



TOWN OF COCHRANE

FINAL BUDGET 2011



TABLE OF CONTENTS

INTRODUCTION
STRATEGIC PLAN
CAPITAL BUDGET
CAPITAL PROJECT INFORMATION SHEETS
TRANSIT
SHADOW CAPITAL BUDGET
SUMMARY OPERATING BUDGET
SERVICE FEES
SHADOW SUMMARY OPERATING BUDGET
PUBLIC CONSULTATION
DETAILED OPERATING BUDGETS
COUNCIL
GENERAL GOVERNMENT
EXECUTIVE LEADERSHIP TEAM
HUMAN RESOURCES
CORPORATE SERVICES
FINANCIAL SERVICES
IS SERVICES
CIVIC SERVICES
FRANCHISE FEES/ROE/OTHER
PROTECTIVE SERVICES
FIRE
POLICE PROTECTION
BYLAW ENFORCEMENT/ANIMAL SVCS
COMMUNITY SERVICES
COMM SERV ADMIN
FACILITIES
LIBRARY
COCHRANE RANCHEHOUSE
LEISURE POOL
SENIORS CENTRE
HANDIBUS SLIDES
TOWN SHOP
RECREATION & CULTURE
CEMETERY & MUNICIPAL PARKS
F.C.S.S.
FCSS
FAMILY RSRC CNTR/HOME VISITATION
PARENT LINK CENTRE
AFFORDABLE HOUSING
INFRASTRUCTURE
INFRASTRUCTURE ADMIN
ROADS/STORM SEWER
WATER & WASTEWATER
WASTE/RECYCLING
PLANNING
PLANNING ADMINISTRATION
PLANNING & SUBDIVISION LAND/DEV
SAFETY CODES
ENVIRONMENTAL SERVICES
ECONOMIC DEV/TOURISM
ENGINEERING AND GIS



TOWN OF COCHRANE MEMO

TO: Mayor McBride and Members of Council
FROM: Lori Craig, CMA, Deputy CAO
REGARDING: 2011 Draft Operating and Capital Budgets
DATE: October 28, 2010

On behalf of the Senior Leadership Team, Section Managers and all employees involved in preparing the draft 2011 budget, I submit a challenging but responsible administrative proposal for your deliberation. While our community continues to wrestle with the realities of difficult economic times our Town continues to grow and demands for service are increasing.

We faced a major challenge balancing the draft 2011 budget. The shift in net cost of operations initially requested through draft budget documents was \$4 million. With \$700,000 in additional municipal tax revenue expected from growth, this meant that \$3.3 million dollars had to be found. This budget proposes a property tax increase of 7.5% (3.9% in 2010) which will generate about \$1,100,000 in additional revenue. More resources are needed as a result of Town growth, new services in 2010 such as the Seniors Centre, external factors such as higher fixed costs for insurance and utilities, and a full year impact from implementing results of the compensation audit and 2010 organizational structure changes. This places added pressure on the 2011 budget and reduces the options for cost cutting in the operating budget.

The remaining \$2.2 million gap was closed through a combination of:

- Cutting \$1,700,000 in costs including major cuts in capital projects and reserves,
- Increasing revenue budgets another \$400,000 from rate increases and franchise fees.
- Utilizing \$100,000 in the Town's tax stabilization fund to assist in supporting operations in 2011.

The positive news is that the draft 2010 budget maintains service delivery at current levels and in some cases increased service levels have been addressed by aligning new staff positions with Council's priority areas of:

- Developing a premier riverside destination
- Economic development
- Local and regional transit.

The 2011 draft budget includes strategic investments in staff and Human Resources and our continued investment in employee training and competency development, recognition, health and wellness, leadership development and succession planning will ensure the Town is in a strong position to compete for talented people. The budget includes a cost of living adjustment due to inflationary CPI and step increases as well as a full year impact of implementing the compensation audit conducted in 2009 by an independent auditor.

To fund Council's priorities modifications were made in the capital budget. Only critical capital projects are included and equipment reserve contributions were cut to zero in 2011. From a capital perspective, it is important to note that this budget includes very little capital that is proposed to be funded from operations. The vast majority of the projects are either 100 percent grant supported or are funded through other sources, including reserves. In other words a reduction in capital spending is not likely to have much, if any, impact on the operating budget or the proposed tax increase.

Section Managers have documented the impacts of this draft budget on their 2011 business plans and your budget package includes a summary of these impacts on the Council approved Strategic Plan. I am pleased to say that even though Business Plans may require revision as a result of 2011 budget pressures, the overall direction of the Strategic Plan has been honored in this budget and that our mission "to protect and promote Cochrane as a unique community through our dedication to public service" will continue.

This year marks a significant change to the town's administrative structure and while I am assuming quite a different role in the delivery of this budget to Council, I am also very proud to be transitioning this process to this very competent and knowledgeable team who are set to provide you with an extremely informative and thorough presentation.

Respectfully submitted,
Lori Craig, CMA
Deputy C.A.O.

TOWN OF COCHRANE
2011 BUDGET SUMMARY & HIGHLIGHTS

The following are some of the major highlights from the 2011 Budget. Funding priorities have been established from the Council Approved 2011 Strategic Plan as well as other identified Council Budget priorities. The 2011 budget maintains service delivery at current levels and includes resources for Council's priority areas of:

- Developing a premier riverside destination
- Economic development
- Local and regional transit

The Town continues to play a leadership role in the Cochrane Sustainability Plan. Curbside waste and recycling is a major sustainability initiative proposed in the 2011 Budget. Redevelopment in the downtown commercial area will commence in 2012 after cleanup of 304 Griffin Road is complete. In addition to future environmental benefits, this area has the potential to generate an estimated \$1 million per year in new municipal property tax revenue.

2011 STRATEGIC PLAN PRIORITIES

The Strategic Plan has numerous priorities for sustainability, communications, organizational excellence, and developing the potential of Town staff. Below are examples of how Council's top three priorities are included in the 2011 Budget:

- \$500,000 for critical planning work (90% grant funded in 2011 Operating Budget) needed to develop a Riverfront Master Plan, and other planning work required to prepare for the revitalization of areas surrounding the Griffin Road site currently under environmental remediation.
- \$11.2 million Centre Avenue road project (fully grant funded in 2011 Capital Budget) which is a significant investment in infrastructure required to support economic development in the Griffin Road area.
- \$27 million Transit project (fully grant funded in 2011 Capital Budget) to purchase a transit fleet, terminal, and maintenance garage.

2011 OPERATING BUDGET

- Municipal taxes paid for an average residential assessment will increase 4.8% or \$7.27/month
- Water rates will increase by 1%
- Sewer rates will increase 5%
- Storm sewer rates will increase 3%
- Recycling depot fees remain the same as 2010 at \$5.57/month
- Residential refuse collection fees for Jan - Apr increased 5% from \$10.58/month to \$11.10/month.
- Curbside waste and recycling service is proposed to begin September 2011. This new service will require an additional \$6.30/month per residential property.
- Recreation fees will increase 22% on average in an effort to cover more of the cost of providing the service
- 176.52 full time equivalent staff in 2011 budget (175.95 in 2010 including EMS)
- Net addition of 0.57 FTE's in 2011 (2010 - addition of 3.5 FTE's)
- Grid step increases are available to eligible employees
- \$200,000 draw on the tax stabilization reserve to mitigate tax increase
- Significant Grants to Organizations are as follows:
 - Cochrane Activettes - \$10,000 (same as 2010)
 - Cochrane and Area Humane Society - \$70,000 (same as 2010)
 - Cochrane Tourism Association \$34,000 (2010 - \$34,000)
 - Handibus - \$40,000 (2010 - \$25,000)
 - Nan Boothby Memorial Library - \$353,500 + \$3,169 MSI Operating (2010 - \$350,000)
 - Stockmen's Foundation \$26,000 grant (2010 - \$26,555)
 - Sustainability Partners Uniting Resources (SPUR) \$50,000 grant plus FCM Operating Grant request for \$20,000 if available (2010 - \$150,000)
 - Victim Services - \$10,400 (2010 - \$10,900)

TOWN OF COCHRANE
2011 Operating and Capital Budget
Executive Summary

Administration is pleased to present the 2011 Operating and Capital Budget. The annual budget process is one of the most important policy decisions that Council makes on an annual basis.

The Town continues to play a leadership role in the Cochrane Sustainability Plan. Curbside waste and recycling is a major initiative in the 2011 Budget to advance the targets of the Cochrane Sustainability Plan. Redevelopment in the downtown commercial area will commence in 2012 after cleanup of 304 Griffin Road is complete. This area has the potential to generate an estimated \$1 million per year in future municipal property tax revenue.

The 2011 Operating Budget proposes expenditures of \$32.2 million with \$17.2 million in offsetting revenues excluding property taxes, and \$15 million in municipal property taxes to achieve a balanced budget. This is a \$1.4 million or 10% increase over the 2010 net cost of operations. Although the Town estimates it will receive \$700,000 in additional property tax revenue in 2011 from growth, this is not enough to respond to significant budget pressures arising from community growth, external cost drivers, and new services such as the Seniors Centre scheduled to open in 2011.

Protective Services alone will experience an increase of \$1.3 million in net cost of operations after the full year effect of adding two new Police officers in 2010, transitioning to a full-time Fire Service, and adding more staff resources in 2011. Taxation revenue from growth alone is not enough to support the priorities of Council and to sustain existing service levels. Council directed a 4.8% property tax increase in 2011. To achieve a balanced budget, we cut costs and increased revenues where we could, and used reserves to mitigate the tax increase.

The 2011 Capital Budget includes \$43 million in projects of which \$40 million is grant funded. The major projects are \$27 million for Transit and \$11.2 million for the Centre Avenue road project. MSI Capital grants for 2011-2013 are proposed to fund the Town's one-third share of Transit capital costs. The Town is forecast to be at 37% of its debt limit at the end of 2012.

Council is faced with competing capital priorities. In addition to the projects in the 2011 Budget, the Town requires a bridge near the Spray Lakes Arena, an Aquatic facility, a new RCMP Station, an Arts Centre, and a new Curling rink. The Shadow Capital budget assumes that a \$15 million bridge and a \$24 million Aquatic facility are built in 2013. If these projects proceed with \$10 million borrowing for the bridge and \$8 million borrowing for the Aquatic facility, then the Town is shadowing debt of \$34 million in 2013 or 94% of our debt limit. This highlights the need for Council to phase in capital priorities to ensure the Town remains financially sustainable.

This Budget Document is organized to provide Council with a comprehensive look into each Department, inclusive of service level documentation, Section Business Plan highlights, and detailed budgetary and program information. To support Council in its desire to discuss the budget at a strategic level, detailed Business Plans are not included in the 2011 Budget package. Impacts on the Strategic Plan as a result of revisions made to the 2011 Budget are summarized in the Strategic Plan section of the budget.

Administrative Report to Council
2011 Operating and Capital Budget
Final December 13, 2010

Introduction

The annual budget process is one of the most important aspects of municipal government. It is also one of the most important policy decisions that Council will make on an annual basis. The annual budget is based on numerous tools, including Council identified budget priorities and the Corporation's Strategic Plan, in conjunction with annual business plans developed by each division.

The 2011 budget process began with a Strategic planning session held early in the spring with Council and the Executive Leadership Team. The goal of the session was to look out over a three 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 2011 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 2011 priorities are:

- Developing a premier riverside destination
- Economic development
- Local and regional transit

One of the more positive results of conducting the annual Strategic Planning sessions is that it then permits Sectional Business Plans to be completed by the end of June. Having business plans completed by the end of June allows administrative staff to review all of the plans to ensure consistency with our updated Strategic Plan and to ensure all action items within the Strategic Plan are addressed by the various Section Business Plans.

In addition to considering Council's top three priorities, there are a number of personnel needs across the organization, given growth and those associated additional responsibilities, community expectations and the demands of the Strategic Plan. The decisions relative to staffing levels in each division is difficult, however, on an annual basis Administration submits new staffing in the budget that is based on what is believed to be the bare minimum the organization can support. Operating and Capital Budgets are then developed by each section budget manager and submitted to Finance by mid September of each year. The Senior Leadership Team then begins the administrative review of the budget document as a whole until the budget document meets the direction set by Council. The draft budget document is then publicly presented, as information to Council via a high level overview of the document and all members of Council are supplied with copies of the entire budget.

Media publications, internet access to the full budget and a Town Hall meeting is hosted which allows the public to become familiar with the budget document and provide any feedback to Administration.

Once Council has had the opportunity to review the budget document they review it as a committee of the whole, and Administration is present to respond to questions and make revisions required by Council. Once Council is satisfied that the document meets the goals and objectives for the upcoming year, the budget package is presented publicly at a separate regular meeting of Council for formal approval and adoption.

This budget package is separated into a number of areas including a section for the current Strategic Plan and an administrative summary of what impacts the administrative cuts to initial budget requests have had on section business plans and the Corporate Strategic Plan.

The remainder of the budget document is separated into sections as follows:

- 2011 capital budget summary
- 2011 detailed capital project sheets
- 2011 – 2013 shadow capital budget summary
- 2011 operating summary
- 2011 – 2013 shadow operating budget summary
- 2011 detailed divisional program budget sheets and service level descriptions

Operating Budget

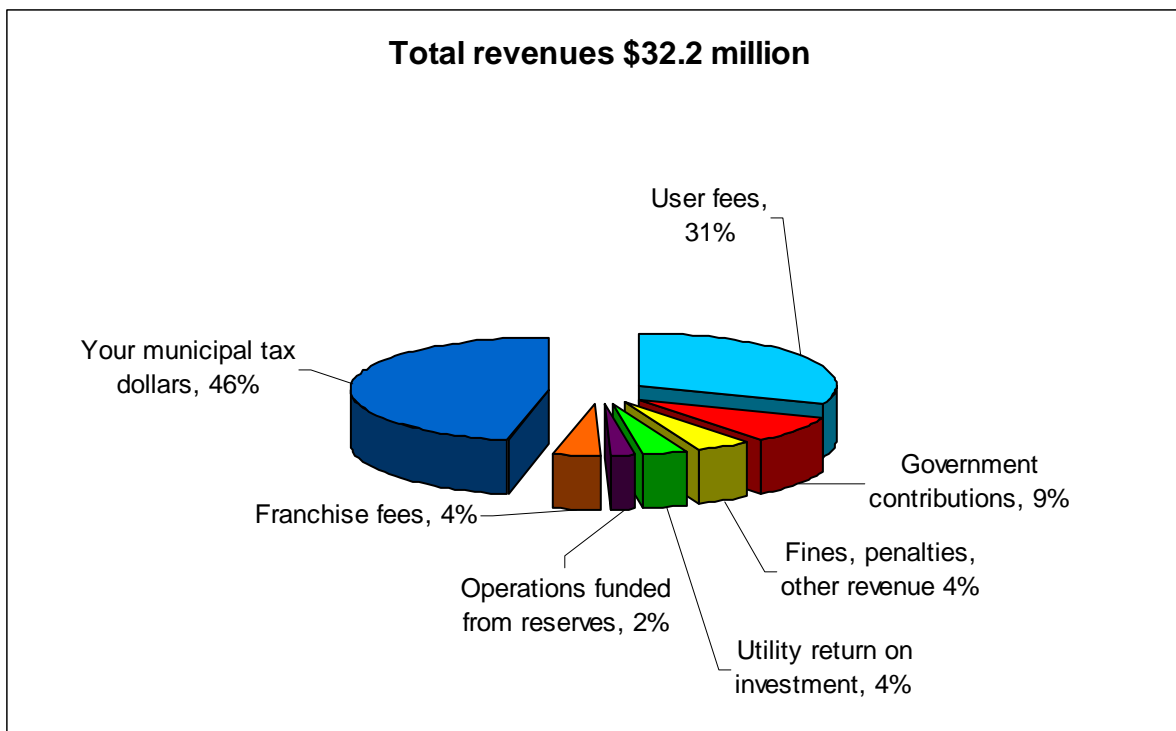
The Town continues to play a leadership role in the Cochrane Sustainability Plan. Curbside waste and recycling is a major initiative in the 2011 Draft Budget to advance the targets of The Cochrane Sustainability Plan. Redevelopment in the downtown commercial area will commence in 2012 after cleanup of 304 Griffin Road is complete. This area has the potential to generate an estimated \$1 million per year in future municipal property tax revenue.

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 our 2011 budget are funding the impacts of growth and new services in our community and absorbing a full year of costs from implementing organizational changes arising from the 2009 Health Check and compensation audit.

Although the Town estimates it will receive \$700,000 in additional property tax revenue in 2011 from growth, this is not enough to respond to significant budget pressures facing the Town. Protective Services alone will experience an increase of \$1.3 m in net cost of operations after the full year effect of adding two new Police officers in 2010, transitioning to a full time Fire Service, and adding more staff resources in 2011. Taxation revenue from growth alone is not enough to support the priorities of Council and to sustain existing service levels. Council directed a 4.8% property tax increase in 2011 (3.9% in 2010). To achieve a balanced budget, we cut costs and increased revenues where we could, and used reserves to mitigate the tax increase.

Budget Managers have allocated costs to the operating and capital resources needed to deliver the service levels approved by Council in the 2011 Strategic Plan. Initial budget submissions indicated net cost of operations (or tax requirement) of \$17.6m. In 2010 the corporation's net cost of operation or tax requirement was \$13.6m. This original 2011 budget documented submitted to Finance in September would have represented a \$4m upward shift in cost of operations or a 29% property tax increase!!!

The 2011 Shadow Budget presented to Council last year showed a shift of 20% in net cost of operations. Through the Senior Leadership Team review budgetary adjustments were made and the budget initially presented reflected a 7.5% tax increase for Council's consideration. Where cuts from original submissions impact the municipality's ability to meet the goals in the Strategic Plan, these impacts are documented and included in the Strategic Plan section of the budget package. In addition Council directed cuts that brought the property tax increase for 2011 to 4.8%. The 2011 budget document being delivered to Council now includes approximately \$32.2m in expenditures with offsetting revenues of approximately \$17.2m for a net cost of operations or tax requirement of \$15, a change from \$13.6m in 2010. This represents a total shift in cost of operations of 10% over 2010.



In addition to property tax increases, key changes in proposed 2011 revenues are:

- \$500,000 for critical planning work (90% grant funded in 2011 Operating Budget) needed to develop a Riverfront Master Plan, and other planning work required to prepare for the revitalization of areas surrounding the Griffin Road site currently under environmental remediation.
- Water rates will increase by 1%
- Sewer rates will increase 5%
- Storm sewer rates will increase 3%
- Recycling depot fees remain the same as 2010 at \$5.57/month
- Residential refuse collection fees for Jan - August increased 5% from \$10.58/month to \$11.10/month.
- Curbside waste and recycling service is proposed to begin May 2011. If approved by council, this new service would require an additional \$6.30/month per residential property.
- Recreation fees will increase 22% on average in an effort to cover more of the cost of providing the service
- \$200,000 draw on the tax stabilization reserve to mitigate tax increase

Most significantly and in response to some of the increased charges through other jurisdictions there are increases to our utility fees, recycling fees and waste management fees. As part of the budget package Council will be provided with a detailed schedule of the 2011 proposed service fees. Fixed operating costs such as insurance and utilities are expected to increase an average of 6% except for City of Calgary Sewer charges which will increase 11%.

Key changes in proposed 2011 staffing expenditures are:

- Personnel costs have increased \$560,000 or 4% from \$13.3m in 2010 to \$13.8m in 2011.
- Includes a net increase of .57 full time equivalents (FTEs) (2010 – addition of 3.5 FTE’s).
- The Town’s staffing has increased from 175.95 FTE’s in 2010 to 176.52 FTEs in 2011.
- The budget includes step increases as well as a full year impact of implementing the compensation audit conducted in 2009 by an independent auditor.

Significant Grants to Organizations are as follows:

- Cochrane Activettes - \$10,000 (same as 2010)
- Cochrane and Area Humane Society - \$70,000 (same as 2010)
- Cochrane Tourism Association \$34,000 (2010 - \$34,000)
- Handibus - \$40,000 (2010 - \$25,000)
- Nan Boothby Memorial Library - \$353,500 + \$3,169 MSI Operating (2010 - \$350,000)
- Stockmen’s Foundation \$26,000 grant (2010 - \$26,555)

- o Sustainability Partners Uniting Resources (SPUR) \$50,000 grant plus FCM Operating Grant request for \$20,000 if available (2010 - \$150,000)
- o Victim Services - \$10,400 (2010 - \$10,900)

The Community Grants Program was cut from the 2011 Budget as a result of Council direction given during the previous year's budget deliberations.

