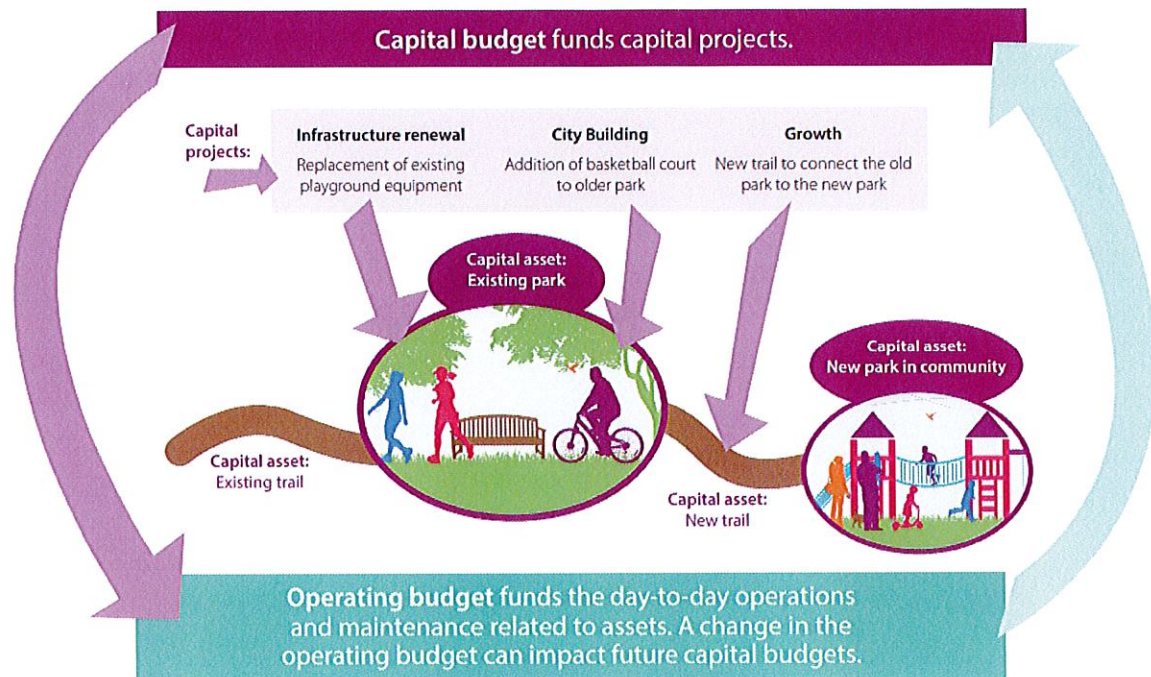
Financing

The Resort Village may finance projects to upgrade or install new services for residents. This financing is supported through a combination of development levies, connection fees, and asset renewal reserves. Any municipality may utilize debt financing, subject to debt limits determined in one of two ways. The Municipalities Act gives the option to calculate a debt limit based on prior year own source revenues, or by applying to the Saskatchewan Municipal Board (SMB) to have their debt limit established. The Resort Village has a debt limit that is established based on prior year own source revenues. In 2023, The Resort Village continues to progress on the vision of rehabilitating the Breakwater structure in the community. The next steps in the plan include the regulatory compliance and permit application, of which \$16K is expected to be funded. Should the Resort Village proceed with construction of phase 3 of the structure after the design is complete, funding of over \$1.5M, government grants, levies, and fundraising will all help bring the project to reality.



Connecting the capital and operating budgets

The following diagram illustrates the relationship between the capital and operating budgets, capital assets, projects and funding sources.



2023 Capital Asset considerations of significance:

Grader (10-12 ft Blade used): \$30,000

Skid Steer (Used- less than 1000 hours): \$40,000

Court Renovation (Fence): \$15,000

Amortization: \$57,699.97

Land Improvements: \$3,345.36

Buildings: \$10,794.86

Vehicles: \$15,042.84

Machinery & Equipment: \$23,211.12

Water Lines: \$5,305.79

Breakwater Rehabilitation- Phase 2: \$50,000

Seasonal Water Distribution System: \$50,000

Assumptions

As with any forward-looking document there are certain assumptions that need to be made. This document follows the principle of conservatism when creating these estimations. On the following pages are the assumptions that were used in creating the 2023 estimates.

General Escalation: 8%

Labour Escalation: 8%

Full Time Permanent Employees: 2

Part Time Permanent Employees: 0

Part Time Seasonal Employees: 5

Mill Rate: 1.5

Base Tax: \$975

Economic Development Servicing Fees- Developed: \$232

Economic Development Servicing Fees- Undeveloped: \$94

As per Bylaw #3-19

Tax Certificates: \$25.00/tax card

Assessment Sheet/Tax Notice: \$15.00/tax card

Assessment Appeals: \$250.00/assessment

SAMA Sheet: \$15.00/alternate number

Custom Work: \$120.00/hr at discretion of Administrator

Photocopies: \$0.25/page

Fax SEND: \$1.00/transmission

Fax RECEIVE: \$0.50/page

Community Hall: \$600/day

Building Permit: \$450.00/\$100,000 in Value of Structure

Development Permit: Permitted Use: \$50-\$300; Discretionary Use: \$300-\$600

Waste Management (Additional Cart- Council discretion): \$371.50/Cart