

# Town of Cochrane

## 2012 Budget

November 28, 2011



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### TOWN OF COCHRANE 2012 Operating and Capital Budget Executive Summary

The 2012 Budget maintains service delivery at current levels and includes resources for Council's priority areas of:

- Economic development
- Recreation and Culture
- Financial sustainability

The Town continues to play a leadership role in the Cochrane Sustainability Plan. Redevelopment in the downtown will commence in 2012 after cleanup of 304 Griffin Road is complete. In addition to the Town's capital works in 2012, the Province plans to twin Highway 1A to the Highway 22 intersection within the next three years. The 2012 Draft Budget includes capital projects to coincide with these highway upgrades and to further economic development opportunities arising from improvements to our downtown core.

The 2012 Operating Budget proposes expenditures of \$34.4 million with \$18 million in offsetting revenues excluding property taxes, and \$16.4 million in municipal property taxes to achieve a balanced budget. This is a \$1.4 million or 9.4% increase over the 2011 net cost of operations. Although the Town estimates it will receive \$670,000 in additional property tax revenue in 2012 from growth, this is not enough to respond to significant budget pressures arising from community growth, external cost drivers, and funding priorities detailed in the Town's Ten Year Financial Strategy approved in June 2011 (available online at [www.cochrane.ca](http://www.cochrane.ca)). The 2012 Budget includes 4.5% new property taxation revenues from growth and a 4.86% property tax increase.

Not all of Council's financial sustainability goals can be met with a 4.86% property tax increase. Numerous requests were excluded from the 2012 Budget. Administration believes this budget reflects the minimum property tax increase needed to meet current levels of service and growth, however, it

## EXECUTIVE SUMMARY



does fall far short of achieving some of the milestones of the Cochrane Sustainability Plan and the Ten Year Financial Strategy. The following strategic and community budget requests are not in the 2012 Budget.

<b>Tax increase in 2012 Budget Budget requests in ascending order</b>	<b>Cost</b>	<b>Tax increase impacts</b>	<b>Optional tax increases</b>
		<u><b>4.86%</b></u>	
<b>Pride of Cochrane</b>	<b>\$50,000</b>	<b>0.32%</b>	<b>5.18%</b>
<b>Fire Master Plan</b>	<b>\$75,000</b>	<b>0.47%</b>	<b>5.65%</b>
<b>Cochrane and Area Events grant request</b>	<b>\$80,000</b>	<b>0.50%</b>	<b>6.15%</b>
<b>Townwide Retail Marketing Study</b>	<b>\$100,000</b>	<b>0.63%</b>	<b>6.78%</b>
<b>Transportation Master Plan Update</b>	<b>\$186,000</b>	<b>1.16%</b>	<b>7.94%</b>
<b>Director Infrastructure section budget cut</b>	<b>\$186,641</b>	<b>1.17%</b>	<b>9.11%</b>
<b>2 RCMP Officers</b>	<b><u>\$189,000</u></b>	<b><u>1.20%</u></b>	<b>10.31%</b>
<b>Total Additional costs</b>	<b>\$866,641</b>	<b><u>5.45%</u></b>	
<b>Property tax increase if all included</b>		<b><u>10.31%</u></b>	

Administration could support a greater increase in property taxes to achieve some of the strategic priorities not presently included in the 2012 Budget. The budget includes a section on impacts that administrative cuts to initial budget requests had on section business plans and the Corporate Strategic Plan.

Continuous improvement of the budget process includes a new look for the 2012 Budget. It is organized to provide Council with a user friendly document that also highlights innovations and efficiencies across our organization.



### **2012 STRATEGIC PLAN PRIORITIES**

The Strategic Plan includes priorities for sustainability, communications, organizational excellence, and developing the potential of Town staff.

Council's top three priorities in the 2012 Draft Budget:

- \$150,000 (MSI grant funded) to launch capital fundraising for future facilities.
- \$130,000 for design work related to a new arts facility and a new curling club to be mostly MSI grant funded.
- \$85,000 to begin a phased implementation of transit service.
- Progress on financial sustainability goals with small increase in capital contributions from operations. (2012 capital contributions from operations is \$1.3 million, 3.7% of 2012 total operating expenditures (3.5% in 2011)).

### **2012 DRAFT OPERATING BUDGET**

- Municipal taxes paid for an average residential assessment proposed increase 4.86% or \$7.86/month
- Sewer rates proposed increase 6% (\$2.63 per month on average bill)
- Water rates proposed increase 6% (\$1.67 per month on average bill)
- Ecocentre fees reduced by \$1 per month or 18%
- No increase in curbside waste and recycling collection rates implemented September 2011 (\$17.40/month)
- Increased non-staffing fixed costs equates to a 2.7% property tax increase
- 181.08 full time equivalent staff in 2012 budget (176.85 in 2011)
- Cost of living (2.6%) and grid step increases available to eligible employees

## EXECUTIVE SUMMARY



<b>Residential Average Annual Cost</b>	<b>2011</b>	<b>2012</b>	<b>\$ annual increase</b>	<b>% annual increase</b>	<b>\$ Monthly increase</b>
Municipal Tax average single family dwelling (based on \$425,500 assessed value)	\$ 1,940.28	\$ 2,034.58	\$ 94.30	4.86%	\$ 7.86
Storm Sewer Fee	45.72	45.72	\$ -	0.00%	-
Wastewater average bill per year (20 cubic meters/month)	525.58	557.11	\$ 31.53	6.00%	2.63
Water average bill per year (20 cubic meters/month)	334.65	354.73	20.08	6.00%	1.67
Curbside collection fee (started Sept 2011)	208.80	208.80	\$ (0.00)	0.00%	-
Eco Centre fee (started Sept 2011)	66.78	54.78	(12.00)	-18.00%	(1.00)
<b>Total Annual Cost</b>	<b>\$ 3,121.81</b>	<b>\$ 3,252.72</b>	<b>\$ 130.91</b>	<b>4.2%</b>	<b>\$ 11.16</b>

### **2012 DRAFT CAPITAL BUDGET**

Twenty capital projects proposed in 2012 for a total of \$5.5 million - \$1.6 million to be grant funded. Example projects include:

- \$2 million for a Wastewater Transfer Station upgrade
- \$1.3 million for East End road improvements
- \$400,000 for Highway 1A Cochrane share of Highway improvements
- \$370,000 to begin design work for a new Bow River Bridge crossing
- \$150,000 for SLS Dehumidification system and \$25,000 for Cochrane Arena upgrades

2012 contributions to capital budget from operating are 3.7% of total operating expenditures (3.5% in 2011). Capital reserve contributions total \$1.1 million, a small increase over 2011, toward Town savings for future asset replacements.

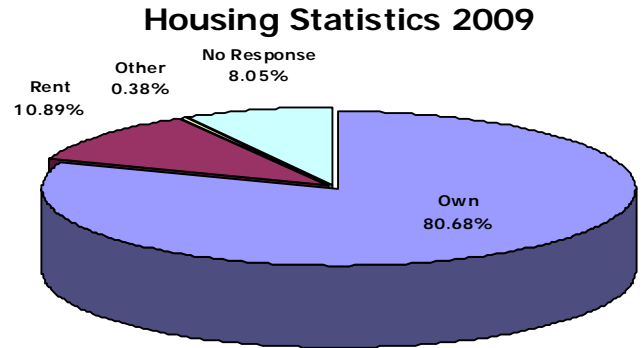
The Town is projected to be at 32% of its debt limit at the end of 2012.

MSI Capital grants for 2012 are estimated at \$3.2 million. \$730,000 is proposed for Highway 1A Roadworks and to acquire a Wheel Loader. The remaining \$2.5 million is undesignated and Administration recommends saving this to implement recommendations from the Open Space Master Plan currently being developed.



## COMMUNITY PROFILE

The Town of Cochrane is a thriving community in the Bow Valley in southern Alberta, just west of Calgary. Cochrane's population was 15,424 in the 2009 census; building permit statistics estimate the July 2011 population trending over 17,000.



## 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 1970's 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 growth is steady at 3 to 5 percent; 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.







## **Administrative Report to Council 2012 Operating and Capital Budget Approved November 28, 2011**

### **INTRODUCTION**

The annual budget is based on Council identified budget priorities, the Corporation's Strategic Plan, the Cochrane Sustainability Plan, the Ten Year Financial Strategy, and annual business plans developed by each section.

The 2012 budget process began with a Strategic planning session held early in the spring with Council and the Senior Leadership Team. The goal of the session was to look out over a ten year window and set the direction of the corporation. 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 2012 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.

Council's 2012 priorities are:

- Economic development
- Recreation and Culture
- Financial sustainability

The Ten Year Financial Strategy identified future new services in our Town and a funding gap between future revenues and expenditures. Property tax increases are required as growth revenue from property taxes will not be enough to close the gap. The 2012 Draft Budget includes 4.5% new property taxation revenues from growth and a 4.86% property tax increase. Not all of Council's financial sustainability goals can be met with a 4.86% property tax increase. Numerous requests were excluded from the 2012 Draft Budget. Administration believes this draft budget reflects the minimum

# INTRODUCTION



property tax increase needed to meet current levels of service and growth, however, it does fall far short of achieving some of the milestones of the Cochrane Sustainability Plan, the Strategic Plan and the Ten Year Financial Strategy. The following strategic and community budget requests are some higher impact examples of what is not in the 2012 Budget.

<b>Tax increase in 2012 Budget Budget requests in ascending order</b>	<b>Cost</b>	<b>Tax increase impacts</b>	<b>Optional tax increases</b>
<b>Pride of Cochrane</b>	<b>\$50,000</b>	<b>0.32%</b>	<b>5.18%</b>
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<b>Total Additional costs</b>	<b>\$866,641</b>	<b><u>5.45%</u></b>	
<b>Property tax increase if all included</b>		<b><u>10.31%</u></b>	

Administration could support a greater increase in property taxes to achieve some of the strategic priorities not presently included in the draft 2012 Budget. The budget includes a section on impacts that administrative cuts to initial budget requests had on section business plans and the Corporate Strategic Plan.

## Operating Budget

There were a number of financial, economic, community and corporate pressures acknowledged in developing these budgets. Some of the more significant pressures recognized in developing the 2012 budget are funding

## INTRODUCTION



the impacts of growth and new services in our community, retaining staff, and dealing with impacts from fixed and uncontrollable costs.

Our workforce has worked throughout 2011 to implement efficiencies, restructure sections, and ensure continued high quality of service with minimal increases in staff. The 2012 draft budget includes 4.23 new full time equivalents as administration believes this is the bare minimum the organization can support.

Although the Town estimates it will receive \$670,000 in additional property tax revenue in 2012 from growth, this is not enough to respond to significant budget pressures arising from community growth, external cost drivers, and funding priorities detailed in the Town's Ten Year Financial Strategy approved in June 2011 (available online at [www.cochrane.ca](http://www.cochrane.ca)).

Taxation revenue from growth alone is not enough to support the priorities of Council and to sustain existing service levels. The 2012 Budget includes a 4.86% property tax increase in 2012 (4.8% in 2011). To achieve a balanced budget, we cut costs and increased revenues where we could.

Budget Managers have allocated costs to the operating and capital resources needed to deliver the service levels approved by Council in the 2012 Strategic Plan. Initial budget submissions indicated net cost of operations (or tax requirement) of \$18.8m. In 2011 the corporation's net cost of operation or tax requirement was \$15m. This original 2012 budget documented submitted to Finance in September would have represented a \$3.8m upward shift in cost of operations or a 25% increase.

Through the Senior Leadership Team review budgetary adjustments were made and the budget being presented reflects a 4.9% tax increase, which only maintains basic service levels. Where cuts from original submissions impact the municipality's ability to meet the goals in the Strategic Plan, these

# INTRODUCTION



impacts are documented and included in the Strategic Plan section of the budget package.

The 2012 budget document being delivered to Council now includes approximately \$34.4m in expenditures with offsetting revenues of approximately \$18m for a net cost of operations or tax requirement of \$16.4m, a change from \$15m in 2011. This represents a total shift in cost of operations of 9.4% over 2011.

## Highlights of 2012 Draft Operating Budget changes

### Revenues total \$34.4 million

<i>Revenue Details</i>	<b>2011</b>	<b>2012</b>	<b>Change</b>	<b>Change</b>
<b>Item</b>	<b>\$ million</b>	<b>\$ million</b>	<b>\$ million</b>	<b>%</b>
User fees, rentals, permits, licenses	10.0	10.9	0.9	9%
Government contributions	2.8	2.5	(0.3)	-11%
Fines, penalties, other revenue	1.4	1.9	0.5	36%
Utility return on investment	1.2	1.1	(0.1)	-8%
Operations funded from reserves	0.5	0.1	(0.4)	-80%
Franchise fees	1.3	1.5	0.2	15%
Your municipal tax dollars	<u>15.0</u>	<u>16.4</u>	<u>1.4</u>	9.4%
<b>Total Revenue</b>	<b>32.2</b>	<b>34.4</b>	<b>2.2</b>	<b>7%</b>

In addition to property tax increases, key changes in proposed 2012 revenues are:

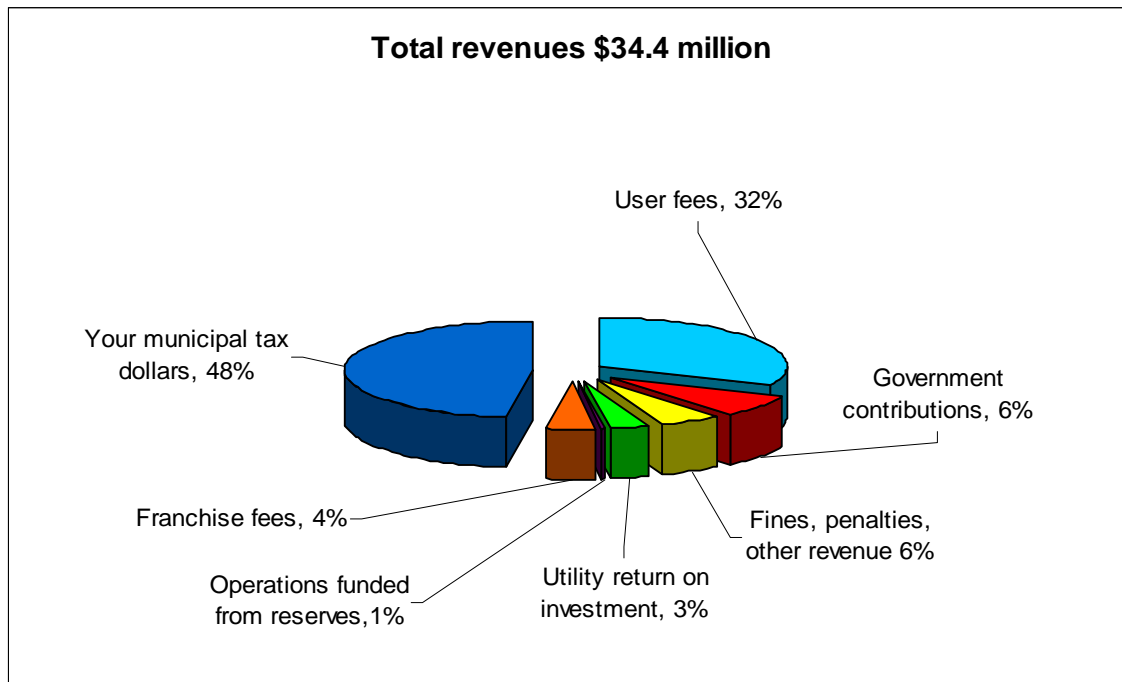
- ❖ Increases in planning and other user fees.
- ❖ Higher franchise fee revenue from increased Fortis base distribution rates (Cochrane fees to Fortis remain unchanged).
- ❖ Higher fines revenue anticipated in 2012 due to addition of one Detachment Clerk to support RCMP officers

# INTRODUCTION



- ❖ Reduction in government grants due to nonrecurring FCM grant received in 2011.
- ❖ Lower draws on operating reserves in 2012 to move towards some of Council's financial sustainability goals.

The budget package includes a detailed schedule of the 2012 proposed service fees.



## Expenditures total \$34.4 million

<i>Expenditure Details</i>	2011	2012	Change	Change
<b>Service</b>	<b>\$ million</b>	<b>\$ million</b>	<b>\$ million</b>	<b>%</b>
Council	0.4	0.4	-	0%
General Government and Corporate Services	4.8	5.5	0.7	15%
Protective Services	6.7	7.0	0.3	4%
Community Services, Town Facilities, Recreation and Culture, Cemeteries and Parks	7.0	7.2	0.2	3%
Roads and Storm Sewer	2.9	3.3	0.4	14%
Water and Wastewater	5.6	6.0	0.4	7%

## INTRODUCTION



Waste and Recycling	1.7	1.9	0.2	12%
Planning, Environment & Economic Development	2.4	2.3	(0.1)	-4%
Community Grants and Library	0.7	0.8	0.1	14%
<b>Total Expenditures</b>	<b>32.2</b>	<b>34.4</b>	<b>2.2</b>	<b>7%</b>

The municipality has experienced increases in external costs drivers or our fixed costs.

- Power budget up 23% due to increased base distribution charges for street lights
- Increased legal fees anticipated in 2012
- Increased supplier prices in several service areas

The impact of increases in non-staffing fixed costs equates to a 2.7% property tax increase or \$440,000.

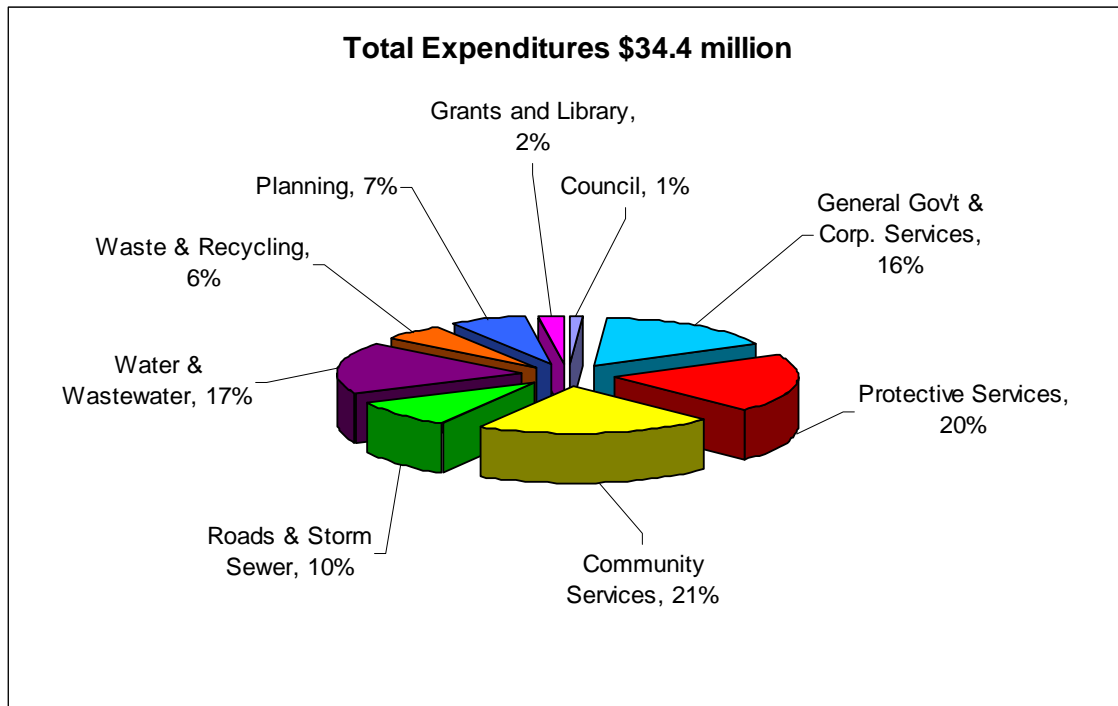
Utilities are also affected by rising fixed costs.

- City of Calgary sewer charges increasing 13.5%

Additional changes in proposed expenditures include:

- Addition of 4.23 FTE arising from growth and/or risk management.
- Increase savings in general government budget to support various HR workforce requirements.

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The Community Grants Program is reintroduced in the 2012 Budget as well as a new process for community groups to apply for operating grants. There is now a separate section in the budget for community grants.

## Impact on Property Taxes

We are estimating approximately a 4.5% shift for growth in new parcels for our 2012 assessment base. Assessment values for 2012 taxation cannot be confirmed until the end of January 2012. With the 2012 Budget, the average property owner can expect to pay an additional 4.86% in municipal taxes over 2011 levels.

For average assessments in 2012, the impacts of a 4.86% tax increase are:

<b>Average Assessed Value (assumes no change in 2012)</b>	<b>Value</b>	<b>2011 Municipal Tax Rate</b>	<b>2011 Municipal Taxes</b>	<b>4.86% increase impact in 2012</b>	<b>\$ Monthly increase</b>
Duplexes	\$282,200	0.00456	\$ 1,286.83	\$ 62.54	\$ 5.21
Condos	309,400	0.00456	\$ 1,410.86	\$ 68.57	\$ 5.71
<b>Single Family Dwelling</b>	<b>425,500</b>	<b>0.00456</b>	<b>\$ 1,940.28</b>	<b>\$ 94.30</b>	<b>\$ 7.86</b>
Industrial	833,533	0.0065	\$ 5,417.96	\$ 263.31	\$ 21.94
Commercial	1,124,533	0.0065	\$ 7,309.46	\$ 355.24	\$ 29.60

As most properties in Cochrane are single family dwellings, the average municipal property tax increase proposed is \$7.86 per month. The individual impacts vary depending on assessed value of specific properties.

## Capital Budget

The 2012 Capital Budget includes \$5.5 million in projects of which \$1.6 million is grant funded. It is important to note that this capital budget includes only \$131,000 in projects that are proposed to be funded from operations. The vast majority of the projects are either 100% grant supported or are funded through other sources, including reserves. A



## INTRODUCTION



reduction in capital spending is not likely to have much, if any, impact on the operating budget or subsequent tax requirement.

The Town is contributing \$1.1 million to lifecycle reserves in 2012 which is less than what was initially targeted. To balance the overall needs of the organization, \$170,000 was cut from equipment lifecycling reserve contributions because equipment reserve balances currently cover the net book value of the equipment asset group. The ability to replace assets when their useful life is completed is vital to sustainability. Cuts made today will have a financial impact in the future because assets replaced may require debt financing and higher taxes if reserve balances are not sufficient to fund replacements.

Cochrane has \$18 million at December 31, 2010 in three categories of capital reserves:

- Offsite levies collected to fund construction of future assets such as a new bridge.
- Capital reserves created for specific purposes such as Cash in lieu of land.
- Capital reserves to fund replacement of existing assets such as roads equipment.

The net book value of depreciable tangible capital assets at December 31, 2010 is \$184 million with annual amortization of \$5 million.

We know the balance in our capital reserves is not enough to fund future asset replacements, but the Town will not have to fund 100% of asset replacement costs. Some future costs will be covered with other revenue sources such as capital grants. Administration is preparing recommendations on sustainable funding for capital in 2012. In the meantime we will continue dedicating a portion of operating expenditures to capital needs (3.7% in 2012 versus 3.5% in 2011).



### **Grants**

MSI Capital grants for 2012 are estimated at \$3.2 million. \$730,000 is proposed for Highway 1A Roadwork's and to acquire a Wheel Loader. The remaining \$2.5 million is undesignated and Administration recommends saving this to implement recommendations from the Open Space Master Plan currently being developed.

The Town was also approved for \$3,438,320 in Federal New Deal grants for 2010 to 2014. The majority of this grant was proposed in 2011 for the Transit project.

Municipal Sustainability Initiative (MSI) capital grants approved in 2011 was \$3,164,170 and operating grant approved was \$253,169. The 2012 Budget assumes the same level of funding. All 2012 MSI operating grants are proposed to fund Council priorities for recreation and culture.

### **Accounting Surplus**

Accounting rules require municipalities to record the tangible capital assets and budget for related annual amortization. Although the tax levy required to fund the capital and operating requirements of the Town of Cochrane is \$16.4 million, with the new accounting rules, Council is being asked to approve a \$7.3m surplus in the 2012 Budget. This surplus comes from recording \$1.6m in capital grants as revenue in the operating budget, expensing \$5.2m in amortization expense, and recording an estimated \$9m for the noncash value of infrastructure contributed by developers through the subdivision process.

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## Ten Year Financial Strategy and Debt Limit

Council approved a ten year financial strategy in June 2011. This replaces the shadow budgeting that had been done in prior years. Annual updates of the financial strategy will be part of Council Strategic Planning.

In 2006 Council passed a debt strategy resolution which limits the municipality to incur any more than 80% of our legislated debt limit. The Town is forecast to be at 32% of its debt limit at the end of 2012. Council is phasing in capital priorities to ensure the Town remains financially sustainable relative to debt.

DEBT SUMMARY	
2012 Budget	\$14,800,000
2011 Debt	\$15,600,000
Budget Change	(\$600,000)
Change by %	(4%)
2012 % of MGA Debt Limit	32%
2011 % of MGA Debt Limit	36%
Municipal Affairs median debt benchmark	42%

The Ten Year Financial Strategy aims for debt at or below median debt levels of similar municipalities in Alberta. By the end of 2012 we will be 10% below the median. A more formal debt policy is in development and will be finalized in 2012.

## Public Consultation

Media publications, internet access to the full budget, and a Town Hall meeting are ways for interested ratepayers to become familiar with the budget document and provide any feedback to Administration. Administration published highlights of the draft budget in the November 2, 2011 edition of the local paper, ensured that the entire electronic version of the document was available on the Town's website October 24, 2011 and hosted a Town Hall meeting on November 14, 2011.



### **Conclusion**

Administration anticipates that this overview report has provided Council with an introduction to the 2012 Budget document. In conclusion, there is a great deal of quality information that is provided to Council during the budget process and I would like to thank all Budget Managers and my Senior Leadership Team, for their time, effort and continued commitment in the development of this budget document. I would also like to thank Jaylene Knight in Legislative Services for assisting me in creating a more user friendly budget document.

Respectfully submitted,

Paige Milner, CA  
Senior Manager, Corporate Services



**cochrane**  
HOW THE WEST IS NOW

# **2012 STRATEGIC PLAN**



# Town of Cochrane 2012 Strategic Plan

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## STRATEGIC PLANNING FOR THE TOWN OF COCHRANE

*"A small group of thoughtful people could change the world. Indeed, it's the only thing that ever has"*

**Margaret Mead**

This Strategic Plan for the Town of Cochrane is intended to provide the high level direction for the organization. Based on an analysis of key trends affecting the Town, a detailed review of the 10 Year Financial Plan, a SWOT (strengths, weaknesses, opportunities, threats) analysis and the previous Strategic Plan, this Strategic Plan gives guidance for the Town as it moves forward into the next year.

The objective of this plan is to provide clarity on direction to allow for all levels of plans, actions and activities of the Town to align with this strategic direction, and with one another. Building on the vital day-to-day services that the Town provides to the community, this Strategic Plan indicates where the organization should focus its efforts in order to meet the challenges of the current environment as effectively as possible.

This plan provides the following key elements:

- Vision
- Mission
- Guiding Themes
- Strategic Directions



As a foundational document for the Town, the diagram below outlines the key rationale for why strategic planning is important:

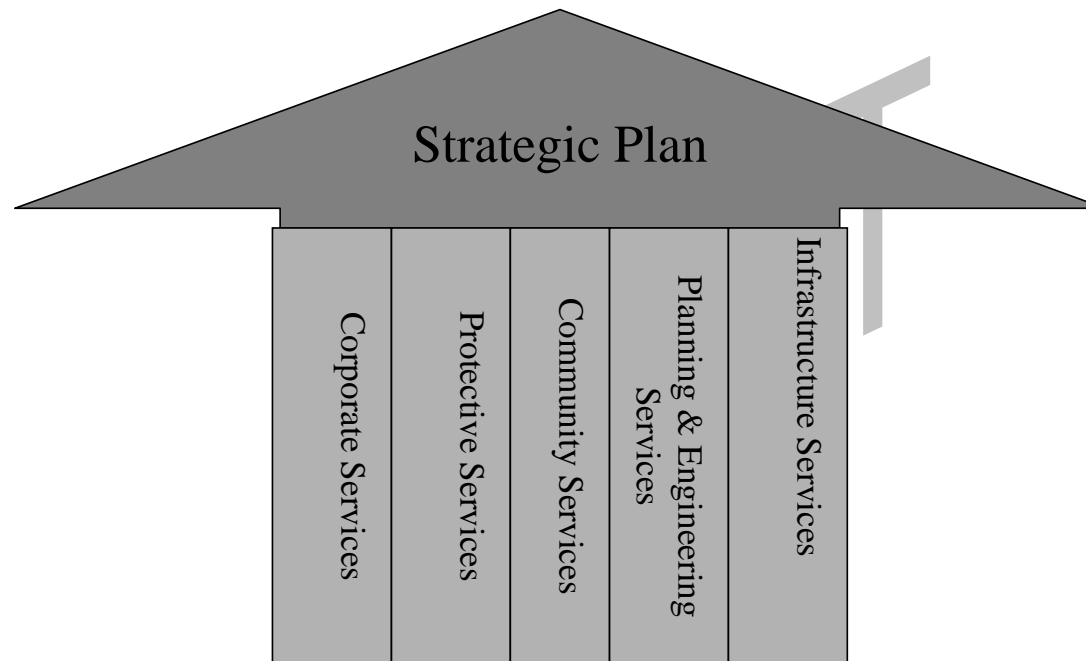


Source: <http://www.novamind.com/planning/mind-maps/strategic-planning-1-680.png>

## CORE BUSINESS

The Strategic Plan is built upon the foundation of core business that the Town of Cochrane provides and spends most of its resources and focus on. The Strategic Plan provides the key direction for the Town to ensure that the organization is addressing the issues that the Town faces now and will face in the future. The diagram below illustrates the importance of the core business of the Town of Cochrane within the Strategic Planning process.

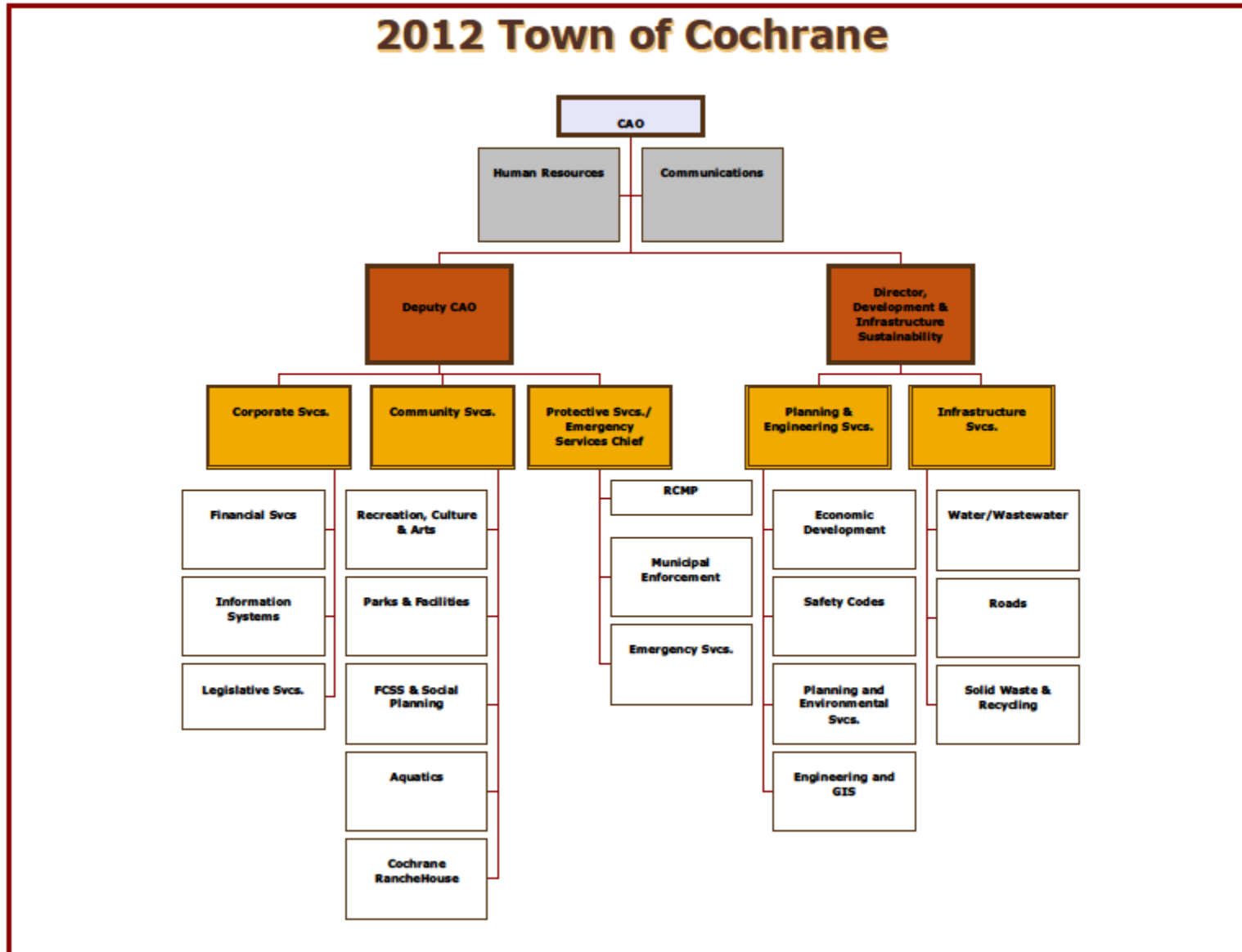
## COUNCIL PRIORITIES



*The Strategic Plan builds on the core business of the organization and sets the key direction for the Town of Cochrane.*

Although this Strategic Plan is focused on the Town of Cochrane as an organization, it is important to acknowledge the role that Council plays. Two critical roles that Council plays is in the creation of public policy and the allocation of public resources. The Town is then tasked with the implementation of the policies and priorities set by Council. In order to ensure the integrity of the Strategic Plan, Council will use the Strategic Plan to inform it's decision-making.

The Town of Cochrane's organizational structure is outlined below:



## VISION AND MISSION

### Vision

*Proud of Cochrane's heritage, embracing our future, we are a dynamic organization creating municipal excellence.*

### Mission

*To protect and promote Cochrane as a unique community through our dedication to public service.*



## **CORPORATE VALUES**

Our corporate values describe how we will act while accomplishing our vision and mission. This is the way we do our business and the principles that guide our daily behaviors. (Listed alphabetically.)

### **Accountability**

We conduct ourselves with integrity in a responsible manner to build trust and confidence.

### **Continuous Learning & Development**

We acquire ongoing success and personal growth through continual learning and development.

### **Customer Service**

We serve the public interest with a positive attitude.

### **Fun**

We believe that the use of respectful humor, laughter and plain old fun are important and that it contributes to our individual and organizational well-being.

### **Healthy and Safe Work Environment**

We enhance the quality of life by minimizing risk and creating an environment where people are valued as individuals.

### **Innovation**

We are a creative leading-edge organization embracing new ideas and new technologies.

### **Open Communication**

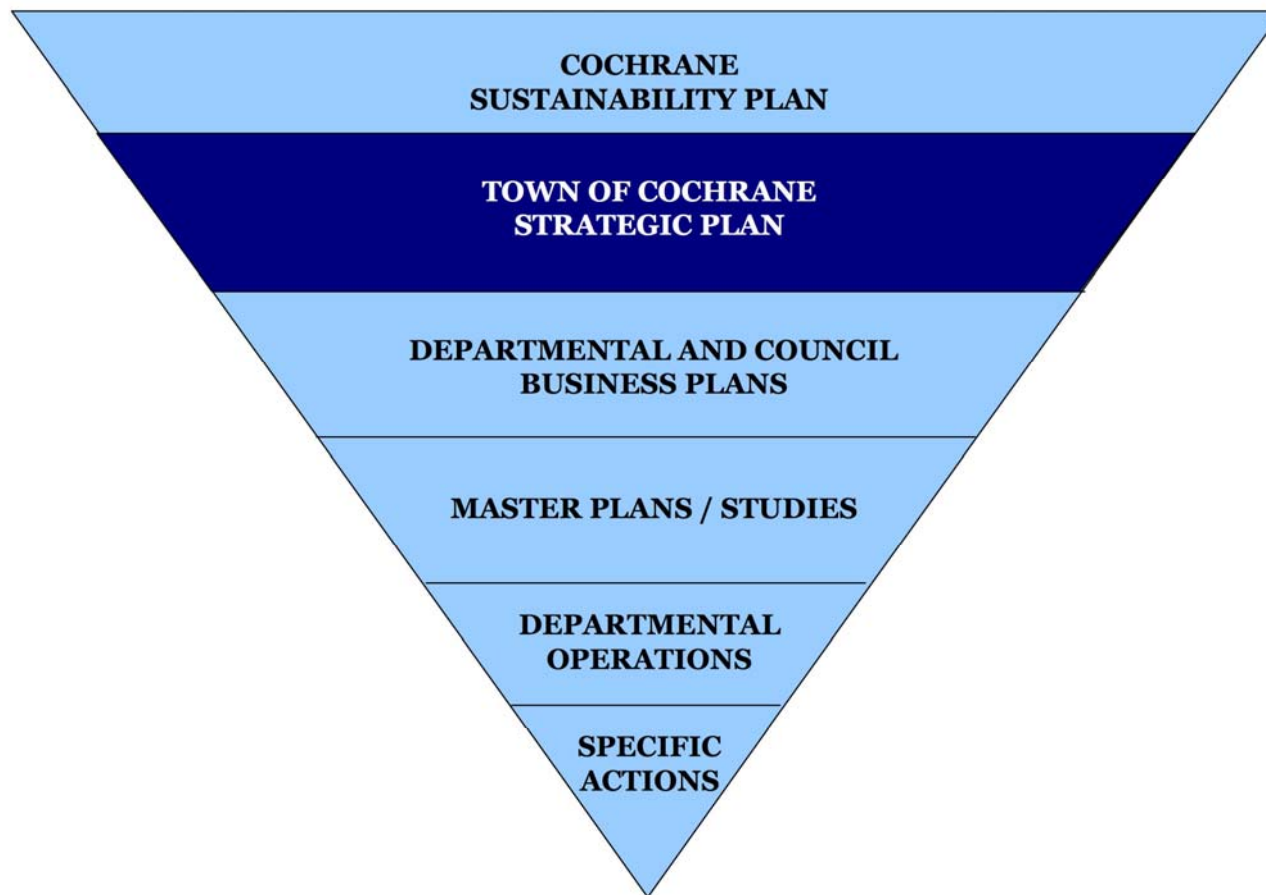
We communicate openly, respectfully and promptly.

### **Participation**

We achieve productivity and success through involvement, teamwork and recognition.

## STRATEGIC PLAN - CONTEXT AND HIERARCHY

The Cochrane Sustainability Plan is a unique plan in that it is a long-term, community-wide plan for action. While the objective is to see as widespread action as possible throughout the community, the Town of Cochrane has a large mandate to play in implementing this plan. The Strategic Plan represents the highest level plan of the Town of Cochrane and sets the direction for decisions throughout the organization. This Strategic Plan will align with the direction set out in the Sustainability Plan and ensure that the organization of the Town of Cochrane operates as effectively as possible in meeting its mandate – both as it relates to the Sustainability Plan and in its internal workings.



## STRATEGIC PLAN – CONNECTION TO DECISION-MAKING

In order to ensure that the organization is as efficient and effective as possible, each level of plans and actions need to align with the next level above it, ultimately aligning with the Cochrane Sustainability Plan. Within the Town of Cochrane, the Strategic Plan represents the highest level direction and will influence the direction, priorities and accountability throughout the organization. The following table indicates the level of actions and plans and the key question to ensure alignment at the appropriate level.

Plan / Action	Key alignment question
Cochrane Sustainability Plan	
Town of Cochrane Strategic Plan	<i>Does this align with the Cochrane Sustainability Plan?</i>
Section Business Plans	<i>Do these align with the Town's Strategic Plan?</i>
Master Plans / Studies	<i>Do these align with our Section Business Plans?</i>
Section Operations	<i>Do these align with our Master Plans and Studies?</i>
Specific actions	<i>Do these align with Section operations?</i>



## **GUIDING THEMES**

The following four themes are the overarching ideas and principles we use to guide our actions and close the gap from where we are today to achieving our desired vision.

### **1.0 Sustainable Community Building**

*Together we create a complete community through a balance of environmental, economic, and social infrastructures*

### **2.0 Communications**

*Together we enhance communication by working collaboratively, building positive relationships, and sharing information and resources.*

### **3.0 Organizational Excellence**

*Together we create and enhance an effective organization, encouraging continual improvement, innovation and accountability.*

### **4.0 People and Potential**

*Together we create an organizational environment that supports diversity and enables our employees to reach their potential and goals.*

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**GUIDING THEME:**

**1.0 SUSTAINABLE COMMUNITY BUILDING**

*Together we create a complete community through a balance of environmental, economic, and social infrastructures.*

**Strategic Directions:**

1.1	Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets.
1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
1.3	Partner with the community and other orders of government to appropriately support Municipal Initiatives.
1.4	Champion the Cochrane Sustainability Plan by aligning our plans and actions.

