

2017 BUDGET

December 12, 2016



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INTRODUCTION

Town Profile

The Town of Cochrane is a thriving community in the Bow Valley in southern Alberta, just west of Calgary. Cochrane's population was 25,122 in the 2016 census representing 9% growth from 2015.

History

Cochrane was named for Senator Matthew Henry Cochrane who established Alberta's first large-scale livestock operation in 1881 at the Cochrane Ranche (now a public park and historic site). The Canadian Pacific Railway granted the town site in 1885 and named it in honour of Senator Cochrane. The little hamlet of Cochrane became a village in 1903 and in 1906 had a population of 158 residents. The general economic boom of the 1970s brought many new residents and a great burst of construction activity.

Today, Cochrane is still noted for its western heritage, unique buildings and popular Main Street, as well as its small-town atmosphere and hospitality. Residents maintain a strong sense of community and an appreciation of the natural beauty that surrounds them.

Population continued to grow at impressive levels; economic growth also continues as the municipality works with provincial agencies on highway development and with the business community on retail, commercial and industrial opportunities.



INTRODUCTION

The 2017 Budget includes resources for Council's 2017 priority areas of:

- The Aquatic and Curling Multisport Facility
- Improving roads and pathways
- Planning for a community cultural hub
- Implementing an Economic Development Strategy

The Budget Process

The Cochrane Sustainability Plan is part of the Town's annual budget process. It encourages us to think about what we value most in our Town and how we want it to grow. It requires us to see a link between our present success and ensuring that future generations of Cochrane residents have the same opportunity to enjoy a healthy and prosperous life.

The annual budget is also based on Council identified priorities, the Town's Strategic Plan, the Ten Year Financial Strategy, and annual business plans developed by each section. The 2017 budget process began with a strategic planning session held in the spring with Council and the Executive and Senior Leadership Teams. The goal of the session was to look out over a ten year window and set the direction of the Town. The session also set more specific goals, objectives and deliverables for the upcoming year so that annual business plans and budgets could be developed. The 2017 Strategic Plan details numerous priorities for sustainability, communications, organizational excellence, and developing the potential of our municipal employees. This budget strives to incorporate funding for projects in these areas.

Budget Managers prepare zero based operating and capital budget requests. Capital budget priorities are determined by Council priorities, pressures from growth on local road and water systems, and the need to replace existing assets. Preliminary budgets are evaluated by the Senior Leadership Team and changes are made to ensure Council receives a balanced budget that aligns with the Town's Ten Year Financial Strategy.

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The 2017 Budget is zero based, maintains service delivery at current levels, and includes resources for Council’s priorities. The 2017 Operating Budget has expenditures of \$48.9m with \$25.1m offsetting revenues resulting in \$23.8m in municipal property taxes to achieve a balanced budget. This is a \$768,000 or 3.33% increase from 2016 net cost of operations with 2.5% coming from growth and .83% from a proposed property tax increase. Without the projected growth in 2017, a 3.33% property tax increase would have been requested to maintain current service levels. Council has only increased municipal taxes 1.23% in total from 2014 to 2017 (decrease of 2.5% in 2014, increase of 2.9% in 2015, no increase in 2016, and proposed .83% in 2017).

There is also a \$6.2m expenditure budget in 2017 for the first of three principal payments on the \$19m Aquatic and Curling Multisport Facility; the expenditure is covered by \$6.2m in capital revenues for this project resulting in no impact on property taxes in 2017.

Revenue by Source	2016 Budget (millions \$)	2017 Budget (millions \$)	Budget Change (millions \$)
User Fees/Rentals/Permits	(15.6)	(16.5)	(0.9)
Government Contributions	(2.7)	(2.7)	(0.0)
Fines, Penalties & Other Revenue	(1.6)	(1.6)	-
Utility - Return on Investment	(1.0)	(1.0)	-
Operations funded from reserves	(0.2)	(0.5)	(0.3)
Franchise Fees	(2.7)	(2.8)	(0.1)
Your municipal tax dollars	(23.1)	(23.8)	(0.7)
Total before Spray Lake Recreation Facility	\$ (46.9)	\$ (48.9)	\$ (2.0)
Spray Lake Recreation Facility capital funding for principal payment on \$19m Aquatic and Curling Multisport loan	-	(6.2)	(6.2)
Total including Spray Lake Recreation Facility	\$ (46.9)	\$ (55.1)	\$ (8.2)

EXECUTIVE SUMMARY

Although the economy is in a downturn, our service base is still expanding. It is important to know that the Town takes over responsibility for infrastructure in new subdivisions after the Final Acceptance Certificate (FAC) and warranty period ends, often two years after new homes are built. Increased staff workloads in 2017 are expected as a result of this and the impacts of the Town's population increasing 32% from 2013 to 2016. Cochrane's rapid growth is affecting staff capacity and while it is difficult to sustain existing service levels, Town staff are always looking for efficiencies and ways to deliver excellent public service.

Expenditures by Service Area	2016 Budget (millions \$)	2017 Budget (millions \$)	Budget Change (millions \$)
Council	0.5	0.5	-
Community Grants & Library	1.0	1.2	0.2
Community Services, Town Facilities, Recreation & Culture, Cemeteries, Parks, FCSS	9.3	9.9	0.6
Fire Services	5.5	5.9	0.4
General Government & Corporate Services	6.8	6.2	(0.6)
Planning, Engineering & Economic Development	3.2	3.0	(0.2)
Police and Municipal Enforcement	4.4	5.4	1.0
Roads & Storm Sewer	4.6	4.6	-
Solid Waste & Recycling	2.9	2.9	-
Water & Wastewater	8.7	9.3	0.6
Total before Spray Lake Recreation Facility principal loan payment	\$ 46.9	\$ 48.9	\$ 2.0
Spray Lake Recreation Facility principal payment on \$19m Aquatic and Curling Multisport loan	-	6.2	6.2
Total Expenditures	\$ 46.9	\$ 55.1	\$ 8.2

EXECUTIVE SUMMARY

The Police budget includes \$840,000 for debt servicing funded from tax growth in prior years; it does not increase property taxes in 2017. As the new facility was not started, the \$840,000 was reallocated by Council in 2016 to the downtown revitalization project.

2017 Draft Operating Budget Highlights

- Increase of 5.13 full time equivalent staff for a total of 212 FTE's in the 2017 budget.
- Cost of living (0.6%) and grid step adjustments (3.5%) for eligible employees moving up the grid toward the market rate for their position.
- 2.13% increase for firefighters.
- The overall budget proposes a 0.88% tax increase.
- The total increase is \$1.44/month for municipal taxes on \$492,352 assessment (average single family dwelling)
- No increases proposed in water, wastewater, storm sewer, solid waste or recycling utility rates.
- 4% increase in building permit fees
- New Alberta carbon tax in 2017 impacts fuel costs by 4.5 cents a litre (about 5% more), which is about \$10,000 more on Town fuel costs in 2017. We also expect the Town's power costs to increase by about \$30,000 in 2017. Alberta's carbon tax is \$20 per tonne versus the proposed Federal tax starting at \$10 per tonne in 2018; the Federal details have not been worked out but it should take into consideration existing Provincial carbon tax programs and not be an additional tax.

EXECUTIVE SUMMARY

Residential Average Annual Cost (based on assessed value of \$492,352)	2016	2017	\$ annual increase	% increase	\$ Monthly increase
Total Municipal Taxes	\$ 2,083.00	\$ 2,100.29	\$ 17.29	0.83%	\$ 1.44
Average water bill per year (assumes 20 cubic metres/month) base rate \$5.60 plus \$1.16 per cubic metre	\$ 345.60	\$ 345.60	\$ -	0.00%	\$ -
Average sewer bill per year (assumes 20 cubic metres/month) base rate \$5.60 plus \$2.26 per cubic metre	\$ 609.60	\$ 609.60	\$ -	0.00%	\$ -
Storm Sewer Fee (\$4.16 per month)	\$ 49.92	\$ 49.92	\$ -	0.00%	\$ -
Waste/Recycling collection fee (\$20.55 /month)	\$ 246.60	\$ 246.60	\$ -	0.00%	\$ -
Eco-Centre fee \$5/month	\$ 60.00	\$ 60.00	\$ -	0.00%	\$ -
Total Annual Cost	\$3,394.72	\$3,412.01	\$ 17.29	0.51%	\$ 1.44

Average annual total increase cost of municipal taxes and utilities is \$17.29 a year or \$1.44 per month.

EXECUTIVE SUMMARY

2017 Strategic Plan Priorities

The 2017 Draft Budget includes resources to achieve our Strategic Plan as well as Council's top four priorities:

1. Aquatic and Curling/Multi-sport Centre

- Complete an operational transition plan for the new Aquatic and Curling Multisport facility
- Continue seeking sponsorships and fundraising
- Grand opening of new facility in June 2017

2. Improving roads and pathways:

- Continue work on Bow River Bridge and connections project including south alignment legal agreements, north arterial road construction, and bridge design.
- Implement Connecting Cochrane which includes solutions for traffic congestion in Cochrane
- Continue working with the Province on short and long term improvements to Highways 1A and 22

3. Planning for a community cultural hub:

- \$110,000 (MSI Operating grant) request to finalize location and complete the development of plans for a community cultural hub; project deferred during Council budget debate with grant allocation to be reviewed again in 2017.

4. Implementing an Economic Development Strategy:

- Implementation of Economic Development Strategy and Integrated Downtown Action Plan.
- \$50,000 (MSI Operating grant) for Western Heritage Design Guidelines update.
- Finalize transit strategy.
- Implement tourism strategy and the historic downtown action plan.
- Expand Town owned fibre optic system to create affordable broadband for businesses
- Work with local businesses on opportunities for business diversification.

EXECUTIVE SUMMARY

2017 Capital Budget

Major Capital Projects 2017 Budget	millions \$
Bow River Bridge crossing and connections next steps	\$ 5.6
Wastewater capacity increase phase 1 Transfer Station Wet Well	\$ 4.9
Community Revitalization Levy downtown rail crossing/next steps	\$ 3.0
Roads renewal surface improvements to collector roads	\$ 1.5
Water plant improvements	\$ 0.7
Facilities Growth- including Operations shop parking, facilities security	\$ 0.5
Griffin road and River Ave traffic signals	\$ 0.4
Fleet and equipment	\$ 0.4
New Dog Park by Hwy 22 north of Quigley	\$ 0.3
Facilities Lifecycling- including RancheHouse, Library, Ecocentre	\$ 0.3
Horse Creek Rail crossing detailed design	\$ 0.1
SLS Recreation Centre elevator, martial arts, climbing wall, paving, heat exchanger	\$ 0.3
	\$ 18.0
Other Capital Projects	\$ 0.5
Total Capital Projects 2017 Budget	\$ 18.5

The 2017 Capital Budget includes over \$11m in growth projects to address traffic congestion and future wastewater capacity. As well renewal of existing infrastructure ensures Town assets last to their expected lifecycle.

To save for future asset replacements, capital reserve contributions total \$3.8 million in addition to the \$18.5 million in projects above. Total 2017 contributions to the capital budget from operating are \$4.6 m which is 9.3% of total operating expenditures (9.3% in 2016).

Work also continues in 2017 on the Aquatic and Curling Multisport Facility approved in the 2015 Capital Budget.

EXECUTIVE SUMMARY

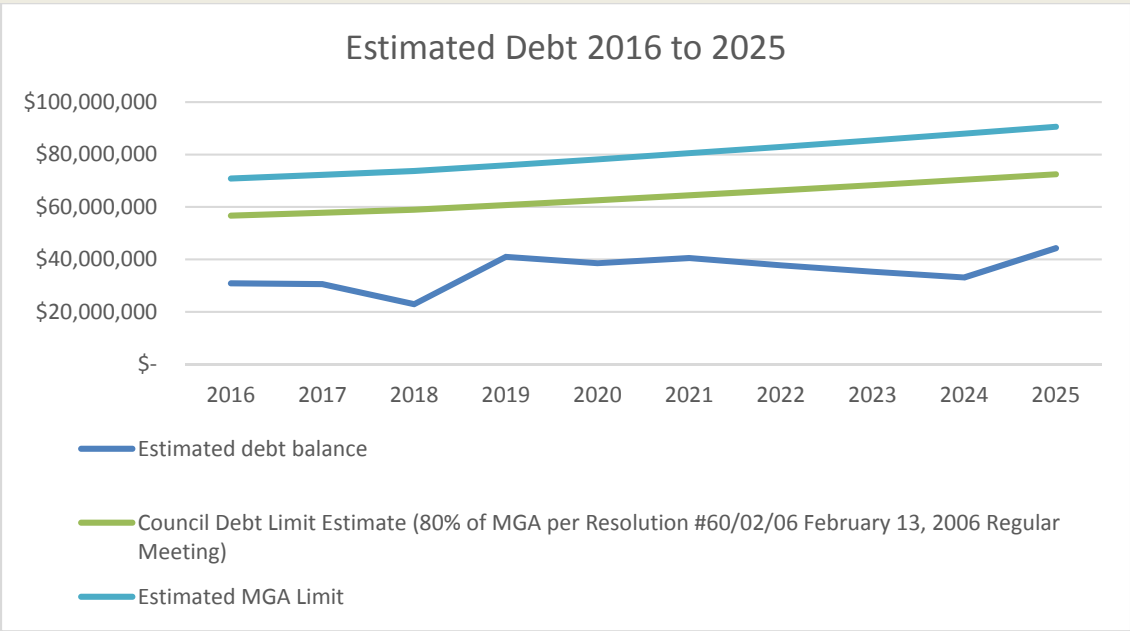
2017 Debt and Ten-Year Financial Strategy

The Town's Ten-Year Financial Strategy was updated this spring as part of the budget/business planning process. Council received more updated information on October 17, 2016 to include in budget deliberations November 25-26, 2016.

\$237m in capital spending is planned from 2016 to 2025 including \$94m in transportation projects. The most recent project cost and census information results in proposed changes to the strategy since the April 2016 update:

- The Aquatic and Curling Multisport Facility \$48m cost (an increase of \$3m) impacts the Ten Year Capital Financial Strategy. Council received a full project update at the September 26, 2016 meeting. A \$19 million, 5 year loan at 1.718% was taken in 2014 to cashflow funding sources that were expected to come in after the facility is built. Annual interest on the loan is funded from the operating budget and principal payments of \$6.2 million are required in each of 2017, 2018, and 2019. Making the loan payment of \$6.2 million in 2017 will result in cashflow shortfalls and Council debated the option to refinance the loan to better match timing of anticipated funding sources or to withdraw from reserves. With the penalty quote for refinancing at \$404,600, Council decided not to refinance the loan at this time. Council gave Administration direction to use \$1.45 million in proceeds from the Old Town Hall Site sale in 2017 toward the Aquatic and Curling facility which will assist with the 2017 loan repayment.
- The bridge project estimate is also estimated to cost \$48 m which includes a 35% cost variance at this time (all project costs include variances for risks and uncertainties associated with project scopes).
- \$14m in costs from the phased wastewater pipeline twinning beyond 2025 were moved to 2025 as a result of higher Town growth. An estimated \$32m would be required in 2028 for future phases.
- With the changes in the Ten Year Capital Financial Strategy noted above, the \$28m Centre Avenue grade separated rail crossing was deferred to 2026.

EXECUTIVE SUMMARY



New debt will be required over the next 10 years to fund long-term plans. At the end of 2025 Cochrane could be at 61% of the Council approved debt limit but future debt levels could be reduced through any combination of increased capital revenues (ie. more offsite levies collected from growth), lower project costs, and deferral of capital projects. Cochrane is currently at 55% of its Council approved debt limit (and 44% of the Municipal Affairs Median MGA Debt limit).

2017 Debt proposed in Budget	\$30,609,726
2016 Current Debt	\$30,895,527
Debt Change	(\$285,801)
Debt Change by %	(-0.9)%
2017 % of Cochrane Debt Limit (80% of MGA limit)	53%
2016 % of Cochrane Debt Limit (80% of MGA limit)	55%
MGA debt limit December 31, 2015	\$70,838,991
2014 Municipal Affairs Median MGA Debt	34%

PUBLIC CONSULTATION



2017 BUDGET PUBLIC CONSULTATION RESULTS

Town of Cochrane residents were invited to participate in the 2017 Budget process. The public consultation process followed the guiding principles of our community engagement policy.

1. Accessibility

- The proposed 2017 Budget was available to Council October 24, 2016, four weeks prior to budget deliberations.
- The proposed 2017 Budget was available on the Town website October 25, 2016.
- A series of budget summary ads were published in the Cochrane Eagle on October 27, November 3, 10 and 17, 2016.
- Staff were at the downtown Visitor Centre 521 First Street West on Saturday November 19, 2016 from 11 am to 2 pm to answer questions and 2 residents attended.

2. Accountability

- Citizens who provided feedback have their comments included in the budget package when Council deliberates the budget.
- The budget document provides Council with relevant information required for budget decisions to be made during their deliberations during Special Meetings on November 25 and 26, 2016
- The budget document contains financial information about all Town services

3. Communication

- Town of Cochrane website and social media sites invited public input.
- Community Association representatives were presented budget highlights at the November 2, 2016 regular update meeting with Town staff.
- A clear process was used to gather public feedback and then share the results with each member of Council. Comments and questions were gathered by Paige Milner, Senior Manager Corporate Services. Responses were documented and provided to Council November 24, 2016.

4. Continuous Improvement

- We are continually working towards a budget document that is understood by Council and Cochrane residents.

5. Participation

- We made every reasonable effort to reach, involve, and hear from our community.
- Individuals who wished to pose questions were also invited to contact Paige Milner, Senior Manager Corporate Services at 403-851-2524, or email paige.milner@cochrane.ca . 3 residents met with Ms. Milner; followup questions were asked from 2 residents as detailed below.

Discussion on capital budget:

- Concern that variances not built into pool/curling rink costs from the beginning. Question: Should that not be automatic procedure for all capital items? – **Yes and Administration is working on collecting information for Council to ensure incorporation of more appropriate contingencies in future capital projects.**

2017 BUDGET PUBLIC CONSULTATION RESULTS

- Explanation that shortfall in building costs will be made up through MSI grants. Also Rock the Waves campaign still \$5 million short of target. Administration suggested that shortfall will also come from MSI grants. Question: MSI grants are largely intended for “local infrastructure priorities and build strong, safe and resilient communities.” Because so much of MSI grants going to Aquatic Centre, are other projects having to be delayed? – **Grade separated crossing at Centre Avenue delayed due to cumulative financial impacts** What amount is budgeted for MSI grants and what percentage of all MSI grants received by the Town would go to pool if support for \$8 million shortfall is necessary? – **Total MSI commitment is \$41m and \$28m or 68% is committed to the Aquatic and Curling Multisport facility.**
- Question: Why was Rockyview County not required to make larger capital contribution to pool/curling rink? **They were asked for \$6 million towards the project but only approved \$2.2 million**
- Question: Is it correct to interpret that under current 10-year capital plan, the earliest work is proposed to start on cultural hub/centre would be 2027? – **The Cultural Hub is currently not included in the 10 year capital plan as there is no scope or costing for the facility yet. The 2017 draft budget includes \$100,000 for further scoping and engagement work.**
- Question: 2017 Capital Budget shows \$100,000 for SLS Recreation Centre elevator, martial arts, and climbing wall. How does that square with fact that estimated Town contributions for each specific project amounts to \$124,000? **The capital budget includes a request for \$124,285 to be funded from the capital reserve for facility lifecycling. This is separate from the \$100,000 request in the SLS operating budget for an operating grant to SLSFSC and is not related to the capital budget request.**

Discussion on operating budget (in no particular order):

- Pool deficit set at \$537,000 for 2017. Question: Does that include “decommissioning” and/or maintenance of old pool? – **No decommissioning is included in the operating budget** What is revenue estimate for rental of commercial or other space at Aquatic Centre? – **The SLSFSC Board is working to secure tenants for the spaces at the new facility. It is estimated in our proforma that full rental could bring in \$200,000 per year.**
- With large budget for Town Communications, why is further \$50,000 being set aside for contract services for Rock The Waves opening? – **This is money specifically for the grand opening event of the new facility.**
- I understood Paige to say that grid pay increases add 4% to personnel costs. What percentage of employees who are on a grid actually move up the grid. What are the performance indicators for approving grid increases, and how strictly are they applied. **Approximately 1/3rd of employees are eligible to move up the grid toward the market rate for the position. Awarding of steps is based on a combination of experience and meeting performance requirements effectively. Performance requirements are based on the role requirements and performance assessments.**
- what is the step %, what is the total % increase for staff receiving both cola and a step, how many staff are receiving a step, what is the financial total of the step, and what % of staff will receive both a step and cola? **Step increases are those that advance salary or hourly earnings toward the job, or market rate of pay. Approximately 1/3rd of total staff are still moving toward the market rate and therefore eligible to receive a step increase. The percentage of step increase increment is 3.5%. For those staff eligible to receive both a step and COLA (Cost of living) adjustment, the combined percentage increase is 4.1%. The proposed COLA adjustment is 0.6% for 2017. There are 107 staff that are still moving toward the market rate who would receive a step increment, if approved. Of those, 81% are in tax funded positions. We have budgeted for 33% of staff to receive a step and 63% of staff to receive COLA. The cost of step increases is approximately \$175,000.**

2017 BUDGET PUBLIC CONSULTATION RESULTS

- On pay generally, and the desire to be within the 60th percentile of other municipal employees in Alberta, what comparisons are made to the private sector for establishing rates of pay? **Limited private sector role comparisons are made due to the complexity of matching positions well and achieving salary data from private companies. Beyond direct municipal comparators, other factors influencing compensation include inflation, provincial forecasts for wages and employment statistics.**
- Council personnel costs rising 7.6% in 2017. What is this based on? **COLA and Council overlap with election in 2017**
- Costs for police service, fire service and bylaw enforcement continue to rise at a rapid rate. What criteria or measurable standards are being applied to these services to justify increases? What monitoring occurring of these services beyond regular statistical reports? How autonomous are police operations – i.e. what authority does Council/Admin. have in determining how services are performed? **All of our services, including protective services have to justify budget increases through the annual budget cycle. For policing, the Province and the Federal governments negotiate provincial municipal policing agreements for RCMP services. These negotiations are undertaken by the province on behalf of the municipalities utilizing RCMP policing services. While these agreements are standardized throughout the province, individual municipalities have the ability to work with the local detachment commander to identify community policing and strategic policing priorities for the community on an annual basis, Individual Councils also determine the level of police resources in consultation with the detachment commander. On a daily operational basis, the detachment commander is solely responsible for deployment of the resources provided. Community policing and enforcement has been an area of growth as per council and community requirement in recent years. The RCMP track their own stats for federal reporting and provides an annual report to Council. Please see last year's report via the weblink below. <https://cochraneab.civicweb.net/document/14319/2015%20RCMP%20Annual%20Mayors%20Report.pdf?handle=84D161C23C76467598A1BAFF2BFFE228>**

The Fire Service tracks call types for statistical purposes and those statistics are provided to Council and published in the local papers. Fire Services conducts a range of public services, such as prevention, education, fire suppression, rescue and other related activities. Fire compensation has required an adjusted approach to comparing with other unionized fire services in the province. The collective agreement with the firefighters was ratified earlier this fall for the term July 1, 2014 – Dec 31, 2017.

- Legislative Services, Communications, Economic Development & Tourism also showing sharp cost of operations increases. Why is that? **Leg Services increase is directly the result of Census and Election costs. Economic Development has an additional FTE requested. Communications and Human Resources were previously in a shared budget. The Communications budget has a net increase of just over 1%.**
- What recognition is there in the budget of the importance of public transportation services within Cochrane, and Cochrane-to-Calgary? **This is a Council priority and extensive budget resources are included toward transportation solutions. The Ten Year Financial Capital Strategy has \$94 million in transportation projects with \$8 million requested in 2017. Planning continues on a second Bow River Bridge Crossing, \$1.5 million for road renewal is requested for our existing road network along with funds for traffic lights at Griffin Rd and River Ave and design of a future rail crossing at Horse Creek Rd. In the draft operating budget, Roads expenditures total \$3.5 million and the Planning budget includes \$70,000 to prepare for a future transit service.**
- Assessment question: In view of ambitious plans for Burnco and Spray Lake Sawmills lands, what change to land assessments planned for 2017? What are actual current tax revenues on these lands? **We are in the process of analyzing our assessment for 2017 and the new values won't be available until the end of January. Current assessments with the applicable tax rates for 2016 are:**

2017 BUDGET PUBLIC CONSULTATION RESULTS

Spray Lakes 13,585,200 Current Assessment with Municipal Taxes \$84,908
Burnco 2,276,700 Current Assessment with Municipal Taxes \$14,299

- Questions and comments were submitted on-line at www.cochrane.ca/budgetfeedback . There was 1 submission which is included below.

Online feedback received October 31, 2016

Draft Budget Feedback

DRAFT BUDGET FEEDBACK

Tell us what you think of the draft budget. All feedback received will be compiled for Town Council before they begin budget deliberations.

Feedback on the 2017 Draft Budget: 1. Strategic Priorities The strategic priorities of this Council are out of step with the issues facing taxpayers. Traffic is the number one concern if you ask residents – not completing the Aquatic Centre. In addition, the Aquatic Centre is a “done deal” – making it a non-strategic issue. There is nothing strategic about it; the decisions associated with it at this point are operational/tactical. The energies of Council first and foremost should be focused on improving roads and pathways. 2. Cost of living (0.6%) and grid step adjustments for out of scope staff and general Personnel Costs While it is nice to be able to adjust salaries for employees, doing so beyond any contractual obligations (Cost of Living) is an affront to the hundreds of taxpayers who have lost their jobs or had their wages or hours cut back due to the widespread economic downturn facing our province. The total 2017 budgeted cost for personnel is \$95,039 per FTE (212.06). The average cost for general government personnel is particularly out of line at \$141866 per FTE (6.6). In light of the financial circumstances facing the average taxpayer, the Town Council and all employees should show their empathy with the community by have a wage freeze this year. 3. A 0.88% municipal property tax increase is proposed in the 2017 budget to maintain existing services in our growing community. The budget should show a 0% increase in property taxes. Although it is commendable that there have been savings in many of the Department’s operating budgets, more needs to be done to assure no increase in property taxes. This would show that Council has some understanding of the political and economic climate of the Town. We have provincial and federal governments who are spendthrifts and record unemployment.

2017 BUDGET PUBLIC CONSULTATION RESULTS

The Town should be showing leadership by announcing no increase in the taxes over which it has control. 4. Chairs inventory replacement (\$70K) – the chairs are at the end of their lifecycle and require replacement as they are very worn and no longer stack properly creating operational and safety concerns. How many chairs will be replaced for \$70,000? This seems like a lot of money for chairs. 5. \$74,285 towards converting the current martial arts room into a climbing wall room (\$160,000 total cost) and then creating a larger martial arts room (\$137,140 total cost). I would argue that this item is a “nice to have” not a necessity in these tough economic times. Climbing walls are available in northwest Calgary and those individuals who feel the need to have one should be bearing the cost to do so - I suspect this is a small number of Town residents overall (a percentage of the total Town population who would directly benefit should be included as part of the rationale). 6. The \$330,000 cost of the Dog Park should be broken down. What are the costs associated with creating the Park? 7. It was good to see that most of the fees were staying the same. This is helpful in these poor economic times. Of note for those going up that seemed extreme include: a. Food Vendor permits going up 100% from \$100 to \$200 b. Rental for the Clubhouse going up 375% (\$20hr to \$75/hr; \$100hr to \$375/day).

RockyView Regional Handibus Society feedback received October 27, 2016

Please be advised that at the August 2016 meeting, the Board of Directors moved to send a letter to the Town of Cochrane stating “full funding for 2017 operating year will be required for continued participation in the Rocky View Bus Program”. The board does not make this statement lightly. When a municipal stakeholder consistently won't provide funding equivalent to other participating municipalities, measure must be taken before remaining stakeholders withhold funding. We prefer to continue building our innovative regional paratransit service. We hope to see Cochrane's continued participation.

Sincerely,
Paul Siller

Executive Director

Third Quarter Report is attached for additional information

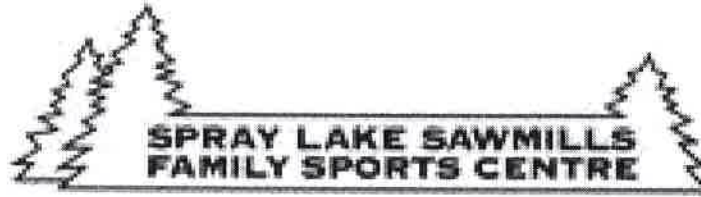
The draft 2017 budget includes \$122,437 for Rocky View Regional Handibus Society which is a 2% increase to their grant from 2016 and a 14% increase in their grant since 2015. The 2% increase was based on projected growth in the Town in 2017 and is the same increase used for all other annual operating grants in the draft budget.

2017 BUDGET PUBLIC CONSULTATION RESULTS

The Society is requesting \$168,317 which is \$45,880 more than what is currently in the draft budget. The Society's grant application suggested a reduction in service if they did not receive increased funding but it did not state that the service would be cancelled. After receiving the letter attached and reviewing their financial information further, it does appear that the Town's cost of service is about \$45,000 more than the grant and Cochrane user fees. Council increased the Society's grant another \$45,880 equating to a 0.2% increase in property taxes. The Transit Strategy now in progress does not include an option to provide paratransit service.

Spray Lake Sawmills Family Sports Centre revised capital budget request from \$124,285 to \$144,958 with different projects requested is attached. The financial implication:

SLS revised request	Included in the Draft Budget	Revised Request	Requested Change
Additional reserve funding from facility lifecycling	-\$ 124,285	-\$ 144,958	-\$ 20,673
SLS elevator	\$ 50,000	\$ -	-\$ 50,000
SLS Martial Arts room and climbing wall	\$ 74,285	\$ 74,285	\$ -
SLS paving	\$ -	\$ 55,000	\$ 55,000
SLS main plant heat exchanger	\$ -	\$ 15,673	\$ 15,673
	\$ -	\$ -	\$ -



Suzanne Gaida
Senior Manager Community Services
101 Ranchehouse Road
Cochrane Alberta
T4C 2K8

November 21, 2016

Dear Suzanne:

I am writing to you to let you know the SLS RPS Board priority for capital spending. Please note the projects are in descending order of priority;

- 1) Climbing wall / martial arts rooms (SLS RPS portion of funding in place, request has been made of RVC to fund 25%)
- 2) ***Paving the arena parking lot from phase 3 – estimated cost \$220,000. Cost to be funded as follows SLS FSC \$110,000, T of C \$55,000 and RVC \$55,000. RVC will be asked for their portion in March of 2017**
- 3) **Replacement of the main plant ‘heat exchanger’ – quote of \$62,690. Cost to be funded as follows; SLS FSC \$31,345, T of C \$15,673 and RVC \$15,673. RVC will be asked for their portion in March of 2017.**
- 4) Second elevator located in the Totem 2 lobby (SLS RPS does not have the funding in place to tackle this project at this time)

As I know that Council and administration are looking at the 2017 budget for the Town of Cochrane now, I would ask you to move the paving of the parking lot up to the second highest priority. At this time, the elevator is not a priority for the SLS RPS Board to fund.