Impact on Property Taxes

We are estimating approximately a 5% growth shift for growth in new parcels for our 2011 assessment base. At this point in time we are anticipating a slight downward shift in assessment values, but it is too early to know the percent decrease. Assessment values for 2011 taxation cannot be confirmed until the end of January 2011. With the 2011 Budget, the average property owner can expect to pay an additional 4.8% in municipal taxes over 2010 levels.

For average assessments in 2010, the impacts of a 4.8% tax increase are:

Average Assessed Value (assumes no change in 2011)	Value	2010 Municipal Tax Rate	2010 Municipal Taxes	4.8% increase	\$ Monthly increase
Duplexes	\$ 279,690	0.00425	\$ 1,188.68	\$ 57.06	\$ 4.75
Condos	308,164	0.00425	\$ 1,309.70	\$ 62.87	\$ 5.24
Single Family Dwelling	427,637	0.00425	\$ 1,817.46	\$ 87.24	\$ 7.27
Industrial	819,300	0.0063	\$ 5,161.59	\$ 247.76	\$ 20.65
Commercial	1,023,400	0.0063	\$ 6,447.42	\$ 309.48	\$ 25.79

As most properties in Cochrane are single family dwellings, the average municipal property tax increase will be \$7.27 per month. The individual impacts vary depending on assessed value of specific properties.

Capital Budget and Grants

2011 Capital Budget consists of projects totaling over \$43m. Key infrastructure includes:

- \$11.2 million Centre Avenue project (fully grant funded in 2011 Capital Budget) which is a significant investment that will advance road work required once the Griffin Road site is remediated.
- \$27 million Transit project (fully grant funded in 2011 Capital Budget) to purchase a transit fleet, terminal, and maintenance garage. The budget package contains a section on Transit with background on the Calgary Regional Partnership GreenTrip grant application and Cochrane's Phase 1 Transit Feasibility study. Phase 2 Transit Feasibility results will be presented to Council in December 2010.
- \$1.9 million for East end Road Improvements (Street Improvements Program grant funds 75%)
- \$400,000 for Town entrance signs and directional signage (borrowing required)
- \$317,000 to complete the dark sky lighting retrofits project (MSI capital grant)

Major projects like Centre Avenue and Transit will take at least the next three years to complete.

The Town received significant capital grants in the last five years. One major grant was the \$12.2m Alberta Municipal Infrastructure (AMIP) Grant. Any unspent AMIP grant is being used to fund the Town's 1/3 share of costs for the Centre Avenue Building Canada project.

The Town was also approved for \$3,438,320 in Federal New Deal grants for 2010 to 2014. \$765,089 of this grant is required for the Centre Avenue project, but the remaining \$2,673,231 is proposed for the Transit project. The \$27 million Transit project would be fully grant funded as follows:

\$17.8 million GreenTrip Provincial grant

\$2.7 million New Deal Federal grant
\$6.5 million MSI Capital grants from 2011 to 2013

Municipal Sustainability Initiative (MSI) capital grants approved in 2010 was \$3,164,170 and operating grant approved was \$253,169. The 2011 Budget assumes the same level of funding with \$317,000 toward the dark sky lighting retrofits and the remainder of MSI capital toward Transit. In addition MSI Capital grants from 2012 and 2013 would be required to ensure Transit is fully grant funded. Council supports the following projects for the 2011 MSI Operating grant.

Redevelopment Plan	140,000
SPUR Grant (\$20,000 only if surplus grant available)	-
GIS Master Plan	30,000
Library	3,169
Pride of Cochrane (plus \$10,000 from reserves)	40,000
King Solomon Lodge	<u>40,000</u>
MSI Operating Grant Expected	<u>253,169</u>

An MSI Capital grant was approved in 2009 for \$508,750 to build a railway crossing at Horse Creek Road. With development stalled in the TRC Ranch area, this project cannot be completed within the 5-year time limit on the MSI Capital grant. Administration recommends this grant be redirected to fund curbside waste and recycling capital startup costs in 2011.

It is important to note that this capital budget includes only \$119,000 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 2011 which is less than the \$1.4 million that was initially targeted. To balance the overall needs of the organization, \$303,000 was cut from equipment lifecycle reserve contributions. Equipment reserve balances currently cover 65% of 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.

Shadow Budgets and Debt Limit

Shadow budgeting identifies the "shadow" that 2011 casts on upcoming years without considering additional staffing or other additional requirements. In essence, it is the decisions that we make today regarding the 2011 budget and how those decisions will impact future budgets.

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 37% of its debt limit at the end of 2012. Council is faced with competing capital priorities in Cochrane. In addition to the projects in the 2011 Budget, the Town requires a bridge near the Spray Lakes Arena, an Aquatic facility, a new RCMP Station, an Arts Centre, and a new Curling rink. The Shadow Capital budget assumes that a \$15 million bridge and a \$24 million Aquatic facility are built in 2013. If these projects proceed with \$10 million borrowing for the bridge and \$8 million borrowing for the Aquatic facility, then the Town is shadowing debt of \$34 million in 2013 or 94% of our debt limit. This highlights the need for Council to phase in capital priorities to ensure the Town remains financially sustainable.

We have included shadow budgets for 2012 and 2013 for both the Operating and Capital areas. For the purpose of shadow budgeting in the Operating Budget we have used a global assumption of a 5%/annum shift in personnel costs and in most revenues and costs. Some costs have had more finite adjustments. The Town will have to pay for 90% of Police costs in 2012 versus the 70% we pay now. Therefore, Police costs in 2012 were increased \$500,000.

Although estimated operating impacts of transit are being determined, the shadow operating budget assumes \$300,000 is placed into operating reserves in 2012 and \$500,000 in 2013 to mitigate the property tax impact when transit service commences. 2013 also includes the potential debt impact of building a bridge and an Aquatic facility. This shadowing allows both Council and Administration to see how our decisions impact the future operating costs of the organization. The Shadow Operating budgets show net costs of \$17.6m in 2012 (up 18% from 2011) and \$20.5 m in 2013 (up 16% from 2012).

Public Consultation

As in previous years media publications, internet access to the full budget and an open house was hosted for interested ratepayers to become familiar with the budget document and provide any feedback to Administration. Administration published highlights of the draft budget for the November 3, 2010 edition of the Eagle, ensured that the entire electronic version of the document was available on the Town's website October 29, 2010 and hosted a Town Hall meeting on the budget.

New Accounting Rules

New Accounting rules now require municipalities to record the tangible capital assets and budget for related annual amortization. The Budget document includes a summary of the impact of these new rules on the 2011 budget. Although the tax levy required to fund the capital and operating requirements of the Town of Cochrane is \$14,990,417, with the new accounting rules, Council is being asked to approve a \$7.6m surplus in the 2011 Budget. This surplus comes from recording \$1.9m in capital grants as revenue in the operating budget, expensing about \$4.7m in amortization expense, and recording an estimated \$9m for the noncash value of infrastructure contributed by developers through the subdivision process.

Conclusion

Administration anticipates that this overview report has provided Council with an introduction to the overall 2011 Budget document. The Budget document itself is organized to provide Council with a comprehensive look into each department, inclusive of service level documentation, highlights of Section Business Plan goals, and finally, detailed budgetary and program information.

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 for their time, effort and continued commitment in the development of this budget document. I would also like to recognize our Financial Services Manager, Erin Braaten, CA for her hard work on this budget package and her dedication to ongoing improvements to the budget process.

Respectfully submitted,

Paige Milner, CA
Senior Manager, Corporate Services



Town of Cochrane 2011 Strategic Plan



TABLE OF CONTENTS

Strategic Planning for the Town of Cochrane	3
Core Business.....	5
Vision and Mission.....	7
Corporate Values.....	8
Strategic Plan - Context and Hierarchy	9
Strategic Plan – Connection to decision-making	10
Guiding Themes.....	11
Theme 1.0 – Sustainable Community Building	12
Theme 2.0 – Communications and Relationships	13
Theme 3.0 – Organizational Excellence	14
Theme 4.0 – People and Potential.....	15
Appendix A - Cochrane Sustainability Plan Vision and Pathways	16
Appendix B – Key Trends and SWOT Analysis.....	19
Appendix C – Evaluation Process.....	26

STRATEGIC PLANNING FOR THE TOWN OF COCHRANE

"The most subtle aspect of 'thinking strategically' lies in knowing 'what needs to happen.'"
- Peter Senge

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 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>

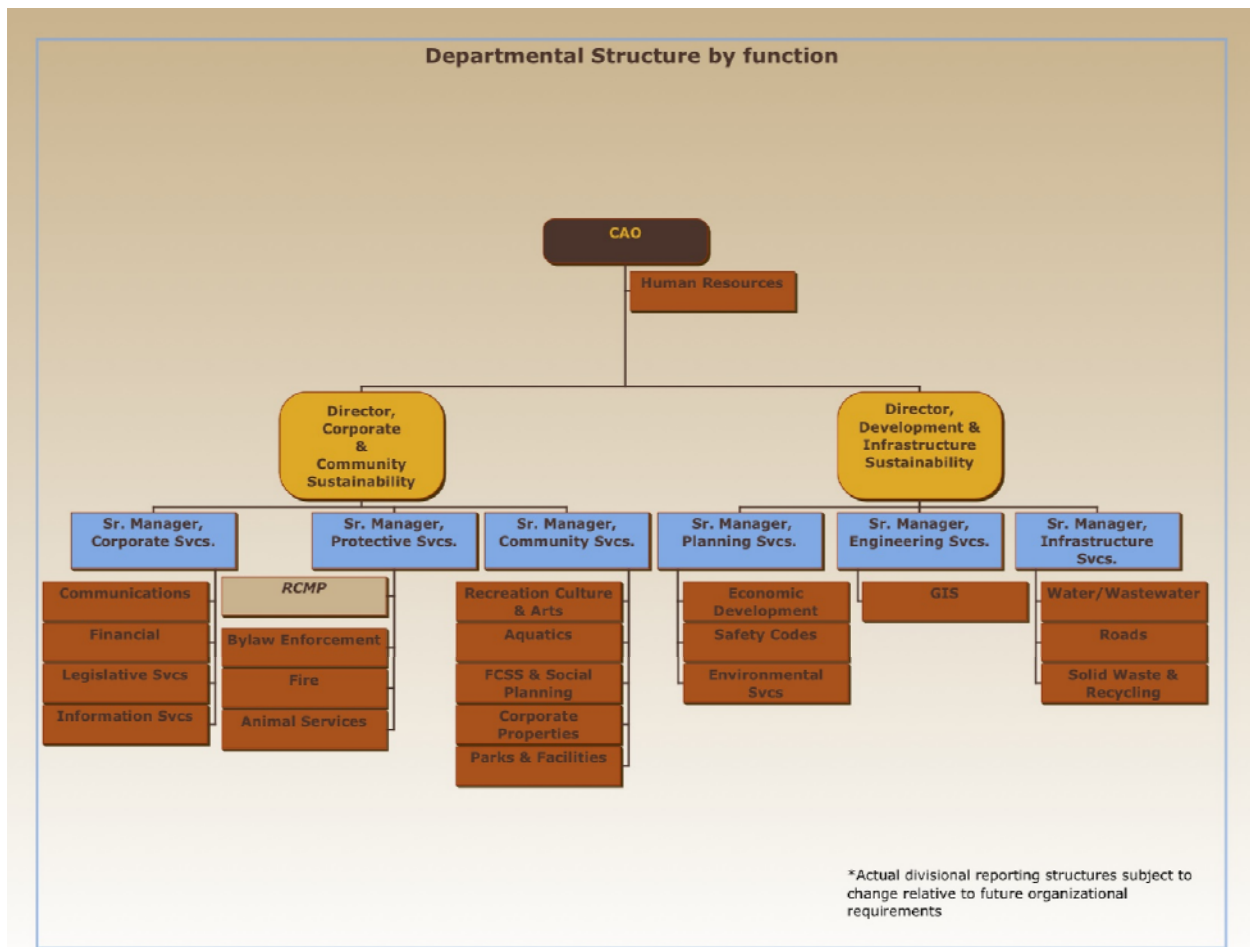
CORE BUSINESS

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.



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

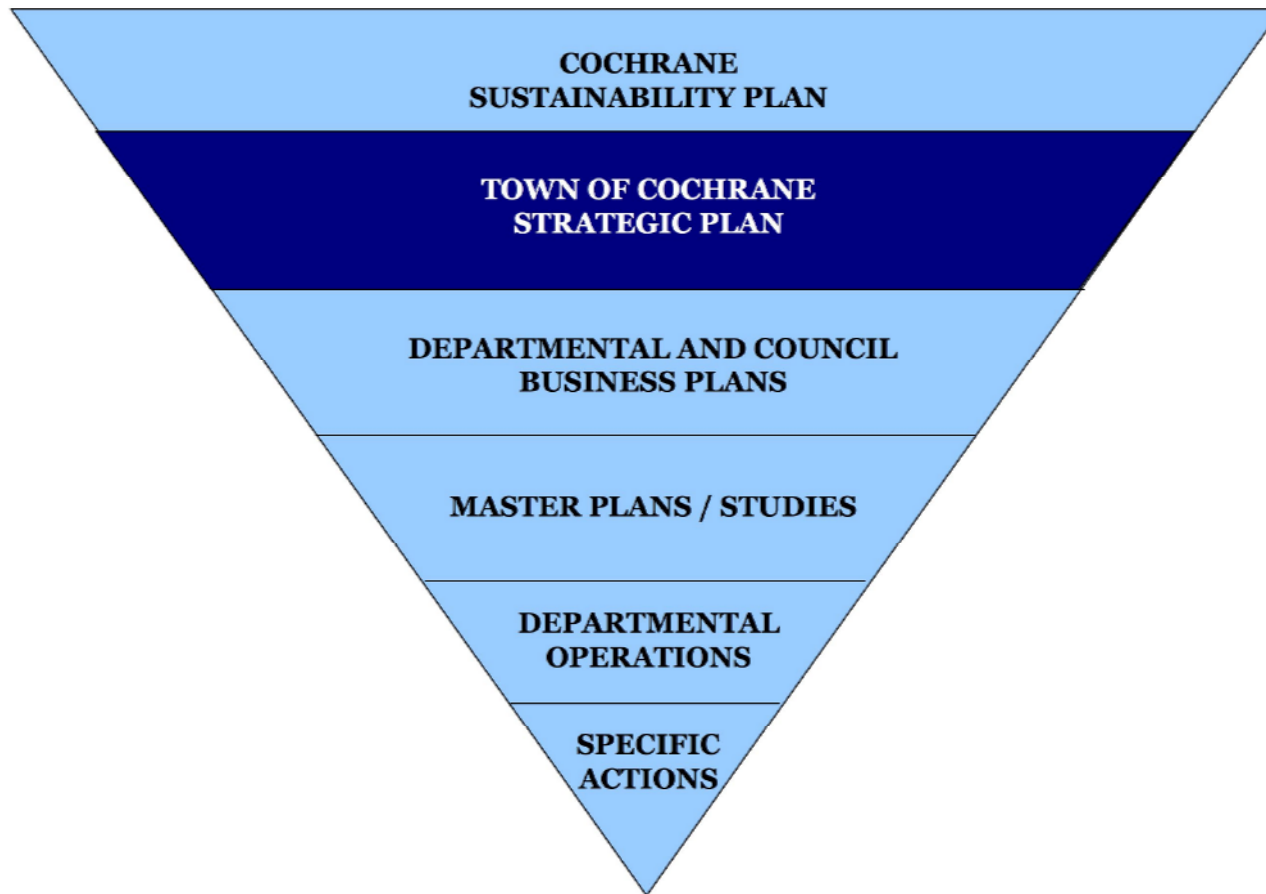
We communicate openly, respectfully and promptly.

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 will have the largest 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>
Departmental Business Plans	<i>Do these align with the Town's Strategic Plan?</i>
Master Plans / Studies	<i>Do these align with our Departmental and Business Plans?</i>
Departmental Operations	<i>Do these align with our Master Plans and Studies?</i>
Specific actions	<i>Do these align with Departmental 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 safe, healthy, vibrant community through a balance of environmental, economic, and social infrastructures.

2.0 Communications and Relationships

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 environment within the organization that enables our employees to reach their potential and goals.

GUIDING THEME:

1.0 SUSTAINABLE COMMUNITY BUILDING

Together we create a safe, healthy, vibrant community through a balance of environmental, economic, and social infrastructures.

Strategic Directions:

1.1	Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth.
1.2	Investigate, monitor, implement, and improve on standards and codes of practice while maintaining high standards of service.
1.3	Partner with the community and other orders of government to appropriately fund and address community issues.
1.4	Ensure efficient and sustainable use of our land to achieve environmental health, economic vibrancy and diversity and social well-being.
1.5	Demonstrate community leadership by aligning our plans and actions with the Cochrane Sustainability Plan.

GUIDING THEME:

2.0 COMMUNICATIONS AND RELATIONSHIPS

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

Strategic Directions:

2.1	Build and maintain effective inter-departmental communications infrastructures and processes to break down silos and encourage collaboration across the organization.
2.2	Build effective communications infrastructures, processes and messages to provide transparency, support dialogue and develop understanding with external partners.
2.3	Engage citizens, colleagues and external partners to continually build constructive and collaborative relationships.

GUIDING THEME :

3.0 ORGANIZATIONAL EXCELLENCE

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

Strategic Directions:

3.1	Ensure 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	Foster, promote and celebrate a culture of innovation, responsibility and accountability.

GUIDING THEME :

4.0 PEOPLE AND POTENTIAL

Together we create an environment within the organization that enables our employees to reach their potential and goals.

Strategic Directions:

4.1	Provide opportunities and resources for job training, accreditation, and employee development.
4.2	Design and implement a succession plan to support the transfer of knowledge, skills, experience.
4.3	Continue to support the attraction and retention of quality people.
4.4	Maintain health, wellness, and work-life balance opportunities.

APPENDIX A - COCHRANE SUSTAINABILITY PLAN VISION AND PATHWAYS

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 March 2010 by Council and the Executive Leadership Team as part of the Strategic Planning process.

KEY TRENDS

Key trends were identified in each of the four Guiding Themes. These trends occur in the external environment as well as within the organization and may affect operations and activities in the coming year.

Sustainable Community Building

- Increased water and sewer usage due to increased number of residents.
- Social support needs are increasing due to economic uncertainty and increased population.
- DOMTAR site is coming on-line
- Calgary Metropolitan Plan is approved and will initiate new requirements; i.e. transit readiness.
- Focus on economic development and transit-oriented development.
- Increased expectations of Parks & Rec. and Arts & Culture.

Organizational Excellence

- Town will continue to support community in implementation of the Sustainability Plan.
- High turnover has decreased for the time being and has contributed to a more stable organizational culture.
- Implementation of the new governance model and organizational design will contribute to increased organizational effectiveness.
- Potential staff anxiety around the organizational changes and transformation with new roles and responsibilities will need to be managed.

Communications and Relationships

- The expectation for improved customer service is always present and changing to meet current needs; i.e. website accessibility and social media options.
- The implementation of the new governance model and organizational design will impact communications and relationships internally and externally.
- Potential staff anxiety around the organizational changes and transformation with new roles and responsibilities will require continuous communications support.

People and Potential

- There is an increased desire to continue training and development opportunities.
- Flexibility required to meet the needs of different demographics within the organization re: expectations around work environments.
- The ELT group is taking a more strategic focus toward the organization.
- Organization is responding strategically to individual citizen needs.

SWOT ANALYSIS

GUIDING THEME: SUSTAINABLE COMMUNITY BUILDING

	Helpful	Harmful
Internal Origin	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Town supporting community in implementation of the Sustainability Plan • Residents will have the opportunity to re-engage through the SPUR engagement process. • Town remains committed to the CSP. 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Organizational change creates uncertainty with internal and external stakeholders and may affect ability support CSP. • Communicating opportunities to engage with the CSP process. • Lag in timing for the implementation of the CSP. • We encourage sustainable practices but often can't afford it when these are successful (i.e. increased volumes at Recycling Depot)
External Origin	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Residents will have the opportunity to re-engage through the SPUR engagement process. • CSP provides an opportunity for more long term thinking in planning and decision making • Implementation and integration of existing plans and decision making. 	<p>THREATS</p> <ul style="list-style-type: none"> • Economic prosperity in extremes – economic boom or bust detrimental to long term planning • Old fashioned thinking can stop progressive changes • Competition for limited dollars to do community projects • "Not in my back yard" objections can prevent important sustainable practices from being adopted • Community apathy re: CSP engagement. • Potential misunderstanding of how the roles, responsibilities and relationships are balanced re: CSP. • Political will may shift due to election.