**GUIDING THEME:**

**2.0 COMMUNICATIONS**

*Together we enhance communication by working collaboratively, building positive relationships, and sharing information and resources.*

**Strategic Directions:**

2.1	Use effective inter-departmental communication mediums and processes to encourage collaboration across the organization.
2.2	Use effective communication mediums, processes and messages to provide transparency, support dialogue and develop understanding with external partners.
2.3	Develop and implement innovative approaches to communication and public engagement.

**GUIDING THEME:**

**3.0 ORGANIZATIONAL EXCELLENCE**

*Together we create and enhance an effective organization, encouraging continual improvement, innovation and accountability.*

**Strategic Directions:**

3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.
3.2	Align departmental and Council priorities to ensure focus across the organization.
3.3	Promote and celebrate a culture of innovation, responsibility and accountability.
3.4	We provide municipal programs, goods and services through a financially sustainable framework.

**GUIDING THEME:**

**4.0 PEOPLE AND POTENTIAL**

*Together we create an organizational environment that supports diversity and enables our employees to reach their potential and goals.*

**Strategic Directions:**

4.1	Provide opportunities and resources for job training, accreditation, employee and career development.
4.2	Design, implement and evaluate a succession plan based on organizational core competencies to support the transfer of knowledge, skills and experience.
4.3	Continue to support the attraction, retention and engagement of quality staff.
4.4	Promote and enhance the health, safety, wellness and quality of work life for our staff.
4.5	Support and recognize staff efforts related to continuous improvement and/or innovation.

**APPENDIX A - COCHRANE SUSTAINABILITY PLAN VISION AND PATHWAYS**

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## OUR COCHRANE

Innovative, bold and dynamic, Cochrane is a community that creates its destiny by building on our proud heritage. We are people of vision in environmental stewardship and economic vitality that was passed down to us through our strong and rich western Canadian foundation. At the heart of Cochrane we value our small-town atmosphere, distinctive big hills, escarpments, waterways and unique opportunities. We are a community forged by relationships supportive of our common desire to live long, fulfilling lives.

As pioneers of sustainability, we build on the legacy of our pioneering past.

We honour our heritage.

We celebrate our strong relationships.

We respect the land.

## **13 PATHWAYS TO THE FUTURE...**

### **We Build a Culture of Responsibility**

1. We are a socially responsible and empowered community.

### **We are Responsible Citizens of the Planet**

2. We treat water as a precious resource.
3. We use energy responsibly and innovatively.
4. We contribute to the solution on climate change.

### **We Live Locally**

5. We consume the bounty of our local economy.
6. Our local economy is healthy and diverse.
7. Everyone has an opportunity to pursue their potential in Cochrane.
8. We are a caring community that lives and celebrates together.

### **Cochrane is a Complete Community**

9. Everyone has a roof over their head.
10. There's enough room for everything a community should have.
11. Wherever you are in Cochrane, you're close and connected.
12. There are diverse options for getting around.
13. We build Cochrane on the strengths of our natural and cultural heritage.

## **APPENDIX B – KEY TRENDS AND SWOT ANALYSIS**

- Updated in April 2011 by Council and the Leadership Team as part of the Strategic Planning process.

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## **SUSTAINABLE COMMUNITY BUILDING**

### **Strengths**

- Key Infrastructure needs are met in the short term
- Focus on improved customer service
- Commitment to the Cochrane Sustainability Plan
- Complete community approach to development
- Calgary Regional Partnership participation
- We have a safe community.
- We are geographically ideal for tourism and economic development
- Sourcing out funding opportunities.
- Cochrane is growing which increases resources available for current and future needs

### **Weaknesses**

- Budgets are challenging, partly a result of the current ratio of residential to business/commercial tax base
- Not enough resources to sustain capital and operating requirements
- Inadequate resources for future community wants
- Development in community occurring faster than plans can be created for affected areas

### **Opportunities**

- Physical infrastructure - twinning 1A/intersection/Centre Ave expansion - allows us to expand our town infrastructure and improve our transportation network
- Growing community - more residence/more business allows us to provide more services
- Financial planning to accommodate major infrastructure wants and needs
- Economic Development - new non-residential lands
- Potential for future transit service. TOD study and potential implementation strategy
- Development of the old Domtar lands and downtown revitalization
- Utilizing electronic tools to reduce paper dependency

### **Threats**

- Financial limits - community is demanding many new services that the town might not be able to provide in a sustainable manner.
- Stakeholder apathy
- Possible changes or reductions in future grant funding to support growth and infrastructure needs
- Not expanding our tax base and being too dependent on residential tax base

## **COMMUNICATIONS**

### **Strengths**

- Strong interaction with community.
- Cohesive Council/Management Staff.
- Completion of the communication audit.

### **Weaknesses**

- Ability to leverage new technology including digital media
- Sometimes the "squeaky wheel" redirects resources to lower priorities.
- More timely access to Council agenda.
- Don't communicate our successes well.

### **Opportunities**

- More innovation in communication practices.
- RancheHouse Accord being used more to facilitate partnerships
- Increase use of new technology including digital media

### **Threats**

- Citizen apathy reduces the effectiveness of public engagement.
- Over-attention/funding for the "squeaky wheel" at the expense of higher priorities in our community.
- Ability to resource new forms of communication.

## **ORGANIZATIONAL EXCELLENCE**

### **Strengths**

- Depth of knowledge in key public services
- Advancement of a 10 year Financial Plan
- Promote & encourage staff to continually looking for better ways to do things
- Holding staff accountable, having the hard conversations and following through on tough decisions
- Implementation of health check recommendations has strengthened leadership capacity

### **Weaknesses**

- Staff vacancies in the organization yet to be recruited.
- Recent staff turnover has affected ability to "get things done"
- Technology tools are not being used to optimal capability

### **Opportunities**

- Growth - community is growing fast and expectations on the T of C is ever increasing - allows us to adapt the organization to meet new needs
- Improved customer service
- New & more sustainable ways of delivering public services
- Community Revitalization Levy - former Domtar site
- Using technology more to reduce operating costs while improving customer service
- Continue to embrace / promote innovation

### **Threats**

- Growth puts strain on our resources.
- Old fashioned thinking can stop progressive changes
- Financial limitations in meeting all the many community demands
- Reactive and crisis driven at times

## **PEOPLE & POTENTIAL**

### **Strengths**

- Council's ability to work effectively together
- Staff - great people; experts in field
- Support for continued learning and growth for staff
- Leadership supports a positive culture and staff empowerment
- The development of a strong Senior Leadership Team and continued good relationship with Council
- Town of Cochrane offers competitive wages and benefits

### **Weaknesses**

- Increased turnover due to retirements and organizational change
- Workloads for staff have increased resulting in excessive workloads in some areas.
- People and Potential priority not consistently reflected in key decisions

### **Opportunities**

- Talent of newly recruited staff
- Organizational change has provided new opportunities for existing staff.
- Succession planning with emerging leadership talent
- Provide more opportunities for cross training
- Implementing a more accountable performance management system

### **Threats**

- Potential loss of staff talent with stronger economic conditions
- Retirements pending in many areas

## **APPENDIX C – EVALUATION PROCESS**

Adopted by Town Council and the Leadership Team as part of the Strategic Planning process.

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## EVALUATION AND CONTINUOUS LEARNING

In order to facilitate continuous evaluation, learning and improvement, it is important for Town leadership to have a process that flows effectively and provides timely information and reflection. The diagram below reflects the process that builds on existing systems to create a continuous loop of planning, action and reflection.






### Step One: Identifying Strategic Links

Every element of a Section business plan should align with a Strategic Direction(s). When creating business plans, Managers will identify which Strategic Direction each statement aligns with.

### Step 2: Sort by Strategic Direction. Review status and provide feedback to the Senior Leadership Team (SLT).

With the cross-reference to the Strategic Plan in place, the cumulative activities under each Strategic Direction can be evaluated. Using a simple red-amber-green system, a report from each Section can be sent for evaluation by the SLT. The evaluation system is as follows:

	Unacceptable level of progress – requires immediate attention
	Acceptable level of progress – requires monitoring and improvement
	Acceptable level of progress

### Step 3: Senior Leadership Team (SLT) Evaluation.

With the evaluation for all items under each Strategic Direction, the SLT can evaluate the organization's progress at the strategic level. The same red-amber-green system will be used for each of the 16 Strategic Directions. This then provides the necessary feedback for SLT as they begin the next year's Strategic Planning process, which will guide the next round of organizational planning.

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This Strategic Plan was prepared for the Town of Cochrane by:

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**Stantec**

Town of Cochrane 2012 Strategic Plan





# 2012 BUDGET IMPACTS



**2012 Business Plans  
Revisions Resulting from Budget Pressures**

<b>CAO</b>		
<b>Communications and Human Resources</b>		
<b>Link to SP, CSP</b>	<b>Goal</b>	<b>Impact</b>
SP: 1.3, 2.1, 2.2 CSP: 1, 7, 11	A strategic approach and view of communications as a professional management function that serves the organization and the community at a high level.	The increased Communications budget means that we are on track to improve the quality, timeliness, and transparency of Town communications. However, our budget increase does not sufficiently accommodate our efforts to meet all our strategic priorities; as such, we are unable to continue to engage our public/media relations consultant who has been instrumental in raising Town profile at events such as the Premier's GreenTRIP funding announcement in August 2011.
SP: 3.4, 4.2 CSP: 1, 13	Long-Range Human Resources Program Development. Further develop a range of human resources programs and services to meet Town needs including updating Administrative Directives or adding new ones where necessary, development of program measures/metrics, developing and refining management tools and identifying opportunities for process efficiency.	Elimination of Bellamy recruiting software will limit enhancements to recruiting process. Line management will need to take greater ownership for a number of HR processes including identifying functional and technical competencies to enhance performance management process, organizing staff training programs and select recruitments.
SP: 4.2, 4.3	Three year work force plan	Deferred to 2013

**CAO Sections reporting no impacts:**

# BUDGET IMPACTS



## COMMUNITY SERVICES

### Community Services Administration

Link to SP, CSP	Goal	Impact
SP: 1.3	<p>Review corporate Community Funding Programs and provide mechanism for community groups to access annual budget grant funds</p> <ul style="list-style-type: none"> <li>▪ Groups not funded in 2012 budget                             <ul style="list-style-type: none"> <li>• Pride of Cochrane</li> <li>• Cochrane and Area Events</li> <li>• SLSRPS Capital Grant Request</li> </ul> </li> </ul>	<p>Pride of Cochrane No funding requested in 2012, no funds allocated in 2012</p> <p>Cochrane and Area Events Does not meet the criteria for Policy 1201-02 the Civic Partnerships &amp; Community Grants No funding allocated due to competing priorities</p> <p>SLSRPS Capital Grant Does not meet the criteria for Policy 1201-02 the Civic Partnerships &amp; Community Grants No funding allocated due to competing priorities</p>

#### Community Services Sections reporting no impacts:

- ❖ Big Hill Leisure Pool
- ❖ Recreation & Culture
- ❖ FCSS
- ❖ Parks & Facilities
- ❖ Cochrane RancheHouse

## CORPORATE SERVICES

### Information Technology

Link to SP, CSP	Goal	Impact
SP: 2.2, 2.3, 3.3	<p>Improve communication and transparency between Council, Administration and Cochrane residents by providing a video stream of all meetings as they happen and/or publish them to the website in a searchable format.</p>	<p>Video streaming capital budget request for \$25,000 was not advanced in the draft capital budget. Council will not be able to video stream meetings.</p>

#### Corporate Services Sections reporting no impacts:

- ❖ Corporate Services Admin
- ❖ Financial Services
- ❖ Legislative Services

## INFRASTRUCTURE SERVICES

### Roads

## BUDGET IMPACTS



Link to SP, CSP	Goal	Impact
SP: 1.1, 1.2, 3.1 CSP: 1, 7	To acquire a full time operator in 2012 to balance service levels with Increased infrastructure.	Full Time position was reduced to 6 months as a result of Budget pressures. Existing service levels may be affected with this reduction based on expanded infrastructure responsibilities.

### Infrastructure Services Sections reporting no impacts:

- ❖ Infrastructure Administration
- ❖ Solid Waste & Recycling
- ❖ Water/Wastewater (W3)

## PLANNING & ENGINEERING SERVICES

### Planning Services

Link to SP, CSP	Goal	Impact
SP: 1.4 CSP: 13	Determine areas of the Town that require planning policy guidance to ensure that future development meets the goals of the Cochrane Sustainability Plan and the Municipal Development Plan. Prioritize the areas that require an Area Structure Plan to provide this guidance (or require updating of existing ASP) and determine which ASP's should be developed in 2010.	Eliminating the budget for this initiative will result in no new Area Structure plans being prepared by staff. There may be developer pressure for planning policies in areas such as Heritage Hills and the TRC Ranch lands.

### Engineering Services

Link to SP, CSP	Goal	Impact
SP: 1.2, 1.4 CSP: 12	Building on the 2007 Transportation Plan, prepare a revised Town Wide Transportation/Mobility Master Plan that would identify future road network improvements to accommodate growth and reduce congestion levels. The plan would include establishing standards for roads and alternative forms of transportation such as bicycles.	Town Wide Mobility (Transportation) Master Plan (\$180,000 estimated cost) will not be able to be completed in 2012. Staff will gather information and address some of the current needs by identifying potential new road standards and bike pathway options.
SP: 1.4 CSP: 2, 13	Prepare Wetland and Riparian policies to guide the conservation and management of wetlands in Cochrane.	The reduced budget amount will result in limited external expertise being available to assist with preparation of Wetland and Riparian Policies. Staff will undertake the work which will put pressure on internal resources.

### Economic Development

Link to SP, CSP	Goal	Impact
SP: 1.2	Contribute to the advancement of non-residential development in River Heights.	Potential for joint marketing efforts with the River Heights developer

## BUDGET IMPACTS



CSP: 6		could be impacted due to a reduction in marketing financial resources.
SP: 1.2 CSP: 6, 10	Commission a town wide Master Plan for Cochrane's existing and potential commercial/industrial lands that will assist both Planning and Economic Development in the development of policies and business attraction strategies that will address short and long term economic growth.	A new strategy will need to be developed to determine how this type of report can be generated in house. Staff availability and expertise could impact the level of comprehensiveness of the final product.
SP: 1.1 CSP: 13	Provide visitors to Cochrane with tourism services in the "off-season"	New options will need to be explored to provide visitor services in the downtown during the off-season. Until such time an alternative is reached, the Visitor Centre will remain closed.

### Planning & Engineering Services Sections reporting no impacts:

## PROTECTIVE SERVICES

### Emergency Services

Link to SP, CSP	Goal	Impact
SP: 1.3 CSP: 1	Meet the goals of the Community Policing Plan by providing high quality policing services to the Community of Cochrane Addition of 2 RCMP members for 2012 Addition of 1 Municipal Employee (Detachment Clerk) for 2012	Only 1 new RCMP member included in the draft 2012 budget due to competing priorities  ME position not being added to the staffing roster at the detachment will result in potential delays in service provision particularly in relation to the processing of criminal background checks. Reduced office hours for administration staff may need to be considered in order to balance current workloads RCMP members will be required to be in the office to complete the administrative portion of required paperwork
SP: 1.1, 1.2, 1.3 CSP: 1	Secure Funding support for a multi-year Fire Service Strategic Master Plan.	Detailed Fire Master Plan will not be completed due to competing priorities.

### Protective Services Sections reporting no impacts:

#### ❖ Municipal Enforcement



cochrane  
HOW THE WEST IS NOW

# PUBLIC CONSULTATION



## 2012 BUDGET PUBLIC CONSULTATION PROCESS

Town of Cochrane residents are invited to participate in the 2012 Budget process. The public consultation process follows the guiding principles of our community engagement policy.

### 1. Accessibility

- The proposed 2012 Budget is available to Council October 24, 2011, four weeks prior to budget deliberations.
- The proposed 2012 Budget will be available on the Town website October 25, 2011.
- A budget summary insert will be published in the Cochrane Times on November 2, 2011.
- Notice of a Town Hall Budget Meeting on November 14, 2011 will be advertised in the local papers.

### 2. Accountability

- Citizens who provide feedback will 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 made during their deliberations – during a Special Meeting scheduled for November 18th, 19th, 2011.
- The budget document contains financial information about all Town services

### 3. Communication

- A Town Hall Budget Meeting will be held at the RancheHouse on Monday November 14, 2011 at 7:00 PM.
- A clear process is being used to gather public feedback and then share results with each member of Council. Comments and questions are being gathered by Paige Milner, Senior Manager of Corporate Services. Responses will be documented and provided to Council prior to November 18, 2011.

### 4. Continuous Improvement

- The budget summary insert includes a feedback form.
- An online feedback form is on the Town website.
- The format of the Draft 2012 Budget is redesigned resulting in a more user friendly document.

### 5. Participation

- We are making every reasonable effort to reach, involve, and hear from our community.
- Individuals who wish to participate but are not able to attend the Town Hall Budget Meeting may contact Paige Milner, Senior Manager of Corporate Services at 403-851-2524, or email [Paige.Milner@cochrane.ca](mailto:Paige.Milner@cochrane.ca)



# **CAPITAL BUDGET AND GRANTS**





### CAPITAL BUDGET

The 2012 Capital Budget includes \$5.5 million in projects of which \$1.6 million is grant funded. It is important to note that this capital budget includes only \$131,000 in projects that are proposed to be funded from operations. The vast majority of the projects are either 100% grant supported or are funded through other sources, including reserves. A reduction in capital spending is not likely to have much, if any, impact on the operating budget or subsequent tax requirement.

The Town is contributing \$1.1 million to lifecycle reserves in 2012 which is less than what was initially targeted. To balance the overall needs of the organization, \$170,000 was cut from equipment lifecycling reserve contributions because equipment reserve balances currently cover the net book value of the equipment asset group. The ability to replace assets when their useful life is completed is vital to sustainability. Cuts made today will have a financial impact in the future because assets replaced may require debt financing and higher taxes if reserve balances are not sufficient to fund replacements.

Cochrane has \$18 million at December 31, 2010 in three categories of capital reserves:

- Offsite levies collected to fund construction of future assets such as a new bridge.
- Capital reserves created for specific purposes such as Cash in lieu of land.
- Capital reserves to fund replacement of existing assets such as roads equipment.

The net book value of depreciable tangible capital assets at December 31, 2010 is \$184 million with annual amortization of \$5 million.

## CAPITAL BUDGET & GRANTS



We know the balance in our capital reserves is not enough to fund future asset replacements, but the Town will not have to fund 100% of asset replacement costs. Some future costs will be covered with other revenue sources such as capital grants. Administration is preparing recommendations on sustainable funding for capital in 2012. In the meantime we will continue dedicating a portion of operating expenditures to capital needs (3.7% in 2012 versus 3.5% in 2011).

### GRANTS

MSI Capital grants for 2012 are estimated at \$3.2 million. \$730,000 is proposed for Highway 1A Roadworks and to acquire a Wheel Loader. The remaining \$2.5 million is undesignated and Administration recommends saving this to implement recommendations from the Open Space Master Plan currently being developed.

The Town was also approved for \$3,438,320 in Federal New Deal grants for 2010 to 2014. The majority of this grant was proposed in 2011 for the Transit project.

Municipal Sustainability Initiative (MSI) capital grants approved in 2011 was \$3,164,170 and operating grant approved was \$253,169. The 2012 Budget assumes the same level of funding. All 2012 MSI operating grants are proposed to fund Council priorities for recreation and culture.

# CAPITAL BUDGET SUMMARY



TOWN OF COCHRANE 2012 CAPITAL BUDGET COST & FUNDING SUMMARY								
				TOTAL EXPENSE 2012	SOURCES OF PROJECT FUNDING			TOTAL REVENUE 2012
TYPE					FROM GRANTS	FROM RESERVES	FROM OPERATIONS	
<b>TECHNOLOGY PROJECTS</b>								
1	Annual Computer Hardware Purchases	IS	Maint/Growth	\$ 55,000			\$ 55,000	\$ 55,000
2	GIS orthophoto imagery	IS	Growth	\$ 28,000			\$ 28,000	\$ 28,000
3	Fleet management software	IS	Growth	\$ 18,000			\$ 18,000	\$ 18,000
4	Registration and booking system	IS	Maintenance	\$ 40,000		\$ 40,000	\$ -	\$ 40,000
<b>SUB-TOTAL TECHNOLOGY PROJECTS</b>				<b>\$ 141,000</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ 101,000</b>	<b>\$ 141,000</b>
<b>FLEET AND EQUIPMENT PROJECTS</b>								
5	Fleet replacements	Townwide	Maintenance	\$ 235,000		\$ 235,000		\$ 235,000
6	Replace 2006 Kabota RTV	Parks	Maintenance	\$ 25,000		\$ 25,000		\$ 25,000
7	Wheel Loader	Roads	Maintenance	\$ 330,000	\$ 330,000			\$ 330,000
8	Waste compactor	Waste	Growth	\$ 40,000		\$ 40,000		\$ 40,000
9	Composter	Waste	Growth	\$ 35,000		\$ 35,000		\$ 35,000
<b>SUB-TOTAL FLEET AND EQUIPMENT</b>				<b>\$ 665,000</b>	<b>\$ 330,000</b>	<b>\$ 335,000</b>	<b>\$ -</b>	<b>\$ 665,000</b>
<b>FACILITIES PROJECTS</b>								
10	Courtyard drainage	RnchHse	Maintenance	\$ 130,000		\$ 130,000		\$ 130,000
11	Energy Upgrades	RnchHse	Maintenance	\$ 95,000		\$ 95,000		\$ 95,000
12	Cochrane Arena upgrades	Comm Services	Maintenance	\$ 25,000		\$ 25,000		\$ 25,000
13	SLS Dehumidification System	Comm Services	Maintenance	\$ 150,000		\$ 150,000		\$ 150,000
<b>SUB-TOTAL FACILITIES</b>				<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ 400,000</b>
<b>INFRASTRUCTURE PROJECTS</b>								
14	Cemetery marker ribbon	Cemetery	Maintenance	\$ 16,000		\$ 16,000		\$ 16,000
15	New Deal - East End Road Improvements	Roads	Maintenance	\$ 1,259,580	\$ 859,580	\$ 400,000		\$ 1,259,580
16	Highway 1A Cochrane roadworks	Roads	Growth	\$ 400,000	\$ 400,000	\$ -		\$ 400,000
17	Bow River Bridge preliminary planning/design	Roads	Growth	\$ 370,000		\$ 370,000		\$ 370,000
18	Lift station Prog Logic Controller installation	Sewer	Growth	\$ 30,000		\$ 30,000		\$ 30,000
19	Transfer station upgrades	Sewer	Growth	\$ 2,000,000		\$ 2,000,000		\$ 2,000,000
20	Portable bulk water station	Water	Growth	\$ 60,000		\$ 60,000		\$ 60,000
21	Heated pad replacement	Water	Maintenance	\$ 60,000		\$ 60,000		\$ 60,000
22	Water Meter Replacement	Water	Maintenance	\$ 90,000		\$ 60,000	\$ 30,000	\$ 90,000
<b>SUB-TOTAL INFRASTRUCTURE</b>				<b>\$ 4,285,580</b>	<b>\$ 1,259,580</b>	<b>\$ 2,996,000</b>	<b>\$ 30,000</b>	<b>\$ 4,285,580</b>
<b>TRANSFERS TO RESERVES</b>								
		2010 Net Book Value	2010 Accounting Amortization					
	Fleet (\$847,000 in reserves now)	\$ 2,360,417	\$ 253,067	\$ 202,720			\$ 202,720	\$ 202,720
	Equipment (\$1.8 million in reserves now)	\$ 1,812,968	\$ 290,113	\$ 96,592			\$ 96,592	\$ 96,592
	Facilities (\$1.2 million in reserves now)	\$ 33,977,143	\$ 1,116,466	\$ 192,343			\$ 192,343	\$ 192,343
	Infrastructure (\$4.8 million in reserves now)	\$ 145,771,236	\$ 3,336,881	\$ 644,464			\$ 644,464	\$ 644,464
<b>SUB-TOTAL RESERVES</b>		<b>\$ 183,921,764</b>	<b>\$ 4,996,527</b>	<b>\$ 1,136,119</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,136,119</b>	<b>\$ 1,136,119</b>
<b>GRAND TOTAL</b>				<b>\$ 6,627,699</b>	<b>\$ 1,589,580</b>	<b>\$ 3,771,000</b>	<b>\$ 1,267,119</b>	<b>\$ 6,627,699</b>

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Corporate Services / Information Systems</b>
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<b>Project Title:</b>	<b>Annual Computer Hardware Purchase</b>	<b>Project Cost:</b>	<b>\$ 55,000</b>
<b>Funding Source(s):</b>	<b>Operations</b>	<b>Funding Code(s):</b>	<b>6-12-00-900</b>
<b>Project Type:</b>	<b>Maintenance or Growth? Technology &amp; Maintenance</b>		
<b>Brief Project Description:</b>	<b>Replacement of hardware that has exceeded a four to five year life cycle, provide equipment for new staff and provide base equipment for stand alone software.</b>		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.

2. What is this project attempting to solve?

<ol style="list-style-type: none"> <li>1. Maintain a solid technology infrastructure.</li> <li>2. Accommodate staff requirement for up to date technical tools and equipment in order to provide customer service and create efficiencies in the day-to-day work.</li> <li>3. Ensure adequate computer equipment is available to all staff.</li> </ol>
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3. Have you explored other solutions? If so, what were the results?

N/A
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4. How much operating money will be required for this asset?

N/A
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5. Are there savings that would be realized if this project is done?

Minimal savings realized. Replaced hardware is used wherever possible.
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6. Are the environmental/social impacts of this project known?

N/A
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## 2012 PROJECT JUSTIFICATION



7. How will this project impact other departments?

Staff has the appropriate tools to effectively perform their day-to-day responsibilities .  
Each user is provided with technical equipment that meets the individual need.

8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

I.S. follows a "Re-Greening program of reuse, repair and recycle when ever possible with the end of life cycle technology equipment. Some are donated to non-profit organizations such as the Youth Club. Our program also includes supporting an under privileged school in Jamaica. The undesirable and outdated equipment is recycled for the metals.

9. What are the implications of doing this project and how will this be managed?

Maintain a solid technology infrastructure.  
Employee satisfaction.

10. What are the implications of NOT doing this project and how will this be managed?

New staff will not have computer equipment available for processing and communication. Technical infrastructure will soon be outdated, inefficient and unable to run applications required for daily duties. Will need to manage technical infrastructure with existing inventory.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Corporate Services - Information Services</b>
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<b>Project Title:</b>	GIS Orthophoto Imagery	<b>Project Cost:</b>	\$ 28,000
<b>Funding Source(s):</b>	Operations	<b>Funding Code(s):</b>	6-12-00-900
<b>Project Type:</b>	Technology & Growth		
<b>Brief Project Description:</b>	Maintain aerial photos and contours in GIS database to perpetuate the existing quality of information by including new and changed areas.		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.

2. What is this project attempting to solve?

Maintain GIS orthophoto imagery and contours in the GIS database at an adequate quality.  
 Include newly developed areas to keep current with growth.  
 Provide current and accurate information for users to make defensible and justifiable decisions.  
 Existing data is now three years old.

3. Have you explored other solutions? If so, what were the results?

Have explored cost sharing on this project with surrounding municipalities through the Calgary Regional Partnership but have not been able to coordinate timelines and flight schedules.

4. How much operating money will be required for this asset?

N/A

5. Are there savings that would be realized if this project is done?

N/A

6. Are the environmental/social impacts of this project known?

N/A

## 2012 PROJECT JUSTIFICATION



7. How will this project impact other departments?

All departments are dependant on accurate aerial photography to perform daily tasks.  
Having the ability to provide maps on request (revenue generator) is dependant on current aerial photography.

8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

Previous aerials are archived for historical recording of data.

9. What are the implications of doing this project and how will this be managed?

Staff time and resources required to complete this project and will be managed by GIS staff.

10. What are the implications of NOT doing this project and how will this be managed?

Aerials will not include new developments or changed areas.  
Business decisions being made on inaccurate data.  
Can only manage with data that is available.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Development &amp; Infrastructure Sustainability Department ~ Roads Division</b>
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<b>Project Title:</b>	<b>Fleet Management Software Purchase</b>	<b>Project Cost:</b>	<b>\$ 18,000</b>
<b>Funding Source(s):</b>	<b>Operations</b>	<b>Funding Code(s):</b>	
<b>Project Type:</b>	<b>Technology - Growth</b>		
<b>Brief Project Description:</b>	<b>Purchase of fleet management software.</b>		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.

2. What is this project attempting to solve?

Fleet management software enables organizations to more accurately manage their fleet assets. All aspects of fleet management such as fuel management, maintenance management, asset management and risk management are incorporated into a proper software; thereby allowing organizations to get a better handle on expenses, take steps to reduce those expenses and more effectively manage their assets.

3. Have you explored other solutions? If so, what were the results?

Have experimented with a modified version of a building maintenance software that was adjusted to incorporate fleet management. The exercise was a failure. This software was not intended for fleet use and therefore did not provide many of the capabilities and features that are associated with a true fleet management software.

4. How much operating money will be required for this asset?

\$10,000.00 annual licensing fee (after the first year program setup).



## 2012 PROJECT JUSTIFICATION



5. Are there savings that would be realized if this project is done?  
Proper fleet management procedures coupled with fleet management software would result in significant reductions in expenses such as fuel and maintenance as well as helping to reduce accidents and lower insurance rates. As fleet management progresses issues such as fleet life cycles and asset retirement will also be addressed.
6. Are the environmental/social impacts of this project known?  
Along with proper fleet management processes this project could aid in substantial reductions in fuel use as well as CO2 emissions.
7. How will this project impact other departments?  
This project will impact all departments that operate Town of Cochrane fleet vehicles. It is a tool that a fleet manager must have to do their day to day job. This software will determine all of the fleet related costs and help find ways of reducing them. It will also help to determine fleet life cycles and when it is optimal to retire fleet assets.
8. If you are replacing a vehicle/other asset, what will happen to the existing asset?  
N/A
9. What are the implications of doing this project and how will this be managed?  
In the initial stages of implementation this project will require a substantial amount of data input and checking back through old invoices. The end result will produce a more accurate picture of the various fleet expenses. It will also pave the way in determining fleet asset life cycles.
10. What are the implications of NOT doing this project and how will this be managed?  
This project is an integral part of our fleet management plan and the implications of not proceeding will mean a delay in the implementation of a proper fleet management administrative directive.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Community Services</b>
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<b>Project Title:</b>	<b>Registration and Booking System</b>	<b>Project Cost:</b>	<b>\$ 40,000</b>
<b>Funding Source(s):</b>	<b>Equipment Reserve</b>	<b>Funding Code(s):</b>	<b>47507600</b>
<b>Project Type:</b>	<b>Technology - Growth</b>		
<b>Brief Project Description:</b>	<b>To replace Activenet, the current bookings and registration system, with two systems - Maximum Solutions a registration and recreational facility bookings software and EMS a event mangement and booking software.</b>		

1. What is the connection to our Strategic Plan?

<b>2.0 Communications</b>	
<input checked="" type="checkbox"/> 2.3	Develop and implement innovative approaches to communication and public engagement.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.
<input checked="" type="checkbox"/> 3.4	We provide municipal programs, goods and services through a financially sustainable framework.
<b>4.0 People &amp; Potential</b>	
<input checked="" type="checkbox"/> 4.1	Provide opportunities and resources for job training, accreditation, employee and career development.

2. What is this project attempting to solve?

The current software, Activenet, is not a user friendly software and takes up valuable staff time when using. The RancheHouse is using the software for something it is not designed for. There is financial questions outstanding about the company that are preventing us from accessing online program registration through them. Overall there are more efficient and customer focused software on the market that will meet the needs of the users as well as the customers.

3. Have you explored other solutions? If so, what were the results?

Different software for each of the functions was evaluated. The two systems that have been chosen are the ones that have met the requirements of the users, IT, Financial Services and will be the most efficient for the customer.

## 2012 PROJECT JUSTIFICATION



4. How much operating money will be required for this asset?

There will be annual software maintenance costs for Maximum Solutions of \$2250 and for EMS of \$1000 for a total annual operating expense of \$3250.

5. Are there savings that would be realized if this project is done?

There are time savings. These software systems will allow staff to be more efficient in their job. EMS is an events management software that is designed to handle the type of events that are offered at the RancheHouse. Maximum Solutions software will allow for customers to book recreation, culture, swimming and FCSS programs online at their convenience. This will save the staff time as well as offer the level of customer service expected by our growing community.

6. Are the environmental/social impacts of this project known?

Maximum Solutions will offer customers the convenience of 24/7 registration.

7. How will this project impact other departments?

IT will be impacted in the implementation and regular servicing of the software. Financial Service will be impacted with changes as new accounting procedures for the offsite facilities will need to be worked through and implemented. RancheHouse, FCSS, Big Hill Leisure Pool, Recreation & Culture and Parks and Facilities will all be impacted as users of the new software.

8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

The existing program, Activenet, would be phased out.

9. What are the implications of doing this project and how will this be managed?

The implications of doing this project will make staff more efficient by giving them the tools designed to do the job. The customer will be happier with access. There will be an implementation plan developed to ensure that there is no interruption in service. The Managers from the Community Services Section will work to ensure a seamless transition between softwares.

10. What are the implications of NOT doing this project and how will this be managed?

By not doing this project, users are left with an inefficient software that meets only the basic needs of the organization and the community. Online registration will not be brought in and efficiencies will not be realized.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Town - Organization Wide</b>
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<b>Project Title:</b>	<b>Fleet Replacements</b>	<b>Project Cost:</b>	<b>\$ 235,000</b>
<b>Funding Source(s):</b>	<b>Fleet Capital Reserves</b>	<b>Funding Code(s):</b>	<b>\$235,000 Reserves</b>
<b>Project Type:</b>	<b>Fleet - Maintenance</b>		
<b>Brief Project Description:</b>	<b>Replace Roads one ton truck, Roads &amp; Parks 3/4 ton trucks, Purchase Fire Chief Officers Vehicle</b>		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.3	Promote and celebrate a culture of innovation, responsibility and accountability.
<input checked="" type="checkbox"/> 3.4	We provide municipal programs, goods and services through a financially sustainable framework.
<b>4.0 People &amp; Potential</b>	
<input checked="" type="checkbox"/> 4.3	Continue to support the attraction, retention and engagement of quality staff.

2. What is this project attempting to solve?

Financial sustainability of the fleet is a priority in 2012. The existing fleet is 60 units costing \$4.3 million and we are requesting replacement of 4 units. Due to their age and condition, asset replacements are required to ensure service levels are maintained.

In addition to fleet assets, there are 66 pieces of equipment costing over \$2.8 million. Capital equipment requests are not included on this project justification sheet.

3. Have you explored other solutions? If so, what were the results?

Leasing options were explored however for these purchases it was decided that purchasing would be a better avenue. Financing charges increase cost of vehicles and we already have cash saved in reserves for these replacements. In future, leasing will be analyzed as part of an overall fleet management strategy.

## 2012 PROJECT JUSTIFICATION



4. How much operating money will be required for this asset?  
Minimal at first. Mainly fuel & fluids. Various warranties would cover most repairs for the short term.
5. Are there savings that would be realized if this project is done?  
Yes. Both maintenance and fuel costs will be reduced. New vehicles require less maintenance and are much more fuel efficient.
6. Are the environmental/social impacts of this project known?  
Along with proper fleet management processes these assets could aid in substantial reductions in fuel use as well as CO2 emissions. Newer vehicles have much better emission control equipment thus reducing greenhouse gases.
7. How will this project impact other departments?  
This project will impact all departments that operate Town of Cochrane fleet vehicles. These assets are tools that operations staff must have to do their day to day job.
8. If you are replacing a vehicle/other asset, what will happen to the existing asset?  
Existing fleet assets replaced will be retired and disposed of in accordance with the Town of Cochrane Tangible Capital Assets Accounting Policy.
9. What are the implications of doing this project and how will this be managed?  
Reducing operating expenses such as fuel and maintenance. Newer fleet assets are much more environmentally friendly and therefore would contribute to Town sustainability goals.
10. What are the implications of NOT doing this project and how will this be managed?  
Assets are nearing the end of their useful fleet life. Fuel and maintenance expenses will continue to increase, work productivity will decrease as vehicle downtime goes up.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Community Services - Parks Section</b>
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<b>Project Title:</b>	<b>Parks Equipment replacement – Kabota RTV</b>	<b>Project Cost:</b>	<b>\$ 25,000</b>
<b>Funding Source(s):</b>	<b>Parks Equipment Reserves</b>	<b>Funding Code(s):</b>	<b>4-79-00-900</b>
<b>Project Type:</b>	<b>Equipment - Maintenance</b>		
<b>Brief Project Description:</b>	<b>The purchase of replacement equipment (unit 729), Kabota RTV</b>		

1. What is the connection to our Strategic Plan?

**1.0 Sustainable Community Building**

<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
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2. What is this project attempting to solve?

To replace the 5 year old RTV as its life cycle is up. The RTV has 2037 hours on it at present. This unit performs a variety of tasks and is used year round to do things like ball diamond maintenance, field lining, snow plowing and sidewalk sanding. The RTV has over 2030 hours on it and as a result of the age and use has required over \$3,000 of repairs & maintenance this year to keep it operational.

3. Have you explored other solutions? If so, what were the results?

N/A

4. How much operating money will be required for this asset?

As this unit is a replacement, funds to operate it are accounted for in the operational budget.

5. Are there savings that would be realized if this project is done?

The savings would be realized through savings in maintenance costs as the unit continues to advance in years and wear.

6. Are the environmental/social impacts of this project known?

N/A

7. How will this project impact other departments?

N/A

## 2012 PROJECT JUSTIFICATION



8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

It will be put into the auction and the proceeds put back into the Parks Equipment Reserve.

9. What are the implications of doing this project and how will this be managed?

It will prevent operating costs from increasing because the replacement asset costs less to operate in the future than the existing one.

10. What are the implications of NOT doing this project and how will this be managed?

The present unit will stay in the fleet and be utilized as before. Repairs and maintenance would continue to increase in cost year over year.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Development &amp; Infrastructure Sustainability Department - Roads Section</b>
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<b>Project Title:</b>	Wheel Loader Replacement	<b>Project Cost:</b>	\$ 330,000
<b>Funding Source(s):</b>	MSI Capital grant	<b>Funding Code(s):</b>	\$330,000 grant
<b>Project Type:</b>	Equipment - Maintenance		
<b>Brief Project Description:</b>	Replace 1997 Roads Wheel Loader		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.3	Promote and celebrate a culture of innovation, responsibility and accountability.
<input checked="" type="checkbox"/> 3.4	We provide municipal programs, goods and services through a financially sustainable framework.
<b>4.0 People &amp; Potential</b>	
<input checked="" type="checkbox"/> 4.3	Continue to support the attraction, retention and engagement of quality staff.

2. What is this project attempting to solve?

Due to its age and condition, asset replacement is required to ensure service levels are maintained. Unit 512 is a heavy duty 1997 Case 621B Wheel Loader with approx 8,300hrs.

3. Have you explored other solutions? If so, what were the results?

Leasing & renting options were explored however purchasing is a better option because of the nature of this equipment. Current unit is well used with very high operator hours and has very specialized equipment attached. The industry standard on replacement of a piece of equipment of this nature is normally based on hours and use.

4. How much operating money will be required for this asset?

Minimal at first. Mainly fuel & fluids. Various warranties would cover most repairs for the short term.



## 2012 PROJECT JUSTIFICATION



5. Are there savings that would be realized if this project is done?

Yes. Both maintenance and fuel costs will be reduced. New vehicles require less maintenance and are much more fuel efficient. New unit would have the ability to transport much faster thereby reducing travel time and increasing productivity.

6. Are the environmental/social impacts of this project known?

Along with proper fleet management processes these assets could aid in substantial reductions in fuel use as well as CO2 emissions. Newer vehicles have much better emission control equipment thus reducing greenhouse gases. This contributes to Cochrane's Sustainability Plan.

7. How will this project impact other departments?

Yes, this project will impact all users that operate this asset from other sections. This asset is a tool that field staff need to do their day to day job.

8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

Existing fleet assets replaced will be retired and disposed of in accordance with the Town of Cochrane Tangible Capital Assets Accounting Policy.

9. What are the implications of doing this project and how will this be managed?

More sustainable operating expenses such as fuel, maintenance and Warranty coverage. Newer fleet assets are much more environmentally friendly.

10. What are the implications of NOT doing this project and how will this be managed?

Assets are nearing the end of their useful fleet life. Fuel and maintenance expenses will continue to increase, work productivity will decrease as vehicle downtime goes up.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Infrastructure Services - Waste &amp; Recycling</b>
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<b>Project Title:</b>	Waste Compactor	<b>Project Cost:</b>	\$ 40,000
<b>Funding Source(s):</b>	Heavy Equipment Reserve	<b>Funding Code(s):</b>	4-32-07-786
<b>Project Type:</b>	Equipment - Growth		
<b>Brief Project Description:</b>	Purchase of a 30-40 yard waste compactor to be installed at the Cochrane Eco Centre for a Pay As You Throw (PAYT) waste drop off program.		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.
<input checked="" type="checkbox"/> 3.4	We provide municipal programs, goods and services through a financially sustainable framework.
<b>4.0 People &amp; Potential</b>	
<input checked="" type="checkbox"/> 4.4	Promote and enhance the health, safety, wellness and quality of work life for our staff.