Sincerely

Robin Mitchell
General Manager
Spray Lake Sawmills Family Sports Centre

Rocky View Region Paratransit Initiative

Update: 3rd Quarter, 2016

October 31, 2016

Prepared by: Paul Siller
General Manager/ Executive Director

Q3 YTD Ridership

Despite losing the participation of Carstairs (Dec 2015), 2016 currently shows an overall 11% ridership increase for our municipal partners.

Please note: Irricana and Beiseker ridership show unusual growth increases. They have less than two full years of participation. As their small group of passengers grows into a modest group, growth numbers will normalize. (Please see detailed Q3 ridership “quick report” for details)

Municipality	Passenger Registration Increase Sept 2015 vs Sept 2016	Municipal Ridership Increase ytd 2015 vs ytd 2016
Rocky View County	6%	16%
Cochrane	12%	15%
Chestermere	13%	16%
Crossfield	46%	21%
Irricana	0%	300%
Beiseker	38%	184%
Other (includes 2015 Carstairs Participation)	-77%	-47%
Entire region	4%	11%

OTHER UPDATES:

Our Move Is Complete

In our last update, we informed stakeholders that our building had been sold and the lease would not be renewed or extended past September 30 2016. We were fortunate to locate a new office that was available as of September 19 and moved our offices without disruption of service for passengers.

We moved to a new location at 33 East Lake Way NE. The new location has more 150% more office space to provide coordination, 75% more “shop” space. However, we are also facing 75% less bus parking space and almost double rental/facility costs.

New Buses

Rocky View County with the support of Cochrane, Chestermere, Crossfield, Irricana and Beiseker, received an Alberta Community Partnership grant. Three wheelchair-accessible van conversions have been purchased by the County and leased to Rocky View Regional Handibus Society. These buses should be on the road by mid-November with an official handover photo-opportunity early in 2017. We thank everyone for their assistance getting these buses on the road.

On-It

We extend our congratulations to the Calgary Regional Partnership on the successful launch of the “On-It” pilot project, enhancing transit for communities south of Calgary. We must point out the pilot uses motor coaches without wheelchair accessibility. This decision has not increased availability of transit for area residents with mobility impairments. We recommend municipalities consider wheelchair accessible buses if they undertake a similar transit pilot.

Future Funding

Alberta municipalities are under significant pressure to keep property tax increases to a minimum. Municipalities may be questioning our 7-8% annual increase.

When Rocky View Regional Handibus Society undertook this initiative to provide a paratransit service to the entire Rocky View region, we estimated the program to cost \$10 per capita from the municipal partners -- plus passenger fares. The municipal funds provide the availability of service (staffing hrs, coordination, etc). The passenger fares cover 20- 25% of the transportation cost (fuel, maintenance).

We were averaging \$3.80/ capita at the time. The Board of Directors felt that a jump to \$10 per capita was too big as a single increase. They unilaterally opted to phase-in the funding as scheduled increments. We currently limit number of trips in a month, days of travel, same-day service or otherwise decline pre-booked trip requests due to lack of capacity on a given day. As our resources grow with the fee schedule, we increase service levels to match the available resources.

The Board understands that in a given year, the scheduled fee may be too much for a given municipality’s budget. The Board is willing to work with that municipality. The Board also recognizes failure to meet the scheduled fee over multiple years is an unfair burden to other municipal stakeholders. In such a case, service may require remediation or cancellation.

2018 - 2020 Municipal Participation Schedule:

For municipalities within the Rocky View region:

\$7.20 per capita for 2018
\$7.70 per capita for 2019
\$8.20 per capita for 2020

Note:

- 1) The previous fee schedule was:
\$5.70 per capita for 2015
\$6.20 per capita for 2016
\$6.70 per capita for 2017
- 2) The board will review the 2018-2020 fee schedule prior to September of each year
- 3) This regional transportation program costs \$10 to \$12/ capita to fully deliver. If provincial transit operating funds become available, the 2018-2020 fee schedule will be reviewed.

Jan 1, 2016 - Sep 30, 2016

Municipality Operation Details

Total Operations

Demographics	
Population	38,055
Service Area (sq km)	3934
Active Registrants	201
<i>Comparison - 2015 Q3</i>	<i>189</i>
<i>Change from 2015 Q3</i>	<i>6%</i>

RV County	Cochrane	Chestermere	Crossfield	Irricana	Beiseker	Other
38,055	25,123	18,496	2,918	1,162	785	N/A
3934	31	37	12	3.2	2.8	n/a
201	386	106	51	11	11	15
<i>189</i>	<i>346</i>	<i>94</i>	<i>35</i>	<i>11</i>	<i>8</i>	<i>66</i>
<i>6%</i>	<i>12%</i>	<i>13%</i>	<i>46%</i>	<i>0%</i>	<i>38%</i>	<i>-77%</i>

Municipal Operations	RVS Operations	Overall
86539		
4020		
781	55	836
<i>749</i>	<i>69</i>	<i>818</i>
<i>4%</i>		<i>2%</i>

Trips by Purpose	
<i>Education</i>	211
<i>Medical</i>	1183
<i>Personal</i>	365
<i>Respite</i>	304
<i>Vocation</i>	244
<i>Group Outing (Leisure)</i>	0
Total Trips	2307
<i>Comparison - 2015 Q3</i>	<i>1983</i>
<i>Change from 2015 Q3</i>	<i>16%</i>

RV County	Cochrane	Chestermere	Crossfield	Irricana	Beiseker	Other
211	20	399	0	0	0	0
1183	1231	814	356	30	52	0
365	1018	389	87	2	2	1
304	2	91	0	0	0	0
244	91	215	0	0	0	24
0	290	0	0	0	0	294
2307	2652	1908	443	32	54	319
<i>1983</i>	<i>2301</i>	<i>1648</i>	<i>365</i>	<i>8</i>	<i>19</i>	<i>598</i>
<i>16%</i>	<i>15%</i>	<i>16%</i>	<i>21%</i>	<i>300%</i>	<i>184%</i>	<i>-47%</i>

Municipal Operations	RVS Operations	Overall
630	8858	9488
3666	0	3666
1864	0	1864
397	0	397
574	0	574
584	0	584
7715	8858	16573
<i>6922</i>	<i>8909</i>	<i>15831</i>
<i>11%</i>	<i>-1%</i>	<i>5%</i>

Estimation of Operations Cost	
Trips Provided	2307
Estimated travel Dist	55255
Portion of Muni Activity	33.1%
YTD Estimated cost	\$145,690
<i>Of services provided</i>	

RV County	Cochrane	Chestermere	Crossfield	Irricana	Beiseker	Other
2307	2652	1908	443	32	54	182
55255	47731	33900	11082	1092	2325	3413
33.1%	32.9%	23.5%	6.5%	0.6%	1.1%	2.3%
\$145,690	\$145,012	\$103,703	\$28,647	\$2,485	\$4,879	\$10,148

Municipal Operations	RVS Operations	Overall
7578	8858	16573
154799	128422	283221
66.2%	33.8%	100%
\$440,564	\$224,947	\$665,511

Estimation of Revenue	
Municipal Contribution*	\$176,956
Fares/ Fees/ Donations	\$16,369
YTD Est. Revenue	\$193,325

RV County	Cochrane	Chestermere	Crossfield	Irricana	Beiseker	Other
\$176,956	\$90,028	\$86,006	\$13,568	\$5,403	\$3,850	\$0
\$16,369	\$20,100	\$12,869	\$4,437	\$342	\$612	\$716
\$193,325	\$110,128	\$98,875	\$18,005	\$5,745	\$4,462	\$716

Municipal Operations	RVS Operations	Overall
\$375,811		\$375,811
\$55,445		\$55,445
\$431,256	\$234,947	\$666,203

* Pro- Rated

Net Operations	\$47,634
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RV County	Cochrane	Chestermere	Crossfield	Irricana	Beiseker	Other
\$47,634	-\$34,885	-\$4,828	-\$10,642	\$3,260	-\$417	-\$ 9,432

Municipal Operations	RVS Operations	Overall
-\$9,308	\$10,000	\$692

Trips by Purpose	
<i>Education</i>	Trips for education
<i>Medical</i>	Medical or therapeutic purposes
<i>Personal</i>	Daily living - grocery, banking, etc
<i>Respite</i>	Travel to program or facility with purpose of giving caregivers a break
<i>Vocation</i>	Work, volunteer or sheltered work placement
<i>Group Outing (Leisure)</i>	Recreation outings - Note: provided on a cost recovery basis

Estimation of Cost	
Trips provided	Number of people carried = Passengers + attendants+ guests
Estimated travel distance	Distance people were carried - estimated by GIS and scheduling software
Proportion of expense	Average of: a) proportion of trips and B) Travel Distance (expressed as percentage)
Estimated cost	Proportion of Year to Date or Annual Expenses

Revenue	
Donations	Donations clearly identified from or for a particular group/region
Municipal contribution	Municipal contribution ((pro-rated year to date during Q1, Q2 or Q3 reports
Fee for service	Revenue from contract services applicable to a particular group/region
fares	passenger fares (rate \$4 for every 10 km of travel) + group outing revenue

Other:	
Rocky View Schools	Contracted transportation provided on 100% cost recovery basis. Passengers carried separately from other
Municipal	Shared-ride and shared-cost services provided to supporting municipalities.
Other	trips provided for communities/ organizations/ situations where there is no funding agreement in place.

Passenger Registration By Municipality

Residence	Dec-12	Dec-13	Dec-14	Dec-15
RV Schools	43	51	52	48
Beiseker	-	-	3	8
Carstairs**	-	-	43	50
Chestermere	40	58	77	95
Cochrane	199	252	310	355
Crossfield	19	26	30	40
Irricana	-	-	9	11
Other	11	18	11	36
Rocky View County	114	140	165	193
Tri-transit (2012-13)*	51	70	-	-
Active passengers	477	615	705	836

Mar-16	Jun-16	Sep-16
47	44	55
10	11	11
-		
98	103	106
365	372	386
43	49	51
11	10	11
14	15	15
197	197	201
-		
785	801	836

Note: *Tri tran passengers deactivated Jan 2014 **Carstairs passengers deactivated Jan 2016

An aerial photograph of a town nestled in a valley. The foreground shows residential houses with brown roofs and green trees. The middle ground is dominated by a dense forest of evergreen trees, with some deciduous trees showing yellow and orange autumn colors. In the background, a range of mountains with snow-capped peaks stretches across the horizon under a clear blue sky. The text "2017 CAPITAL BUDGET AND GRANTS" is overlaid in the center of the image.

2017 CAPITAL BUDGET AND GRANTS

CAPITAL BUDGET AND GRANTS

The 2017 Capital Budget is \$22.3 m with \$18.5 m in capital projects and \$3.8 m in contributions to capital reserves. Work also continues in 2017 on the Aquatic and Curling Multisport Facility approved in the 2015 Capital Budget.

With the slowdown in the economy and low interest rates, now is the time to build the Town facilities and infrastructure needed in our fast growing community.

Major Capital Projects 2017 Budget	millions \$	
Bow River Bridge crossing and connections next steps	\$	5.6
Wastewater capacity increase phase 1 Transfer Station Wet Well	\$	4.9
Community Revitalization Levy downtown rail crossing/next steps	\$	3.0
Roads renewal surface improvements to collector roads	\$	1.5
Water plant improvements	\$	0.7
Facilities Growth- including Operations shop parking, facilities security	\$	0.5
Griffin road and River Ave traffic signals	\$	0.4
Fleet and equipment	\$	0.4
New Dog Park by Hwy 22 north of Quigley	\$	0.3
Facilities Lifecycling- including RancheHouse, Library, Ecocentre	\$	0.3
Horse Creek Rail crossing detailed design	\$	0.1
SLS Recreation Centre elevator, martial arts, climbing wall	\$	0.3
	\$	18
Other Capital Projects	\$	0.5
Total Capital Projects 2017 Draft Budget	\$	18.5

The 2017 capital budget includes \$5.6m for the multiyear Bow River bridge and connections project estimated in the Ten-year Financial Strategy at \$48 m. \$10m was approved from 2014 to 2016 and the additional \$5.6 m requested in 2017 will advance the project including detailed design of James Walker Trail from the bridge

CAPITAL BUDGET AND GRANTS

to Riviera Way connection, preliminary design of the bridge, land acquisition studies & agreements, and legal surveys.

It is important to note the 2017 capital budget includes \$712,000 in projects that are proposed to be funded from operations. The majority of these contributions are funded by revenues from utilities and have no impact on property taxes. Due to the economic times, considerable effort was made to reduce the impact of capital spending on the operating budget. As such, \$14.8 m of the \$18.5 m in projects is being funded from reserves and offsite levies collected from developers.

The Town puts money into savings annually in the form of capital reserve contributions. The ability to replace assets when their useful life is completed is vital to sustainability. See the reserves section of the budget for additional information.

Grants

Grants are an important source of funding for the Town. The Province offers numerous grant programs for municipalities. Major capital grant programs are:

1. Municipal Sustainability Initiative (MSI)

Municipal Sustainability Initiative (MSI) Capital grants for 2017 are estimated at \$4 m to be used toward the Aquatic and Curling Multisport Centre. Total MSI Capital grants needed for this project are \$28m expected from 2013 to 2019. The total cost of the facility is projected at \$48m.

2. MSI Basic Municipal Transportation grant (BMTG)

The Town anticipates receiving \$1.5 million in 2017 for Provincial MSI BMTG; the grant will be used for the roads renewal program consisting of surface improvements to collector roads including asphalt overlays, concrete replacements and road markings.

3. Federal Gas Tax Fund

2017 Federal Gas Tax Fund is estimated at \$1,254,000 to be used toward the Bow River Bridge crossing and connections next steps project.

2017 CAPITAL BUDGET

Category	Description	SOURCES OF PROJECT FUNDING					TOTAL REVENUE 2017
		TOTAL EXPENSE 2017	GRANTS	DEBT	RESERVES	OPERATIONS	
Technology	Technology lifecycling/virtual desktop infrastructure	255,000	-	-	160,000	95,000	255,000
Technology	Fibre to the Library	11,733	-	-	-	11,733	11,733
Technology Total		266,733	-	-	160,000	106,733	266,733
Fleet	Water meter installer vehicle	60,000	-	-	-	60,000	60,000
Fleet	Refurbish fire rescue boat	30,000	-	-	30,000	-	30,000
Fleet Total		90,000	-	-	30,000	60,000	90,000
Shop	Column Hoists for back shop	50,000	-	-	50,000	-	50,000
Shop	Compressed Air Upgrade	25,000	-	-	25,000	-	25,000
Water	Meter reading handheld	18,000	-	-	-	18,000	18,000
Eco Centre	Branches chipper	35,000	-	-	-	35,000	35,000
Equipment Total		128,000	-	-	75,000	53,000	128,000
Facilities	Facility Lifecycling - Eco Centre fence , PSC, Ranchehouse	217,000	-	-	135,000	82,000	217,000
Facilities	Facility Lifecycling Nan Boothby	93,000	-	-	93,000	-	93,000
Facilities	SLS elevator	150,000	-	-	150,000	-	150,000
Facilities	SLS Martial Arts Room	74,285	-	-	74,285	-	74,285
Facilities	SLS paving	55,000	-	-	55,000	-	55,000
Facilities	SLS Main Plant Heat Exchanger	15,673	-	-	15,673	-	15,673
Facilities	Water Plant Clarifier Hydraulics Upgrade	180,000	-	-	-	180,000	180,000
Facilities	Water Plant backwash tank repair	110,000	-	-	110,000	-	110,000
Facilities	Facility Growth Projects -Operations shop parking areas, facilities security	495,000	-	-	495,000	-	495,000
Facilities Total		1,389,958	-	-	1,127,958	262,000	1,389,958
Roads	James Walker Trail and Bow River Bridge next steps	5,600,000	1,244,548	-	4,355,452	-	5,600,000
Roads	Community Revitalization Levy (CRL) Public Space Improvements and Pedestrian Crossing	3,000,000	-	-	3,000,000	-	3,000,000
Roads	Roads renewal program	1,500,000	1,500,000	-	-	-	1,500,000
Roads	Griffin Road and River Ave traffic signals	400,000	-	-	400,000	-	400,000
Roads	Horse Creek Road Rail Crossing detailed design	90,000	-	-	90,000	-	90,000
Roads	Road Markings	80,000	-	-	80,000	-	80,000
Storm Sewer	Storm sewer upgrades River Ave outfall	60,000	-	-	-	60,000	60,000
Parks	Cochrane Dog Park	330,000	-	-	330,000	-	330,000
Wastewater	Wastewater capacity phase 1 Transfer station wet well addition	4,900,000	-	-	4,900,000	-	4,900,000
Water	Automated compressed air backwash system	450,000	-	-	450,000	-	450,000
Water	Water meter replacements	170,000	-	-	-	170,000	170,000
Infrastructure Total		16,580,000	2,744,548	-	13,605,452	230,000	16,580,000
Total Capital Projects		18,454,691	2,744,548	-	14,998,410	711,733	18,454,691
Fleet Reserves		547,763	-	-	-	547,763	547,763
Equipment Reserves		414,099	-	-	-	414,099	414,099
Facilities Reserves		723,452	-	-	-	723,452	723,452
Infrastructure Reserves		2,162,228	-	-	-	2,162,228	2,162,228
Capital Reserve Total		3,847,542	-	-	-	3,847,542	3,847,542
Grand Total		22,302,233	2,744,548	0	14,998,410	4,559,275	22,302,233

2017 CAPITAL PROJECTS

	Project	Funding Source (s)	Description	Project Impacts	Total Expense
1	Technology Lifecycling	Operating \$95,000 2-12-02-762 Capital Reserves \$160,000 4-12-07-803	The Town of Cochrane's core technology infrastructure requires updating to support Virtual Desktop Infrastructure (VDI), the Town's transition from Office 2010 to Office 2016, and the implementation of Sharepoint collaboration and file management tools. Technology requirements are VDI servers, network switches, 235 VDI client workstations to be transitioned over 3 years.	Technology is key to finding efficiencies throughout the organization. With better ways to manage the desktop environment technology staff can save an estimated 300 hours a year which will increase their capacity to support major technology changes in progress like the new Enterprise Resource Planning system. Additional benefits of VDI include increased security, portability, remote access, and environmental benefits. Staff would have better access to the information needed to do their jobs, such as shared files, resources and applications from any location with internet access.	\$255,000
2	Town Fibre to the Library	Operating 2-12-02-762	Connecting the library to town municipal fibre network to accommodate bandwidth needs in a sustainable manner.	The library would have increased opportunities for services relying on technology without the current slow system performance as well as a connection to town networks and the public would experience faster speeds when accessing the internet.	\$11,733
3	Water Meter Installer Vehicle	Operating 2-41-00-762	Purchase one pickup truck for new water meter installer.	This vehicle will be used for day to day work activities for the new water meter installer position needed to bring water meter installations in-house versus contracted out (savings estimated at \$50,000/year based on 500 meter replacements and 200 new installations each year).	\$60,000
4	Refurbish fire rescue boat	Fleet Reserve 4-23-07-910	Replace engine and refurbish body of rescue boat. Boat is the working rescue platform for	We will be proactively addressing known mechanical and body issues. Maintenance	\$30,000

2017 CAPITAL PROJECTS

	Project	Funding Source (s)	Description	Project Impacts	Total Expense
			dynamic and still water rescue and is used to navigate summer waters, ice shelves and pack ice conditions. Rescue boat was built in 1995 and is in good structural condition. The inboard engine is displaying clear symptoms of major cylinder issues and needs to be replaced. In addition some minor exterior body deficiencies need to be addressed.	and repair costs will increase if project does not move forward. In the event of engine failure our swift water rescue and recovery capabilities will be diminished.	
5	Column Hoists for back shop	Infrastructure Reserve 4-32-07-786	Purchasing two additional columns will complete the existing hoist set for the heavy equipment technician. Given the diversity and great weight ranges of the municipal fleet there are many vehicles that we do not have the ability to safely lift to an ergonomic working height. As a result, there are some repairs that can't be performed and must be contracted out.	<p>We will be increasing our internal vehicle inspection, maintenance and repair capabilities by making the environment safer and more efficient. Having the ability to lift vehicles in the air enables a technician to work more frequently at a safe ergonomic height and improves health and safety.</p> <p>Lifting vehicles to height makes a technician more efficient with their time therefore getting more work done. With our two current columns the technician needs to lift with a variety of adapters and must locate the proper engineered balance points on the vehicle before lifting. This is very time consuming and slows down work flow. With four columns he simply lifts at each of the wheels which is quick and easy. As roughly 40% of the technician's work requires a hoist, productivity will increase by about 120 hours/year which will save an estimated \$10,000/year in third party labour if more work can be done in-house.</p>	\$50,000

2017 CAPITAL PROJECTS

	Project	Funding Source (s)	Description	Project Impacts	Total Expense
6	Compressed Air Upgrade	Infrastructure Reserve 4-42-07-700	Replace building air compressor and perform air plumbing upgrades to the inside of the maintenance building. The current air compressor used by all staff is at least 20 years old and is nearing the end of its life. A minor oil leak has developed and due to age, part availability is difficult for this make and model. This is a very important work tool for the Heavy Equipment Technician. This project also includes funding to route compressed air lines from the compressor to various points inside the building.	A modern air compressor will have the ability to better meet air demand for multiple and high volume air tools as current and unit is having difficulties keeping up to air demand when high volume air tools are being used. Having multiple wall mounted air connections will address safety concerns. The style of replacement compressor being considered runs much quieter therefore hearing protection will not be required when in close proximity to the unit.	\$25,000
7	Meter Reading Hand Held	Operating 2-41-00-762	Installation and replacement of meters and radios requires GPS location, programming of meter into system and activation of the meter and radio using handheld equipment.	In house meter reading estimated to save \$50,000 a year; this equipment is required for the individual to perform meter reading job duties. The equipment supports timely and accurate installation and reading of meters into the overall meter population.	\$18,000
8	Branches Chipper	Operating 2-43-01-762	The Branches Chipper at the Cochrane Eco Centre allows for reducing the volume of the branches currently dropped off by residents. Current cost for the branches program is approximately \$30,000/year mostly due to the high cost paid for transportation of the branches (high volume but low density) to compost facility. Cost savings per year is expected at \$18,000 (the estimated payback on the chipper is less than 2 years).	Currently residents drop off branches in cages at the Eco Centre which are emptied by operators in an 80 yard bin and then transported to a compost facility in Calgary. The weight of branches transported is very light (3-4MT/each) and the volume very high (low efficiency). The use of a chipper at the Eco Centre would reduce the volume by 50% of branches shipped and provide cost savings of approximately \$18,000/year. Reducing the volume of the branches by 50% will reduce transportation cost and to obtain a product that has a reuse value (for municipal and public use).	\$35,000

2017 CAPITAL PROJECTS

	Project	Funding Source (s)	Description	Project Impacts	Total Expense
9	Facility Life Cycling, Eco Centre, PSC, RancheHouse	<p>Facility Life Cycle Reserve \$135,000 4-73-07-905</p> <p>Operating \$70,000 2-74-01-762 \$12,000 2-43-01-762</p>	<p>Life cycling projects at the RancheHouse, Operations, and Protective Service Building.</p> <p><u>RancheHouse (\$143K total):</u> 1) Glycol transfusion/freeze temperature boost (\$20K) – glycol transfusion in primary heating and cooling system to prevent water coil damage and/or failure from freeze up in air handlers. 2) Server Room climate control unit replacement (\$33K) – replace aging cooling system that is approaching the end of its designed life cycle prior to failure. Failure could result in costly damage and/or shutdown of integral server room equipment. 3) Fire Panel Replacement (\$20K) – Replace aging fire panel at the end of its designed life cycle prior to failure beyond repair – existing fire panel has several critical problems recently - parts and repair are getting harder to source as time goes on due to the obsolete proprietary electronic components the system is built with. 4) Chairs inventory replacement (\$70K) - the chairs are at the end of their lifecycle and require replacement as they are very worn and no longer stack properly creating operational and safety concerns.</p> <p><u>Operations (\$17K total)</u> 1) Trench Drain repair in shop (\$17K) – replace worn trench drain and plumbing connections to sump pit in service bay prior to failure beyond repair.</p>	<p>These projects are intended to mitigate the investment of money into temporary solutions, controlled timing of repairs, and controlled costs.</p>	\$217,000

2017 CAPITAL PROJECTS

	Project	Funding Source (s)	Description	Project Impacts	Total Expense
			<p><u>Protective Service (\$45K total)</u> 1) Boiler flange seals and piping repair (\$15K) – replace corroded pipe, replace leaking flange seals and header plate seals, and better brace supply pipe connections prior to failure/flooding. 2) Exterior Repairs (\$10K) – paint / roof / concrete mortar repairs – as per inspection report by Landlord. 3) Epoxy floor repair (\$11K) – repair cracked and worn epoxy anti slip flooring in admin area of Fire Hall prior to water damage lifting floor which would result in full replacement. 4) Appliance replacement (\$9K) – replace heavily used/worn gas appliances in kitchen prior to costly repairs being required.</p> <p>ECO Centre fence relocation (\$12K total) The South area of the Eco Centre measuring approximately 160 m2 is currently not utilized but formally enclosed into the Eco Centre boundaries. This area is currently outside the fence and cannot be utilized for activities (storage, drop off area, etc.) until the current fence is relocated.</p>	<p>This project will mitigate the potential for failures / safety issues / emergency situation / additional costs for damage to axillary component(s) or over time for service / inconvenient break downs at random times.</p> <p>For the Ecocentre fence relocation, there is a limited amount of space available at the Eco Centre to accommodate both public traffic and the need to store materials prior to transport to market or to recycling centres. In order to best utilize the unused space available at the Eco Centre, relocating the fence would allow additional space to accommodate product storage.</p>	
10	Facility Lifecycling - Nan Boothby Library	Facility Life Cycling Reserve 4-73-07-905	<p>Renovation to address worn interior/exterior finishes.</p> <p>Exterior projects include new shingles and eaves trough, exterior paint/stain, sidewalk acid wash/patch/seal, exterior lighting upgrade (including sign lighting and parking lot light)</p>	<p>This project could prevent costly repairs from water damage from a leaky roof, reduce energy costs, showcase the Town’s commitment to asset management, and will be well received by Library staff and the board who have requested attention to the items listed. A phased approach was explored, however a temporary library</p>	\$93,000

2017 CAPITAL PROJECTS

	Project	Funding Source (s)	Description	Project Impacts	Total Expense
			Interior projects include bathroom upgrade (tile, partitions, counter tops, fixtures, and motion lights), flooring and paint in office area and lunch room, and new cabinets and appliances in staff lunch room	shut down may be required to complete certain parts of the project (roofing & office flooring) - doing the entire project at one time will reduce overall shutdown days required to complete renovation as interior and exterior work can be coordinated to happen at the same time.	
11	SLS Elevator, martial arts room, climbing wall room, parking lot paving and heath exchanger	Facility Life Cycling Reserve 4-97-07-994	<p>\$150,000 towards installation of new elevator. Administration will work with Rocky View County, Seniors on the Bow and the SLS Board to secure the remainder of funding for the project. Currently only 1 elevator to service the entire building.</p> <p>\$74,285 towards converting the current martial arts room into a climbing wall room (\$160,000 total cost) and then creating a larger martial arts room (\$137,140 total cost) to meet program demands of residents. These costs represent funding contributions of 25% Town of Cochrane, 25% Rocky View County & 50% SLSFSC.</p> <p>\$55,000 towards paving the parking lot from phase 3 (220,000 total cost) and \$15,673 towards replacement of the main plant heat exchanger (\$62,690 total cost.) These costs represent funding contributions of 25% Town of Cochrane, 25% Rocky View County & 50% SLSFSC.</p>	<p>A second elevator would make a positive difference for those with mobility challenges and for parents with strollers accessing the second level where our Inspiring Minds Jr Kindergarten, Child Minding & Seniors on the Bow is located.</p> <p>Improved programming space for martial arts and a new climbing wall room would increase revenue generation and cover the program costs as well as contribute to the overall revenue of the facility.</p> <p>Paving the parking lot will establish marked parking spaces and reduce congestion.</p> <p>The replacement of the heat exchanger is more environmentally friendly and will lead to less operating cost.</p>	\$294,958
12	Water Plant Clarifier	Operating 2-41-00-762	Increase size of weirs and launder pipes to allow increased flow to membrane feed pumps and provide sufficient flows out of the	Without upgrade water production would be restricted to 14MLD and outdoor water restrictions may be elevated to level 2 or 3	\$180,000

2017 CAPITAL PROJECTS

	Project	Funding Source (s)	Description	Project Impacts	Total Expense
	Hydraulics Upgrade		clarifier to meet demands of the treatment process.	based on demands and weather forecasts. With this upgrade treatment capacity would increase to 22 MLD. Project would occur during winter months when water has less turbidity and direct filtration could be used, provided Alberta Environment and Parks approvals are in place.	
13	Water Plant Backwash waste tank pipe repair	Reserves 4-41-07-774	Replace water plant backwash waste tanks pipes with Schedule 80 HDPE piping which is a heavier gauge of pipe and is better able to withstand discharge pressures and volumes.	This project is vital to the operations of the backwash waste tanks and the work must occur during low flow winter months so residuals can be managed. The replacement pipes will achieve better settling of particulate in back wash water before returning water to river.	\$110,000
14	Facility Growth Projects – Operations Shop parking and Facility Security Upgrade	Facility Growth Reserve \$285,000 4-73-07-906 Road Rehab Reserve \$210,000 4-32-07-910	Operations Shop Parking (\$400K) Creation of staff parking spaces at Operations by moving the chain link fence, grading, and paving property on the adjoining lane to the west of the Operations yard. Paving the entire lane along new parking stalls (between Griffin Road and Bow Street). Facility security upgrade (\$95K) Expand functionality of facility security alarm and entry (scan card) systems such that monitoring and access right programming can be done remotely for select exterior man doors and overhead doors at the Operations, FCSS, Clubhouse, PSC, and Recycling Depot.	The existing Operations parking lot is not large enough to accommodate the number of staff working at the Operations buildings – particularly when seasonal staff are employed. After installation of the new parking stalls, the lane would be paved to prevent damage to parked vehicles from gravel being kicked up traffic in the lane, and water hauling trucks that fill at the front shop. Paving the lane would also allow for easier maintenance during snow season to ensure parking stalls and water fill station are kept accessible. This project is also needed as a solution to eliminate road side parking when double east/west lanes are created on Griffin Road in the future.	\$495,000