GUIDING THEME: COMMUNICATIONS AND RELATIONSHIPS

	Helpful	Harmful
Internal Origin	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Customer satisfaction is high in this area according to the survey. • Town is involved in regional planning processes i.e. CRP, BRBC • We are increasingly able to balance responses to community members for specific issues while maintaining strategic focus. • There has been an increase in funding toward communications initiatives. 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • A need for increased coordination of the various initiatives. • Community consultation can drain resources and requires funding from council to be able to support consultation requests on top of other responsibilities • The changes in Senior Staff can lead to a lack of continuity • Website is not set up for optimal information and resource sharing - does everyone use the intranet?
External Origin	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Town entrance signs can project a more welcoming impression of Cochrane • Changes to Senior Staff can provide opportunities to raise Town profile in community • New partnerships are being formed with the community • Opportunity to listen more carefully to what community wants • Opportunity to maximize the effectiveness of the existing consultation process. • Reporting should be increased so residents see how much good work is being done on their behalf 	<p>THREATS</p> <ul style="list-style-type: none"> • Citizen apathy or “consultation burnout” in some cases • Potential for complacency due to positive feedback. • Over involvement by some special interest groups/citizens diverts staff attention from other priorities • Loss of staff continuity may impact relationships established within the community

GUIDING THEME: ORGANIZATIONAL EXCELLENCE

	Helpful	Harmful
Internal Origin	<p>STRENGTHS</p> <ul style="list-style-type: none"> • The Town of Cochrane is a fun place to work. • Various Health Check recommendations are being implemented. • Performance review process is improved. • Good health and safety practices. • Compensation and job evaluation projects are helping to improve internal fairness and role clarity. • Updated process so Strategic Planning & Council Priorities timing is improved and remains with ELT group. • Work well with other governments 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Some staff do not link their individual performance goals with the Strategic Plan. • Performance review process can still be improved. • Working in silos at times (some geographic isolation). • Information overload detracts from effectiveness of organization. • Excessive workloads prevents some initiatives from being done. • Time spent on organizational culture and capacities.
External Origin	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Adapting to external change quickly. • Opportunities to work with other governments and non-profit organizations more to share best practices and/or resources. • Self-service options for the public can be increased. • Celebrate our successes. • Organizational governance and change: 2-director organizational structure has improved departmental collaboration. • ELT will focus on strategy. • Organization is willing to try new things. 	<p>THREATS</p> <ul style="list-style-type: none"> • Lack of public knowledge about our processes supports the perception the Town is too slow to get things done. • Inconsistent customer service reflects negatively on our organization. • External organizations working in silos. • Need to support staff through organizational change - manage diverse reactions and team building throughout the process. • Knowledge transfer from the organizational change. • Build capacity in organization over time - succession planning.

GUIDING THEME: PEOPLE AND POTENTIAL

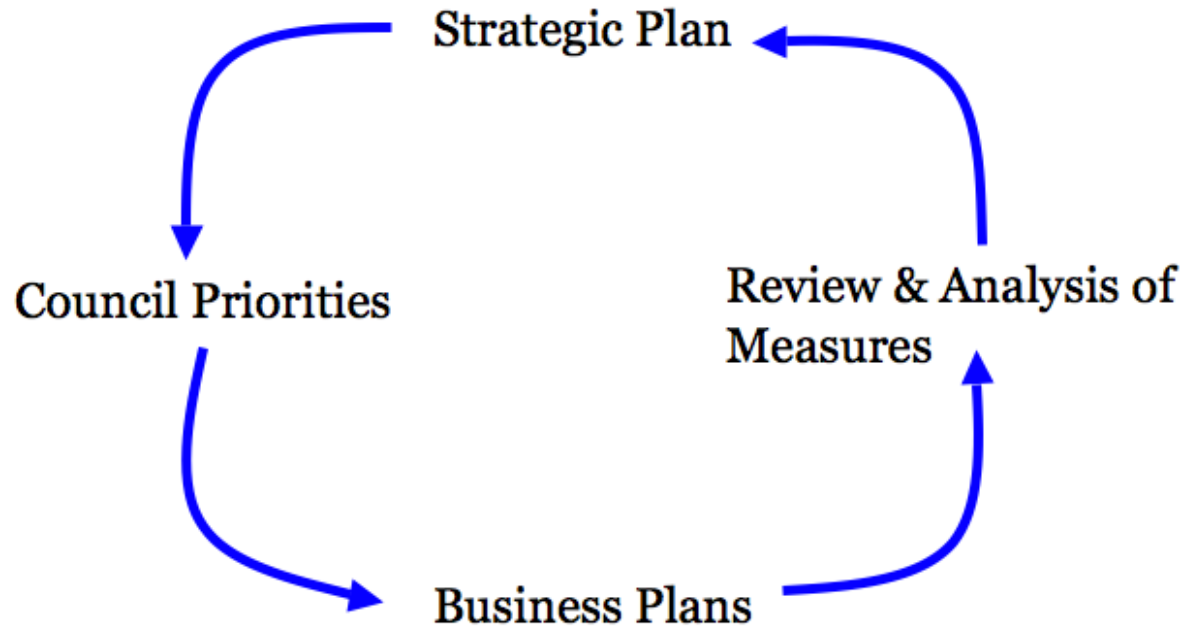
	Helpful	Harmful
Internal Origin	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Organization pursues good ideas with energy and enthusiasm • Organization is creative and is willing to go the extra mile • Employee survey shows staff are satisfied with their work and take pride in what they do (81.6%) • We respect diversity in workforce • Our new attraction and retention benefits are appreciated • We have many loyal, long service staff 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Need to celebrate organizational success. • Need to manage excessive staff workloads. • Senior Staff is overextended but this is also an opportunity to enhance the Senior Staff team • Orientation needs to be improved • Need to improve knowledge transfer.
External Origin	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Attracting new Senior Managers could bring new energy. • Improved processes around performance management and accountability. • Encouraging efficiencies through the Calgary Metropolitan Plan. • Economic climate is increasing number of applications from skilled workers. • Improving professional development opportunities and staying current. • Staff learning, training and clarification of roles with the new organizational structure. • Opportunity to recognize exceptional performance outside of pay-scale. • Using retirees to support the organization going forward. 	<p>THREATS</p> <ul style="list-style-type: none"> • Increased turnover due to organizational change. • Retiring demographics in government creates opportunities in other local governments that could attract Town of Cochrane staff • Cost of living is high in Cochrane • External changes can have a negative impact on staff morale (i.e. the Province taking over Ambulance services) • Partnership with Calgary Metropolitan Plan could bring new challenges.

APPENDIX C – PROPOSED EVALUATION PROCESS

Proposed to Council and the Executive Leadership Team as part of the Strategic Planning process. To be implemented in 2010 in preparation for 2011 organizational planning processes.

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 proposed process that builds on existing systems to create a continuous loop of planning, action and reflection.






Step One: Map existing activity in database format

Currently, the business planning process includes performance or success measures for every line item in Divisional business plans. Using a database format, every element of a Divisional business plan should identify which Strategic Direction(s) that it aligns with. This utilizes the existing systems and creates a more integrated evaluation system without creating significant new work for staff.

Step 2: Sort by Strategic Direction. Review status and provide feedback to the ELT.

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 Division can be sent for evaluation by the Executive Leadership Team. The evaluation system is proposed as follows:

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

Step 3: Executive Leadership Team Evaluation.

With the evaluation for all items under each Strategic Direction, the ELT can evaluate the organization’s progress at the strategic level. It is recommended that the same red-amber-green system be used for each of the 15 Strategic Directions. This then provides the necessary feedback for ELT as they begin the next year’s Strategic Planning process, which will guide the next round of organizational planning.

This Strategic Plan was prepared for the Town of Cochrane by:
Intelligent Futures
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Calgary AB T2N 3R3
P: (403) 668-7871 **W:** www.intelligentfutures.ca



2011 Business Plans Revisions Resulting from Budget Pressure

COUNCIL

Link to SP, CSP	Goal	Impact
SP: 1.3; 2.3 CSP: 8	The Cochrane Community Grant Program is to provide financial assistance towards projects that enhance and enrich the community. The Arts and Culture endowment Fund Policy provides citizens with an opportunity to access charitable monies for specific non-profit related initiatives.	Funding is not included in the 2011 for either the Community Grant Program or Arts and Culture Endowment Program. There will be no Community Grant Program in 2011 and funding will continue to accrue in the Arts and Culture Endowment Fund for use in future years.

COMMUNITY SERVICES

FCSS no impacts

Recreation & Culture no impacts

Corporate Properties

Link to SP, CSP	Goal	Impact
SP: 1.1; 1.2; 2.1	Develop a project management process for major projects.	Manager, Corporate Properties position was cut; this goal will not be completed due to lack of manpower
SP: 1.1; 1.4; 3.1	Create and maintain a data base of all Town owned properties, leases and assets.	Manager, Corporate Properties position was cut; this goal will not be completed due to lack of manpower
SP: 1.1; 1.3; 3.1	Begin development of a 5 year capital project projection for facilities.	Manager, Corporate Properties position was cut; this goal will not be completed due to lack of manpower

**2011 Business Plans
Revisions Resulting from Budget Pressure**

PROTECTIVE SERVICES

Animal Services

Link to SP, CSP	Goal	Impact
SP: 4.1; 4.2; 4.3; 4.4 CSP: 7	Provide additional staff training	Additional CPO training requirements that would enable all CPO's to participate in Traffic Control Initiatives will not be met in 2011.

Emergency Services

Link to SP, CSP	Goal	Impact
SP: 1.1; 1.2; 1.3; 1.5; 2.3; 3.1; 3.2 CSP: 1	Establish a 10 year Emergency Services Strategic Master Plan.	\$60,000 is planned for a 2011 Strategic Master Plan. Much of the research will need to be completed in-house prior to the report being produced.
SP: 1.1; 1.2; 1.3; 1.5; 2.1; 2.2; 2.3; 3.1; 3.2 CSP: 1	Further Implement and monitor the Town of Cochrane Policing Master Plan.	No funding or resources provided for a review in 2011
SP: 1.1; 1.2; 1.3; 1.5; 2.1; 2.2; 2.3; 3.1; 3.2; 3.3 CSP: 1	Implement a new Uniform Quality Management Plan (QMP) specific to the Alberta Safety Codes (Fire Discipline)	A new QMP will be developed upon completion of the Fire Master Plan. All resourcing will be in-house.
SP: 1.1; 1.2; 1.3; 1.5; 2.3 CSP: 1	Replace 2 aged Bush Buggy Chassis.	Project will not proceed in 2011
SP: 1.1; 1.2; 1.5; 3.1; 3.2; 3.3; 4.1; 4.2; 4.3; 4.4 CSP: 1	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.	All employees will not be able to obtain their professional designations in all areas. Casual Employees will have restrictions on the number of training events they are able to attend.

RCMP

Link to SP, CSP	Goal	Impact
CSP: 1.1, 3.1	Extend hours of operation at the front counter and relieve officer's of office duties to increase their street presence by increasing administrative support at the RCMP Detachment by 1 person.	No new detachment clerk will be hired in 2011. Existing Administrative support will be expected to provide for workload. There will be no extension of hours of operation of the front counter as was anticipated.

Bylaw

Link to SP, CSP	Goal	Impact
CSP: 1.1, 3.1	Staff Development Conference Attendance/Expenses Hire additional help in the summer to increase scope of work that can be carried out.	Protective Services Staff will not attend conferences for this budget year. No additional personnel will be hired for the summer.

CORPORATE SERVICES

Information Systems

Link to SP, CSP	Goal	Impact
SP: 1.1; 2.1; 2.2; 2.3; 3.1	Continue to enhance the Town's new website with additional functionality and technologies to improve its capacity as a communication and services medium.	Focusing only on re-structuring the On-line Business Directory in 2011.
SP: 1.1; 3.1	Provide technological expertise to implement recommended modifications to the Animal License Software Module to improve customer service and ease of use for efficient maintenance of data.	Modifications to Animal License Module limited to those that can be achieved through in-house resources. Includes the ability to add cat owner information to the database, implement permanent animal tags and possibly redesign the animal license renewal notice.

Corporate Services Divisions reporting no impacts:

- Financial Services

**2011 Business Plans
Revisions Resulting from Budget Pressure**

CAO

Human Resources

Link to SP, CSP	Goal	Impact
SP: 4.1; 4.3; 4.4 CSP: 6; 8; 11	Total Compensation Build on the (full-time) salary position established in 2010 and continue to develop a broad base of compensation strategies to attract and retain staff. The Town's total compensation strategy includes base pay/salary, benefits with a financial value and non-monetary benefits (statutory holidays, flexible work arrangements, training and development opportunities, healthy and safe work environment etc.)	Elimination of Benefits Advisor position and transition of related service processes to Alberta Municipal Services Corporate may limit resources necessary to complete all related review processes.
SP: 1.5; 2.1; 2.3; 3.2; 3.3; 4.1; 4.3; 4.4 CSP: 1	Sustainable Work Environment Continue to develop a high performance culture aligned with our Values, core competencies, Cochrane Sustainability Plan and Administrative Directives.	Reduction in HR staff training and development budget will require clear prioritization of corporate training programs and limit formal leadership development and succession planning.

Health & Safety

Link to SP, CSP	Goal	Impact
SP: 1.2; 3.1; 4.1; 4.4	To ensure compliance with the Alberta OH&S Act, Regulation and Code. Highly trained and competent staff are less likely to be involved in property damage and/or injury related workplace incidents.	Training budgets have been reduced may present challenges as we need to ensure that staff receive the appropriate level of training to do their jobs safely.
SP: 1.1; 1.2; 3.1; 4.4	Legislative requirement to comply with the National Safety Code for commercial fleet vehicles and their operators. To ensure that Town of Cochrane employees and contractors operate commercial fleet vehicles in a way that prevents incidents, injury and property damage.	Fleet coordinator position was cut and training budgets have been reduced. It is likely that we will not be able to accommodate a full implementation of a Driver Training program in 2011 due to this budget restraint.

CAO Divisions reporting no impacts:

- Legislative Services

INFRASTRUCTURE SERVICES

Waste & Recycling no impacts

Infrastructure Services Divisions reporting no impacts:

- Roads
- Water & Wastewater

**2011 Business Plans
Revisions Resulting from Budget Pressure**

PLANNING SERVICES

Planning Services

Link to SP, CSP	Goal	Impact
SP: 1.5 CSP: 1	Support the implementation of the Cochrane Sustainability Plan by funding and liaising with the Sustainability Partners Uniting Resources (SPUR).	Potential impact since funding of SPUR depends on the ability to utilize MSI Operating Grant (\$46,910).
SP: 1.4; 2.3; 3.2 CSP: 10; 13	Begin developing the "Rodeo Grounds" ARP process.	Project now part of FCM Grant Application.
SP: 1.4; 2.3; 3.2 CSP: 6; 10; 13	Prepare a Riverfront Master Plan	Project now part of FCM Grant Application.
SP: 1.4 CSP: 10; 11; 13	Prepare to create or be able to evaluate an Area Structure Plan for the remainder of the Heritage Hills lands.	Preparation of Heritage Hills ASP delayed to 2012. Impact minimal since project is no longer a 2011 priority as other planning issues need to be resolved prior to proceeding.
SP: 1.3; 1.4; 2.2 CSP: 13	Develop Heritage Resources Relocation Plan.	Reduction in proposed 2011 Budget - expectations should still be able to be met.

Planning Services Divisions reporting no impacts:

- Economic Development
- Environmental Services

ENGINEERING SERVICES

Engineering Services

Link to SP, CSP	Goal	Impact
SP: 1.1; 2.1; 2.2 CSP:	<p>UPDATING AND REFINING AUTOCAD STANDARDS</p> <p>-research into practices followed by industry (special reference to consultants, engineers and GIS users) on AutoCad use.</p> <p>-Liaise with GIS into requirements of AutoCad standards for compatibility to our existing GIS system and look into ways of improvement and adoption of advances into technology.</p> <p>-come up with AutoCad standards for the Town of Cochrane, to adhere to development and GIS needs.</p>	<p>Shall be limited in improving transfer of AutoCad files into GIS system due to limitation of using external sources for software and hardware requirements.</p> <p>Shall be able to continue with the rest.</p>
SP: 1.1; 1.2; 1.5; 2.1 CSP: 3	<p>BUILDING UP THE GIS DEPARTMENT</p> <p>- Accessing our present GIS system to find out missing data and incorporating the missing info to improve our system.</p> <p>- add asset management tool to work with our finance and operation depts.</p> <p>- expand the capability of GIS to cover majority of Town of Cochrane's financial, planning, engineering, management and operational functions.</p>	<p>This goal is reduced by 25% only due to limitation of using outsources expertise and not obtaining a GPS unit. Concentration mainly on update with technology advances and drawing up a plan of action with set outcomes and targets</p>