2. What is this project attempting to solve?

The installation of a waste compactor at the Cochrane Eco Centre allows for the transition of the Spring/Fall Clean Up - waste disposal program to the Eco Centre. The Eco Centre has limited space and limited operating budget. The installation of the waste compactor allows us to implement a PAYT waste disposal opportunity at the Eco Centre that can be operated in an efficient manner year round.

3. Have you explored other solutions? If so, what were the results?

Yes, other solutions have been examined. We have considered front end waste bins, however, they require too much space for the capacity we would require. We have considered open top roll off bins, however, they take up too much space, require a loader to tamp them down prior to hauling and do not achieve efficient payload meaning they are expensive to haul.

## 2012 PROJECT JUSTIFICATION



4. How much operating money will be required for this asset?

The operating money for this program comes from the PAYT charges that residents pay in order to utilize this service. Rates will be determined and adjusted as required to ensure that the operating costs of this program are recovered through the PAYT fees.

5. Are there savings that would be realized if this project is done?

Yes, there is a decrease in hauling costs and the PAYT program will result in cost recovery.

6. Are the environmental/social impacts of this project known?

Yes, there have been two environmental impacts of the installation of the waste compactor identified. First, by compacting more waste into the bin, fewer trips for hauling are required resulting in a decrease in greenhouse gas emissions related to transport. Second, the waste compactor is a solar hybrid system, this means that the solar charging system runs the computer components associated with compactor and a traditional charging system runs the physical compaction, this solar system results in a reduced amount of electricity used (70 % less than a conventional compactor) meaning fewer greenhouse gas emissions produced.

7. How will this project impact other departments?

The project impacts the Roads department in particular. At the present time the Roads department provides operational support for the Spring/Fall Clean Up. They tamp and move bins using the loader throughout May and October resulting in overtime. The installation of the waste compactor will mean that this support is no longer required which for the Roads department is a positive impact as they are often stretched for staff hours.

8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

No asset is being replaced, we are required to rent the roll off bins we use at the Spring/Fall Clean Up right now.

9. What are the implications of doing this project and how will this be managed?

Implications of the installation of a waste compactor include: traffic flow (will be managed through signage); PAYT charges (will be managed through appropriate communication and staff training).

10. What are the implications of NOT doing this project and how will this be managed?

If there were no waste compactor installed at the Eco Centre, we would have two options. We could discontinue the waste disposal portion of the programming due to our inability to manage the complexities associated with an open top roll off bin system or we could continue the program using open top roll off bins. The implication of discontinuing this portion of the program is that our residents have become accustomed to this disposal opportunity and would be extremely disappointed to see it go. If we continued the program with open top roll off bins, we may experience an inability to control litter and program costs. Program costs could be higher than can be reasonably recovered through a PAYT system due to the expense of hauling non-compacted roll off bins.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Infrastructure Services - Waste &amp; Recycling</b>
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<b>Project Title:</b>	<b>On-Site Composter</b>	<b>Project Cost:</b>	<b>\$ 35,000</b>
<b>Funding Source(s):</b>	<b>Heavy Equipment Reserve</b>	<b>Funding Code(s):</b>	<b>4-32-07-786</b>
<b>Project Type:</b>	<b>Equipment - Growth</b>		
<b>Brief Project Description:</b>	<p>The installation of a dual Earth Tub system would allow the Town of Cochrane Eco Centre to collect and process up to 300 lbs of compostable organics everyday. The project includes the purchase, shipping and installation of a dual Earth Tub system within an enclosed building (modified Seacan) at the Cochrane Eco Centre.</p>		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
<input checked="" type="checkbox"/> 1.4	Champion the Cochrane Sustainability Plan by aligning our plans and actions.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.
<input checked="" type="checkbox"/> 3.3	Promote and celebrate a culture of innovation, responsibility and accountability.
<input checked="" type="checkbox"/> 3.4	We provide municipal programs, goods and services through a financially sustainable framework.

2. What is this project attempting to solve?

30 % of all waste entering landfill is compostable organic material including food and yard waste. By providing a convenient drop off program at the Cochrane Eco Centre, residents and businesses can choose to reduce their waste through this hassle free compost program. The installation of this compost drop off technology allows the Town to provide an innovative program that reduces waste and costs.

3. Have you explored other solutions? If so, what were the results?

There have been three other options explored. 1. Curbside Organics Collection: Curbside collection of organics has been examined and will continue to be considered for the future of organics in Cochrane. At this time curbside collection of organics is not feasible due to the recent implementation of the automated waste and recycling program and our citizens willingness to support a third collection cart and the costs associated with such a program. The feasibility of such a program is also effected by the lack of a compost facility within Cochrane's transport area at the present time.

2. Drop off bins: Drop off bins will continued to be examined as a feasible option. There is a good possibility that front load bins could be used for food waste organics collection at the Eco Centre; residents would drop off their organics, the bins would be emptied by a collection company and hauled to the Olds compost facility. There are many advantages to this system including odor

## 2012 PROJECT JUSTIFICATION



and containment management which would be completely mitigated through weekly bin servicing. Pricing is being researched at this time for this option.

3. Promotion of backyard composting: Promotion and the possible subsidization of backyard composting units is another option that has been examined. All research indicates that residents have a perception that backyard composting is a nuisance - due to this perception, backyard composting promotion and subsidization do not lead to increased composting participation or waste reduction.

4. How much operating money will be required for this asset?

The Earth Tub system requires some electricity and equipment maintenance. The operation of this system would be approximately \$1500/year.

5. Are there savings that would be realized if this project is done?

Yes, for those residents that choose to participate in this program their waste would be significantly reduced resulting in lower tipping fee costs for the Town.

6. Are the environmental/social impacts of this project known?

The installation of the Earth Tub system would result in less organic waste going to landfill. When organic waste is disposed of in landfill it does not decompose properly - leading to the production of methane and increased greenhouse gas emissions. By composting organic waste we conserve scarce landfill space and reduce greenhouse gas emissions.

7. How will this project impact other departments?

The installation of the Earth Tub system could impact the Parks department. The Parks department would have access to decent quality compost material for field and garden fertilization purposes.

8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

No asset is being replaced.

9. What are the implications of doing this project and how will this be managed?

Implications of this project include traffic, appropriate program use and odor. Traffic would be managed through appropriate signage, appropriate program use would be managed through staff supervision of materials being deposited and odor concerns would be mitigated by enclosing the Earth Tubs system in a building..

10. What are the implications of NOT doing this project and how will this be managed?

If the Earth Tub system was not installed at the Cochrane Eco Centre we would either provide another organics drop off opportunity utilizing bins or not provide any type of drop off for organics. If we decided to implement a bin drop off system the only negative implication would be that the Town would not have access to the finished compost product. There are many positive implications of a bin drop off system including odor control and stable pricing.

If the Town were not to offer any sort of organics program at the Eco Centre then residents keen to participate in this type of waste reduction behaviour would not have that opportunity and may become discouraged. Also, by not providing an organics drop off at the Cochrane Eco Centre there is a possibility that the public may perceive a lack of value for money in the services offered at the facility.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Community Services - Cochrane RancheHouse</b>
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<b>Project Title:</b>	<b>Courtyard Repairs</b>	<b>Project Cost:</b>	<b>\$ 130,000</b>
<b>Funding Source(s):</b>	<b>RancheHouse Capital Reserve</b>	<b>Funding Code(s):</b>	<b>4-31-07-600</b>
<b>Project Type:</b>	<b>Facilities - Maintenance</b>		
<b>Brief Project Description:</b>	<b>This project would address negative drainage, erosion under the boardwalks, pooling water, potential flooding of the records room, tripping hazards, and increasing pest issues.</b>		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.

2. What is this project attempting to solve?

In 2008 Council approved \$100,000 to beautify the courtyard, the 2008 project is cancelled and this project replaces it. Repairs to the Courtyard intended to address negative water drainage, pooling water, erosion/pest issues under the boardwalk, and safety hazards. Project includes removing boardwalk, strip the surface of grass, trench in weeping tile from down spouts, and backfill the area against the building, regrade surface to a 2-3% grade to ensure proper drainage, install slip resistant stamped concrete under canopies, and install drought resistant fescue blend sod.

3. Have you explored other solutions? If so, what were the results?

Yes, we've explored the cost of lifting the boardwalk decking to backfill, re-install boards, and top grade the sod to raise the elevation. This won't address the problems for a number of reasons. In order to get the 2-3% grade required for proper drainage soil must be removed from the south portion of the courtyard. Back filling under the boardwalks may address the erosion issues but doesn't address the pest issues. In order to be sustainable, it would be prudent to address the issues at hand with a long term solution.

4. How much operating money will be required for this asset?

No additional ongoing capital expenses will be incurred.

## 2012 PROJECT JUSTIFICATION



5. Are there savings that would be realized if this project is done?  
The costs associated with potential flooding, and risk of injuries to clients (from tripping) will be mitigated.
6. Are the environmental/social impacts of this project known?  
Creation of a safe space for social gatherings
7. How will this project impact other departments?  
N/A
8. If you are replacing a vehicle/other asset, what will happen to the existing asset?  
N/A
9. What are the implications of doing this project and how will this be managed?  
Completion of this project is time sensitive as wedding clients require the space to be ready by June 1, 2012. In order to ensure this is the case work must be well coordinated and contractors must have penalties for completion beyond timelines clearly written into contracts.
10. What are the implications of NOT doing this project and how will this be managed?  
Risk of flooding records room in the RancheHouse basement, risk of further erosion and associated problems.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Community Services - Cochrane RancheHouse</b>
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<b>Project Title:</b>	<b>Energy Efficiency Upgrade</b>	<b>Project Cost:</b>	<b>\$ 95,000</b>
<b>Funding Source(s):</b>	<b>RancheHouse Capital Reserve</b>	<b>Funding Code(s):</b>	<b>4-31-07-600</b>
<b>Project Type:</b>	<b>Facility Maintenance</b>		
<b>Brief Project Description:</b>	<b>This project is comprised of 3 individual upgrades intended to increase energy efficiencies, reduce equipment maintenance costs, and reduce overall operational costs thus enhancing long term sustainability of operating the Cochrane RancheHouse.</b>		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<input checked="" type="checkbox"/> 1.4	Champion the Cochrane Sustainability Plan by aligning our plans and actions.

2. What is this project attempting to solve?

1) Heating upgrade in Stockmens Memorial Library (\$15K) - by installing equipment that heats only the Stockmen's Library, we will be able to reduce the trunk temperature for the entire east end of the RancheHouse. The result will be a reduction in energy consumption, better overall control of the temperature in this wing of the building, and happy tenants. The return on investment for this project is estimated to be approximately 6 years.

2) Lighting upgrade in Chinook Dining Room (\$12K) - the existing fixtures only accept candalabra base lamps. The options for energy efficient dimable lamps is limited to medium base lamps. By replacing the existing fixtures (which are also heavily worn) with a model that can accept a medium base lamp, it allows for a high efficient dimable lamp to be installed (similar to what was installed in the Hall of Vision in 2009). The result would be double the amount of lumens produced (actual light), while reducing electrical consumption by a minimum of 90% (if dimmed to 50% at all times - savings would exceed 95%). Based on current usage, the return on investment is estimated to be under 3 years.

3) Air conditioning retrofit (\$68K) - the existing RancheHouse cooling system is comprised of 2 chiller units which are original to the building. Chiller 1 uses chilled glycol to cool the building and currently serves about 95% of the building (all areas other then the CAO and Mayors office, and HR wing of the 2nd floor Admin space) Chiller 2 (which serves the remaining 5%) uses freon to cool and was originally installed to allow for independent control of the wing it serves. The past few years this chiller has consistantly broken down and has required costly repairs. Based on current cooling requirements, the Chiller 1 generally runs at about 55% capacity - leaving ample room to service the remaining 5% not currently served. Chiller 2 runs at approximately 20% capacity - as a result it short cycles and is very inefficient.



## 2012 PROJECT JUSTIFICATION



The intent of the air conditioning retrofit is to remove Chiller 2, and install new glycol lines and a cooling coil into the air handler to replace the freon coil. This will eliminate the electrical inefficiency of short cycling Chiller 2. Not only would this project reduce electrical consumption, but it will also eliminate the mechanical maintenance contract costs and costly repairs to the dated equipment. This project also includes the install of a "free air" exchanger coil which would be installed in place of Chiller 2 once it is removed. The "free air" exchanger coil would tie into the existing water tower which in turn would cool the building when out door temperatures are between 15 and 20 degrees celcius with out running Chiller 1. This would not only pre-cool the chiller lines but would reduce Chiller 1's run time by an estimated 30%. The return on investment is estimated to be approximately 4 years when factoring in electrical consumption savings, elimination of repairs to aging equipment, and mechanical contract savings.

3. Have you explored other solutions? If so, what were the results?

Yes, all other options were higher in cost or bandaid solutions.

4. How much operating money will be required for this asset?

None

5. Are there savings that would be realized if this project is done?

Yes, annual maintenance and energy costs would be reduced.

6. Are the environmental/social impacts of this project known?

RancheHouse carbon footprint would be reduced, elimination of potential freon leakage from Chiller 2 - freon contains cfc's which depleat ozone.

7. How will this project impact other departments?

Better overall control of the cooling temperature in the CAO/Mayor/HR wing of the building.

8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

N/A

9. What are the implications of doing this project and how will this be managed?

No negative implications. Positive implications include energy savings, reduced equipment maintenance costs, higher level of comfort during winter months in Stockmens Library

10. What are the implications of NOT doing this project and how will this be managed?

Ongoing heating complaints from Stockmens Library, continual use of inefficient lamps in the Chinook dining room fixtures, rising costs associated to maintaining and operating Chiller 2.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>COMMUNITY SERVICES Parks &amp; Facilities</b>
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<b>Project Title:</b>	Paving and Washroom upgrades at the Cochrane Arena	<b>Project Cost:</b>	<b>\$ 25,000</b>
<b>Funding Source(s):</b>	Facilities Lifecycling Reserve	<b>Funding Code(s):</b>	<b>4-79-00-900</b>
<b>Project Type:</b>	<b>Infrastructure - Growth</b>		
<b>Brief Project Description:</b>	<p>The Cochrane Arena was built in the 1960's. For 10 months of the year, the Cochrane Arena services the local hockey and figure skating communities. During the school year it also serves the needs of several local school programs during the daytime and a day care located on the second floor and a meeting space which recently underwent a face lift. Guy's Café and Bakery is slated to open its doors in early October of this year, just in time for a busy hockey season. Every year we do touch up painting and maintenance to keep the building looking clean and functional.</p>		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
<input checked="" type="checkbox"/> 1.4	Champion the Cochrane Sustainability Plan by aligning our plans and actions.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.4	We provide municipal programs, goods and services through a financially sustainable framework.

2. What is this project attempting to solve?

There are two pressing issues that we would like to address to ensure a safe and customer friendly experience for people coming to the arena:

1) Paving in the back of the arena: After every ice flood, the Olympia 'Ice Resurfacer' is driven outside to dump the shaved ice from the flood, over rough ground which is hard packed gravel with many pot holes. Driving over the pot holes puts a lot of wear and tear on the Olympia. We constantly have to do maintenance and repairs as a result. The Olympia is a 2005 (6 years old). The life expectancy under normal circumstances is 8-10 years. Paving the ground would go a long way to minimizing the wear and tear on the machine and extending its life by a year or two. The cost to replace the Olympia would be \$100,000 - \$175,000 depending on the type of machine.

2) Men's and Women's Washrooms: To keep the project reasonably priced, SLSFSC staff will provide a large portion of the labour. We will hire professionals to do the plumbing. The washrooms are tired and dated. The toilets, urinals, sinks and partitions need to be replaced with more efficient fixtures and ones that work. The flowered green tiles on the wall are from the 60's. The staff have replaced the "guts" of the toilets several times and painted

## 2012 PROJECT JUSTIFICATION



the counter tops and partitions but it looks awful. We would like to give the washrooms a 'facelift' and brighten up the space. This is the number one complaint that staff hear about at the Cochrane Arena. A facelift of the washrooms would go a long way to meeting the needs of the customers that come to the Cochrane Arena, locally and out of town..

3. Have you explored other solutions? If so, what were the results?

N/A

4. How much operating money will be required for this asset?

N/A

5. Are there savings that would be realized if this project is done?

N/A

6. Are the environmental/social impacts of this project known?

In addition to improving the "look" in the Cochrane Arena, the rest of the facility would be positively affected as the water bills should be reduced with more efficient toilets and urinals, less run on taps and more efficient lighting. Since we are a user pay model; the lower costs associated with lower operating the building can be passed along to the end user by way of smaller annual membership rate and lease increases and or more programs and equipment purchases in the facility.

7. How will this project impact other departments?

N/A

8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

N/A

9. What are the implications of doing this project and how will this be managed?

Paving behind the Arena: it will reduce unnecessary wear and tear on the Olympia after every flood. The uneven ground causes the machine to bounce around and the stress on the frame is enormous. This should prolong the life of the Olympia, with a smooth surface to drive on and dump the shaved ice. A new Olympia is \$100,000 - \$175,000. If we can extend the life of the old one it saves the Society a lot of money.

Facelift of the Men's and Women's Washrooms: They are dark, tired and old. They are an embarrassment. This is the last piece of the puzzle in the facility to complete the overall facelift. The front entrance and lobby have been painted and the lighting swapped out for brighter more efficient ballasts, the 2nd floor meeting room has been given a facelift and the new 3rd party concession operator (Guy's Café and Bakery) is just completing the construction of their new space. The washrooms complete the 'look' and provides an inviting and safe environment for those visiting the Cochrane Arena..

10. What are the implications of NOT doing this project and how will this be managed?

N/A

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>COMMUNITY SERVICES Parks &amp; Facilities</b>
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<b>Project Title:</b>	Dehumidification System for the two new arenas	<b>Project Cost:</b>	\$ 150,000
<b>Funding Source(s):</b>	Facilities Lifecycling Reserve	<b>Funding Code(s):</b>	4-79-00-900
<b>Project Type:</b>	Infrastructure - Growth		
<b>Brief Project Description:</b>	<p>With the addition of the two new arenas we are able to keep ice in year round. During the spring and summer and on warmer days in the winter; the moisture and air temperatures in the arenas are extremely high, which causes the 'plant' to work harder to keep the ice frozen. Moisture literally forms on the walls and ceiling and it 'rains' in the arena. A dehumidification system would provide for lower operating costs from a utility stand point and prolong the 1) life of the building by way of less rust forming on the steel beams and joints, the bleachers, roof trusses, wood, drywall or the painted surfaces and 2) the 'plant' life in that it wouldn't have to work as hard, thus parts replaced less often and 3) with excess moisture it can lead to the proliferation of molds and bacteria.</p>		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
<input checked="" type="checkbox"/> 1.4	Champion the Cochrane Sustainability Plan by aligning our plans and actions.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.4	We provide municipal programs, goods and services through a financially sustainable framework.

2. What is this project attempting to solve?

There is a tremendous demand for year-round hockey and ice time at the facility. Spray Lake Sawmills Family Sports Centre (SLSFSC) has had tremendous growth in its family programs and services since its recent expansion and upgrade. In order to continue our growth and positive response to the community needs, and to maintain and keep the operating costs in check and under control during the spring and summer; a dehumidifier system will provide a more cost effective and efficient way of removing moisture in the ice rinks. An important component of this project is that the dehumidification system will allow SLSFSC to have ice hockey year round to better serve our user groups with better ice.

Local groups, including recreational leagues, sports camps and skills groups will gain much needed ice time during the summer months. Operating during the summer months also gives remote areas that do not have access to summer ice

## 2012 PROJECT JUSTIFICATION



programs, the ability to use the facility allowing the Cochrane community to further its participation in regional outreach in programs like 'sticks & pucks' and public skating.

3. Have you explored other solutions? If so, what were the results?

N/A

4. How much operating money will be required for this asset?

N/A

5. Are there savings that would be realized if this project is done?

The annual savings to Spray Lakes Sawmills Family Sports Centre costs and energy savings are tremendous and include the following:

- KW/HR savings annually  $124,128 \times \$0.08078 = \$10,028$
- GJ savings annually  $2820 \times \$8.33 = \$23,490$
- Total annual utility savings =  $\$33,518$

6. Are the environmental/social impacts of this project known?

In addition to improving the environment in the Arenas, the rest of the facility would be positively affected as the humidity in the rest of the building will be lower. The turf surface buckles with the humidity and this would no longer occur.

Since we are a user pay model; the lower costs associated with lower operating the building can be passed along to the end user by way of smaller annual membership rate and lease increases and or more programs and equipment purchases in the facility.

7. How will this project impact other departments?

N/A

8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

N/A

9. What are the implications of doing this project and how will this be managed?

The Facility has reached more than 100,000 families since its opening in 2001. With a new dehumidification system, year round programming is possible and use of the ice rinks will undoubtedly create more user groups and provide drop in and summer programs for youth and families.

10. What are the implications of NOT doing this project and how will this be managed?

N/A

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Community Services – Parks and Facilities</b>
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<b>Project Title:</b>	<b>Installation of Marker Ribbon</b>	<b>Project Cost:</b>	<b>\$ 16,000</b>
<b>Funding Source(s):</b>	From reserve	<b>Funding Code(s):</b>	<b>4-56-07-78</b>
<b>Project Type:</b>	<b>Infrastructure - Maintenance</b>		
<b>Brief Project Description:</b>	<b>To install a marker ribbon in the next row of the Cochrane Cemetery.</b>		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.

2. What is this project attempting to solve?

We are almost finished with the burial row we are presently on and need to install the marker ribbon next row to accommodate burials in 2012.

3. Have you explored other solutions? If so, what were the results?

N/A

4. How much operating money will be required for this asset?

Funds for operating will come from the yearly operating budget

5. Are there savings that would be realized if this project is done?

N/A

6. Are the environmental/social impacts of this project known?

Socially, a marker ribbon is required and expected in a cemetery that allows people to put plot markers (head stones) in to mark a grave site.

7. How will this project impact other departments?

N/A

8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

N/A

## 2012 PROJECT JUSTIFICATION



9. What are the implications of doing this project and how will this be managed?

This project is required to be done to allow us to continue to provide a proper base for plot markers (head stones) in the full burial area of the Cochrane Cemetery.

10. What are the implications of NOT doing this project and how will this be managed?

Once the present burial row is filled there will not be a proper base to place the next rows markers on and therefore people will be unable to mark graves with plot markers (headstones).

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>Infrastructure Services - Roads</b>
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<b>Project Title:</b>	<b>Streets Improvement Program</b>	<b>Project Cost:</b>	<b>\$ 1,259,580</b>
<b>Funding Source(s):</b>	-New Deal Grant" \$859,580 -Road rehabilitation reserve \$400,000	<b>Funding Code(s):</b>	
<b>Project Type:</b>	<b>Maintenance or Growth? Maintenance</b>		
<b>Brief Project Description:</b>	<b>To upgrade existing infrastructure, Water and Storm Sewer upgrades and Surface Improvements including Concrete and Asphalt. Benchlands Dr and Benchlands Place in East End. Additional areas in the East End may be included based on tender results.</b>		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
<input checked="" type="checkbox"/> 1.3	Partner with the Community and other orders of government to appropriately support Municipal Initiatives.
<input checked="" type="checkbox"/> 1.4	Champion the Cochrane Sustainability Plan by aligning our plans and actions.
<b>2.0 Communications</b>	
<input checked="" type="checkbox"/> 2.2	Use effective communications mediums, processes and messages to provide transparency, support dialogue and develop understanding with external partners.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.
<input checked="" type="checkbox"/> 3.2	Align departmental and Council priorities to ensure focus across organization.
<b>4.0 People &amp; Potential</b>	
<input checked="" type="checkbox"/> 4.4	Promote and enhance the health, safety, wellness and quality of work life for our staff.



## 2012 PROJECT JUSTIFICATION



2. What is this project attempting to solve?  
To maintain, replace, and upgrade the municipal transportation and underground infrastructure systems. The existing infrastructure in the East End related to the surface conditions, water lines and Storm Sewer has reached its service life and requires upgrades.
3. Have you explored other solutions? If so, what were the results?  
Regular maintenance to roads, patching and cracksealing. Reactive repair of watermains when there is a break. This results in non-scheduled water outtages for affected residents.
4. How much operating money will be required for this asset?  
N/A
5. Are there savings that would be realized if this project is done?  
There will be savings on watermain repair costs along with operation and maintenance labour and material costs.
6. Are the environmental/social impacts of this project known?  
Improved roadways and drainage systems and a more reliable piping system for water distribution.
7. How will this project impact other departments?  
Roads, W3 and Engineering will be involved during the entire project related to tendering, inspections and managing the upgrades.
8. If you are replacing a vehicle/other asset, what will happen to the existing asset?  
N/A
9. What are the implications of doing this project and how will this be managed?  
The implications to effected residents are traffic delays and limited access to private homes during construction. Operational Services will conduct an open house and ensure prior notifications during various stages of the project. Additional staff time will be dedicated to properly manage the project throughout.
10. What are the implications of NOT doing this project and how will this be managed?  
The risk is deterioration of existing infrastructure and escalated costs arising from postponing project. Probability of continued watermain breaks.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>INFRASTRUCTURE SERVICES</b>
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<b>Project Title:</b>	Highway 1A Roadworks	<b>Project Cost:</b>	\$ 400,000
<b>Funding Source(s):</b>	MSI Grant Funding	<b>Funding Code(s):</b>	
<b>Project Type:</b>	Infrastructure - Growth		
<b>Brief Project Description:</b>	As part of Alberta Transportation's Highway 1A twinning project, the Town will fund beautification elements through corporate boundaries.		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
<input checked="" type="checkbox"/> 1.3	Partner with the Community and other orders of government to appropriately support Municipal Initiatives.

2. What is this project attempting to solve?

The scope of the twinning of the 1A through Cochrane will encompass basic highway construction. Any extra type of enhancement to beautify the roadway is the responsibility of the municipality according to Alberta Transportation (AT). The Town would like to enhance sections of highway through the core to attract more travellers into Cochrane.

3. Have you explored other solutions? If so, what were the results?

There has been ongoing meetings with AT and their consultants and this is the position AT has established in any work they do within municipalities.

4. How much operating money will be required for this asset?

After the install is complete, some ongoing maintenance will be required to keep the enhancements looking attractive.

5. Are there savings that would be realized if this project is done?

It is always more cost effective to build in elements during construction than after it is complete, so this would be the optimum time.

6. Are the environmental/social impacts of this project known?

The enhancements will provide for a more aesthically pleasing experience entering or travelling through Cochrane.

7. How will this project impact other departments?

Minor maintenance and upkeep hours for respective sections. The appropriate managers are involved with the design of the enhancements.

## 2012 PROJECT JUSTIFICATION



8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

N/A

9. What are the implications of doing this project and how will this be managed?

This project will add value to the experience of travelling on this piece of highway and promote Cochrane as a destination to stop and spend time at. It goes above the standard highway design and will add value to our existing downtown look and feel. The project will be managed by the respective section(s) responsible to maintain those areas.

10. What are the implications of NOT doing this project and how will this be managed?

If no enhancements are added to the project the highway will look and feel like a typical highway and add, or even take away value to the look of existing downtown Cochrane.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>INFRASTRUCTURE SERVICES</b>
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<b>Project Title:</b>	<b>Bow River Bridge Planning and Design Engineering</b>	<b>Project Cost:</b>	<b>\$ 370,000</b>
<b>Funding Source(s):</b>	<b>Reserve</b>	<b>Funding Code(s):</b>	<b>4-32-07-856</b>
<b>Project Type:</b>	<b>Infrastructure - Growth</b>		
<b>Brief Project Description:</b>	<b>As part of the growth in the South, a new bridge connection across the Bow River will be required to manage the volume of traffic and provide for a second connection to communities South of the Bow.</b>		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
<input checked="" type="checkbox"/> 1.3	Partner with the Community and other orders of government to appropriately support Municipal Initiatives.

2. What is this project attempting to solve?

This project will identify some of the details to consider when full design is implemented. Site identification along with form and function are components. Connectivity and property need to be identified.

3. Have you explored other solutions? If so, what were the results?

There are no other solutions for a project of this nature and this is a normal process when considering a major capitol project of this nature.

4. How much operating money will be required for this asset?

Part of this project will identify what costs may be attributed to future ongoing bridge maintenance costs.

5. Are there savings that would be realized if this project is done?

Identifying what will be required to implement this project in the future should identify future costs and may result in not experiencing additional add-ons, once the project takes on a larger scope.

6. Are the environmental/social impacts of this project known?

Providing effective and efficient transportation corridors always has a positive impact to the community. All environmental considerations will be analyzed as part of the scope and approval process for the project during the design stage of implementation.

## 2012 PROJECT JUSTIFICATION



7. How will this project impact other departments?

There will be added responsibility from all municipal sections that provide operational support to infrastructure systems within Town.

8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

N/A

9. What are the implications of doing this project and how will this be managed?

This project will assist in identifying future issues and challenges that will be encountered when the bridge project evolves from concept to reality. Various stakeholders will be consulted for input.

10. What are the implications of NOT doing this project and how will this be managed?

The project may not proceed as effectively if all aspects of what may be required are not identified early in the process. Implementation delays may be experienced if not identified and addressed in a timely manner.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>INFRASTRUCTURE SERVICES – Water/Wastewater</b>
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<b>Project Title:</b>	Lift Station PLC (programmable logic controllers) installation	<b>Project Cost:</b>	\$ 30,000
<b>Funding Source(s):</b>	Reserve	<b>Funding Code(s):</b>	4-42-07-895
<b>Project Type:</b>	Infrastructure - Maintenance		
<b>Brief Project Description:</b>	Installation of PLCs in the six lift stations will allow operators remote monitoring and operation of the stations.		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.
<input checked="" type="checkbox"/> 3.3	Promote and celebrate a culture of innovation, responsibility and accountability.
<input checked="" type="checkbox"/> 3.4	We provide municipal programs, goods and services through a financially sustainable framework.
<b>4.0 People &amp; Potential</b>	
<input checked="" type="checkbox"/> 4.3	Continue to support the attraction, retention and engagement of quality staff.

2. What is this project attempting to solve?

Allow remote monitoring and operating abilities which will afford operators more time to respond to alarms before stations are in an emergency situation and reduce the number of site visits required to monitor operations.

3. Have you explored other solutions? If so, what were the results?

Upgraded alarm systems that have better descriptors of the faults have been used, but this still leaves the operators blind to actual causes and does not allow the station to be operated while response is taking place. With a 30 minute response radius area for operators, stations could possibly backup into a residence before operators can arrive on scene.

4. How much operating money will be required for this asset?

After the initial install, efficiency is created so no additional operating money is required.

## 2012 PROJECT JUSTIFICATION



5. Are there savings that would be realized if this project is done?  
Remote control of stations will allow recourses to be used more effectively creating better operating efficiencies.
6. Are the environmental/social impacts of this project known?  
This problem mitigates risk of a station failure.
7. How will this project impact other departments?  
There will be little or no effect upon other departments
8. If you are replacing a vehicle/other asset, what will happen to the existing asset?  
None
9. What are the implications of doing this project and how will this be managed?  
This project will increase operating efficiencies.
10. What are the implications of NOT doing this project and how will this be managed?  
Operations will continue as usual with some alarm systems needing upgrades which could have been incorporated into the PLC programs.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>INFRASTRUCTURE SERVICES – Water/Wastewater</b>
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<b>Project Title:</b>	Transfer Station Upgrades	<b>Project Cost:</b>	\$ 2,000,000
<b>Funding Source(s):</b>	Offsite Levies - New Bylaw AMWWP grant app for 30%	<b>Funding Code(s):</b>	4-42-07-851
<b>Project Type:</b>	Infrastructure - Growth		
<b>Brief Project Description:</b>	Replace lift pumps, aerators, piping, valves and install odour control		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
<input checked="" type="checkbox"/> 1.4	Champion the Cochrane Sustainability Plan by aligning our plans and actions.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.
<input checked="" type="checkbox"/> 3.4	We provide municipal programs, goods and services through a financially sustainable framework.

2. What is this project attempting to solve?

Increase capacity to accommodate growth as identified in Urban Systems Transfer Station Study of August 2011.

3. Have you explored other solutions? If so, what were the results?

Water conservation successes have allowed this project to be delayed beyond the population expected for this upgrade to occur.

4. How much operating money will be required for this asset?

The project cost will be covered by off site levies with some time required of W3 employees to participate in the staging of the project, which will have little effect on the operating costs.

5. Are there savings that would be realized if this project is done?

The existing pumps and seals require replacement due to age and wear, causing inefficient use of electricity. Cost savings can be realized by upgrading now as opposed to spending money on a life cycle item that requires upgrading in less than two years. There is more energy efficient technology that could be incorporated into the design which should have an impact on power consumption and costs.



## 2012 PROJECT JUSTIFICATION



6. Are the environmental/social impacts of this project known?  
Without the upgrade, engineering estimates indicate the peak hour flows will be greater than the pump capacity. This situation could lead to failures and possible overflows. Cochrane's growth may have to be limited as the station will be at capacity.
7. How will this project impact other departments?  
There will be little or no effect upon other departments
8. If you are replacing a vehicle/other asset, what will happen to the existing asset?  
There is little or no value left in the equipment as it is life cycled out.
9. What are the implications of doing this project and how will this be managed?  
Cochrane can continue to grow and equipment that is due for replacement is upgraded. The project will be managed by an engineering firm with accountability to the W3 manager.
10. What are the implications of NOT doing this project and how will this be managed?  
Cochrane will have to limit development if this project is delayed. Use of the over flow cell would become a daily occurrence requiring increased maintenance costs and reducing capacity in the cell for emergency use which could become an environmental issue.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>INFRASTRUCTURE SERVICES – Water/Wastewater</b>
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<b>Project Title:</b>	Portable Bulk Water Station	<b>Project Cost:</b>	\$ 60,000
<b>Funding Source(s):</b>	Offsite Levies - Distribution	<b>Funding Code(s):</b>	4-41-07-770
<b>Project Type:</b>	Infrastructure - Growth		
<b>Brief Project Description:</b>	Initially the portable station would be used to allow upgrades to be done to the existing bulk water station and then moved to areas where new construction is taking place.		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.2	Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
<input checked="" type="checkbox"/> 1.4	Champion the Cochrane Sustainability Plan by aligning our plans and actions.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.
<input checked="" type="checkbox"/> 3.3	Promote and celebrate a culture of innovation, responsibility and accountability.
<input checked="" type="checkbox"/> 3.4	We provide municipal programs, goods and services through a financially sustainable framework.

2. What is this project attempting to solve?

As the municipality continues to expand outwards and the need for bulk water for construction purposes remains, it is getting more difficult for contractors to use the existing station to fill the trucks. The primary reasons are length of time to travel back and forth from the site as well as transportation costs. A new concern is the long line up to fill.

3. Have you explored other solutions? If so, what were the results?

In the past we have allowed contractors the use of hydrants and billed based on estimated usage. This practice was based on the honour system and was not effective.

4. How much operating money will be required for this asset?

The new system would link together with the existing station and would act as a satellite location. There are minor costs for electricity and wireless communication.

5. Are there savings that would be realized if this project is done?

Additional revenue would be generated by installing this system; the bulk water revenue should payback project costs within five years.

## 2012 PROJECT JUSTIFICATION



6. Are the environmental/social impacts of this project known?  

The water trucks would not have to travel back and forth from the existing station at the shop to the site which would result in a lower carbon footprint and lower fuel consumption.
  
7. How will this project impact other departments?  

No impact
  
8. If you are replacing a vehicle/other asset, what will happen to the existing asset?  

This is a new addition to a system with no replacement.
  
9. What are the implications of doing this project and how will this be managed?  

It is anticipated that as construction continues in the remote areas, along with expanded energy exploration, the sale of bulk water revenue would increase.
  
10. What are the implications of NOT doing this project and how will this be managed?  

Revenue opportunities would be missed and current inefficient process would continue.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>INFRASTRUCTURE SERVICES – Water/Wastewater</b>
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<b>Project Title:</b>	Heated Pad Replacement on existing Bulk Water Station	<b>Project Cost:</b>	\$ 60,000
<b>Funding Source(s):</b>	Reserves	<b>Funding Code(s):</b>	4-41-07-895 4-41-07-993
<b>Project Type:</b>	Infrastructure - Maintenance		
<b>Brief Project Description:</b>	Replace aging pads that limit ice build up in the winter at bulk water stations		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.

2. What is this project attempting to solve?

The existing bulk water station currently serves potable water haulers catering to both industrial and rural customers. This is a year round service and is utilized regardless of the weather. In the normal process of filling trucks water is drained from both the fill hose and truck onto the concrete pad. An in-slab heating system is used to keep the pads from freezing and creating a fall hazard for the water haulers. The existing system is depreciated and requires extra maintenance.

3. Have you explored other solutions? If so, what were the results?

Prior to the existing heated pad installation, the use of salt as a means to melt the ice was employed with limited success and also had poor environmental impacts. Machinery was also used and did not prove successful as it led to damaged concrete and added time on the labour force.

4. How much operating money will be required for this asset?

After the install is complete, the only cost is the natural gas to heat the boiler and only reflects a small fraction of the expenditure in comparison to the revenue generated.

5. Are there savings that would be realized if this project is done?

The existing system has lost efficiency and requires extra maintenance to operate properly. A new boiler will provide more efficiency and we expect will save on gas costs.

## 2012 PROJECT JUSTIFICATION



6. Are the environmental/social impacts of this project known?

When the pads operate properly salt is not required to assist the ice control from the inefficient slab heating. This is a positive environmental impact. A safe area for the customers to fill the trucks is also proper business and reduces liability to the municipality.

7. How will this project impact other departments?

The use of other departments equipment and material will not be required along with less time spent maintaining the boiler for the facility operator.

8. If you are replacing a vehicle/other asset, what will happen to the existing asset?

There is little or no value left in the equipment as it is life cycled out.

9. What are the implications of doing this project and how will this be managed?

The bulk water station will require less attention and maintenance.

10. What are the implications of NOT doing this project and how will this be managed?

If the slab heating is not approved added maintenance costs will be incurred to keep the station from icing in the winter. A higher liability risk is apparent for slips and falls while using the system. Additional staff hours and material will have to be employed to control the ice.

## 2012 PROJECT JUSTIFICATION



<b>Department and Section:</b>	<b>INFRASTRUCTURE SERVICES – Water/Wastewater</b>
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<b>Project Title:</b>	Water Meter Replacement	<b>Project Cost:</b>	\$ 90,000
<b>Funding Source(s):</b>	30K from W3 Operating; 60K from reserves	<b>Funding Code(s):</b>	4-41-07-770
<b>Project Type:</b>	Infrastructure - Maintenance		
<b>Brief Project Description:</b>	Identify and replace 20 + year old water meters currently active in our system.		

1. What is the connection to our Strategic Plan?

<b>1.0 Sustainable Community Building</b>	
<input checked="" type="checkbox"/> 1.1	Existing core infrastructure, facilities and plans continue to be maintained and life cycled to effectively manage town assets.
<input checked="" type="checkbox"/> 1.4	Champion the Cochrane Sustainability Plan by aligning our plans and actions.
<b>3.0 Organizational Excellence</b>	
<input checked="" type="checkbox"/> 3.1	Policies, directives, service levels, processes and day-to-day procedures support continual improvement.
<input checked="" type="checkbox"/> 3.3	Promote and celebrate a culture of innovation, responsibility and accountability.
<input checked="" type="checkbox"/> 3.4	We provide municipal programs, goods and services through a financially sustainable framework.

2. What is this project attempting to solve?

Water meters have a 20 year service life. After that, accuracy can be compromised. This replacement program will ensure water use is accurately accounted for and billed. This program would continue until all identified water meters are replaced. The program also provides the opportunity to retrofit homes to be compatible with the radio read meter reading system.

3. Have you explored other solutions? If so, what were the results?

Allowing meters to run to fail would result in lost revenue while meter is not working. This is not a recommended solution.

4. How much operating money will be required for this asset?

\$ 22,000 will come from operating to pay install contractor

5. Are there savings that would be realized if this project is done?

Water meters that are inaccurate traditionally read low, so with that in mind, missed revenue could be recovered in the billing cycles. The new meters will reduce reading times, allowing for greater efficiencies as the radio read technology is included with the install.

## 2012 PROJECT JUSTIFICATION



6. Are the environmental/social impacts of this project known?  
A more accurate account of the water distribution through meters assists in water conservation efforts and accountability.
7. How will this project impact other departments?  
Not having as many old meters in the system will make the Utility billing cycles more accurate and easier to compile without having to search the excessively "low" readings.
8. If you are replacing a vehicle/other asset, what will happen to the existing asset?  
There is no value left to a 20 year old water meter, so it is dismantled and sent to salvage.
9. What are the implications of doing this project and how will this be managed?  
Aging meters past their useful life will be replaced by new, accurate meters with the modern radio read technology. The goal of the replacement program is to strive for 195 meters changed out and 250 radio reads installed in 2012. W3 staff will manage the project and a contractor will be hired to install meters.
10. What are the implications of NOT doing this project and how will this be managed?  
The existing water meter population will continue to age beyond industry standards and revenues could be lost. Further upgrades to our new radio read water meter system will not be realized, and will still need to be read manually.