2017 CAPITAL PROJECTS

	Project	Funding Source (s)	Description	Project Impacts	Total Expense
				Facility security upgrades address a major safety concern by allowing Facility Operators a safe way to assess the nature and response risk of afterhours alarms from a remote location prior to responding to site. Ensures that all doors are secured prior to security system allowing arming of facilities (all doors must be in closed position before alarm will arm). Allows for remote programming of access rights on alarm panels and card readers at multiple facilities – hence creating significant time saving for facility staff.	
15	Bow River Bridge crossing and connections	<p>Offsite levies \$3,808,000 4-32-07-856</p> <p>Road Rehab Reserve \$547,452 4-32-07-910</p> <p>2017 Gas Tax Grant \$1,244,548</p>	<p>The ten-year financial strategy includes high level estimate of \$48 m for Bow River bridge and connections. In Offsite levy bylaw 20/2016, this project is 68% funded from offsite levies and 32% from the Town. \$10 m has been approved from 2014 to 2016. This additional \$5.6 m requested will advance the project including detailed design of James Walker Trail (JWT) from the bridge to Riviera Way connection and preliminary design of the bridge and JWT all the way to Southbow connection, land acquisition studies & agreements, and legal survey</p> <p>Preliminary Design: From Arena Road to Southbow landing including the bridge</p> <p>Detailed Design & Construction Services: JWT from Griffin Industrial to Arena Road</p> <p>Detailed Design: JWT from Arena Road to Riviera Way including the Bridge</p>	<p>Once a detailed design is complete construction tender documents can be prepared. The capital cost of the bridge will be included in the 2018 capital budget with construction estimated to take place from spring of 2018 to fall of 2020.</p> <p>Additional road networks will assist in mitigating overall traffic congestion and residents on the south side of Cochrane will experience increased access into Cochrane's downtown once the project is complete.</p>	\$5,600,000

2017 CAPITAL PROJECTS

	Project	Funding Source (s)	Description	Project Impacts	Total Expense
16	Community Revitalization Levy (CRL) Public Space Improvements and Pedestrian Crossing	CRL tax revenue 4-12-07-700	Reallocate Arts Centre CRL funding to other CRL capital priorities such as creating a pedestrian crossing into the historic downtown and beautifying public spaces within the CRL boundary. The CRL approved in 2012 included \$3m towards an Arts Centre within the CRL boundary. In 2016 Council decided the future Arts Centre would be better located outside of the CRL boundary. Funds from one CRL project can be allocated other approved CRL projects. This project is a request to reassign the \$3 m to Public Space Improvements and a Pedestrian crossing.	Community Revitalization Bylaw 15/2012 was approved by Council to provide funding to improve and connect the Downtown area with the Historic Downtown and to beautify public spaces within the CRL boundary. The impact of this funding reallocation is that work can begin on the pedestrian rail crossing and connections in 2017 if we can secure approvals from CP Rail and the Province.	\$3,000,000
17	Roads Renewal Program	Basic Municipal Tax Grant \$1,500,000	To maintain, replace, and upgrade municipal transportation system. Surface Improvements to Collector Roads including asphalt overlays, concrete replacements and road markings. Project scope includes road widening and surface upgrades to West side Dr. Surface upgrades to West Rock Road, parts of Quigley Drive and West Aarsby Road. Overlay RancheHouse road access to parking lot.	The identified infrastructure related to the surface conditions has reached its service life and requires upgrades to avoid higher future maintenance costs.	\$1,500,000
18	Griffin Rd and River Ave traffic signals	Roads Rehab Reserve 4-32-07-910 \$400,000	Installation of traffic signals at Griffin Road and River Ave to improve the overall functionality of the intersection and road safety for motorists and pedestrians. Currently the intersection is managed by a 4-way stop however the traffic volumes are increasing and warrant traffic signals.	Intersection safety will be improved with traffic signals. During construction there will be traffic delays and limited access to local businesses. Operational Services will conduct an open house and prior notifications during various stages of the project.	\$400,000

2017 CAPITAL PROJECTS

	Project	Funding Source (s)	Description	Project Impacts	Total Expense
19	Horse Creek Road Rail Crossing Detailed Design	Offsite levies 74% \$66,640 4-32-07-856 Town share 26% Reserve 4-32-07-997 \$23,360	As a result of population growth in Heartland and Heritage Hills, more pedestrians are trying to cross the CP rail tracks illegally at Horse Creek Road which increases safety concerns. This project will result in a detailed design from the Heartland development across the rail tracks to the intersection with Quigley Drive (approximately 135 m). The design can then be used to negotiate terms of a pedestrian and vehicular crossing with CP.	Negotiations with CP will not continue if we don't undertake this detailed design as the Town would not be able to submit the required documentation to support our request for a rail crossing at Horse Creek Road.	\$90,000
20	Road Markings	Reserve 4-32-07-784	To replace thermoplastic crosswalks, road arrows, and stop bars as existing ones have reached their ten year service life and require replacement.	Thermoplastic crosswalks are more durable road markings; otherwise crosswalks would have to be painted yearly with regular traffic paint rather than in-laid permanent thermoplastic products which last ten years.	\$80,000
21	Storm Sewer Upgrades on River Ave	Operating 2-37-00-762	Outfall and ditch restoration on River Ave. To improve the current state of the overland drainage prior to entering the Bow River. Prior approvals from Alberta Gov't agencies will be required to ensure the work is completed in a certain time frame to meet the guidelines and specifications.	Without rehabilitation of the ditch further erosion will occur which will compromise the infrastructure and contribute to storm water quality deterioration prior to entering the receiving stream.	\$60,000
22	Cochrane Dog Park	Parks Voluntary Developer Levy Reserve 4-79-07-851	The area to the west of Hwy 22, north of Quigley and south of CP Rail is identified in the Open Space Master Plan as a Dog Park to be built in 2017. Project includes fencing overall area, creating multi-use pathways and inside fencing for small dog area and training area. Dog Park will also have benches and parking.	The community will have a dog park which is very much needed as a result of rapid growth in residents with dogs in Cochrane. We will also be fulfilling an identified need in the 2011 Open Space Master Plan.	\$330,000

2017 CAPITAL PROJECTS

	Project	Funding Source (s)	Description	Project Impacts	Total Expense
23	Wastewater Capacity Phase 1 Transfer Station Wet Well Addition	Offsite levies 80% \$3,920,000 4-42-07-851 Capital Reserve 4-42-07-996 \$980,000	The transfer station wet well addition will increase Cochrane's wastewater capacity and will delay the construction costs of a second force main while managing flow increases. The capacity of the current force main is 240 l/s of flow. During a peak rain event volumes coming into the station will exceed capacity of the current force main and wet well. A second wet well will be used as storage for these events. When flows into the station drop below 240 l/s the waste water from the secondary wet well will be transferred into the existing wet well for pumping.	Increase Cochrane's wastewater capacity in response to population growth. Cochrane will be able to meet its obligation for waste water disposal. This phase will include the design, contract administration and construction of an additional wet well at the Transfer Station site. The next phase in 2021 will be to twin the wastewater pipeline to Calgary.	\$4,900,000
24	Automated Compressed Air Backwash System	WTP Reserves 4-41-07-774	Installation of 700CFM compressors to assist in maintaining operation of the raw water intakes. Raw water intakes have had silt build up around the screens and require backflushing twice weekly with a combination of air and water to restore capacity of the intakes.	Air scour backflushing can be achieved by one person without having to enter a confined space. Noise pollution will be eliminated. Operator can initiate air scour back flushes at any time without having to wait for available staff. Increased air flow would extend periods between flushing. Project would be managed by Engineering contractor and W3 staff.	\$450,000
25	Water Meter Replacement	Operating 4-41-07-895	Identify and replace 20 plus year old meters currently active in system with Iperl meters and radio reads. Upgrade reading system to take advantage of technology and reduce time spent reading	Aging meters past their useful life will be replaced by a new, accurate meter with the modern radio read technology. A more accurate account of the water distributed through the meters assists in conservation efforts and accountability.	\$170,000
TOTAL 2017 CAPITAL COSTS:					\$18,454,691

An aerial photograph of a town nestled in a valley. The foreground shows residential houses with brown roofs and green trees. The middle ground is dominated by a dense forest of evergreen trees, with some deciduous trees showing yellow and orange autumn colors. In the background, there are large, rugged mountains with patches of snow under a clear blue sky. The text "10 YEAR FINANCIAL STRATEGY & DEBT" is overlaid in the center of the image.

10 YEAR FINANCIAL STRATEGY & DEBT

TEN-YEAR CAPITAL FINANCIAL STRATEGY & DEBT

Background

Cochrane initiated a strategic planning process in 2002 to guide the organization's day-to-day operations and plan for the future. As part of the strategic planning process, Cochrane published the first Ten-Year Capital Financial Strategy in 2011.

Annual timeline

- Spring: annual strategic planning meetings
- Early summer: annual update to Ten-Year Capital Financial Strategy
- Fall: annual budget presented to Council
- December: annual budget approved by Council

Current Status/Next Steps

- The Town of Cochrane has been producing a rolling Ten-Year Capital Financial Strategy for the past five years.
- The strategy is updated annually to reflect progress on plans and projects and to identify new initiatives being considered.
- Another update was completed October 17, 2016 to support Council's 2017 Budget deliberations.
- The Ten-Year Capital Financial Strategy's list of capital projects for 2016-2025 is based on estimated cash outflows and major sources of funding, including government grants.

Key Messages

1. Long-term planning is a continuous practice.
2. Cochrane is planning to complete \$237 million in capital projects over the next 10 years (based on population growth assumptions and Council strategic priorities).
3. Council and Administration serve the residents and businesses of Cochrane, by managing current assets and resources effectively and planning for the future.
4. Government grants of \$85 million accounts for 36% of funding for capital projects.
5. Developers pay offsite levies which fund a portion of capital projects such as roads, water and wastewater infrastructure.
6. Debt is also required so that capital projects are fully funded over the next ten years.

Questions & Answers

How does the Town make its long-term plans?

Town Council and Senior Administration meet every spring to review the community's long-term needs and reflect on how Cochrane is meeting its goals. They also review new research and changes to provincial or federal guidelines, regulations or other documents that have an impact on the community and update

TEN-YEAR CAPITAL FINANCIAL STRATEGY & DEBT

the Strategic Plan and the Ten-Year Capital Financial Strategy. Given the high rate of growth in Cochrane (32% from 2013 to 2016), these plans are reviewed on a more frequent basis.

All Corporate departments work on long-term plans for specific initiatives and areas: for example, land use bylaw amendments, area structure plans, and neighbourhood plans, among others.

What is taken into consideration in making our long-term plans?

There are many factors taken into consideration during long-term planning:

- Growth projections
- Inflation
- Financial, social and environmental sustainability
- Regional influences

When the Ten-Year Capital Financial Strategy was updated in October 2016, the following assumptions were made. That:

- The Town will grow at 4% average per year with 2% growth in 2017 and 2018
- Per capita provincial capital grants will continue to increase with population growth
- Interest rate for borrowing estimated at 3%
- Most cost estimates include 35% cost variance as many projects are in the early planning stages. Future scope changes could impact costs.

What if circumstances such as growth rate change? How will we

respond? Should actual results vary significantly from the assumptions used in financial planning, Administration would report back to Council in a timely manner on any actions that may be required.

How will long-term plans be funded?

Long-term plans are funded from grants and donations, offsite levies, reserves and property taxes. New debt will also be required over the next 10 years to fund long-term plans. At the end of 2025 Cochrane could be at 61% of the Council approved debt limit. However future debt levels could be reduced through any combination of increased capital revenues (ie. more offsite levies collected from growth), lower project costs, and deferral of capital projects.

October 17, 2016 Council Update of Ten-Year Capital Financial Strategy

The most recent project cost and census information results in the following proposed changes since the April 2016 update:

- The Aquatic and Curling Multisport Facility \$48m cost (an increase of \$3m) impacts the Ten Year Capital Financial Strategy. Council received a full project update at the September 26, 2016 meeting. A \$19 million, 5 year loan at 1.718% was taken in 2014 to cashflow funding sources that were expected to come in after the facility is built. Annual interest on the loan is funded from

TEN-YEAR CAPITAL FINANCIAL STRATEGY & DEBT

the operating budget and principal payments of \$6.2 million are required in each of 2017, 2018, and 2019. Making the loan payment of \$6.2 million in 2017 will result in cashflow shortfalls and Council debated the option to refinance the loan to better match timing of anticipated funding sources or to withdraw from reserves. With the penalty quote for refinancing at \$404,600, Council decided not to refinance the loan at this time. Council gave Administration direction to use \$1.45 million in proceeds from the Old Town Hall Site sale in 2017 toward the Aquatic and Curling facility which will assist with the 2017 loan repayment.

- The bridge project estimate is also estimated to cost \$48 m which includes a 35% cost variance at this time (all project costs include variances for risks and uncertainties associated with project scopes).
- \$14m in costs from the phased wastewater pipeline twinning beyond 2025 were moved to 2025 as a result of higher Town growth. An estimated \$32m would be required in 2028 for future phases.
- With the changes in the strategy noted above, the \$28m Centre Avenue grade separated rail crossing was deferred to 2026.

TEN-YEAR CAPITAL FINANCIAL STRATEGY & DEBT

New debt will be required over the next 10 years to fund long-term plans. At the end of 2025 Cochrane could be at 61% of the Council approved debt limit but future debt levels could be reduced through any combination of increased capital revenues (ie. more offsite levies collected from growth), lower project costs, and deferral of capital projects. Cochrane is currently at 55% of its Council approved debt limit.

2017 Debt proposed in Budget	\$30,609,726
2016 Current Debt	\$30,895,527
Debt Change	(\$285,801)
Debt Change by %	(-0.9)%
2017 % of Cochrane Debt Limit (80% of MGA limit)	53%
2016 % of Cochrane Debt Limit (80% of MGA limit)	55%
MGA debt limit December 31, 2015	\$70,838,991
Municipal Affairs Median MGA Debt	34%

How will my taxes be impacted in the next ten years?

Currently the model uses an assumption that municipal property taxes increase an average of 3% per year to fund all Town services, inflationary increases in fixed costs, as well as capital projects in the Ten Year Capital Financial Strategy.

How can I comment on long-term plans?

Mayor and Council and Administration are always open to feedback and comments on any issue in the community including financial matters and concerns. Contact information is on the Town website:

www.cochrane.ca

Town/Stakeholder Roles

- The Town develops and reviews long-term plans to guide the work of staff.
- Council approves policy documents and bylaws that relate to long-term planning.
- Community and regional stakeholders are consulted on plans and strategies while they are in development.
- The provincial government legislates some municipal work.

TEN-YEAR CAPITAL FINANCIAL STRATEGY & DEBT

Summary of Capital Projects in the Ten-Year Capital Financial Strategy Updated October 17, 2016	Estimated Town cash outflow 2016-2025	Project Timeline	Source(s) of funding
Connecting Cochrane			
Bow River Bridge and arterial road connections	\$ 48,000,000	2015-2019	Offsite levies, federal grants, long-term debt (debt payments to be made from offsite levies on new growth)
Connecting Cochrane implementation	\$ 6,500,000	Continuous	Town reserves and Federal Gas Tax grants
Local Transit Service	\$ 9,000,000	2019	GreenTRIP grant 2/3, Town 1/3
Horse Creek Crossing project	\$ 1,635,000	2021	Offsite levies
Railway pedestrian crossing to join historic downtown to new downtown, improvements within CRL boundary	\$ 7,700,000	2018-2019	Community Revitalization Levy
Existing road network improvements	\$ 21,178,000	Continuous	Provincial grants
Total Connecting Cochrane	\$94,013,000		
New Aquatic and Curling Multisport Centre	\$ 48,000,000	2014-2017	Government grants, sponsorship, fundraising, developer community enhancement contributions, short term debt
Police Station	\$ 10,800,000	2017-2018	Provincial grant, long term debt
Flood Erosion projects	\$ 3,000,000	2015-2017	Provincial grants
Implementation of Open Space Master Plan	\$ 4,975,000	2016-2025	Parks Enhancement Fee and Town reserves
Fleet, Equipment and Facility lifecycling	\$ 20,372,000	Continuous	Town reserves
Utility infrastructure lifecycling	\$ 18,550,000	Continuous	Town reserves
Wastewater capacity upgrade	\$ 30,700,000	2017-2019, 2025	Offsite levies and long term debt
Other offsite levy projects	\$ 6,490,000	Continuous	Offsite levies
Community cultural hub	\$ -	TBD	2017 MSI grant to update feasibility; complete schematic design
Total capital spending to 2025	\$236,900,000		

THESE PROJECTIONS ARE SUBJECT TO A NUMBER OF ASSUMPTIONS, RISKS, AND UNCERTAINTIES INCLUDING GRANTS AVAILABLE, SCOPE CHANGES, AND MARKET CONDITIONS.

Assumptions:

- 4% growth average with 2% growth in 2017 and 2018
- Borrowing at interest rate of 3% except for Aquatic rate of 1.718%
- Costs from engineering estimates received in October 2016 included 35% cost variance (contingency)
- Increase in offsite levy rates starting in 2017
- MSI Capital grants frozen at 2016 level

Town of Cochrane Ten Year Capital Strategy updated October 17, 2016	October 2016 Estimated Town cash outflow 2016 to 2025	Capital Budgets 2015, 2016, and Draft 2017	Project Timelines	Major sources of funding
THESE PROJECTIONS ARE SUBJECT TO A NUMBER OF ASSUMPTIONS, RISKS, AND UNCERTAINTIES INCLUDING GRANTS AVAILABLE, SCOPE CHANGES, AND MARKET CONDITIONS				
Transportation projects				
Bow River Bridge Crossing and connections	\$ 48,000,000	\$ 15,600,000	2015 - 2019	Offsite levies (developer growth charges)/Federal grants/long term debt
Connect Cochrane Transportation projects implementation	\$ 6,500,000	\$ 400,000	continuous	Town reserves and Gas Tax grants
Local Transit Service	\$ 9,000,000	\$ -	2019	GreenTRIP grant 2/3, Town 1/3
Horse Creek Crossing project	\$ 1,635,000	\$ 90,000	2018	Offsite levies
Railway pedestrian crossing to join historic downtown to new downtown, improvements within CRL boundary	\$ 7,700,000	\$ 6,000,000	2018-2019	Community Revitalization Levy taxation
Existing road network improvements	\$ 21,178,000	\$ 1,500,000	continuous	Provincial grants
Total Transportation projects	\$ 94,013,000	\$ 23,590,000		
New Aquatic and Curling/Multisport Facility	\$ 48,000,000	\$ 45,000,000	2014 - 2017	Government grants, sponsorship, fundraising, developer community enhancement contributions, short term debt
Police Station	\$ 10,800,000	\$ 10,800,000	2017 - 2018	Long term debt
Flood Erosion projects	\$ 3,000,000	\$ 3,000,000	2015 - 2017	Provincial grants
Implementation of Open Space Master Plan	\$ 4,975,000	\$ 3,625,000	2016 - 2025	Parks Enhancement Fee/ Town reserves
Fleet, Equipment, and Facility lifecycling	\$ 20,372,000	\$ 5,238,000	continuous	Town reserves
Utility infrastructure lifecycling	\$ 18,550,000	\$ 5,460,000	continuous	Town reserves
Wastewater capacity upgrade	\$ 30,700,000	\$ 5,200,000	2017 - 2019, 2025	Offsite levies/ long term debt
Other offsite levy projects	\$ 6,490,000	\$ 1,210,000	continuous	Offsite levies
Community cultural hub	\$ -	\$ -	scope to be determined	2017 MSI grant to update feasibility and complete schematic design
Total capital spending	\$ 236,900,000	\$ 103,123,000		

Assumptions
4% growth average with 2% growth in 2017 and 2018
Borrowing at interest rate of 3% except for Aquatic
Costs from engineering estimates received in March 2016 included 35% contingency
Increase in offsite levy rates starting in 2017
MSI Capital grants frozen at 2016 level

RESERVES



RESERVES

Town of Cochrane reserves are a vital part of fiscal health. Council adopted Operating Reserves Policy 1705-01 which requires a minimum level of savings in case of an operating emergency. The minimum is 5% of the current year budgeted expenditures. The Town has 11.8% in savings for contingency as shown below.

Operating Reserves September 30, 2016	Balance	Committed	Savings for Contingency
TOTAL OPERATING RESERVES	\$ 8,711,533	\$ 3,168,220	\$ 5,543,313
2016 Budgeted Operating Expenditures			\$ 46,907,062
Percent in Contingency (Policy 1705-01 minimum is 5%)			11.8%

Although this is above the policy minimum, it is below the Government Finance Officers recommended 2 months or 17% of total operating expenditures. Given the current economic climate, no increase to operating reserve savings is planned in 2017.

Capital reserves are savings for future asset replacements as well as savings for future infrastructure required from population growth. The Town has \$48.5 million in capital reserves with \$20 million collected from developers toward specific priorities such as a second Bow River Bridge crossing and a future twinning of the wastewater pipeline. The majority of capital reserves are committed or restricted leaving only \$8.1 million for future asset replacements.

Capital Reserves at September 30, 2016	Balance	Committed	Savings for Future Assets
Fleet and Equipment	\$ 5,526,506	\$ 3,448,671	\$ 2,077,835
Facilities	\$ 4,997,149	\$ 3,428,000	\$ 1,569,149
Roads and Parks Infrastructure	\$ 9,620,486	\$ 6,978,894	\$ 2,641,592
Utilities Infrastructure	\$ 7,443,598	\$ 5,653,565	\$ 1,790,033
Arts Endowment Fund	\$ 573,597	\$ 573,597	\$ -
Cash in lieu reserve	\$ 135,006	\$ 135,006	\$ -
Offsite and Voluntary Levies	\$ 20,229,107	\$ 20,229,107	\$ -
TOTAL CAPITAL RESERVES	\$ 48,525,449	\$ 40,446,840	\$ 8,078,609

RESERVES

How much should be saved in capital reserves? The net book value of depreciable tangible capital assets (physical items such as Town buildings, roads, parks) at December 31, 2015 is \$344 million with annual amortization of \$7.4 million. The Town is putting 51% or \$3.8 million into capital reserves in 2017. The difference between amortization and reserve contributions in 2017 is \$3.5 million. Asset replacements often have partial or full grant funding available so there is no need to fund the entire difference. The gap in savings does require additional investment to address funding shortfalls in specific asset groups such as facilities.

- amortization of facilities is \$1.4 million per year versus reserve savings of \$725,000 is not enough. Savings in this asset category need to be increased as part of a facility lifecycling strategy. To support this goal, operating budget surpluses are being placed into facility lifecycling reserves.

The 2017 operating budget includes \$4.6 million toward the capital budget; an increase of \$276,000 which is from utility funded projects. The reduction in project funding from 2016 is from the anticipated completion of the Cascade sanitary main replacement project which is now in progress.

Capital Budget funded from Operations	2017		2016	
Projects funded from Operations	\$	711,733	\$	1,434,750
Reserves for Lifecycling	\$	3,847,542	\$	2,848,874
Total funded from operations	\$	4,559,275	\$	4,283,624
Budgeted Operating Expenditures excluding Spray Lake Sawmill Facility debt	\$	48,865,194	\$	46,907,062
% of Operating Expenditures		9.3%		9.1%

Cuts made to reserve contributions today will have financial impacts in the future because assets replaced may require debt financing and higher taxes if reserve balances are not sufficient to fund replacements. In addition, only .8% of taxes, or \$176,000 in projects are tax supported in 2017. When economic times improve, future Town budgets should increase projects funded from taxes to reduce draws on capital reserves.

An aerial photograph of a town nestled in a valley. The foreground shows residential houses with brown roofs and green trees. The middle ground is dominated by a dense forest of evergreen trees, with some deciduous trees showing yellow and orange autumn foliage. In the background, a range of mountains with snow-capped peaks stretches across the horizon under a clear blue sky. The text '2017 OPERATING BUDGET' is centered over the image in a bold, black, sans-serif font.

2017 OPERATING BUDGET

2017 OPERATING BUDGET

DEPARTMENT	2016	2016	2016	2017	2017	2017
	BUDGETED REVENUES (Comparatively Restated)	BUDGETED EXPEND (Comparatively Restated)	NET COST OF OPERATIONS (Comparatively Restated)	BUDGETED REVENUES	BUDGETED EXPEND	BUDGETED NET COST OF OPERATIONS
COUNCIL	-	447,189	447,189	(20,000)	494,622	474,622
GENERAL GOVERNMENT						
EXECUTIVE LEADERSHIP TEAM	-	790,985	790,985	-	801,226	801,226
LEGISLATIVE SERVICES	(600)	509,695	509,095	(52,600)	552,465	499,865
HUMAN RESOURCES	-	951,634	951,634	(25,000)	973,392	948,392
COMMUNICATIONS	-	604,048	604,048	(20,000)	631,739	611,739
	(600)	2,856,362	2,855,762	(97,600)	2,958,822	2,861,222
CORPORATE SERVICES						
ASSESSMENT TAX SERVICES	(160,000)	681,611	521,611	(160,000)	693,573	533,573
FINANCIAL SERVICES	(236,950)	999,729	762,827	(210,210)	977,181	766,971
IS SERVICES	(85,325)	1,426,146	1,340,821	(239,145)	1,638,048	1,398,903
GENERAL REVENUE	(1,360,030)	840,000	(520,030)	(1,474,130)	-	(1,474,130)
	(1,842,305)	3,947,486	2,105,229	(2,083,485)	3,308,802	1,225,317
PROTECTIVE SERVICES						
EMERGENCY MANAGEMENT	-	188,862	188,862	(15,000)	212,054	197,054
FIRE SERVICES	(255,748)	5,266,386	5,010,638	(281,700)	5,737,983	5,456,283
POLICE SERVICES	(1,278,176)	3,345,875	2,067,699	(1,306,148)	4,354,003	3,047,855
MUNICIPAL ENFORCEMENT	(275,800)	1,036,120	760,320	(265,800)	1,051,433	785,633
	(1,809,724)	9,837,243	8,027,519	(1,868,648)	11,355,473	9,486,825
COMMUNITY SERVICES						
COMM SERV ADMIN	-	222,798	222,798	-	238,683	238,683
RECREATION & CULTURE	(219,580)	869,923	650,343	(287,930)	964,133	676,203
CEMETERY	(52,622)	52,622	-	(52,622)	52,622	-
MUNICIPAL PARKS	(45,700)	1,925,899	1,880,199	(55,700)	1,910,353	1,854,653
	(317,902)	3,071,242	2,753,340	(396,252)	3,165,791	2,769,539
TOWN FACILITIES						
COCHRANE RANCHEHOUSE	(1,076,598)	1,451,785	375,187	(1,122,699)	1,520,280	397,581
LEISURE POOL	(494,000)	1,031,677	537,677	(494,000)	936,469	442,469
CORPORATE PROPERTIES	(326,686)	821,650	494,964	(352,829)	867,523	514,694
	(1,897,284)	3,305,112	1,407,828	(1,969,528)	3,324,272	1,354,744
FAMILY & COMMUNITY SERVICES						
F.C.S.S.	(840,358)	1,236,678	396,320	(805,223)	1,160,904	355,681
RESOURCE CENTRE	(324,396)	324,397	-	(453,489)	453,489	-
HOME VISITATION	(67,375)	67,375	-	(67,375)	67,375	-
PARENT LINK CENTRE	(552,701)	552,701	-	(547,301)	547,301	-
AFFORDABLE HOUSING	-	92,200	92,200	(57,537)	220,180	162,643
	(1,784,830)	2,273,351	488,521	(1,930,925)	2,449,249	518,324

2017 OPERATING BUDGET

DEPARTMENT	2016	2016	2016	2017	2017	2017
	BUDGETED REVENUES (Comparatively Restated)	BUDGETED EXPEND (Comparatively Restated)	NET COST OF OPERATIONS (Comparatively Restated)	BUDGETED REVENUES	BUDGETED EXPEND	BUDGETED NET COST OF OPERATIONS
INFRASTRUCTURE SERVICES			-			
INFRASTRUCTURE ADMIN	-	558,941	558,941	-	565,995	565,995
ROADS	(2,762,990)	3,556,914	793,924	(2,839,830)	3,524,753	684,923
PLANNING						
PLANNING ADMINISTRATION	-	361,962	361,962	-	408,773	408,773
ENGINEERING	(33,500)	615,521	582,021	(18,500)	557,639	539,139
PLANNING & SUBDIVISION LAND/DEV	(435,868)	1,215,717	779,849	(192,525)	1,078,156	885,631
SAFETY CODES	(586,500)	614,757	28,257	(670,000)	569,733	(100,267)
ECONOMIC DEV AND TOURISM	(263,240)	415,911	152,671	(303,500)	472,097	168,597
	(1,319,108)	3,223,868	1,904,760	(1,184,525)	3,086,398	1,901,873
OTHER						
COMMUNITY GRANTS	-	397,043	397,043	-	460,763	460,763
LIBRARY-MAINTENANCE/GRANT	-	628,154	628,154	-	726,764	726,764
	-	1,025,197	1,025,197	-	1,187,527	1,187,527
TOTAL TAX SUPPORTED SERVICES	(11,734,743)	34,102,905	22,368,210	(12,390,793)	35,421,704	23,030,911
STORM SEWER	(449,844)	449,844	-	(510,207)	510,206	-
WATERWORKS	(3,566,053)	3,566,053	-	(3,784,857)	3,784,857	-
WASTEWATER	(5,162,628)	5,162,628	-	(5,531,027)	5,531,027	-
SOLID WASTE COLLECTION	(2,176,930)	2,176,930	-	(2,172,010)	2,172,011	-
ECO CENTRE	(716,019)	716,019	-	(736,410)	736,410	-
TOTAL RATE SUPPORTED SERVICES	(12,071,474)	12,071,474	-	(12,734,511)	12,734,511	-
SUB-TOTAL FUNCTIONAL OPERATIONS	(23,806,217)	46,174,379	22,368,210	(25,125,304)	48,156,215	23,030,911
SPRAY LAKES FACILITY	(20,000)	732,683	712,683	(6,218,683)	7,036,370	817,687
TOTAL FUNCTIONAL OPERATIONS	(23,826,217)	46,907,062	23,080,893	(31,343,987)	55,192,585	23,848,598
Tax Levy and Requisitions	(23,080,893)	-	(23,080,893)	(23,848,598)	-	(23,848,598)
Community Revitalization Levy	(863,365)	863,365	-	(950,000)	950,000	-
Total Revenue and Expenditures	(47,770,475)	47,770,427	-	(56,142,585)	56,142,585	-

COUNCIL

What we do:

Council is the legislative function of the municipality and represents the residents of Cochrane.