**TOWN OF COCHRANE
2011 CAPITAL BUDGET COST & FUNDING SUMMARY**

PAGE #			TOTAL	SOURCES OF PROJECT FUNDING			TOTAL
			EXPENSE 2011	FROM GRANTS	DEBENTURES	FROM RESERVES	FROM OPERATIONS
TECHNOLOGY PROJECTS							
1	IS	Annual Computer Hardware Purchases	\$ 55,000				\$ 55,000
2	IS	Website Enhancements	\$ 20,000				\$ 20,000
3	IS	Microsoft Office/Exchange Server	\$ 49,000			\$ 49,000	\$ 49,000
4	IS	Meeting Management Software	\$ 23,000			\$ 23,000	\$ 23,000
5	IS	Radio Read System for Water Meters	\$ 28,000			\$ 28,000	\$ 28,000
SUB-TOTAL TECHNOLOGY PROJECTS			\$ 175,000	\$ -	\$ -	\$ 100,000	\$ 75,000
FLEET PROJECTS							
6	Parks	Truck Unit 701 Replacement	\$ 56,000			\$ 56,000	\$ 56,000
7	Parks	Tractor Unit 722 Replacement	\$ 45,000			\$ 45,000	\$ 45,000
8	Parks	Riding Mower Replacement	\$ 40,000			\$ 40,000	\$ 40,000
9	Roads	Gravel Truck Retrofit	\$ 53,000			\$ 53,000	\$ 53,000
10	Transit	Green Trip - 4 dbl dkr buses & 4 shuttles	\$ 4,320,000	\$ 4,320,000			\$ 4,320,000
11	Water	Truck Replacement 1997 Dodge	\$ 40,000			\$ 40,000	\$ 40,000
12	Water	Truck Replacement 1990 Dodge	\$ 40,000			\$ 40,000	\$ 40,000
SUB-TOTAL FLEET PROJECTS			\$ 4,594,000	\$ 4,320,000	\$ -	\$ 274,000	\$ -
EQUIPMENT PROJECTS							
13	Fire	High Pressure Hose	\$ 28,500			\$ 28,500	\$ 28,500
14	Fire	New Engine and Tender Equipment Load	\$ 53,000			\$ 53,000	\$ 53,000
14	Fire	Thermal Imaging Camera	\$ 8,500			\$ 8,500	\$ 8,500
15	Recycle	Solid Waste Compactor Downtown	\$ 6,000			\$ 6,000	\$ 6,000
16	Roads	Hydraulic Bucket for Wheel Loader	\$ 34,000			\$ 34,000	\$ 34,000
17	Cemetery	Frozen Ground Removal Equipment	\$ 45,000			\$ 45,000	\$ 45,000
18	Waste	Curbside pickup waste & recycling bins	\$ 508,750	\$ 508,750			\$ 508,750
SUB-TOTAL EQUIPMENT			\$ 683,750	\$ 508,750	\$ -	\$ 175,000	\$ -
FACILITIES PROJECTS							
19	Leg Svcs	Central Records Mobile Shelving	\$ 15,000			\$ 15,000	\$ 15,000
20	RnchHse	RancheHouse Basement Storage	\$ 14,000				\$ 14,000
21	FCSS	Parent Link Leasehold Improvements	\$ 113,533	\$ 113,533			\$ 113,533
22	Tourism	Westerson Cabin Renovation	\$ 60,000	\$ 30,000		\$ 30,000	\$ 60,000
23	RnchHse	Chinook Room Sound System Replacement	\$ 20,000			\$ 20,000	\$ 20,000
SUB-TOTAL FACILITIES			\$ 222,533	\$ 143,533	\$ -	\$ 65,000	\$ 14,000
INFRASTRUCTURE PROJECTS							
24	Municipal	Entrance Sign Replacement	\$ 100,000		\$ 100,000		\$ 100,000
25	Operational	Town Wayfinding Signs	\$ 300,000		\$ 300,000		\$ 300,000
26	Roads	SIP - East End Road Improvements & Traffic Signals Upgrade	\$ 1,970,240	\$ 1,477,680		\$ 492,560	\$ 1,970,240
27	Roads	Dark Sky Lights Retrofits	\$ 317,000	\$ 317,000			\$ 317,000
28	Transit	Green Trip - Bus Shelter & Land Purchase	\$ 4,950,000	\$ 4,950,000			\$ 4,950,000
29	Transit	Green Trip - Maintenance Garage	\$ 17,730,000	\$ 17,730,000			\$ 17,730,000
30	Roads	Centre Avenue Project	\$ 9,675,000	\$ 9,675,000			\$ 9,675,000
31	Roads	Centre Avenue 4 Lane Widening	\$ 1,560,000	\$ 1,560,000			\$ 1,560,000
32	Water	Headlands Booster Station Upgrade	\$ 222,000			\$ 222,000	\$ 222,000
33	Water	Water Meter Replacement	\$ 90,000			\$ 60,000	\$ 30,000
34	Roads	River Heights Drive Resource Road	\$ 426,258	\$ 214,000		\$ 212,258	\$ 426,258
SUB-TOTAL INFRASTRUCTURE			\$ 37,340,498	\$ 35,923,680	\$ 400,000	\$ 986,818	\$ 30,000
TRANSFERS TO RESERVES							
	Animal	Truck Replacement Reserve	\$ 5,100			\$ 5,100	\$ 5,100
	Bylaw	Vehicle Equipment Reserve	\$ 5,000			\$ 5,000	\$ 5,000
	Bylaw	Equipment Reserve	\$ -			\$ -	\$ -
	Cemetery	Cemetery Reserve	\$ 23,228			\$ 23,228	\$ 23,228
	Fire	Fire Truck Reserve	\$ 30,000			\$ 30,000	\$ 30,000
	Fire	Fire Equipment Reserve	\$ -			\$ -	\$ -
	IS	Information Systems Reserve	\$ -			\$ -	\$ -
	Parks	Parks Irrigation Reserve	\$ 20,000			\$ 20,000	\$ 20,000
	Parks	Playground Equipment Reserve	\$ -			\$ -	\$ -
	Parks	Playfield Surfaces Reserve	\$ 4,800			\$ 4,800	\$ 4,800
	Parks	Parks Equipment Reserve	\$ -			\$ -	\$ -
	Parks	Parks Fleet Reserve	\$ 34,495			\$ 34,495	\$ 34,495
	Corp Prop	Vehicle Reserve	\$ 4,000			\$ 4,000	\$ 4,000
	Planning	Planning Vehicle Reserve	\$ 6,750			\$ 6,750	\$ 6,750
	Police	RCMP Equipment Reserve	\$ -			\$ -	\$ -
	Pool	BHLP Capital Reserve	\$ 17,000			\$ 17,000	\$ 17,000
	Pool	BHLP Equipment Reserve	\$ -			\$ -	\$ -
	RnchHse	RancheHouse Building Reserve	\$ 92,600			\$ 92,600	\$ 92,600
	Recycle	Recycle Depot Equipment Reserve	\$ -			\$ -	\$ -
	Roads	Roads Truck Reserve	\$ 54,800			\$ 54,800	\$ 54,800
	Roads	Christmas Lights Reserve	\$ -			\$ -	\$ -
	Roads	Heavy Equipment Reserve	\$ -			\$ -	\$ -
	Roads	Traffic Signal Reserve	\$ 10,000			\$ 10,000	\$ 10,000
	Roads	Road Markings Reserve	\$ 10,000			\$ 10,000	\$ 10,000
	Roads	Road Rehab Reserve (Griffin Rd repair now)	\$ 460,000			\$ 460,000	\$ 460,000
	Sewer	Sewer Misc Utility Improvement Reserve	\$ 15,000			\$ 15,000	\$ 15,000
	Sewer	Sewer Flusher Reserve	\$ 25,000			\$ 25,000	\$ 25,000
	Sewer	Vehicle Reserve - Sewer	\$ 13,600			\$ 13,600	\$ 13,600
	Sewer	Sewer Lifecycle -Cochrane Lakes	\$ 40,570			\$ 40,570	\$ 40,570
	Storm	Storm Sewer Reserve (last repayment 2011 Gleneagles Outfall)	\$ 80,358			\$ 80,358	\$ 80,358
	Water	Water Treatment Plant Reserve	\$ 57,743			\$ 57,743	\$ 57,743
	Water	Major Pump Repairs	\$ 6,000			\$ 6,000	\$ 6,000
	Water	H2O Misc. Utility Improvement Reserve	\$ 15,000			\$ 15,000	\$ 15,000
	Water	Vehicle Reserve - Water	\$ 13,600			\$ 13,600	\$ 13,600
SUB-TOTAL RESERVES			\$ 1,044,644	\$ -	\$ -	\$ -	\$ 1,044,644
GRAND TOTAL			\$ 44,060,425	\$ 40,895,963	\$ 400,000	\$ 1,600,818	\$ 1,163,644

TOWN OF COCHRANE		
PROJECTS CUT FROM 2011 CAPITAL BUDGET		
IS	Fleet Management Software	\$ 27,600
Comm Services	RancheHouse Furniture Replacement	\$ 25,000
Parks	Accessible Route to Men of Vision Statue	\$ 200,000
IS	Website Enhancements - Mobile APP \$18K + \$9,600	\$ 27,600
Fire	Radio & Technology Reserve	\$ 10,000
Water	Headlands Booster Station Upgrade	\$ 28,000
Engineering	GPS Unit for GIS Data Collection	\$ 35,000
Fire	New Engine and Tender Equipment Load	\$ 18,000
IS	Digital Displays	\$ 27,500
Fire	Wildland Truck	\$ 35,000
Fire	Station #52 HVAC Upgrade	\$ 5,000
Operational	Digital Message Signs	\$ 180,000
	Equipment Reserves	\$ 305,703
	TOTAL CUTS FROM 2011 CAPITAL BUDGET	\$ 924,403

Reserves Status as of October 12, 2010

Operating reserves summary

Audited 2009 year end balance	\$	3,318,372
2010 commitments	\$	(300,000)
Tax Stabilization draw	\$	(400,000)
2011 proposed commitments	\$	(711,599)
2011 proposed Tax Stabilization draw	\$	(200,000)

Expected Operating reserves end 2011 \$ 1,706,773

Capital reserves summary

Audited 2009 year end balance	\$	14,533,621
2010 commitments	\$	(4,746,712)
2010 reserve contributions	\$	1,105,171
2011 proposed reserve contributions	\$	1,044,644
2011 proposed commitments	\$	(1,373,560)

Expected Capital reserves end 2011 \$ 10,563,164

Less: Restricted offsites collected \$ (6,958,945)

Capital reserves for future replacements of asset groups as follows: \$ 3,604,219

	Reserve balances
Fleet (size of fleet is 68)	\$ 320,060
Replace 7 in 2011 - 44 are past useful life	
Equipment	\$ 1,099,498
Facilities	\$ 728,041
Infrastructure*	\$ 1,456,620
Total unrestricted capital reserves	\$ 3,604,219

Tax Stabilization Reserve included in Operating reserves total

Audited 2009 year end balance	\$	456,111
Tax Stabilization draw 2010	\$	(400,000)
Replenish from 2009 audited surplus	\$	289,805
Tax Stabilization draw 2011	\$	(200,000)

Expected Tax Stabilization reserve end 2011 \$ 145,916

2009 Net Book Value	% of Net Book Value in reserves	2011 Contributions	Reserve cuts made
\$ 2,550,006	12.6%	\$ 189,960	\$ -
\$ 1,687,733	65.1%	\$ -	\$ 303,703
\$ 34,495,012	2.1%	\$ 109,600	\$ -
\$ 137,746,821	1.1%	\$ 745,084	\$ -
\$ 176,479,572		\$ 1,044,644	\$ 303,703

*Infrastructure net book value Dec 31, 2009

\$ 32,554,282	Roads
\$ 2,575,800	Parks
\$ 61,026,976	Water
\$ 20,702,892	Wastewater
\$ 20,886,871	Storm Sewer
\$ 137,746,821	

2011 PROJECT JUSTIFICATION

Department and Section:	Corporate Services/Information Services
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Project Title:	Annual Computer Hardware Purchase	Project Cost:	\$ 55,000.00
Funding Source(s):	Operations	Funding Code(s):	2-12-02-762
Project Type:	Maintenance or Growth? Maintenance & Growth		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	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.		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

1.1 Ensure core infrastructure continues to be maintained, developed and implemented to accommodate growth.
Values: Customer Service.

2. What is this project attempting to solve?

1. Maintain a solid technology infrastructure
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.
3. Ensure adequate computer equipment is available to all staff.

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?

Minimal savings realized. Replaced hardware is used wherever possible.

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

N/A

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 computer 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 as much as possible with our end of life cycle technology equipment. Some are donated non-profit organizations such as the Youth Club and Boy Scouts. 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 applications 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.

2011 PROJECT JUSTIFICATION

Department and Section:	Corporate Services/Information Services
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Project Title:	Website Enhancements	Project Cost:	\$ 20,000.00
Funding Source(s):	Operations	Funding Code(s):	2-12-02-762
Project Type:	Maintenance or Growth? Maintenance & Growth		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	Continue to enhance Town web site with additional functionality and technologies to improve its capacity as a communication and services tool.		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

1.1 Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth.
 3.1 Ensure policies, directives, service levels, processes and day-to-day procedures support continual improvement.

2. What is this project attempting to solve?

Maintain web site with current and fresh information.
 Improve functionality with the addition of new technologies.
 Improve the web site capacity as a communication and services tool.
 Enhance visitors experience on our web site.
 Listen to our users comments & suggestions(Web Site Feedback Form).

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?

Staff resources.

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

7. How will this project impact other departments?

All of the departments are represented on the Town's web site and provides a communication tool for the entire organization.

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?

Staff resources and time required to accomplish enhancements. Recommend that outstanding enhancements be reviewed, prioritized and divided into phases. A Project Manager be assigned to the responsibility of completion of each phase.

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

Web site becomes stale and outdated.

2011 PROJECT JUSTIFICATION

Department and Section:	Corporate Services/Information Services
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Project Title:	Update Microsoft Office V.2007 Upgrade Exchange Server V.2010	Project Cost:	\$ 49,000.00
Funding Source(s):	Reserve	Funding Code(s):	4-12-06-706
Project Type:	Maintenance or Growth? Maintenance & Growth		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	Update the organization from Microsoft Office V.2003 to Microsoft Office V.2007 & Upgrade organization to Exchange Server V.2010		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

1.1 Ensure core infrastructure, facilities and plans continue to be maintained, developed and implemented to accommodate growth.
 3.1 Ensure policies, directives, service levels, processes and day-to-day procedures support continual improvement.

2. What is this project attempting to solve?

Maintain industry standards.
 Ensure the capability of file sharing with our partners and stakeholders.
 Allow improved user management of archive emails.
 Improve access to webmail from remote sites.

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

No other solution. We are a Microsoft installation.

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

7. How will this project impact other departments?

This upgrade will impact the entire organization to benefit from the improved functionality of newer software.

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?

Although all of the current functionality still exists in Office 2007, staff will see a significant difference in the visual look of the product. Staff training required. Possibly roll-out by department to minimize frustration and helpdesk tickets. Exchange server upgrade will be implemented after hours and/or over a weekend. Users should not see any significant disruptions.

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

The Town does not maintain industry standards and risks the inability to share files with others outside of our organization.

2011 PROJECT JUSTIFICATION

Department and Section: Legislative Services

Project Title:	Electronic Council Meeting Management	Project Cost:	\$23,000
Funding Source(s):	Reserve	Funding Code(s):	4-12-06-706
Project Type:	Maintenance or Growth? Both		

Brief Project Description:	Program to manage Council Committee Meetings from initiation stage to completion (Paperless)		
Fleet only: Existing Vehicle Details		Duty Type (Light, Medium, Heavy)	

1. What is the connection to our Strategic Plan?

1.1 Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth.; 3.1 Ensure policies, directives, service levels, processes and day-to-day procedures support continual improvement.
3.2 Align departmental and Council plans to ensure effectiveness across the organization.

2. What is this project attempting to solve?

Workflow process for Council Committee Meetings - All aspects of meetings handled through one system will ensure follow up on all communication and actions as a result of the meetings.

This is considered a "need" by both Legislative Services and Information Services.

Problems with the current system (Paperport):
Minimal software system that was purchased 6 years ago;
As a result of the move to e-agendas the organization has outgrown the Paperport system;
Experiencing difficulties and handling the size of agendas and ability to compile into one agenda package;
Does not have capabilities for processing agenda reports, tracking actions or generating status reports; and
Inconsistency in retention of final documents in RecFind.

Proposed new program will manage meeting process from start to finish:
Requests to be on agenda;
Report review/approval;
Compile agenda package;
Distribute agenda and post on website;
Record resolutions;
Track action items; and
Provide pdf documents for retention in RecFind.

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

Similar programs are being explored. They all perform the same basic functions. The costs of the programs are similar.

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

Estimated annual maintenance fee \$2,500.00 per year

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

There would be time savings as well as savings on paper products, and upgrading the program currently being used. The agendas have outgrown the program. It crashes frequently when agendas have graphics and pictures. Sometimes the agenda must be presented in different parts.

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

This program should make the process completely paperless other than a permanent copy of the agenda and a signed copy of the confirmed minutes. This is a legislated requirement.

7. How will this project impact other departments?

This project should eliminate some steps for departments submitting agenda items.

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

One of the programs will be dropped as it has not been able to handle the volume being used for.

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

Impact should be minimal, the process will be managed in the same way by the same job function in less time.

Benefits:

Will result in an effective, efficient system that can be used by the entire organization to manage the meeting process (i.e. Council, ELT/SLT, Committees, Project Teams, etc.);

Save staff time in managing the meeting process (i.e. creating agendas, issuing outcome reports, tracking action items, generating status reports, etc.);

Improve process for ensuring final documents are retained properly; and
Produce a higher quality agenda package for use by meeting members.

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

Inefficiencies will continue, more staff time is used in following up on action items, there will still be the need for paper copies. When the current program crashes it can be quite time-consuming to get the agenda together. The finished product may be in separate documents and the agenda does not have a smooth flow to it.

2011 PROJECT JUSTIFICATION

Department and Section:	INFRASTRUCTURE SERVICES - Water/Wastewater
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Project Title:	Radio Frequency Vehicle Read System	Project Cost:	\$ 28,000
Funding Source(s):	W3 Reserves	Funding Code(s):	4-41-07-772
Project Type:	Maintenance or Growth? Growth		

Brief Project Description:	Purchasing a vehicle transceiver will allow for a more powerful, robust method of collecting and recording non-read locations in a quicker, more efficient manner than presently employed.		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

1.1 Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth.
 1.2 Investigate, monitor, implement and improve on standards/codes of practice.

2. What is this project attempting to solve?

As the Town continues to grow and new homes are added into the system, along with the water meter replacement program, the volume of radio read accounts expands. The vehicle read system allows for more effective and efficient operation and identifies problems with non-reads while still in the field.

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

We committed to the radio read system and technology approximately five years ago with the intention of purchasing the vehicle read hardware when the account numbers grew. We are now at that point and have tested the system with successful results.

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

No operating money will be required once the unit is purchased. Eventually once the warranty period expires repair costs may be encountered but that is years away.

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

Effective use of staff hours and faster reading intervals will be realized with this system. Increased time to read meters, or additional staff will not be required.
 Problems with non-reads will be identified earlier resulting in quicker service orders and repair turnaround. This will keep the possibility of lost revenue low.

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

More accurate meter readings on a manageable time line will ensure the three tier water rate is accountable to a similar period of time each month. This data will reflect true water consumption on a monthly basis and could lead to better understanding by residents and businesses for water conservation considerations.

7. How will this project impact other departments?

The need by the Utility clerks to constantly upload and download units into the hand held devices will be eliminated. The number of service orders generated should be reduced as more troubleshooting can be done in the field.
Current water consumption mapping performed by GIS personal will be more efficient with the direct link to the mapping from the vehicle system.

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

The existing hand held devices will still be required until all of the accounts are changed to radio read technology. This will take several years to complete based on budget approvals.
Once this is complete the hand held will be retained as a back up system as it will have little value as a "used" unit for another municipality.

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

Given the commitment of the last five years of all new installs being radio read, along with replacement meters in the older areas being the same, the current equipment will not keep up to this technology. The Town will soon be at 40% of the meter population on radio read and this is a planned progression of this commitment.
The data and existing expectations of staff will remain at 100% reads each month, but certainly in a more timely fashion.

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

The volume of radio reads will be ahead of the technology to gather the data. This will ultimately lead to the need for more staff to assist in the gathering of the monthly data, and possibly a issue with timing on the window of consumption for the three tier water rate structure. If it takes too long to read each month, typical consumptions will exceed the monthly window and lead to false consumption into the second and possibly third tier. This would be inaccurate and result in negative public perception of the previously successful initiative.

2011 PROJECT JUSTIFICATION

Department and Section:	Community Services - Parks Section
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Project Title:	Replace Unit 701	Project Cost:	\$ 56,000
Funding Source(s):	Parks Truck Reserves	Funding Code(s):	4-79-07-903
Project Type:	Maintenance or Growth? Maintenance		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	The purchase of a replacement for unit 701		
Fleet only: Existing Vehicle Details	1997 Dodge 3/4 ton truck, standard cab 100,875 km	Duty Type (Light, Medium, Heavy)	

1. What is the connection to our Strategic Plan?

Project falls under the Strategic Plan under Guiding Theme 3 - Strategic Direction 3.1

2. What is this project attempting to solve?

To replace a 13 year old vehicle. The body has started to rust out, the paint is peeling off, the drivers side door does not function properly. We are intending to replace this unit with a quad cab 1ton with a flat deck there by enabling us to transport several staff and pull our equipment trailer with the mowers on it.

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 account 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 of the older unit.

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

N/A

7. How will this project impact other departments?

By purchasing this unit our section and others will have the ability to tow the equipment trailer with several vehicles allowing the trailer to be utilized more often instead of waiting for one unit to haul it.

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 Truck Reserve.

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

It will take an aging piece of equipment out of the sections fleet and replace it with a more functional, less maintenance unit.

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

This unit has been removed from the budget the last two years in a row. The present unit will stay in the fleet and be utilized as best it can, but will not provide the the functionality that is required.

2011 PROJECT JUSTIFICATION

Department and Section:	Community Services - Parks Section
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Project Title:	Replace Unit 722	Project Cost:	\$ 45,000
Funding Source(s):	Parks Equipment Reserves	Funding Code(s):	4-79-07-900
Project Type:	Maintenance or Growth? Maintenance		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	The purchase of a replacement for unit 722		
Fleet only: Existing Vehicle Details	1992 John Deere 970 tractor	Duty Type (Light, Medium, Heavy)	

1. What is the connection to our Strategic Plan?

Project falls under the Strategic Plan under Guiding Theme 3 - Strategic Direction 3.1

2. What is this project attempting to solve?

To replace a 18 year old piece of equipment. This tractor is used in the mowing of large open areas as well as fertilizing, aerating and top dressing.

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 account 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 of the older unit.

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

N/A

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?

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 take an aging piece of equipment out of the sections fleet and replace it with a more cost efficient unit.

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

This unit has been removed from the budget the last two years in a row. The present unit will stay in the fleet and be utilized as best it can, but will be more costly to operate.