# **GENERAL OPERATING BUDGET**



# GENERAL OPERATING SUMMARY



DEPARTMENT	2011 BUDGETED REVENUES	2011 BUDGETED EXPEND	2011 NET COST OF OPERATIONS	2011 PROJECTED REVENUES	2011 PROJECTED EXPEND	2011 PROJ NET COST OF OPERATIONS	2012 BUDGETED REVENUES	2012 BUDGETED EXPEND	2012 NET COST OF OPERATIONS
COUNCIL	\$ -	\$ 397,050	\$ 397,050	\$ -	\$ 397,050	\$ 397,050	\$ -	\$ 409,334	\$ 409,334
GENERAL GOVERNMENT			\$ -			\$ -			\$ -
EXECUTIVE LEADERSHIP TEAM	\$ -	\$ 862,444	\$ 862,444	\$ -	\$ 952,444	\$ 952,444	\$ -	\$ 753,728	\$ 753,728
COMMUNICATIONS	\$ -	\$ 350,852	\$ 350,852	\$ -	\$ 350,852	\$ 350,852	\$ -	\$ 441,443	\$ 441,443
HUMAN RESOURCES	\$ -	\$ 643,788	\$ 643,788	\$ 50,000 (cr)	\$ 695,000	\$ 645,000	\$ 57,000 (cr)	\$ 1,034,497	\$ 977,497
	\$ -	\$ 1,857,084	\$ 1,857,084	\$ 50,000 (cr)	\$ 1,998,296	\$ 1,948,296	\$ 57,000 (cr)	\$ 2,229,668	\$ 2,172,668
CORPORATE SERVICES									
FINANCIAL SERVICES	\$ 395,183 (cr)	\$ 1,529,877	\$ 1,134,694	\$ 374,683 (cr)	\$ 1,507,500	\$ 1,132,817	\$ 440,183 (cr)	\$ 1,524,123	\$ 1,083,940
IS SERVICES	\$ 480 (cr)	\$ 1,191,299	\$ 1,190,819	\$ 480 (cr)	\$ 1,191,299	\$ 1,190,819	\$ 1,980 (cr)	\$ 1,354,697	\$ 1,352,717
LEGISLATIVE SERVICES	\$ 1,200 (cr)	\$ 306,432	\$ 305,232	\$ 1,200 (cr)	\$ 306,432	\$ 305,232	\$ 1,200 (cr)	\$ 324,022	\$ 322,822
GENERAL REVENUE	\$ 3,078,274 (cr)	\$ -	\$ 3,078,274 (cr)	\$ 3,228,274 (cr)	\$ -	\$ 3,228,274 (cr)	\$ 2,968,179 (cr)	\$ 275,000	\$ 2,693,179 (cr)
	\$ 3,475,137 (cr)	\$ 3,027,608	\$ 447,529 (cr)	\$ 3,604,637 (cr)	\$ 3,005,231	\$ 599,406 (cr)	\$ 3,411,542 (cr)	\$ 3,477,842	\$ 66,300
PROTECTIVE SERVICES			\$ -			\$ -			\$ -
FIRE	\$ 570,252 (cr)	\$ 3,850,834	\$ 3,280,582	\$ 529,640 (cr)	\$ 3,825,364	\$ 3,295,724	\$ 680,150 (cr)	\$ 4,112,431	\$ 3,432,281
POLICE PROTECTION	\$ 677,546 (cr)	\$ 2,120,803	\$ 1,443,257	\$ 826,721 (cr)	\$ 2,120,803	\$ 1,294,082	\$ 822,892 (cr) amended	\$ 2,406,100	\$ 1,583,208 amended
MUNICIPAL ENFORCEMENT	\$ 199,500 (cr)	\$ 589,703	\$ 390,203	\$ 175,800 (cr)	\$ 540,893	\$ 365,093	\$ 175,800 (cr)	\$ 608,698	\$ 432,898
	\$ 1,447,298 (cr)	\$ 6,561,340	\$ 5,114,042	\$ 1,532,161 (cr)	\$ 6,487,060	\$ 4,954,899	\$ 1,678,842 (cr)	\$ 7,127,229	\$ 5,448,387
COMMUNITY SERVICES									
COMM SERV ADMIN	\$ 20,000 (cr)	\$ 570,122	\$ 550,122	\$ 20,000 (cr)	\$ 570,122	\$ 550,122	\$ 270,000 (cr)	\$ 864,693	\$ 594,693
RECREATION & CULTURE	\$ 160,983 (cr)	\$ 512,172	\$ 351,189	\$ 141,140 (cr)	\$ 510,990	\$ 369,850	\$ 160,983 (cr)	\$ 513,161	\$ 352,178
CEMETERY	\$ 43,310 (cr)	\$ 44,818	\$ 1,508	\$ 43,310 (cr)	\$ 44,818	\$ 1,508	\$ 93,310 (cr)	\$ 93,310	\$ -
MUNICIPAL PARKS	\$ 25,250 (cr)	\$ 1,349,624	\$ 1,324,374	\$ 25,250 (cr)	\$ 1,349,411	\$ 1,324,161	\$ 25,250 (cr)	\$ 1,440,186	\$ 1,414,936
TOWN FACILITIES			\$ -			\$ -			
COCHRANE RANCHEHOUSE	\$ 841,265 (cr)	\$ 1,072,880	\$ 231,615	\$ 692,682 (cr)	\$ 942,880	\$ 250,198	\$ 859,197 (cr)	\$ 1,102,165	\$ 242,968
LEISURE POOL	\$ 447,000 (cr)	\$ 806,096	\$ 359,096	\$ 442,430 (cr)	\$ 802,813	\$ 360,383	\$ 447,000 (cr)	\$ 827,029	\$ 380,029
SENIORS CENTRE	\$ 26,700 (cr)	\$ 193,491	\$ 166,791	\$ 23,418 (cr)	\$ 173,128	\$ 149,710	\$ 35,200 (cr)	\$ 200,249	\$ 165,049
CORPORATE PROPERTIES	\$ -	\$ 277,646	\$ 277,646	\$ -	\$ 263,108	\$ 263,108	\$ -	\$ 289,090	\$ 289,090
	\$ 1,314,965 (cr)	\$ 2,350,113	\$ 1,035,148	\$ 1,158,530 (cr)	\$ 2,181,929	\$ 1,023,399	\$ 1,341,397 (cr)	\$ 2,418,533	\$ 1,077,136
FAMILY & COMMUNITY SERVICES									
F.C.S.S.	\$ 467,023 (cr)	\$ 734,681	\$ 267,658	\$ 467,023 (cr)	\$ 734,681	\$ 267,658	\$ 594,524 (cr)	\$ 906,980	\$ 312,456
RESOURCE CENTRE	\$ 227,694 (cr)	\$ 227,694	\$ -	\$ 227,694 (cr)	\$ 227,694	\$ -	\$ 259,230 (cr)	\$ 259,230	\$ -
HOME VISITATION	\$ 63,635 (cr)	\$ 63,635	\$ -	\$ 63,635 (cr)	\$ 63,635	\$ -	\$ 61,770 (cr)	\$ 61,770	\$ -
PARENT LINK CENTRE	\$ 497,494 (cr)	\$ 497,494	\$ -	\$ 461,494 (cr)	\$ 461,494	\$ -	\$ 484,407 (cr)	\$ 484,407	\$ -
AFFORDABLE HOUSING	\$ -	\$ 70,200	\$ 70,200	\$ 1,280,868 (cr)	\$ 1,351,068	\$ 70,200	\$ 40,200 (cr)	\$ 110,400	\$ 70,200
	\$ 1,255,846 (cr)	\$ 1,593,704	\$ 337,858	\$ 2,500,714 (cr)	\$ 2,838,572	\$ 337,858	\$ 1,440,131 (cr)	\$ 1,822,787	\$ 382,656
INFRASTRUCTURE ADMIN.	\$ -	\$ 240,891	\$ 240,891	\$ -	\$ 237,679	\$ 237,679	\$ -	\$ 345,408	\$ 345,408
ROADS	\$ 265,500 (cr)	\$ 2,473,552	\$ 2,208,052	\$ 272,093 (cr)	\$ 2,668,552	\$ 2,396,459	\$ 270,000 (cr)	\$ 2,796,636	\$ 2,526,636
TRANSIT EDUCATION AND PLEBISCITE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,000	\$ 85,000

## GENERAL OPERATING SUMMARY



DEPARTMENT	2011 BUDGETED REVENUES	2011 BUDGETED EXPEND	2011 NET COST OF OPERATIONS	2011 PROJECTED REVENUES	2011 PROJECTED EXPEND	2011 PROJ NET COST OF OPERATIONS	2012 BUDGETED REVENUES	2012 BUDGETED EXPEND	2012 NET COST OF OPERATIONS
<b>FAMILY &amp; COMMUNITY SERVICES</b>									
F.C.S.S.	\$ 467,023 (cr)	\$ 734,681	\$ 267,658	\$ 467,023 (cr)	\$ 734,681	\$ 267,658	\$ 594,524 (cr)	\$ 906,980	\$ 312,456
RESOURCE CENTRE	\$ 227,694 (cr)	\$ 227,694	\$ -	\$ 227,694 (cr)	\$ 227,694	\$ -	\$ 259,230 (cr)	\$ 259,230	\$ -
HOME VISITATION	\$ 63,635 (cr)	\$ 63,635	\$ -	\$ 63,635 (cr)	\$ 63,635	\$ -	\$ 61,770 (cr)	\$ 61,770	\$ -
PARENT LINK CENTRE	\$ 497,494 (cr)	\$ 497,494	\$ -	\$ 461,494 (cr)	\$ 461,494	\$ -	\$ 484,407 (cr)	\$ 484,407	\$ -
AFFORDABLE HOUSING	\$ -	\$ 70,200	\$ 70,200	\$ 1,280,868 (cr)	\$ 1,351,068	\$ 70,200	\$ 40,200 (cr)	\$ 110,400	\$ 70,200
	\$ 1,255,846 (cr)	\$ 1,593,704	\$ 337,858	\$ 2,500,714 (cr)	\$ 2,838,572	\$ 337,858	\$ 1,440,131 (cr)	\$ 1,822,787	\$ 382,656
<b>INFRASTRUCTURE ADMIN.</b>									
INFRASTRUCTURE ADMIN.	\$ -	\$ 240,891	\$ 240,891	\$ -	\$ 237,679	\$ 237,679	\$ -	\$ 345,408	\$ 345,408
ROADS	\$ 265,500 (cr)	\$ 2,473,552	\$ 2,208,052	\$ 272,093 (cr)	\$ 2,668,552	\$ 2,396,459	\$ 270,000 (cr)	\$ 2,796,636	\$ 2,526,636
TRANSIT CONSULTATION/ VOTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,000	\$ 85,000
<b>PLANNING AND ENGINEERING</b>									
PLANNING ADMINISTRATION	\$ -	\$ 379,433	\$ 379,433	\$ -	\$ 375,000	\$ 375,000	\$ -	\$ 328,702	\$ 328,702
ENGINEERING (GIS RESTATED)	\$ 186,484 (cr)	\$ 812,137	\$ 625,653	\$ 345,000 (cr)	\$ 972,137	\$ 627,137	\$ 50,000 (cr)	\$ 483,256	\$ 433,256
PLANNING & SUBDIVISION LAND/DEV	\$ 879,562 (cr)	\$ 1,019,598	\$ 140,036	\$ 566,000 (cr)	\$ 704,010	\$ 138,010	\$ 318,862 (cr)	\$ 655,293	\$ 336,431
SAFETY CODES	\$ 499,360 (cr)	\$ 314,123	\$ 185,237 (cr)	\$ 599,360 (cr)	\$ 334,163	\$ 265,197 (cr)	\$ 649,360 (cr)	\$ 340,105	\$ 309,255 (cr)
ENVIRONMENTAL SERVICES	\$ 40,500 (cr)	\$ 228,145	\$ 187,645	\$ 40,000 (cr)	\$ 123,630	\$ 83,630	\$ 25,000 (cr)	\$ 84,100	\$ 59,100
ECONOMIC DEVELOPMENT	\$ 220,000 (cr)	\$ 289,299	\$ 69,299	\$ 216,178 (cr)	\$ 273,885	\$ 57,707	\$ 236,000 (cr)	\$ 310,316	\$ 74,316
TOURISM	\$ 1,400 (cr)	\$ 49,071	\$ 47,671	\$ 4,400 (cr)	\$ 60,746	\$ 56,346	\$ 8,300 (cr)	\$ 65,191	\$ 56,891
	\$ 1,827,306 (cr)	\$ 3,091,806	\$ 1,264,500	\$ 1,770,938 (cr)	\$ 2,843,571	\$ 1,072,633	\$ 1,287,522 (cr)	\$ 2,266,963	\$ 979,441
<b>COMMUNITY GRANTS</b>									
COMMUNITY GRANTS	\$ 110,000 (cr)	\$ 395,798	\$ 285,798	\$ 110,000 (cr)	\$ 395,798	\$ 285,798	\$ -	\$ 269,441	\$ 269,441
LIBRARY GRANT AND MAINTENANCE	\$ -	\$ 471,896	\$ 471,896	\$ -	\$ 470,756	\$ 470,756	\$ -	\$ 500,897	\$ 500,897
	\$ 110,000 (cr)	\$ 867,694	\$ 757,694	\$ 110,000 (cr)	\$ 866,554	\$ 756,554	\$ -	\$ 770,338	\$ 770,338
<b>TOTAL TAX SUPPORTED SERVICES</b>	\$ 9,945,595 (cr)	\$ 24,937,578	\$ 14,991,983	\$ 11,228,773 (cr)	\$ 25,999,835	\$ 14,771,062	\$ 10,035,977 (cr)	\$ 26,466,088	\$ 16,430,111
<b>STORM SEWER</b>	\$ 270,733 (cr)	\$ 269,992	\$ 741 (cr)	\$ 280,000 (cr)	\$ 276,118	\$ 3,882 (cr)	\$ 287,581 (cr)	\$ 287,581	\$ -
<b>WATERWORKS</b>	\$ 2,359,491 (cr)	\$ 2,359,491	\$ -	\$ 2,348,999 (cr)	\$ 2,348,999	\$ -	\$ 2,452,637 (cr)	\$ 2,452,637	\$ -
<b>WASTEWATER</b>	\$ 3,198,076 (cr)	\$ 3,198,076	\$ -	\$ 3,179,991 (cr)	\$ 3,179,991	\$ -	\$ 3,402,942 (cr)	\$ 3,402,942	\$ -
<b>WASTE MANAGEMENT</b>	\$ 950,380 (cr)	\$ 949,555	\$ 825 (cr)	\$ 880,000 (cr)	\$ 949,474	\$ 69,474	\$ 1,262,679 (cr)	\$ 1,262,679	\$ -
<b>ECOCENTRE</b>	\$ 551,998 (cr)	\$ 551,998	\$ -	\$ 590,200 (cr)	\$ 539,781	\$ 50,419 (cr)	\$ 516,706 (cr)	\$ 516,706	\$ -
<b>TOTAL RATE SUPPORTED SERVICES</b>	\$ 7,330,678 (cr)	\$ 7,329,112	\$ 1,566 (cr)	\$ 7,279,190 (cr)	\$ 7,294,363	\$ 15,173	\$ 7,922,545 (cr)	\$ 7,922,545	\$ -
<b>TOTAL FUNCTIONAL OPERATIONS</b>	\$ 17,276,273 (cr)	\$ 32,266,690	\$ 14,990,417	\$ 18,507,963 (cr)	\$ 33,294,198	\$ 14,786,235	\$ 17,958,522 (cr)	\$ 34,388,633	\$ 16,430,111

## GENERAL OPERATING SUMMARY



DEPARTMENT	2011 BUDGETED REVENUES	2011 BUDGETED EXPEND	2011 NET COST OF OPERATIONS	2011 PROJECTED REVENUES	2011 PROJECTED EXPEND	2011 PROJ NET COST OF OPERATIONS	2012 BUDGETED REVENUES	2012 BUDGETED EXPEND	2012 NET COST OF OPERATIONS
<b>TCA (Tangible Capital Assets) ACCOUNTING</b>									
<b>TOTAL FUNCTIONAL OPERATIONS</b>	<b>\$ 17,276,273 (cr)</b>	<b>\$ 32,266,690</b>	<b>\$ 14,990,417</b>	<b>\$ 18,507,963 (cr)</b>	<b>\$ 33,294,198</b>	<b>\$ 14,786,235</b>	<b>\$ 17,958,522 (cr)</b>	<b>\$ 34,388,633</b>	<b>\$ 16,430,111</b>
<u>Included in above totals but must reverse for TCA:</u>									
Transfers from reserves	\$ 1,144,349 (cr)	\$ -	\$ 1,144,349 (cr)	\$ 1,144,349 (cr)	\$ -	\$ 1,144,349 (cr)	\$ 150,000 (cr)	\$ -	\$ 150,000 (cr)
Transfers to reserves	\$ -	\$ 1,163,644	\$ 1,163,644	\$ -	\$ 1,163,644	\$ 1,163,644	\$ -	\$ 1,267,119	\$ 1,267,119
Principal debt payments	\$ -	\$ 1,323,109	\$ 1,323,109	\$ -	\$ 1,323,109	\$ 1,323,109	\$ -	\$ 831,786	\$ 831,786
<b>Revised Operating before Capital Revenue</b>	<b>\$ 16,131,924 (cr)</b>	<b>\$ 29,779,937</b>	<b>\$ 13,648,013</b>	<b>\$ 17,363,614 (cr)</b>	<b>\$ 30,807,445</b>	<b>\$ 13,443,831</b>	<b>\$ 17,808,522 (cr)</b>	<b>\$ 32,289,728</b>	<b>\$ 14,481,206</b>
<u>Not Included in above totals:</u>									
Capital Grants	\$ 1,938,213 (cr)		\$ 1,938,213 (cr)	\$ 1,938,213 (cr)		\$ 1,938,213 (cr)	\$ 1,589,580 (cr)		\$ 1,589,580 (cr)
Offsite levies	\$ -		\$ -	\$ 3,487,000 (cr)		\$ 3,487,000 (cr)	\$ -		\$ -
Contributed assets	\$ 9,000,000 (cr)		\$ 9,000,000 (cr)	\$ 9,000,000 (cr)		\$ 9,000,000 (cr)	\$ 9,000,000 (cr)		\$ 9,000,000 (cr)
<b>Total Capital Revenue</b>	<b>\$ 10,938,213 (cr)</b>	<b>\$ -</b>	<b>\$ 10,938,213 (cr)</b>	<b>\$ 14,425,213 (cr)</b>	<b>\$ -</b>	<b>\$ 14,425,213 (cr)</b>	<b>\$ 10,589,580 (cr)</b>	<b>\$ -</b>	<b>\$ 10,589,580 (cr)</b>
Municipal Tax Revenue	\$ 14,990,417 (cr)	\$ -	\$ 14,990,417 (cr)	\$ 14,990,417 (cr)	\$ -	\$ 14,990,417 (cr)	\$ 16,430,111 (cr)	\$ -	\$ 16,430,111 (cr)
Amortization of assets	\$ -	\$ 4,730,000	\$ 4,730,000	\$ -	\$ 4,730,000	\$ 4,730,000	\$ -	\$ 5,200,000	\$ 5,200,000
<b>Surplus with TCA accounting</b>	<b>\$ 42,060,554 (cr)</b>	<b>\$ 34,509,937</b>	<b>\$ 7,550,617 (cr)</b>	<b>\$ 46,779,244 (cr)</b>	<b>\$ 35,537,445</b>	<b>\$ 11,241,799 (cr)</b>	<b>\$ 44,828,213 (cr)</b>	<b>\$ 37,489,728</b>	<b>\$ 7,338,485 (cr)</b>



## Council

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.

BUDGET SUMMARY	
2012 Budget	\$409,334
2011 Budget	\$397,050
Budget Change	\$12,284
Change by %	3.1%
Mayor	1
Councillors	6

## 2011 Council Priorities

- ❖ Economic Development
- ❖ Develop a Premier Riverside Destination
- ❖ Local and Regional Transit

## 2012 Priority Council Priorities Include:

Goal	Rationale
Financial sustainability	To deliver municipal programs and services today, while ensuring future generations of taxpayers do not face an unmanageable bill for those services. <b>Strategy:</b> a) Close the municipal budget operating gap without relying on reserves b) Create life-cycling strategies for facilities c) Develop capital and operating reserve strategies to set benchmark contributions.
Economic Development	Support the development of a healthy, sustainable tax balance in town by encouraging a vibrant, sustainable urban core and planning for nonresidential growth. <b>Strategy:</b> a) Ensure remediated areas of the Downtown Expansion Area (former Domtar site) include a mix of land uses, a strong arts and culture presence and provide for a variety of ways to get around. b) Link the Historic Downtown to the Downtown Expansion Area with pathways. c) Implement the Municipal Transit Strategy. d) Implement a focused economic development strategy for the nonresidential sector in the south.

## GENERAL GOVERNMENT - COUNCIL



Recreation & Culture Development	To enhance life in Cochrane with parks, arts, culture and open spaces. <b>Strategy:</b> a) Fund-raising study and/or schematic design study for the proposed arts and culture facility b) Complete the open space plan including the Riverside Park design.
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### Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET (RESTATED)	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Refunds/Other	\$ -	\$ -	\$ -
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>			
Personnel Costs	\$ 264,990	\$ 264,990	\$ 271,581
General Purchases	\$ 132,060	\$ 132,060	\$ 137,753
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831 to 835)	\$ -	\$ -	\$ -
Community Associations (moved to grants budget)	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 397,050</b>	<b>\$ 397,050</b>	<b>\$ 409,334</b>
<b>NET COST/GAIN</b>	<b>\$ 397,050</b>	<b>\$ 397,050</b>	<b>\$ 409,334</b>

### Variance highlights

- ❖ Allocation for space rental for Council Chambers as well as small increase to Special Meetings Budget to provide for those times when dignitaries are hosted by Council in Cochrane.

# GENERAL GOVERNMENT EXECUTIVE LEADERSHIP TEAM



## EXECUTIVE LEADERSHIP TEAM (ELT)

The Executive Leadership Team is responsible to ensure 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.

Responsible for overall governance/administration of the corporation

Provides corporate wide leadership and mentorship and ensures compliance with legislation, policies and overall direction of Council

Responsible to ensure corporate wide implementation of Town of Cochrane Strategic Plan

BUDGET SUMMARY	
2012 Net Budget	\$753,728
2011 Net Budget	\$862,444
Budget Change	(\$108,716)
Change by %	(12.6%)
2012 Full time staff	3
2012 Part time staff	0
2011 Full time staff	4
2011 Part time staff	0

## Key 2011 Accomplishments

- ❖ Full Implementation of Senior Leadership Team (SLT)
- ❖ Health Check Implementation
- ❖ Communication Audit

## 2012 Priority Departmental Initiatives Include:

Goal	Rationale
Financial sustainability	To deliver municipal programs and services today, while ensuring future generations of taxpayers do not face an unmanageable bill for those services. <b>Strategy:</b> a) Close the municipal budget operating gap without relying on reserves b) Create life-cycling strategies for facilities c) Develop capital and operating reserve strategies to set benchmark contributions.
Economic Development	Support the development of a healthy, sustainable tax balance in town by encouraging a vibrant, sustainable urban core and planning for nonresidential growth. <b>Strategy:</b> a) Ensure remediated areas of the Downtown Expansion Area (former Domtar site) include a mix of land uses, a strong arts and culture presence and provide for a variety of ways to get around. b) Link the Historic Downtown to the Downtown Expansion Area with pathways. c) Implement the Municipal Transit Strategy. d) Implement a focused economic development strategy for the nonresidential sector in the south.

# GENERAL GOVERNMENT EXECUTIVE LEADERSHIP TEAM



Recreation & Culture Development	To enhance life in Cochrane with parks, arts, culture and open spaces. <b>Strategy:</b> a) Fund-raising study and/or schematic design study for the proposed arts and culture facility b) Complete the open space plan including the Riverside Park design.
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## Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ -	\$ -	\$ -
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>			
Personnel Costs (110 to 148)	\$ 660,198	\$ 660,198	\$ 537,361
General Purchases	\$ 48,920	\$ 48,920	\$ 43,245
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831 to 835)	\$ -	\$ -	\$ -
Interdepartmental Charges - RancheHouse rent	\$ 53,326	\$ 53,326	\$ 73,122
Other - Legal	\$ 100,000	\$ 190,000	\$ 100,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 862,444</b>	<b>\$ 952,444</b>	<b>\$ 753,728</b>
<b>NET COST/GAIN</b>	<b>\$ 862,444</b>	<b>\$ 952,444</b>	<b>\$ 753,728</b>

## Variance highlights

- ❖ Reduced personnel costs due to decision to defer hiring of Director, DIS to 2013
- ❖ Legal costs spiked in 2011 due to a number of legal matters needing attention such as:
  - Planning matters
  - Bow Ridge gabion Wall



**WORKFORCE**

The Town of Cochrane attracts and retains talented and loyal staff who demonstrate our values and are committed to a high quality of public service.

The Town continues to implement recommendations from the Health Check (2009) related to staff attraction and retention. The Senior Leadership Team, Human Resources and Town staff have worked throughout 2011 to implement efficiencies, re-structure sections where necessary and ensure continued high quality of service delivery with minimal increases in staff resources.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$14,367,387
2011 Net Budget	\$13,837,992
Budget Change	\$529,395
Change by %	3.83%
2012 Full time staff	134.86
2012 Part time staff	46.22
2011 Full time staff	132.36
2011 Part time staff	44.49

**2012 Staffing Levels by Division**

Note: Full Time Equivalent (FTE), unit of measure equivalent to one full-time position.

<b>Division</b>	<b>2011 FTE's</b>	<b>2012 FTE's</b>
General Government (Executive Leadership Team, Human Resources, Communications)	11.6	11.5
Community Services (Parks, Facilities, FCSS, Recreation, Culture, Admin)	61.42	63.41
Corporate Services (Financial, Legislative, Information Services)	18.35	18.35
Planning and Engineering Services (Planning, Engineering, Economic Development, Tourism)	19.33	19.33
Protective Services (Police, Fire, Municipal Enforcement)	37.88	38.38



## GENERAL GOVERNMENT - WORKFORCE



Infrastructure Services (Roads, Transit, Operations Admin)	10.5	12
Rate based services (Water, Wastewater, Storm Sewer, Waste and Recycling)	17.77	18.11
<b>Total</b>	<b>176.85</b>	<b>181.08</b>

### Staffing Level Highlights

- ❖ Addition of .5 FTE in roads required from addition of 19 km of new road infrastructure.
- ❖ New Fleet coordinator position required to manage risk from new Provincial regulations and increasing size of Town fleet.
- ❖ Funding of existing Deputy Fire Chief position that has been unfunded since 2007.
- ❖ Job scope change to reflect additional costs associated with Communications Advisor to implement social media.
- ❖ Additional part time hours for water operators to respond to growth.
- ❖ Recommendation to defer hiring of Director, Development and Infrastructure Sustainability to 2013

### Compensation Highlights

- ❖ 2.6 Cost of Living Adjustment (COLA).
- ❖ Step increases for eligible staff.
- ❖ 1.0% increase to address increases in pension contribution rates.
- ❖ Funding to address external market review and position re-classifications.
- ❖ As the local economy continues to recover and the competition for skilled labour increases it is essential that Administration can address staff engagement and retention through the budgeted programs in place



**COMMUNICATIONS**

Communications advises Town Council and the Senior and Executive 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.

Communications represents the Town at local and regional meetings and conferences and keeps Council, the Senior and Executive Leadership Teams, and Staff informed on issues, concerns and trends.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$441,443
2011 Net Budget	\$350,852
Budget Change	\$90,591
Change by %	14%
2012 Full time staff	3
2012 Part time staff	0
2011 Full time staff	1
2011 Part time staff	1

**Key 2011 Accomplishments**

- ❖ Development (with Roads) of community entrance and directional signage to enhance the community's appearance, attract locals and visitors to key town areas, and improve the overall experience of Cochrane.
- ❖ Development of a number of key communication campaigns to engage the community in important Town initiatives such as the launch of the Waste & Recycling "Roll with It Cochrane" program.
- ❖ Delivery on many of the recommendations from the 2010 Communications Audit while continuing to deliver a consistently high standard of customer service on a daily basis.
- ❖ Communications played a key role in establishing the Cochrane Heritage Ranche Days, an inaugural event that engaged the community as sponsors and participants. The 2011 Cochrane Heritage Ranche Days was so successful that the organizers, Stockmen's Foundation, plan to continue hosting this event on an annual basis.



**2012 Priority Departmental Initiatives Include:**

Goal	Rationale	Link to Strategic Plan
<p>A strategic approach and view of communications as a professional management function that serves the organization and the community at a high level.</p>	<p>Values: Accountability, Continuous Learning &amp; Development, Customer Service, Innovation, Open Communication, Participation Core Service: Communications</p>	<p>1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives. 2.1 Use effective inter-departmental communication media and processes to encourage collaboration across the organization. 2.2 Use effective communication media, processes and messages to provide transparency, support dialogue and develop understanding with external partners. 2.3 Develop and implement innovative approaches to communication and public engagement. 3.2 Align departmental and Council priorities to ensure focus across the organization. 3.3 Promote and celebrate a culture of innovation, responsibility and accountability. 4.3 Continue to support the attraction, retention and engagement of quality staff. 4.5 Support and recognize staff efforts related to continuous improvement and/or innovation.</p>
<p>Comprehensive strategy and tactics to create dialogue through two-way communication.</p>	<p>Core Service: Communications; increasing two-way communication methods meets a need expressed in the community. Values: Customer Service and Open Communications, Innovation</p>	<p>1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives. 2.2 Use effective communication media, processes and messages to provide transparency, support dialogue and develop understanding with external partners. 2.3 Develop and implement innovative approaches to communication and public engagement. 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement. 3.2 Align departmental and Council priorities to ensure focus across the organization. 3.3 Promote and celebrate a culture of innovation, responsibility and accountability.</p>



<p>Employee survey; pulse-check with management and Council</p>	<p>Core Service: Communications</p>	<p>2.1 Use effective inter-departmental communication media and processes to encourage collaboration across the organization. 2.2 Use effective communication media, processes and messages to provide transparency, support dialogue and develop understanding with external partners. 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement. 3.2 Align departmental and Council priorities to ensure focus across the organization. 3.3 Promote and celebrate a culture of innovation, responsibility and accountability. 4.3 Continue to support the attraction, retention and engagement of quality staff. 4.4 Promote and enhance the health, safety, wellness and quality of work life for our staff. 4.5 Support and recognize staff efforts related to continuous improvement and/or innovation.</p>
<p>Increased employee satisfaction with internal communications</p>	<p>Core Service: Communications</p>	<p>2.1 Use effective inter-departmental communication media and processes to encourage collaboration across the organization. 2.3 Develop and implement innovative approaches to communication and public engagement. 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement. 3.2 Align departmental and Council priorities to ensure focus across the organization. 3.3 Promote and celebrate a culture of innovation, responsibility and accountability. 4.3 Continue to support the attraction, retention and engagement of quality staff. 4.4 Promote and enhance the health, safety, wellness and quality of work life for our staff. 4.5 Support and recognize staff efforts related to continuous improvement and/or innovation.</p>

**Innovation/Efficiencies**

- ❖ Coordination with other Town sections and departments to create efficiencies by pooling resources in order to maintain and at times increase service levels in the community (e.g., working with Economic Development and FCSS to maintain weekday opening hours at the Visitors’ Information Centre with a view to also establishing a downtown information and public engagement hub for Town communications).
- ❖ Exploration and introduction of innovative project management software tools (primarily in terms of the user experience they offer) to create efficiencies in internal communications.



- ❖ Engagement of interested administrative staff from other areas (e.g., Corporate Services) to assist with some daily communications functions, thereby enabling the Communications team to further concentrate on implementing more of the recommendations of the Communications Audit.
- ❖ Increased use of both local and regional media to expand the reach and authority of communications from the Town (through editorials, articles, spreads, etc. with corresponding web copy) as part of our overall strategy to create efficiencies by repurposing existing communication tools as well as expanding our general communications toolkit.
- ❖ Development of interactive communications strategies with a corresponding social media plan that is designed to increase a) the timeliness of Town communications; b) awareness of Town activities among a younger demographic; and c) engagement by both the public and staff with Town events, activities, and opportunities.

**Core Budget**

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET (RESTATED)	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ -	\$ -	\$ -
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>			
Personnel Costs (110 to 148)	\$ 251,484	\$ 213,598	\$ 287,121
General Purchases	\$ 99,368	\$ 137,254	\$ 154,322
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831 to 835)	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 350,852</b>	<b>\$ 350,852</b>	<b>\$ 441,443</b>
<b>NET COST/GAIN</b>	<b>\$ 350,852</b>	<b>\$ 350,852</b>	<b>\$ 441,443</b>

**Variance highlights**

- ❖ Contract services needed for social media, PR, and website projects in 2012
- ❖ Reclassification of existing part-time administrative position to full-time Communications Advisor role



**HUMAN RESOURCES**

The Human Resources section provides support to approximately 250 full and part time employees. The section is responsible for talent management, organizational effectiveness, total compensation, employee and labour relations and health, safety & wellness. Working with managers and employees, the human resources team assists in the development, implementation and evaluation of a wide range of programs focused on sustaining a healthy and safe work environment and engaged, productive employees.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$977,497
2011 Net Budget	\$643,788
Budget Change	\$333,709
Change by %	52%
2012 Full time staff	5
2012 Part time staff	1
2011 Full time staff	5
2011 Part time staff	1

In 2012, the human resources team will be focusing on strengthening internal communications related to human resources programs, creating a long range program development plan and the development of a three year workforce plan.

**Key 2011 Accomplishments**

- ❖ Progress in a strategic review of our Total Compensation strategy with the Senior Leadership Team. Council will be updated as part of the 2012 budget process. Continued economic recovery and an increasingly competitive labour market are having an impact on workforce attraction and retention based on longer recruitment cycle times and the number of voluntary resignations.
- ❖ Significant recruiting efforts with managers to ensure adequate staff resources are in place to provide quality public service.
- ❖ A comprehensive market review of salaries and benefits will be completed late 2011 and implemented in 2012.
- ❖ Human Resource Information System (HRIS) database now well established. Software tools to support data/metrics reporting will be confirmed with Information Services in fall, 2011.
- ❖ New Performance Management Process including core competencies implemented in Q1 2011 and review with managers in Q2.
- ❖ Transition of the health & safety function to human resources complete with good progress on program development including Administrative Directives, staff training and process development. The annual Health & Safety program audit will be completed in October 2011 and results will inform further program development in 2012.



- ❖ Wide range of professional development opportunities offered including webinars, leadership development initiatives including three Emerging Leaders courses and regular Leadership Forums, Insights workshops and a Local Authorities Pension Plan information session.

**2012 Priority Departmental Initiatives Include:**

Goal	Rationale	Link to Strategic Plan
<p>Internal Communication</p> <p>Human Resources will work with Communications to develop, implement and evaluate a comprehensive communications strategy focused on engaging Town employees and increasing the effectiveness of Managers in communicating and applying HR practices.</p>	<p>This goal is consistent with the action plan from the Communications Audit - one of the recommendations confirming that employees preferred means of communication is directly from their supervisor/Manager. The last employee survey was completed in 2008 and it is important the Town continues to seek input from employees and assess progress made on the opportunities identified in 2008 (decision making, promotions &amp; advancement and performance management). Research has also confirmed a strong link between employee and customer satisfaction and it is important we formally assess staff perception of Town leadership.</p>	<p>2.1 Use effective inter-departmental communication mediums and processes to encourage collaboration across the organization., 2.3 Develop and implement innovative approaches to communication and public engagement., 3.3 Promote and celebrate a culture of innovation, responsibility and accountability., 4.3 Continue to support the attraction, retention and engagement of quality staff.</p>



<p>Long-Range Human Resources Program Development</p> <p>This goal relates to the need to further develop a range of human resources programs and services to meet Town needs including updating Administrative Directives or adding new ones where necessary, development of program measures/metrics, developing and refining management tools and identifying opportunities for process efficiency.</p>	<p>Related trends and developments include labour relations developments, an aging workforce, notable societal pressures including childcare and eldercare, increasing legislation and enforcement related to occupational health &amp; safety, economic recovery and return to a tight labour market. Continued delivery of HR programs as they presently stand presents significant challenges related to employee engagement, attraction &amp; retention and delivery of public services.</p>	<p>3.4 We provide municipal programs, goods and services through a financially sustainable framework, 4.2 Design, implement and evaluate a succession plan based on organizational core competencies to support the transfer of knowledge, skills and experience., 4.3 Continue to support the attraction, retention and engagement of quality staff., 4.4 Promote and enhance the health, safety, wellness and quality of work life for our staff.</p>
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**Innovation/Efficiencies**

- ❖ Improvements to recruitment process, including administrative efficiencies, improved paper flow and effective communication with managers.
- ❖ Two year contract with University of Calgary Continuing Education, resulting in reduced costs for Emerging Leaders programs.
- ❖ Partnering with other local municipalities on our external compensation survey, resulting in cost savings for consultant services.



# GENERAL GOVERNMENT - CAO



## Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ (27,000)	\$ (7,000)
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ (23,000)	\$ (50,000)
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ (50,000)</b>	<b>\$ (57,000)</b>
<b>EXPENDITURES</b>			
Personnel Costs	\$ 496,521	\$ 496,521	\$ 519,287
General Purchases	\$ 147,267	\$ 198,479	\$ 253,210
Contribution to Reserves	\$ -	\$ -	\$ 262,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 643,788</b>	<b>\$ 695,000</b>	<b>\$ 1,034,497</b>
<b>NET COST/GAIN</b>	<b>\$ 643,788</b>	<b>\$ 645,000</b>	<b>\$ 977,497</b>

### Variance highlights

- ❖ Additional budget resources required to support finalization of total compensation strategy, council compensation, development of a three year workforce plan, corporate training and employee matters.



**FINANCIAL SERVICES**

The Financial Services section is responsible for the overall management of the financial affairs of the municipality. This includes property taxes, accounts payable, receivable, payroll, capital projects financing and tracking, utilities and business licensing.

The section is responsible for managing 8,975 property tax accounts, 6,700 utility accounts as well as billing and collection of 1,400 business licenses per year and maintenance of the Business License Directory.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$1,083,940
2011 Net Budget	\$1,134,694
Budget Change	(\$50,754)
Change by %	(4.5%)
2012 Full time staff	9
2012 Part time staff	2
2011 Full time staff	9
2011 Part time staff	2

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

The Senior Manger, Corporate Services continues to focus on our ten year financial strategy. This includes preparing a Capital Reserves policy in 2012 that supports asset management strategies for future facilities and infrastructure. A 2012 priority also includes design of a new budgeting process that would include greater citizen participation.

**Key 2011 Accomplishments**

- ❖ Developed a ten year financial strategy that integrates all departments.
- ❖ Created improvements in the Budget process including noting efficiency and innovation in each section
- ❖ Successful implementation of Employee Self Service software for enhanced payroll service.
- ❖ Facilitated a RancheHouse Accord strategy session in 2011 with our Financial Services counterparts at Rocky View County.



**2012 Priority Departmental Initiatives Include:**

<b>Goal</b>	<b>Rationale</b>	<b>Link to Strategic Plan</b>
To increase use of electronic utility billing from 10% to 60% by 2013.	To develop a financial strategy that will begin closing the operating budget gap while introducing more sustainable business practices.	3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement. 3.2 Align departmental and Council priorities to ensure focus across the organization.
To evaluate the budget process and implement improvements in stakeholder involvement in time for the 2013 Budget process.	Continuous improvement of the budget process will enhance the quality of public input to the budget.	2.3 Develop and implement innovative approaches to communication and public engagement.
To increase user knowledge and skill of Bellamy AS400 financial software.	Advanced user knowledge of Bellamy AS400 financial software will enhance job success for staff and reduce the number of help desk tickets.	3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.
To implement more digital filing in Financial Services including better electronic record keeping in our shared drive and to purge electronic drives of old files that are not required for retention.	To improve ease of finding electronic records.	3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.

**Innovation/Efficiencies**

- ❖ The Town spends about \$60,000 a year on postage and supplies for the physical utility bills. Efficiencies and environmental savings would be achieved if more customers move to electronic utility billing.
- ❖ The 2012 draft budget proposes a fee of \$2.00/month for each account not receiving electronic utility bills. The fee would not start until December 1, 2012, to ensure customers have time to learn about the benefits of ebills and get signed up.

# CORPORATE SERVICES DIVISION



## Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (56,000)	\$ (56,000)	\$ (66,000)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ (500)	\$ (500)	\$ (500)
Supplementary Assessments	\$ (80,000)	\$ (130,000)	\$ (145,000)
Interdepartmental Charges	\$ (178,683)	\$ (178,683)	\$ (178,683)
Drawn from Reserves	\$ (80,000)	\$ (9,500)	\$ (50,000)
<b>TOTAL REVENUES</b>	<b>\$ (395,183)</b>	<b>\$ (374,683)</b>	<b>\$ (440,183)</b>
<b>EXPENDITURES</b>			
Personnel Costs (110 to 148)	\$ 740,061	\$ 764,000	\$ 752,386
General Purchases	\$ 654,816	\$ 654,000	\$ 661,737
One-time contract services	\$ 80,000	\$ 9,500	\$ 50,000
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831 to 835)	\$ -	\$ -	\$ -
Grants/Seniors Tax Program	\$ 10,000	\$ 15,000	\$ 15,000
Tax adjustments from appeals process	\$ 45,000	\$ 65,000	\$ 45,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,529,877</b>	<b>\$ 1,507,500</b>	<b>\$1,524,123</b>
<b>NET COST/GAIN</b>	<b>\$1,134,694</b>	<b>\$ 1,132,817</b>	<b>\$1,083,940</b>

### Variance highlights

- ❖ Higher revenue expected in supplementary assessments due to growth
- ❖ Consulting contract will be required in 2012 to complete Asset Management Strategy and Capital Reserves Policy in 2012



**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.

The section handles 2,400 helpdesk tickets annually and is responsible for the 24/7 monitoring of critical systems, monitoring firewalls and maintaining regular security audits to ensure safety of all information held by the Town.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$1,352,717
2011 Net Budget	\$1,190,819
Budget Change	\$161,898
Change by %	14%
2012 Full time staff	4
2012 Part time staff	1
2011 Full time staff	4
2011 Part time staff	1

Information Services educates and encourages staff to incorporate “greening” methods into their day-to-day work life from a technical perspective (digital filing, reduce paper consumption).