Council's role is to set policy and objectives for the Town. Council also annually sets the strategic priorities for municipal staff. This section provides for the direct operating costs of Council as well as the various committees of Council.

2017 Net Budget	•\$ 474,622
2016 Net Budget	•\$ 447,189
Budget Change	•\$ 27,433
% Change	• 6.1 %
Mayor	• 1
Council	• 6



Council 2015 – 2018 Strategic Priorities

1. Focus attention and resources towards the completion of Aquatic Centre & Curling/Multi Sport Centre – Phase 4 Recreational Facility with Life Cycle Planning

Actions/Milestones:

- Finalize governance framework and finalize operating agreement

- Evaluate funding options after provincial 2016/17 budget announced
- Communicate funding strategy to the public
- Complete operational transition plan

COUNCIL

2. Focus attention and resources on Connecting Cochrane: improving roads and pathways.

Actions/Milestones:

- Complete Connecting Cochrane
 - i. Approved by Council
 - ii. Highway 22 & 1A intersection: continue advocacy with Alberta Transportation
 - iii. Determine next steps for Highway 22 & 1A intersection following 2016/17 provincial budget
 - iv. Evaluate existing road network to seek efficiencies for improved traffic flow
- Preparation for Bow River bridge
 - i. Finalize south alignment
 - ii. Front-end funding agreements in place with developers
 - iii. Commence north arterial construction plans
 - iv. Bridge pre-design work
- Explore local and regional transit opportunities
 - i. Determine next steps for local transit service
 - ii. Work with CRP on regional transit opportunities

3. Focus attention and resources on planning for a community cultural hub.

Actions/Milestones:

- Stakeholder consultation
- Finalize site

4. Focus attention and resources on implementing the Economic Development Strategy.

Actions/Milestones:

- Review land assets
 - i. Old Town Hall site sold with a draft design prepared that achieves Council's vision
 - ii. Burnswest 1 acre site acquired and site design drafted
 - iii. Prepare Fifth Ave site redevelopment options
 - iv. Finalize site and begin design phase of Police Station
- Further implement Integrated Downtown Action Plan
 - i. Historic Downtown strategy approved by Council
 - ii. Downtown washroom solution approved by Council
 - iii. Tourism strategy approved by Council
 - iv. Initiate north-south pedestrian connection
- Work with local businesses on opportunities for business diversification
- Identify infrastructure required to support technology-based business
 - i. Council strategic session on options for activating Town's dark fibre
 - ii. Prepare broadband (fibre optics) options to support businesses

COUNCIL

Core Operating Budgets:



COUNCIL		Budget 2016	Projected 2016	Budget 2017
Revenue	Government Grants	-	-	-
	Transfer from Operating	-	-	(20,000)
	Refunds	-	-	-
Revenue Total		\$ -	\$ -	\$ (20,000)
Expenditure	Personnel Costs	296,852	296,852	319,522
	General Purchases	150,337	135,337	175,100
	Contribution to Reserves	-	-	-
Expenditure Total		\$ 447,189	\$ 432,189	\$ 494,622
Net Cost of/(Surplus from) Operations		\$ 447,189	\$ 432,189	\$ 474,622

Budget Variance Highlights:

- New Council orientation in 2017 funded from operating reserves.
- Overlap of remuneration with incoming new Council members.

WORKFORCE

What we do:

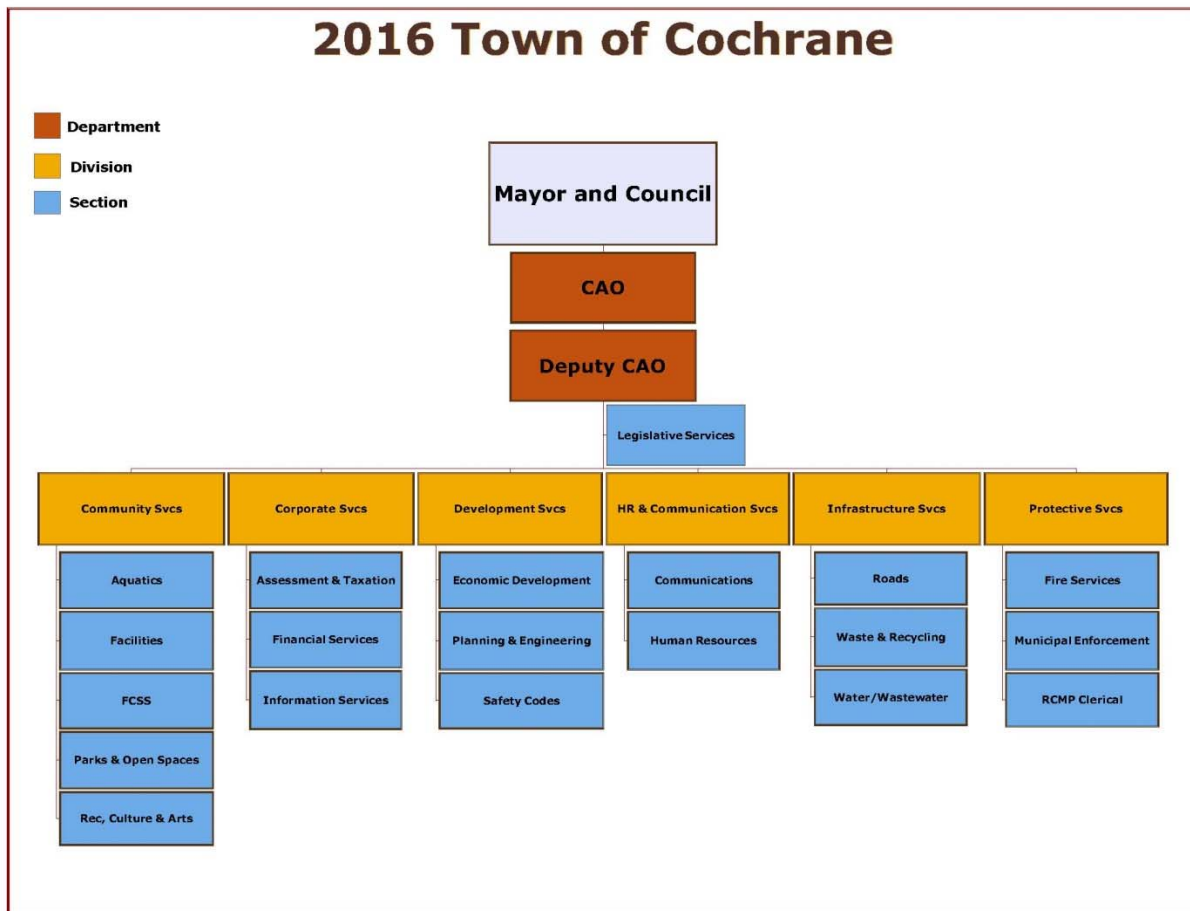
The Town of Cochrane is a growing and innovative community that provides value to its residents through our collaborative efforts. We are highly skilled employees that support financial, social and environmental sustainability through:

- Our dedication to providing quality public service
- Being good stewards of public resources
- Active involvement as members of our organization

We continue to assess our market position related to retention and attraction of our

2017 Net Budget	•\$ 20.5 million
2016 Net Budget	•\$ 19.7 million
Budget Change	•\$ 800,000
% Change	• 4%
2017 F/T staff	• 159.99
2017 P/T staff	• 52.07
2016 F/T staff	• 155
2016 P/T	• 50.95

highly skilled staff. Town staff continue to seek and implement means to provide high quality and efficient service delivery with minimal increases in staffing and other resources.



WORKFORCE

2017 Staffing Levels by Division

Division	2016 FTE's	2017 FTE's
General Government (Executive Leadership Team, Legislative Services)	6.6	6.6
Human Resources & Communication Services	10.66	10.66
Community Services (Parks, Facilities, FCSS, Recreation, Culture, Admin)	73.04	73.96
Corporate Services (Assessment, Financial, Information Services)	18.39	18.06
Development Services (Planning, Engineering, Safety Codes, Economic Development)	21.53	22.27
Protective Services (Police, Fire, Municipal Enforcement)	41.66	44.66
Infrastructure Services (Roads, Fleet, Operations Admin)	15.74	15.83
Rate based services (Water, Wastewater, Storm Sewer, Waste and Recycling)	19.31	20.02
Total	206.93	212.06

Staffing Level Highlights

- 212.06 FTE count, will equate to approximately 320 headcount at seasonal peak.
- Increase of 5.13 FTE's from previous year. This includes 2 new full-time, 1 part-time position and adjustments to existing hours.

Compensation Highlights

- 0.6% Cost of Living adjustment for out of scope staff.
- 2.13% In-scope staff as identified in the collective agreement.

EXECUTIVE LEADERSHIP TEAM

What we do:

The Executive Leadership Team is responsible for ensuring that the policies, priorities and programs of the corporation are carried out as directed by Council. The ELT ensures that administration provides all necessary advice and information to Council to allow for informed decision making.

The Team is responsible for overall governance/administration of the corporation, including providing corporate wide leadership and mentorship and ensuring compliance with legislation, policies and overall direction of Council.

Summary of Services We Deliver:

Administration

Town Administration, with an appointed Chief Administrative Officer, consists of six divisions and 20 separate sections.

The CAO & Deputy CAO form the Executive Leadership Team (ELT) while the six Senior Managers comprise the Town’s Senior Leadership Team (SLT).

2017 Net Budget	• \$ 1,301,091
2016 Net Budget	• \$ 1,300,080
Budget Change	• \$ 1,011
% Change	• 0.1 %
2017 F/T staff	• 6
2017 P/T staff	• 0.6
2016 F/T staff	• 6
2016 P/T staff	• 0.6

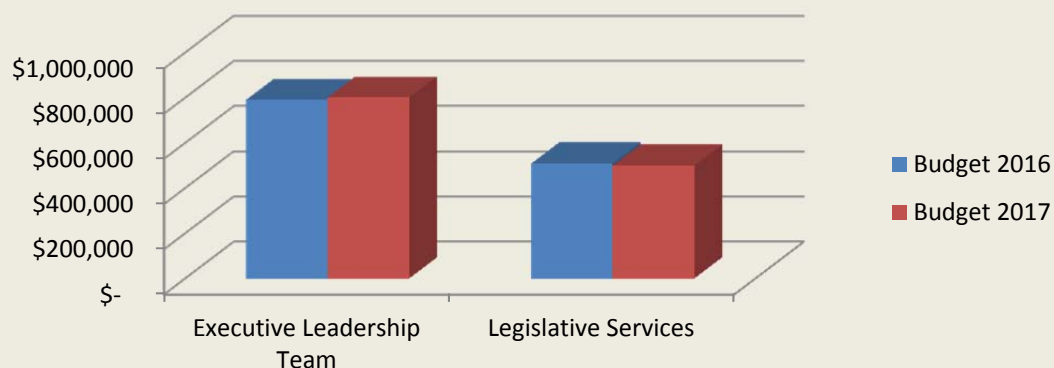
Legislative Services

The Legislative Services section is responsible for providing a high level of administrative support to Council and its committees as well as the Executive Leadership Team. The section is responsible for corporate administration; processing, coordinating and managing Council and Committee business; conducting elections and census’ and managing corporate records.



EXECUTIVE LEADERSHIP TEAM

Core Operating Budgets:



EXECUTIVE LEADERSHIP TEAM		Budget 2016	Projected 2016	Budget 2017
	Other		\$ -	\$ -
Revenue Total			\$ -	\$ -
Expenditure	Personnel Costs	\$ 568,659	\$ 568,659	\$ 583,670
	General Purchases	\$ 62,326	\$ 62,326	\$ 57,556
	One-time contract services			
	Other (Legal)	\$ 160,000	\$ 185,000	\$ 160,000
Expenditure Total		\$ 790,985	\$ 815,985	\$ 801,226
Net Cost of/(Surplus from) Operations		\$ 790,985	\$ 815,985	\$ 801,226

Budget Variance Highlights:

- 2016 budget to 2016 projected – increased legal costs
- 2016 budget to 2017 budget – no major variances

LEGISLATIVE SERVICES		Budget 2016	Projected 2016	Budget 2017
Revenue	Drawn from Reserves	\$ -	\$ (20,022)	\$ (52,000)
	Assessment complaint fees	\$ (600)	\$ (800)	\$ (600)
	Refunds	\$ -	\$ -	\$ -
Revenue Total		\$ (600)	\$ (20,822)	\$ (52,600)
Expenditure	Personnel Costs	\$ 349,556	\$ 349,556	\$ 352,647
	General Purchases	\$ 137,314	\$ 137,314	\$ 176,368
	One-time contract services	\$ -	\$ -	\$ -
	Contribution to Capital	\$ -	\$ 20,022	\$ -
	Contribution to Reserves	\$ 10,000	\$ 10,000	\$ 10,000
	Interdepartmental Charges	\$ 12,825	\$ 12,825	\$ 13,450
Expenditure Total		\$ 509,695	\$ 529,717	\$ 552,465
Net Cost of/(Surplus from) Operations		\$ 509,095	\$ 508,895	\$ 499,865

Budget Variance Highlights:

- 2016 budget to 2016 projected – mobile shelving costs in capital budget funded from capital reserve
- 2016 budget to 2017 budget – election costs funded from operating reserve

EXECUTIVE LEADERSHIP TEAM

2017 Initiatives:

Administration

- Focus attention and resources towards implementing Council's identified priorities:
 - Aquatic Centre & Curling/Multi-sport Centre
 - Connecting Cochrane – improving roads and pathways
 - Planning for a Cultural hub
 - Economic Development Strategy

Legislative Services

- Successfully complete a municipal election
- Successfully complete a census

HUMAN RESOURCES & COMMUNICATIONS

What we do:

The Human Resources & Communication Services Team is responsible for overseeing public and employee relations, providing strategic and advisory services for engagement of our workforce and citizens, corporate communications and community consultation.

Summary of Services We Deliver:

We deliver our services through the following sections.

Human Resources

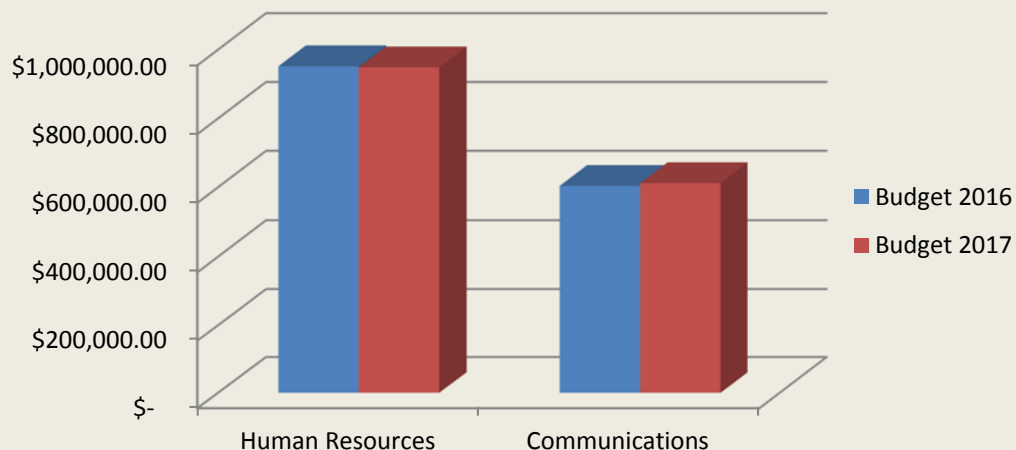
The Human Resources section provides support to over 300 full-time, part-time and casual employees. The section is responsible for organizational effectiveness, staffing, employee and labour relations, total compensation, payroll, organizational learning, training & development and health, safety & wellness. Working with managers and employees, the human resources team recommends and supports the development, implementation and evaluation of a wide range of programs. Our focus is on providing a healthy and safe workplace and engaging and retaining a highly-skilled workforce.

2017 Net Budget	•\$ 1,560,131
2016 Net Budget	• \$ 1,555,682
Budget Change	•\$ 4,449
% Change	• 0.3 %
2017 F/T staff	• 9
2017 P/T staff	• 1.66
2016 F/T staff	• 9
2016 P/T staff	• 1.66

Communication Services

Communications advises Town Council and the Leadership Teams on communications strategy. Communications promotes Town programs, services, events, opportunities and governance through a wide range of tools, processes, and best practices that include online and print publications, advertising, marketing, public and media relations, and more.

Core Operating Budget:



HUMAN RESOURCES & COMMUNICATIONS

HUMAN RESOURCES		Budget 2016 (Comparatively Restated)	Projected 2016	Budget 2017
Revenue	Transfer from operating reserve	\$ -	\$ -	\$ (25,000)
	WCB Rebate		\$ (91,752)	
Revenue Total		\$ -	\$ (91,752)	\$ (25,000)
Expenditure	Personnel Costs	\$ 672,775	\$ 672,775	\$ 686,528
	General Purchases	\$ 273,107	\$ 117,205	\$ 281,104
	Contribution to Capital	\$ -	\$ -	\$ -
	Contribution to Reserves	\$ -	\$ 91,752	\$ -
	Interdepartmental Charges	\$ 5,752	\$ 5,752	\$ 5,760
Expenditure Total		\$ 951,634	\$ 887,484	\$ 973,392
Net Cost of/(Surplus from) Operations		\$ 951,634	\$ 795,732	\$ 948,392

COMMUNICATIONS		Budget 2016 (Comparatively Restated)	Projected 2016	Budget 2017
Revenue	Transfer from operating reserve	\$ -	\$ -	\$ (20,000)
Revenue Total		\$ -	\$ -	\$ (20,000)
Expenditure	Personnel Costs	\$ 397,336	\$ 397,336	\$ 404,527
	General Purchases	\$ 205,122	\$ 205,122	\$ 205,622
	One-time contract services	\$ -	\$ -	\$ 20,000
	Contribution to Reserves	\$ -	\$ -	\$ -
	Interdepartmental Charges	\$ 1,590	\$ 1,590	\$ 1,590
Expenditure Total		\$ 604,048	\$ 604,048	\$ 631,739
Net Cost of/(Surplus from) Operations		\$ 604,048	\$ 604,048	\$ 611,739

Budget Variance Highlights:

- Human Resources budget includes expected costs related to the executive replacement strategy due to pending retirements.
- Communications budget includes planning for a Rock the Waves Grand Opening event to be funded from operating reserve.

2017 Initiatives:

- Support Council and our workforce through pending organizational transitions
 - Executive retirements,
 - municipal election
- Conduct the biennial staff compensation review and support the Council remuneration review process.
- Implementation of a new information system (HRIS) as a component of ERP replacement.
- Enhance opportunities for public input and engagement by developing mobile tools and utilizing new locations for engagement events.
- Work with Economic Development to increase marketing activities as part of the Economic Development strategy.

HUMAN RESOURCES & COMMUNICATIONS

Innovation/Efficiencies:

- Utilizing integrated tools to reduce the quantity of information areas to populate.

CORPORATE SERVICES

What we do:

Corporate Services is responsible for the overall management of the Town's financial, assessment, and information technology services; includes geographic information services, network and help desk services, financial reporting, assessment, property taxes, accounts payable, accounts receivable, capital projects financing and tracking, utilities, business licensing, animal licensing.

2017 Net Budget	• \$2,699,447
2016 Net Budget	• \$2,625,218
Budget Change	• \$ 74,229
% Change	• 2.8 %
2017 F/T staff	• 17
2017 p/t staff	• 1.06
2016 F/T staff	• 17
2016 P/T	• 1.39

Summary of Services We Deliver:

We deliver our services through the following sections.

Assessment & Taxation:

The Assessment & Taxation section is responsible for the creation of general & supplementary assessments and property tax bills to be completed on 13,050 parcels annually.

Financial Services:

The Financial Services section is responsible for the overall management of the financial affairs of the municipality.

The section is responsible for managing 9,000 utility accounts and 1,800 business licenses per year as well as maintenance of the Business License Directory.

Financial services support accounting and financial reporting services with our annual audited financial statements as well as quarterly financial reporting.

Information Services:

The Information Services section is responsible for the maintenance and support of all computer systems, including switches, firewalls, routers and critical back up servers to ensure business continuity and security.

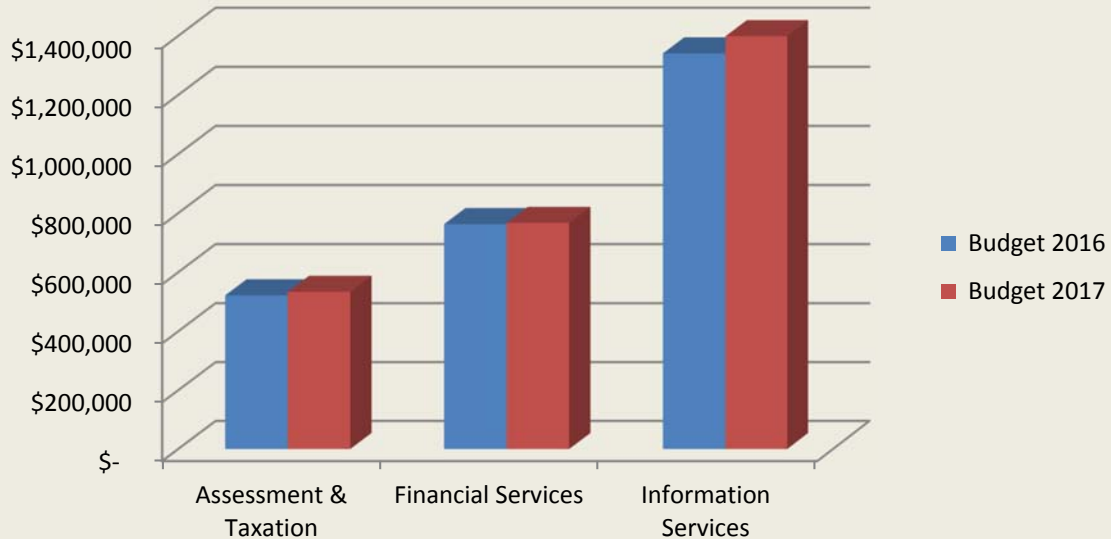
This section handles approximately 3,000 helpdesk tickets annually and is responsible for the 24/7 monitoring of critical systems and maintaining regular security audits to ensure integrity of all information held by the Town.

General Revenue:

General Revenue of the Town includes return on investments and penalties from property tax and utility arrears. Utility Return on Equity (ROE) and utility payment in Lieu of Taxes (PIL) revenue is also included in General Revenue. The ROE is intended to be based on the investment the Town has in various infrastructure used to support the utility and PIL is intended to be based on the expenditures the Town estimates it will spend to support the utility.

CORPORATE SERVICES

Core Operating Budgets:



ASSESSMENT AND TAXATION		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (40,000)	\$ (40,000)	\$ (40,000)
	Drawn from Reserves	\$ -	\$ -	\$ -
	Interdepartmental Charges	\$ -	\$ -	\$ -
	Refunds	\$ -	\$ -	\$ -
	Supplementary Assessments	\$ (120,000)	\$ (196,000)	\$ (120,000)
Revenue Total		\$ (160,000)	\$ (236,000)	\$ (160,000)
Expenditure	Personnel Costs	\$ 518,168	\$ 473,168	\$ 500,068
	General Purchases	\$ 148,667	\$ 193,667	\$ 173,755
	One-time contract services	\$ -	\$ -	\$ -
	Interdepartmental Charges	\$ 14,776	\$ 14,776	\$ 19,750
Expenditure Total		\$ 681,611	\$ 681,611	\$ 693,573
Net Cost of/(Surplus from) Operations		\$ 521,611	\$ 445,611	\$ 533,573

Budget Variance Highlights:

- Slower growth will result in fewer supplementary assessments on completed properties than were done in 2016.

CORPORATE SERVICES

FINANCIAL SERVICES		Budget 2016 (Comparatively Restated)	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (42,150)	\$ (50,000)	\$ (15,410)
	Drawn from Reserves	\$ -	\$ -	\$ -
	Interdepartmental Charges	\$ (194,800)	\$ (194,800)	\$ (194,800)
Revenue Total		\$ (236,950)	\$ (244,800)	\$ (210,210)
Expenditure	Personnel Costs	\$ 646,695	\$ 646,695	\$ 664,506
	General Purchases	\$ 340,041	\$ 503,793	\$ 312,675
	One-time contract services	\$ 13,000	\$ 13,000	\$ -
	Contribution to Capital	\$ -	\$ -	\$ -
Expenditure Total		\$ 999,736	\$ 1,163,488	\$ 977,181
Net Cost of/(Surplus from) Operations		\$ 762,786	\$ 918,688	\$ 766,971

Budget Variance Highlights:

- Payroll personnel were moved to Human Resources section in 2016 resulting in a restatement of 2016 budget costs for comparative purposes.
- Savings in audit fees expected in general purchases in 2017.

INFORMATION SERVICES		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees	\$ (1,500)	\$ (1,500)	\$ (1,200)
	Drawn from Reserves			\$ (135,280)
	Interdepartmental Charges	\$ (83,825)	\$ (83,825)	\$ (102,665)
Revenue Total		\$ (85,325)	\$ (85,325)	\$ (239,145)
Expenditure	Personnel Costs	\$ 639,566	\$ 639,566	\$ 631,171
	General Purchases	\$ 567,580	\$ 567,580	\$ 780,944
	Contribution to capital	\$ 219,000	\$ 219,000	\$ 225,933
Expenditure Total		\$ 1,426,146	\$ 1,426,146	\$ 1,638,048
Net Cost of/(Surplus from) Operations		\$ 1,340,821	\$ 1,340,821	\$ 1,398,903

Budget Variance Highlights:

- Software contract maintenance increases \$50k a result of population increase impacts on population based software support costs.
- A one time cost of \$105,000 for VDI licensing is proposed to be funded from operating reserve. Technology is key to finding efficiencies throughout the organization. With better ways to manage the desktop environment technology staff can save an estimated 300 hours a year which will increase their capacity to support major technology changes in progress like the new Enterprise Resource Planning system. Additional benefits of VDI include increased security, portability, remote access, and environmental benefits.
- Contribution to capital includes \$95,000 toward VDI (Virtual Desktop Infrastructure) hardware and \$119,200 for the second of five payments required to repay capital reserves for the new Enterprise Resource Planning system approved in 2016. Both VDI and the new ERP are being phased in from 2016 to 2018.

CORPORATE SERVICES

GENERAL REVENUE	Budget 2016	Projected 2016	Budget 2017
Penalties & Costs	\$ (280,000)	\$ (285,000)	\$ (295,000)
Return on Investments	\$ (85,000)	\$ (95,000)	\$ (85,000)
Transfer from Operating Reserves	\$ (85,030)	\$ -	\$ (119,063)
ROE/PIL - Water & Wastewater	\$ (910,000)	\$ (910,000)	\$ (975,067)
Revenue Total	\$ (1,360,030)	\$ (1,290,000)	\$ (1,474,130)
Total General Revenue	\$ (1,360,030)	\$ (1,290,000)	\$ 1,474,130)
New Debt Servicing Reserve from growth higher than 4%	\$ 840,000	\$ 840,000	\$ -
Net Cost of/(Surplus from) Operations	\$ (520,030)	\$ (450,000)	\$ (1,474,130)

Budget Variance Highlights:

- Council included a reserve in the 2016 budget from growth taxes higher than 4% to fund debt servicing on future debt. As new debt was not needed in 2016, Council redesignated the funds in Spring 2016 to a downtown revitalization capital project.
- In 2017 the \$840,000 in debt servicing funding is moved to the Police budget where future debt is required for a police station.

2017 Initiatives:

- Activate Town unused fibre optic lines to support Town and local Business needs.
- Implement technology upgrades needed to support the new ERP
- Implement a new Enterprise Resource Planning (ERP) system to replace the current Finance and Taxation system.
- Evaluate the current phone system and create a plan for future options.
- Convert staff desktop computers into Virtual Desktops
- Support expanded use of Office 365 software in the organization

Innovation/Efficiencies:

- Introduce a better finance information system that will streamline process and offer better online customer service.
- Decrease our use of paper and incorporate more electronic document storage.
- Introduce electronic workflows for approvals that were previously done on paper.

PROTECTIVE SERVICES

What we do:

Protective Services oversees operations of Fire services and their fire suppression, rescue, fire prevention and investigation activities as well as Municipal Enforcement and Community Peace Officers enforcement and public education activities.

Protective Services also manages the Municipal Emergency Plan (MEP), liaises with Cochrane RCMP and supports Cochrane Citizens on Patrol (COP).

2017 Net Budget	• \$ 9,486,825
2016 Net Budget	• \$ 8,027,517
Budget Change	• \$ 1,459,038
% Change	• 18.2 %
2017 F/T staff	• 36
2017 p/t staff	• 8.66 • (37 casual)
2016 F/T staff	• 35
2016 P/T	• 6.66 • (37 casual)

Summary of Services We Deliver:

We deliver our services through the following sections.

Municipal Enforcement

The municipal enforcement section is responsible for the enforcement of traffic laws, education, research and enforcement of municipal bylaws.

The municipal enforcement team responds to public complaints and safety concerns and promotes public safety in the community.

The team carries out Community Peace Officer duties, attends court, and assists RCMP as required. Municipal enforcement provides effective and efficient response to community needs and assists the community by handling lost and found property.

Police

The Police section is provided by the RCMP. They are responsible for law enforcement and to providing residents and visitors with a safe and secure community through:

1. Response to, and investigation of, motor vehicle collisions.
2. Law enforcement and response to citizen concerns.
3. Support of COP (Citizens on Patrol)
4. Support of VSU (Victim Services Unit)
5. Liaison with Administration to assist with bylaw enforcement.
6. General investigation services.

The Police Services section will focus on building a safe and secure community by implementing the Community Policing Master Plan and enhancing communications and building positive relationships within the community through the local RCMP, Community Peace Officers (CPOs), administration and Council.

PROTECTIVE SERVICES

Fire Services

The Fire section is a composite fire service that is responsible for providing fire suppression, rescue, dangerous goods response, investigations, inspections and other types of responses needed to protect property, people and the environment.