2011 PROJECT JUSTIFICATION

Department and Section:	Community Services - Parks Section
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Project Title:	Replace Riding Mower/Plow	Project Cost:	\$ 40,000
Funding Source(s):	Parks Equipment Reserve	Funding Code(s):	4-79-00-900
Project Type:	Maintenance or Growth? Maintenance		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	Replacement of a riding mower/Plow used to cut grass and remove snow in the winter.		
Fleet only: Existing Vehicle Details	2005 John Deere 1565	Duty Type (Light, Medium, Heavy)	

1. What is the connection to our Strategic Plan?

Project falls under the Strategic Plan under Guiding Theme 3 - Strategic Direction 3.1

2. What is this project attempting to solve?

To replace the John Deere mower that is used year round to maintain grass in the parks, ball diamonds and cemeteries and remove snow from the pathways, sidewalks, outdoor rinks and pond during the winter.

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 to operate this unit will come from the annual Parks operational budgets.

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

Savings will be observed through cost reduction in maintenance.

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

N/A

7. How will this project impact other departments?

This unit can be utilized by Roads to assist in the removal of snow from parking lots and the downtown core.

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

It will be sold at auction and the funds placed back into the Parks Equipment reserve.

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

The section's equipment fleet will acquire a more efficient piece of equipment.

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

The present unit will continue to be used by the section.

2011 PROJECT JUSTIFICATION

Department and Section:	Development & Infrastructure Sustainability Department, Roads Section
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Project Title:	Retrofit & Upgrade Roads Gravel Truck	Project Cost:	\$ 53,000.00
Funding Source(s):	Equipment Reserves	Funding Code(s):	4-32-07-786
Project Type:	Maintenance or Growth? Maintenance		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	Retrofit & upgrade existing Roads gravel/plow truck		
Fleet only: Existing Vehicle Details	1997 Ford LT9513 Tandem Axle Gravel/Plow Truck. 113,324 km 7,061 hrs on engine.	Duty Type (Light, Medium, Heavy)	Heavy

1. What is the connection to our Strategic Plan?

Sustainable Community Building, Strategic Direction 1.1 " Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth.

2. What is this project attempting to solve?

Truck is 13yrs old and is not expected to be replaced in the foreseeable future. Gravel box and hydraulic systems are seeing considerable signs of wear. Gravel box is rusted completely through in some locations. Hydraulic system has many leaks and is worn out. Snowplow swings and collides with truck frame causing premature component wear.

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

The only option to replacing this trucks components is to purchase a completely new truck for approximately 350,000.

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

Minimal at first. Warranties would be applicable for at least a year. Very little maintenance on gravel box, periodic maintenance on hydraulic system such as hose replacement, etc.

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

Yes. Adding new components to an existing asset would reduce our current maintenance costs on this unit.

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

Minimize our existing hydraulic fluid leaks.

7. How will this project impact other departments?

These retrofits will make this truck much more useful to other departments. New hydraulic systems will be much smoother and faster.

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

The existing components will be stripped off of the truck. Options for either trade in or auction will be explored. Revenue will be placed in equipment reserve for future acquisitions.

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

Funding is proposed through equipment reserve, thereby reducing the reserve.

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

Continued wear on existing truck. Gravel box is corroded very badly in spots. Potential material spilling when driving presenting a hazard for motorists.

2011 PROJECT JUSTIFICATION

Department and Section:	Transit
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Project Title:	GreenTRIP – 4 dbl dkr buses and 4 shuttles	Project Cost:	\$4,320,000
Funding Source(s):	GreenTRIP grant funding TBD	Funding Code(s):	TBD
Project Type:	Maintenance or Growth? Growth		

Brief Project Description:	Fleet Purchases (Intercity Express and Local Transit Service) <ul style="list-style-type: none"> • Four double decker buses for the Intercity Express, three for revenue service and one mechanical spare \$910,000 each including tooling - \$3.64 Million • Four cut-away low-floor community shuttle buses for phase one local transit service. Three community shuttles for revenue service and one community shuttle as a mechanical spare \$170,000 each including tooling - \$680,000 		
Fleet only: Existing Vehicle Details	None	Duty Type (Light, Medium, Heavy)	Medium

1. What is the connection to our Strategic Plan?

A Council priority for 2011 includes the introduction of transit service. Also, one of the strategic directions identified in the Strategic Plan is to partner with the community and other orders of government to appropriately fund and address community issues. This transit project involves establishing an important partnership with the City of Calgary and other regional communities, and it addresses an important community need, which is the provision of an affordable and effective alternative transportation option for regional and local travel.

The inter-city and local buses, which will help reduce the number of cars from the road and improve people's access to jobs, school, medical facilities, shopping centres, and social and recreational sites, will also contribute to the solution on climate change. It will also allow the Town of Cochrane to use energy more responsibly and connect people to more amenities and provide more options for getting around. These are all goals that have been identified in the 2011 Strategic Plan.

2. What is this project attempting to solve?

The local and regional transit services will increase housing and employment choice, save households money by reducing transportation costs, provide a viable mode of transportation for those without a vehicle or cannot drive, promote retail and commercial development at the transit nodes, and make the Calgary Region a more attractive and convenient place to live and visit.

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

Other solutions such as heavy duty rail have been explored, but are too costly for Cochrane at this time. Our analysis has also shown that in comparison to the regional Cochrane-Calgary transportation service currently being delivered by the private sector, the new inter-city express bus service will produce fewer greenhouse gas emissions (as the new buses are more fuel-efficient and are higher capacity), be more frequent, and offer more comprehensive service (e.g. trips for the reverse commute direction).

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

Phase II of the Transit Feasibility Study is in progress and estimated operating costs are to be presented to Council before the end of December 2010.

5. Are there savings that would be realized if this project is done?
The provision of the local and inter-city express services could help reduce road maintenance costs and delay additional road capacity to be built, as the number of cars on the road would be reduced.
6. Are the environmental/social impacts of this project known?
This will provide Cochrane residents with sustainable public transit alternatives for local and inter-city travel. It will also make public transit more accessible for people with physical impairments, and help reduce the number of vehicles on Alberta's roads and reduce greenhouse gas emissions. The inter-city transit service is estimated to reduce greenhouse gas emissions by about 30%. The greenhouse gas savings for the local service is unknown at this time.
7. How will this project impact other departments?
The transit area would be a new section for the 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?
 - There will be many benefits achieved, including improved mobility and accessibility for Cochrane's residents and employees, reduction in greenhouse gas emissions, promotion of economic development, and improved access to employees.
 - Additional operating budget will be required in 2012 and beyond
 - The Town would receive provincial grant funding for 67% of the capital costs
 - The Town is required to fund the remaining 33%
 - MSI capital grants for 2011 to 2013 would be needed to fund the Town's capital contribution
10. What are the implications of NOT doing this project and how will this be managed?
Council's priority of providing transit service will not be met, and those residents without access to a car will continue to be disconnected from important amenities. As well, the Town's greenhouse gas emissions from its transportation activities will continue to rise.

For more details please refer to the Transit section of the 2011 Draft Budget

2011 PROJECT JUSTIFICATION

Department and Section:	INFRASTRUCTURE SERVICES – Water/Wastewater
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Project Title:	Vehicle replacement from reserve contributions	Project Cost:	\$ 40,000
Funding Source(s):	95% Wastewater Vehicle reserve 5% Water Vehicle Reserve	Funding Code(s):	\$35,000 4-42-07-700; \$5,000 4-41-07-773
Project Type:	Maintenance or Growth? Both		

Brief Project Description:	This truck would be purchased from reserve contributions. The W3 fleet is aging and staff levels are growing. Another vehicle is required for this division to operate efficiently.		
Fleet only: Existing Vehicle Details	1997 Dodge 1500 1/2 Ton 148,072 KM Requires extensive body work along with brakes and tires to be safe	Duty Type (Light, Medium, Heavy)	Medium

1. What is the connection to our Strategic Plan?

In an indirect way, this project can be linked to item 3.1 in the Strategic Plan. Another truck as justified below, will continue to ensure service levels are met in the core values of W3.

2. What is this project attempting to solve?

The replacement program is designed to keep the appearance and performance of Town owned property at acceptable standards. As vehicles age, they also require more extensive maintenance programs and major repairs. Some replacement parts for the existing trucks are now obsolete. This will assist in keeping maintenance costs lower as new vehicles have warranty programs.

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

Town staff have investigated leasing options, but they did not prove to be cost effective.

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

The purchase will come from designated reserve accounts, and repairs will be covered under warranty. The basic fuel and oil changes will amount to approximately \$3000 annually.

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

As stated above, replacement parts and major breakdowns will be covered under warranty, so there is a definite savings on maintenance costs.

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

Newer trucks burn cleaner and are more fuel efficient. This is better for the environment. As mentioned above, appearance can give a more professional look to the image of the Town of Cochrane.

7. How will this project impact other departments?

The other divisions in Operational Services are executing the same program.

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

Due to cutbacks in previous budget years, this truck will have to be utilized as a backup vehicle when required. It would also be utilized during the summer when additional staff (seasonal) are employed.

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

Budget savings could be realized, along with staff not having to double up in vehicles. This leads to better productivity.

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

The division will have more staff than work trucks, so individual productivity could be affected and limited by transport to job sites. Personal vehicles may need to be used which will result in mileage charges.

2011 PROJECT JUSTIFICATION

Department and Section:	INFRASTRUCTURE SERVICES – Water/Wastewater
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Project Title:	Vehicle replacement from reserve contributions	Project Cost:	\$ 40,000
Funding Source(s):	100% Wastewater Vehicle reserve	Funding Code(s):	4-41-07-773
Project Type:	Maintenance or Growth? Both		

Brief Project Description:	This truck would be purchased from reserve contributions. The W3 fleet is aging and staff levels are growing. Another vehicle is required for this division to operate efficiently.		
Fleet only: Existing Vehicle Details	1990 Dodge D150 1/2 Ton 209,231 KM Requires extensive rust repair along with brakes and tires to be safe	Duty Type (Light, Medium, Heavy)	Medium

1. What is the connection to our Strategic Plan?

In an indirect way, this project can be linked to item 3.1 in the Strategic Plan. Another truck as justified below, will continue to ensure service levels are met in the core values of W3.

2. What is this project attempting to solve?

The replacement program is designed to keep the appearance and performance of Town owned property at acceptable standards. As vehicles age, they also require more extensive maintenance programs and major repairs. Some replacement parts for the existing trucks are now obsolete. This will assist in keeping maintenance costs lower as new vehicles have warranty programs.

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

Town staff have investigated leasing options, but they did not prove to be cost effective.

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

The purchase will come from designated reserve accounts, and repairs will be covered under warranty. The basic fuel and oil changes will amount to approximately \$3000 annually.

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

As stated above, replacement parts and major breakdowns will be covered under warranty, so there is a definite savings on maintenance costs.

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

Newer trucks burn cleaner and are more fuel efficient. This is better for the environment. As mentioned above, appearance can give a more professional look to the image of the Town of Cochrane.

7. How will this project impact other departments?

The other divisions in Operational Services are executing the same program.

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

The truck to be replaced is a 1990 model and will be sold off as it has been used for 20 years in service.

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

Budget savings could be realized, along with staff not having to double up in vehicles. This leads to better productivity.

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

The division will have more staff than work trucks, so individual productivity could be affected and limited by transport to job sites. Personal vehicles may need to be used which will result in mileage charges.

2011 PROJECT JUSTIFICATION

Department and Section:	Protective Services – Fire
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Project Title:	30 lengths of 5 Inch High Volume Hose (Mega Flow)	Project Cost:	\$28,500/year
Funding Source(s):	Reserve funding	Funding Code(s):	4-23-07-996
Project Type:	Maintenance or Growth? Maintenance		

Brief Project Description:	Adding to hose inventory to increase flow capacity as well as properly equip the large volume pumping apparatus		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. **What is the connection to our Strategic Plan?**
Organizational Excellence
3.3 Maintain and enhance corporate technological infrastructure.

2. **What is this project attempting to solve?**
Ability to flow high volumes of water in either the supply (low pressure) or attack (high pressure) mode. The Hose performs double duty. It provides strength and protection without weight and volume penalties of the more difficult to handle rubber covered hose. It is lighter and easier to pack.

5 inch hose replaces the 4 inch hose currently utilized in an effort to move more much needed water in an urban setting. The 4" hose that is still in usable condition will be relegated to the engines that respond primarily in a rural setting where there are smaller flow requirements and fewer hydrants.

3. **Have you explored other solutions? If so, what were the results?**
We could utilize low pressure hose at a savings of approximately \$100 per length of hose. However, This would limit our ability to increase pressures and flows to supply the larger pump engines over greater distances. We would run the risk of exceeding the burst pressures of the hose and would expend more funds in hose replacements and repairs.

4. **How much operating money will be required for this asset?**
This is a capital expense. Future repairs of sections of hose could be a potential cost.

5. **Are there savings that would be realized if this project is done?**
Fewer hose repairs and replacements.

6. **Are the environmental/social impacts of this project known?**
Ability to flow increased water which has the potential for increased and faster fire suppression activities. This translates to potential lower dollar losses to rate payers.

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?**
Existing 4 inch hose will continue to be utilized on the smaller engines and water tender.

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

None

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

Rising costs for hose repair and replacements.

Inability to effectively create a master fire stream with the larger engines and aerial truck.

2011 PROJECT JUSTIFICATION

Department and Section:	Protective Services – Fire
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Project Title:	Tool and Equipment Load for new Pumper and Tender	Project Cost:	\$53,000 + \$8,500
Funding Source(s):	Reserve funding	Funding Code(s):	\$53K 4-23-07-910 + \$8.5K 4-23-07-996
Project Type:	Maintenance or Growth? Growth		

Brief Project Description:	Purchase of assorted small equipment and appliances for the new Pump Engine and Water Tender.		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. **What is the connection to our Strategic Plan?**
Organizational Excellence
3.3 Maintain and enhance corporate technological infrastructure.
2. **What is this project attempting to solve?**
Equipment load for the new truck purchases that is required to meet NFPA 1901 Standard for Fire Apparatus. Equipment is in addition to the minimal amount of equipment that is to be transferred from the existing trucks.
3. **Have you explored other solutions? If so, what were the results?**
As much old equipment as possible and practical is being moved from the trucks being replaced and placed in continued service on the new trucks. An attached list with dollar values attached is included.
4. **How much operating money will be required for this asset?**
This is a capital (basket purchase) expense.
5. **Are there savings that would be realized if this project is done?**
A bulk purchase of this equipment load will ensure compatibility to other equipment in service and will realize a savings in lieu of purchasing individual items over a period of time.
6. **Are the environmental/social impacts of this project known?**
none
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?**
As mentioned in #3. As much usable old equipment is considered and will be see continual use.
9. **What are the implications of doing this project and how will this be managed?**
None
10. **What are the implications of NOT doing this project and how will this be managed?**
Rising costs for items that are required on the trucks if purchased over time and not as a bulk purchase.

2011 PROJECT JUSTIFICATION

Department and Section:	Infrastructure - Waste and Recycling
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Project Title:	Solar Waste Compactor Downtown Pilot Project	Project Cost:	\$6,000.00
Funding Source(s):	Reserve or Grant	Funding Code(s):	4-39-06-700
Project Type:	Maintenance or Growth? Maintenance		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	<p>There are presently 8-10 waste receptacles placed within 1.5 blocks of MacKay's Ice Cream (220-1st Street West); these waste receptacles are serviced by the Roads Section every Monday and Friday. This location has the highest volume of tourist traffic in Cochrane; due to the nature of the attraction there is a considerable amount of waste generated and deposited in the publicly accessible waste receptacles. The volume of waste generated has become so high that the number of receptacles must either be increased, the receptacles will needed emptied during the weekend by Town staff or a different type of receptacle needs to be installed at this location. The Solar Waste Compactor has five times the capacity of a traditional waste receptacle. The installation of this type of receptacle will reduce the litter and serving issues that are occurring at this location.</p>		
Fleet only: Existing Vehicle Details		Duty Type (Light, Medium, Heavy)	

1. What is the connection to our Strategic Plan?

1.1 Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth. 1.2 Investigate, monitor, implement and improve on standards and codes of practice while maintaining high standards of service. 1.4 Ensure efficient and sustainable use of our land to achieve environmental health, economic vibrancy and diversity and social well-being. 3.1 Ensure policies, directives, service levels, processes and day-to-day procedures support continual improvement.

2. What is this project attempting to solve?

Litter in the downtown core. Staff time collecting garbage from receptacles in the downtown core.

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

Yes, there have been numerous discussions with the local businesses in this location about the need for them to take some responsibility for the waste being generated through the services they provide to their customers. The businesses at this location are provided with garbage bags by the Town of Cochrane and asked to empty the waste receptacles over the weekend to prevent overflow and litter. The businesses try their best, however, they cannot seem to stay on top of the volume of waste being generated.

- 4. How much operating money will be required for this asset?**
Annual Maintenance Costs: \$250/year
Purchase of Garbage Bags: \$100/year
- 5. Are there savings that would be realized if this project is done?**
Savings in staff time picking up litter around this location and staff time savings in that they will not be required to service this location as frequently.
- 6. Are the environmental/social impacts of this project known?**
The waste compactor utilizes solar power, demonstrating Cochrane's commitment finding a solution to climate change and using energy efficiently.
- 7. How will this project impact other departments?**
The project will impact both the Roads and Parks sections. Both of these sections will be impacted by an expected reduced amount of litter in this location; as well the pilot project should provide important information to the Parks section regarding whether this technology could be utilized at other locations.
- 8. If you are replacing a vehicle/other asset, what will happen to the existing asset?**
We will likely replace 2-3 waste receptacles at this location allowing them to be relocated to other areas where they are needed.
- 9. What are the implications of doing this project and how will this be managed?**
The implication of doing this project would be less litter in this location resulting in a more beautiful downtown and a more efficient use of staff time.
- 10. What are the implications of NOT doing this project and how will this be managed?**
The implication of not doing this project would be a continued issue with litter at this location that will only continue to get worse as this tourist attraction grows in popularity.

2011 PROJECT JUSTIFICATION

Department and Section:	Development & Infrastructure Sustainability Department, Roads Section
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Project Title:	Hydraulic bucket for wheel loader	Project Cost:	\$ 34,000.00
Funding Source(s):	Roads Equipment Reserves	Funding Code(s):	4-32-07-786
Project Type:	Maintenance or Growth? Maintenance		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	Purchase of a new hydraulic rollout bucket for Roads wheel loader.		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	Heavy

1. What is the connection to our Strategic Plan?

Sustainable Community Building, Strategic Direction 1.1 " Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth.

2. What is this project attempting to solve?

Current loader attachments do not have the vertical reach to effectively load new sanders.

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

Yes. No leasing or rental options exist for this particular piece of equipment. We have made an interim loading ramp maximizing our available space. Ramp has a very steep approach angle.

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

Very minimal. Approximately \$2,000.00 every two years for changing cutting edges.

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

Yes. Loading plow trucks would become much easier and faster enabling us to eliminate our current loading ramp. This would decrease equipment downtime and increase customer service levels as plow trucks would have a quicker turnaround time in the operations yard and spend more time on the road. This bucket would also give us the ability to load without having to purchase a larger loader.

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

This new loader attachment would enable operators to have much more precise material placement when loading trucks and minimize spillage and waste in the loading process.

7. How will this project impact other departments?

This attachment can be used by all departments that face challenges loading very tall trucks or bins.

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 would increase productivity and decrease safety concerns when loading.

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

We would need to continue to load our trucks in an unsafe manner resulting in an increased risk of incident.

2011 PROJECT JUSTIFICATION

Department and Section:	Community Services - Parks Section
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Project Title:	Alternative Frozen Ground Removal Equipment	Project Cost:	\$ 45,000
Funding Source(s):	Parks equipment reserve	Funding Code(s):	4-79-07-900
Project Type:	Maintenance or Growth? Maintenance		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	The purchase of a a piece of equipment to thaw or break through the frozen ground when digging graves or repairing buried utilities.		
Fleet only: Existing Vehicle Details		Duty Type (Light, Medium, Heavy)	

1. What is the connection to our Strategic Plan?

Project falls under the Strategic Plan under Guiding Theme 3 - Strategic Direction 3.1

2. What is this project attempting to solve?

We presently burn coal to thaw the grave sites and are getting increased pressure from the residents of Sunterra to stop this practice. This unit would replace this practice.

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 to operate this unit will come from the annual Cemeteries operational budget.

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

Savings may occur in operator and equipment time, due to the increased ease to cut through the ground.

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

Environmentally it would be more prudent to utilize these types of units as the area is now built up and it will reduce any concerns about the smell of the burning coal.