Information Services will continue to assist staff in process improvement initiatives such as modifications to the Animal License Software module. Updates to aerial photography and contours in the GIS database to perpetuate the existing quality of information continue to provide technical expertise to implement recommended process

**Key 2011 Accomplishments**

- ❖ Ongoing provision of technological expertise to implement the Employee Self Service software module to improve customer and payroll services.
- ❖ Upgrading organization to Microsoft Office 2010 from Microsoft Office 2003
- ❖ Reviewed current system backup and restore procedures for both the network servers and AS/400 to take advantage of newer technologies.
- ❖ Facilitated a RancheHouse Accord strategy session in 2011 with our Information Services counterparts at Rocky View County.
- ❖ In 2011 the Information Services section initiated a “Request for Proposal” for our telecommunications contract to lower mobile communications costs across the organization.
- ❖ Electronic upload of utility bills was implemented which saved about 4 hours a month of Financial Services staff time in accounts payable.



**2012 Priority Departmental Initiatives Include:**

<b>Goal</b>	<b>Rationale</b>	<b>Link to Strategic Plan</b>
Review current technology service levels and examine financial impacts of various different options.	Ensure that technology services received and their associated costs are the best available in a rapidly changing environment. Decrease cost of doing business Fiscal Responsibility Accountability	3.2 Align departmental and Council priorities to ensure focus across the organization.
Assist various divisions in improving reporting techniques in order to extract relevant information from the AS/400 databases that support program and user development and understanding.	Statistical information required for decision making and reporting. Financial data for subsystem balancing, clean-up. Locating errors within the databases Accountability Customer Service	3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement. 3.2 Align departmental and Council priorities to ensure focus across the organization.
Maintain aerial photos and contours in GIS database to perpetuate the existing quality of information by including new and changed areas.	Last aerial update to the GIS database was flown in May 2009. Many divisions rely on this data to be current and include growth areas. Customer Service	1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.

**Innovation/Efficiencies**

- ❖ RFPs for a variety of technology services will be done in 2012 to ensure the Town is receiving competitive prices on technology services

# CORPORATE SERVICES DIVISION



## Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET (RESTATED)	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (480)	\$ (480)	\$ (1,980)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Recoveries	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (480)</b>	<b>\$ (480)</b>	<b>\$ (1,980)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 357,372	\$ 357,372	\$ 418,932
General Purchases	\$ 758,927	\$ 758,927	\$ 829,765
One-time contract services	\$ -	\$ -	\$ -
Contribution to Capital (762)	\$ 75,000	\$ 75,000	\$ 106,000
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,191,299</b>	<b>\$ 1,191,299</b>	<b>\$ 1,354,697</b>
<b>NET COST/GAIN</b>	<b>\$ 1,190,819</b>	<b>\$ 1,190,819</b>	<b>\$ 1,352,717</b>

### Variance highlights

- ❖ Contractor and software support fees raised in 2012
- ❖ More technology projects funded from operations in 2012 than in 2011



**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.

For 2012 the legislative services team will work on the implementation of electronic Meeting Management Software to improve work flow prior to and resulting from decisions of Council. Continue working with the Communications Department to improve functionality of the new website to improve its use as a communications and service tool.

Legislative services will conduct an organization wide departmental records review to ensure identification of vital records in accordance with the Vital Records Disaster Plan and complete an inventory of archived records, plan and implement a tracking / sign-in and out system and space plan for archive storage area.

A complete review of all existing Bylaws, contracts, leases and agreements will be completed to ensure conformity to legislation and legal review dates are completed accordingly.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$322,822
2011 Net Budget	\$305,232
Budget Change	\$17,590
Change by %	5%
2012 Full time staff	4
2012 Part time staff	1
2011 Full time staff	4
2011 Part time staff	1

**Key 2011 Accomplishments**

- ❖ Central Records Room Space Review
- ❖ Review current file collections housed in the central records room, including the vault, ensuring that relevant records kept in these areas utilize our limited space as effectively as possible.
- ❖ Archive Records Space Review
- ❖ Conduct a complete inventory of archived records, plan and implement a tracking/sign-in and out system for archive storage area and create a space plan for the archive area.





**2012 Priority Departmental Initiatives Include:**

<b>Goal</b>	<b>Rationale</b>	<b>Link to Strategic Plan</b>
Complete organization of records for Planning and Engineering Department.	These records are considered vital to the organization.	3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement. 3.3 Promote and celebrate a culture of innovation, responsibility and accountability.
To implement electronic meeting software solution with complete integration of all components by April 1, 2012. The Agenda process will be formalized with built in tracking methods.	An automated workflow system will be created saving time by eliminating many manual steps. This will ensure that from the point of creation to completion, agenda items will proceed as required by policy and legislation.	2.1 Use effective inter-departmental communication mediums and processes to encourage collaboration across the organization. 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.

**Innovation/Efficiencies**

- ❖ Implement electronic Meeting Management Software to improve work flow prior to and resulting from decisions of Council.
- ❖ Work with Communications Department to improve functionality of the new website to improve its use as a communications and service tool.
- ❖ Conduct a Organization wide Departmental Records Review to ensure identification of vital records in accordance with Vital Records Disaster Plan
- ❖ Conduct a complete inventory of archived records, plan and implement a tracking / sign-in and out system and space plan for archive storage area.
- ❖ Conduct a complete inventory and review of all existing Bylaws, review for relevancy and conformity to legislation.
- ❖ Conduct a complete review of all existing contracts, leases and agreements to develop “bring-forward” system for expiring legal instruments.
- ❖ Conduct a complete review of all existing Administrative Directives and Policies to determine validity and relevance.

# CORPORATE SERVICES DIVISION



## Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET (RESTATED)	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ (1,200)	\$ (1,200)	\$ (1,200)
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	\$ (1,200)	\$ (1,200)	\$ (1,200)
<b>EXPENDITURES</b>			
Personnel Costs (110 to 148)	\$ 280,880	\$ 280,880	\$ 304,937
General Purchases	\$ 25,552	\$ 25,552	\$ 19,085
One-time contract services	\$ -	\$ -	\$ -
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831 to 835)	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	\$ 306,432	\$ 306,432	\$ 324,022
<b>NET COST/GAIN</b>	\$ 305,232	\$ 305,232	\$ 322,822

### Variance highlights

- ❖ Legislative Services was combined with Communications in 2011 but are separate sections in 2012. The 2011 budget is restated as a result.

## GENERAL REVENUE



### GENERAL REVENUE

General Revenue of the Town include Fortis and Atco Franchise Agreement revenues, 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.

GENERAL REVENUE SUMMARY	
2012 Budget	(\$2,693,179)
2011 Budget	(\$3,078,274)
Budget Change	(\$385,095)
Change by %	(12%)

### 2012 Budget Challenges

Reduction in ROE from utilities is part of the ten year financial strategy to move to full cost accounting in the Town's utility budget. This increases the funding gap in our tax supported budget. Ultimately, General Revenue will only include PIL; over the next ten years ROE (\$740,000 in 2012) will be reinvested into water and wastewater infrastructure.

### Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
Penalties & Costs	\$ (214,400)	\$ (214,400)	\$ (184,400)
Franchise Fees	\$ (1,289,704)	\$ (1,439,704)	\$ (1,502,000)
Return on Investments	\$ (149,116)	\$ (149,116)	\$ (149,300)
Total General Revenue	\$ (1,653,220)	\$ (1,803,220)	\$ (1,835,700)
ROE/PIL - Water	\$ (401,077)	\$ (401,077)	\$ (382,204)
ROE/PIL - Wastewater	\$ (823,977)	\$ (823,977)	\$ (750,275)
Total ROE/PIL	\$ (1,225,054)	\$ (1,225,054)	\$ (1,132,479)
<b>TOTAL REVENUES</b>	\$ (2,878,274)	\$ (3,028,274)	\$ (2,968,179)
<b>EXPENDITURES</b>			
Contribution (Withdraw) Operating Reserves	\$ (200,000)	\$ (200,000)	\$ 275,000
Bow Valley Water Debt pmnts	\$ -	\$ -	\$ -
Protective Service Centre lump sum due in 2011	\$ 581,599	\$ 581,599	\$ -
Principle loan pmnts- reserve funded	\$ (581,599)	\$ (581,599)	\$ -
<b>TOTAL EXPENDITURES</b>	\$ (200,000)	\$ (200,000)	\$ 275,000
<b>NET COST/GAIN</b>	\$ (3,078,274)	\$ (3,228,274)	\$ (2,693,179)



### **Variance highlights**

- ❖ Franchise fee revenue higher due to Fortis raising their base distribution rates to their customers. The Town's franchise fee rate to Fortis and Atco gas is unchanged.
- ❖ Reduction in ROE/PIL part of ten year financial strategy to increase contributions to capital reserves in Town utilities. Increases to utility reserves will result in decreases to ROE revenue in General Revenue.
- ❖ Savings to operating reserves in 2012 versus a draw on operating reserves in 2011



**PROTECTIVE SERVICES – FIRE**

The Protective Services - Fire section is responsible to provide service for fire suppression, rescue, fire prevention and investigation for the Town of Cochrane. Surrounding areas receive fire suppression and rescue services within our agreement regions.

The Town of Cochrane MEP (Municipal Emergency Plan) provides for and coordinates the mitigation of Level 2 & 3 disasters.

The Town of Cochrane entered into collective bargaining with the Cochrane Firefighters Association (IAFF Local 4819) in late 2010. Implications of the new collective agreement will be in full effect in 2012 and will have a financial impact to the organization. A continual review of operations and service delivery models will take place.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$3,432,281
2011 Net Budget	\$3,280,582
Budget Change	\$151,699
Change by %	4.6%
2012 Full time staff	18
2012 Part time staff	48
2011 Full time staff	17.5
2011 Part time staff	48

**Key 2011 Accomplishments**

- ❖ Draft administrative Emergency Services Strategic Plan.
- ❖ Further Implement and monitor the Town of Cochrane Policing Master Plan.
- ❖ Develop plan for a new RCMP Detachment.
- ❖ Continued implementation of the current Operational Guidelines for all branches of the Emergency Services Division.
- ❖ Implement a new Uniform Quality Management Plan (QMP) specific to the Alberta Safety Codes (Fire Discipline)
- ❖ Liaise with the Emergency Medical Services provider (Alberta Health Services - AHS) to ensure contract obligations and lease requirements are met.
- ❖ Further develop sustainable in-house training programs including the use of e-learning and correspondence formats, to address core competency requirements and continued education. The division will slowly move away from weekly training sessions to daily on-shift training sessions.
- ❖ Enhance Public Education Programming



**2012 Priority Departmental Initiatives Include:**

Goal	Rationale	Link to Strategic Plan
<p>Obtain through collective bargaining an agreement with the Cochrane Firefighters Association Local 4819 of the IAFF.</p>	<p>In September 2010 the firefighting staff of the Town of Cochrane formed a union and entered into negotiations with the Town of Cochrane to obtain a Collective Agreement.</p>	<p>1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 2.1 Use effective inter-departmental communication mediums and processes to encourage collaboration across the organization., 2.2 Use effective communication mediums, processes and messages to provide transparency, support dialogue and develop understanding with external partners., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.2 Align departmental and Council priorities to ensure focus across the organization., 3.4 We provide municipal programs, goods and services through a financially sustainable framework, 4.1 Provide opportunities and resources for job training, accreditation, employee and career development., 4.2 Design, implement and evaluate a succession plan based on organizational core competencies to support the transfer of knowledge, skills and experience., 4.3 Continue to support the attraction, retention and engagement of quality staff., 4.4 Promote and enhance the health, safety, wellness and quality of work life for our staff.</p>



<p>Continue to review, modify and implement Operational Guidelines for all branches of the Fire Service.</p>	<p>Fire protection is an ever changing environment where technology advancements, best practices, legislation, levels of service and the collective agreement require us to constantly review our methodologies and implement change as needed to ensure the public needs are met while maintaining fiscal responsibilities.</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth., 1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 2.1 Use effective inter-departmental communication mediums and processes to encourage collaboration across the organization., 2.2 Use effective communication mediums, processes and messages to provide transparency, support dialogue and develop understanding with external partners., 2.3 Develop and implement innovative approaches to communication and public engagement., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.2 Align departmental and Council priorities to ensure focus across the organization., 3.4 We provide municipal programs, goods and services through a financially sustainable framework, 4.1 Provide opportunities and resources for job training, accreditation, employee and career development., 4.4 Promote and enhance the health, safety, wellness and quality of work life for our staff.</p>
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<p>Liase with the Emergency Medical Services Provider (Alberta Health Services as well as the Detachment Commander of the local RCMP to ensure contract obligations and lease requirements are met.</p>	<p>There is a lease agreement between the Town of Cochrane and Alberta Health Services. There are contractual obligations with AHS as well as the RCMP.</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth., 1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 2.1 Use effective inter-departmental communication mediums and processes to encourage collaboration across the organization., 2.2 Use effective communication mediums, processes and messages to provide transparency, support dialogue and develop understanding with external partners., 2.3 Develop and implement innovative approaches to communication and public engagement., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.</p>
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**Innovation/Efficiencies**

- ❖ Working collaboratively with the Eco Centre staff to move the hazardous household waste collection to the Eco Centre, making one central location for all recyclables.
- ❖ Apparatus purchases this year and in the future will have an emphasis on vehicles that are multi-purpose.



# PROTECTIVE SERVICES DIVISION



## Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (205,612)	\$ (165,000)	\$ (197,637)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ (354,640)	\$ (354,640)	\$ (472,513)
Donations/Refunds/Other	\$ -	\$ -	\$ -
Interdepartmental charge EMS	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ (10,000)	\$ (10,000)	\$ (10,000)
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (570,252)</b>	<b>\$ (529,640)</b>	<b>\$ (680,150)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 2,587,380	\$ 2,587,380	\$ 2,801,200
General Purchases	\$ 645,470	\$ 620,000	\$ 654,720
Contribution to Capital (762)	\$ 30,000	\$ 30,000	\$ 45,000
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 5,000	\$ 5,000	\$ 5,000
Other - Fire Master Plan	\$ -	\$ -	\$ -
Debenture Debt/Lease pymnts	\$ 582,984	\$ 582,984	\$ 606,511
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,850,834</b>	<b>\$ 3,825,364</b>	<b>\$ 4,112,431</b>
<b>NET COST/GAIN</b>	<b>\$ 3,280,582</b>	<b>\$ 3,295,724</b>	<b>\$ 3,432,281</b>

### Variance highlights

- ❖ Increase in revenue for services to County of Rocky View
- ❖ Vacant Deputy Chief position funded
- ❖ Regular step and level increments
- ❖ Increase contribution to capital reserve
- ❖ Increase in operating expenses, utilities, lease costs



**MUNICIPAL ENFORCEMENT**

The municipal enforcement section is responsible for the enforcement of traffic laws, educate, research and enforce 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.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$432,898
2011 Net Budget	\$390,203
Budget Change	\$42,695
Change by %	10%
2012 Full time staff	4
2012 Part time staff	1
2011 Full time staff	4
2011 Part time staff	1

For 2012 the team will focus on improving customer service and increased coverage by adding additional Saturday and Sunday patrols.

**Key 2011 Accomplishments**

- ❖ Change and promote the Animal Bylaw, as a tool to gain responsible pet ownership.
- ❖ Strive to have all dogs and cats licensed in the Town of Cochrane.
- ❖ Maintain and increase dog defecation bag dispenser program to contain at least 15 dispensers within the town.
- ❖ Provide continual staff training.
- ❖ To ensure the Bylaw/Traffic Enforcement Division is operating on the leading edge of industry standards.
- ❖ To mentor/teach new practicum students within the Criminal Justice Studies Policing Program.
- ❖ Improve customer service levels.
- ❖ Increase awareness of bylaws via public education.
- ❖ Increase public relations.
- ❖ Increase commercial vehicle safety in the community.



**2012 Priority Departmental Initiatives Include:**

Goal	Rationale	Link to Strategic Plan
Increase awareness of municipal bylaws through education.	Allows for open communication between Community Peace Officers and the public. Voluntary compliance.	2.1 Use effective inter-departmental communication mediums and processes to encourage collaboration across the organization., 2.2 Use effective communication mediums, processes and messages to provide transparency, support dialogue and develop understanding with external partners., 2.3 Develop and implement innovative approaches to communication and public engagement., 3.3 Promote and celebrate a culture of innovation, responsibility and accountability.
Bring forward an updated and revised Animal Control By-law	Provides Officers the information to ensure the safe return of all animals. Licenses let the public know the lost pet is not a stray and needs to be returned to it's owner. Encourages responsible pet ownership.	2.3 Develop and implement innovative approaches to communication and public engagement. 3.3 Promote and celebrate a culture of innovation, responsibility and accountability.
To mentor/teach new practicum students within the Criminal Justice Studies Policing Program.	Allows for future development within the Municipal Enforcement Department,	4.1 Provide opportunities and resources for job training, accreditation, employee and career development. 4.3 Continue to support the attraction, retention and engagement of quality staff.
Increase Traffic Enforcement	To promote public safety by enforcing the Alberta traffic laws within the Town of Cochrane	3.3 Promote and celebrate a culture of innovation, responsibility and accountability.

# PROTECTIVE SERVICES DIVISION



Provide Continual staff training.	Help employees to reach their potential, Focus on effective customer relations, Enable staff to deal with conflict resolution	4.1 Provide opportunities and resources for job training, accreditation, employee and career development. 4.3 Continue to support the attraction, retention and engagement of quality staff., 4.5 Support and recognize staff efforts related to continuous improvement and/or innovation.
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## Innovation/Efficiencies

- ❖ Schedule for all Peace officers has been changed to a rotation that includes weekends and holidays.

## Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET (RESTATED)	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ (199,500)	\$ (175,800)	\$ (175,800)
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (199,500)</b>	<b>\$ (175,800)</b>	<b>\$ (175,800)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 448,810	\$ 400,000	\$ 461,408
General Purchases(GL 209-512)	\$ 120,793	\$ 120,793	\$ 125,590
Contribution to Capital (762)	\$ 10,100	\$ 10,100	\$ 11,700
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 10,000	\$ 10,000	\$ 10,000
Debenture Debt	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 589,703</b>	<b>\$ 540,893</b>	<b>\$ 608,698</b>
<b>NET COST/GAIN</b>	<b>\$ 390,203</b>	<b>\$ 365,093</b>	<b>\$ 432,898</b>

## Variance highlights

- ❖ Reduced fine revenue based on 2011 data
- ❖ Increased staffing costs - step level, COLA
- ❖ Increased operating costs, fuel, equipment



## PROTECTIVE SERVICES - POLICE

The Protective Services, Police section is responsible for enforcement and to provide 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) and participation in PSAC (Protective Services Advisory Committee)
4. Liaison with Administration to assist with bylaw enforcement.
5. General investigation services.

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

The Police service will continue to build police presence and visibility in the community and increase commercial vehicle road safety.

BUDGET SUMMARY	
2012 Net Budget	\$1,388,208
2011 Net Budget	\$1,433,257
Budget Change	(\$45,049)
Change by %	(3%)
2012 Full time staff	7
2012 Part time staff	0
2012 RCMP Officers	18
2011 Full time staff	6
2011 Part time staff	0
2011 RCMP Officers	18

### Key 2011 Accomplishments

- ❖ In collaboration with Fire Services, draft creation of an Emergency Services Strategic Plan.
- ❖ Further Implement and monitor the Town of Cochrane Policing Master Plan.
- ❖ Develop plan for a new RCMP Detachment.
- ❖ Enhance Public Education Programming



**2012 Priority Departmental Initiatives Include:**

Goal	Rationale	Link to Strategic Plan
Develop plan for a new RCMP detachment	The community Policing Master Plan identified a need for new accommodations for the RCMP, Peace Officers and adjunct services.	1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth., 1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 2.1 Use effective inter-departmental communication mediums and processes to encourage collaboration across the organization., 2.2 Use effective communication mediums, processes and messages to provide transparency, support dialogue and develop understanding with external partners., 2.3 Develop and implement innovative approaches to communication and public engagement.
Advance Community Policing Plan	The Community Policing Plan completed by PSAC has identified service levels and initiatives requiring ongoing review and implementation.	1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.

**Innovation/Efficiencies**

- ❖ Traffic Section includes both RCMP and Provincial Sherriff’s who enforce within the Town boundaries in addition to Municipal Enforcement Staff.

# PROTECTIVE SERVICES DIVISION



## Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET (RESTATED)	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (25,000)	\$ (25,000)	\$ (30,000)
Government Grants	\$ (352,546)	\$ (423,050)	\$ (423,392)
Fines/Licenses	\$ (300,000)	\$ (365,000)	\$ (360,500)
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ (13,671)	\$ (9,000)
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (677,546)</b>	<b>\$ (826,721)</b>	<b>\$ (822,892)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 302,949	\$ 302,949	\$ 372,700
General Purchases	\$ 5,150	\$ 5,150	\$ 5,650
One-time contract services	\$ 5,000	\$ 5,000	\$ 1,000
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Transfer	\$ 5,000	\$ 5,000	\$ 5,000
Other - RCMP Contract	\$ 1,802,704	\$ 1,802,704	\$ 1,826,750
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,120,803</b>	<b>\$ 2,120,803</b>	<b>\$ 2,211,100</b>
<b>NET COST/GAIN</b>	<b>\$ 1,443,257</b>	<b>\$ 1,294,082</b>	<b>\$ 1,388,208</b>

### Variance highlights

- ❖ Addition of one full time Detachment Clerk, resulting in increased staff costs
- ❖ Municipal staffing cost increase - step level, COLA
- ❖ Decrease in PSAC contribution
- ❖ Increase in expected fines revenue



**COMMUNITY SERVICES**

The Community Services Administrative section is responsible for the administration of the Big Hill Leisure Pool; FCSS; Recreation & Culture; RancheHouse and Parks and Facilities.

For 2012, the Community Services Administrative team will focus on working with Town Sections and Civic Partners to develop a comprehensive lifecycle plan for all Town owned facilities. Continue to move forward identification and implementation of Recreation and Culture infrastructure and work with Community Service Sections to evaluate service and service standards to ensure maximum efficiencies in each area.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$594,693
2011 Net Budget	\$550,122
Budget Change	\$44,571
Change by %	8.1%
2012 Full time staff	2
2012 Part time staff	0
2011 Full time staff	2
2011 Part time staff	0

**Key 2011 Accomplishments**

- ❖ Continue to move the new Aquatic Centre forward, with schematic design completed in June 2011.
- ❖ Work directly with the Planning Section on the ARP Process for the 5th Avenue Site, which will commence upon awarding of FCM Grant
- ❖ To ensure the RancheHouse Accord is a part of Community Services
- ❖ Begin development of an Open Space Master Plan which includes the development of an implementation plan for recommendations.

**2012 Priority Departmental Initiatives Include:**

<b>Goal</b>	<b>Rationale</b>	<b>Link to Strategic Plan</b>
Work with Town Sections and Civic Partners to develop a comprehensive lifecycle plan for all Town owned facilities.	To ensure that lifecycle funding is used appropriately and that all Town owned facilities are being maintained to maximize their life.	1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets.
Continue to move forward identification and implementation of Recreation and Culture infrastructure.	As the community grows so do the needs and wants for recreational and cultural activities and facilities.	1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth.



## COMMUNITY SERVICES DIVISION



Work with Community Service Sections to evaluate service and service standards to ensure maximum efficiencies in each area.	To help close the gap, Community Services needs to ensure that the services we offer are being done in the most cost effective way to ensure we can sustain them.	3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.,
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### Innovation/Efficiencies

- ❖ Develop a comprehensive lifecycle plan for all Town owned facilities to ensure efficiencies in facility lifecycling.
- ❖ Evaluate service and service standards to ensure maximum efficiencies in each Community Services Section

### Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET (RESTATED)	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ (250,000)
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ (20,000)	\$ (20,000)	\$ (20,000)
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	\$ (20,000)	\$ (20,000)	\$ (270,000)
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 199,683	\$ 199,683	\$ 211,450
General Purchases	\$ 54,175	\$ 54,175	\$ 336,979
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt (Arena upgrade)	\$ 316,264	\$ 316,264	\$ 316,264
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	\$ 570,122	\$ 570,122	\$ 864,693
<b>NET COST/GAIN</b>	\$ 550,122	\$ 550,122	\$ 594,693

### Variance highlights

- ❖ The 2012 Budget includes \$280,000 in contract services to fund the Fundraising Strategy (\$150,000) for the Pool, Curling Club, Arts Centre and Open Space, the Schematic Design (\$100,000) for a new Curling Club and updated renderings (\$30,000) for the Arts Centre.

## COMMUNITY SERVICES DIVISION



- ❖ MSI Operating Grants of \$250,000 is shown as revenue to cover the cost of the Curling Club Schematic Design and the Fundraising Strategy.



**RECREATION & CULTURE SERVICES**

The Recreation & Culture Services 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 Seniors on the Bow Centre provides opportunities for older adults to increase their socialization, maintain their health & fitness, experience volunteerism and enjoy their community.

In 2012, the recreation & culture team will continue to promote community partnerships, offer programs focused on increasing the participation of the younger (50+) senior population at the Senior Centre and to promote fun, healthy, active living at neighborhood parks and community events. 2012 will be a transition year for the Seniors on the Bow Centre as the Board of Directors will take over the operations of the centre. Beginning in 2013 the Town will only cover the cost of the lease and the wage for the programmer.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$517,227
2011 Net Budget	\$517,980
Budget Change	\$753
Change by %	.15%
2012 Full time staff	4
2012 Part time and Seasonal staff	10
2011 Full time staff	4
2011 Part time and Seasonal staff	10

**Key 2011 Accomplishments**

- ❖ Opening of the Seniors on the Bow Centre.
- ❖ Ongoing working relationship with the Arts & Culture Foundation of Cochrane to complete the process for a new Arts Centre.
- ❖ Afterschool programming partnership will continue including new programming that will begin in the fall of 2011.
- ❖ Review & revise the current Joint Use Agreement with Rocky View School Division
- ❖ Inaugural Cochrane Winter Festival



**2012 Priority Departmental Initiatives Include:**

<b>Goal</b>	<b>Rationale</b>	<b>Link to Strategic Plan</b>
<p>Sponsorship and Community Partnerships: to secure additional monetary and in-kind sponsorships for programs and events.</p>	<p>Financial sustainability goal</p>	<p>1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 3.3 Promote and celebrate a culture of innovation, responsibility and accountability., 3.4 We provide municipal programs, goods and services through a financially sustainable framework</p>
<p>To develop programming that will engage a higher percentage of the younger senior population (Age 50+)</p>	<p>To increase the membership of the Seniors on the Bow Centre that will optimize use of our new community asset. The current age of the majority membership is 70+, so it is crucial to engage participation in the Baby Boomer population to maximize better use of our resources.</p>	<p>1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives. 2.3 Develop and implement innovative approaches to communication and public engagement. 3.3 Promote and celebrate a culture of innovation, responsibility and accountability.</p>
<p>Community Outreach Programs - to promote FUN, hands-on recreation and culture programs at local parks, neighborhoods and community events. Expected outcome would be to increase awareness of Recreation &amp; Culture, use the Fun on the Run van for seasonal opportunities and to offer fun family-oriented programs to increase community spirit and connection.</p>	<p>To meet the Core Strategies of Sustainable Community Building and Communications and Relationships.</p>	<p>1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives. 2.3 Develop and implement innovative approaches to communication and public engagement. 3.3 Promote and celebrate a culture of innovation, responsibility and accountability.</p>



**Innovation/Efficiencies**

- ❖ To secure additional monetary and in-kind sponsorships for programs and events.
- ❖ Transfer of operations to the Seniors on the Bow Centre Board of Directors in 2013.

**Core Budget – Recreation & Culture**

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (143,743)	\$ (114,787)	\$ (136,855)
Government Grants	\$ (9,240)	\$ (14,353)	\$ (14,628)
Donations	\$ (8,000)	\$ (12,000)	\$ (9,500)
Refunds	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (160,983)</b>	<b>\$ (141,140)</b>	<b>\$ (160,983)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 360,213	\$ 360,213	\$ 362,357
General Purchases	\$ 151,959	\$ 150,777	\$ 150,804
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ -	\$ -	\$ -
Other - Arts Centre Feasibility Study	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 512,172</b>	<b>\$ 510,990</b>	<b>\$ 513,161</b>
<b>NET COST/GAIN</b>	<b>\$ 351,189</b>	<b>\$ 369,850</b>	<b>\$ 352,178</b>

**Variance highlights**

- ❖ Registrations were down in 2011 due to online registration being inactivated. 2012 should see registration numbers return to normal with the implementation of a new online registration system.



**Core Budget – Seniors Centre**

<b>BY REVENUE OR EXPENDITURE TYPE</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (18,700)	\$ (21,620)	\$ (33,000)
Government Grants	\$ (7,000)	\$ -	\$ (1,200)
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ (1,000)	\$ (1,798)	\$ (1,000)
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (26,700)</b>	<b>\$ (23,418)</b>	<b>\$ (35,200)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 68,148	\$ 68,148	\$ 73,339
General Purchases	\$ 125,343	\$ 104,980	\$ 126,910
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 193,491</b>	<b>\$ 173,128</b>	<b>\$ 200,249</b>
<b>NET COST/GAIN</b>	<b>\$ 166,791</b>	<b>\$ 149,710</b>	<b>\$ 165,049</b>

**Variance highlights**

- ❖ Strong membership building since the centre opened, with continued interest in new programs and partnerships.
- ❖ Government Grants have been applied for and received through the Seniors on the Bow Society.
- ❖ The Society will take over the cost for kitchen supplies and one phone line for centre, thus decreasing expenses slightly.



**PARKS & FACILITIES SERVICES**

The Parks & Facilities Services section is responsible for the maintenance and operation of 318 acres of parkland and the maintenance of a number of town facilities.

Parks & Facilities services sections operate and maintain the parks, playgrounds, pathways, open spaces, 2 ponds, 4 riparian areas and urban streetscapes within the community, as well as operating and maintain the 136 acre Cochrane Ranche Historic resource Site, which includes the Club House and garages, the Westerson Cabin, two outdoor washrooms, portable Kiosk, pump shack, stage, park lighting, Men of Vision Statue, corral, interpretive panels. All soccer and ball fields, the skateboard park and outdoor rink are also maintained by this section. Facilities maintained include the Operations Shop, RancheHouse, FCSS, Club House, Westerson Cabin, Parent Link Centre, Library, Seniors on the Bow, Big Hill Leisure Pool, Eco Centre and Protective Services Centre.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$1,704,026
2011 Net Budget	\$1,603,528
Budget Change	\$100,498
Change by %	6.3%
2012 Full time staff	9
2012 Part time staff	20
2011 Full time staff	9
2011 Part time staff	20

**Key 2011 Accomplishments**

- ❖ Performed the on going daily maintenance and service programs of the Parks and Facilities Section ensuring the community can access and enjoy community amenities.
- ❖ Completion of a large portion of the East End Pathway Project which includes a pedestrian railway crossing.
- ❖ Construction of a new Operations Storage and Maintenance Facility.



**2012 Priority Departmental Initiatives Include:**

Goal	Rationale	Link to Strategic Plan
<p>To perform the on going daily maintenance and service programs of the Parks and Facilities Section to enable the residents of Cochrane to pursue their leisure activities through the use of the Town's parks, open spaces and facilities.</p>	<p>The main function of this section is to provide these core services to the residents of the Town.</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.4 We provide municipal programs, goods and services through a financially sustainable framework</p>
<p>The replacement and procurement of vehicles and equipment that are required by the section to perform their core services.</p>	<p>The asset management of equipment and vehicles is vital in order to perform the core services of the section.</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth., 3.4 We provide municipal programs, goods and services through a financially sustainable framework</p>
<p>The longevity and usability of present and future infrastructure by performing major repairs, replacement or additions.</p>	<p>So that the residents of the community can enjoy their social and leisure pursuits within the community that they have chosen to live in as well as providing a draw to those that may wish to choose this community as a place of residence.</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth., 1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 3.4 We provide municipal programs, goods and services through a financially sustainable framework</p>



# COMMUNITY SERVICES DIVISION



<p>The creation of a Parks and Open Space Master Plan that will be used to guide the operation, service levels and future development of the Town's parks, athletic fields, open spaces, cultural, heritage and environmental areas.</p>	<p>The provision of natural, maintained and programmed green spaces is one of the essential services provided by the Town for its residents well being. This amenity is one of the most asked for and most widely used and appreciated by the majority of residents.</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth., 1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 3.4 We provide municipal programs, goods and services through a financially sustainable framework</p>
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## Innovation/Efficiencies

- ❖ Service levels will be evaluated and defined as part of the Open Space Master Plan.

## Core Budget - Municipal Parks

EXPENDITURE TYPE	BUDGET	PROJECTED	BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (17,000)	\$ (17,000)	\$ (17,000)
Government Grants	\$ (8,000)	\$ (8,000)	\$ (8,000)
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ (250)	\$ (250)	\$ (250)
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (25,250)</b>	<b>\$ (25,250)</b>	<b>\$ (25,250)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 808,584	\$ 808,371	\$ 851,500
General Purchases	\$ 470,645	\$ 470,645	\$ 481,331
Contribution to Capital (762)	\$ 59,295	\$ 59,295	\$ 96,255
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ 11,100	\$ 11,100	\$ 11,100
<b>TOTAL EXPENDITURES</b>	<b>\$1,349,624</b>	<b>\$1,349,411</b>	<b>\$1,440,186</b>
<b>NET COST/GAIN</b>	<b>\$1,324,374</b>	<b>\$1,324,161</b>	<b>\$1,414,936</b>

## COMMUNITY SERVICES DIVISION



### Variance highlights

- ❖ The 2012 budget shows increases in staffing due to staffing initiatives and COLA.
- ❖ The 2012 budget shows increases in General Purchase due to equipment repairs.
- ❖ The 2012 budget shows increases in Contribution to Capital due to the reinstatement of a portion of the Equipment Reserves.

### Core Budget – Cemeteries

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (43,310)	\$ (43,310)	\$ (43,310)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ (50,000)
<b>TOTAL REVENUES</b>	<b>\$ (43,310)</b>	<b>\$ (43,310)</b>	<b>\$ (93,310)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ -	\$ -	\$ -
General Purchases	\$ 21,590	\$ 21,590	\$ 73,895
Contribution to Capital (762)	\$ 23,228	\$ 23,228	\$ 19,415
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 44,818</b>	<b>\$ 44,818</b>	<b>\$ 93,310</b>
<b>NET COST/GAIN</b>	<b>\$ 1,508</b>	<b>\$ 1,508</b>	<b>\$ -</b>

### Variance highlights

- ❖ The 2012 Budget includes a pre-dig project of \$50,000 from Reserves under General Purchases.

# COMMUNITY SERVICES DIVISION



## Core Budget – Corporate Properties

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 155,441	\$ 144,108	\$ 164,150
General Purchases	\$ 118,205	\$ 115,000	\$ 120,940
Contribution to Capital (762)	\$ 4,000	\$ 4,000	\$ 4,000
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 277,646</b>	<b>\$ 263,108</b>	<b>\$ 289,090</b>
<b>NET COST/GAIN</b>	<b>\$ 277,646</b>	<b>\$ 263,108</b>	<b>\$ 289,090</b>

### Variance highlights

- ❖ The 2012 budget includes wage adjustments and repairs to doors in office area at 124 Griffin.



**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.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$380,029
2011 Net Budget	\$359,096
Budget Change	\$20,933
Change by %	5.5%
2012 Full time staff	2
2012 Part time staff	25
2011 Full time staff	3
2011 Part time staff	25

**Key 2011 Accomplishments**

- ❖ Maintained a safe and healthy workplace.
- ❖ Provided excellence in Customer Service.
- ❖ Managed expenses to maximize cost recovery.
- ❖ Completed Schematic Design for new Aquatic Centre.

**2012 Priority Departmental Initiatives Include:**

<b>Goal</b>	<b>Rationale</b>	<b>Link to Strategic Plan</b>
Maximize the use of our facility asset management system (FAME) to ensure all efficiencies and in-efficiencies are being tracked and recorded.	Through the utilization of FAME we are able to track and record in-efficiencies within the building which will allow us to forecast upcoming maintenance costs and decrease unexpected expenses.	1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets. 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.



<p>Maintain a safe and healthy workplace</p>	<p>Employee &amp; Public Safety is of the utmost importance Swimming pools are legislated to meet certain standards around health and safety. The legislation is in place to mitigate potential onsite incidents; maintain a safe facility for staff and public"</p>	<p>4.4 Promote and enhance the health, safety, wellness and quality of work life for our staff.</p>
<p>Manage expenses to maximize cost recovery</p>	<p>Fiscal responsibility As facility continues to age, expenses need to be managed appropriately</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets. 3.3 Promote and celebrate a culture of innovation, responsibility and accountability.</p>
<p>Excellence in Customer Service through hiring and training of quality staff</p>	<p>Customers are our business and what we exist for. As the community grows, it is important to maintain our high quality service in order to keep the community coming to the Big Hill Leisure Pool for their swimming needs.</p>	<p>3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement. 3.3 Promote and celebrate a culture of innovation, responsibility and accountability.</p>

**Innovation/Efficiencies**

- ❖ Utilization of FAME asset management system to ensure proper lifecycling of assets.

# COMMUNITY SERVICES DIVISION



## Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (447,000)	\$ (442,430)	\$ (447,000)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (447,000)</b>	<b>\$ (442,430)</b>	<b>\$ (447,000)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 507,260	\$ 510,813	\$ 525,648
General Purchases	\$ 281,836	\$ 275,000	\$ 274,381
Contribution to Capital (762)	\$ 17,000	\$ 17,000	\$ 27,000
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 806,096</b>	<b>\$ 802,813</b>	<b>\$ 827,029</b>
<b>NET COST/GAIN</b>	<b>\$ 359,096</b>	<b>\$ 360,383</b>	<b>\$ 380,029</b>

### Variance highlights

- ❖ Contributions to Capital have increased by \$10,000 as a partial reinstatement of equipment reserve contributions.



**RancheHouse**

The RancheHouse services section is responsible for the maintenance and operation of a community facility offering rental spaces for events, conferences, banquets, business meetings, seminars, trade shows, art shows, performing arts, community events, church services, and cultural programming.

The RancheHouse provides approx. 21,000 sq ft of space for municipal operations as well as leased space to the Stockmen's Memorial Foundation, Cochrane Academy & Footsteps Playschool.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$242,968
2011 Net Budget	\$231,615
Budget Change	\$11,353
Change by %	5%
2012 Full time staff	7
2012 Part time staff	2
2011 Full time staff	6
2011 Part time staff	4

For 2012 the RancheHouse staff will focus on increasing occupancy rates as well as implementing new technologies to offset rising operational and utility costs. Staff will focus their efforts to reduce operational costs by ensuring vendors are extending the best value possible, retrofitting mechanical equipment to reduce electrical consumption, and implementing marketing strategies to attract new streams of revenue. RancheHouse management will also be developing a business case to clearly layout opportunities to maximize revenue opportunities at the RancheHouse.

**Key 2011 Accomplishments**

- ❖ All staff currently trained on First Aid, Pro Serve, and fire extinguisher training. No Lost time accidents and near misses being reported to improve on existing standard operating procedures.
- ❖ Customer feedback is 100% positive. Continual efforts are being made to increase service levels to retain existing business and promote new business through word of mouth referrals.
- ❖ Currently working on updating marketing packages to assist contract person on sales in the corporate sector. Developing a marketing action plan to ensure consistent brand messaging across all marketing mediums. Implemented a 2012 goal to address missed revenue opportunities at the RancheHouse - will be creating a Business Case to identify areas that require upgrades in order to maximize revenue potential.
- ❖ Researching new energy saving opportunities to reduce operational costs. Will be "re-commissioning" (tuning) all HVAC equipment in August to ensure that it is running at peak efficiency. Price shopping for best vender rates on frequently used supplies.



- ❖ Initiated local and regional marketing campaigns intended on increasing awareness of the services offered at the RancheHouse in efforts to increase booking revenues. These initiatives include Radio Ads, Pre Movie ads at the Cochrane Movie House, Banner and Board Ads at the Spray Lake Sawmills Family Sports Centre,
- ❖ Hired a contract Sales person focused on increasing revenues in the corporate bookings sector. Sales person is cold calling prospective clients, assisting with marketing efforts, and will represent the RancheHouse at various trade shows.