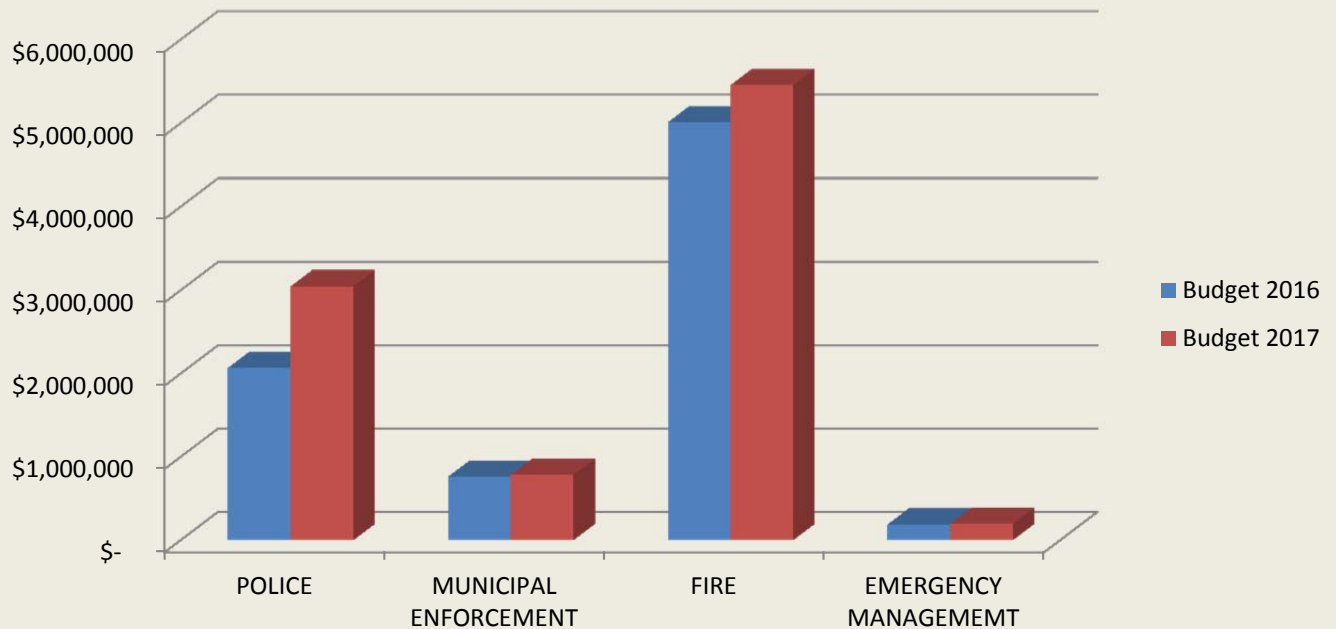
Cochrane Fire Services also promotes fire and injury prevention through a variety of activities

Surrounding areas receive fire suppression and rescue services as outlined in mutual aid or suppression agreements. The Town of Cochrane MEP (Municipal Emergency Plan) provides for and coordinates the mitigation of level 2 & 3 disasters.

The Town of Cochrane is a unionized fire service.



Core Operating Budgets:



PROTECTIVE SERVICES

EMERGENCY MANAGEMENT		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ -	\$ -	\$ -
	Government Grants	\$ -	\$ -	\$ -
	Transfer from Operating	\$ -	\$ -	\$ (15,000)
	Refunds	\$ -	\$ -	\$ -
Revenue Total		\$ -	\$ -	\$ (15,000)
Expenditure	Personnel Costs	\$ 174,843	\$ 174,843	\$ 176,410
	General Purchases	\$ 14,018	\$ 14,018	\$ 35,644
	Contribution to Capital	\$ -	\$ -	\$ -
Expenditure Total		\$ 188,861	\$ 188,861	\$ 212,054
Net Cost of/(Surplus from) Operations		\$ 188,861	\$ 188,861	\$ 197,054

Budget Variance Highlights:

- No significant variance expected

Police

2017 Net Budget	\$ 3,047,855
2016 Net Budget	\$ 2,067,699
Budget Change	\$ 980,156
% Change	47.4 %
2017 F/T Staff	6
2017 P/T Staff	0
2016 F/T Staff	6
2016 P/T Staff	0
2017 Police Officers	19
2016 Police Officers	19

POLICE		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (755,000)	\$ (520,000)	\$ (755,000)
	Government Grants	\$ (523,176)	\$ (523,176)	\$ (551,148)
	Other	\$ -	\$ -	\$ -
	Refunds	\$ -	\$ (700)	\$ -
Revenue Total		\$ (1,278,176)	\$ (1,043,876)	\$ (1,306,148)
Expenditure	Personnel Costs	\$ 437,422	\$ 430,422	\$ 443,088
	General Purchases	\$ 4,500	\$ 4,500	\$ 4,500
	RCMP Contract	\$ 2,903,953	\$ 2,783,953	\$ 3,066,415
	Contribution to Capital	\$ -	\$ -	\$ 840,000
Expenditure Total		\$ 3,345,875	\$ 3,218,875	\$ 4,354,003
Net Cost of/(Surplus from) Operations		\$ 2,067,699	\$ 2,174,999	\$ 3,047,855

Budget Variance Highlights:

- Shortfall in fines revenue expected in 2016 but increased fines collections by the Province expected in 2017
- Higher grant from growth reflected in per capita based grant

PROTECTIVE SERVICES

- Council included \$840,000 in the 2016 budget from growth taxes higher than 4% to fund debt servicing on future debt. This line item was in Corporate Services general revenue in 2016 and is now moved to the Police budget where future debt is required for a police station. This has no property tax impact in 2017.
- Police contract funds 19 officers and includes anticipated pay increase to be determined by Treasury Board of Canada. Although 20 officers are approved for Cochrane, officer leaves are funded by the RCMP and Cochrane is expected to be billed for 19 officers as a result of expected leaves in 2017.

Municipal Enforcement

2017 Net Budget	\$	785,633
2016 Net Budget	\$	760,319
Budget Change	\$	25,314
% Change		3.3 %
2017 F/T Staff		8
2017 P/T Staff		0.36
2016 F/T Staff		8
2016 P/T Staff		0.36

MUNICIPAL ENFORCEMENT		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (800)	\$ (800)	\$ (800)
	Fines/Licenses	\$ (275,000)	\$ (255,000)	\$ (265,000)
	Refunds/Other	\$ -		
	Drawn from Reserves	\$ -		
Revenue Total		\$ (275,800)	\$ (255,800)	\$ (265,800)
Expenditure	Personnel Costs	\$ 832,756	\$ 812,756	\$ 844,649
	General Purchases	\$ 148,425	\$ 140,425	\$ 146,934
	Contribution to Capital	\$ 15,000	\$ 15,000	\$ 15,000
	Interdepartmental Charges	\$ 39,938	\$ 47,938	\$ 44,850
Expenditure Total		\$ 1,036,119	\$ 1,016,119	\$ 1,051,433
Net Cost of/(Surplus from) Operations		\$ 760,319	\$ 760,319	\$ 785,633

Budget Variance Highlights:

- No significant variance expected.

PROTECTIVE SERVICES

Fire

2017 Net Budget	\$	5,456,283
2016 Net Budget	\$	5,010,638
Budget Change	\$	445,645
% Change		8.9 %
2017 F/T Staff		21
2017 P/T Staff		8.3 (37 casual)
2016 F/T Staff		20
2016 P/T Staff		6.3 (37 casual)

FIRE		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (175,748)	\$ (215,748)	\$ (176,700)
	Government Grants	\$ (10,000)	\$ (10,000)	\$ -
	Refunds/Other	\$ -	\$ -	\$ -
	Rocky View County Agreement	\$ (60,000)	\$ (60,000)	\$ (60,000)
	Transfer from Operating			\$ (35,000)
	Interdepartmental Charges	\$ (10,000)	\$ (10,000)	\$ (10,000)
Revenue Total		\$ (255,748)	\$ (295,748)	\$ (281,700)
Expenditure	Personnel Costs	\$ 3,522,422	\$ 3,602,422	\$ 3,924,373
	General Purchases	\$ 762,122	\$ 762,122	\$ 821,601
	One-Time Consulting	\$ 10,000	\$ 10,000	
	Contribution to Capital	\$ 363,862	\$ 363,862	\$ 363,862
	Contribution to Operating		\$ 105,010	
	Debt Payments	\$ 578,480	\$ 578,480	\$ 597,147
	Interdepartmental Charges	\$ 29,500	\$ 29,500	\$ 31,000
Expenditure Total		\$ 5,266,386	\$ 5,451,396	\$ 5,737,983
Net Cost of/(Surplus from) Operations		\$ 5,010,638	\$ 5,155,648	\$ 5,456,283

Budget Variance Highlights:

- Collective agreement to December 31, 2017 was finalized in 2016
- Deputy Fire Chief position and additional casual firefighter budget requested in 2017
- Lease on Protective Services Centre increases from \$20.66 to \$22.66 per square foot September 1, 2017

2017 Initiatives:

- Complete design and commence construction of a new Police Facility.
- Work toward a service delivery model that enables 2 truck deployment.
- Establish a Critical Incident Stress Management support program for Emergency Responders and their families.
- Expand present Fire Services Statistical Management Program and integrate with regional predictive modeling programs.

PROTECTIVE SERVICES

- Continue to prepare for the implementation of the Alberta First Responder Radio System. (AFRACS)
- Investigate an in-house mobile training facility for Cochrane Fire Services.
- Initiate a school program for grades K-4 focusing on dog bite prevention and responsible pet ownership.

Innovation/Efficiencies:

- New Municipal Enforcement staffing schedule extended service coverage in Cochrane.
- Increased joint traffic initiatives with RCMP in areas of distracted driving, intersection safety, speed enforcement and seat belts.

COMMUNITY SERVICES

What we do:

The Community Services Administrative section is responsible for the administration of the Big Hill Leisure Pool, Family & Community Support Services (FCSS), Recreation, Culture & the Arts, Corporate Properties, Cochrane RancheHouse, Parks & Open Spaces and Spray Lake Sawmills Family Sports Centre.

2017 Net Budget	•\$ 4,642,607
2016 Net Budget	•\$ 4,649,687
Budget Change	•\$ (7,080)
% Change	• -0.2 %
2017 F/T staff	• 40
2017 p/t staff	• 33.96
2016 F/T staff	• 39
2016 P/T	• 33.06

Summary of Services We Deliver:

We deliver our services through the following sections.

Big Hill Leisure Pool

The Big Hill Leisure Pool section ensures the safety of patrons through procedures and training for staff and by complying with all provincial legislation and guidelines. They continue to maintain positive relationships with pool users through customer focused service and delivery. They provide recreational swims, swimming lessons, fitness classes and leadership opportunities for users and maintain good financial practices to ensure Town funds are protected and accurately accounted for.



Family & Community Support Services (FCSS)

FCSS provides preventative social programs through a partnership between the province and the municipality. The mandate includes volunteerism, family life enrichment programming and community development with citizen involvement. In addition FCSS provides a Resource Centre, Parent Link Centre and a partnership with Cochrane Society for Housing Options.

COMMUNITY SERVICES

FCSS partners with other organizations to fill social gaps in the community. Funds are received from Rocky View County, Calgary and Area Child and Family Services, Alberta Health, United Way, Cochrane Society for Housing Options and MD of Bighorn.

The Western Rocky View Parent Link Centre is an integral part of the FCSS section which continues to grow and expand the services offered to families living in Cochrane and the Western Rocky View County with children 0 - 6. This program is funded through Calgary & Area Child & Family Services and other funders. The five core services provided by Parent Link Centre are: Early Childhood Development Programs, Parent Education, Family Support, Developmental Screening and Information & Referral. Emphasis is put on serving families with children 0-6 years.

Town of Cochrane has a partnership with **Cochrane Society for Housing Options** which is managed through FCSS. Together they work to address housing issues in Cochrane. Cochrane Society for Housing Options (CSHO), is a non-profit society with a board of directors. The representative's work closely with FCSS to strategize on initiatives and find opportunities to ensure diverse housing options are available so all citizens of Cochrane have a roof over their head.

The Western Rocky View Family and Community Resource Centre provide information and referrals, prevention and early intervention services to families in the Western Rocky View County service area. The CAR (Community Access Resource) Program provides low-income families with taxi subsidies for

transportation within Cochrane town limits and to some rural destinations. Supports are offered to families and individuals struggling with numerous situations. The Western Rocky View Family and Community Resource Centre is a grant funded service, mainly through Calgary & Area Child & Family Services, Rocky View County and Alberta Health.



The **Home Visitation** program is funded by a grant by Calgary and Area Child and Family Services. The Home Visitation Program continues to offer high quality in-home support and respite services to at-risk families with children aged 0-6 living in Cochrane and area. The Home Visitation Program aims to connect families with community resources, strengthen family relationships, promote child development and increase parenting knowledge and skills.

Parks & Open Spaces

The Parks & Open Spaces Services section is responsible for the maintenance and operation of 318 acres of parkland.

COMMUNITY SERVICES

Parks & Open Spaces section operate and maintain the parks, 29 playgrounds, pathways (50km), open spaces, 2 ponds, 4 riparian areas, 2 Cemeteries, outdoor rink, soccer, rugby and baseball fields, the skateboard park and urban streetscapes within the community, as well as operating and maintaining the 136 acre Historic Cochrane Ranche Site, which includes, Men of Vision statue, corral, and interpretive panels.



Facilities

Corporate Properties

The Corporate Properties section is responsible for the maintenance, repair, and life cycling of all Town owned and/or operated facilities. Facilities include the Operations Shops, Cochrane RancheHouse, FCSS offices, Club House, Westerson Cabin, Parent Link Centre, Library, Seniors on the Bow, Big Hill Leisure Pool, Eco Centre, Outdoor Rink Building, Parks Washrooms and Protective Services Centre.

Cochrane RancheHouse

The Cochrane RancheHouse section is responsible for the operation of the Cochrane RancheHouse, which is a full service conference style facility offering rental spaces for weddings, business meetings, banquets, seminars, trade shows, art shows, performing arts, community events, church services, and cultural programming.

The Cochrane RancheHouse is home to the Town of Cochrane Council Chambers as well as Town of Cochrane Administration. Space is also leased to the Stockmen's Memorial Foundation, Calgary Regional Partnership, The Learning Place Preschool, and Footsteps Playschool.

The Cochrane RancheHouse also contains a 209 seat Theatre used primarily for performing arts presentations produced by Cochrane Vision Theatre and local high school users.

Recreation & Culture

The Recreation & Culture section is responsible for providing a variety of affordable recreation, arts, culture and event opportunities that promote healthy lifestyles through active participation and social interaction. The programs are designed for children, youth, adults and seniors. The goal is to continue to fill gaps in service by offering unique and rewarding recreation and culture programs and events inspired by fun.

The Fun Van remains a key community spirit builder at community programs, parks and events. Mobile programming features program modules for active living, arts and culture, fun engagement

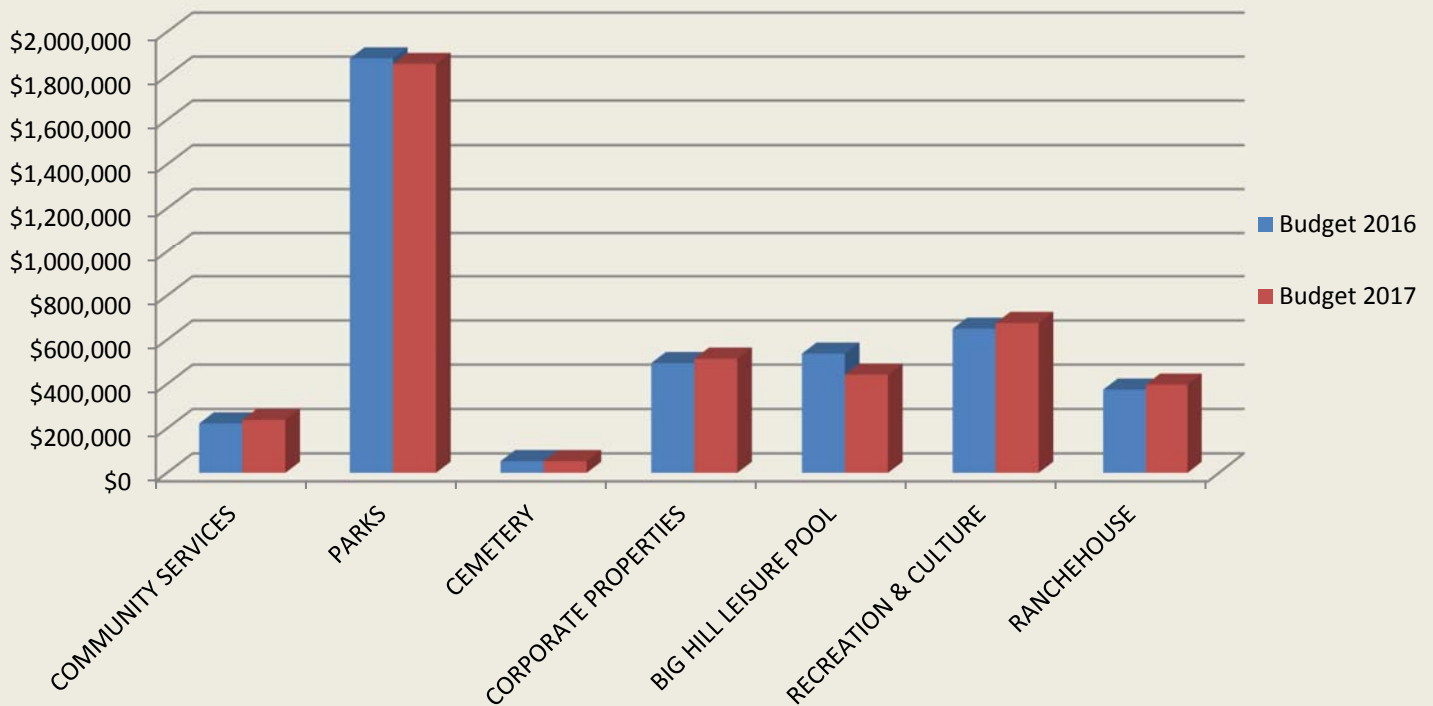
COMMUNITY SERVICES

opportunities for families and a presence at community events.

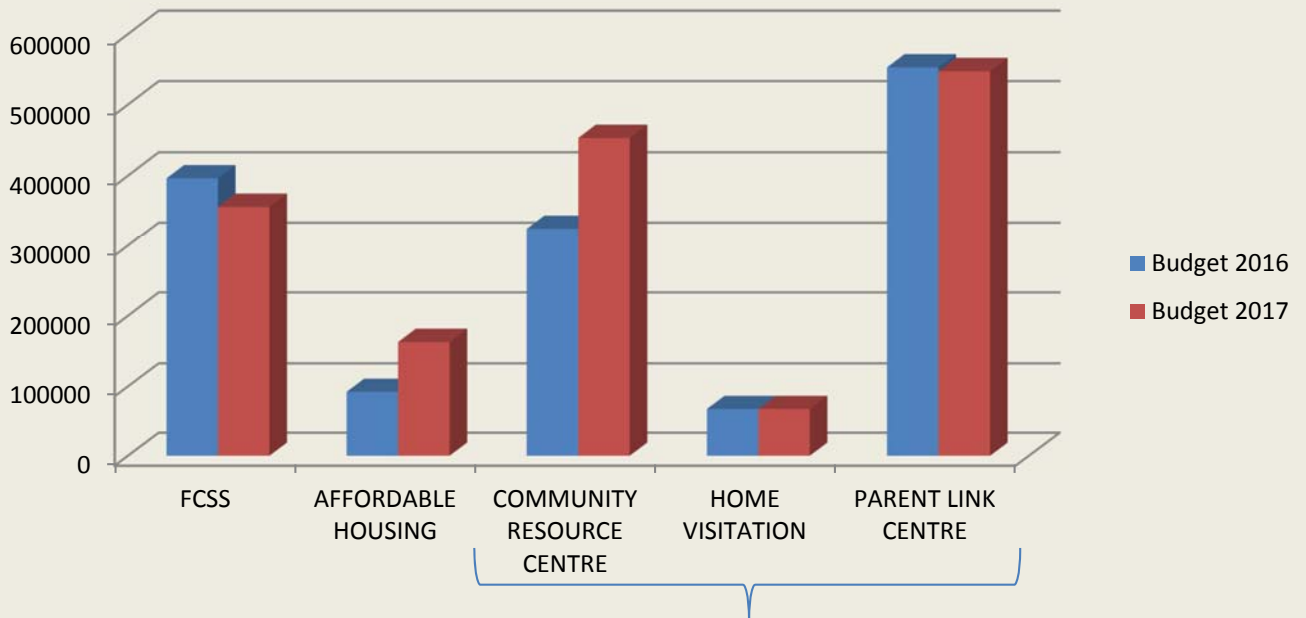
The Seniors on the Bow Centre provides opportunities for older adults to increase their socialization, maintain their health & fitness, experience volunteerism and enjoy their community. The Seniors on the Bow Society Board of Directors runs the day to day operations of the Centre including memberships, drop-in programs, and special events. The Town continues to cover the cost of the facility lease and the seniors programmer, who coordinates the town registered seniors programs for the centre.



Core Operating Budgets:



COMMUNITY SERVICES



*These services have offsetting revenue with a NET operating cost of \$0.00

COMMUNITY SERVICES		Budget 2016	Projected 2016	Budget 2017
Revenue	Donations	\$ -	\$ -	\$ -
	Government grants	\$ -	\$ -	\$ -
Revenue Total		\$ -	\$ -	\$ -
Expenditure	Personnel Costs	\$ 174,843	\$ 174,843	\$ 172,199
	General Purchases	\$ 44,555	\$ 44,555	\$ 44,584
	One time contracts	\$ -	\$ -	\$ -
	Contribution to Reserves	\$ -	\$ -	\$ -
	Debt Payments	\$ -	\$ -	\$ -
	Interdepartmental Transfers	\$ 3,400	\$ 3,400	\$ 21,900
Expenditure Total		\$ 222,798	\$ 222,798	\$ 238,683
Net Cost of/(Surplus from) Operations		\$ 222,798	\$ 222,798	\$ 238,683

Budget Variance Highlights:

- CAR program funding moved from FCSS

COMMUNITY SERVICES

PARKS		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (45,700)	\$ (60,000)	\$ (45,700)
	Government Grants	\$ -	\$ -	\$ (10,000)
	Drawn from Reserves	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -
	Refunds	\$ -	\$ -	\$ -
Revenue Total		\$ (45,700)	\$ (60,000)	\$ (55,700)
Expenditure	Personnel Costs	\$ 1,070,867	\$ 1,070,866	\$ 1,126,808
	General Purchases	\$ 666,210	\$ 666,210	\$ 632,133
	Contribution to Capital	\$ 186,932	\$ 186,932	\$ 148,932
	Contribution to Reserves	\$ -	\$ -	\$ -
	Interdepartmental Transfers	\$ 1,890	\$ 1,890	\$ 2,480
Expenditure Total		\$ 1,925,899	\$ 1,925,898	\$ 1,910,353
Net Cost of/(Surplus from) Operations		\$ 1,880,199	\$ 1,865,898	\$ 1,854,653

Budget Variance Highlights:

- Increase seasonal hours to cover Gleneagles contract that terminated in 2016
- Reduction in General Purchases to reflect elimination of the Gleneagles contract payments

CEMETERY		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (52,622)	\$ (37,622)	\$ (52,622)
	Transfer from Capital Reserve	\$ -	\$ (75,000)	\$ -
Revenue Total		\$ (52,622)	\$ (112,622)	\$ (52,622)
Expenditure	Cemetery Master Plan	\$ -	\$ 75,000	\$ -
	General Purchases	\$ 29,200	\$ 29,200	\$ 29,200
	Contribution to Capital	\$ 22,742	\$ 22,742	\$ 22,742
	Interdepartmental Transfer	\$ 680	\$ 680	\$ 680
Expenditure Total		\$ 52,622	\$ 127,622	\$ 52,622
Net Cost of/(Surplus from) Operations		\$ -	\$ 15,000	\$ -

Budget Variance Highlights:

- Cemetery master plan to address Council priority arising from community feedback about the cemetery. Project had been requested in preliminary 2016 capital budget with funding from capital reserve and it was cut as it did not meet the definition of a capital asset. The intention was to put the cost and reserve funding in the Cemetery operating budget but it was omitted in error. Budget revision requested in Q3 Financial Report October 24, 2016.

COMMUNITY SERVICES

CORPORATE PROPERTIES		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ -	\$ -	\$ -
	Interdepartment charges	\$ (326,686)	\$ (326,686)	\$ (352,829)
Revenue Total		\$ (326,686)	\$ (326,686)	\$ (352,829)
Expenditure	Personnel Costs	\$ 428,518	\$ 428,518	\$ 436,507
	General Purchases	\$ 242,232	\$ 242,232	\$ 279,076
	Contribution to Capital	\$ 130,400	\$ 130,400	\$ 130,400
	Interdepartment charges	\$ 20,500	\$ 20,500	\$ 21,540
Expenditure Total		\$ 821,650	\$ 821,650	\$ 867,523
Net Cost of/(Surplus from) Operations		\$ 494,964	\$ 494,964	\$ 514,694

Budget Variance Highlights:

- Increased gas and power costs expected in 2017

BIG HILL LEISURE POOL		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (494,000)	\$ (494,000)	\$ (494,000)
Revenue Total		\$ (494,000)	\$ (494,000)	\$ (494,000)
Expenditure	Personnel Costs	\$ 678,703	\$ 678,703	\$ 634,832
	General Purchases	\$ 292,371	\$ 292,371	\$ 241,001
	Contribution to Capital	\$ 52,216	\$ 52,216	\$ 52,216
	Interdepartmental Transfers	\$ 8,387	\$ 8,387	\$ 8,420
Expenditure Total		\$ 1,031,677	\$ 1,031,677	\$ 936,469
Net Cost of/(Surplus from) Operations		\$ 537,677	\$ 537,677	\$ 442,469

Budget Variance Highlights:

- Full year operations budgeted for 2017; move to new facility expected mid 2017 with any budget savings for remainder of the year going toward operating costs for the new facility.

RECREATION & CULTURE		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (142,580)	\$ (142,580)	\$ (194,580)
	Government Grants	\$ (67,000)	\$ (67,000)	\$ (71,000)
	Donations	\$ (10,000)	\$ (10,000)	\$ (22,350)
Revenue Total		\$ (219,580)	\$ (219,580)	\$ (287,930)
Expenditure	Personnel Costs	\$ 644,626	\$ 644,626	\$ 649,875
	General Purchases	\$ 209,434	\$ 209,434	\$ 286,362
	One-time Contracts	\$ -	\$ -	\$ 12,000
	Contribution to capital	\$ 9,476	\$ 9,476	\$ 9,476
	Interdepartmental Transfers	\$ 6,387	\$ 6,387	\$ 6,420
Expenditure Total		\$ 869,923	\$ 869,923	\$ 964,133
Net Cost of/(Surplus from) Operations		\$ 650,343	\$ 650,343	\$ 676,203

COMMUNITY SERVICES

Budget Variance Highlights:

- 2017 revenue variance includes Canada 150 Mural print sales, grants and projected donations for the Canada 150 celebration plus projected ClubHouse Facility rentals
- General Purchase variances reflect equipment/security for the ClubHouse, Canada 150 merchandise/prints and Canada 150 Celebration headliner
- One-time contracts is for the Rogers Hometown Hockey Tour

RANCHEHOUSE		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (612,000)	\$ (612,000)	\$ (657,000)
	Municipal leases	\$ (464,598)	\$ (464,598)	\$ (465,699)
	Other	\$ -	\$ -	\$ -
	Refunds	\$ -	\$ -	\$ -
Revenue Total		\$(1,076,598)	\$(1,076,598)	\$(1,122,699)
Expenditure	Personnel Costs	\$ 678,215	\$ 678,215	\$ 703,008
	General Purchases	\$ 530,838	\$ 530,838	\$ 506,643
	Contribution to Capital	\$ 167,857	\$ 167,857	\$ 237,854
	Interdepartmental Transfers	\$ 74,875	\$ 74,875	\$ 72,775
Expenditure Total		\$ 1,451,785	\$ 1,451,785	\$ 1,520,280
Net Cost of/(Surplus from) Operations		\$ 375,187	\$ 375,187	\$ 397,581

Budget Variance Highlights:

- Contribution to capital increased to replace RancheHouse event chairs inventory.

FCSS		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (17,000)	\$ (17,000)	\$ (15,100)
	Government Grants	\$ (789,458)	\$ (789,458)	\$ (777,963)
	Donations	\$ (4,000)	\$ (4,000)	\$ (4,000)
	Interdepartmental Charges	\$ (29,900)	\$ (29,900)	\$ (8,160)
Revenue Total		\$(840,358)	\$(840,358)	\$(805,223)
Expenditure	Personnel Costs	\$ 869,395	\$ 869,395	\$ 762,298
	General Purchases	\$ 349,345	\$ 349,345	\$ 369,636
	One-Time Contract			\$ 6,000
	Interdepartmental Charges	\$ 17,937	\$ 17,937	\$ 22,970
Expenditure Total		\$ 1,236,677	\$ 1,236,677	\$ 1,160,904
Net Cost of/(Surplus from) Operations		\$ 396,319	\$ 396,319	\$ 355,681

Budget Variance Highlights:

- Housing Coordinator expenses moved to Affordable Housing budget.
- CAR program moved to Community Services budget.
- Increased rent cost and number of square feet with tourist information moving.

COMMUNITY SERVICES

COMMUNITY RESOURCE CENTRE		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (10,600)	\$ (10,600)	\$ (10,600)
	Government Grants	\$ (288,796)	\$ (288,796)	\$ (400,671)
	Donations	\$ (25,000)	\$ (25,000)	\$ (25,000)
	Trsf from Operating Reserves			\$ (1,218)
	Interdepartmental Charges	\$ -	\$ -	\$ (16,000)
Revenue Total		\$ (324,396)	\$ (324,396)	\$ (453,489)
Expenditure	Personnel Costs	\$ 231,760	\$ 231,760	\$ 351,853
	General Purchases	\$ 49,536	\$ 49,536	\$ 79,636
	Subsidized taxi services	\$ 18,000	\$ 18,000	\$ 22,000
	Interdepartmental Charges	\$ 25,100	\$ 25,100	\$ -
Expenditure Total		\$ 324,396	\$ 324,396	\$ 453,489
Net Cost of/(Surplus from) Operations		\$ -	\$ -	\$ -

Budget Variance Highlights:

- Increase in program dollars for youth homelessness grant.

HOME VISITATION		Budget 2016	Projected 2016	Budget 2017
Revenue	Government Grants	\$ (67,375)	\$ (67,375)	\$ (67,375)
	Other	\$ -	\$ -	
Revenue Total		\$ (67,375)	\$ (67,375)	\$ (67,375)
Expenditure	Personnel Costs	\$ 51,369	\$ 51,369	\$ 52,406
	General Purchases	\$ 11,206	\$ 11,206	\$ 10,169
	Interdepartmental Charges	\$ 4,800	\$ 4,800	\$ 4,800
Expenditure Total		\$ 67,375	\$ 67,375	\$ 67,375
Net Cost of/(Surplus from) Operations		\$ -	\$ -	\$ -

Budget Variance Highlights:

- No significant variance expected.