7. How will this project impact other departments?

This unit could be utilized by both W3 and Roads to do work during the winter months.

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?

It will provide us with a more efficient way to cut through frozen ground.

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

The present method of burning coal to thaw the ground to enable it to be removed from the graves during the winter months will continue. As will the residents calling in their concerns to Alberta Environment and the Fire hall and possible receiving a fine from Environment if they deem it necessary.

2011 PROJECT JUSTIFICATION

Department and Section:	Infrastructure - Waste and Recycling
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Project Title:	Automated Waste & Recycling Collection Carts	Project Cost:	\$508,750 Preliminary Quote
Funding Source(s):	MSI	Funding Code(s):	4-31-07-600
Project Type:	Maintenance or Growth? Maintenance and Growth		

Brief Project Description:	Automated Waste and Recycling Collection employs a system consisting of special wheeled carts and collection vehicles equipped with automated arms. In this system, residents put all of their waste into one cart and all of their recycling in another cart and place the carts in designated spots on the curb or along the alley fence. A single operator then can pick up and dump the carts using a mechanized arm controlled within the cab. The system is designed for maximum productivity, with the operator never leaving the cab.		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

Guiding Theme	1.0 Sustainable Community Building Together we create a safe, healthy, vibrant community through a balance of environmental, economic, and social infrastructures.
Strategic Direction	1.1 Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth. 1.2 Investigate, monitor, implement, and improve on standards and codes of practice while maintaining high standards of service. 1.4 Ensure efficient and sustainable use of our land to achieve environmental health, economic vibrancy and diversity and social well-being. 1.5 Demonstrate community leadership by aligning our plans and actions with the Cochrane Sustainability Plan.
Guiding Theme	3.0 Organizational Excellence Together we create and enhance an effective organization, encouraging continual improvement, innovation and accountability.
Strategic Direction	3.1 Ensure policies, directives, service levels, processes and day-to-day procedures support continual improvement. 3.3 Foster, promote and celebrate a culture of innovation, responsibility and accountability.

2. What is this project attempting to solve?

The purchase of automated waste and recycling collection carts is attempting to solve the following issues by allowing for the implementation of an automated collection system:

Waste Collection Issues

1. Conflict with Wildlife
2. Waste Container Challenges
3. 2 Unit Limit Discrepancies

Recycling Issues

1. Need for Increased Waste Diversion
2. Pressure on Cochrane Recycling Depot
3. Desire by residents for a curbside program

Please see the Business cases for Automated Waste and Recycling Collection for more detail..

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

Other options that have been explored are as follows:

Waste Collection

1. Community Education: Advertising on websites, portable signs, newspapers, radio, brochures and utility bill notices have had little impact on our ability to influence resident behavior.
2. Community Waste Bins: Community bins put no limit on the amount of waste that can be disposed of by residents thus providing very little incentive to reduce and recycle their waste. A community bin program tends to be extremely expensive to operate; a specialized truck is required to empty these semi-automated bins and due to the lack of any restrictions on the amount of waste residents are allowed to dispose of the bins require frequent servicing (both Banff and Canmore must empty each community bin twice per week).

Recycling

1. Change in Recycling Depot Hours of Operation: It has been determined through resident surveys and traffic count analysis that a change in the hours of operation of the Recycling Depot would not affect the peak time demand at the facility.
2. Recycling Depot Expansion: Lands are not available. Expansion is not feasible at this time.
3. Satellite Recycling Depot: No central location for a satellite depot is available at this time. The costs of operating a satellite depot have also demonstrated that this option would be cost prohibitive.
4. Subscription Curbside Recycling: A much higher user fee would be required in order to be feasible would also require the use of the Cochrane Recycling Depot as a processing facility. This option would be voluntary and would require residents to pre-sort their materials prior to pick up - this program would not encourage greater recycling participation.

Please see the Business cases for Automated Waste and Recycling Collection for more detail.

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

Please see 2011 Waste and Recycling Operating Budget for detail.

Implementation of the automated waste and recycling program would increase the monthly user fee from \$11.10/dwelling/month to \$17.40/dwelling/month. The program would then move from a Weekly Two Unit Limit Manual Waste Collection to an Automated Collection system providing weekly collection for 120 L of Waste and 240 L of Recycling..

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

Automated Waste and Recycling Collection would result in the following savings:

1. Waste Collection Cost - waste collectors no longer want to provide manual waste collection services due to worker safety concerns, high turnover of employees due to poor working conditions and a lack of efficiency. Since contractors no longer want to provide this service, there are very few willing to do it, meaning they control the pricing. The cost per dwelling for manual waste collection continues to rise.

2. Increase Waste Diversion - an automated recycling program would decrease the overall amount of waste going to landfill - saving the Town of Cochrane tipping fees.

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

Please see the Business cases for Automated Waste and Recycling Collection for more detail.

Some of the environmental/social impacts of automated waste and recycling collection include:

1. Increase recycling participation and waste diversion - less waste going to landfill, energy conservation

2. Less airborne litter - all waste contained within animal resistant containers

3. Wildlife protection

4. Aesthetic benefits - uniform colour and size of carts.

7. How will this project impact other departments?

Roads: Any automated collection routes involving residential collectors or other main roads would need to be carefully planned with consultation by the Roads Manager to ensure snow removal and other maintenance operations are not negatively affected.

Parks: Less airborne litter due to improperly contained waste will mean that the Parks section will have less litter picking in our parks and public spaces.

Utilities: There will be no impact on the current Utility Billing System.

Planning and Engineering: There would be no impact on future developments, as Planning and Engineering is already utilizing specifications for developers that are conducive to automated collection.

Please see the Business cases for Automated Waste and Recycling Collection for more detail.

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

The Cochrane Recycling Depot will continue to be utilized as a Recycling Drop-Off facility with an expanded level of integrated service. Examples of expanded service include:

1. Spring - Fall Tree Trimmings Drop Off

2. Christmas Tree Drop Off

3. Appliance Drop Off

4. Bulky Item Drop Off.

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

Please see the Business cases for Automated Waste and Recycling Collection for details on project implications.

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

The implications of not purchasing automated waste and recycling collection carts is that an automated waste and recycling collection program would not be implemented. By not implementing an automated waste and recycling collection program the Town of Cochrane will continue to face significant challenges regarding waste and recycling services. Concerns regarding wildlife interactions with waste, issues related to waste containers and two unit limit discrepancies would remain unresolved. As well, the Town would struggle to find a collector that could provide manual collection services at a cost effective price.

Not implementing an automated recycling collection program would mean that the pressure on the Cochrane Recycling Depot would continue to grow. Long line ups and wait times would further deter residents from recycling - resulting in increased waste going to landfill.

Please see the Business cases for Automated Waste and Recycling Collection for more detail.

2011 PROJECT JUSTIFICATION

Department and Section:	Legislative Services
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Project Title:	Mobilizing Central Records Room File Shelving	Project Cost:	\$ 15,000 Preliminary estimate
Funding Source(s):	Legislative Services Reserve	Funding Code(s):	4-12-06-706
Project Type:	Maintenance or Growth? Growth		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	Mobilize existing shelving and add two additional shelving units on carriages.		
Fleet only: Existing Vehicle Details		Duty Type (Light, Medium, Heavy)	

1. What is the connection to our Strategic Plan?

Strategic Direction 3.1: Ensure policies, directives, service levels, processes and day-to-date procedures support continual improvement.

Core Service: Coordination of records management for the organization.

2. What is this project attempting to solve?

The central records room space, in its current condition, is fully maximized. Legislative Services considered different options to address the space concerns and found a cost effective solution. It is proposing to mobilize the existing static shelving units and purchase two additional units. The project gives the Town of Cochrane a means to efficiently manage today's space concerns and addresses future space needs as additional units may be added to the system as needed.

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

Option 1: Reorganize the central records room to fit more static shelving units, but due to Cochrane's continual growth and the records created, it has been realized that this option is no longer viable.

Option 2: Store files in the basement archive area. This is an ideal option for files that are not accessed regularly; however, the files currently on the shelves in the central records room are accessed frequently throughout the day and users have clearly expressed their concerns in having them moved to the basement archive area. To maximize the central records room space, all records that can reasonably be stored in the basement archive area have already been moved to the basement.

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

The project will cost approximately \$15,000 for the installation of the two new shelving units and carriages. This price estimate was received June 2010. Initially the quote was 30% higher than the previous quote so the vendor worked with Legislative Services on different options. It should be noted that due to steel price increases, the current quote is almost the same as the previous but is for two units rather than three. The vendor understands our budget constraints and advised that materials are expected to continue to rise.

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

If this project is approved, staff time will be utilized more efficiently, customer service will not be sacrificed and additional space will not be necessary in the immediate future. Mobilizing the file shelves in the central records room is a cost effective way to address this area's space requirements.

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

N/A

7. How will this project impact other departments?

The Central Records Room is accessed by all departments within the organization, with the Planning and Engineering Department being one of the main users. Having regularly accessed files located in the central records room will continue to help staff provide timely customer service and utilize their time more efficiently.

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

The existing shelving will be used in the mobilization project.

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

This project will increase the filing capacity of the central file room by 2490 linear file inches, or approximately 30% with no increase in floor space.

Mobilizing of the central records room's shelving will create the need for staff to empty all files from the shelving units onto rented trolleys during the installation of the hardware but this implication is minimal when measured against the positive results this project will create.

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

The space needs outlined above will only grow as the Town of Cochrane continues to expand. As stated earlier, the original quote to do this project has increased significantly from the previous quote, and the passage of time has proven that the project cost will likely continue to increase.

The inevitable relocation of regularly accessed records, from the central records room to the basement archives area, will have to occur which will eventually result in creating space concerns for the basement archives area, as space is limited there as well.

If this project is not approved, staff will be required to spend more time retrieving regularly accessed records from the basement. There is also an increased risk that records may accumulate at workstations. Customer service will be negatively impacted if records have to be accessed from the basement rather than from the central records room.

2011 PROJECT JUSTIFICATION

Department and Section:	Corporate & Community Sustainability
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Project Title:	Basement Storage	Project Cost:	\$ 14,000
Funding Source(s):	RancheHouse Operating Budget	Funding Code(s):	2-74-01-762
Project Type:	Maintenance or Growth? Growth		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	Install chain link partitions in basement.		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

1.1
Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth.

2. What is this project attempting to solve?

Currently the basement of the RancheHouse is used for storage by several departments, tenants, and community groups. It has become increasingly difficult to control the security and cleanliness of this space. By installing chain link partitions, users would have a designated, secure space for there items.

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

Yes, we have tried to designate areas to users but this has not stopped users from expanding the space used and not addressed the security issues.

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

No operating money would be required.

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

No

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

No

7. How will this project impact other departments?

Economic Development, Recreation and the Arts storage, and Facility Services would have designated secure storage. This would also apply to users such as Calgary Regional Partnership, Cochrane Parade Committee, Cochrane Folk Club, Pat's Palate Pleasures, Gourmet to Go, Cochrane Academy, Footsteps Playschool.

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 space will be organized, easier to maintain and secure.

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

Continued use of space in current fashion.

2011 PROJECT JUSTIFICATION

Department and Section:	FCSS/Parent Link Centre
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Project Title:	Parent Link Centre – new location	Project Cost:	\$ 113,533
Funding Source(s):	100% Grant Funded	Funding Code(s):	4-51-03-950
Project Type:	Maintenance or <u>Growth</u> ? Growth		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	<p>The Parent Link Centre has been operating at capacity for 3 years. Our current space is no longer adequate to offer programs and services – we are turning families away due to programs operating at full capacity. We are hoping to move to a new location – with a larger space to offer child development programs, parent resource library, parent education programs and family support. The Provincial Government has approved 113,533.00 to move to a larger facility and complete renovations. This grant money must be spent by March 31, 2011.</p>		
Fleet only: Existing Vehicle Details		Duty Type (Light, Medium, Heavy)	

- 1. What is the connection to our Strategic Plan?**
 Sustainable Community Building – Social Infrastructure
 1.1: Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth.
- 2. What is this project attempting to solve?**
 The Parent Link Centre location is inadequate to accommodate the parents, caregivers and children attending programs. Due to this lack of space, families are unable to access the support and resources they require.
- 3. Have you explored other solutions? If so, what were the results?**
 For the past 2.5 years we have been addressing the issue through the rental of off-site space. We have leased an additional space to offer gross motor programs and rent Frank Wills Hall once a week. While this has managed to assist in meeting a greater number of clients we are able serve – it has been taxing from both a financial and staffing perspective.
- 4. How much operating money will be required for this asset?**
 The Parent Link Centre will fund the move/renovations and rent through Grant Funding. We have \$113,533.00 designated to expand and renovate the Parent Link Centre. This grant money must be utilized by March 31, 2011.
- 5. Are there savings that would be realized if this project is done?**
 Yes. This project must completed by March 31, 2011 or the grant must be returned to the Province.
- 6. Are the environmental/social impacts of this project known?**
 n/a
- 7. How will this project impact other departments?**
 This project could lead to possible partnerships with areas such as Recreation.

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 Coordinator of the Parent Link Centre has set goals around the expansion and development of the PLC with the FCSS Manager.

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

Funds will need to be returned to the Province and the Parent Link Centre will continue to operate in a crowded space. The Tourist Information Centre will not be able to access the present space for downtown washrooms.

2011 PROJECT JUSTIFICATION

Department and Section:	Development & Inf. Sust. Economic Development
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Project Title:	Westerson Cabin Renovation	Project Cost:	\$ 60,000
Funding Source(s):	Grant + Ec Dev reserve + in-kind contributions	Funding Code(s):	
Project Type:	Maintenance or Growth? Maintenance		

Brief Project Description:	Renovation & restoration of Westerson cabin		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

As part of our park infrastructure as well as Cochrane history, this project fits within Core Strategy 1.0 – Sustainable Community Building.

2. What is this project attempting to solve?

Repair serious decay & neglect to the building in order to preserve it as a TOC resource.

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

Grant funding appears to be the best option for renovating this building. The only other option is to demolish the building and build new. This would be very expensive and much more complex. This would result in the loss of a historical building to Cochrane.

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

\$0 increase.

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

Preservation of the asset.

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

Currently, more than 3,500 visitors to the building each summer. That number should increase following renovations.

7. How will this project impact other departments?

Operations (Terry Richardson) has agreed to supply labour & equipment to excavate the foundation for the project. Approx 1 day time.
Engineering has agreed to draft foundation plans for project.

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 main implication is to summer staff at the Visitor Information Centre as it will change their work. Economic Development will also be impacted as hiring & management of summer staff will change.

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

Within 5-10 years the building will be beyond repair and will need to be closed and/or demolished. At that time either proceed without a facility or construct a new building.

2011 PROJECT JUSTIFICATION

Department and Section:	Corporate & Community Sustainability - Cochrane RancheHouse
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Project Title:	Audio System Upgrade	Project Cost:	20,000
Funding Source(s):	RancheHouse Capital Reserve	Funding Code(s):	4-31-07-600
Project Type:	Maintenance or Growth? Maintenance		

Brief Project Description:	Upgrade/Repair RancheHouse Sound System		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

1.1

Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth.

2. What is this project attempting to solve?

Some of the RancheHouse speakers, amplifiers, and control panels need repair or replacement due to age and wear. As a result, sound quality issues are becoming more frequent in various rooms in the building. In order to provide our clients with the level of service they've come to expect, it's paramount that the sound equipment be repaired/upgraded.

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

Aside from repairs and upgrades, options are limited. Completely portable systems were explored, in order to maintain the sound quality the cost for the equipment would be more as we would have to replace every component to build a complete system rather than focusing on replacing only the worn pieces. There's a chance of damage & theft to portable equipment and this will potentially increase future operational costs. A portable system would also disable our ability to offer features such as satellite radio/television feeds, and room to room A/V linking.

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

No additional operating funding will be required.

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

No savings will be realized, but there is a potential for a loss of revenue if a working sound system is not available as this is a necessity for many clients to hold event.

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

No.

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 sound system will be brought back to working order. Wearing components will be replaced before they breakdown completely. The RancheHouse will be able to continue to market itself as a high quality centre to run events.

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

Potential for client complaints, facility staff responding to last minute breakdowns, potential damage to other components as a result of not replacing deficient equipment and an increase in operational expenses as a result of needing to rent sound equipment from an external source in order to meet the needs of the clients.

2011 PROJECT JUSTIFICATION

Department and Section:	Legislative Services, Communications with Roads
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Project Title:	Town Entrance Sign replacement	Project Cost:	\$ Sign design and installation est. \$25,000 per sign x 4 signs = total est. \$100,000
Funding Source(s):	Debenture	Funding Code(s):	
Project Type:	Maintenance or Growth? Growth		

For a capital project that requires more time to scope, please submit the project as a preliminary estimate. Final budget costs will be needed by the September 7, 2010 deadline for 2011 Budgets.

Brief Project Description:	Replace aging Town entrance signs with ones that are more welcoming, communicate the community brand and enhance the community's appearance.		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

- 1. What is the connection to our Strategic Plan?**
 CSP pathway 8: We are a caring community that lives and celebrates together.
 Strategic Direction 2.2: Build effective communications infrastructures, processes and messages to provide transparency, support dialogue and develop understanding with external partners.
- 2. What is this project attempting to solve?**
 The Town currently has four entrance signs at north, south, east and west routes into Town. The locations are no longer at the Town boundaries; soon people will actually be in town before they are visually welcomed. With our new branding, entrance signs are an ideal way to communicate the spirit of Cochrane as residents and visitors approach, and will deliver the consistent message that all Town and community communications will carry.
 The current entrance signs are at the end of their useful lifespan and can no longer be used.
- 3. Have you explored other solutions? If so, what were the results?**
 Option 1: Do nothing. Signs will have to be removed in the next few weeks.
 Option 2: Refurbish the existing signs and gain 3 to 5 years use. Cost estimated at \$60,000.
 Option 3: Purchase new signs with messaging system similar to what we currently have. Cost per sign estimated at \$48,500. Operating budget still required for weekly installation of messages (approx \$3,000 per year).
 Option 4: Purchase new signs with LED message displays. Cost estimated at \$280,000. Potential issues with power supply, highway right-of-ways and Alberta Transportation approvals.
 Option 5: Purchase four new "monument" signs with Welcome to Cochrane (such as the ones drafted by Twist in the Branding material) but no message display. Estimated cost per sign: \$25,000.
- 4. How much operating money will be required for this asset?**
 No operating funds are required for this project.
- 5. Are there savings that would be realized if this project is done?**
 None

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

Some illumination of the signs could be done with solar lights. Otherwise, limited negative impact.

7. How will this project impact other departments?

Roads will have to check the signs periodically to see if any maintenance is required. Otherwise, no impact.

Planning will be consulted to ensure compliance with the Land Use Bylaw.

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

The existing signs will be torn down and disposed of responsibly.

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

No implications once the signs are installed.

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

If this project is not done, there are impacts on the overall Town branding communication strategies. As well, a complete lack of entrance signs (the current ones will have to be removed soon) misses a great opportunity to welcome and engage people as they enter town.

2011 PROJECT JUSTIFICATION

Department and Section:	Legislative Services, Communications with Roads
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Project Title:	Manufacture and installation of wayfinding signs	Project Cost:	\$300,000
Funding Source(s):	Debenture	Funding Code(s):	
Project Type:	Maintenance or Growth? Growth		

Brief Project Description:	Create wayfinding signs that are welcoming, communicate the community brand, enhance the community's appearance and provide improved opportunities for communications using LED display boards. Community wayfinding signage will complement the message signs by giving a consistent look to directional signage to major local sites (sites to be identified through consultation with interested parties such as Tourism Assoc and Chamber)		
Fleet only: Existing Vehicle Details		Duty Type (Light, Medium, Heavy)	

1. What is the connection to our Strategic Plan?

CSP pathway 8: We are a caring community that lives and celebrates together.
 Strategic Direction 2.2: Build effective communications infrastructures, processes and messages to provide transparency, support dialogue and develop understanding with external partners.
 Values: Customer Services and Open Communication
 Community wayfinding signs will provide a consistent, unified look to town signage, fostering pride in the community as a whole.

2. What is this project attempting to solve?

With our new branding, community wayfinding signs at key locations are an ideal way to communicate the spirit of Cochrane and will deliver the consistent message that all Town and community communication will carry.