**2012 Priority Departmental Initiatives Include:**

<b>Goal</b>	<b>Rationale</b>	<b>Link to Strategic Plan</b>
Develop a comprehensive asset management program for the Cochrane RancheHouse.	This program will aid in forecasting and balancing costs associated with maintaining, life cycling and upgrading the structure and components contained in the facility to ensure that significant unexpected expenses are avoided.	1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets.
Develop a Business Case intended to identify opportunities to increase revenues and occupancy at the Cochrane RancheHouse.	Missed revenue opportunities at the Cochrane RancheHouse are a frequent reality due to limited parking, inadequate kitchen facilities on the west end of the building, and the need for cosmetic upgrades in the Aspen/Birch/Cedar rooms. The fact that the RancheHouse can't currently be used to its full potential makes it very difficult to meet budgeted revenues as well as close the operating deficit.	1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth.



## COMMUNITY SERVICES DIVISION



### Innovation/Efficiencies

- ❖ The RancheHouse is proposing upgrades to various mechanical and lighting components in the facility in efforts to reduce electrical consumption. The reduction in election consumption will directly equate to reduced operational costs and contribute to sustainability goals.
- ❖ Utilization of FAME asset management system to ensure proper lifecycling of assets

### Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (509,512)	\$ (360,929)	\$ (522,668)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ (2,000)	\$ (2,000)	\$ (2,000)
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ (329,753)	\$ (329,753)	\$ (334,529)
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (841,265)</b>	<b>\$ (692,682)</b>	<b>\$ (859,197)</b>
<b>EXPENDITURES</b>			
Personnel Costs (110 to 148)	\$ 511,820	\$ 461,226	\$ 513,053
General Purchases	\$ 454,460	\$ 375,054	\$ 482,512
Contribution to Capital (762)	\$ 106,600	\$ 106,600	\$ 106,600
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831 to 835)	\$ -	\$ -	\$ -
Grants/Seniors Tax Program	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,072,880</b>	<b>\$ 942,880</b>	<b>\$1,102,165</b>
<b>NET COST/GAIN</b>	<b>\$ 231,615</b>	<b>\$ 250,198</b>	<b>\$ 242,968</b>

### Variance highlights

- ❖ Revenues are expected to be significantly higher then the projected 2011 revenue as a result of increased rates in 2012, new customers in the corporate sector directly related to both the sales persons efforts as well as assertive marketing initiatives, promotions geared at attracted weddings in the Aspen/ Birch/Cedar rooms, and incentives for smaller wedding groups to rent additional space.
- ❖ Expenditures higher due to inflation in supplier cost and making improvements to the RancheHouse to maximize revenue potential.



**FAMILY & COMMUNITY SUPPORT SERVICES (FCSS)**

FCSS provides preventative social programs through a partnership between the province and the municipality.

The FCSS grant given by the province is determined by a median formula. 80% of the dollars are granted from the province with the municipality contributing 20% or more to deliver programs.

FCSS also 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 Region 3, United Way, Cochrane Society for Housing Options and MD of Bighorn.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$312,456
2011 Net Budget	\$267,658
Budget Change	\$44,798
Change by %	15%
2012 Full time staff	13
2012 Part time staff	10
2011 Full time staff	12
2011 Part time staff	9

The 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. Statistics clearly demonstrate that the Parent Link Centre is a valuable resource for families. 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.

The Affordable Housing focus of FCSS will continue to address initiatives identified in 2009 Cochrane Affordable Housing Strategy and Implementation Plan. Through partnerships, 20 families will achieve home ownership in 2011 and 2012. Cochrane Society for Housing Options (CSHO), Town of Cochrane and Community-at-Large representatives work closely on the strategy to ensure diverse housing options are included in areas of development/re-development where appropriate. CSHO will participate in the review of Town Planning Documents (MDP, LUB, etc.).

The Western Rocky View Family and Community Resource Centre provide information and referral, prevention and early intervention services to families in the Western Rocky View County service area. The CAR (Community Access Resource) Program is a 2009 initiative providing low-income families with taxi subsidies for transportation within Cochrane town limits. Seasonal events focus on needs of low-income families. The Family School Liaison Program is a partnership with the Rocky View Schools Division for K-12 children and their families. A new resource for rural clients will be operating in 2012. This position is funded by Rocky View County (\$44,148)



and Cochrane United Way Partnerships (\$12,000). This Community Support Worker will be expanding information and referral access to rural communities in Western Rocky View County.

The Home Visitation program is funded by a grant to FCSS by Calgary and area Child and Family Services, Region 3. The Home Visitation Program will continue 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.

### Key 2011 Accomplishments

- ❖ Identify and coordinate family violence prevention and intervention resources for Cochrane and area families through and addressing service gaps.
- ❖ Increased social inclusion through increasing services for special needs Cochrane residents.
- ❖ Parent Link Centre moved to new location.
- ❖ Continued to improve and expand services in 5 core service areas: Early Child Development, Parent Education, Family Support, Developmental Screening and Information and Referral.
- ❖ Completing the launch of new home ownership programs.
- ❖ Increased marketing of FCSS programs in the community including Parent Link Centre, Resource Centre, Volunteer Cochrane, Family Life Enrichment, and Affordable Housing.
- ❖ Work with community and other forms of government to address community/social needs.
- ❖ Worked with the Seniors Task Force to design and build the Seniors on the Bow Centre.
- ❖ Development of the Cochrane Cookhouse Community Kitchen.



**2012 Priority Departmental Initiatives Include:**

<b>Goals</b>	<b>Rationale</b>	<b>Link to 2012 Strategic Plan</b>
<p><b>AFFORDABLE HOUSING</b> To address items identified in the 2009 Cochrane Affordable Housing Strategy and Implementation Plan</p>	<p>Council directed that a Housing Strategy be developed and implemented. This strategy was approved by Council in 2009.</p>	<p>1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth., 1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives.,</p>
<p><b>PARENT LINK CENTRE</b> Continue to improve services in five core service areas: Early Childhood Development, Parent Education, Family Support, Developmental Screening and Information and Referral.</p>	<p>Consistent customer service, program evaluation and program development in relation to core services is essential.</p>	<p>1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.,</p>
<p><b>PARENT LINK CENTRE</b> To support the healthy development of young children through the promotion of broad based community supports and resources.  To respond to the research information (EDI - Early Development Instrument results) emerging from the ECD Mapping Initiative and develop community approaches to positive early development.</p>	<p>The ECD Mapping project is an excellent opportunity to assess the strengths, supports and resources available in our community which foster child development and strengthen family capacity.  The ECD Coalition will distribute the research findings and work with the community to prioritize recommendations to increase and enhance the early childhood development opportunities in our community.</p>	<p>1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives. 2.3 Develop and implement innovative approaches to communication and public engagement.</p>



<p><b>RESOURCE CENTRE</b> Increased knowledge and access by Cochrane and area families to resources and information.</p>	<p>Families need to access information and support services. Expanding consumer access will connect Cochrane and area citizens with resources addressing family violence, bullying, family advocacy, special needs, senior's issues, and support for families with students in local schools. Providing information and referral services beyond "brick and mortar" services will increase consumer access, thereby increasing overall safety, strength and sense of community.</p>	<p>1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 2.3 Develop and implement innovative approaches to communication and public engagement.,</p>
<p><b>FCSS</b> Cochrane FCSS will continue to develop community development projects that meet community needs.</p>	<p>Cochrane residents expect services in the community that meet family and individual social needs.</p>	<p>1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth., 1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 3.4 We provide municipal programs, goods and services through a financially sustainable framework</p>
<p><b>FCSS</b> To improve the processes for collecting data for reporting purposes. FCSS has a new data base in place whereby new surveys can be created and increased reporting of outcomes will be available to funders.</p>	<p>It is important to show funders of FCSS programs evidence of the difference the programs are making to individuals and families.</p>	<p>2.2 Use effective communication mediums, processes and messages to provide transparency, support dialogue and develop understanding with external partners., 2.3 Develop and implement innovative approaches to communication and public engagement.</p>
<p><b>FCSS</b> Cochrane FCSS will look for innovative ways to become more sustainable in the Cochrane community.</p>	<p>It is difficult to continually depend on grant support for social programs. Creative solutions to use fewer resources and create social ventures to support the programs are the goal.</p>	<p>1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth., 1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 3.4 We provide municipal programs, goods and services through a financially sustainable framework</p>

## COMMUNITY SERVICES DIVISION



### Innovation/Efficiencies

- ❖ Looking for new grants to complete work.
- ❖ Working with community to develop new programs and make them sustainable.
- ❖ Evaluating and improving on present services.
- ❖ All aspects of developing and maintaining the community kitchen project.

### Core Budget – FCSS

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (10,000)	\$ (10,000)	\$ (10,000)
Government Grants	\$ (394,552)	\$ (394,552)	\$ (394,552)
Fines/Licenses/leases	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other/Donations	\$ (500)	\$ (500)	\$ (1,500)
Community Kitchen Program	\$ -	\$ -	\$ (108,302)
Interdepartmental Charges	\$ (61,971)	\$ (61,971)	\$ (80,170)
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (467,023)</b>	<b>\$ (467,023)</b>	<b>\$ (594,524)</b>
<b>EXPENDITURES</b>			
Personnel Costs (110 to 148)	\$ 546,946	\$ 546,946	\$ 626,905
General Purchases	\$ 187,735	\$ 187,735	\$ 280,075
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other organizations (MOVED)	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 734,681</b>	<b>\$ 734,681</b>	<b>\$ 906,980</b>
<b>NET COST/GAIN</b>	<b>\$ 267,658</b>	<b>\$ 267,658</b>	<b>\$ 312,456</b>

### Variance highlights

- ❖ The community kitchen program is new. We have shown the income and expenses to balance at \$108,302.
- ❖ The community grant portion of the FCSS budget has been moved out to the general grant budget.

# COMMUNITY SERVICES DIVISION



## Core Budget – Parent Link

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (10,300)	\$ (4,300)	\$ (3,400)
Government Grants	\$ (339,421)	\$ (339,421)	\$ (359,421)
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Triple P Grant - provincial govt	\$ (30,000)	\$ -	\$ -
SFI Grant	\$ (117,773)	\$ (117,773)	\$ (121,586)
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (497,494)</b>	<b>\$ (461,494)</b>	<b>\$ (484,407)</b>
<b>EXPENDITURES</b>			
Personnel Costs (110 to 148)	\$ 385,023	\$ 355,023	\$ 369,841
General Purchases	\$ 111,605	\$ 105,605	\$ 114,566
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 866	\$ 866	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 497,494</b>	<b>\$ 461,494</b>	<b>\$ 484,407</b>
<b>NET COST/GAIN</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Variance highlights

- ❖ The Parent Link Centre is no longer receiving the \$30,000.00 Triple P Grant. These funds were provided to agencies to initiate the Triple P Program – not ongoing programming.
- ❖ Increase in staffing costs due to additional programs that the PLC has received funding for (ECMap Project)
- ❖ Decrease in User Fees/Rentals - PLC is subleasing office space to the Cochrane Youth Association (PlayDays Dayhome Agency) at 3400.00/year. The PLC is no longer charging a drop in fee for programs - all programs are free of charge.

# COMMUNITY SERVICES DIVISION



## Core Budget – Affordable Housing

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ (40,200)	\$ (40,200)
Government Grants	\$ -	\$ (1,240,668)	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	\$ -	\$ (1,280,868)	\$ (40,200)
<b>EXPENDITURES</b>			
Personnel Costs	\$ -	\$ -	\$ -
General Purchases	\$ -	\$ 36,214	\$ 36,214
Contribution to Capital	\$ -	\$ 74,186	\$ 74,186
Grants to organizations	\$ 70,200	\$ 1,240,668	\$ -
<b>TOTAL EXPENDITURES</b>	\$ 70,200	\$ 1,351,068	\$ 110,400
<b>NET COST/GAIN</b>	\$ 70,200	\$ 70,200	\$ 70,200

### Variance highlights

- ❖ The William Street Property will not be sold to CSHO as originally planned.
- ❖ At the end of 2012, the balance owing on William Street Property is \$225,000.
- ❖ Provincial grants received in 2010 were released to CSHO in 2011 for new affordable housing programs



# COMMUNITY SERVICES DIVISION



## Core Budget – Resource Centre

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ (131,105)	\$ (131,105)	\$ (133,055)
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ (70,379)	\$ (70,379)	\$ (80,708)
United Way donation	\$ (15,000)	\$ (15,000)	\$ (40,467)
Other Donations	\$ (6,210)	\$ (6,210)	\$ -
Interdepartmental Transfer	\$ (5,000)	\$ (5,000)	\$ (5,000)
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (227,694)</b>	<b>\$ (227,694)</b>	<b>\$ (259,230)</b>
<b>EXPENDITURES</b>			
Personnel Costs (110 to 148)	\$ 76,727	\$ 76,727	\$ 125,331
General Purchases	\$ 15,630	\$ 16,430	\$ 47,175
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831 to 835)	\$ -	\$ -	\$ -
Family School Liaison Program	\$ 65,000	\$ 58,000	\$ -
Instrumental needs program	\$ 5,000	\$ 6,150	\$ -
Taxi subsidy program	\$ 15,000	\$ 15,000	\$ 10,000
Interdepartmental Charges	\$ 50,337	\$ 55,387	\$ 76,724
<b>TOTAL EXPENDITURES</b>	<b>\$ 227,694</b>	<b>\$ 227,694</b>	<b>\$ 259,230</b>
<b>NET COST/GAIN</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Variance highlights

- ❖ Increases due to wage increases, new program (Community Support Program), and Emergency Assistance pilot project funding.
- ❖ Increase in general purchases due to program and budget restructuring (Community Support Program).
- ❖ Decrease in Taxi program due to funding restructuring (single-year vs. multi-year).

# COMMUNITY SERVICES DIVISION



## Core Budget – Home Visitation

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ (63,635)	\$ (63,635)	\$ (61,770)
Fines/Licenses	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ -	\$ -	\$ -
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (63,635)</b>	<b>\$ (63,635)</b>	<b>\$ (61,770)</b>
<b>EXPENDITURES</b>			
Personnel Costs (110 to 148)	\$ 48,985	\$ 48,985	\$ 47,837
General Purchases	\$ 14,650	\$ 14,650	\$ 13,933
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831 to 835)	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 63,635</b>	<b>\$ 63,635</b>	<b>\$ 61,770</b>
<b>NET COST/GAIN</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Variance highlights

- ❖ Decrease in 2012 revenue and total personnel expenses until "other" revenue acquired (\$1,865).
- ❖ Decreased personnel costs and general purchases due to budget reallocations.



**PLANNING ADMINISTRATIVE SERVICES**

The Planning Administrative Services section is responsible to provide one stop customer focused service in the administration of planning, development, safety codes, economic development, and environmental services ensuring they are completed within relevant requirements of provincial and municipal legislation.

**Key 2011 Accomplishments**

- ❖ Created a three year staffing plan.
- ❖ Led Planning and Engineering team through major organizational change in 2011

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$328,702
2011 Net Budget	\$379,433
Budget Change	(\$50,731)
Change by %	(14%)
2012 Full time staff	2
2012 Part time staff	0
2011 Full time staff	2
2011 Part time staff	1

**2012 Priority Departmental Initiatives Include:**

<b>Goal</b>	<b>Rationale</b>	<b>Link to 2012 Strategic Plan</b>
To review planning and engineering processes and procedures to find efficiencies that will achieve cost savings while also improving customer service.	Process efficiencies ensure that staff resources are allocated to the activities that bring the most value to the Town. Process efficiencies also contribute to improving customer service by streamlining application and approval processes.	3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.4 We provide municipal programs, goods and services through a financially sustainable framework
Determine areas of the Town that require planning policy guidance to ensure that future development meets the goals of the Cochrane Sustainability Plan and the Municipal Development Plan. Prioritize the areas that require an Area Structure Plan to provide this guidance (or require updating of existing ASP) and determine which ASP's should be developed in 2010.	Preparation of Area Structure Plans for future growth areas ensures that the Town's goals and vision are achieved.	1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions.

## PLANNING & ENGINEERING SERVICES DIVISION



<p>Conduct research into Urban Design principles regarding new forms of development and implementation tools that would demonstrate how to best achieve higher density population targets while also maintaining Cochrane's character and a strong sense of place.</p>	<p>Moving towards higher density development to achieve sustainability targets requires new forms of development. Without understanding the best ways to inspire good urban design, opportunities will be lost for maintaining the Town's character.</p>	<p>1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions.</p>
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### Innovation/Efficiencies

- ❖ Improvements implemented in numerous administrative processes that resulted in better customer service and more efficient administrative processes.

### Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 253,640	\$ 250,000	\$ 216,451
General Purchases	\$ 125,793	\$ 125,000	\$ 112,251
Contribution to Operating Reserve	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 379,433</b>	<b>\$ 375,000</b>	<b>\$ 328,702</b>
<b>NET COST/GAIN</b>	<b>\$ 379,433</b>	<b>\$ 375,000</b>	<b>\$ 328,702</b>

### Variance highlights

- ❖ Staffing dollars for some administrative support were transferred to the Planning Services budget to reflect the cost more accurately in that section.



**PLANNING SERVICES**

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

- ❖ Process all development permit applications
- ❖ Process subdivision applications, including conceptual schemes and tentative plans
- ❖ Provide information and support to the public regarding planning & development enquiries
- ❖ Process all statutory planning documents and amendments
- ❖ Process all land use bylaw amendments and enforce requirements pursuant to the MGA
- ❖ Process all Certificate of Compliance certificates
- ❖ Prepare agendas and supporting documentation and provide support and advice to Cochrane Planning Commission and Subdivision & Development Appeal Board
- ❖ Provide planning advice to Council

<b>BUDGET SUMMARY (Planning, Safety Codes, Environmental Services)</b>	
2012 Net Budget	\$86,276
2011 Net Budget	\$142,444
Budget Change	(\$56,168)
Change by %	(39%)
2012 Full time staff	8.5
2012 Part time staff	0
2011 Full time staff	6
2011 Part time staff	0

**Key 2011 Accomplishments**

- ❖ Finalize and adopt River Heights Area Structure Plan
- ❖ Improved administrative function and external communication.
- ❖ Creation of developer liaison group.
- ❖ Increased use of accredited agencies to offset fluctuations in workloads
- ❖ Surveyed permit fees of surrounding municipalities.
- ❖ An internal committee has been established and will begin meeting to develop a process for the Heritage Resources Relocation Plan. Work with external groups such as CHAPS will continue.
- ❖ Support the implementation of the Cochrane Sustainability Plan by funding and liaising with the Sustainability Partners Uniting Resources (SPUR).



**2012 Priority Departmental Initiatives Include:**

Goal	Rationale	Link to Strategic Plan
To review planning and engineering processes and procedures to find efficiencies that will achieve cost savings while also improving customer service.	Process efficiencies ensure that staff resources are allocated to the activities that bring the most value to the Town. Process efficiencies also contribute to improving customer service by streamlining application and approval processes.	3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.4 We provide municipal programs, goods and services through a financially sustainable framework
Determine areas of the Town that require planning policy guidance to ensure that future development meets the goals of the Cochrane Sustainability Plan and the Municipal Development Plan. Prioritize the areas that require an Area Structure Plan to provide guidance to developers preparing the documents.	Assisting developers in preparation of Area Structure Plans for future growth areas ensures that the Town's goals and vision are achieved.	1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions.
Conduct research into Urban Design principles regarding new forms of development and implementation tools that would demonstrate how to best achieve higher density population targets while also maintaining Cochrane's character and a strong sense of place.	Moving towards higher density development to achieve sustainability targets requires new forms of development. Without understanding the best ways to inspire good urban design, opportunities will be lost for maintaining the Town's character.	1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions.

**Innovation/Efficiencies**

- ❖ Planning filing systems were examined and process improvements made that resulted in more efficient and effective records management.
- ❖ Compliance Certificate process improvements resulting in better customer service.

# PLANNING & ENGINEERING SERVICES DIVISION



## Core Budget - Planning

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET (RESTATED)	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (156,562)	\$ (123,000)	\$ (128,862)
Tentative/Outline Plan Fees/Endorsement fees	\$ (130,000)	\$ (150,000)	\$ (150,000)
Government Grants	\$ (543,000)	\$ (43,000)	\$ (40,000)
Drawn from Reserves	\$ (50,000)	\$ (250,000)	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (879,562)</b>	<b>\$ (566,000)</b>	<b>\$ (318,862)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 365,588	\$ 320,000	\$ 568,293
One time contracts	\$ 500,000	\$ -	\$ -
General Purchases	\$ 154,010	\$ 384,010	\$ 87,000
Grants to other organizations	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,019,598</b>	<b>\$ 704,010</b>	<b>\$ 655,293</b>
<b>NET COST/GAIN</b>	<b>\$ 140,036</b>	<b>\$ 138,010</b>	<b>\$ 336,431</b>

### Variance highlights

- ❖ Environmental staffing budget and administration support staff budget moved into Planning Services budget
- ❖ FCM grant in 2011 a one time funding opportunity
- ❖ Projects started before 2011 and being completed are funded from operating reserves set aside in previously approved budgets.
- ❖ Cuts in consulting services in 2012 due to budget constraints (example is Town prepared area structure plans)

# PLANNING & ENGINEERING SERVICES DIVISION



## Core Budget - Safety Codes

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (499,360)	\$ (599,360)	\$ (649,360)
Government Grants	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (499,360)</b>	<b>\$ (599,360)</b>	<b>\$ (649,360)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 178,559	\$ 178,599	\$ 183,573
General Purchases	\$ 135,564	\$ 155,564	\$ 156,532
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 314,123</b>	<b>\$ 334,163</b>	<b>\$ 340,105</b>
<b>NET COST/GAIN</b>	<b>\$ (185,237)</b>	<b>\$ (265,197)</b>	<b>\$ (309,255)</b>

### Variance highlights

- ❖ Increased building activity expected



# PLANNING & ENGINEERING SERVICES DIVISION



## Core Budget – Environmental Services

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
Water Bylaw Fines	\$ (500)	\$ -	\$ -
Conditional Grants	\$ -	\$ -	\$ (25,000)
Transfer from Op Reserves	\$ -	\$ -	\$ -
Interdepartmental Transfers	\$ (40,000)	\$ (40,000)	\$ -
	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (40,500)</b>	<b>\$ (40,000)</b>	<b>\$ (25,000)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 104,515	\$ -	\$ -
General Purchases	\$ 90,630	\$ 90,630	\$ 51,100
One-time contract services	\$ -	\$ -	\$ 25,000
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Watershed Management	\$ 8,000	\$ 8,000	\$ 8,000
Toilet rebate program	\$ 25,000	\$ 25,000	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 228,145</b>	<b>\$ 123,630</b>	<b>\$ 84,100</b>
<b>NET COST/GAIN</b>	<b>\$ 187,645</b>	<b>\$ 83,630</b>	<b>\$ 59,100</b>

### Variance highlights

- ❖ Staffing for environmental service moved to Planning.
- ❖ Water budget is taking over water conservation program including toilet rebate and lawn buyback programs.
- ❖ Wetland and Riparian policy to be developed in 2012.



**ENGINEERING SERVICES**

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

- ❖ Review of Subdivision and Development Permit Applications
- ❖ Review and process of Engineering Design Drawings
- ❖ Conducting inspections services
- ❖ Processing CCC/FAC applications
- ❖ Administering conditions of servicing and development agreements
- ❖ Information and support to the public on engineering issues and enquiries

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$433,256
2011 Net Budget	\$625,653
Budget Change	(\$192,397)
Change by %	(30%)
2012 Full time staff	4.5
2012 Part time staff	0
2011 Full time staff	6
2011 Part time staff	1

**Key 2011 Accomplishments**

- ❖ Proactive risk management on slope stability matters
- ❖ Completion of groundwater study
- ❖ Completion of Wetlands inventory
- ❖ Working on creation of Integrated Stormwater Master Plan

**2012 Priority Departmental Initiatives Include:**

<b>Goal</b>	<b>Rationale</b>	<b>Link to Strategic Plan</b>
Prepare Wetland and Riparian policies to guide the conservation and management of wetlands in Cochrane.	In 2011 a Wetland Inventory and an Integrated Stormwater Management Plan are being completed. These two documents set the stage for preparing wetland and riparian policies which would assist the Town with meeting requirements for the protection of provincial water resources and as well provide clear direction for the use and development of land within proximity of wetlands.	1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions.

# PLANNING & ENGINEERING SERVICES DIVISION



Review engineering and planning fee schedules and analyze whether services provided are financially sustainable and develop new fees where needed to reflect true costs.	The demands on staff associated with reviewing and approving development applications is extensive particularly in times so rapid growth. It is important to ensure that the costs of providing these services are captured.	3.4 We provide municipal programs, goods and services through a financially sustainable framework
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## Innovation/Efficiencies

- ❖ Reducing duplication of effort by no longer issuing lot grading certificates

## Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET (RESTATED)	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (25,500)	\$ (25,000)	\$ (50,000)
Government Grants	\$ (40,984)	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ (120,000)	\$ (320,000)	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (186,484)</b>	<b>\$ (345,000)</b>	<b>\$ (50,000)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 574,109	\$ 494,109	\$ 377,790
General Purchases	\$ 118,028	\$ 118,028	\$ 105,466
One time contracts	\$ 120,000	\$ 360,000	\$ -
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 812,137</b>	<b>\$ 972,137</b>	<b>\$ 483,256</b>
<b>NET COST/GAIN</b>	<b>\$ 625,653</b>	<b>\$ 627,137</b>	<b>\$ 433,256</b>

## Variance highlights

- ❖ Overall Planning and Engineering personnel costs are decreased from 2011 due to organizational restructure
- ❖ Engineering projects in progress from 2010 being completed in 2011 and funded from operating reserves designated in previous budgets for those projects.
- ❖ Stormwater master plan work done in 2011 is a nonrecurring cost



**ECONOMIC DEVELOPMENT**

The Economic Development section is responsible for identifying issues & 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 increased tourism.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	\$131,207
2011 Net Budget	\$116,970
Budget Change	\$14,237
Change by %	12%
2012 Full time staff	2
2012 Part time staff	0
2011 Full time staff	2
2011 Part time staff	0

Economic Development will focus on the development of a regional branding/marketing strategy that will see the establishment of a “transit culture;” and the provision of varied services and resources that will serve to build capacity in our local businesses.

**Key 2011 Accomplishments**

- ❖ To see the establishment of a Retail Association that will encourage a collaborative approach to activities resulting in economic spin-offs for the retail sector and the community at large.
- ❖ Map out strategies for pursuing growth in the Tourism; Home-Based Business; Professional, Scientific and Technical Services; and Health and Wellness sectors.
- ❖ To determine whether or not certain efficiencies and cost savings can be achieved by tenants of the industrial park working together.
- ❖ Opening of the Downtown Visitor Information Centre.



**2012 Priority Departmental Initiatives Include:**

<b>Goal</b>	<b>Rationale</b>	<b>Link to Strategic Plan</b>
Contribute to the advancement of non-residential development in River Heights.	Cochrane has felt the pressures of not having developable industrial land for almost 10 years. The anticipated completion of the Area Structure Plan for River Heights will bring with it an opportunity for industrial development to proceed.	1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
Ensure businesses have access to a range of resources for their continued growth and success.	Recognizing that 80% of a community's economic growth comes from its existing businesses, it is paramount that resources continue to be made available to businesses that will contribute to their continued success.	2.3 Develop and implement innovative approaches to communication and public engagement.
To contribute to the development of a "transit culture" in Cochrane, through a variety of marketing efforts.	To allow for a positive introduction of transit into the community it will be necessary for residents and businesses to understand the benefits associated with a local and regional transit system. The development and gradual implementation of a marketing strategy will address both residents' concerns as well as target specific market segments.	1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives. 2.2 Use effective communication mediums, processes and messages to provide transparency, support dialogue and develop understanding with external partners., 2.3 Develop and implement innovative approaches to communication and public engagement.
That the downtown business community is well informed regarding changes and new developments in the downtown.	With a number of changes scheduled to occur or begin in the downtown in the upcoming year it will be imperative that downtown businesses are kept informed as to what is being proposed and the timing around these changes.	2.3 Develop and implement innovative approaches to communication and public engagement.

**Innovation/Efficiencies**

- ❖ Experimenting with having different departments occupy space in the VIC during off-season, weekday afternoons. This is currently being carried out by staff from Economic Development, Communications and FCSS/community agency and has the potential to extend beyond these areas. What has resulted is a more direct line of communication between the Town (not just Economic Development) and the businesses. As well it serves the role of being able to provide visitor services during the off-season.



**Core Budget – Economic Development**

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ (220,000)	\$ (213,000)	\$ (220,000)
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ (3,178)	\$ (16,000)
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (220,000)</b>	<b>\$ (216,178)</b>	<b>\$ (236,000)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 179,794	\$ 179,794	\$ 190,471
General Purchases	\$ 70,505	\$ 55,091	\$ 80,845
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 39,000	\$ 39,000	\$ 39,000
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 289,299</b>	<b>\$ 273,885</b>	<b>\$ 310,316</b>
<b>NET COST/GAIN</b>	<b>\$ 69,299</b>	<b>\$ 57,707</b>	<b>\$ 74,316</b>

**Variance highlights**

- ❖ Staffing step increases.
- ❖ Allowance for three business focused training opportunities for local businesses.
- ❖ Work with Communications to provide on-going communication with the downtown businesses on changes occurring in the downtown with the anticipated development of the Quarry and with the road realignment in the downtown.

# PLANNING & ENGINEERING SERVICES DIVISION



## Core Budget – Tourism

BY REVENUE OR EXPENDITURE TYPE	2011	2011	2012
	BUDGET (RESTATED)	PROJECTED	BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (1,400)	\$ (4,400)	\$ (8,300)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	\$ (1,400)	\$ (4,400)	\$ (8,300)
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 40,371	\$ 41,330	\$ 41,891
General Purchases	\$ 8,700	\$ 19,416	\$ 23,300
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	\$ 49,071	\$ 60,746	\$ 65,191
<b>NET COST/GAIN</b>	\$ 47,671	\$ 56,346	\$ 56,891

### Variance highlights

- ❖ Revenues are up slightly as a result of the lease payments received from the Chamber of Commerce for space in the VIC
- ❖ Grants that were previously paid to CTA and Stockmen's Memorial Foundation have been moved from Tourism to Community Grants
- ❖ New for 2012 are the monthly lease payments to FCSS for space in the VIC



**COMMUNITY GRANTS & LIBRARIES**

The community grants & libraries section is responsible for the administration of the Community Grant Program and administration of the Nan Boothby Public Library.

**Community Grant Program**

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 2012 funding as per Policy 1201-02 Civic Partnerships and Community Grants. In 2011, \$285,798 was allocated to community groups from general revenue. Administration evaluated the 2012 requests and allocated the funding with the goal of keeping the total budget dollars allocated to grants coming from general revenues at the same level as 2011, while at a minimum maintaining 2011 funding support unless the group requested less funding.

<b>BUDGET SUMMARY</b>	
<b>Community Grants</b> 2012 Net Budget	\$269,441
<b>Community Grants</b> 2011 Net Budget	\$285,798
<b>Community Grants</b> Budget Change	(\$16,357)
<b>Community Grants</b> Change by %	(6%)

The 2012 budget includes the addition of \$25,000 to be used for the Community Grants Program. This program has not been funded since 2009. The Community Grant Program allows community groups to apply for funding on an event/program basis as per Policy 1201-02 Civic Partnerships and Community Grants.

Two requests for funding came in that do not meet the criteria for funding through Policy 1201-02 Civic Partnerships and Community Grants so did not receive funding through this process. They are: SLS Recreation Centre Capital Request of \$150,000 for a Dehumidification System and the Cochrane and Area Events Society request for event support for \$80,000.

**Nan Boothby Public Library**

The Nan Boothby Library completed an application for 2012 funding as per Policy 1201-02 Civic Partnerships and Community Grants. They have requested an additional \$30,000 for their operating grant in 2012.

<b>BUDGET SUMMARY</b>	
<b>Library</b> 2012 Net Budget	\$500,897
<b>Library</b> 2011 Net Budget	\$470,756
<b>Library</b> Budget Change	\$30,141
<b>Library</b> Change by %	6.4%



# COMMUNITY SERVICES DIVISION



## Key 2011 Accomplishments

- ❖ Council adopted Policy 1201-02 Civic Partnerships and Community Grants which outlines the process for groups to apply for funding.
- ❖ All groups receiving funding followed the procedure as laid out in the policy.

## Core Budget – Community Grants

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET (RESTATED)	2012 REQUESTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ (60,000)	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ (50,000)	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (110,000)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES BY ORGANIZATION</b>			
Community Grants program	-	\$ 25,000	\$25,000
Community Association grants	2,500	2,500	2,500
FCSS grants	30,000	30,000	30,000
Youth Association	9,610	25,000	18,000
Activettes	10,000	13,500	13,500
Rocky View Regional Handibus Society	40,000	69,500	40,000
Humane Society	70,000	30,000	20,000
King Solomon Lodge	40,000	-	-
Pride of Cochrane	50,000	-	-
Sustainable Partners Uniting Resources (SPUR)	70,000	70,000	35,000
Stockmen's Memorial Foundation	26,000	28,119	28,119
Cochrane Tourism Association	34,000	53,600	43,000
Citizens on Patrol	3,000	3,422	3,422
Victim Services	10,688	10,900	10,900
<b>TOTAL EXPENDITURES</b>	<b>\$ 395,798</b>	<b>\$ 361,541</b>	<b>\$ 269,441</b>
<b>NET COST/GAIN</b>	<b>\$ 285,798</b>	<b>\$ 361,541</b>	<b>\$ 269,441</b>

## Variance highlights

- ❖ The 2011 Budget includes three grants that were requested and approved that were not funded from general revenues. The Pride of Cochrane grant was funded through reserves and no request has been forwarded to Town Administration for 2012 so no dollars are allocated in this budget. The King Solomon Lodge grant was a one time grant for completion of their roof replacement and was funded through the MSI Operating Grant. \$20,000 of the grant SPUR received was also funded as a one time grant through the MSI Operating Grant.

## COMMUNITY SERVICES DIVISION



- ❖ 2012 includes \$25,000 for the Community Grants program.
- ❖ The Activettes, FCSS, Stockmen's Memorial Foundation, Citizens on Patrol and Victim Services are all receiving the funding they requested.
- ❖ The Youth Association is receiving less funding than they requested, but more funding than they received in previous years.
- ❖ Rocky View Regional Handibus Society, Humane Society, and Sustainable Partners Uniting Resources are receiving less funding than they requested.

### Core Budget – Nan Boothby Library

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ -	\$ -	\$ -
General Purchases	\$ 6,140	\$ 5,000	\$ 5,140
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ 370,000	\$ 370,000	\$ 400,000
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ 95,756	\$ 95,756	\$ 95,757
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 471,896</b>	<b>\$ 470,756</b>	<b>\$ 500,897</b>
<b>NET COST/GAIN</b>	<b>\$ 471,896</b>	<b>\$ 470,756</b>	<b>\$ 500,897</b>

### Variance highlights

- ❖ The 2012 budget includes a \$30,000 increase to the library operating grant.



## INFRASTRUCTURE SERVICES

The Infrastructure Services administration section 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.

Infrastructure Services Administration will continue to identify, develop and implement plans for future facilities and infrastructure as well as finalize, tender and construct Centre Avenue arterial roadway and rail crossing through the former Domtar site. There is also involvement and enhancements projects Infrastructure Services is participating in, with regards to the Alberta Transportation Highway 1A twinning project through Cochrane.

The team will continue to provide direction and assistance to Section Managers in the planning and execution of major capital projects while ensuring a financial plan is in place to fund required infrastructure upgrades needed to accommodate growth and long-term sustainability of municipal infrastructures. 2012 will see the participation in the planning and implementation of alternative transportation opportunities for the community and the continued support, education and research for Water Conservation Initiatives. Also included in 2012 is the creation and management of a Fleet Coordinator position to ensure proper management of the multi-million dollar fleet and all required legislative documentation.

BUDGET SUMMARY	
2012 Net Budget	\$345,408
2011 Net Budget	\$240,891
Budget Change	\$104,517
Change by %	30%
2012 Full time staff	4
2012 Part time staff	0
2011 Full time staff	3
2011 Part time staff	0



## Key 2011 Accomplishments

- ❖ Completed Design of Centre Avenue.
- ❖ Worked closely with Springwood Developments on the clean-up of 304 Griffin Road.
- ❖ Worked with Alberta Transportation on the Highway 1A expansion design.
- ❖ Completed development of River Heights Drive.
- ❖ Supported Waste and Recycling on the "Roll Out" implementation of the waste and recycling cart collection system.

## 2012 Priority Departmental Initiatives Include:

Goal	Rationale	Link to 2012 Strategic Plan
Design and implement plans for the future major arterial roadway at Centre Avenue through the former Domtar site. This would include construction of a new rail crossing at Centre and the closing of the crossing at 4th Avenue.	As part of the overall transportation master plan, Centre Avenue is recognized as a major road network facilitating North/South travel. It also aligns with the remediation and private development of the former Domtar site and provides access into that development.	1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
Review existing software programs, or purchase software to implement a computer based tracking system that can manage the work requests for all sections managed by the admin staff at the Operations shop. This will allow the admin staff to delegate and distribute work requests as they require based on public need.	This system will track and ensure the work request is received and completed as well as identify any possible follow-up if required. This will ensure the work request is managed to the service level required and will promote public satisfaction in the provision of core infrastructure to the community. It will also provide for a historical database.	2.1 Use effective inter-departmental communication mediums and processes to encourage collaboration across the organization., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.,



<p>Participate in the planning and design of public transportation opportunities for the community.</p>	<p>Currently there is no public transit system and only a private service offering specific transportation to downtown Calgary. Public transit allows the community to travel within Town, or to Calgary and is accessible to people that do not own, or have access to vehicles. It also keeps multiple cars off the road and reduces the community's carbon footprint and has a positive environmental impact.</p>	<p>1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth. 1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 3.2 Align departmental and Council priorities to ensure focus across the organization.</p>
<p>Work with Town sections to prepare an asset management plan and capital reserves policy.</p>	<p>To improve Town's future readiness for asset replacements.</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets.</p>
<p>Consolidate the efforts of many staff regarding the operation and management of the Town fleet and create a new position titled Fleet Coordinator.</p>	<p>Provincial legislation dictates specific documentation that is required by municipalities that operate fleet. Proper review and managing of these documents is important to reduce liability. The fleet is continually growing so proper management of this multi-million dollar asset is critical for O and M costs along with proper life cycling.</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets.</p>

## Innovation/Efficiencies

- ❖ Support Section Managers in the implementation of system automation and control technologies in the areas of water and wastewater pumping and monitoring; along with traffic light control and traffic count volumes for future planning and efficient operation.
- ❖ Review and enhance operations at the Cochrane Eco Centre to provide cost effective and expanded services that align with the Cochrane Sustainability Plan.
- ❖ Implement a “work flow” style of software management system as a tool for administration staff to properly delegate and track daily work requests arising from public inquiries and concerns.

# INFRASTRUCTURE SERVICES DIVISION



## Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	\$ -	\$ -	\$ -
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 220,679	\$ 219,879	\$ 323,248
General Purchases	\$ 20,212	\$ 17,800	\$ 22,160
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	\$ 240,891	\$ 237,679	\$ 345,408
<b>NET COST/GAIN</b>	\$ 240,891	\$ 237,679	\$ 345,408

### Variance highlights

- ❖ With the inclusion of the Fleet Coordinator there are some added costs for training and staff development.



## 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.

BUDGET SUMMARY	
2012 Net Budget	\$2,526,636
2011 Net Budget	\$2,208,052
Budget Change	\$318,584
Change by %	13%
2012 Full time staff	8.5
2012 Part time staff	3
2011 Full time staff	8
2011 Part time staff	3

For 2012 the roads section will focus on the continued Streets Improvement Project – Surface and Underground Improvements in the East End of Cochrane as well as stormsewer infrastructure upgrades to deficient catch basins, overland drainage and main lines.

More staff resources are required in 2012 to balance service levels with increased infrastructure. The manpower is required to help maintain the additional infrastructure that has been taken on by the town in 2011 including 4 phases in Sunset Ridge, 1 phase in Heritage Hills, 1 phase in Riversong, 2 storm ponds and the new River Heights Drive.

## Key 2011 Accomplishments

- ❖ Completed inspections, replaced and improved deficient infrastructure including:
  - Roadways,
  - Sidewalks,
  - Street signage,
  - Traffic Signals, and
  - Road markings.
- ❖ Upgraded the following equipment and vehicles.
  - Replace the gravel box and upgrade the existing hydraulic system on unit # 301, 1997 Ford LT Tandem axle plow truck.
  - Purchase a bucket attachment for unit # 512, 1997 Case 621B Wheel Loader."