PARENT LINK CENTRE		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ -	\$ -	\$ -
	Government Grants	\$ (526,321)	\$ (526,321)	\$ (519,921)
	Drawn from Reserves	\$ (20,380)	\$ (20,380)	\$ (20,380)
	Donations	\$ (6,000)	\$ (6,000)	\$ (7,000)
Revenue Total		\$ (552,701)	\$ (552,701)	\$ (547,301)
Expenditure	Personnel Costs	\$ 427,678	\$ 427,678	\$ 436,358
	General Purchases	\$ 125,023	\$ 125,023	\$ -
	Interdepartmental Charges	\$ -	\$ -	\$ 110,943
Expenditure Total		\$ 552,701	\$ 552,701	\$ 547,301
Net Cost of/(Surplus from) Operations		\$ -	\$ -	\$ -

Budget Variance Highlights:

- No significant variance expected.

COMMUNITY SERVICES

AFFORDABLE HOUSING		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ -	\$ (13,450)	\$ -
	Government Grants			\$ (2,000)
	Interdepartmental Transfer	\$ -	\$ -	\$ (5,000)
	CSHO Contributions	\$ -	\$ -	\$ (50,537)
Revenue Total		\$ -	\$ (13,450)	\$ (57,537)
Expenditure	Personnel Costs	\$ -	\$ -	\$ 123,290
	General Purchases	\$ -	\$ 16,086	\$ 6,890
	Contribution to Capital	\$ 50,000	\$ 50,000	\$ 50,000
	Grants	\$ 42,200	\$ 34,245	\$ 40,000
Expenditure Total		\$ 92,200	\$ 100,331	\$ 220,180
Net Cost of/(Surplus from) Operations		\$ 92,200	\$ 86,881	\$ 162,643

Budget Variance Highlights:

- Staff costs for Coordinator and summer student moved to this budget.
- Contributions from Cochrane Society for Housing Options moved to this budget.

2017 Initiatives:

- Develop an operational plan for the new ClubHouse for year round programming and rentals.
- Evaluate current and future space needs to accommodate growth at the Parent Link Centre.
- Complete the Community Needs Assessment and develop an implementation strategy.
- Complete Phase 1 of the Historic Downtown Enhancement Project.
- Construct a dedicated Dog Park along the Highway 22 corridor.
- Increase revenue opportunities through expanded service and rental options.
- Program additional RancheHouse hosted events.
- Further develop facilities asset management program for improved life cycling.
- Complete the transition to the New Aquatic Centre.
- Complete the Schematic Design for the Community Cultural Hub.

Innovation/Efficiencies:

- Renovations to the ClubHouse improves the energy efficiency in the facility for year round programming within walking distance to local schools. The facility offers improved accessibility with the addition of handicap accessible equipment and a

COMMUNITY SERVICES

wheelchair ramp. Year round washroom facilities and ample parking at the Ranche site is an attractive feature for programs, special events and facility rentals. Relocation of the entrance roadway from the highway into the parking lot east of the Davies Hospital has improved traffic safety. Future WiFi capabilities and innovative technology applications will make this facility a more marketable space for community bookings. As our community continues to grow, it is necessary to offer a physically accessible facility to promote inclusion within our recreation and culture programs.

- For FCSS to stay accessible to residents in the downtown core at its current location with Parent Link Centre sharing space where families will gather at the new cultural hub.
- Social needs must be addressed to ensure a successful economic development strategy is in place as social and economic concerns are closely linked.
- Incorporating the use of Silva Cells will lessen the load on the storm infrastructure while providing shade for the Patrons of Historic Downtown.
- The Municipal Reserve west of Hwy 22 north of Quigley and south of Hwy 1A, is an ideal location for a Dog Park and presents an opportunity to utilize an otherwise undevelopable M.R., for much

sought after recreational activities by Dog Owners.

- Contract third party vendors to supply products at wholesale to the RancheHouse which would be rented to clients at retail, hence increasing revenue with no capital expense or replacement costs.
- More efficient use of unoccupied space to generate revenue while marketing other services offered at the RancheHouse. Use of existing asset management software to assist with this goal.



COMMUNITY GRANTS

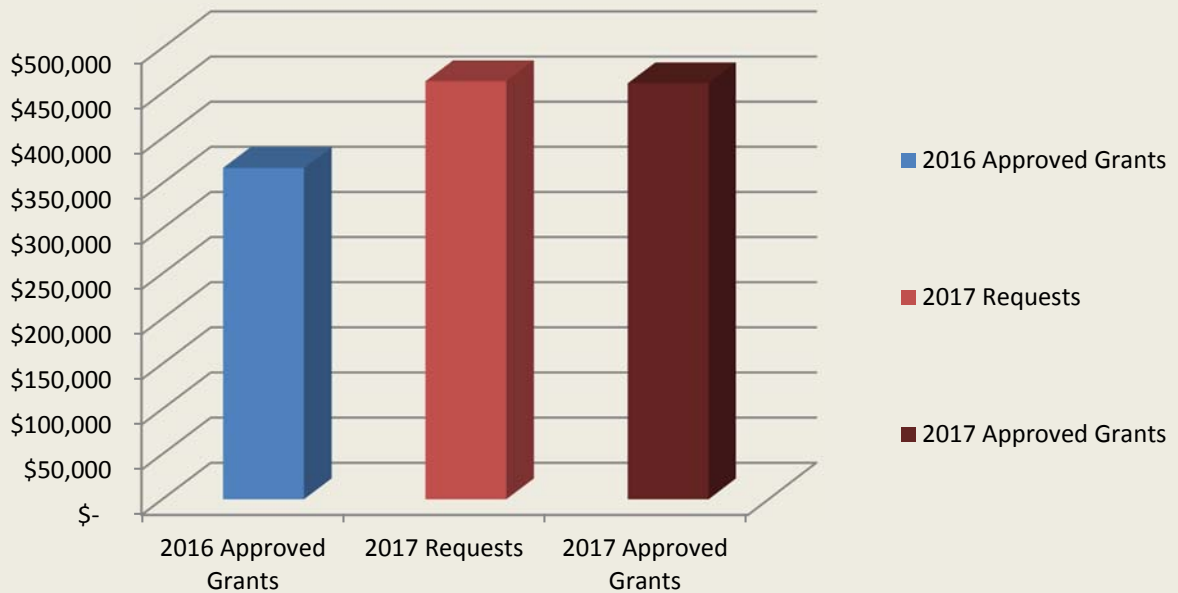
What we do:

The community grants section is responsible for the administration of Policy 1201-03 Civic Partnerships, Community Grants & Arts & Culture Endowment Fund.

The Town of Cochrane supports a number of groups with Annual Operating Grants. All community groups receiving annual operating grants were asked to complete an application for 2017 funding as per Policy 1201-03 Civic Partnerships, Community Grants & Arts & Culture Endowment Fund. In 2017, Council approved \$460,763 be funded for Community Grants.

2017 Requested	•\$ 463,023
2017 Council Approved	•\$ 460,763
2016 Council approved	•\$ 367,043
% Change	• 25.5%

Annual Grant Requests:



COMMUNITY GRANTS

Annual Grant Recipients	2016 Grant	2017 Requested	Difference 2016 Received to 2017 Request	Approved 2017 Grants	Difference 2017 Request to 2017 Approved
Community Grants program	\$50,000	\$50,000	-	\$65,000	15,000
Community Association grants	4,500	4,500	-	4,500	0
Boys and Girls Club	31,800	35,000	3,200	32,436	-2,564
Activettes	12,000	15,000	3,000	15,000	0
Handibus	120,037	168,317	48,280	168,317	-0
Humane Society	30,000	30,000	-	30,000	0
Helping Hands	-	10,000	10,000	-	-10,000
Stockmens	35,000	38,500	3,500	35,700	-2,800
Cochrane Tourism Assoc	47,190	48,190	1,000	48,134	-56
Bow River Basin Council	4,000	5,000	1,000	4,080	-920
Little Creeks and Rough Fescue	4,000	-	(4,000)	-	0
Jumping Pound Creek Watershed Partnership	-	5,000	5,000	4,080	-920
Citizens on Patrol	3,516	3,516	-	3,516	0
Victim Services	25,000	50,000	25,000	50,000	0
Total Annual Grants	\$ 367,043	\$ 463,023	\$ 95,980	\$ 460,763	\$ (2,260)

- The Community Grants Program was increased by \$15,000 and is developing a tier policy.
- The 2017 FCSS Grant budget, previously approved with Community Grants, has been moved into the 2017 FCSS budget.
- The Humane Society and Citizens on Patrol have requested the same grant amount as they received in 2016 and Council approved their full grant request.
- The Boys and Girls Club, Stockmens, Tourism, Bow River Basin Council and Victim Services have all requested an increase to their 2017 grant. Council approved a 2% increase over their 2016 grants based on budgeted growth for 2017.
- The Handibus has requested an increase in 2017 based on an increased per capita fee of \$6.70. Council approved their full request.
- Little Creeks and Rough Fescue have not requested funding in 2017, but instead the Jumping Pound Creek Watershed Partnership has requested a 2017 grant. Council approved 2% increase over the 2016 grant given to Little Creeks and Rough Fescue based on budgeted growth for 2017.
- Council approved the full 2017 grant requests for the Activettes and Victim Services.
- Helping Hands Society submitted an application for a 2017 Operating Grant. Council did not approve funding through this grant program as they do not "provide a day-to-day service within the Town of Cochrane" which is a requirement of Policy 1201-03 Civic Partnerships, Community Grants & Arts & Culture Endowment Fund. They do qualify for the Community Grant Program to support their events.

COCHRANE PUBLIC LIBRARY

What we do:

The Nan Boothby Memorial Library completed an application for 2017 funding as per Policy 1201-03 Civic Partnerships, Community Grants and Arts & Culture Endowment Fund.

The Library 2017 request is \$600,450 from the Town of Cochrane as an Operating Grant. On top of this grant request, the Town of Cochrane is also responsible for directly paying the Town portion of the 2016 Marigold Fees which is based on \$5.94 per capita which totals \$149,225 in 2017. Council approved a grant of \$532,239 to the Library in the 2017 Budget. This is a 18.7% increase over 2016.

2017 Council Approved Grant	• \$ 532,239
2017 Municipal Costs in addition to Grant	• \$ 194,525
2016 Grant	• \$ 448,274
2016 Municipal Costs in addition to Grant	• \$ 179,880
Approved Change	• \$ 83,965
% Change	• 18.7 %

Summary of Services:

The Nan Boothby Memorial Library is a branch of the Cochrane Public Library and is a circulating library. It offers collections which support literacy, education, enlightenment and entertainment. The Library also offers free programs that provide opportunities for social, cultural, personal and intellectual enrichment. The Library serves as a community centre for the residents of Cochrane, is a welcoming and familiar place for visitors and tourists and a gathering space open to all. Library services play an integral role in promoting the progress of knowledge and access to information.



COCHRANE PUBLIC LIBRARY

Operating Grants:

COCHRANE PUBLIC LIBRARY		Budget 2016	Projected 2016	Budget 2017
Revenue	Other	\$ -	\$ -	\$ -
Revenue Total		\$ -	\$ -	\$ -
Expenditure	Marigold fee	\$ 134,580	\$ 134,580	\$ 149,225
	General Purchases	\$ 7,000	\$ 7,000	\$ 7,000
	Grant to Library	\$ 448,274	\$ 448,274	\$ 532,239
	Contribution to Capital	\$ 33,000	\$ 33,000	\$ 33,000
	Interdepartmental Charges	\$ 5,300	\$ 5,300	\$ 5,300
Expenditure Total		\$ 628,154	\$ 628,154	\$ 726,764
Net Cost of/(Surplus from) Operations		\$ 628,154	\$ 628,154	\$ 726,764

Budget Variance Highlights:

- Increased to Marigold Fees from an increase in population as well as an increase in the per capita fee.
- An increase of 18.7% has been approved for the operating grant for 2017

DEVELOPMENT SERVICES

What we do:

The Development Services section is responsible for providing one-stop-customer-focused service in the administration of planning, development, engineering, safety codes, economic development, and environmental services ensuring they are completed within relevant requirements of provincial and municipal legislation.

Summary of Services We Deliver:

We deliver our services through the following sections.

Planning Services:

The Planning Services section is responsible to perform planning & the development function which includes but is not limited to the following:

- Ensuring all future development is meeting Council’s vision for a sustainable community as set out in Policy documents such as the MDP and Sustainability Plan.
- Processing statutory and non-statutory planning documents and amendments such as Area Structure Plans, neighbourhood plans and Design Guidelines.
- Processing land use bylaw amendments and meet requirements of the MGA.
- Processing development permit applications.
- Processing subdivision applications and conceptual schemes.
- Providing information and support to the public regarding planning & development enquiries.

2017 Net Budget	•\$ 1,901,873
2016 Net Budget	•\$ 1,904,759
Budget Change	•\$ (2,886)
% Change	• -0.15 %
2017 F/T staff	• 22
2017 p/t staff	• 0.27
2016 F/T staff	• 21
2016 P/T	• 0.53

Engineering Services:

The Engineering Services section is responsible for the provision of Engineering Services to the Corporation by:

- Reviewing of the technical aspects of Subdivision and Development Permit Applications.
- Reviewing of Engineering Design Drawings.
- Conducting site inspections of infrastructure.
- Preparing Completion Compliance Certificates and Final Acceptance Certificates.
- Preparing site servicing and development agreements and administer the conditions.

Providing information and support to the public on engineering issues and enquiries.



DEVELOPMENT SERVICES

Safety Codes:

The Safety Codes section is responsible for conducting plan examinations and issuing building, electrical, gas, and plumbing permits in compliance with the Professional and Technical services on Safety Codes Act and pursuant regulations (Alberta Building Code, Canadian Electrical Code, National Plumbing Code, Private Sewage Disposal Regulation, Natural Gas and Propane Installations Code).

Economic Development:

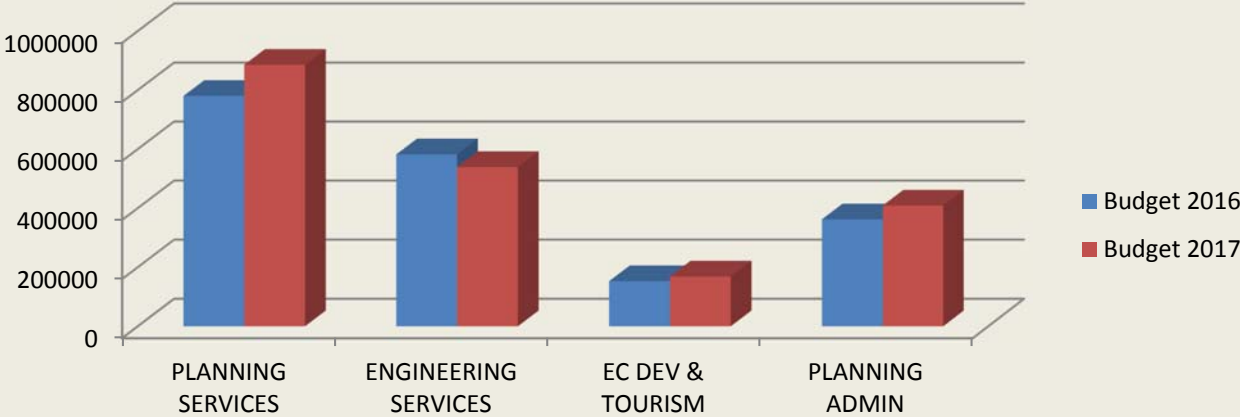
The Economic Development section is responsible for identifying issues and opportunities for ensuring local government policy supports business viability.

The activities contained within the Economic Development program are designed to enhance and expand the economic viability within the Cochrane community. This is addressed through business attraction, business retention and expansion, and marketing and promotions.



DEVELOPMENT SERVICES

Core Operating



Budgets:

PLANNING SERVICES		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (212,650)	\$ (332,650)	\$ (142,525)
	Government Grants	\$ (163,218)	\$ (163,218)	\$ (50,000)
	Transfer from Operating Reserves	\$ (60,000)	\$ -	\$ -
Revenue Total		\$ (435,868)	\$ (495,868)	\$ (192,525)
Expenditure	Personnel Costs	\$ 805,266	\$ 775,266	\$ 886,991
	General Purchases	\$ 290,181	\$ 370,181	\$ 180,895
	One-time contract services	\$ 60,000	\$ -	\$ -
	Contribution to Capital Reserves	\$ 9,000	\$ 9,000	\$ 9,000
	Transfer to Operating Reserves	\$ 50,000	\$ 50,000	\$ -
	Interdepartmental Transfer	\$ 1,270	\$ 1,270	\$ 1,270
Expenditure Total		\$ 1,215,717	\$ 1,205,717	\$ 1,078,156
Net Cost of/(Surplus from) Operations		\$ 779,849	\$ 709,849	\$ 885,631

Budget Variance Highlights:

- Although 2016 growth was more than expected, a slowdown is realistic for 2017.
- \$50,000 of MSI Operating grant in Planning with the rest of MSI Operating grant in Community Services Administration budget for Arts Facility Schematic Design.
- \$50,000 for Western Heritage Design Guidelines update using MSI Operating grant.
- Planning Manager position no longer split 50% with Engineering Services
- Reduced growth resulting in less contract services required in 2017.
- \$50,000 for Renewable Energy Framework reserve contribution moved to Corporate Properties budget.
- Work will continue in 2017 on land use bylaw amendments from funds approved in prior years.

DEVELOPMENT SERVICES

ENGINEERING SERVICES		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (33,500)	\$ (43,500)	\$ (18,500)
Revenue Total		\$ (33,500)	\$ (43,500)	\$ (18,500)
Expenditure	Personnel Costs	\$ 451,680	\$ 451,680	\$ 399,348
	General Purchases	\$ 162,601	\$ 182,601	\$ 157,016
	Interdepartmental Transfer	\$ 1,240	\$ 1,240	\$ 1,275
Expenditure Total		\$ 615,521	\$ 635,521	\$ 557,639
Net Cost of/(Surplus from) Operations		\$ 582,021	\$ 592,021	\$ 539,139

Budget Variance Highlights:

- Planning Manager position no longer split 50% with Engineering Services.
- Revenue budget lowered for reduced growth expected in 2017.

SAFETY CODES		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (586,500)	\$ (926,500)	\$ (670,000)
	Aquatic and Curling Facility fees	\$ -	\$ -	\$ -
	Refunds	\$ -	\$ -	\$ -
Revenue Total		\$ (586,500)	\$ (926,500)	\$ (670,000)
Expenditure	Personnel Costs	\$ 277,671	\$ 277,671	\$ 279,289
	General Purchases	\$ 332,086	\$ 502,086	\$ 285,444
	Contribution to Capital	\$ -	\$ -	\$ -
	Contribution to Reserves	\$ -	\$ -	\$ -
	Interdepartmental Transfers	\$ 5,000	\$ 5,000	\$ 5,000
Expenditure Total		\$ 614,757	\$ 784,757	\$ 569,733
Net Cost of/(Surplus from) Operations		\$ 28,257	\$ (141,743)	\$ (100,267)

Budget Variance Highlights:

- 2016 growth was more than expected but slower growth is projected for 2017.
- Higher building permit fees (average 4% increase) estimated to generate an additional \$75,000 in revenue in 2017.
- Reduced inspection contract costs expected in 2017 from slower growth.

PLANNING ADMINISTRATION		Budget 2016	Projected 2016	Budget 2017
Revenue	Drawn from Reserves	\$ -	\$ -	\$ -
Revenue Total		\$ -	\$ -	\$ -
Expenditure	Personnel Costs	\$ 242,288	\$ 242,288	\$ 246,489
	General Purchases	\$ 49,673	\$ 49,673	\$ 46,404
	Contribution to Reserves	\$ 70,000	\$ 70,000	\$ 115,880
Expenditure Total		\$ 361,961	\$ 361,961	\$ 408,773
Net Cost of/(Surplus from) Operations		\$ 361,961	\$ 361,961	\$ 408,773

Budget Variance Highlights:

- Transit reserve contribution of \$70,000 to advance future Transit service planning and \$45,880 to fund Handibus increase in grant.

DEVELOPMENT SERVICES

ECONOMIC DEVELOPMENT & TOURISM		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (3,240)	\$ (3,240)	\$ (3,500)
	Government Grants	\$ -	\$ -	\$ -
	Fines/Licenses	\$ (260,000)	\$ (305,000)	\$ (300,000)
Revenue Total		\$ (263,240)	\$ (308,240)	\$ (303,500)
Expenditure	Personnel Costs	\$ 305,495	\$ 305,495	\$ 351,767
	General Purchases	\$ 110,416	\$ 155,416	\$ 120,330
	Interdepartmental Charges	\$ -	\$ -	\$ -
Expenditure Total		\$ 415,911	\$ 460,911	\$ 472,097
Net Cost of/(Surplus from) Operations		\$ 152,671	\$ 152,671	\$ 168,597

Budget Variance Highlights:

- Higher business license revenue expected to offset increased staffing and operating cost of keeping visitor information centre open year round

2017 Initiatives:

- Complete a process mapping exercise to establish process improvements.
- Carry out the next steps required to implement the Integrated Downtown Action Plan.
- Historic downtown revitalization
- Redevelopment of the Old Town Hall Site
- Downtown pedestrian crossing of the CPR tracks.
- Create a façade improvement program to provide an incentive to building owners to improve the look and maintain older buildings in the Historic Downtown Area.
- Work with Communications to promote local pride and increase marketing activities for events, general tourism

marketing, local business support and new business attraction efforts as part of the Economic Development strategy.

- Implement the Tourism Strategy.
- Provide a Visitor Centre that is open year round.
- Develop a 10 year municipal land strategy.



DEVELOPMENT SERVICES

Innovation/Efficiencies:

- Establishing process improvements to the Planning and Engineering Department will ensure that all future development aligns with Council's vision set out in planning and policy documents such as the MDP and Sustainability Plan.
- Ensure that the IDAP vision of the downtown is implemented in a coordinated fashion to ensure that opportunities for a more sustainable and vibrant downtown are capitalized on.



INFRASTRUCTURE SERVICES

What we do:

The Infrastructure Services is responsible for leading a team that delivers infrastructure services including Roads, Water, Wastewater, Solid Waste and Recycling Services.

Provision of tactical and strategic coordination in the delivery of capital projects, Council priorities, budget expenditures and resource support for all aspects of Infrastructure Services.

Summary of Services We Deliver:

We deliver our services through the following sections.

Roads:

The Roads section is responsible for the maintenance of the Town of Cochrane municipal transportation system in accordance with the Traffic Safety Act, Transportation Association of Canada, Provincial legislation and Town of Cochrane standards.

Roads section is also responsible for the repair & maintenance of 144.11 Km of single lane paved roadways as well as 40.77 Km of gravel roads and 99 Km of sidewalk within the Town.

2017 Net Budget	• \$ 1,250,918
2016 Net Budget	• \$ 1,352,865
Budget Change	• \$ (101.947)
% Change	• -7.5 %
2017 F/T staff	• 29.99
2017 p/t staff	• 5.86
2016 F/T staff	• 29.4
2016 P/T	• 5.65



Water/Wastewater (W3):

The Water/Wastewater Services (W3) section is responsible for producing potable water and maintaining a water storage and transmission system capable of furnishing approximately 29,550 cubic meters (when system is at 100% full) of potable water as required by our 25,000 + customers and dictated by Canadian Drinking Water Standards and Alberta Environment. It is also responsible for reading, repairing and replacing the water meters installed and operating throughout town.

Performing line locating functions as a member of Alberta First-Call.

INFRASTRUCTURE SERVICES

Executes water quality sampling throughout town and responds to public inquiries and concerns.

Implements and manages programs to encourage water conservation. Monitors water consumption trends to leverage further reductions in water use.

Provides reliable sewage disposal system capable of servicing 25,000 + residential and commercial customers through a septage receiving and pump station and continue to meet Alberta Environmental Protection Enhancement Act requirements code of practice.

Solid Waste Collection & Eco Centre:

The Solid Waste Collection Services section is responsible for Integrated Waste Management Planning, residential curbside waste and recycling collection, development of policies related to multi-family and commercial recycling programs, operation of the Cochrane Eco Centre, seasonal and special waste programming and community waste reduction education.

It will continue implementation of Automated Waste and Recycling Collection

Program in new subdivisions, as they are completed.

The Solid Waste Collection section will monitor the progress of the Automated Waste and Recycling Collection Program, including:

- Trending and statistical analysis
- Customer perception and satisfaction

Storm Sewer:

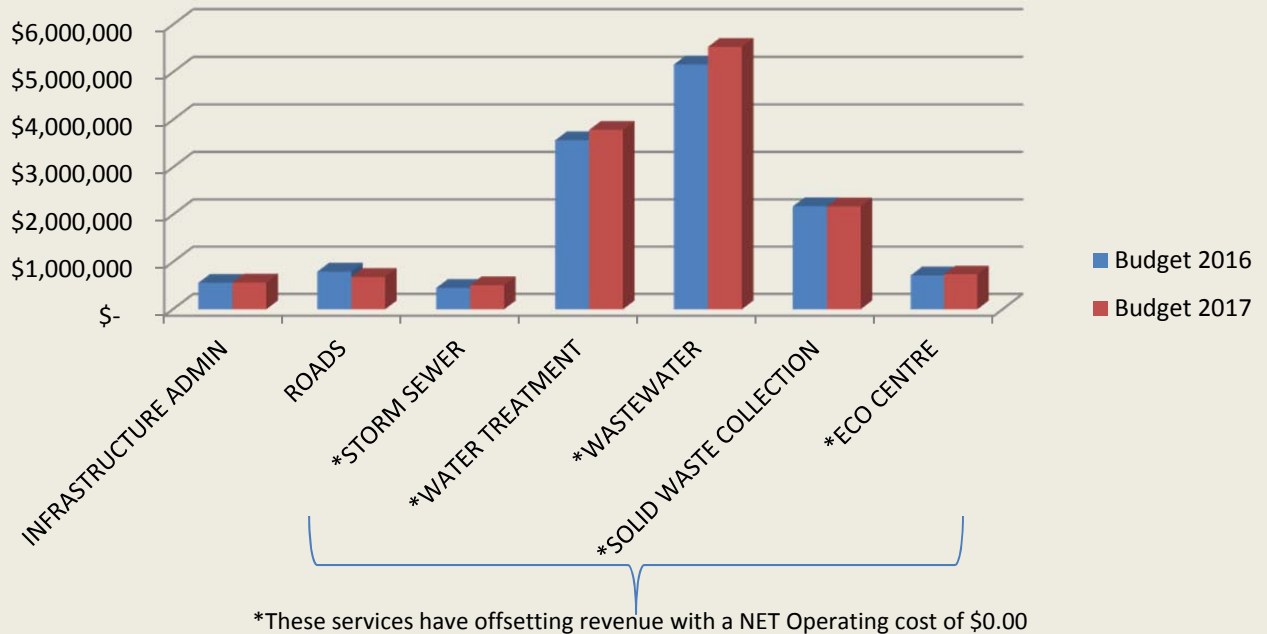
The storm sewer section is responsible for collection and distribution of the Town's municipal storm water runoff into the Big Hill Creek and Bow River as well as storm water management pertaining specifically to snow and salt storage facilities.

This section is also working toward improving municipal storm water quality entering water courses through best management practices such as regular street sweeping, yearly inspections and maintenance to systems.



INFRASTRUCTURE SERVICES

Core Operating Budgets:



INFRASTRUCTURE ADMIN		Budget 2016	Projected 2016	Budget 2017
Revenue	Other	\$ -	\$ -	\$ -
Revenue Total		\$ -	\$ -	\$ -
Expenditure	Personnel Costs	\$ 471,957	\$ 461,229	\$ 473,115
	General Purchases	\$ 79,384	\$ 79,384	\$ 78,980
	Contribution to Capital	\$ -	\$ -	\$ 5,000
	Interdepartmental Charges	\$ 7,600	\$ 7,600	\$ 8,900
Expenditure Total		\$ 558,941	\$ 548,213	\$ 565,995
Net Cost of/(Surplus from) Operations		\$ 558,941	\$ 548,213	\$ 565,995

Budget Variance Highlights:

- No significant variances expected.

INFRASTRUCTURE SERVICES

ROADS		Budget 2016	Projected 2016	Budget 2017
Revenue	Franchise fees (used to be in General Revenue)	\$ (2,728,955)	\$ (2,778,955)	\$ (2,805,795)
	Local Improvement Repayments	\$ (30,535)	\$ (30,535)	\$ (30,535)
	Refunds/Other	\$ (3,500)	\$ (3,500)	\$ (3,500)
	Transfer from reserves	\$ -	\$ -	\$ -
Revenue Total		\$ (2,762,990)	\$ (2,812,990)	\$ (2,839,830)
Expenditure	Personnel Costs	\$ 936,570	\$ 956,570	\$ 952,717
	General Purchases	\$ 1,788,590	\$ 1,788,590	\$ 1,793,744
	Contribution to Capital	\$ 619,700	\$ 619,700	\$ 649,800
	Debt Payments	\$ 208,274	\$ 208,274	\$ 124,892
	Interdepartmental Charges	\$ 3,780	\$ 3,780	\$ 3,600
Expenditure Total		\$ 3,556,914	\$ 3,576,914	\$ 3,524,753
Net Cost of/(Surplus from) Operations		\$ 793,924	\$ 763,924	\$ 684,923

Budget Variance Highlights:

- Increase in revenues related to franchise fees due to growth with no expected rate changes. Higher revenue is expected to cover effects of carbon tax on power costs.
- Debt on town entrance signs ended in 2016 reducing budget \$83k in 2017.

STORM SEWER		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (449,844)	\$ (463,653)	\$ (510,207)
Revenue Total		\$ (449,844)	\$ (463,653)	\$ (510,207)
Expenditure	Personnel Costs	\$ 110,083	\$ 110,083	\$ 111,771
	General Purchases	\$ 36,601	\$ 36,601	\$ 121,676
	Contribution to Capital	\$ 218,792	\$ 232,601	\$ 185,000
	Payment in lieu/Return on Investment to General Revenue	\$ 15,608	\$ 15,608	\$ 23,000
	Debt Payments	\$ 68,760	\$ 68,760	\$ 68,760
	Other	\$ -	\$ -	\$ -
Expenditure Total		\$ 449,844	\$ 463,653	\$ 510,207
Net Cost of/(Surplus from) Operations		\$ -	\$ -	\$ -

Budget Variance Highlights:

- Increase in revenues due to growth and there is no rate change proposed for 2017.