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

Option 1: Do nothing. Current wayfinding signs do not identify all public buildings, nor are they consistent with the town brand.
 Option 2: Update some town signs, but then town branding is inconsistent.
 Option 3: Review and update all directional signage to identify all important public buildings (in consultation with stakeholders) and to be consistent with branding.

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

Manufacture and installation of wayfinding program estimate at \$300,000.

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

No.

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

Some illumination of the signs could be done with solar lights. Otherwise, limited negative impact.

7. How will this project impact other departments?

None.

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

N/A



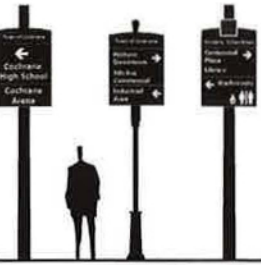
9. What are the implications of doing this project and how will this be managed?

Wayfinding signage will be developed with appropriate internal and public consultation, including Economic Development, the Tourism Association, Chamber of Commerce and other as required.

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

None.

Sign Inventory by Zones

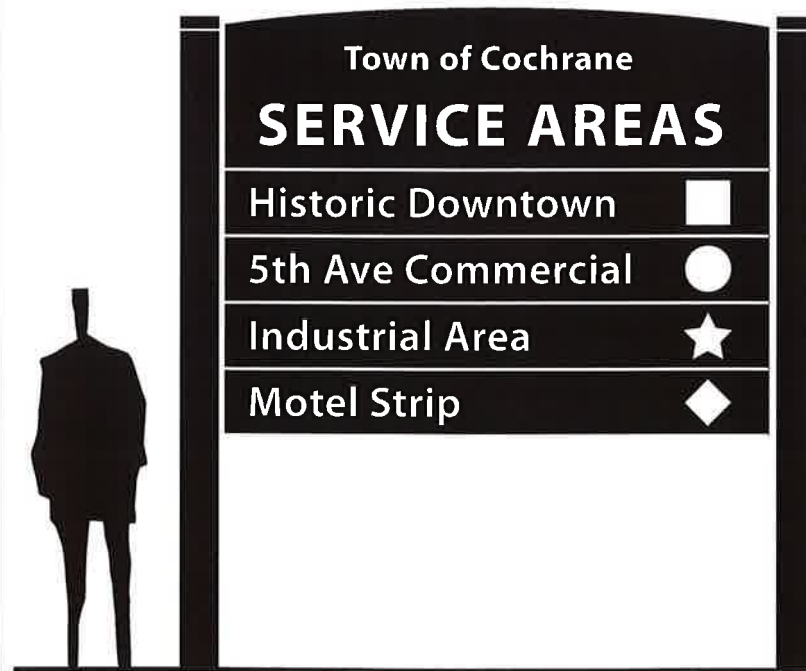
	Historic Downtown	5th Avenue	Motel Strip	Industrial	Out of Zones	Total
 Message Community Sign					2	2
 Zone Signage					4	4
 Primary Directional Signs	2	1	4	2	6	15
 Secondary Directional Signs	10	1	1	3		15

DEMONSTRATION
PURPOSES ONLY

Signs Types Generic



Message Centre Sign



Zone Awareness Sign



Primary Directional



Secondary Directional
(existing light or
traffic light posts)



Secondary Directional
(new sign posts)



Secondary Directional
(within zone)

2011 PROJECT JUSTIFICATION

Department and Section:	Infrastructure Services - Roads
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Project Title:	Streets Improvement Program (SIP)	Project Cost:	\$1,970,240.00
Funding Source(s):	75% - SIP Grant 25%-Road rehab. Reserve	Funding Code(s):	4-32-07-910
Project Type:	Maintenance or Growth? Maintenance		

Brief Project Description:	<p>To upgrade existing infrastructure, surface deficiencies including Concrete and Asphalt. The following areas have been identified:</p> <p>EAST END -</p> <ul style="list-style-type: none"> - 1st St. from Baird to Bowcroft Pl, including Bencroft and Bentley Pl. - Sibbald St - Mountain St - Powel St - Ross Ave - William St - Carolina Dr 		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

- 1. What is the connection to our Strategic Plan?**
 Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth.

Investigate, monitor, implement, and improve on standards and codes of practice while maintaining high standards of service.

Partner with the community and other orders of government to appropriately fund and address community issues.

Ensure policies, directives, service levels, processes and day-to-day procedures support continual improvement.

Align departmental and Council priorities to ensure focus across the organization.
- 2. What is this project attempting to solve?**
 To maintain, replace, and upgrade municipal transportation system. The existing infrastructure in the East End related to the surface conditions has reached its service life and requires upgrades.
- 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?**
 There are long term savings in operating budgets, annual patching and concrete repairs.

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

The transportation system will more efficiently managed and create a safe environment for the residents of Cochrane.

7. How will this project impact other departments?

This project impacts W3, Planning and Engineering and the Parks department. During the construction stages there are inspections, reviews, public relations and field support to the contractor.

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 in operations are increased manpower to efficiently manage the project.

The implications to effected residents are traffic delays and limited access to private homes during construction. Operational Services conduct an on-street information sessions and prior notifications during various stages of the project.

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

The risk is having inadequate funding to maintain infrastructure. Transportation projects will be funded solely by Cochrane rate payers. Provincial Funding, SIP grant 75% and the Town of Cochrane road reserve 25%.

2010 PROJECT JUSTIFICATION

Department and Division:	Infrastructure Services – Roads
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Project Title:	Retrofit Street Lights to Dark Sky Friendly lights	Project Cost:	\$317,000
Funding Source(s):		Funding Code(s):	
Project Type:	Maintenance or Growth? Maintenance		

Brief Project Description:	<ul style="list-style-type: none"> • East End – 95 lights = \$ 59,848 • 3 new lights and transformer in Bow ridge = \$29,000 • Glenbow – 121 lights = \$76,230 • Cochrane Heights – 57 lights = \$35,910 • Riverview – 63 lights = \$39,690 • West Valley – 120 lights = \$ 76,000 		
Fleet only: Existing Vehicle Details	Year, Make, Kilometers	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?
 - 1.2 – Investigate, monitor, implement, and improve on standards and codes of practice while maintaining high standards of service.**
 - 3.1 – Ensure policies, directives, service levels, processes and day-to-day procedures support continual improvement.**

2. What is this project attempting to solve?

The intent of this project is to retrofit existing street lights to dark sky friendly lights and ultimately reduce light pollution. Light pollution is the unnecessary illumination of the night skies through the use of poorly designed light fixtures. The dark sky initiative could be completed in phases starting with the oldest communities first.

Part two of this capital project is to install three light fixtures on Bow Ridge Crescent as a result of resident complaints with the lack of street lighting. An assessment has determined 3 additional light fixtures are required.

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?

The cost for monthly and maintenance charges is comparable to the existing standard street lights.

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

Fortis Alberta invoices based on wattage per light and the retrofit would not decrease wattage or the monthly bills.

6. Are the environmental/social impacts of this project known?
Studies have shown unshielded light fixtures have several drawbacks:
- **Waste light energy in the form of heat**
 - **Direct light up into the sky rather than on the street.**
 - **Less efficient and emit light pollution.**
 - **Glare from lights can decrease visibility.**
 - **They negatively impact astronomical observatories.**
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?
The existing light fixtures would continue to be the property of Fortis Alberta.
9. What are the implications of doing this project and how will this be managed?
The implications would be the time commitment needed by staff to process the initiative and ensure public consultation is conducted. The existing street light poles will not be changed, only the heads.
- The design must meet the Illuminating Engineering Society of North America (IESNA) guidelines.**
10. What are the implications of NOT doing this project and how will this be managed?
The implications of not doing this project are the continuation of unnecessary light pollution.

2011 PROJECT JUSTIFICATION

Department and Section:	Transit
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Project Title:	GreenTRIP – Bus Shelter & land purchase	Project Cost:	\$4,950,000
Funding Source(s):	GreenTRIP grant funding TBD	Funding Code(s):	TBD
Project Type:	Maintenance or Growth? Growth		

Brief Project Description:	<p>Transit Terminal and Bus Zones</p> <ul style="list-style-type: none"> • Off Street transit terminal facility within Downtown Cochrane • Bus Zone improvements throughout Cochrane, includes the construction of concrete pads, sidewalk connections, wheelchair curbcuts and passenger amenities (shelters and benches) • Estimated project cost - \$4.95 Million
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1. What is the connection to our Strategic Plan?

A Council priority for 2011 includes the introduction of transit service. Also, one of the strategic directions identified in the Strategic Plan is to partner with the community and other orders of government to appropriately fund and address community issues. This transit project plays an important role in the provision of an integrated local and inter-city express bus service for Cochrane, which will be part of a larger regional transit network that the City of Calgary and other regional communities have been planning over the last couple of years. It also addresses an important community need, which is the provision of convenient bus stops and terminals that Cochrane residents and employees can easily access.

The provision of a convenient terminal and bus stops will also improve the attractiveness of public transit, which will help increase ridership and reduce the number of cars from the road, thereby contributing to the solution on climate change. It will also play a role in allowing the Town of Cochrane to use energy more responsibly and connect people to more amenities and provide more options for getting around. These are all goals that have been identified in the 2011 Strategic Plan.

2. What is this project attempting to solve?

This project is meant to provide convenient, comfortable bus terminal and stops where transit users can be easily dropped off /picked up by the new local and regional buses. The local and regional transit services themselves will increase housing and employment choice, save households money by reducing transportation costs, provide a viable mode of transportation for those without a vehicle or cannot drive, promote retail and commercial development at the transit nodes, and make the Calgary Region a more attractive and convenient place to live and visit.

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

There are no other facilities that would be able to provide the same type of service for transit users.

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

Phase II of the Transit Feasibility Study is in progress and estimated operating costs are to be presented to Council before the end of December 2010.

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

The provision of the local and inter-city express services could help reduce road maintenance costs and delay additional road capacity to be built, as the number of cars on the road would be reduced.

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

The new transit services will help provide Cochrane residents with sustainable public transit alternatives for local and inter-city travel. It will also make public transit more accessible for people with physical impairments, and help reduce the number of vehicles on Alberta's roads and reduce greenhouse gas emissions. The inter-city transit service is estimated to reduce greenhouse gas emissions by about 30%. The greenhouse gas savings for the local service is unknown at this time.

7. How will this project impact other departments?

The transit area would be a new section for the 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?

- There will be many benefits achieved, including improved mobility and accessibility for Cochrane's residents and employees, reduction in greenhouse gas emissions, improved access to employees, and promotion of economic development, especially in the bus terminal area as a transit-oriented development plan will be completed for this area.
- Additional operating budget will be required in 2012 and beyond
- The Town would receive provincial grant funding for 67% of the capital costs
- The Town is required to fund the remaining 33%
- MSI capital grants for 2011 to 2013 would be needed to fund the Town's capital contribution

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

Council's priority of providing transit service will not be met, and those residents without access to a car will continue to be disconnected from important amenities. As well, the Town's greenhouse gas emissions from its transportation activities will continue to rise.

For more details please refer to the Transit section of the 2011 Draft Budget

2011 PROJECT JUSTIFICATION

Department and Section:	Transit
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Project Title:	GreenTRIP – Maintenance Garage	Project Cost:	\$17,730,000
Funding Source(s):	GreenTRIP grant funding TBD	Funding Code(s):	TBD
Project Type:	Maintenance or Growth? Growth		

Brief Project Description:	<p>Transit Maintenance Facility</p> <ul style="list-style-type: none"> • Maintenance and storage facility to support transit operations • Day to day maintenance needs that would be accommodated in the facility include: <ul style="list-style-type: none"> ○ Indoor vehicle storage ○ Service lane (vehicle cleaning, washing and fuelling) ○ Heavy duty maintenance area (body shop, pits, hoists, tool and supply storage) ○ High ceilings/doors to accommodate double decker buses (on hoists) ○ Office space for administrative support functions • Short term (10 years) fleet storage requirements include 4 double decker buses and up to 10 community shuttle buses. Other municipal fleet vehicles may also be stored and maintained within the same facility. • 50,000 sq. ft facility • 7 acres of industrial land • Total: 17.73 Million
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1. What is the connection to our Strategic Plan?

A Council priority for 2011 includes the introduction of transit service. Also, one of the strategic directions identified in the Strategic Plan is to partner with the community and other orders of government to appropriately fund and address community issues. This transit project plays an important role in the provision of an integrated local and inter-city express bus service for Cochrane, which will be part of a larger regional transit network that the City of Calgary and other regional communities have been planning over the last couple of years.

The provision of a local transit maintenance facility will also reduce the distance that the transit vehicles have to be driven each day, thereby contributing to the solution on climate change. It will also play a role in allowing the Town of Cochrane to use energy more responsibly. These are all goals that have been identified in the 2011 Strategic Plan.

2. What is this project attempting to solve?

This project is meant to provide a local transit maintenance facility that may also be used to store and maintain other municipal fleet vehicles. This will help reduce fuel consumption and operating costs, as buses would not need to be driven back to Calgary or elsewhere for storage and maintenance at the end of each day.

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

There are no other facilities currently available within Cochrane that would be able to store and maintain transit vehicles.

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

The estimated operating costs are being developed and will be presented to Council before the end of December 2010.

5. Are there savings that would be realized if this project is done?
Building a local transit maintenance facility will help reduce operating costs for the new local and inter-city bus services as excessive deadhead trips into Calgary or elsewhere can be avoided. By storing and maintaining other municipal vehicles in this facility, other efficiencies would also be achieved.
6. Are the environmental/social impacts of this project known?
By building a bus maintenance facility in Cochrane, the Town can avoid excessive deadhead trips into Calgary or elsewhere for bus storage and maintenance. This will allow the greenhouse gas emissions of the regional, local, and custom transit services to be considerably less than they would be otherwise.
7. How will this project impact other departments?
The transit area would be a new section for the 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?
 - There will be many benefits achieved, including reduced operating costs for the costs, and reduced fuel consumption and greenhouse gas emissions.
 - Additional operating budget will be required in 2012 and beyond
 - The Town would receive provincial grant funding for 67% of the capital costs
 - The Town is required to fund the remaining 33%
 - MSI capital grants for 2011 to 2013 would be needed to fund the Town's capital contribution
10. What are the implications of NOT doing this project and how will this be managed?
The operating costs of the new local and inter-city express bus services will be higher (due to higher fuel consumption and labour costs of bus drivers), and the greenhouse gases released by the new transit buses will be higher.

For more details please refer to the Transit section of the 2011 Draft Budget

2011 PROJECT JUSTIFICATION

Department and Section:	Development and Infrastructure Sustainability, Infrastructure Services
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Project Title:	Centre Avenue (1st Street to Griffin Road) Building Canada Fund	Project Cost:	\$ 9,675,000
Funding Source(s):	1. BCF (after work and invoices have been submitted) and; 2. MSI	Funding Code(s):	
Project Type:	Maintenance or Growth? Growth		

Brief Project Description:	Construction of Centre Avenue from 1st Street south to Griffin Road		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

- Development of 304 Griffin Road (which includes Centre Avenue) is identified as a Council priority.
- Centre Avenue is a required element of the transportation network is identified in the Master Transportation Plan.
- Construction of Centre Avenue is linked to the development of 304 Griffin Road. Development of this site is in turn linked to Council's Priority of increasing the percentage of non-residential development in Cochrane.

2. What is this project attempting to solve?

- This project provides a start to the first section of an essential arterial road way that will improve the transportation network in the downtown and ultimately link to lands on the south side of the Bow River in Cochrane.
- Construction of Center Avenue will provide the required access through the 304 Griffin Road which will in turn facilitate the development of the site..

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

Other solutions do not apply to this project. Centre Avenue alignment and scope is defined and other alternatives are not possible.

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

An incremental increase to operating funds will be required to maintain and operate Centre Avenue after is constructed. Funds would be used for such activities as street sweeping, snow removal, boulevard maintenance and traffic signals. It is estimated that an incremental increase of \$5,000 is required to provide these operational services.

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

No.

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

The commitment of construction of Centre Avenue is linked to the Developer's commitment to remediate 304 Griffin Road. The remediation will result in a significant environmental benefit to Cochrane. The remediation will also result in a significant economic benefit as development can proceed once the site is remediated. When Centre Avenue is complete it will provide additional pedestrian and vehicular mobility in downtown Cochrane.

7. How will this project impact other departments?

Improving the transportation network by constructing Centre Avenue will improve routing options for the Fire Dept. and assist in reducing response times. Negligible impact on other departments however Infrastructure Services will have additional infrastructure to maintain and operate when the project is complete.

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?

Refer to information above for implications of the doing the project. The project is being managed by Town staff and their consultants.

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

N/A. This project must be completed as part of the terms of the agreement negotiated between Council and the Developer of 304 Griffin Road. In addition, the project must be completed before March 31, 2014 or \$6M in funding under the BCF grant will be withdrawn.

2011 PROJECT JUSTIFICATION

Department and Section:	Development and Infrastructure Sustainability, Infrastructure Services
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Project Title:	Centre Avenue (4 lane widening)	Project Cost:	\$ 1,560,000
Funding Source(s):	1. BCF (after work and invoices have been submitted) and; 2. MSI	Funding Code(s):	
Project Type:	Maintenance or Growth? Growth		

Brief Project Description:	Centre Ave lane widening from two to four lanes.		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

- Development of 304 Griffin Road (which includes Centre Avenue) is identified as a Council priority.
- Centre Avenue is a required element of the transportation network is identified in the Master Transportation Plan.
- Construction of Centre Avenue is linked to the development of 304 Griffin Road. Development of this site is in turn linked to Council's Priority of increasing the percentage of non-residential development in Cochrane.

2. What is this project attempting to solve?

- This project provides a start to the first section of an essential arterial road way that will improve the transportation network in the downtown and ultimately link to lands on the south side of the Bow River in Cochrane.
- Construction of Center Avenue will provide the required access through the 304 Griffin Road which will in turn facilitate the development of the site.

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

Other solutions do not apply to this project. Centre Avenue alignment and scope is defined and other alternatives are not possible.

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

An incremental increase to operating funds will be required to maintain and operate Centre Avenue after is constructed. Funds would be used for such activities as street sweeping, snow removal, boulevard maintenance and traffic signals. It is estimated that an incremental increase of \$5,000 is required to provide these operational services.

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

No.

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

The commitment of construction of Centre Avenue is linked to the Developer's commitment to remediate 304 Griffin Road. The remediation will result in a significant environmental benefit to Cochrane. The remediation will also result in a significant economic benefit as development can proceed once the site is remediated. When Centre Avenue is complete it will provide additional pedestrian and vehicular mobility in downtown Cochrane.

7. How will this project impact other departments?

Improving the transportation network by constructing Centre Avenue will improve routing options for the Fire Dept. and assist in reducing response times. Negligible impact on other departments however Infrastructure Services will have additional infrastructure to maintain and operate when the project is complete.

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?

Refer to information above for implications of the doing the project. The project is being managed by Town staff and their consultants.

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

N/A. This project must be completed as part of the terms of the agreement negotiated between Council and the Developer of 304 Griffin Road. In addition, the project must be completed before March 31, 2014 or \$6M in funding under the BCF grant will be withdrawn.

2011 PROJECT JUSTIFICATION

Department and Section:	Development and Infrastructure Water / Wastewater
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Project Title:	Headlands Booster Station Upgrade	Project Cost:	\$ 222,000
Funding Source(s):	AWWP Grant ; Offsite Levies Reserve - Distribution	Funding Code(s):	4-41-07-770; 4-41-07-772
Project Type:	Maintenance or Growth? Maintenance		

Brief Project Description:	The Headlands Station was constructed in 1994 to boost the water pressure in the Headlands Subdivision. The pumps have run continuously and operate near failure.		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

1.1 Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth.
1.2 Investigate, monitor, implement and improve on standards and codes of practice while maintaining high standards of service.

2. What is this project attempting to solve?

The existing system pressure in Headlands is 5 psi below the minimum operating standard we operate in our water system. In addition to this, the existing pumps have been in service for 16 years and are under-sized and inefficient. This project fits into our business plan as it presents the opportunity for integration into the automated control system for our remote sites. Ultimately we would be able to provide a better level of service to this subdivision.

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

There is no other solution but to upgrade the aging equipment.

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

Once the equipment is installed and functioning, there is general operating and maintenance costs. This cost is already part of the existing budget, so no additional money would be required.

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

Power costs would be reduced with a more efficient design and operation using new technology to only drive the pumps when required, instead of continuous operation as it is now configured.