- ❖ Retrofitted existing street lights throughout Town to "Dark Sky Friendly Lights"
- ❖ Completed wayfinding signs project

## 2012 Priority Departmental Initiatives Include:

Goal	Rationale	Link to Strategic Plan
<p>To complete inspections, replace or improve deficient infrastructure including:</p> <ul style="list-style-type: none"> <li>•Roadways,</li> <li>•Sidewalks,</li> <li>•Street signage,</li> <li>•Traffic Signals, and</li> <li>•Road markings.</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure the roadways, sidewalks and stormwater infrastructure are maintained in a timely and efficient manner.</li> <li>• To minimize the long term financial burden on infrastructure upgrades with aggressive maintenance procedures.</li> <li>• To ensure legal and statutory requirements are met such as Traffic Safety Act and the Traffic Bylaw.</li> </ul>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets. 1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.</p>
<p>To upgrade the following equipment and vehicles.</p> <ol style="list-style-type: none"> <li>1) Replace two vehicles #305(1998 and #310(1998)</li> <li>2) Replace 1997 Case 621 Loader</li> </ol>	<p>The upgrades are necessary due to the age of the 2 trucks and loader.</p> <p>The vehicles have high maintenance costs and are due for replacements. The loader is shared among 3 departments and is an integral machine for operations, winter snow and ice control and summer maintenance season.</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets. 4.4 Promote and enhance the health, safety, wellness and quality of work life for our staff.</p>





<p>Utilize new traffic signal technology to provide an innovative and efficient method of operating and maintaining the growing number of traffic lights installed in the community. To provide training opportunities for staff on new traffic signal technology.</p>	<p>All 4 traffic signals will be upgraded with Detection Cameras, Audible pedestrian counters and Intuicom Networking programs. The new technology will allow staff to remotely monitor live traffic movements and historical data for Traffic counts. Manual traffic counts will not be required in the future by incorporating our existing intersections with cameras. This technology can save on costs associated with existing systems of data collection. The data collected will also allow for future transportation planning and upgrades to existing road network.</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.3 Promote and celebrate a culture of innovation, responsibility and accountability., 4.1 Provide opportunities and resources for job training, accreditation, employee and career development.,4.5 Support and recognize staff efforts related to continuous improvement and/or innovation.</p>
<p>To upgrade existing infrastructure, water and sewer upgrades and surface deficiencies including Concrete and Asphalt. Areas within the East End have been identified for the 2012 program based on inspections and budget availability.</p>	<p>To maintain, replace, and upgrade municipal transportation system. The existing infrastructure in the East End related to the surface conditions and underground utilities have reached is service life and requires upgrades.</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets. 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.</p>

## Innovation/Efficiencies

- ❖ Traffic signal and road sensing technology has evolved and the Roads section has adapted to that technology by employing web cam traffic monitoring locations, along with camera units on traffic signals to control the signalization timing and provide visual and traffic count data. This has allowed for further staff development opportunities and more effective monitoring of the road network.

# INFRASTRUCTURE SERVICES DIVISION



## Core Budget

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (4,500)	\$ (5,172)	\$ (4,000)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ (261,000)	\$ (261,000)	\$ (266,000)
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ (5,921)	\$ -
Supplemental Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (265,500)</b>	<b>\$ (272,093)</b>	<b>\$ (270,000)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 603,553	\$ 598,553	\$ 677,036
General Purchases	\$ 930,549	\$1,130,549	\$1,163,549
Contribution to Capital (762)	\$ 534,800	\$ 534,800	\$ 494,700
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt (831 to 832)	\$ 404,650	\$ 404,650	\$ 461,351
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$2,473,552</b>	<b>\$2,668,552</b>	<b>\$2,796,636</b>
<b>NET COST/GAIN</b>	<b>\$2,208,052</b>	<b>\$2,396,459</b>	<b>\$2,526,636</b>

### Variance highlights

- ❖ General purchases higher due to increase in power costs.
- ❖ Increase in power utility costs from 2011
- ❖ Debenture debt increase due to payments on new debt for wayfinding signs



## TRANSIT

Transit is a priority of Council and the Cochrane Sustainability Plan.

The 2011 Capital Budget has \$27 million estimated as the total capital cost to implement a transit service in Cochrane.

### Key 2011 Accomplishments

- ❖ On February 14, 2011, Council received a transit feasibility study that provided details of one potential implementation plan for both intercity and local transit services.
- ❖ Approval for transit implementation was deferred until Council could be presented with options for phasing in transit service. The transit strategy was adopted on November 14, 2011 prior to budget deliberations. Subsequently, approval was rescinded as outlined below.

BUDGET SUMMARY	
2012 Net Budget	\$85,000
2011 Net Budget	None
Budget Change	\$85,000
Change by %	
2012 Full time staff	None
2012 Part time staff	None
2011 Full time staff	None
2011 Part time staff	None

### 2012 Priority Departmental Initiatives Include:

At the November 29, 2011 Council meeting, Council rescinded Resolution #286/11/11 (that endorsed the strategy 1 transit direction).

Administration was directed to:

1. Develop the framework for conducting a public vote on transit later in the spring of 2012 and to return to Council with a report at the second regular meeting of Council in February 2012,
2. Design, promote, and implement a public engagement and consultation campaign on transit for Cochrane to begin immediately
3. Fund both the transit public engagement/consultation campaign (maximum of \$55,000) and public vote (\$30,000 estimated cost) from the transit reserve up to a maximum of \$85,000.

Council approved that the plebiscite held to determine whether the Community of Cochrane supports the implementation of transit, be binding.



cochrane  
HOW THE WEST IS NOW

**UTILITY  
OPERATING  
BUDGET**



## WATER / WASTEWATER SERVICES

The Water/Wastewater Services (W3) section is responsible for the 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 17,000 + customers and dictated by Canadian Drinking Water Standards and Alberta Environment. Read and repair /replace the water meters installed and operating throughout town.

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

Execute water quality sampling throughout town and respond to public inquiries and concerns.

Provide reliable sewage disposal system capable of servicing 17,000 + residential and commercial customers through a septage receiving and pump station and continue to meet Alberta Environmental Protection Enhancement Act requirements code of practice.

BUDGET SUMMARY	
2012 Net Budget	Breakeven
2011 Net Budget	Breakeven
Budget Change	-
Change by %	-
2012 Full time staff	10
2012 Part time staff	2
2011 Full time staff	10
2011 Part time staff	1

### Key 2011 Accomplishments

- ❖ Investigate sources for additional water supply to satisfy the future growth needs and demands on the water system.
- ❖ Continue to research and identify water meters active in the water meter population that are at the 20-year service date, or have been flagged as inconsistent.
- ❖ Expand and continue to offer and receive support services and innovative idea exchange with other municipalities and partnerships.
- ❖ Ensure W3 staff receives adequate training as required to maintain their government certification and provide the best possible service levels of core infrastructure to the municipality that meet and exceed government regulations.
- ❖ Automation of present and future pumping facilities that presently are only accessible and controlled by site visits.
- ❖ By integrating these systems into the existing central control point (SCADA), improved response times and more efficient system operations can be achieved. "



## 2012 Priority Departmental Initiatives Include:

Goal	Rationale	Link to Strategic Plan
Investigate the possibility of acquiring additional raw water license. If successful in securing an additional water license Cochrane could have continued growth beyond the estimated population that our current license will service.	Without additional water license Cochrane's development and growth opportunities would be limited.	1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth.
Replace aging water meters in residential homes. Accountable and defensible measurements, and to provide accurate data for infrastructure leak index. Upgrade to modern meter technology.	Industry standards recommend replacement of all turbine meters after twenty years of service. The Radio Read technology supplied with the new meters reduces time required by staff to complete the reading cycle each month. Radio Read technology reduces safety risks by not having staff enter private property to obtain the data. Potential loss of revenue exists as meters age and mechanical parts wear out.	1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.3 Promote and celebrate a culture of innovation, responsibility and accountability.
Improve infrastructure systems for bulk water sales. Increased stake holder safety, increase revenue generation, and better accessibility to prevent water theft. Increased water turn over in new developments.	Safety liability of municipality to bulk water users. Access to the system and redundancy of supply. System can be portable and can accommodate users at remote locations.	1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.4 We provide municipal programs, goods and services through a financially sustainable framework



<p>Continue the Cochrane Sustainability Plan target of reducing per capita water use by 15% from 2008 levels by 2029.</p>	<p>Prolong major capital infrastructure investments. Reduce Cochrane's impact on the environment. Allow for continued growth.</p>	<p>1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.2 Align departmental and Council priorities to ensure focus across the organization., 3.3 Promote and celebrate a culture of innovation, responsibility and accountability.,</p>
<p>Ensure W3 staff receives adequate training as required to maintain their government certification and provide the best possible service levels of core infrastructure to the municipality that meet and exceed government regulations.</p>	<p>Water and wastewater are core services that have serious implications if they fail. The systems are diverse and constantly changing so a broad range of competency is required to operate and maintain these systems. Government regulations require Provincially certified operators to work in these systems, and part of the regulation requires operators to achieve a set amount of education every three years to qualify for certification and renewal.</p>	<p>4.1 Provide opportunities and resources for job training, accreditation, employee and career development., 4.2 Design, implement and evaluate a succession plan based on organizational core competencies to support the transfer of knowledge, skills and experience., 4.3 Continue to support the attraction, retention and engagement of quality staff.</p>

### Innovation/Efficiencies

- ❖ The portable bulk water station allows us the flexibility to adapt to changing infrastructure needs and take advantage of the high demands for bulk water during the summer months.
- ❖ The communication study will allow for improvement in reliability of the system that currently drops out during inclement weather, and to

# INFRASTRUCTURE SERVICES DIVISION



bring more facilities online that currently are stand alone due to weak signals and sight lines.

- ❖ Starting this year water meters being installed will be magnetic flow meters instead of turbine meters. Magnetic flow meters have no moving parts to wear out, reducing pressure loss through the body. Magnetic meters have features that are not available on turbine meters such as open pipe alarm, leak detection, and historical trending. The magnetic meter has a 20 year pro rated warranty; the turbine meter has a 1 year warranty.

## Core Budget - Waterworks

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (2,299,491)	\$ (2,288,999)	\$ (2,452,637)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ (60,000)	\$ (60,000)	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (2,359,491)</b>	<b>\$ (2,348,999)</b>	<b>\$ (2,452,637)</b>
<b>EXPENDITURES</b>			
Personnel Costs (110 to 148)	\$ 451,862	\$ 426,070	\$ 488,761
General Purchases	\$ 981,787	\$ 997,087	\$ 1,085,507
Contribution to Capital (762)	\$ 107,343	\$ 107,343	\$ 118,743
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831to 835)	\$ 319,022	\$ 319,022	\$ 319,022
Contributions to other operating	\$ 401,077	\$ 401,077	\$ 382,204
Interdepartmental Charges	\$ 40,000	\$ 40,000	\$ -
Other - Admin costs	\$ 58,400	\$ 58,400	\$ 58,400
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,359,491</b>	<b>\$ 2,348,999</b>	<b>\$ 2,452,637</b>
<b>NET COST/GAIN</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Variance highlights

- ❖ Increase to wages and the addition of one part time person \$37000
- ❖ Increase to water conservation incentives \$50000
- ❖ Reduced WTP contracts \$19000
- ❖ Increased costs for disposal of Sludge from WTP \$15000
- ❖ Reduced costs for WTP coagulants \$12500
- ❖ Increased costs for gas and power \$23000
- ❖ Increase of water sales \$61600



# INFRASTRUCTURE SERVICES DIVISION



## Core Budget - Wastewater

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (3,066,143)	\$ (3,048,058)	\$ (3,305,231)
Government Grants			
Fines/Licenses			
Local Improve repayments	\$ (11,228)	\$ (11,228)	\$ (11,228)
MDRV Cochrane Lakes	\$ (120,705)	\$ (120,705)	\$ (86,483)
Refunds/Other			
Supplementary Assessments			
Contributed from Capital			
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (3,198,076)</b>	<b>\$ (3,179,991)</b>	<b>\$ (3,402,942)</b>
<b>EXPENDITURES</b>			
Personnel Costs (110 to 148)	\$ 432,775	\$ 402,534	\$ 452,970
General Purchases	\$ 369,734	\$ 369,734	\$ 391,054
One-time contract services	\$ 40,000	\$ 40,000	\$ -
Contribution to Capital (762)	\$ 109,170	\$ 109,170	\$ 120,570
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831to 835)	\$ 11,741	\$ 11,741	\$ 11,741
Calgary Sewer	\$ 1,352,279	\$ 1,364,415	\$ 1,617,932
Contributions to other Operating	\$ 823,977	\$ 823,997	\$ 750,275
Other - Admin costs	\$ 58,400	\$ 58,400	\$ 58,400
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,198,076</b>	<b>\$ 3,179,991</b>	<b>\$ 3,402,942</b>
<b>NET COST/GAIN</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Variance highlights

- ❖ Increase of user fees of \$239,088 due price increase from City of Calgary.
- ❖ Reduced Cochrane Lakes charges \$34,222 to reflect % of capacity used.
- ❖ Charges up for City of Calgary increased \$ 253,517



**STORM SEWER SERVICES**

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.

<b>BUDGET SUMMARY</b>	
2012 Net Budget	-
2011 Net Budget	(\$741)
Budget Change	Breakeven
Change by %	
2012 Full time staff	<i>(shared with Roads)</i>
2012 Part time staff	0

**Key 2011 Accomplishments**

- ❖ Complete inspections, replace and/or improve deficient Storm sewer infrastructure

**2012 Priority Departmental Initiatives Include:**

<b>Goal</b>	<b>Rationale</b>	<b>Link to Strategic Plan</b>
To complete inspections, replace or improve deficient infrastructure including: •Storm sewers and catch basins	<ul style="list-style-type: none"> <li>• To ensure the storm water infrastructure are maintained in a timely and efficient manner.</li> <li>• To minimize the long term financial burden on infrastructure upgrades with aggressive maintenance procedures.</li> </ul>	1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets. 1.3 Partner with the community and other orders of government to appropriately support Municipal initiatives., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement.

**Innovation/Efficiencies**

- ❖ Continued improvements on guidelines and inspections for storm water and erosion control.

# INFRASTRUCTURE SERVICES DIVISION



## Core Budget - Storm sewer

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (270,733)	\$ (280,000)	\$ (287,581)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (270,733)</b>	<b>\$ (280,000)</b>	<b>\$ (287,581)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 75,174	\$ 77,000	\$ 80,544
General Purchases	\$ 45,700	\$ 50,000	\$ 45,461
Contribution to Capital (762)	\$ 80,358	\$ 80,358	\$ 92,816
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt (831+ 832)	\$ 68,760	\$ 68,760	\$ 68,760
<b>TOTAL EXPENDITURES</b>	<b>\$ 269,992</b>	<b>\$ 276,118</b>	<b>\$ 287,581</b>
<b>NET COST/GAIN</b>	<b>\$ (741)</b>	<b>\$ (3,882)</b>	<b>\$ -</b>



## WASTE & RECYCLING SERVICES

The Waste & Recycling Services section is responsible for Integrated Waste Management Planning, residential curbside waste and recycling collection, downtown waste collection, multi-family and commercial recycling programs (including the operation of the Cochrane Eco Centre), seasonal and special waste programming.

Continue implementation of Automated Waste and Recycling Collection Program in new subdivisions, as they are completed.

The Waste & Recycling section will monitor the progress of the first full year of operation for the Automated Waste and Recycling Collection Program, including:

- ❖ Trending and statistical analysis
- ❖ Customer perception and satisfaction

Other key initiatives in 2012:

- ❖ Grasscycling Promotion to reduce organics going to landfill.
- ❖ Completion of Town of Cochrane Zero Waste Framework.
- ❖ Special waste programming transition to the Cochrane Eco Centre

## Key 2011 Accomplishments

- ❖ Provided efficient and cost-effective waste and recycling collection, processing and disposal services.
- ❖ Successfully launched the new "Roll With It Cochrane" automated waste and recycling collection program to almost 6000 households.
- ❖ Delivered a wide range of drop-off recycling, seasonal events and special waste management programs. Including, HHW/Paint/E-Waste Round-Up, Spring/Fall Clean Up and Season Pumpkin Composting.
- ❖ Installed a Solar Trash Compactor downtown resulting collection efficiencies.
- ❖ Reduce waste volume going to landfill through waste reduction, reuse and recycling programming.

BUDGET SUMMARY	
2012 Net Budget	Breakeven
2011 Net Budget	(\$825)
Budget Change	
Change by %	
2012 Full time staff	3
2012 Part time staff	3
2011 Full time staff	4
2011 Part time staff	2



- ❖ Continued to develop a Zero Waste Framework upon which an Integrated Waste Management Plan can be built.
- ❖ Continued to build external partnerships with government, trade associations, regional organizations, and on-profit groups to improve communication, and promote Cochrane’s approach to waste management.
- ❖ Increased the level of customer service provided by creating an efficient, pleasant and safe working environment for the public and Waste and Recycling employees.

## 2012 Priority Departmental Initiatives Include:

Goal	Rationale	Link to Strategic Plan
<p>Provide efficient and financially sustainable waste collection and disposal services, including recycling, seasonal events and special waste management programs.</p>	<p>Waste collection and waste management are core municipal services with legislated and regulated requirements. Town of Cochrane residents have come to expect the highest level of waste management services; this high standard should be maintained.</p>	<p>1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.4 We provide municipal programs, goods and services through a financially sustainable framework</p>
<p>Successfully transition the Spring/Fall Clean Up programming, Special Waste programming and expanded services to the Cochrane Eco Centre.</p>	<p>The operation of the Cochrane Eco Centre is a core service provided for Cochrane residents, businesses and regional partners. Access to the waste reduction, recycling, disposal and special waste services at the Cochrane Eco Centre is an essential waste and recycling service for the Cochrane community. The Cochrane Eco Centre is an innovative approach to integrated waste management, centralizing all waste and recycling services at one convenient drop off location optimizing the use of human and financial resources.</p>	<p>1.1 Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets., 1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth., 1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.4 We provide municipal programs, goods and services through a financially sustainable framework</p>

# INFRASTRUCTURE SERVICES DIVISION



<p>Successfully implement a Pay-As-You-Throw (PAYT) program for the Spring/Fall Clean Up program.</p>	<p>PAYT waste disposal is an innovative approach to the provision of waste drop off services that will allow the Town to maintain a high level of service while at the same time implementing an expanded service within an environment of financial sustainability through cost recovery. The PAYT system is consistent with the Town's desire to provide residents with a menu of options with regards to waste disposal opportunities.</p>	<p>1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.3 Promote and celebrate a culture of innovation, responsibility and accountability.</p>
<p>Reduce waste volume going to landfill through waste reduction, reuse and recycling programming.</p>	<p>The Town of Cochrane has become a leader in the responsible management of waste through innovative programming. By reducing the volume of waste generated in Cochrane going to landfill; the Town of Cochrane is promoting environmental responsibility and sustainability.</p>	<p>1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 2.3 Develop and implement innovative approaches to communication and public engagement., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.3 Promote and celebrate a culture of innovation, responsibility and accountability.</p>



<p>Completion of the Zero Waste Framework allowing the Town of Cochrane to implement an integrated waste management plan over the next 10 - 15 years.</p>	<p>Cochrane's Zero Waste Framework is a pragmatic yet visionary overall integrated waste management plan. The completion of the Zero Waste Framework document is important in that it provides the Town's Waste and Recycling Services section with strategic direction upon which to build an innovative and efficient operation.</p>	<p>1.2 Future infrastructure, facilities and plans be developed and implemented to accommodate growth., 1.4 Champion the Cochrane Sustainability Plan by aligning our plans and actions., 2.3 Develop and implement innovative approaches to communication and public engagement., 3.1 Policies, directives, service levels, processes and day-to-day procedures support continual improvement., 3.3 Promote and celebrate a culture of innovation, responsibility and accountability., 3.4 We provide municipal programs, goods and services through a financially sustainable framework</p>
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### **Innovation/Efficiencies**

- ❖ Review and enhance operations at the Cochrane Eco Centre to provide cost effective and expanded services that align with the Cochrane Sustainability Plan.
- ❖ Introduction of innovative PAYT structure for disposal of hard to handle non-recyclable waste materials.
- ❖ Purchase and installation of solar hybrid waste compactor, efficiency in energy use and hauling payload.
- ❖ Change in Eco Centre hours of operation represents an efficient use of human resources.
- ❖ Grasscycling promotion in 2012 will encourage waste reduction leading to an efficient use of our waste collection capacity and resources.

# INFRASTRUCTURE SERVICES DIVISION



## Core Budget – Waste & Recycling

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (917,380)	\$ (847,000)	\$(1,262,679)
Government Grants	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ (13,000)	\$ (13,000)	\$ -
Drawn from Reserves	\$ (20,000)	\$ (20,000)	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (950,380)</b>	<b>\$ (880,000)</b>	<b>\$(1,262,679)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 86,062	\$ 85,981	\$ 93,481
General Purchases	\$ 824,293	\$ 824,293	\$ 1,136,998
Contribution to Capital (762)	\$ -	\$ -	\$ 13,000
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 19,200	\$ 19,200	\$ 19,200
Debenture Debt	\$ -	\$ -	\$ -
Other - Communication for curbside recycling	\$ 20,000	\$ 20,000	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 949,555</b>	<b>\$ 949,474</b>	<b>\$ 1,262,679</b>
<b>NET COST/GAIN</b>	<b>\$ (825)</b>	<b>\$ 69,474</b>	<b>\$ -</b>

### Variance highlights

- ❖ Revenue from the 2011 projected vs. budget varies due to significantly higher cardboard and newspaper revenue from January - August; the market has now dropped off, however, we benefited significantly from the higher pricing.
- ❖ General Purchases will be higher than budgeted due to higher equipment maintenance expenses caused by equipment failure and expenses related to modifications made to the material drop off catwalk.
- ❖ Revenue from both Eco Fees and commodity sales is budgeted significantly lower in 2012 due to a decrease in the Eco Fee, decrease in material volumes and a predicted significant slump in the commodity market.
- ❖ Personnel Costs are budgeted lower in 2012 to reflect the change in the Eco Centre Hours of Operations.
- ❖ General Purchase expenses reflect the new services offered at the Eco Centre.



# INFRASTRUCTURE SERVICES DIVISION



## Core Budget – EcoCentre

BY REVENUE OR EXPENDITURE TYPE	2011 BUDGET	2011 PROJECTED	2012 BUDGET
<b>REVENUE</b>			
User Fees/Rentals/Permits	\$ (500,454)	\$ (555,200)	\$ (461,596)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ (51,544)	\$ (35,000)	\$ (55,110)
Donations/Refunds/Other	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ (551,998)</b>	<b>\$ (590,200)</b>	<b>\$ (516,706)</b>
<b>EXPENDITURES</b>			
Personnel Costs (GL 110-148)	\$ 372,687	\$ 315,598	\$ 298,658
General Purchases	\$ 175,628	\$ 220,500	\$ 207,865
Contribution to Capital (762)	\$ -	\$ -	\$ 6,500
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 3,683	\$ 3,683	\$ 3,683
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 551,998</b>	<b>\$ 539,781</b>	<b>\$ 516,706</b>
<b>NET COST/GAIN</b>	<b>\$ -</b>	<b>\$ (50,419)</b>	<b>\$ -</b>

### Variance highlights

- ❖ Revenue from both Eco Fees and commodity sales is budgeted significantly lower in 2012 due to a decrease in the Eco Fee, decrease in material volumes and a predicted significant slump in the commodity market.
- ❖ Personnel Costs are budgeted lower in 2012 to reflect the change in the Eco Centre Hours of Operations.
- ❖ General Purchase expenses reflect the new services offered at the Eco Centre.



### ZERO BASED BUDGETING

Traditional budgeting methods are linked to the assumption that prior year spending levels are approved and only increases require scrutiny. Zero based budgeting is based on a process of justifying budget requests annually with no consideration of baseline expenditures from previous years.

Administration presented Council with background on zero based budgeting principles during Strategic Planning on Feb 14, 2011. The Town's current practice does incorporate zero based budgeting principles. Staff prepare budgets based on business plans tied to Council priorities and the Strategic Plan. Resources needed to deliver the goals in business plans are costed and justified at the line level. Detailed requests are evaluated by the Senior Leadership Team. There is often a gap in the resources available and revenue/expenditures are adjusted to deliver Council a balanced budget.

#### Economic Development Example

An example of zero based budgeting can be illustrated with Economic Development. When the Town started Economic Development services, business license fees covered the cost of service. As Economic Development and Tourism became higher priorities for the Town, more resources were added and revenue no longer covers total costs.

The 2012 Draft Budget net cost for Economic Development is \$74,316 and Tourism is \$56,891 for a total of \$131,207, almost the equivalent of a 1% property tax increase. Initial requests included another \$119,000 in resources to meet the business plan goals of this section. During the line by line budget review, these requests were cut. The impact of this is disclosed in the Strategic Plan section of the budget.

For Economic Development excluding Tourism, the following options, or budget packages, were created using zero based budgeting to give Council an idea of what zero based budgeting could look like. The budget options flow from financial assumptions below.

#### Zero based budget financial assumptions

- ❖ Financial sustainability is a Council priority.
- ❖ Business license fees and direct program revenues should cover all costs of both Economic Development and Tourism.
- ❖ The Business community will support large fee increases to pay for the direct costs of Economic Development services.
- ❖ Two full time Economic Development staff required to deliver existing levels of service.

# ZERO BASED BUDGETING



## Economic Development (excluding Tourism) Zero Based Budget Options

Option A	Option B	Option C
To adopt the budget included in the 2012 Draft budget.	To adopt a budget that achieves financial sustainability by increasing license fees over three years.	To adopt a budget that cuts service in Economic Development to reduce net operating costs.
Includes no fee increases  Economic Development total revenue of \$236,000	Includes 33% fee increase, or 11% each year for the next three years  Economic Development total revenue of \$310,316.	Includes no fee increases
Includes 7% increase  Economic Development total expenditures of \$310,316 (61% of total is for two full time staff, 26% for program general purchases, 13% for cost of license process)	Includes 7% increase  Economic Development total expenditures of \$310,316.	Includes 24% cut in expenditures  Economic Development total expenditures of \$236,000
Net cost of operations is \$74,316	Net cost of operations in three years is zero.	Net cost of operations is zero with major cuts in service.

### Recommendation

Administration recommends Option A in the draft 2012 operating budget. We considered the other options and believe that Council's goals in Economic Development can be best achieved with Option A. Several Town services do not have revenue generating ability. Zero based budgeting is more commonly used in businesses where revenue is sufficient to cover costs.

## SERVICE FEES - 2012



### ANIMAL SERVICES

Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
<b>Dog License Fees</b>	PrtctvSrvcs	11/05				
Dog - male or female			\$45.00	\$45.00		
Dog - neutered male or spayed female			\$30.00	\$30.00		
Replacement License			\$5.00	\$5.00		
Vicious Dog			\$250.00	\$250.00		
<b>Impoundment Fees</b>						
First Impoundment			\$60.00	\$60.00		
Second Impoundment			\$75.00	\$75.00		
Third Impoundment			\$100.00	\$100.00		
Fourth Impoundment			\$125.00	\$125.00		

### BUSINESS LICENSE

<b>Business License Fee - Resident</b>	Ec Dev	10/09				
Commercial			\$150.00	\$150.00		
Home Based-Non GST			\$75.00	\$75.00		
Home Based-GST			\$150.00	\$150.00		
Industrial			\$150.00	\$150.00		
Retail			\$150.00	\$150.00		
<b>Business License Fee - Non-Resident</b>	Ec Dev	10/09				
Commercial			\$300.00	\$300.00		
Home Based-Non GST			\$150.00	\$150.00		
Home Based-GST			\$300.00	\$300.00		
Retail			\$300.00	\$300.00		
<b>Term Fees</b>						
			3 or 6 months	3 or 6 months		
Resident			\$45/\$90	\$45/\$90		
Non-Resident			\$90/\$180	\$90/\$180		

### CORPORATE SERVICES

Service Description	Dvsn	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
<b>FOIP Fee - Less than \$150</b>	Records	20/99				
One time Request			\$ 25.00	\$ 25.00		
Continuing Request			\$ 50.00	\$ 50.00		
<b>FOIP Fee - Greater than \$150</b>	Records	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		
<b>Financial Services Fees</b>	Fin Ser					
Tax Certificate - online service reduced cost			\$ 12.00	\$ 15.00	25%	\$ 4,000.00
Proposed paper bill fee to start December, 2012			-	\$ 2.00		\$ 12,000.00
NSF fee			\$ 25.00	\$ 30.00	20%	\$ 300.00
Assessment appeal fee - residential			\$ 50.00	\$ 50.00		
Assessment appeal fee - non-residential			\$ 100.00	\$ 100.00		

# SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
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		
<b>Complaint Fees</b>						
Residential 3 or fewer dwellings			\$50/complnt	\$50/complnt		
Residential 4 or more dwellings			\$250/complnt	\$250/complnt		
Non-residential			\$250/complnt	\$250/complnt		
<b>GIS Mapping Fees</b>						
<b>Digital Format (minimum 8MB)</b>			<b>Price/MB</b>	<b>Price/MB</b>		
From 0 to 8.0 MB			\$ 1.02	\$ 1.02		
From 8.1 to 16.0 MB			\$ 1.00	\$ 1.00		
From 16.1 to 32.0 MB			\$ 0.98	\$ 0.98		
From 32.1 to 64.0 MB			\$ 0.96	\$ 0.96		
From 64.1 to 128.0 MB			\$ 0.94	\$ 0.94		
From 128.1 to 256.0 MB			\$ 0.55	\$ 0.55		
From 256.1 to 500.0 MB			\$ 0.50	\$ 0.50		
From 500.1 to 1,000.0 MB			\$ 0.45	\$ 0.45		
From 1,000.1 to 1,500.0 MB			\$ 0.40	\$ 0.40		
From 1,500.1 to 2,000.0 MB			\$ 0.35	\$ 0.35		
From 2,000.1 to 2,500.0 MB			\$ 0.30	\$ 0.30		
From 2,500.1 to 3,000.0 MB			\$ 0.25	\$ 0.25		
From 3,000.1 to 3,500.0 MB			\$ 0.20	\$ 0.20		
From 3,500.1 to 4,000.0 MB			\$ 0.18	\$ 0.18		
From 4,000.1 to 5,000.0 MB			\$ 0.15	\$ 0.15		
From 5,000.1 to 7,000.0 MB			\$ 0.12	\$ 0.12		
From 7,000.1 to 10,000.0 MB			\$ 0.11	\$ 0.11		
From 10,000.1 to 15,000.0 MB			\$ 0.10	\$ 0.10		
From 15,000.1 to 20,000.0 MB			\$ 0.10	\$ 0.10		
From 20,000.1 to 25,000.0 MB			\$ 0.09	\$ 0.09		
From 25,000.1 to 30,000.0 MB			\$ 0.08	\$ 0.08		
30,000.1 MB and up			\$ 0.08	\$ 0.08		
<b>Printed Maps</b>						
			<b>Glossy</b>	<b>Glossy</b>		
8.5 x 11 (Color or B&W)			\$ 1.85	\$ 1.85		
8.5 x 11 (Air Photo)			\$ 9.20	\$ 9.20		
11 x 17 (Color or B&W)			\$ 3.10	\$ 3.10		
11 x 17 (Air Photo)			\$ 10.45	\$ 10.45		
17 x 22 (B&W)			\$ 5.85	\$ 5.85		
17 x 22 (Color)			\$ 9.55	\$ 9.55		
17 x 22 (Air Photo)			\$ 12.90	\$ 12.90		
22 x 35 (B&W)			\$ 8.00	\$ 8.00		
22 x 35 (Color)			\$ 12.00	\$ 12.00		
22 x 35 (Air Photo)			\$ 23.05	\$ 23.05		
34 x 44 (B&W)			\$ 20.00	\$ 20.00		
34 x 44 (Color)			\$ 25.00	\$ 25.00		
34 x 44 (Air Photo)			\$ 50.00	\$ 50.00		

## SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
Larger than 34 x 44 (B&W)			\$ 50.00	\$ 50.00		
Larger than 34 x 44 (Color)			\$ 75.00	\$ 75.00		
Larger than 34 x 44 (Air Photo)			\$ 90.00	\$ 90.00		
Media CD burn						
Media DVD burn						

Maps, data or media requiring more than .5 hrs of labour may be subject to extra charges.

### ECONOMIC DEVELOPMENT

Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
Tourism Education Programs			\$3/participant	\$3/participant		

### ENGINEERING

Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
<b>Engineering Fees</b>						
<b>Subdivisions &amp; Development Permits</b>						
<b>Engineering Charge A - Large Development (10 Hz or more)</b>						
Drawing and report review				Flat fee of \$500 + \$250/ha		
Draft and execution of SSA				Flat fee of \$500 + \$250/ha		
Mandatory site meetings/inspections				Flat fee of \$250 + \$50/ha		
CCC & FAC inspection and administration				Flat fee of \$250 + \$40/ha		
Provision of digital data CAD fee				Flat fee of \$75		
<b>Engineering Charge B - Medium Development (2 Ha - 9 Ha)</b>						
Drawing and report review				Flat fee of \$400 + \$200/ha		
Draft and execution of SSA				Flat fee of \$400 + \$200/ha		
Mandatory site meetings/inspections				Flat fee of \$100 + \$15/ha		
CCC & FAC inspection and administration				Flat fee of \$250 + \$40/ha		
Provision of digital data CAD fee				Flat fee of \$175		
<b>Engineering Charge C - Small Development (Less than 2 Ha)</b>						
Drawing and report review				Flat fee of \$300 + \$150/ha		
Draft and execution of SSA				Flat fee of \$300 + \$150/ha		

## SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
Mandatory site meetings/inspections				Flat fee of \$100 + \$10/ha		
CCC & FAC inspection and administration				Flat fee of \$250 + \$30/ha		
Provision of digital data CAD fee				Flat fee of \$75		
<b>Special Projects</b>						
<b>Special Projects Charge A - Infrastructure (Storm Pond, Offsite, Reservoir,</b>						
Drawing and report review				Flat fee of \$1,250		
Draft and execution of SSA				Flat fee of \$1,250		
Mandatory site meetings/inspections				Flat fee of \$175		
CCC & FAC inspection and administration				Flat fee of \$450		
Provision of digital data CAD fee				Flat fee of \$75		
<b>Special Projects</b>						
<b>Special Projects Charge A -Stripping and Grading Application</b>						
Drawing and report review				\$550.00		
Inspections/site meetings				\$200.00		
<b>Additional Engineering Charges</b>						
Drawing and report review for 3rd and all subsequent submissions				\$300.00		
Final inspection - 3rd inspection				\$500.00		
Final inspection - inspection after 3rd inspection				\$750.00		
Request for variance after approval requiring changes to approved engineering design				130 per request		
Emergency/after hours inspection				\$250 per inspection		

### FIELD FEES

Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
<b>Soccer Field Fees &amp; Ball Fields</b>						
Adult Single booking per hour			\$30.00	\$30.00		
League per month Youth			\$50.00	\$50.00		
League per hour Youth			\$3.00	\$3.00		
League per month Adult			\$100.00	\$100.00		
League per hour Adult			\$5.00	\$5.00		
Tent Rentals 10' x 20'			\$25.00	\$25.00		
Tournament field per day Adult			\$150.00	\$150.00		
Tournament field per day Youth			\$50.00	\$50.00		
Youth Single booking per hour			\$15.00	\$15.00		

### FIRE SERVICES

Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
Initial Inspection - new construction or new occupancy	Emergency Srvcs	29/2005	\$50/inspection	\$50/inspection		
Inspection - Annual			\$50/inspection	\$50/inspection		
Reinspection			\$50.00	\$50.00		
Reinspection - 1 <sup>st</sup>			\$100.00	\$100.00		
Reinspection - 2 <sup>nd</sup>			\$200.00	\$200.00		

# SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
Investigation			\$50.00	\$50.00		
Investigation after hours			\$100.00	\$100.00		
Permit - Fire			\$35.00	\$35.00		
Permit - Dangerous Goods			\$35.00	\$35.00		
Permit - Fireworks			\$35.00	\$35.00		
Permit - Occupancy Load			\$35.00	\$35.00		
Consulting Fees - Plan Reviews			\$75.00	\$75.00		
File Search - external agency			\$75.00	\$75.00		
File Search with inspection			\$125.00	\$125.00		
Fire Incident Report			\$75/report	\$75/report		
False Alarms - due to faulty equipment						
1 <sup>st</sup> occurrence & 2 <sup>nd</sup> occurrence in a calendar year			No Charge	No Charge		
3 <sup>rd</sup> occurrence and subsequent			\$400/app/hr incl personnel	\$400/app/hr incl personnel		
Non-resident Emergency Response			\$400/app/hr incl personnel	\$400/app/hr incl personnel		
Emergency Response - specialty teams - i.e. swift water, high angle			\$400/app/hr incl personnel	\$400/app/hr incl personnel		
Unauthorized entry of fire boundary			\$300.00	\$300.00		
Obstruction of fire service member at incident			\$600.00	\$600.00		
Willfully damaging or destroying town fire equipment			\$2,000.00	\$2,000.00		
Unauthorized use of vehicle			\$600.00	\$600.00		
Obstruction of fire service member			\$600.00	\$600.00		
False representation of fire service member			\$300.00	\$300.00		
Obstruction of access via roadways or fire prevention equipment			\$600.00	\$600.00		
Dangerous Goods Infractions		29/2006				
Transport of dangerous goods off Dangerous Goods Route			\$500.00	\$500.00		
Dangerous goods carrier stop vehicle other than specified			\$500.00	\$500.00		
Transport of dangerous goods outside delivery location			\$500.00	\$500.00		
Park in a manner obstructing normal flow			\$150.00	\$150.00		
Contravene terms and conditions of Special Permit			\$500.00	\$500.00		
Obstruct Peace Officer			\$250.00	\$250.00		

## GIS MAPPING

Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
<b>GIS Mapping Fees</b>						
<b>Digital Format (minimum 8MB)</b>			<b>Price/MB</b>			
From 0 to 8.0 MB			\$1.02	\$1.02		
From 8.1 to 16.0 MB			\$1.00	\$1.00		
From 16.1 to 32.0 MB			\$0.98	\$0.98		
From 32.1 to 64.0 MB			\$0.96	\$0.96		
From 64.1 to 128.0 MB			\$0.94	\$0.94		
From 128.1 to 256.0 MB			\$0.55	\$0.55		
From 256.1 to 500.0 MB			\$0.50	\$0.50		



## SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
From 500.1 to 1,000.0 MB			\$0.45	\$0.45		
From 1,000.1 to 1,500.0 MB			\$0.40	\$0.40		
From 1,500.1 to 2,000.0 MB			\$0.35	\$0.35		
From 2,000.1 to 2,500.0 MB			\$0.30	\$0.30		
From 2,500.1 to 3,000.0 MB			\$0.25	\$0.25		
From 3,000.1 to 3,500.0 MB			\$0.20	\$0.20		
From 3,500.1 to 4,000.0 MB			\$0.18	\$0.18		
From 4,000.1 to 5,000.0 MB			\$0.15	\$0.15		
From 5,000.1 to 7,000.0 MB			\$0.12	\$0.12		
From 7,000.1 to 10,000.0 MB			\$0.11	\$0.11		
From 10,000.1 to 15,000.0 MB			\$0.10	\$0.10		
From 15,000.1 to 20,000.0 MB			\$0.10	\$0.10		
From 20,000.1 to 25,000.0 MB			\$0.09	\$0.09		
From 25,000.1 to 30,000.0 MB			\$0.08	\$0.08		
30,000.1 MB and up			\$0.08	\$0.08		
<b>Printed Maps</b>						
			<b>Glossy</b>	<b>Glossy</b>		
8.5 x 11 (Color or B&W)			\$1.85	\$1.85		
8.5 x 11 (Air Photo)			\$9.20	\$9.20		
11 x 17 (Color or B&W)			\$3.10	\$3.10		
11 x 17 (Air Photo)			\$10.45	\$10.45		
17 x 22 (B&W)			\$5.85	\$5.85		
17 x 22 (Color)			\$9.55	\$9.55		
17 x 22 (Air Photo)			\$12.90	\$12.90		
22 x 35 (B&W)			\$8.00	\$8.00		
22 x 35 (Color)			\$12.00	\$12.00		
22 x 35 (Air Photo)			\$23.05	\$23.05		
34 x 44 (B&W)			\$20.00	\$20.00		
34 x 44 (Color)			\$25.00	\$25.00		
34 x 44 (Air Photo)			\$50.00	\$50.00		
Larger than 34 x 44 (B&W)			\$50.00	\$50.00		
Larger than 34 x 44 (Color)			\$75.00	\$75.00		
Larger than 34 x 44 (Air Photo)			\$90.00	\$90.00		
Media CD burn						
Media DVD burn						

Maps, data or media requiring more than .5 hrs of labour may be subject to extra charges.

### INFRASTRUCTURE SERVICES

Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
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**\*NOTE: All rates are based on a 1 hour minimum charge.**

Rates are per hour and include operator unless otherwise noted.

All rates are subject to a 10% Town of Cochrane Administration Fee.