INFRASTRUCTURE SERVICES

WATER TREATMENT		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (3,566,053)	\$ (3,666,053)	\$ (3,784,857)
Revenue Total		\$ (3,566,053)	\$ (3,666,053)	\$ (3,784,857)
Expenditure	Personnel Costs	\$ 672,038	\$ 672,038	\$ 683,700
	General Purchases	\$ 1,651,076	\$ 1,691,076	\$ 1,563,463
	Payment in lieu/Return on Investment to General Revenue	\$ 334,392	\$ 334,392	\$ 369,392
	Contribution to Capital	\$ 585,000	\$ 645,000	\$ 844,365
	Debt Payments	\$ 319,022	\$ 319,022	\$ 319,022
	Interdepartmental Charges	\$ 4,525	\$ 4,525	\$ 4,915
Expenditure Total		\$ 3,566,053	\$ 3,666,053	\$ 3,784,857
Net Cost of/(Surplus from) Operations		\$ -	\$ -	\$ -

Budget Variance Highlights:

- Higher growth than anticipated and no rate change proposed for 2017.
- General purchases reduced in 2017 by bringing meter contact in house.

WASTEWATER		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (5,049,553)	\$ (5,249,553)	\$ (5,410,500)
	Rocky View County Cochrane Lakes	\$ (113,075)	\$ (113,075)	\$ (120,527)
Revenue Total		\$ (5,162,628)	\$ (5,362,628)	\$ (5,531,027)
Expenditure	Personnel Costs	\$ 643,553	\$ 643,553	\$ 655,504
	General Purchases	\$ 2,990,903	\$ 3,080,903	\$ 3,059,358
	One-time contract services	\$ -	\$ -	\$ -
	Payment in lieu/Return on Investment to General Revenue	\$ 560,000	\$ 560,000	\$ 580,000
	Contribution to Capital	\$ 367,647	\$ 367,647	\$ 510,671
	Cascade Place Sewer reserve	\$ 596,000	\$ 706,000	\$ 720,579
	Interdepartmental Charges	\$ 4,525	\$ 4,525	\$ 4,915
Expenditure Total		\$ 5,162,628	\$ 5,362,628	\$ 5,531,027
Net Cost of/(Surplus from) Operations		\$ -	\$ -	\$ -

Budget Variance Highlights:

- Higher growth than anticipated and no rate change proposed for 2017.
- Operation and maintenance of force main wastewater pipeline to Calgary taken over by Town of Cochrane in July 2016 reducing general purchases and increasing life cycle costs.

INFRASTRUCTURE SERVICES

SOLID WASTE COLLECTION		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (2,176,930)	\$ (2,172,010)	\$ (2,172,010)
	Multifamily Recycling fees	\$ -	\$ -	\$ -
Revenue Total		\$ (2,176,930)	\$ (2,172,010)	\$ (2,172,010)
Expenditure	Personnel Costs	\$ 107,954	\$ 107,954	\$ 102,273
	General Purchases	\$ 1,543,976	\$ 1,539,056	\$ 1,910,136
	Contribution to Capital	\$ 525,000	\$ 525,000	\$ 159,601
Expenditure Total		\$ 2,176,930	\$ 2,172,010	\$ 2,172,010
Net Cost of/(Surplus from) Operations		\$ -	\$ -	\$ -

Budget Variance Highlights:

- Introduction of curbside organics in 2017 with no rate change proposed for 2017.
- Contribution to capital in 2016 was for organics bins which will be needed for the new organics service in 2017.

ECO CENTRE		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ (664,519)	\$ (684,910)	\$ (684,910)
	Government Grants	\$ (51,500)	\$ (51,500)	\$ (51,500)
Revenue Total		\$ (716,019)	\$ (736,410)	\$ (736,410)
Expenditure	Personnel Costs	\$ 335,669	\$ 335,669	\$ 349,921
	General Purchases	\$ 263,100	\$ 283,491	\$ 220,398
	One Time Contract			\$ 25,000
	Contribution to Capital	\$ 112,000	\$ 112,000	\$ 135,841
	Interdepartmental Charges	\$ 5,250	\$ 5,250	\$ 5,250
Expenditure Total		\$ 716,019	\$ 736,410	\$ 736,410
Net Cost of/(Surplus from) Operations		\$ -	\$ -	\$ -

Budget Variance Highlights:

- Increase in revenues due to growth and there is no rate change proposed for 2017.

2017 Initiatives:

- Upgrade aging infrastructure, specifically surface improvements on Westside Drive, Westrock Road, West Arsby Road, Quigley Drive and RancheHouse Road
- Engage and consult with the Multi-family sector for the transition to onsite storage and collection of organic materials by 2018.
- Evaluate long term solutions for organic waste processing in the region.
- Investigate options for Eco Centre expansion to accommodate Town's growth.
- Implement the Residential Organic Waste Curbside Collection.
- Develop protocols for determining options for fleet purchase and life cycling.

INFRASTRUCTURE SERVICES

- Develop and initiate a backflow prevention program for the Town distribution systems.

Innovation/Efficiencies:

- By investing in the road assets now we will see reduced annual operating costs and long term capital expenditures to maintain deficient infrastructure.
- 40 % of the waste generated by Multi-unit properties is divertible soiled paper, food and yard waste. The program will allow to divert it from landfill.
- Local compost pad (potentially owned and managed by the Town) would allow to generate business in Town and increase employment opportunity. Local compost pad would also allow to avoid emission of CO2 for organic waste hauled from the Town to other facilities (closest is over 50km from Cochrane)
- Over 50% of the waste generated by Residents in Cochrane is divertible soiled paper, food, and yard waste. The program will allow to divert it from landfill.
- Organics Diversion Regional Context. The City of Calgary in order to increase waste diversion is introducing a "Landfill Bans" for organics from 2019. The program

will allow to meet the deadline set for Calgary's landfills.

- When each fleet asset is replaced, the replacement item almost always comes with new innovation. Fuel efficiency, operational efficiency and new safety features that help reduce claims and injuries are common. A proper life cycling program ensures tax dollars are spent wisely and appropriately.
- Developing a program to catalogue all buildings and irrigation systems requiring a backflow device will reduce the need for inspection and monitoring for compliance in future years.



An aerial photograph of a town nestled in a valley. The foreground shows residential houses with brown roofs and green trees. The middle ground is dominated by a dense forest of evergreen trees, with some deciduous trees showing yellow and orange autumn foliage. In the background, a range of blue mountains with patches of snow is visible under a clear sky.

SPRAY LAKES SAWMILL FAMILY SPORTS CENTRE

SPRAY LAKE SAWMILLS FAMILY SPORTS CENTRE

Summary of Services We Deliver:

Spray Lake Sawmills Family Sports Centre (SLSFSC)

The SLSFSC is owned by the Town of Cochrane and Rocky View County and is operated by the Spray Lake Sawmills Recreation Park Society. Currently the operations of the SLSFSC are done so on a cost recovery basis and no operating subsidy is provided by the Town for this facility. The Town does contribute to lifecycling and capital projects in conjunction with the Society and the County.

The Town leases the Seniors on the Bow Centre from the Society. The Town currently carries three debts on the facility. Two of the debts are from Phase 3 SLS expansion and Arena renovations and includes \$20,000 payback by the Society on an annual basis. The third debt is for Phase 4 – Aquatic and Curling/Multisport Centre.

2017 Net Budget	•\$ 817,687
2016 Net Budget	•\$ 712,683
Budget Change	•\$ 105,004
% Change	• 14.7 %
2017 F/T staff	• None
2017 p/t staff	• None



SPRAY LAKE SAWMILLS FAMILY SPORTS CENTRE

Core Operating Budget:

SPRAY LAKE SAWMILLS FAMILY SPORTS CENTRE		Budget 2016	Projected 2016	Budget 2017
Revenue	User Fees/Rentals/Permits	\$ -	\$ -	\$ -
	Government Grants	\$ -	\$ -	\$ (4,135,000)
	Donations	\$ -	\$ -	\$ (2,063,683)
	Other	\$ (20,000)	\$ (20,000)	\$ (20,000)
Revenue Total		\$ (20,000)	\$ (20,000)	\$ (6,218,683)
Expenditure	Personnel Costs	\$ -		
	General Purchases	\$ 90,000	\$ 90,000	\$ 95,004
	Grants to Organizations			\$ 100,000
	Debt Payment on SLS Expansion/Cochrane Arena	\$ 316,263	\$ 316,263	\$ 316,264
	Interest Payment on \$19M Loan	\$ 326,420	\$ 326,420	\$ 299,797
	Principal Payment on \$19M Loan	\$ -	\$ -	\$ 6,225,305
Expenditure Total		\$ 732,683	\$ 732,683	\$ 7,036,370
Net Cost of/(Surplus from) Operations		\$ 712,683	\$ 712,683	\$ 817,687

Budget Variance Highlights:

- Construction of the new Aquatic and Curling Multisport Centre continues with the new facility scheduled to open June 2017.
- SLSFSC Society will be operating the new facility versus Town staff operating the existing Big Hill Leisure Pool.
- To assist with financial impacts of the transition \$100,000 is in the budget for 2017.
- Funding will be provided to the Society for operation of the new Aquatic Centre once the transition is completed. These funds will come from the remaining Big Hill Leisure Pool Budget once that facility is closed.
- \$6.2 million increase in debt costs is from the principal payment on the \$19 million Aquatic and Curling/Multisport Centre; the payment is funded from MSI Capital grant, developer voluntary community enhancement fees (\$1,000 per new residential development), Federal Gas Tax grant, Rocky View County, and sponsorships/donations.

2017 Initiatives:

- Complete the operational transition into the new Aquatic and Curling Multisport Centre.

Innovation/Efficiencies:

- We are building a facility that uses a heat exchange system that will lead to efficiencies in energy and heat use. The facility will also meet and exceed the needs of our community through programming.

SERVICE FEES

2017 SERVICE FEES

ANIMAL SERVICES:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Annual License Fees:	04/2016				
Male or Female Unaltered Dogs		\$ 70.00	\$ 70.00		
Spayed Female Dogs or Neutered Male		\$ 35.00	\$ 35.00		
All Unaltered Dogs Under the Age of 6 Months at the Time the License is Purchased		\$ 35.00	\$ 35.00		
Vicious Animal license Fee		\$ 250.00	\$ 250.00		
Male or Female Unaltered Cats		\$ 40.00	\$ 40.00		
Spayed Female Cats or Neutered Male		\$ 15.00	\$ 15.00		
All Unaltered Cats Under the Age of 6 Months at the Time the License is Purchased		\$ 15.00	\$ 15.00		
Replacement Tag		\$ 5.00	\$ 5.00		
Nuisance Animal License Fee		\$ 100.00	\$ 100.00		
Amount(s) to be paid by the Owner in order to reclaim an Animal					
First Impoundment		\$ 60.00	\$ 60.00		
Second Impoundment (<i>within one (1) calendar year</i>)		\$ 75.00	\$ 75.00		
Third Impoundment (<i>within one (1) calendar year</i>)		\$ 100.00	\$ 100.00		
Fourth and Subsequent Impoundment (<i>within one (1) calendar year</i>)		\$ 125.00	\$ 125.00		
Care and Subsistence each full day of Impoundment (<i>not including intake or release date</i>)		\$ 15.00	\$ 15.00		
Veterinary Services		Amount Expended	Amount Expended		
Destruction of Dog or Cat		Amount Expended	Amount Expended		

2017 SERVICE FEES

BIG HILL LEISURE POOL:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Lessons *					
6 x 30 minute		\$53.24	\$53.24		
6 x 45 minute		\$61.90	\$61.9		
6 x 60 minute		\$70.88	\$70.88		
Admissions					
Family Single		\$12.38	\$12.38		
Family Punch		\$111.43	\$111.43		
Family 3 month		\$216.65	\$216.65		
Family 6 month		\$359.02	\$359.02		
Family Annual		\$569.48	\$569.48		
Adult Single		\$5.00	\$5.00		
Adult Punch		\$45.00	\$45.00		
Adult 3 month		\$105.00	\$105.00		
Adult 6 month		\$180.00	\$180.00		
Adult Annual		\$300.00	\$300.00		
Senior Single		\$3.33	\$3.33		
Senior Punch		\$30.00	\$30.00		
Senior 3 month		\$68.33	\$68.33		
Senior 6 month		\$112.14	\$112.14		
Senior Annual		\$186.19	\$186.19		
Youth Single		\$3.33	\$3.33		
Youth Punch		\$30.00	\$30.00		
Youth 3 month		\$69.93	\$69.93		
Youth 6 month		\$119.88	\$119.88		
Youth Annual		\$199.80	\$199.80		
Child Single		\$2.14	\$2.14		
Child Punch		\$19.29	\$19.29		
Child 3 month		\$44.94	\$44.94		
Child 6 month		\$77.04	\$77.04		
Child Annual		\$128.40	\$128.40		
Aquasize Single		\$5.48	\$5.48		
Aquasize Punch		\$49.29	\$49.29		
Aquasize 3 month		\$178.33	\$178.33		

2017 SERVICE FEES

BUSINESS LICENSES:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Business License Fee - Resident	10/09				
Commercial		\$160.00	\$160.00		
Home Based-Non GST		\$80.00	\$80.00		
Home Based-GST		\$160.00	\$160.00		
Industrial		\$160.00	\$160.00		
Retail		\$160.00	\$160.00		
Event/Busker		\$ 10.00	\$10.00		
Business License Fee - Non-Resident	10/09				
Commercial		\$320.00	\$320.00		
Home Based-Non GST		\$160.00	\$160.00		
Home Based-GST		\$320.00	\$320.00		
Retail		\$320.00	\$320.00		
Event/Busker		\$ 15.00	\$15.00		
Term Fees		3 or 6 months	3 or 6 months		
Resident		\$48/\$96	\$48/\$96		
Non-Resident		\$96/\$192	\$96/\$192		

CEMETERY:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Cemetery - Plot Sales Non-Resident	01/96				
Full		\$1,980.00	\$1,980.00		
Cremation		\$1,320.00	\$1,320.00		
Cemetery - Plot Sales Resident Discount 35%	01/96				
Full		\$1,287.00	\$1,287.00		
Cremation		\$858.00	\$858.00		
Cemetery - Opening /Closing Resident /Non-resident	01/96				
Full		\$1,140.00	\$1,140.00		

2017 SERVICE FEES

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Cremation		\$300.00	\$300.00		
Marker permit		\$100.00	\$100.00		
Weekend additional charge		\$600.00	\$600.00		
Cemetery - Disinter	01/96				
Full		\$2,280.00	\$2,280.00		
Cremation		\$600.00	\$600.00		
Marker permit		\$100.00	\$100.00		
Weekend additional charge		\$600.00	\$600.00		

CORPORATE & LEGISLATIVE SERVICES:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
FOIP Fee - Less than \$150	20/99				
One time Request		\$ 25.00	\$ 25.00		
Continuing Request		\$ 50.00	\$ 50.00		
FOIP Fee - Greater than \$150	20/99				
Copying of records		\$ 0.25	\$ 0.25		
Search & retrieve records per hour		\$ 27.00	\$ 27.00		
Computer programing per hour		\$ 27.00	\$ 27.00		
Preparing records per hour		\$ 27.00	\$ 27.00		
Supervise reviewing of originals per hour		\$ 27.00	\$ 27.00		
Shipping records		At cost	At cost		
Financial Services Fees					
Tax Certificate - online service reduced cost		\$ 15.00	\$ 15.00		
NSF fee		\$ 30.00	\$ 30.00		
Assessment inspection fee - residential		\$75.00	\$75.00		
Garages, additions		\$22.00	\$22.00		
Assessment inspection fee - non-residential		\$114.00	\$114.00		
Assessment inspection fee - Industrial		\$38.00	\$38.00		

2017 SERVICE FEES

Complaint Fees

Residential 3 or fewer dwellings	\$50/complaint	\$50/complaint
Non-Residential 4 or more dwellings	\$250/complaint	\$250/complaint
Non-Residential Appeals	\$250/complaint	\$250/complaint

ENGINEERING SERVICES:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Subdivisions & Development Permits					
Non-Specific Area		Determined by Technologist	Determined by Technologist		
Engineering Charge A - Large Development (10 Hz or more)					
Drawing and report review		Flat fee of \$500 + \$250/ha	Flat fee of \$500 + \$250/ha		
Draft and execution of SSA		Flat fee of \$500 + \$250/ha	Flat fee of \$500 + \$250/ha		
Mandatory site meetings/inspections		Flat fee of \$100 + \$25/ha	Flat fee of \$100 + \$25/ha		
CCC & FAC inspection and administration		Flat fee of \$250 + \$50/ha	Flat fee of \$250 + \$50/ha		
Provision of digital data CAD fee		Flat fee of \$75	Flat fee of \$75		
Engineering Charge B - Medium Development (2 Ha - 9 Ha)					
Drawing and report review		Flat fee of \$500 + \$200/ha	Flat fee of \$500 + \$200/ha		
Draft and execution of SSA		Flat fee of \$500 + \$200/ha	Flat fee of \$500 + \$200/ha		
Mandatory site meetings/inspections		Flat fee of \$100 + \$15/ha	Flat fee of \$100 + \$15/ha		
CCC & FAC inspection and administration		Flat fee of \$250 + \$40/ha	Flat fee of \$250 + \$40/ha		
Provision of digital data CAD fee		Flat fee of \$75	Flat fee of \$75		
Engineering Charge C - Small Development (Less than 2 Ha)					
Drawing and report review		Flat fee of \$500 + \$150/ha	Flat fee of \$500 + \$150/ha		
Draft and execution of SSA		Flat fee of \$500 + \$150/ha	Flat fee of \$500 + \$150/ha		
Mandatory site meetings/inspections		Flat fee of \$100 + \$10/ha	Flat fee of \$100 + \$10/ha		

2017 SERVICE FEES

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
CCC & FAC inspection and administration		Flat fee of \$250 + \$30/ha	Flat fee of \$250 + \$30/ha		
Provision of digital data		Flat fee of \$75	Flat fee of \$75		
CAD fee					
Special Projects					
Special Projects Charge A - Infrastructure (Storm Pond, Offsite, Reservoir, etc.)					
Drawing and report review		Flat fee of \$1,500	Flat fee of \$1,500		
Draft and execution of SSA		Flat fee of \$1,500	Flat fee of \$1,500		
Mandatory site meetings/inspections		Flat fee of \$200	Flat fee of \$200		
CCC & FAC inspection and administration		Flat fee of \$500	Flat fee of \$500		
Provision of digital data		Flat fee of \$75	Flat fee of \$75		
CAD fee					
Special Projects					
Special Projects Charge A -Stripping and Grading Application					
Drawing and report review		\$550.00	\$550.00		
Inspections/site meetings		\$200.00	\$200.00		
Additional Engineering Charges					
Final inspection - 3rd inspection		\$500.00	\$500.00		
Final inspection – 4 th and each Subsequent Inspection		\$750.00	\$750.00		
Emergency After Hours Inspection		\$250.00 per inspection	\$250.00 per inspection		
3 rd Submission Drawing & Report Reviews		\$1500.00	\$1500.00		
4 th and each Subsequent Submission		\$1500.00	\$1500.00		
Request for variance after approval requiring changes to approved engineering design		\$130 per request	\$130 per request		

2017 SERVICE FEES

FIELD FEES:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Sports Field Fees & Ball Diamonds					
Adult Single booking per hour		\$33.00	\$33.00		
League field per hour Adult		\$16.50	\$16.50		
League field per hour Youth		\$9.00	\$9.00		
League diamond per hour Youth		\$12.00	\$12.00		
League diamond per hour Adult		\$16.50	\$16.50		
Tent Rentals 10' x 20'		\$27.50	\$27.50		
Tournament field per day Adult		\$165.00	\$165.00		
Tournament field per day Youth		\$75.00	\$75.00		
Youth Single booking per hour		\$20.00	\$20.00		

FIRE SERVICES:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
FIRE SERVICES	3/2014				
Fire Permit		\$50.00	\$50.00		
Cost Recovery					
Responding to an Incident or False Alarm		\$Actual Costs	\$Actual Costs		
Responding to an Incident that requires an aquatic rescue		\$1,325 per hour or portion thereof	\$1,325 per hour or portion thereof		
Standby or Fire Watch		\$250.00 per hour	\$250.00 per hour		
File Search		\$100.00 plus copy charges	\$100.00 plus copy charges		
Fire Safety Plan review		\$150.00	\$150.00		
Response Plan review		\$150.00	\$150.00		

2017 SERVICE FEES

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
FIREWORKS	4/2014				
Application Fee		\$100.00	\$100.00		
SAFETY CODES	22/2014				
Initial Inspection – base or new construction or new occupancy		\$50.00/inspection	\$50.00/inspection		
Annual Inspection		\$50.00/inspection	\$50.00/inspection		
1 st Re-inspection		\$100.00/hour (minimum 1 hour)	\$100.00/hour (minimum 1 hour)		
2 nd Re-inspection		\$200/hour (minimum 1 hour)	\$200/hour (minimum 1 hour)		
Investigation		\$50.00/hour	\$50.00/hour		
Investigation after hours		\$100/hour	\$100/hour		
File Search – external agency		\$100.00	\$100.00		
File Search with inspection		\$150.00	\$150.00		
Fire Incident Report – copy		\$75.00	\$75.00		
Permit – Special Event (Public)		\$35.00/permit	\$35.00/permit		
Occupancy Load Certificate		\$100.00	\$100.00		

GIS MAPPING:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Printing:					
8.5" x 11" Map or Photo		\$1.50	\$1.50		
11" x 17" Map or Photo		\$3.00	\$3.00		
Large Map Print per Square Foot (Plain Paper)		\$3.50	\$3.50		
Large Map Print per Square Foot (Glossy Paper)		\$10.00	\$10.00		
Data (Imagery/GIS or AutoCAD Layer):					
Contours – Whole Town		\$350.00	Open Data *		
Contours per ¼ Section		\$35.00	Open Data *		
Street Centre Lines –		\$300.00	Open Data *		

2017 SERVICE FEES

Whole Town		
Street Centre Lines per ¼ Section	\$30.00	Open Data *
Air Photo – Whole Town	\$500.00	Open Data *
Air Photo per ¼ Section	\$50.00	Open Data *
Custom Work:		
Custom Map Work per Hour	\$45.00	\$45.00
Custom Map Print per Square Foot (Plain Paper)	\$3.50	\$3.50
Custom Map Print per Square Foot (Glossy Paper)	\$10.00	\$10.00
Custom Analysis Work per Hour	\$75.00	\$75.00

No charge for first half-hour of GIS Map work

*Open Data: Datasets can be obtained free of charge from www.calgaryregionopendata.ca

INFRASTRUCTURE SERVICES:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
*NOTE:	<i>All rates are based on a 1 hour minimum charge.</i>				
	<i>Rates are per hour and include operator unless otherwise noted.</i>				
	<i>All rates are subject to a 10% Town of Cochrane Administration Fee.</i>				
Roads Manager		\$45/hr regular time	\$45/hr regular time		
Roads Manager		\$65/hr overtime	\$65/hr overtime		
Roads Staff		\$25/hr each regular time	\$25/hr each regular time		
Roads Staff		\$38/hr each overtime	\$38/hr each overtime		
Ford LT 9513 Tandem Axle Gravel Truck		\$120/hr	\$120/hr		
Ford LT 9513 Tandem Axle Gravel Truck c/w Plow & Sander		\$185/hr (plus material)	\$185/hr (plus material)		
Ford F-800 Single Axle Gravel Truck		\$102/hr	\$102/hr		
Ford F-800 Single Axle Gravel Truck c/w Plow & Sander		\$170/hr (plus material)	\$170/hr (plus material)		
Sterling Tandem Axle Vacuum Truck c/w 2 Man Crew & Boiler		\$303/hr (plus water)	\$303/hr (plus water)		

2017 SERVICE FEES

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Sterling Single Axle Water Tanker		\$91/hr (plus water)	\$91/hr (plus water)		
Mobil M9E Mechanical Broom Streetsweeper		\$200/hr (plus water)	\$200/hr (plus water)		
Case 621B Rubber Tire Loader		\$111/hr (plus 5% for Scale, 5% for Quick Attach)	\$111/hr (plus 5% for Scale, 5% for Quick Attach)		
Volvo 726B Motor Grader		\$168/hr (plus 5% for All Wheel Drive, 5% for Wing, 5% for Six Wheel Drive)	\$168/hr (plus 5% for All Wheel Drive, 5% for Six Wheel Drive)		
John Deere 570A Motor Grader		\$126/hr (plus 5% for Scarifier)	\$126/hr (plus 5% for Scarifier)		
One Ton Truck		\$30/hr * Driver Not Included*	\$30/hr * Driver Not Included*		
1/2 Ton & 3/4 Ton Truck (Regular Cab)		\$23/hr * Driver Not Included* (plus 15% for 4x4)	\$23/hr * Driver Not Included* (plus 15% for 4x4)		
1/2 Ton & 3/4 Ton Truck (Crew Cab)		\$25/hr * Driver Not Included* (plus 15% for 4x4)	\$25/hr * Driver Not Included* (plus 15% for 4x4)		
3/4 Ton Truck (Regular Cab)		\$23/hr + \$5/hr for Front Plow Blade	\$23/hr + \$5/hr for Front Plow Blade		
Equipment Trailer (inc Flat Deck, Paint)		\$9/hr	\$9/hr		

**All rates are based on the 2010 edition of the Alberta Road Builders & Heavy Construction Association (ARCHA) equipment rental rates guide & membership roster.*

OPERATIONAL SERVICES:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Sewer Fee	16/2016				
Base Charge (rate depends on meter size)		ranges from \$5.60 to \$531.32/month	ranges from \$5.60 to \$531.32/month	0%	
Consumption Charge		\$2.26/cubic metre	\$2.26/cubic metre	0%	

2017 SERVICE FEES

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Bulk Wastewater Disposal Fee		\$5.95/cubic metre	\$5.95/cubic metre		
Wastewater surcharge		\$5.43/ cubic metre	\$5.43/ cubic metre		
Water Fee	04/2013				
Base Charge (rate depends on meter size)		ranges from \$5.60 to \$637.67/month	ranges from \$5.60 to \$637.67/month	0.0%	
Consumption Charge residential		\$1.16 first 25 cu/metres	\$1.16 first 25 cu/metres	0.0%	
		\$1.56 26-60 cu/metres	\$1.56 26-60 cu/metres	0.0%	
		\$2.30 over 60 cu/metres	\$2.30 over 60 cu/metres	0.0%	
Consumption Charge non-residential		\$1.31/cubic metre	\$1.31/cubic metre	0%	
Storm Sewer Fee		\$4.16/ per month	\$4.16/ per month	0%	
Irrigation Consumption Charge		\$1.56/cubic metre	\$1.56/cubic metre	0%	
Bulk Water Rate Domestic		\$4.00/cubic metre	\$4.00/cubic metre	0%	
Bulk Water Rate Non Domestic		\$6.00/cubic metre	\$6.00/cubic metre	0%	
Utility Connection Fee		\$50.00	\$50.00	0%	
Radio Read Meters					
3/4" (short)		\$583.00	\$600.3	2.9%	\$3,460
1"		\$669.28	\$689.35	2.9%	0
1.5"		\$1,315.23	\$1,354.70	2.9%	0
2"		\$1,563.52	\$1,610.40	2.9%	0
3"		\$2,898.86	\$2,985.80	2.9%	0
4"		\$4,566.89	\$4,703.90	2.9%	0
Waste Management Waste/Recycling Collection	32/2016				
Waste Management - Excess Waste Bag		\$3.00	\$3.00	0 %	
Waste & Recycling Collection - New Account Set Up Fee		\$105.00/set up/new home	\$170.00/set up/new home	61.9%	\$19,500
Lost/Stolen/Damaged Waste Cart Replacement		\$40.00/cart	\$40.00/cart	0 %	
Lost/Stolen/Damaged Recycling Cart Replacement		\$65.00/cart	\$65.00/cart	0 %	

2017 SERVICE FEES

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Additional Waste Cart Set Up Fee		\$40.00/set up	\$40.00/set up	0 %	
Additional Organics Cart Set Up Fee			\$40.00/set up (120L) \$65.00/set up (240L)	100%	\$50
Additional Recycling Cart Set Up Fee		\$65.00/set up	\$65.00/set up		
Additional Waste Cart - Excess Rate		\$13.00/month	\$13.00/month	0 %	
Additional Organics Cart Excess Rate			\$7.00/month	100%	\$50
Additional Recycling Cart - Excess Rate		\$7.55/month	\$7.55/month	0 %	
Appliance disposals					
Fridges/Freezers/Water Coolers		\$40.00	\$40.00	0 %	
Stoves/washers/dryers/dishwashers		\$30.00	\$30.00	0 %	
Microwaves/hot water tanks		\$15.00	\$15.00	0 %	
Eco Centre Fee					
Pay-As-You-Throw Rate 1		\$5.00	\$5.00	0 %	
Pay-As-You-Throw Rate 2		\$2.00/bag	\$2.00/bag	0 %	
		\$20.00/load	\$20.00/load	0 %	

PLANNING SERVICES:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Document Photocopies					
Letter (8.5" x 11")		\$0.15/page	\$0.15/page		
Legal (8.5" x 14")		\$0.25/page	\$0.25/page		
Land Use Bylaw		\$40.00	\$40.00		
Municipal Development Plan		\$40.00	\$40.00		
Area Structure Plan		\$25.00	\$25.00		
Area Redevelopment Plan		\$25.00	\$25.00		
Certificate of Title (search & print)		\$15.00	\$15.00		
Planning Confirmations					
Certificate of Compliance - Residential		\$125.00	\$125.00		

2017 SERVICE FEES

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Certificate of Compliance - Non-Residential		\$300.00	\$300.00		
Land Use District (Zoning) Confirmation Letter		\$50.00	\$50.00		
Encroachment Agreement		\$125, applicant pays LTO costs	\$125, applicant pays LTO costs		
Special Meeting Requests					
Special Meeting of Cochrane Planning Commission		\$1,000.00	\$1,000.00		
Reschedule a Public Hearing		\$1,000.00	\$1,000.00		
SDAB Appeals		\$250.00	\$200.00		
Statutory & Non-Statutory Plans					
Area Structure Plan		\$7,500.00	\$7,500.00		
Area Redevelopment Plan		\$7,500.00 and \$100/ha	\$7,500.00 and \$100/ha		
Neighbourhood Plan		greater of \$5,000 or \$500/ha	greater of \$5,000 or \$500/ha		
Revised Submission		25% of original application fee	25% of original application fee		
Refund Requests					
Prior to Circulation		75% of application fee	75% of application fee		
After Circulation		50% of application fee	50% of application fee		
After Decision		0% of application fee	0% of application fee		
Statutory/Non-Statutory Plan Amendments					
Area Structure Plan Amendment		\$3,000.00	\$3,000.00		
Area Redevelopment Plan Amendment		\$3,000.00	\$3,000.00		
Concept/Outline Plan Amendment		\$2,000.00	\$2,000.00		
Neighbourhood Plan Amendment		\$2,000.00	\$2,000.00		
Land Use Bylaw Amendment					
Land Use District Change		greater of \$3,000 or \$250/ha	greater of \$3,000 or \$250/ha		

2017 SERVICE FEES

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Textual/Other		\$3,000.00	\$3,000.00		
Municipal Development Plan Amendment		\$3,000.00	\$3,000.00		
Multiple Statutory/Non-Statutory Plan Amendments		\$5,000 maximum	\$5,000 maximum		
Revised Submission		25% of original application fee	25% of original application fee		
Refund Requests					
Prior to Circulation		75% of application fee	75% of application fee		
After Circulation		50% of application fee	50% of application fee		
After Decision		0% of application fee	0% of application fee		
Subdivisions/Boundary Adjustments					
Condominium Certificate		\$40.00/unit	\$40.00/unit		
Subdivision Application					
Up to 5 lots		\$1,500.00	\$1,500.00		
More than 5 lots		\$300/lot	\$300/lot		
Boundary Adjustment (no new parcels created)		\$500.00	\$500.00		
Condominium Application					
Up to 5 units		\$500.00	\$500.00		
More than 5 units		\$100/unit	\$100/unit		
Subdivision Endorsement					
Up to 5 lots		\$500.00	\$500.00		
More than 5 lots		\$100/lot	\$100/lot		
Condominium Endorsement					
Up to 5 lots		No fee	No fee		
More than 5 lots		No fee	No fee		
Boundary Adjustment Endorsement		\$200.00	\$200.00		
Time Extension Request		\$350.00	\$350.00		
Subdivision/Boundary Adjustment Appeal		\$250.00	\$250.00		
Refund Requests					

2017 SERVICE FEES

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Prior to Circulation		75% of application fee	75% of application fee		
After Circulation		50% of application fee	50% of application fee		
After Decision		0% of application fee	0% of application fee		
Home-Based Businesses					
Major		\$250.00	\$250.00		
Day-home		\$250.00	\$250.00		
Bed & Breakfast		\$250.00	\$250.00		
Accessory Buildings					
Residential		\$150.00	\$150.00		
Non-Residential		\$300.00	\$300.00		
Residential Development		\$400 + \$75/unit	\$400 + \$75/unit		
Non-Residential Development		\$800 + \$1/m ²	\$800 + \$1/m ²		
Additions					
Residential		\$200 + \$0.50/m ²	\$200 + \$0.50/m ²		
Non-Residential		\$800 + \$1/m ²	\$800 + \$1/m ²		
Variances					
Residential		\$150.00	\$150.00		
Non-Residential		\$300.00	\$300.00		
Signs					
Temporary (0-4 days)		No fee	No fee		
Temporary (5-30 days)		\$75.00	\$75.00		
Permanent (> 30 days)		\$150.00	\$150.00		
Demolition (Heritage Buildings)		\$250.00	\$250.00		
Change of Use		\$300.00	\$300.00		
Excavation & Stockpiling (Stripping & Grading)					
No professional referral		\$1,000.00	\$1,000.00		
Professional referral		\$2,500.00	\$2,500.00		
Community Enhancement Fee		\$1,000/residential unit	\$1,000/residential unit		
Parks Development Fee		\$3,460/ha for residential	\$3,460/ha for residential		
Time Extension Request		\$350.00	\$350.00		
Development Appeal		\$250.00	\$250.00		
Development Commenced Without Approval		Double applicable application fee	Double applicable application fee		
Revised Submission		25% of original application fee	25% of original application fee		
Refund Requests					
Prior to Circulation		75% of application fee	75% of application fee		

2017 SERVICE FEES

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
After Circulation		50% of application fee	50% of application fee		
After Decision		0% of application fee	0% of application fee		
Miscellaneous Applications and Fees					
Road Closure		\$1,000.00	\$1,000.00		
Funds held instead of Letter of Credit		Up to 150% of development costs	Up to 150% of development costs		
Cash in Lieu for Parking		\$10,000/stall	\$20,000/stall		
Referral of Studies/Reports to Qualified Professionals		Applicant bears all costs	Applicant bears all costs		
Discharge of Registered Land Title Documents		\$50, applicant pays LTO costs	\$50, applicant pays LTO costs		

RECREATION, CULTURE & THE ARTS:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
RECREATION/CULTURE PROGRAM FEES					
Preschool Day Camps		\$20.00/day	\$20.00/day		
Youth Day Camps		\$37.00/day	\$37.00/day		
Youth Sport Programs		\$135/12 classes	\$135/12 classes		
Preschool/Youth Culture Programs (per hour)		\$6.00	\$6.00		
Before or After Camp Care		\$25.00/week	\$25.00/week		
Before and After Camp Care		\$40.00/week	\$40.00/week		
Go girl / Go-boy (per day)		\$20.00	\$20.00		
Adult Rec (1 hour-fitness)		\$8.40	\$8.40		
Adult Volleyball League		\$850.00	\$850.00		
Adult Rec-Ladies Volleyball Tournament		\$270.00	\$270.00		
Adult Rec-Volleyball Tournament (League)		\$200.00	\$200.00		

2017 SERVICE FEES

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Discover the Ranche & PLAY Cochrane Programs		\$5.00	\$5.00		
EVENT FEES					
Events – Youth		\$7.50	\$7.50		
Events – Family		\$10.00	\$10.00		
Events - Festival Admission (at the Door)		\$10.00	\$10.00		
Events - Canada Day Concert		\$10.00	\$0		
Event Permit		\$30.00	\$50.00	66%	
Food Vendor Event Permit		\$100.00	\$200.00	100%	
Food Vendor Event Permit with Cochrane Bus License			\$100.00		
Rentals – ClubHouse/Hour Non - Profit		\$20.00	\$75.00	275%	
Rentals – ClubHouse/Hour Private			\$150.00		
Rentals – ClubHouse - Community Partner Meeting			\$50.00		
Rentals – ClubHouse/Day Non-Profit		\$100.00	\$375.00	275%	
Rentals – ClubHouse/Day Private			\$750.00		
Rentals – ClubHouse Full Building Booking			\$1500.00		
ClubHouse Cleaning Fee for Full Building Booking			\$150.00		
Facility Set/Up Take Down Fee - Full Building Booking			\$150.00		
Audio Visual Equipment – per use			\$40.00		
Rentals – Art Room/Hour		\$20.00	\$25.00	25%	
Rentals – Magpie Meeting Room/Hour		\$25.00	\$25.00		
Rentals – RH Recreation Program Room/Hour		\$30.00	\$30.00		
Fun Van/Hour		\$50.00	\$50.00		
Sound System – per use		\$25.00	\$25.00		
SENIORS PROGRAM FEES					
Fitness Drop-in Punch Pass (Member/class)		\$5.00	\$5.00		

2017 SERVICE FEES

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Fitness Drop-in Punch Pass (Public/class)		\$6.25	\$6.25		
Fitness Class (Member)		\$8.00	\$8.00		
Fitness Class (Public)		\$10.00	\$10.00		
Painting Class (Member)		\$10.00	\$10.00		
Painting Class (Public)		\$12.50	\$12.50		
Bar U Ranch Trip (Member)		\$79.00	\$79.00		
Bar U Ranch Trip (Public)		\$99.00	\$99.00		
Sgt Wilson Army Show (Member)		\$25.00	\$25.00		
Sgt. Wilson Army Show (Public)		\$30.00	\$30.00		

SECURITY CHECKS:

Service Description	Bylaw #	2016 Fee	2017 Fee	% Increase	Increase in Annual Revenues
Police Security Checks		\$33.33 plus GST	\$33.33 plus GST		
Police Security Checks volunteers and students only		\$9.52 plus GST	\$9.52 plus GST		

SAFETY CODES:

Service Description	Dvsn	Bylaw #	2016 Fee	2017 Fee	2017 Sent to Safety Council	% Increase	Increase in Annual
Building Permit Fees			All fees include plan review (when required), technical assistance, Code interpretation, travel, inspection reports, and all other related expenses.				
Residential Minimum Charge (built on site or moved in)			\$ 60.00	\$ 80.00	\$4.50	25%	\$2,000
Main floor (\$/sq.ft)			\$ 0.65	\$ 0.65			
Additional floors (\$/sq.ft)			\$ 0.46	\$ 0.46			

2017 SERVICE FEES

Service Description	Dvsn	Bylaw #	2016 Fee	2017 Fee	2017 Sent to Safety Council	% Increase	Increase in Annual Revenues
Accessory Suite (\$/sq.ft)			\$ 0.00	\$ 0.65			
Attached garages (\$/sq.ft)			\$ 0.30	\$ 0.30			
Accessory buildings (\$/sq.ft)			\$ 0.20	\$ 0.20			
Basement development (\$/sq.ft)			\$ 0.20	\$ 0.20			
Decks (\$/sq.ft)			\$ 0.15	\$ 0.15			
Fireplaces (wood burning only)			\$ 65.00	\$ 65.00			
Service Trench Inspection			\$ 60.00	\$ 60.00			
Commercial, industrial, institutional per \$1000 bid price)			\$ 8.00	\$ 8.50		6%	\$14,000
Renovations per \$1000 of bid price			\$ 8.00	\$ 8.50			
Commercial Industrial Foundation Only			\$ 0.00	25% of Total building cost		100%	\$75,000
Re-Inspection/Special Inspection Fees (per inspection)			\$ 75.00	\$ 150.00			
Transfer of ownership fees/permit			\$ 100.00	\$ 100.00			
Assessment Inspection Fees							
Residential			\$ 75.00	\$ 75.00			
Garages, additions			\$ 22.00	\$ 22.00			
Commercial			\$ 114.00	\$ 114.00			
Industrial			\$ 38.00	\$ 38.00			
Water Meters							
3/4" by 3/4"			\$ 583.00	\$ 583.00			
1"			\$ 669.23	\$ 669.23			
1.5"			\$ 1315.23	\$ 1315.23			
2"			\$ 1563.52	\$ 1563.52			
3"			\$ 2898.86	\$ 2898.86			
4"			\$ 4566.89	\$ 4566.89			
Electrical Permit Fees			All fees include plan review (when required), technical assistance, Code interpretation, travel, inspection reports, and all other related expenses.				
Maximum of 1500 sq. ft			\$ 190.00	\$ 190.00	+	4%	
Greater than 1500 to 2500 sq. ft			\$ 200.00	\$ 200.00	+	4%	
Greater than 2500 to 3500 sq. ft			\$ 210.00	\$ 210.00	+	4%	
Greater than 3500 sq. ft.			\$ 230.00	\$ 230.00	+	4%	
Detached Garages			\$ 75.00	\$ 80.00	\$	4.50	
Basement Development			\$ 75.00	\$ 80.00	\$	4.50	
Residential Additions and Renovations			\$ 75.00	\$ 80.00	\$	4.50	
-- \$0 to \$1000			\$ 85.00	\$ 100.00	\$	4.50	
-- greater than \$1000 to \$5000			\$ 105.00	\$ 150.00		+4%	
-- greater than \$5000 to \$10000			\$ 125.00	\$ 175.00		+4%	
-- greater than \$10,000 to \$15,000			\$ 205.00	\$ 225.00		+4%	
-- greater than \$20,000 to \$30,000			\$ 260.00	\$ 260.00		+4%	
-- greater than \$30,000 to \$40,000			\$ 270.00	\$ 270.00		+4%	
-- greater than \$40,000 to \$50,000			\$ 305.00	\$ 305.00		+4%	

2017 SERVICE FEES

Service Description	Dvsn	Bylaw #	2016 Fee	2017 Fee	2017 Sent to Safety Council	% Increase	Increase in Annual Revenues
-- greater than \$50,000 to \$60,000			\$ 360.00	\$ 360.00	+4%		
-- greater than \$60,000 to \$70,000			\$ 395.00	\$ 395.00	+4%		
-- greater than \$70,000 to \$80,000			\$ 435.00	\$ 435.00	+4%		
-- greater than \$80,000 to \$90,000			\$ 475.00	\$ 475.00	+4%		
-- greater than \$90,000 to \$100,000			\$ 521.00	\$ 521.00	+4%		
-- greater than \$100,000 to \$150,000			\$ 675.00	\$ 675.00	+4%		
-- greater than \$150,000 to \$200,000			\$ 805.00	\$ 805.00	+4%		
-- greater than \$200,000 to \$250,000			\$ 960.00	\$ 960.00	+4%		
-- greater than \$250,000 to \$300,000			\$ 1,065.00	\$ 1,065.00	+4%		
-- greater than \$300,000 to \$350,000			\$ 1,125.00	\$ 1,125.00	+4%		
-- greater than \$350,000 to \$400,000			\$ 1,195.00	\$ 1,195.00	+4%		
-- greater than \$400,000 to \$450,000			\$ 1,260.00	\$ 1,260.00	+4%		
-- greater than \$450,000 to \$500,000			\$ 1,325.00	\$ 1,325.00	+4%		
-- greater than \$500,000 to \$600,000			\$ 1,575.00	\$ 1,575.00	+4%		
-- greater than \$600,000 to \$700,000			\$ 1,825.00	\$ 1,825.00	+4%		
-- greater than \$700,000 to \$800,000			\$ 2,075.00	\$ 2,075.00	+4%		
-- greater than \$800,000 to \$900,000			\$ 2,325.00	\$ 2,325.00	+4%		
-- greater than \$900,000 to \$1,000,000			\$ 2,575.00	\$ 2,575.00	+4%		
-- greater than \$1,000,000			\$2575 plus \$100/ \$250,000 over \$1,000,000	\$2575 plus \$100/ \$250,000 over \$1,000,000			
Gas Permit Fees	All fees include plan review (when required), technical assistance, Code interpretation, travel, inspection reports, and all other related expenses.						
Residential--Single- or Semi-Detached, Duplex (Fee Simple or Condominium) (Based on Finished Floor Area (sq. ft.))							
-- maximum of 1500 sq. ft.			\$ 125.00	\$ 125.00	+ 4%		
-- greater than 1500 to 2500 sq. ft.			\$ 140.00	\$ 140.00	+ 4%		
-- greater than 2500 to 3500 sq. ft.			\$ 155.00	\$ 155.00	+ 4%		

2017 SERVICE FEES

Service Description	Dvsn	Bylaw #	2016 Fee	2017 Fee	2017 Sent to Safety Council	% Increase	Increase in Annual Revenues
-- greater than 3500 sq. ft.			\$ 170.00	\$ 170.00	+ 4%		
Garage Heaters			\$ 60.00	\$ 80.00	\$ 4.50	25%	
Gas Fireplaces and Log Lighters			\$ 60.00	\$ 80.00	\$ 4.50	25%	
Barbecue Outlet			\$ 60.00	\$ 80.00	\$ 4.50	25%	
Residential--Multi-Unit and All Non-Residential (Based on BTU Input)							
-- 0 to 200,000			\$ 62.00	\$ 125.00	\$ 4.50		
-- 200,001 to 350,000			\$ 131.20	\$ 140.00	\$ 5.25		
-- 350,001 to 500,000			\$ 138.20	\$ 155.00	\$ 5.53		
-- 500,001 to 1,000,000			\$ 156.20	\$ 170.00	\$ 6.25		
-- 1,000,001 and greater				\$170.00 plus \$7.00/100,000 BTU over 1,000,000 BTU			
Propane and Small Installations							
-- propane tank sets (new/replacement)			\$ 60.00	\$ 80.00	\$ 4.50	25%	
-- temporary propane/natural gas heating (including tank set)			\$ 60.00	\$ 80.00	\$ 4.50	25%	
-- gas/propane cylinder centres			\$ 100.00	\$ 100.00	\$ 4.50		
Replacement of Heating Appliances (Based on BTU Input)							
-- 0 to 400,000			\$ 52.00	\$ 80.00	\$ 4.50		
-- 400,001 to 5,000,000			\$ 100.00	\$ 100.00	\$ 4.50		
-- greater than 5,000,000			\$ 235.00	\$ 235.00	+4%		
Re-Inspection/Special Inspection Fees (per inspection)				\$ 100.00			
Plumbing Permit Fees			All fees include plan review (when required), technical assistance, Code interpretation, travel, inspection reports, and all other related expenses.				
Residential--Single or Semi-Detached, Duplex (Fee Simple or Condominium) (Based on Finished Floor Area (sq. ft.))							
-- maximum of 1500 sq. ft			\$ 215.00	\$ 215.00	+4%		
-- greater than 1500 to 2500 sq. ft			\$ 230.00	\$ 230.00	+4%		
-- greater than 2500 to 3500 sq. ft			\$ 245.00	\$ 245.00	+4%		
-- greater than 3500 sq. ft			\$ 265.00	\$ 265.00	+4%		
Basement Development			\$ 60.00	\$ 80.00	+4%		
Residential Additions and Renovations			\$ 60.00	\$ 80.00	+4%		
Private Sewage			\$ 200.00	\$ 200.00	+4%		
Residential--Multi-Unit and All Non-Residential (based on number of fixtures)							
-- 1			\$ 84.00	\$ 84.00	\$ 4.50		
-- 2			\$ 88.00	\$ 88.00	\$ 4.50		
-- 3			\$ 92.00	\$ 92.00	\$ 4.50		

2017 SERVICE FEES

Service Description	Dvsn	Bylaw #	2016 Fee	2017 Fee	2017 Sent to Safety Council	% Increase	Increase in Annual Revenues
-- 4			\$ 96.00	\$ 96.00	\$ 4.50		
-- 5			\$ 100.00	\$ 100.00	\$ 4.50		
-- 6			\$ 104.00	\$ 104.00	\$ 4.50		
-- 7			\$ 108.00	\$ 108.00	\$ 4.50		
-- 8			\$ 112.00	\$ 112.00	\$ 4.50		
-- 9			\$ 116.00	\$ 116.00	+4%		
-- 10			\$ 135.00	\$ 135.00	+4%		
-- 11			\$ 139.00	\$ 139.00	+4%		
-- 12			\$ 143.00	\$ 143.00	+4%		
-- 13			\$ 147.00	\$ 147.00	+4%		
-- 14			\$ 151.00	\$ 151.00	+4%		
-- 15			\$ 155.00	\$ 155.00	+4%		
-- 16			\$ 159.00	\$ 159.00	+4%		
-- 17			\$ 163.00	\$ 163.00	+4%		
-- 18			\$ 167.00	\$ 167.00	+4%		
-- 19			\$ 171.00	\$ 171.00	+4%		
-- 20			\$ 175.00	\$ 175.00	+4%		
-- 21			\$ 179.00	\$ 179.00	+4%		
-- 22			\$ 183.00	\$ 183.00	+4%		
-- 23			\$ 187.00	\$ 187.00	+4%		
-- 24			\$ 190.00	\$ 190.00	+4%		
-- 25			\$ 195.00	\$ 195.00	+4%		
-- 26			\$ 199.00	\$ 199.00	+4%		
-- 27			\$ 203.00	\$ 203.00	+4%		
-- 28			\$ 207.00	\$ 207.00	+4%		
-- 29			\$ 211.00	\$ 211.00	+4%		
-- 30			\$ 215.00	\$ 215.00	+4%		
-- 31			\$ 219.00	\$ 219.00	+4%		
-- 32			\$ 223.00	\$ 223.00	+4%		
-- 33			\$ 227.00	\$ 227.00	+4%		
-- 34			\$ 231.00	\$ 231.00	+4%		
-- 35			\$ 235.00	\$ 235.00	+4%		
-- 36			\$ 239.00	\$ 239.00	+4%		
-- 37			\$ 243.00	\$ 243.00	+4%		
-- 38			\$ 247.00	\$ 247.00	+4%		
-- 39			\$ 251.00	\$ 251.00	+4%		
-- 40			\$ 255.00	\$ 255.00	+4%		
-- 41			\$ 259.00	\$ 259.00	+4%		
-- 42			\$ 263.00	\$ 263.00	+4%		
-- 43			\$ 267.00	\$ 267.00	+4%		
-- 44			\$ 271.00	\$ 271.00	+4%		
-- 45			\$ 275.00	\$ 275.00	+4%		

2017 SERVICE FEES

Service Description	Dvsn	Bylaw #	2016 Fee	2017 Fee	2017 Sent to Safety Council	% Increase	Increase in Annual Revenues
-- 46			\$ 279.00	\$ 279.00	+4%		
-- 47			\$ 283.00	\$ 283.00	+4%		
-- 48			\$ 287.00	\$ 287.00	+4%		
-- 49			\$ 291.00	\$ 291.00	+4%		
-- 50			\$ 295.00	\$ 295.00	+4%		
-- 51			\$ 299.00	\$ 299.00	+4%		
-- 52			\$ 303.00	\$ 303.00	+4%		
-- 53			\$ 307.00	\$ 307.00	+4%		
-- 54			\$ 311.00	\$ 311.00	+4%		
-- 55			\$ 315.00	\$ 315.00	+4%		
-- 56			\$ 319.00	\$ 319.00	+4%		
-- 57			\$ 323.00	\$ 323.00	+4%		
-- 58			\$ 327.00	\$ 327.00	+4%		
-- 59			\$ 331.00	\$ 331.00	+4%		
-- 60			\$ 335.00	\$ 335.00	+4%		
-- 61			\$ 339.00	\$ 339.00	+4%		
-- 62			\$ 343.00	\$ 343.00	+4%		
-- 63			\$ 347.00	\$ 347.00	+4%		
-- 64			\$ 351.00	\$ 351.00	+4%		
-- 65			\$ 355.00	\$ 355.00	+4%		
-- 66			\$ 359.00	\$ 359.00	+4%		
-- 67			\$ 363.00	\$ 363.00	+4%		
-- 68			\$ 367.00	\$ 367.00	+4%		
-- 69			\$ 371.00	\$ 371.00	+4%		
-- 70			\$ 375.00	\$ 375.00	+4%		
-- 71			\$ 379.00	\$ 379.00	+4%		
-- 72			\$ 383.00	\$ 383.00	+4%		
-- 73			\$ 387.00	\$ 387.00	+4%		
-- 74			\$ 391.00	\$ 391.00	+4%		
-- 75			\$ 395.00	\$ 395.00	+4%		
-- 76			\$ 399.00	\$ 399.00	+4%		
-- 77			\$ 403.00	\$ 403.00	+4%		
-- 78			\$ 406.00	\$ 406.00	+4%		
-- 79			\$ 411.00	\$ 411.00	+4%		
-- 80			\$ 415.00	\$ 415.00	+4%		
-- 81			\$ 419.00	\$ 419.00	+4%		
-- 82			\$ 423.00	\$ 423.00	+4%		
-- 83			\$ 427.00	\$ 427.00	+4%		
-- 84			\$ 431.00	\$ 431.00	+4%		
-- 85			\$ 435.00	\$ 435.00	+4%		
-- 86			\$ 439.00	\$ 439.00	+4%		
-- 87			\$ 443.00	\$ 443.00	+4%		

2017 SERVICE FEES

Service Description	Dvsn	Bylaw #	2016 Fee	2017 Fee	2017 Sent to Safety Council	% Increase	Increase in Annual Revenues
-- 88			\$ 447.00	\$ 447.00		+4%	
-- 89			\$ 451.00	\$ 451.00		+4%	
-- 90			\$ 455.00	\$ 455.00		+4%	
-- 91			\$ 459.00	\$ 459.00		+4%	
-- 92			\$ 463.00	\$ 463.00		+4%	
-- 93			\$ 467.00	\$ 467.00		+4%	
-- 94			\$ 471.00	\$ 471.00		+4%	
-- 95			\$ 475.00	\$ 475.00		+4%	
-- 96			\$ 479.00	\$ 479.00		+4%	
-- 97			\$ 483.00	\$ 483.00		+4%	
-- 98			\$ 487.00	\$ 487.00		+4%	
-- 99			\$ 491.00	\$ 491.00		+4%	
-- 100			\$ 495.00	\$ 495.00		+4%	
-- over 100				\$495 plus \$6 per fixture over 100			
NOTE: Fees will be doubled for any Construction that has commenced prior to issuance of a permit							
Safety Codes Council Fees (All Permits)							
							Fee to be collected as per the schedule of levies set by the Alberta Safety Codes Council
Re-Inspection/Special Inspection Fees (per inspection)				\$ 150.00			
Permit Extension Fee							25% of permit fee per Quality Management Plan (1-time 90 day extension exempt)
Permit Fee Refunds							
Request for permit fee refunds shall be submitted in writing to the Safety Codes Officer. Refunds will only be based on the following factors:							
i. Permit Fees of \$50.0 or less:							No Refunds
ii. Permit Fees of \$51.00 or more:							50% Refund
iii. Fees for Water Meters:							100% Refund
iv. Safety Codes Council Fees							No Refund
v. GST charges							No Refund

2017 SERVICE FEES

RANCHEHOUSE:

Cochrane RancheHouse Fees 2018					
	Approved 2017		Approved 2018		Explanation
	Hourly	Full Day	Hourly	Full Day	
Aspen					
Wedding	N/A	\$800	N/A	\$870	9% increase
Special Event	\$132	\$660	\$136	\$680	3% increase
Community	\$66	\$330	\$68	\$340	3% increase
Corporate	\$132	\$660	\$136	\$680	3% increase
Birch					
Wedding	N/A	\$800	N/A	\$870	9% increase
Special Event	\$132	\$660	\$136	\$680	3% increase
Community	\$66	\$330	\$68	\$340	3% increase
Corporate	\$132	\$660	\$136	\$680	3% increase
Cedar					
Wedding	N/A	\$800	N/A	\$870	9% increase
Special Event	\$132	\$660	\$136	\$680	3% increase
Community	\$66	\$330	\$68	\$340	3% increase
Corporate	\$132	\$660	\$136	\$680	3% increase
Aspen/Birch or Birch/Cedar					
Wedding	N/A	\$1,600	N/A	\$1,740	9% increase
Special Event	\$264	\$1,320	\$272	\$1,360	3% increase
Community	\$132	\$660	\$136	\$680	3% increase
Corporate	\$264	\$1,320	\$272	\$1,360	3% increase
Aspen, Birch and Cedar					
Wedding	N/A	\$2400	N/A	\$2,600	9% increase
Special Event	\$396	\$1,980	\$408	\$2,040	3% increase
Community	\$198	\$990	\$205	\$1,020	3% increase
Corporate	\$396	\$1,980	\$408	\$2,040	3% increase
Chinook Dining Room/East Foyer					

2017 SERVICE FEES

Cochrane RancheHouse Fees 2018					
	Approved 2017		Approved 2018		Explanation
	Hourly	Full Day	Hourly	Full Day	
Wedding	N/A	\$4,000	N/A	\$4,350	9% increase
Special Event	\$395	\$1,970	\$406	\$2,030	3% increase
Community	\$197	\$985	\$203	\$1,015	3% increase
Corporate	\$305	\$1,525	\$314	\$1,570	3% increase
Hall of Vision/East Foyer					
Wedding	N/A	\$4,000	N/A	\$4,350	9% increase
Special Event	\$305	\$1,525	\$314	\$1,570	3% increase
Community	\$153	\$765	\$157	\$785	3% increase
Corporate	\$230	\$1,150	\$237	\$1,185	3% increase
Chinook Dining Room/East Foyer/Hall of Vision					
Wedding	N/A	\$4,500	N/A	\$4,900	9% increase
Special Event	\$610	\$3,050	\$628	\$3,140	3% increase
Community	\$305	\$1,525	\$314	\$1,570	3% increase
Corporate	\$495	\$2,470	\$510	\$2,550	3% increase
Courtyard - 2 hour minimum					
Wedding (Ceremony Fee)	N/A	\$950	N/A	\$1,000	5% increase
Special Event	Included	Included	Included	Included	N/A
Community	Included	Included	Included	Included	N/A
Corporate	Included	Included	Included	Included	N/A
Theatre					
Wedding	N/A	N/A	N/A	N/A	Not used for weddings
Special Event	\$150	\$750	\$155	\$775	3% increase
Community	\$75	\$375	\$78	\$390	3% increase
Corporate	\$150	\$750	\$155	\$775	3% increase
Sage Room/Willow Room					
Wedding	N/A	Included	N/A	Included	N/A
Special Event	\$60	\$300	\$62	\$310	3% increase
Community	\$30	\$150	\$31	\$155	3% increase
Corporate	\$60	\$300	\$62	\$310	3% increase

2017 SERVICE FEES

Cochrane RancheHouse Fees 2018					
	Approved 2017		Approved 2018		Explanation
	Hourly	Full Day	Hourly	Full Day	
East and West Reception Areas					
Wedding	N/A	Included	N/A	Included	N/A
Special Event	\$60	\$300	\$62	\$310	3% increase
Community	\$30	\$150	\$31	\$155	3% increase
Corporate	\$60	\$300	\$62	\$310	3% increase
Guest Amenity Fee – where applicable	N/A	\$10.00 per person	N/A	\$10.00 per person	Included tables, chairs, linen, flatware, glassware, podium, screen, projector, mic, music tariff fees,
Late Exit Fee (wedding only)	N/A	\$300.00	N/A	\$300.00	
Cancellation Fee (wedding only)	N/A	\$50.00	N/A	\$50.00	\$50.00 outside 6 months from event
Deposit (wedding only)	N/A	\$1,000.00	N/A	\$1,000.00	Full forfeit of deposit inside 6 months
2017 Bar Rates					
	Corporate	Wedding	Special Event		Drink Tickets - \$5.00 pre-purchase only
Beer/Coolers	\$5.00/355ml	\$5.00/355ml	\$5.00/355ml		
Wine	\$6.00/175ml	\$6.00/175ml	\$6.00/175ml		
Spirits	\$5.00/oz	\$5.00/oz	\$5.00/oz		
Scotch	\$6.00/0z	\$6.00/oz	\$6.00/oz		
2017 Bartending/Busser Rates – Minimum 2 Hours					
1 - 50 people	\$60.00/hour				
51 - 100 people	\$85.00/hour				
100 – 200 people	\$120.00/hour				
Audio Visual Equipment					
Café Lights	\$200.00		\$200.00		
DVD Player	\$40.00		\$40.00		

2017 SERVICE FEES

Cochrane RancheHouse Fees 2018					
Approved 2017		Approved 2018			
	Hourly	Full Day	Hourly	Full Day	Explanation
Flip Chart		\$15.00		\$15.00	
Handheld Wireless Mic		\$40.00		\$40.00	
Lapel Mic		\$40.00		\$40.00	
Laptop		\$100.00		\$100.00	
LCD Projector		\$75.00		\$75.00	
Napkins		\$0.60 per		\$0.60 per	
Pipe and Drape		\$35.00		\$35.00	
Projection Screen		\$35.00		\$35.00	
Speaker Phone		\$60.00		\$60.00	
Staging 4 x 8 piece		\$40.00		\$40.00	
Subwoofer		\$200.00		\$200.00	
Table Skirting		\$25.00		\$25.00	
Table Cloths		\$6.00		\$6.00	
Television		\$40.00		\$40.00	
Up-lighting		\$200.00		\$200.00	
Whiteboard		\$35.00		\$35.00	