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			
Ford LT 9513 Tandem Axle Gravel Truck			\$120/hr			

## SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
Ford LT 9513 Tandem Axle Gravel Truck c/w Plow & Sander			\$185/hr (plus material)			
Ford F-800 Single Axle Gravel Truck			\$102/hr			
Ford F-800 Single Axle Gravel Truck c/w Plow & Sander			\$170/hr (plus material)			
Sterling Tandem Axle Vacuum Truck c/w 2 Man Crew & Boiler			\$303/hr (plus water)			
Sterling Single Axle Water Tanker			\$91/hr (plus water)			
Mobil M9E Mechanical Broom Streetsweeper			\$200/hr (plus water)			
Case 621B Rubber Tire Loader			\$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)			
John Deere 570A Motor Grader			\$126/hr (plus 5% for Scarifier)			
One Ton Truck			\$30/hr <b>*Driver Not Included*</b>			
1/2 Ton & 3/4 Ton Truck (Regular Cab)			\$23/hr <b>*Driver Not Included*</b> (plus 15% for 4x4)			
1/2 Ton & 3/4 Ton Truck (Crew Cab)			\$25/hr <b>*Driver Not Included*</b> (plus 15% for 4x4)			
3/4 Ton Truck (Regular Cab)			\$23/hr + \$5/hr for Front Plow Blade			
Equipment Trailer (inc Flat Deck, Paint)			\$9/hr			

**\*ALL RATES ARE BASED ON THE 2010 EDITION OF THE ALBERTA ROADBUILDERS & HEAVY CONSTRUCTION ASSOCIATION (ARCHA) EQUIPMENT RENTAL RATES GUIDE & MEMBERSHIP ROSTER.**

# SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
<b>OPERATIONAL SERVICES</b>						
Service Description	Dvsn	Bylaw #	2011 Fee Proposed	2012 Fee Proposed	% Increase	Increase in Annual Revenues
<b>Sewer Fee</b>	Waste-water	08/97				<b>\$ 137,512</b>
Base Charge (rate depends on meter size)			ranges from \$5.07 to \$481.04/month	ranges from \$5.37 to \$509.90/month	6.0%	\$ -
Consumption Charge			metre	metre	6.0%	\$ -
Bulk Wastewater Disposal Fee			\$3.34/cubic metre	\$3.45/cubic metre	3.4%	\$ 4,320
Wastewater surcharge			\$15.75/load <2.5	\$15.75/load <2.	0.0%	\$ -
Wastewater surcharge >2.5m3			\$31.50/truckload	\$31.50/truckload	0.0%	-
<b>Water Fee</b>	Water	03/09				<b>\$ 112,620</b>
Base Charge (rate depends on meter size)			ranges from \$5.11 to \$584.06/month	ranges from \$5.42 to \$619.10/month	6.0%	\$ -
Consumption Charge residential			\$1.07 first 25 cu/metres	\$1.13 first 25 cu/metres	6.0%	\$ -
			\$1.42 26-60 cu/metres	\$1.51 26-60 cu/metres	6.0%	
			\$2.12 over 60 cu/metres	\$2.25 over 60 cu/metres	6.0%	
Consumption Charge commercial and industrial			\$1.07/cubic metre	\$1.13/cubic metre	6.0%	
<b>Irrigation Consumption Charge</b>			\$1.42/cubic metre	\$1.51/cubic metre	6.0%	
Bulk Water Rate			\$3.28/cubic metre	\$3.48/cubic metre	6.0%	\$ 6,952
Utility Connection Fee			\$ 25.00	\$ 25.00	0.0%	
<b>Radio Read Meters</b>	Water					
5/8" by 3/4" (Most common)			\$ 444.00	\$ 476.00	7.2%	\$ 1,800
3/4" by 3/4"			\$ 491.16	\$ 508.00	3.4%	
1"			\$ 548.44	\$ 573.00	4.5%	
1.5"			\$ 1,335.36	\$ 1,364.00	2.1%	
2"			\$ 1,500.18	\$ 1,550.00	3.3%	
3"			\$ 2,115.24	\$ 2,153.00	1.8%	
4"			\$ 3,683.04	\$ 3,635.00	-1.3%	
<b>Storm Sewer Fee</b>						
Storm Sewer Fee \$3.70/mnth to \$3.81/mnth			\$ 45.72	\$ 45.72	0.0%	
<b>Waste Management</b>						
Jan - April	Waste	26/05	\$ 11.10			
Waste Management May - Dec			\$ 17.40	\$ 17.40	0.0%	\$ -
Waste Management - Per Bag Extra			\$ 3.00	\$ 3.00	0.0%	\$ -
<b>Appliance disposals</b>						
Fridges/air cond/water coolers			\$ 40.00	\$ 40.00	0.0%	\$ -
Stoves/washers/dryers/ dishwashers			\$ 30.00	\$ 30.00	0.0%	\$ -
Microwaves/bbqs/hot water tanks			\$ 15.00	\$ 15.00	0.0%	\$ -

## SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
Eco Centre	Waste		\$ 5.57	\$ 4.75	-14.7%	\$ (57,854)
<b>Cemetery - Plot Sales Non-resident</b>	Parks	01/96				
Full			\$ 1,650.00	\$ 1,650.00	0.0%	
Cremation			\$ 1,100.00	\$ 1,100.00	0.0%	
<b>Cemetery - Opening and Closing - Non-resident</b>	Parks	01/96				
Full			\$ 950.00	\$ 950.00	0.0%	
Cremation			\$ 250.00	\$ 250.00	0.0%	
Marker permit			\$ 25.00	\$ 25.00	0.0%	
Weekend additional charge			\$ 300.00	\$ 300.00	0.0%	
<b>Cemetery - Plot Sales - Resident 35% Resident Discount</b>	Parks	01/96				
Full			\$ 1,072.50	\$ 1,072.50	0.0%	
Cremation			\$ 715.00	\$ 715.00	0.0%	
<b>Cemetery - Opening/Closing - Resident</b>	Parks	01/96				
Cremation			\$ 250.00	\$ 250.00	0.0%	
Full			\$ 950.00	\$ 950.00	0.0%	
Marker permit			\$ 25.00	\$ 25.00	0.0%	
Weekend additional charge			\$ 300.00	\$ 300.00	0.0%	

## PLANNING SERVICES

Service Description	Division	Division	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
<b>Document Photocopies</b>						
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)			N/A	\$15.00		
<b>Planning Confirmations</b>						
Certificate of Compliance - Residential				\$125.00	25%	\$13,750.00
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		
<b>Special Meeting Requests</b>						
Special Meeting of Cochrane Planning Commission			\$1,000.00	\$1,000.00		
Reschedule a Public Hearing			N/A	\$1,000.00		
<b>Statutory &amp; Non-Statutory Plans</b>						
Area Structure Plan			\$5,000.00	\$7,500.00	50%	\$3,500.00
Area Redevelopment Plan			\$5,000.00	\$7,500.00 and \$100/ha	50%	\$0.00
Neighbourhood Plan			greater of \$4,000 or \$250/ha	greater of \$5,000 or \$500/ha	20%	\$1,000.00

# SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
Revised Submission			25% of original application fee	25% of original application fee		
<b>Refund Requests</b>						
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		
<b>Statutory/Non-Statutory Plan Amendments</b>						
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		
<b>Land Use Bylaw Amendment</b>						
Land Use District Change			greater of \$3,000 or \$250/ha	greater of \$3,000 or \$250/ha		
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		
<b>Refund Requests</b>						
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		
<b>Subdivisions/Boundary Adjustments</b>						
<b>Subdivision Application</b>						
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		
<b>Condominium Application</b>						
Up to 5 units			\$500.00	\$500.00		
More than 5 units			\$100/unit	\$100/unit		
<b>Subdivision Endorsement</b>						
Up to 5 lots			greater of \$500 or \$100/lot	\$500.00		
More than 5 lots			\$100/lot	\$100/lot		
<b>Condominium Endorsement</b>						
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		

# SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
Subdivision/Boundary Adjustment Appeal			\$250.00	\$250.00		
Community Enhancement Fee			\$1,000/residential unit	\$1,000/residential unit		
Parks Development Fee			\$3,460/ha for residential	\$3,460/ha for residential		
Revised Submission			25% of original application fee	25% of original application fee		
<b>Refund Requests</b>						
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		
<b>Home-Based Businesses</b>						
Minor			\$125.00	\$125.00		
Major			\$250.00	\$250.00		
Dayhome			\$250.00	\$250.00		
Bed & Breakfast			\$250.00	\$250.00		
<b>Accessory Buildings</b>						
Residential			\$150.00	\$150.00		
Non-Residential			\$200.00	\$300.00		
Residential Development			\$400 + \$75/unit	\$400 + \$75/unit		
Non-Residential Development			\$800 + \$1/m <sup>2</sup>	\$800 + \$1/m <sup>2</sup>	7%	\$750.00
<b>Additions</b>						
Residential			\$200 + \$0.50/m <sup>2</sup>	\$200 + \$0.50/m <sup>2</sup>		
Non-Residential			\$600 + \$1/m <sup>2</sup>	\$800 + \$1/m <sup>2</sup>	7%	\$200.00
<b>Variances</b>						
Residential			\$250 - \$475	\$150.00		
Non-Residential			\$200.00	\$300.00		
<b>Signs</b>						
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		
<b>Excavation &amp; Stockpiling (Stripping &amp; Grading)</b>						
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		

## SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
<b>Refund Requests</b>						
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		
<b>Miscellaneous Applications and Fees</b>						
Road Closure			\$1,000.00	\$1,000.00		
Letter of Credit			Up to 150% of development costs	Up to 150% of development costs		
Cash in Lieu for Parking			\$10,000/stall	\$10,000/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		

## POOL FEES

Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
<b>Lessons *</b>	Pool		<b>EXCLUDING GST</b>			
6 x 30 minute			\$53.24	\$53.24		
6 x 45 minute			\$61.90	\$61.90		
6 x 60 minute			\$70.88	\$70.88		
<b>Admissions</b>	Pool					
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		

## SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
Aquasize 3 month			\$178.33	\$178.33		

### RECREATION & CULTURE

Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
<b>Recreation/Culture Program Fees</b>						
Preschool Rec (1 hour/12 classes)			\$93.00	\$93.00		
Preschool Rec (1 hour/10 classes)			\$78.00	\$78.00		
Preschool Rec (1 hour/8 classes)			\$62.50	\$62.50		
Preschool Rec (1.5 hours/4 classes)			\$57.00	\$57.00		
Preschool Rec (2 hours/12 classes)			\$114.00	\$114.00		
Preschool Rec (2 hours/10 classes)			\$95.00	\$95.00		
Preschool Rec (2 hours/8 classes)			\$77.00	\$77.00		
Preschool Rec (.5 hours/12 classes-skating)			\$83.00	\$83.00		
Preschool Rec (1.5 hours/10 classes-cooking)			\$120.00	\$120.00		
Preschool Rec (1.5 hours/8 classes-cooking)			\$96.00	\$96.00		
Preschool Rec (1 hour/12 classes-yoga)			\$100.00	\$100.00		
Preschool Day Camps (2.5 hours/5 classes)			\$72.00	\$72.00		
Preschool Culture (1 hour/10 classes)			\$102.00	\$102.00		
Youth Rec (1.5 hours/12 classes)			\$100.00	\$100.00		
Youth Rec (1.5 hours/4 classes-tennis)			\$50.00	\$50.00		
Youth Rec (2 hours/12 classes)			\$114.00	\$114.00		
Youth Rec Day Camps (8 hours/5 classes)			\$150.00	\$150.00		
Youth Culture (2 hours/10 classes)			\$120.00	\$120.00		
Youth Culture (2.5 hours/4 classes-drawing)			\$120.00	\$120.00		
Youth Culture (3 hours/4 classes-pottery)			\$75.00	\$75.00		
Youth Culture (3 hours/4 classes-painting)			\$69.00	\$69.00		
Youth Culture (3 hours/5 classes-girlz club)			\$72.00	\$72.00		
Youth Culture Day Camps (8 hours/5 classes)			\$160.00	\$160.00		
Adult Rec (1 hour/12 classes-fitness)			\$100.00	\$100.00		
Adult Rec (1 hour/12 classes-yoga)			\$100.00	\$100.00		
Adult Rec (1.5 hours/4 classes-tennis)			\$50.00	\$50.00		
Adult Rec-Ladies Volleyball League			\$900.00	\$900.00		
Adult Rec-Ladies Volleyball Tournament			\$270.00	\$270.00		
Adult Rec-Volleyball Tournament (League)			\$200.00	\$200.00		
Adult Rec-Ladies Basketball League			\$150.00	\$150.00		
Adult Culture (1.5 hours/10 classes-dance)			\$132.00	\$132.00		
Adult Culture (2 hours/5 classes-senior art)			\$60.00	\$60.00		



## SERVICE FEES - 2012



Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
Adult Culture (2 hours/4 classes-music)			\$72.00	\$72.00		
Adult Culture (2 hours/1 class-wine)			\$78.00	\$78.00		
Adult Culture (2 hours/5 classes-food preservation)			\$144.00	\$144.00		
Adult Culture (3 hours/5 classes-acting)			\$180.00	\$180.00		
Adult Culture (1.5 hours/10 classes-tea)			\$15.00	\$15.00		
ClubHouse Rentals (per hour/floor)			\$20.00	\$20.00		
ClubHouse Rentals (per day/floor, over 5 hours)			\$100.00	\$100.00		
RancheHouse Rec Space Play Room (per hour)			\$30.00	\$30.00		
RancheHouse Rec Space Lounge or kitchen (per hour)			\$25.00	\$25.00		
RancheHouse Rec Space Art Room (per hour)			\$20.00	\$20.00		
Birthday Party Room Rental (3 hours)			\$90.00	\$90.00		
Goblin Gathering			\$7.50	\$7.50		
Children's Festival			\$10.00	\$10.00		
Canada Day Concert Tickets			\$9.52	\$9.52		
WinterFest			\$2.00	\$2.00		
Heritage Fest			\$5.00	\$5.00		
Hiking Club			\$42.85	\$42.85		
Concession			\$120.00	\$120.00		
Fishing Clinic			\$6.00	\$6.00		

## SERVICE FEES - 2012



### SAFETY CODES

Service Description	Dvsn	Bylaw #	2011 Fee Approved	2012 Fee Proposed	2012 Sent to Safety Council	% Increase	Increase in Annual Revenues
<b>Building Permit Fees</b>	<b>All fees include plan review (when required), technical assistance, Code</b>						
Residential Minimum Charge (built on site or moved in)			\$ 50.00	\$ 60.00		20.0%	
Occupancy Permit			\$ 50.00	\$ 50.00		0.0%	
Main floor (\$/sq.ft)			\$ 0.60	\$ 0.65		8.3%	\$ 15,000.00
Additional floors (\$/sq.ft)			\$ 0.38	\$ 0.46		21.1%	\$ 15,000.00
Attached garages (\$/sq.ft)			\$ 0.30	\$ 0.30		0.0%	
Accessory buildings (\$/sq.ft)			\$ 0.20	\$ 0.20		0.0%	
Basement development (\$/sq.ft)			\$ 0.15	\$ 0.20		33.3%	
Decks (\$/sq.ft)			\$ 0.15	\$ 0.15		0.0%	
Fireplaces (wood burning only)			\$ 65.00	\$ 65.00		0.0%	
Service Trench Inspection			\$ 60.00	\$ 60.00		0.0%	
<b>Non-Residential Minimum Charge</b>			\$ 50.00	\$ 50.00		0.0%	
Commercial, industrial, institutional per \$1000 bid price)			\$ 7.40	\$ 8.00		\$0.08	\$ 5,000.00
Renovations per \$1000 of bid price			\$ 7.40	\$ 8.00		8.1%	
Plan examination - gross floor area of building or addition - all buildings except residential - single and semi							
500-2000 sq ft			\$ 75.00	\$ 100.00		33.3%	
over 2000 sq ft			\$ 100.00	\$ 125.00		25.0%	
Re-Inspection/Special Inspection Fees (per inspection)			\$ 75.00	\$ 75.00		0.0%	
Transfer of ownership fees/permit			\$ 100.00	\$ 100.00		0.0%	
File search			\$ 75.00	\$ 75.00		0.0%	
<b>Assessment Inspection Fees</b>							
Residential			\$ 75.00	\$ 75.00		0.0%	
Garages, additions			\$ 22.00	\$ 22.00		0.0%	
Commercial			\$ 114.00	\$ 114.00		0.0%	
Industrial			\$ 38.00	\$ 38.00		0.0%	
<b>Water Meters</b>							
5/8" by 3/4" (most common)			\$ 415.00	\$ 415.00		0.0%	
3/4" by 3/4"			\$ 455.00	\$ 455.00		0.0%	
1"			\$ 527.00	\$ 527.00		0.0%	
1.5"			\$ 1,012.00	\$ 1,012.00		0.0%	
2"			\$ 1,173.00	\$ 1,173.00		0.0%	
3"			\$ 4,107.00	\$ 4,107.00		0.0%	
4"			\$ 6,431.00	\$ 6,431.00		0.0%	
<b>Electrical Permit Fees</b>	<b>All fees include plan review (when required), technical assistance, Code</b>						
Maximum of 1500 sq. ft			\$170.00	\$ 180.00	\$ 7.20		\$2,000.00
Greater than 1500 to 2500 sq. ft			\$180.00	\$ 190.00	\$ 7.60		\$2,000.00
Greater than 2500 to 3500 sq. ft			\$ 190.00	\$ 200.00	\$ 8.00		\$ 1,000.00
Greater than 3500 sq. ft.			\$ 200.00	\$ 220.00	\$ 8.80		
Detached Garages			\$ 75.00	\$ 75.00	\$ 4.50		
Basement Development			\$ 75.00	\$ 75.00	\$ 4.50		
Residential Additions and Renovations			\$ 75.00	\$ 75.00	\$ 4.50		
Residential--Multi-Unit and All Non-Residential				\$ 75.00	\$ 4.50		
-- \$0 to \$500			\$ 75.00	\$ 85.00	\$ 4.50		
-- greater than \$500 to \$1000			\$ 95.00	\$ 105.00	\$ 4.50		
-- greater than \$1000 to \$2000			\$ 115.00	\$ 125.00	\$ 5.00		
-- greater than \$2000 to \$3000			\$ 125.00	\$ 135.00	\$ 5.40		
-- greater than \$3000 to \$4000			\$ 135.00	\$ 145.00	\$ 5.80		
-- greater than \$4000 to \$5000			\$ 145.00	\$ 155.00	\$ 6.20		
-- greater than \$5000 to \$6000			\$ 150.00	\$ 160.00	\$ 6.40		
-- greater than \$6000 to \$7000			\$ 155.00	\$ 165.00	\$ 6.60		
-- greater than \$7000 to \$8000			\$ 160.00	\$ 170.00	\$ 6.80		
-- greater than \$8000 to \$9000			\$ 165.00	\$ 175.00	\$ 7.00		
-- greater than \$9000 to \$10,000			\$ 170.00	\$ 180.00	\$ 7.20		

## SERVICE FEES - 2012



Service Description	Dvsn	Bylaw #	2011 Fee Approved	2012 Fee Proposed	2012 Sent to Safety Council	% Increase	Increase in Annual Revenues
-- greater than \$10,000 to \$15,000			\$ 195.00	\$ 205.00	\$ 8.20		
-- greater than \$15,000 to \$20,000			\$ 220.00	\$ 230.00	\$ 9.20		
-- greater than \$20,000 to \$25,000			\$ 250.00	\$ 260.00	\$ 10.40		
-- greater than \$25,000 to \$30,000			\$ 255.00	\$ 265.00	\$ 10.60		
-- greater than \$30,000 to \$35,000			\$ 260.00	\$ 270.00	\$ 10.80		
-- greater than \$35,000 to \$40,000			\$ 270.00	\$ 280.00	\$ 11.20		
-- greater than \$40,000 to \$45,000			\$ 295.00	\$ 305.00	\$ 12.20		
-- greater than \$45,000 to \$50,000			\$ 315.00	\$ 325.00	\$ 13.00		
-- greater than \$50,000 to \$60,000			\$ 350.00	\$ 360.00	\$ 14.40		
-- greater than \$60,000 to \$70,000			\$ 385.00	\$ 395.00	\$ 15.80		
-- greater than \$70,000 to \$80,000			\$ 425.00	\$ 435.00	\$ 17.40		
-- greater than \$80,000 to \$90,000			\$ 465.00	\$ 475.00	\$ 19.00		
-- greater than \$90,000 to \$100,000			\$ 511.00	\$ 521.00	\$ 20.84		
-- greater than \$100,000 to \$150,000			\$ 665.00	\$ 675.00	\$ 27.00		
-- greater than \$150,000 to \$200,000			\$ 795.00	\$ 805.00	\$ 32.20		
-- greater than \$200,000 to \$250,000			\$ 950.00	\$ 960.00	\$ 38.40		
-- greater than \$250,000 to \$300,000			\$ 1,055.00	\$ 1,065.00	\$ 42.60		
-- greater than \$300,000 to \$350,000			\$ 1,115.00	\$ 1,125.00	\$ 45.00		
-- greater than \$350,000 to \$400,000			\$ 1,185.00	\$ 1,195.00	\$ 47.80		
-- greater than \$400,000 to \$450,000			\$ 1,250.00	\$ 1,260.00	\$ 50.40		
-- greater than \$450,000 to \$500,000			\$ 1,315.00	\$ 1,325.00	\$ 53.00		
-- greater than \$500,000 to \$600,000			\$ 1,565.00	\$ 1,575.00	\$ 63.00		
-- greater than \$600,000 to \$700,000			\$ 1,815.00	\$ 1,825.00	\$ 73.00		
-- greater than \$700,000 to \$800,000			\$ 2,065.00	\$ 2,075.00	\$ 83.00		
-- greater than \$800,000 to \$900,000			\$ 2,315.00	\$ 2,325.00	\$ 93.00		
-- greater than \$900,000 to \$1,000,000			\$ 2,565.00	\$ 2,575.00	\$103.00		
-- greater than \$1,000,000			\$2555 plus \$100/ \$250,000 over \$1,000,000	\$2575 plus \$100/ \$250,000 over \$1,000,000			

## SERVICE FEES - 2012



Service Description	Dvsn	Bylaw #	2011 Fee Approved	2012 Fee Proposed	2012 Sent to Safety Council	% Increase	Increase in Annual Revenues
<b>Gas Permit Fees</b>	interpretation, travel, inspection reports, and all other related expenses.						
<b>Residential--Single- or Semi-Detached, Duplex (Fee Simple or Condominium) (Based on Finished Floor Area (sq. ft.))</b>							
-- maximum of 1500 sq. ft.			\$ 105.00	\$ 115.00	\$ 4.60		\$ 1,000.00
-- greater than 1500 to 2500 sq. ft.			\$ 120.00	\$ 130.00	\$ 5.20		\$ 2,000.00
-- greater than 2500 to 3500 sq. ft.			\$ 135.00	\$ 145.00	\$ 5.80		\$ 1,000.00
-- greater than 3500 sq. ft.			\$ 150.00	\$ 160.00	\$ 6.40		
<b>Garage Heaters</b>			\$ 60.00	\$ 60.00	\$ 4.50		
<b>Gas Fireplaces and Log Lighters</b>			\$ 60.00	\$ 60.00	\$ 4.50		
<b>Barbecue Outlet</b>			\$ 60.00	\$ 60.00	\$ 4.50		
<b>Residential--Multi-Unit and All Non-Residential (Based on BTU Input)</b>							
-- 0 to 70,000			\$ 52.00	\$ 62.00	\$ 4.50		
-- 70,001 to 80,000			\$ 54.40	\$ 64.40	\$ 4.50		
-- 80,001 to 90,000			\$ 60.40	\$ 70.40	\$ 4.50		
-- 90,001 to 100,000			\$ 66.40	\$ 76.40	\$ 4.50		
-- 100,001 to 110,000			\$ 72.40	\$ 82.40	\$ 4.50		
-- 110,001 to 120,000			\$ 78.40	\$ 88.40	\$ 4.50		
-- 120,000 to 130,000			\$ 84.40	\$ 94.40	\$ 4.50		
-- 130,001 to 140,000			\$ 90.40	\$ 100.40	\$ 4.50		
-- 140,001 to 150,000			\$ 96.40	\$ 106.40	\$ 4.50		
-- 150,001 to 170,000			\$ 102.40	\$ 112.40	\$ 4.50		
-- 170,001 to 190,000			\$ 108.40	\$ 118.40	\$ 4.74		
-- 190,001 to 210,000			\$ 112.20	\$ 122.20	\$ 4.89		
-- 210,001 to 230,000			\$ 115.20	\$ 125.20	\$ 5.01		
-- 230,001 to 250,000			\$ 118.20	\$ 128.20	\$ 5.13		
-- 250,001 to 300,000			\$ 121.20	\$ 131.20	\$ 5.25		
-- 300,001 to 350,000			\$ 124.20	\$ 134.20	\$ 5.37		
-- 350,001 to 400,000			\$ 128.20	\$ 138.20	\$ 5.53		
-- 400,001 to 450,000			\$ 130.20	\$ 140.20	\$ 5.61		
-- 450,001 to 500,000			\$ 133.20	\$ 143.20	\$ 5.73		
-- 500,001 to 550,000			\$ 146.20	\$ 156.20	\$ 6.25		
-- 550,001 to 600,000			\$ 149.20	\$ 159.20	\$ 6.37		
-- 600,001 to 650,000			\$ 152.20	\$ 162.20	\$ 6.49		
-- 650,001 to 700,000			\$ 155.20	\$ 165.20	\$ 6.61		
-- 700,001 to 750,000			\$ 158.20	\$ 168.20	\$ 6.73		
-- 750,001 to 800,000			\$ 161.20	\$ 171.20	\$ 6.85		
-- 800,001 to 850,000			\$ 164.20	\$ 174.20	\$ 6.97		
-- 850,001 to 900,000			\$ 167.20	\$ 177.20	\$ 7.09		
-- 900,001 to 950,000			\$ 170.20	\$ 180.20	\$ 7.21		
-- 950,001 to 1,000,000			\$ 173.20	\$ 183.20	\$ 7.33		
-- 1,000,001 and greater			\$183.20 plus \$7.00/100,000 BTU over				
<b>Propane and Small Installations</b>							
-- propane tank sets (new/replacement)			\$ 60.00	\$ 60.00	\$ 4.50		
-- temporary propane/natural gas heating (including tank set)			\$ 60.00	\$ 60.00	\$ 4.50		
-- gas/propane cylinder centres			\$ 100.00	\$ 100.00	\$ 4.50		
<b>Replacement of Heating Appliances (Based on BTU Input)</b>							
-- 0 to 400,000			\$ 52.00	\$ 52.00	\$ 4.50		
-- 400,001 to 5,000,000			\$ 100.00	\$ 100.00	\$ 4.50		
-- greater than 5,000,000			\$ 235.00	\$ 235.00	\$ 9.40		
Re-Inspection/Special Inspection Fees (per inspection)					\$100.00		

## SERVICE FEES - 2012



Service Description	Dvsn	Bylaw #	2011 Fee Approved	2012 Fee Proposed	2012 Sent to Safety Council	% Increase	Increase in Annual Revenues
<b>Plumbing Permit Fees</b>	<b>All fees include plan review (when required), technical assistance, Code</b>						
<b>Residential--Single or Semi-Detached, Duplex (Fee Simple or Condominium) (Based on Finished Floor Area (sq. ft.))</b>							
-- maximum of 1500 sq. ft			\$ 185.00	\$ 205.00	\$ 8.20		\$ 2,000.00
-- greater than 1500 to 2500 sq. ft			\$ 200.00	\$ 220.00	\$ 8.80		\$ 2,000.00
-- greater than 2500 to 3500 sq. ft			\$ 215.00	\$ 235.00	\$ 9.40		\$ 2,000.00
-- greater than 3500 sq. ft			\$ 235.00	\$ 255.00	\$ 10.20		
<b>Basement Development</b>			\$ 60.00	\$ 60.00	\$ 4.50		
<b>Residential Additions and Renovations</b>			\$ 60.00	\$ 60.00	\$ 4.50		
<b>Private Sewage</b>			\$ 200.00	\$ 200.00	\$ 8.00		
<b>Residential--Multi-Unit and All Non-Residential (based on number of fixtures)</b>							
-- 1			\$ 64.00	\$ 84.00	\$ 4.50		
-- 2			\$ 68.00	\$ 88.00	\$ 4.50		
-- 3			\$ 72.00	\$ 92.00	\$ 4.50		
-- 4			\$ 76.00	\$ 96.00	\$ 4.50		
-- 5			\$ 80.00	\$ 100.00	\$ 4.50		
-- 6			\$ 84.00	\$ 104.00	\$ 4.50		
-- 7			\$ 88.00	\$ 108.00	\$ 4.50		
-- 8			\$ 92.00	\$ 112.00	\$ 4.50		
-- 9			\$ 96.00	\$ 116.00	\$ 4.64		
-- 10			\$ 115.00	\$ 135.00	\$ 5.40		
-- 11			\$ 119.00	\$ 139.00	\$ 5.56		
-- 12			\$ 123.00	\$ 143.00	\$ 5.72		
-- 13			\$ 127.00	\$ 147.00	\$ 5.88		
-- 14			\$ 131.00	\$ 151.00	\$ 6.04		
-- 15			\$ 135.00	\$ 155.00	\$ 6.20		
-- 16			\$ 139.00	\$ 159.00	\$ 6.36		
-- 17			\$ 143.00	\$ 163.00	\$ 6.52		
-- 18			\$ 147.00	\$ 167.00	\$ 6.68		
-- 19			\$ 151.00	\$ 171.00	\$ 6.84		
-- 20			\$ 155.00	\$ 175.00	\$ 7.00		
-- 21			\$ 159.00	\$ 179.00	\$ 7.16		
-- 22			\$ 163.00	\$ 183.00	\$ 7.32		
-- 23			\$ 167.00	\$ 187.00	\$ 7.48		
-- 24			\$ 170.00	\$ 190.00	\$ 7.60		
-- 25			\$ 175.00	\$ 195.00	\$ 7.80		
-- 26			\$ 179.00	\$ 199.00	\$ 7.96		
-- 27			\$ 183.00	\$ 203.00	\$ 8.12		
-- 28			\$ 187.00	\$ 207.00	\$ 8.28		
-- 29			\$ 191.00	\$ 211.00	\$ 8.44		
-- 30			\$ 195.00	\$ 215.00	\$ 8.60		
-- 31			\$ 199.00	\$ 219.00	\$ 8.76		
-- 32			\$ 203.00	\$ 223.00	\$ 9.32		
-- 33			\$ 207.00	\$ 227.00	\$ 9.08		
-- 34			\$ 211.00	\$ 231.00	\$ 9.24		
-- 35			\$ 215.00	\$ 235.00	\$ 9.40		
-- 36			\$ 219.00	\$ 239.00	\$ 9.56		

## SERVICE FEES - 2012



Service Description	Dvsn	Bylaw #	2011 Fee Approved	2012 Fee Proposed	2012 Sent to Safety Council	% Increase	Increase in Annual Revenues
-- 37			\$ 223.00	\$ 243.00	\$ 9.72		
-- 38			\$ 227.00	\$ 247.00	\$ 9.88		
-- 39			\$ 231.00	\$ 251.00	\$ 10.04		
-- 40			\$ 235.00	\$ 255.00	\$ 10.20		
-- 41			\$ 239.00	\$ 259.00	\$ 10.36		
-- 42			\$ 243.00	\$ 263.00	\$ 10.52		
-- 43			\$ 247.00	\$ 267.00	\$ 10.68		
-- 44			\$ 251.00	\$ 271.00	\$ 10.84		
-- 45			\$ 255.00	\$ 275.00	\$ 11.00		
-- 46			\$ 259.00	\$ 279.00	\$ 11.16		
-- 47			\$ 263.00	\$ 283.00	\$ 11.32		
-- 48			\$ 267.00	\$ 287.00	\$ 11.48		
-- 49			\$ 271.00	\$ 291.00	\$ 11.64		
-- 50			\$ 275.00	\$ 295.00	\$ 11.80		
-- 51			\$ 279.00	\$ 299.00	\$ 11.96		
-- 52			\$ 283.00	\$ 303.00	\$ 12.12		
-- 53			\$ 287.00	\$ 307.00	\$ 12.28		
-- 54			\$ 291.00	\$ 311.00	\$ 12.44		
-- 55			\$ 295.00	\$ 315.00	\$ 12.60		
-- 56			\$ 299.00	\$ 319.00	\$ 12.76		
-- 57			\$ 303.00	\$ 323.00	\$ 12.92		
-- 58			\$ 307.00	\$ 327.00	\$ 13.08		
-- 59			\$ 311.00	\$ 331.00	\$ 13.24		
-- 60			\$ 315.00	\$ 335.00	\$ 13.40		
-- 61			\$ 319.00	\$ 339.00	\$ 13.56		
-- 62			\$ 323.00	\$ 343.00	\$ 13.72		
-- 63			\$ 327.00	\$ 347.00	\$ 13.88		
-- 64			\$ 331.00	\$ 351.00	\$ 14.04		
-- 65			\$ 335.00	\$ 355.00	\$ 14.20		
-- 66			\$ 339.00	\$ 359.00	\$ 14.36		
-- 67			\$ 343.00	\$ 363.00	\$ 14.52		
-- 68			\$ 347.00	\$ 367.00	\$ 14.68		
-- 69			\$ 351.00	\$ 371.00	\$ 14.84		
-- 70			\$ 355.00	\$ 375.00	\$ 15.00		
-- 71			\$ 359.00	\$ 379.00	\$ 15.16		
-- 72			\$ 363.00	\$ 383.00	\$ 15.32		
-- 73			\$ 367.00	\$ 387.00	\$ 15.48		
-- 74			\$ 371.00	\$ 391.00	\$ 15.64		
-- 75			\$ 375.00	\$ 395.00	\$ 15.80		
-- 76			\$ 379.00	\$ 399.00	\$ 15.96		
-- 77			\$ 383.00	\$ 403.00	\$ 16.12		
-- 78			\$ 386.00	\$ 406.00	\$ 16.24		
-- 79			\$ 391.00	\$ 411.00	\$ 16.44		
-- 80			\$ 395.00	\$ 415.00	\$ 16.60		
-- 81			\$ 399.00	\$ 419.00	\$ 16.76		
-- 82			\$ 403.00	\$ 423.00	\$ 16.92		
-- 83			\$ 407.00	\$ 427.00	\$ 17.08		
-- 84			\$ 411.00	\$ 431.00	\$ 17.24		
-- 85			\$ 415.00	\$ 435.00	\$ 17.40		
-- 86			\$ 419.00	\$ 439.00	\$ 17.56		
-- 87			\$ 423.00	\$ 443.00	\$ 17.72		
-- 88			\$ 427.00	\$ 447.00	\$ 17.88		
-- 89			\$ 431.00	\$ 451.00	\$ 18.04		
-- 90			\$ 435.00	\$ 455.00	\$ 18.20		
-- 91			\$ 439.00	\$ 459.00	\$ 18.36		
-- 92			\$ 443.00	\$ 463.00	\$ 18.52		
-- 93			\$ 447.00	\$ 467.00	\$ 18.68		
-- 94			\$ 451.00	\$ 471.00	\$ 18.84		
-- 95			\$ 455.00	\$ 475.00	\$ 19.00		
-- 96			\$ 459.00	\$ 479.00	\$ 19.16		

## SERVICE FEES - 2012



Service Description	Dvsn	Bylaw #	2011 Fee Approved	2012 Fee Proposed	2012 Sent to Safety Council	% Increase	Increase in Annual Revenues
-- 97			\$ 463.00	\$ 483.00	\$ 19.32		
-- 98			\$ 467.00	\$ 487.00	\$ 19.48		
-- 99			\$ 471.00	\$ 491.00	\$ 19.64		
-- 100			\$ 475.00	\$ 495.00	\$ 19.80		
-- 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)					\$100.00		

### 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 to \$100.00:   | 50% Refund with a minimum retainer of \$50.00  |
| iii. Permit Fees of \$101.00 to \$250.00: | 50% Refund with a minimum retainer of \$100.00 |
| iv. Permit Fees of \$251.00 and over:     | 50% Refund with a minimum retainer of \$250.00 |
| v. Fees for Water Meters:                 | 100% Refund                                    |
| vi. Safety Codes Council Fees             | No Refund                                      |
| vii. GST charges                          | No Refund                                      |

### SECURITY CHECKS

Service Description	Division	Bylaw #	2011 Fee Approved	2012 Fee Proposed	% Increase	Increase in Annual Revenues
Police Security Checks			\$30.00	\$30.00		

## SERVICE FEES - 2012



### Cochrane RancheHouse Fees 2012 - 2013

	Approved 2012			Proposed 2013			Explanation
	Hourly	1/2 Day	Full Day	Hourly	1/2 Day (60% of full day)	Full Day	
<b>Aspen</b>							
Wedding	N/A	N/A	\$510	N/A	N/A	\$540	6% increase
Special Event	\$102	N/A	\$510	\$108	N/A	\$540	6% increase
Community	\$51	N/A	\$255	\$54	N/A	\$270	50% off Special Event/Corporate
Corporate	N/A	\$306	\$510	N/A	\$325	\$540	6% increase
<b>Birch</b>							
Wedding	N/A	N/A	\$510	N/A	N/A	\$540	6% increase
Special Event	\$102	N/A	\$510	\$108	N/A	\$540	6% increase
Community	\$51	N/A	\$255	\$54	N/A	\$270	50% off Special Event/Corporate
Corporate	N/A	\$306	\$510	N/A	\$325	\$540	6% increase
<b>Cedar</b>							
Wedding	N/A	N/A	\$510	N/A	N/A	\$540	6% increase
Special Event	\$102	N/A	\$510	\$108	N/A	\$540	6% increase
Community	\$51	N/A	\$255	\$54	N/A	\$270	50% off Special Event/Corporate
Corporate	N/A	\$306	\$510	N/A	\$325	\$540	6% increase
<b>Aspen/Birch or Birch/Cedar</b>							
Wedding	N/A	N/A	\$1,020	N/A	N/A	\$1,080	6% increase
Special Event	\$204	N/A	\$1,020	\$216	N/A	\$1,080	6% increase
Community	\$102	N/A	\$510	\$108	N/A	\$540	50% off Special Event/Corporate
Corporate	N/A	\$612	\$1,020	N/A	\$650	\$1,080	6% increase
<b>Aspen, Birch and Cedar</b>							
Wedding	N/A	N/A	\$1,500	N/A	N/A	\$1,590	6% increase
Special Event	\$300	N/A	\$1,500	\$318	N/A	\$1,590	6% increase
Community	\$150	N/A	\$750	\$159	N/A	\$795	50% off Special Event/Corporate
Corporate	N/A	\$900	\$1,500	N/A	\$954	\$1,590	6% increase
<b>Chinook Dining Room/East Foyer</b>							
Wedding	N/A	N/A	\$2,500	N/A	N/A	\$2,650	6% increase (includes Willow/East Foyer)
Special Event	\$300	N/A	\$1,500	\$318	N/A	\$1,590	6% increase
Community	\$150	N/A	\$750	\$159	N/A	\$795	50% off Special Event/Corporate
Corporate	N/A	\$900	\$1,500	N/A	\$954	\$1,590	6% increase
<b>Hall of Vision/East Foyer</b>							
Wedding	N/A	N/A	\$2,500	N/A	N/A	\$2,650	6% increase (includes Willow/East Foyer)
Special Event	\$220	N/A	\$1,100	\$240	N/A	\$1,200	9% increase
Community	\$110	N/A	\$550	\$120	N/A	\$600	50% off Special Event/Corporate



## SERVICE FEES - 2012



### Cochrane RancheHouse Fees 2012 - 2013

	Approved 2012			Proposed 2013			Explanation
	Hourly	1/2 Day	Full Day	Hourly	1/2 Day	Full Day	
Corporate	N/A	\$660	\$1,100	N/A	\$720	\$1,200	9% increase
<b>Chinook Dining Room/East Foyer/Hall of Vision</b>							
Wedding	N/A	N/A	\$4,000	N/A	N/A	\$3,500	Reduced to increase usage (includes Willow/East Foyer)
Special Event	\$450	N/A	\$2,250	\$490	N/A	\$2,450	9% increase
Community	\$225	N/A	\$1,125	\$245	N/A	\$1,225	50% off Special Event/Corporate
Corporate	N/A	\$1,350	\$2,250	N/A	\$1,470	\$2,450	9% increase
<b>Courtyard - 2 hour minimum</b>							
Wedding (Ceremony Fee)	\$500	N/A	N/A	\$525	N/A	N/A	5% increase
Special Event	\$100	N/A	N/A	\$105	N/A	N/A	5% increase
Community	\$50	N/A	N/A	\$53	N/A	N/A	50% off Special Event/Corporate
Corporate	\$100	N/A	N/A	\$105	N/A	N/A	5% increase
<b>Theatre Without Equipment</b>							
Wedding	N/A	N/A	N/A	N/A	N/A	N/A	Not used for weddings
Special Event	\$85	N/A	\$425	\$90	N/A	\$450	6% increase
Community	\$43	N/A	\$213	\$45	N/A	\$225	50% off Special Event/Corporate
Corporate	N/A	\$147	\$425	N/A	\$270	\$450	6% increase
<b>Theatre with Projector</b>							
Wedding	N/A	N/A	N/A	N/A	N/A	N/A	Not used for weddings
Special Event	\$145	N/A	\$550	\$117	N/A	\$585	6% increase
Community	\$50	N/A	\$275	\$59	N/A	\$293	50% off Special Event/Corporate
Corporate	N/A	\$270	\$550	N/A	\$350	\$585	6% increase
<b>Sage Room/Willow Room</b>							
Wedding	N/A	N/A	Included	N/A	N/A	Included	Included with rental of Chinook, HOV, A/B/C
Special Event	\$36	N/A	\$180	\$38	N/A	\$190	6% increase
Community	\$17	N/A	\$90	\$19	N/A	\$95	50% off Special Event/Corporate
Corporate	N/A	\$90	\$180	N/A	\$114	\$190	6% increase
<b>East and West Reception Areas</b>							
Wedding	N/A	N/A	Included	N/A	N/A	Included	Included with rental of Chinook, HOV, A/B/C
Special Event	N/A	N/A	\$160.00 (flat)	N/A	N/A	\$170	6% increase
Community	N/A	N/A	\$80 (flat)	N/A	N/A	\$85	50% off Special Event/Corporate
Corporate	N/A	N/A	\$160.00 (flat)	N/A	N/A	\$170	6% increase