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

As mentioned above a savings in power consumption is always a positive environmental benefit. Combined with this, a more reliable pumping system would provide a better level of service which is again acceptable from a social perspective.

7. How will this project impact other departments?

There is no impact to any other departments unless we utilize Engineering in some of the design and project management phases of this upgrade.

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 improve the reliability and delivery of water service to the Headlands subdivision. It will also improve fire flows to the area. This project can be managed internally and would be a continuation of existing operation and maintenance practices once complete.

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

The aging equipment will continue to operate and possibly fail and interrupt service delivery. Residences will continue to experience low water pressure. The power costs will not be reduced and maintenance costs may increase as the equipment ages. Existing operation and maintenance will continue with possibly more time required to manage this system.

2011 PROJECT JUSTIFICATION

Department and Section:	Development and Infrastructure Water / Wastewater
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Project Title:	Water Meter Replacement	Project Cost:	\$ 90,000
Funding Source(s):	30K from W3 Operating; 60K from Offsite Levies - Distribution	Funding Code(s):	4-41-07-770; 2-41-00-762; 2-42-00-762
Project Type:	Maintenance or Growth? Maintenance		

Brief Project Description:	Identify and replace 20 + year old water meters currently active in our system.		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

1.1 Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth.
1.2 Investigate, monitor, implement and improve on standards/codes of practice.

2. What is this project attempting to solve?

Industry standards regard water meters with having a 15-20 year service life. After that, accuracy can be compromised. This replacement program will ensure water use is accurately accounted and billed properly. This program would continue until all identified water meters were replaced.

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

There is no other solution as nothing can replace a water meter.

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

Once a meter and remote reading device are changed out, no operating money is required to maintain it.
Contract Services money will be shown in the operating budget for Waterworks to pay for the install of the meters. This amounts to \$25,000.

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. As the Town continues to grow, additional personnel will not be required to assist with the meter reading.

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 out the excessively "low" readings, creating more time for other projects, and generating less service orders.

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 a new, accurate meter with the modern radio read technology. Potential lost revenues from these old meters will be recovered through the accuracy of a new meter. The goal of the replacement program is to strive for 238 meters changed out and 279 radio reads installed in 2011.

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. Progressive efforts to continue to be accountable for all water produced will be stalled.

2011 PROJECT JUSTIFICATION

Department and Section:	INFRASTRUCTURE SERVICES - Roads
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Project Title:	River Heights Drive Surface Upgrade	Project Cost:	426,258
Funding Source(s):	75% (\$321,193.95)- Resource Recovery Grant \$25% (107,064.65)- Road Rehabilitation Reserve and Developers Contributions	Funding Code(s):	25% 4-32-07-910
Project Type:	Maintenance or Growth? Maintenance		

Brief Project Description:	To upgrade the surface condition of River Heights Dr with a 100mm top lift of asphalt.		
Fleet only: Existing Vehicle Details	N/A	Duty Type (Light, Medium, Heavy)	N/A

1. What is the connection to our Strategic Plan?

Ensure core infrastructure, facilities, and plans continue to be maintained, developed and implemented to accommodate growth. Investigate, monitor, implement, and improve on standards and codes of practice while maintaining high standards of service. Partner with the community and other orders of government to appropriately fund and address community issues. Ensure policies, directives, service levels, processes and day-to-day procedures support continual improvement. Align departmental and Council priorities to ensure focus across the organization.

2. What is this project attempting to solve?

To upgrade the surface condition of River Heights Dr to eliminate failures and rutting and improve the structural integrity of the roadway.

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?

There are long term savings in operating budgets, annual patching repairs.

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

The transportation system will more efficiently managed and create a safe environment for the residents of Cochrane.

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 implications in operations are increased manpower to efficiently manage the project.
The implications to effected residents are traffic delays and limited access to private homes during construction. Operational Services conduct an on-street information sessions and prior notifications during various stages of the project.

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

The risk is having inadequate funding to maintain infrastructure. Transportation projects will be funded solely by Cochrane rate payers. The Grant will cover 75% of the budget required to complete the project.

Town of Cochrane Council Report

Meeting:	Regular Meeting of Council
Meeting Date:	September 27, 2010
Originated By:	Paige Milner, CA, Senior Manager Corporate Services
Title:	GreenTRIP Transit Application
Agenda Item No.	Signatures: Director _____ Municipal Clerk _____ CAO _____

RECOMMENDED ACTION

Council directs Administration to submit an application in conjunction with the Calgary Regional Partnership to the Province for funding of year 1 of the GreenTRIP Program at an estimated total cost of \$27 million.

STRATEGIC PLAN ITEM

1.1 Sustainable Community Building – ensure core infrastructure, facilities, and plans continue to be maintained, developed, and implemented to accommodate growth.

BACKGROUND

The Province is ready to receive proposals for GreenTRIP grant applications. The new grant program has \$2 billion in capital assistance with \$800 million for the Calgary Region, for transit-related infrastructure and land costs. The goal of the program is to provide sustainable, accessible public transit for Albertans thus removing vehicles from the road and reducing greenhouse gas emissions. Although \$800 million is allocated to the Calgary Region, only \$42 million is approved for this round of funding requests. Applicants are required to fund one third of capital costs (GreenTRIP \$28 million and applicants \$14 million). The estimated total cost of Cochrane's application is \$27 million so grant funding could be \$18.1 million. In Cochrane's case, the one third contribution is \$8,910,000 which could come from a combination of New Deal grant and MSI Capital grants over the next three years.

Cochrane has played a leadership role in working regionally with Calgary Regional Partnership (CRP) to consider regional transit options. In addition to the CRP application to GreenTRIP, Cochrane and any other participating municipalities are to prepare and approve individual applications. Municipalities will hold all public transit assets and include in their applications the details and projected cash flows of funding sources for operating costs and the one third share of capital costs.

CRP is submitting "Calgary Regional Transit Plan – Moving Ahead in Implementation with Alberta GreenTRIP" for approval. A copy of the document is attached to this report for information. The plan shows how the Calgary region will use the \$800 million allocated and specific plans for regional transit from 2011 to 2013. It is envisioned that the operation of all local and regional transit services will be placed in competitive bid contracts that will enable private sector companies to bid competitively on operating and/or maintaining local and inter-municipal transit services creating a public-private partnership that uses expertise and efficiencies of the private sector.

Cochrane's transit feasibility study is in progress with completion expected in November 2010. Submission of Cochrane's GreenTRIP application does not override the Town's budget process. If the results of the feasibility study and Council budget deliberations require future revisions to the Town's application, this can be done. Provincial grant dollars would then be diverted to other municipalities and their priorities in the CRP transit application.

OPTIONS / IMPLICATIONS

Option 1

Council directs Administration to submit an application in conjunction with the Calgary Regional Partnership to the Province for funding of year 1 of the GreenTRIP Program at an estimated total cost of \$27 million.

Implication is that Cochrane will be able to secure grant funding approval for two thirds of total transit capital costs, or \$18.1 million in grants within the next year.

Option 2

Council directs Administration NOT to submit an application in conjunction with the Calgary Regional Partnership to the Province for funding of year 1 of the GreenTRIP Program at an estimated total cost of \$27 million.

Implication is that Cochrane will not be able to secure grant funding approval for two thirds of total transit capital costs within the next year. A future request from Cochrane may not receive the same priority it would receive now.

Administration recommends Option 1.

ATTACHMENT

Calgary Regional Transit Plan – Moving Ahead in Implementation with Alberta GreenTRIP

1. Background

1.1 GreenTRIP Program

In June 2010 the provincial government reconfirmed its support for GreenTRIP, a funding program announced two years ago to provide \$2.0 billion in transit capital assistance in the province: \$800 million to the Capital Region; \$800 million to the Calgary Regional Partnership area which includes the Bow Valley area; and \$400 million to the remaining areas of the province, including potential submissions from the private sector. The intent of the program from the provincial perspective is to “provide Albertans with a wide range of sustainable public transit alternatives for local, regional and inter-municipal travel making public transit more accessible, and to help reduce the number of vehicles on Alberta’s roads and reduce greenhouse gas emissions.” In order to achieve the objectives above, the program’s expenditures are intended to be focused on transit vehicles, terminals and maintenance facilities.

The objectives of the GreenTRIP initiative, from the perspective of the CRP and individual regional communities, is to create much higher quality and accessible local and regional public transit systems, and integration between these systems than is available today. This higher level of quality is defined in terms of the quality of buses, service levels, use of intelligent transportation systems such as real-time schedule information displays, reliability, accessibility, consistency in the regional fare system, and regional integration and consistency in customer-branding. This will serve to significantly increase mobility for an increased portion of residents, employees, and visitors. The CRP regional transit system will also support the CRP regional land use plan objectives of promoting mixed and higher density development in focused growth areas and a greater diversity of economic development.

The process and forms for completing the GreenTRIP submissions, as well as means to calculate greenhouse gas emission savings and common questions and answers about the program, were released June 2010. At that time, it was indicated that \$70 million has been budgeted by the province for the total program in the first year and \$200 million in each of Years 2 and 3, for a total of \$470 million. The first submission for funds is to be sent to Alberta Transportation before the end of November 2010. It is expected that the full \$2.0 billion will be distributed over a five- to six-year period and that payments will be made after expenditures are incurred at each stage of the project (i.e., engineering, land purchases, preliminary and final design, and construction) and submitted to the province. The provincial share of public transit capital and related eligible expenditures will be a maximum of 66.67%. The results of public transit investments are to be monitored and reported to the province by the municipalities.

Other important components of the program include:

- The applications for projects within the Calgary Region area are to be prepared, signed, and approved by individual municipalities, supported by the Regional Transit Plan, and supported by a project business case and a letter of support from the Calgary Regional Partnership.

CRP Regional Transit Committee Request for Decision- August 24, 2010
The Calgary Regional Transit Plan-Moving Ahead in Implementation with Alberta Government
GreenTRIP Funding (Updated)

- Alberta Transportation has recently clarified that it wants to focus the GreenTRIP expenditures on physical transit infrastructure – e.g. vehicles, transit terminals, maintenance facilities - that will reduce greenhouse gas emissions and improve transit mobility and ridership. There will be less emphasis on other types of expenditures (even though they are also important) such as transit feasibility studies and transit-oriented development (TOD) plans, which cannot be funded by GreenTRIP.
- Capital expenditures for specialized transit services are eligible for funding.
- The Bow Valley Regional Transit Service area expenditures for public transit improvements are to be drawn from the \$800 million allocated for the Calgary Region.
- The public transit assets must be held by municipalities until the CRP is given the authority to own capital assets, perhaps with a change in governance in the future.
- The regional municipalities are required in their applications to provide details on how they are going to fund the local operating costs of the services, as well as their share of the capital costs, which is one third of the project's eligible costs. This will require the municipalities to be innovative. They must also present an anticipated cash flow for the project.
- Municipalities are able to use other government grants to cover their portions of the program costs, as long as the components being funded are eligible under these programs.
- **It is envisioned that the operation of all local and regional transit services will be placed in competitive bid contracts. This will enable current Alberta and other private sector transit companies to bid competitively to operate the new local and inter-municipal transit services, and provide in effective a public-private partnership arrangement that will use the efficiencies of the private sector.**
- **To ensure there are highly efficient and high quality publicly funded local and inter-municipal transit services, and to ensure the services support the CRP Regional Transit Plan, it is imperative that these publicly funded local and inter-municipal services in the CRP be operated on an "exclusive basis" (i.e., there is no private sector competition in the same intermunicipal corridor from a specific regional community).**
- All proposed engineering, preliminary and detailed design and construction costs for projects envisioned in the CRP Regional Transit Plan are eligible for funding.
- Land costs for transit facilities (e.g. bus maintenance depots, stations and terminals/exchanges) that will be built in the immediate term are eligible for funding.
- The level of investment in transit infrastructure created through the expenditure of \$1.2 billion in the CRP area (\$800 million in GreenTRIP funding) will require a number of key transit functions to be

CRP Regional Transit Committee Request for Decision- August 24, 2010
The Calgary Regional Transit Plan-Moving Ahead in Implementation with Alberta Government
GreenTRIP Funding (Updated)

performed either by the CRP or local municipalities (e.g. customer support, marketing/branding, contract administration). This will likely necessitate some changes in transit governance in the CRP in the next 6-12 months to handle these functions. Some updated work on transit governance has been completed by the CRP transit consultants since the preparation of the regional transit plan. This work will be further enhanced and closely coordinated with other work completed to date on governance reforms for servicing.

- For each of the transit projects proposed for GreenTRIP funding, listed in order of priority, the following details will be required:
 - a brief description of the project;
 - the estimated total project cost;
 - the ranking of the total projects put forward;
 - the estimated greenhouse gas emissions savings from submitted transit projects (if applicable and able to be calculated);
 - an explanation of how the operating/maintenance costs of the project, if applicable, will be funded from municipal sources;
 - the projected cash flow for the project;
 - how the projects results are to be monitored;
 - the expected year of the project introduction/undertaking; and
 - the project's linkage to other projects.

The CRP is expected to indicate to the province through the GreenTRIP submission how the \$800 million of its share is expected to be used, and provide an overall vision for the regional transit system in the first three years and subsequent years.

The foundation planning studies noted below will not be eligible for GreenTRIP funding:

- **Notes: The TOD planning studies, the transit feasibility planning studies and the service gap analysis are all considered planning studies by Alberta Transportation that will not necessarily lead to specific transit capital investments and therefore they are not eligible for GreenTRIP funding, but these studies can draw funds from other Alberta transportation funding programs. However, it is important to note that the transit feasibility studies and the TOD planning work should be completed early on (i.e., 2011) to define the transit and land use frameworks in each of the regional municipalities (i.e., Cochrane, Airdrie, High River, Okotoks, Strathmore and Chestermere). To date, transit feasibility studies have been completed for Airdrie and Cochrane. Each community transit feasibility study would be in the \$25,000 to \$40,000 range, and each TOD study would be in the \$150,000 to \$250,000 range. The latter estimates assume that there would be an appropriate amount of community consultation, and that there would be an appropriate level of detail presented in the plan on the road network, active transportation modes, community facilities, urban and landscaping designs, land use designations, and related policies and implementation plan. The CRP will assist in this TOD planning initiative.**

- **The service gap analysis, related to smaller outlying regional communities such as Crossfield, Nanton, Turner Valley, Black Diamond, Irricana etc., that identifies future transit needs and linkages to new regional services (Total Cost: \$50,000) can be completed 3 to 4 years in the future (i.e. 2014).**
- **A detailed study on the station and land needs for the three commuter rail corridors (to Cochrane, Airdrie, Okotoks and High River) will be completed in order to acquire critical pieces of land to make sure the services are actually possible in the medium to long term period. As well, this work will help identify the specific boundaries of the station area for TOD planning. This study is, however, not eligible for GreenTRIP funding (Total Estimated Cost: \$150,000 to \$250,000). The CRP may fund this study, or pursue additional provincial funding. Note: To provide enhanced mobility and to build up the transit culture and ridership so that it can support a commuter rail system in the future, bus-based inter-municipal transit systems operating from the central hubs of the regional communities to Calgary destinations will be introduced.**

Despite the lack of GreenTRIP funding, the CRP municipalities should place a priority in undertaking these transit planning studies so that they can provide a framework for future transit and related investments. They can use other provincial funding programs such as the Municipal Sustainability Initiative Program and the Regional Collaboration Program.

1.2 Results of Staff Transit Committee Meeting on June 14, 2010 and Executive Meeting on July 22, 2010

The staff transit committee met on June 14, 2010 and the Executive Committee met on July 22, 2010 to review the CRP draft GreenTRIP initiative recommendations and related documentation. From these reviews the GreenTRIP components and related areas outlined below were put together by the transit consultant, assisted by City of Calgary transit staff. It has also been informed by recent discussions held with municipal representatives during the week of August 9th on the overall GreenTRIP program and this report.

The related reports that have been completed to date and have informed the development of these components include the following:

- A summary of key questions on the program and provincial staff answers not contained in the provincial program materials;
- An initial analysis of the greenhouse gas emission savings from the region's planned investments proposed for GreenTRIP (estimated 29% savings in kg CO₂ equivalents from vehicles purchased over the long-term);
- An analysis of the transit system maintenance needs, (examined nine options) which indicated that the overall transit operating savings are greater if there are a number of small regional maintenance facilities built within individual regional communities than if there are only a few larger facilities built within the region or if the Calgary's transit maintenance facilities are used. This is due to the significant savings in operating costs achieved from reducing deadhead hours (time for operating buses when not in revenue service leaving from or returning to the maintenance garage). Local transit feasibility studies and

CRP Regional Transit Committee Request for Decision- August 24, 2010
The Calgary Regional Transit Plan-Moving Ahead in Implementation with Alberta Government
GreenTRIP Funding (Updated)

more work analysis to determine the actual expenditures for these facilities may influence this decision in the Okotoks/High River area.

- An update on how the regional transit governance structure may need to change as a result of the GreenTRIP investments;
- An update of the costs for the transit maintenance facilities (including the size of the facilities and the land costs); and
- A sample GreenTRIP application for Airdrie to illustrate how the GreenTRIP applications might be organized.

It should be noted that the operating costs for the local and inter-municipal transit services are not included in this report, as these services will be put out for competitive bid.

The transit staff committee, assisted by consultations and discussions with each of municipal representatives, supported the recommendations before the Regional Transit Committee today.

2. Key Components of CRP GreenTRIP Submission

The CRP regional transit program is truly in line with the GreenTRIP objectives: to be innovative in all of its components; “green” in all its dimensions in terms of reducing greenhouse gas emissions; and integrated with the recent growth management plans of the CRP (the Calgary Metropolitan Plan and the City of Calgary’s Plan-It Calgary) and the Province’s desire for sustainable growth.

The CRP regional transit program, which will only be partially funded through the GreenTRIP initiative, also reflects creative thinking on how transit can play a larger role in enhancing mobility within the region. It is based heavily on strengthening the core of the transit network, which is provided by the City of Calgary’s LRT and bus networks, as well as extending the reach of existing transit services by linking these core services to regional communities through high-quality bus intermunicipal and local transit services and passenger facilities. It acknowledges that transit services have to be tightly linked to support land uses to be successful and customer focused facilities, and this is reflected in the emphasis on transit-oriented development planning with high quality transit hubs in some of the key regional communities in the next few years. It also takes important steps towards the future development of commuter rail through a proposed study and identification of details regarding station sites and the acquisition and protection of land needed to accommodate rights-of-way and facilities.

The CRP funding request reflects the region’s creativity with new regional transit initiatives and enhancements. These enhancements are found in most progressive transit systems in North America – e.g. Metro Vancouver, Montreal, Toronto, New York, and in Californian cities such as San Francisco and San Diego – and will create a showcase for Alberta to the world.

2.1 Key Components of First Year GTP Funding Request

The key components of the first year request from GreenTRIP are as follows and are also listed in Table A:

CRP Regional Transit Committee Request for Decision- August 24, 2010

*The Calgary Regional Transit Plan-Moving Ahead in Implementation with Alberta Government
GreenTRIP Funding (Updated)*

- Incurred and eligible expenditures to date on vehicles, maintenance facility adjustments, and equipment in Airdrie to support the start-up of regional transit services, and an additional vehicle (Total Cost: \$4.1 million, GreenTRIP request: \$2.7 million, Airdrie's local match: \$1.4 million);
- Expenditures on local and inter-municipal vehicles, maintenance facilities and a transit exchange to support the start-up of inter-municipal and local transit services in Cochrane (Total Cost: \$29.7 million, GreenTRIP request: \$19.8 million; Cochrane's local match: \$9.9 million);
- Expenditures on vehicles to support the start-up of inter-municipal service between Banff and Canmore in the Bow Valley (Total Cost: \$1.35 million; GreenTRIP request: \$0.9 million; BVRTSC's local match: \$0.45 million);
- Expenditures on lands in the central area of Okotoks to support the introduction of new local and inter-municipal transit services (Total Cost: \$2.25 million; GreenTRIP request: \$1.5 million; Okotoks' local match: \$0.75 million); and
- Expenditures on Calgary: Southeast LRT, 10 Avenue S. to Douglasdale - predesign, P3 case development, and land acquisition (Total cost: \$4.6 million; GreenTRIP request: \$3.1 million; Calgary's local match: \$1.5 million).

Note: The activities in Year One help member municipalities become aligned with the key directions of the Calgary Metropolitan Plan (CMP).

Key components of the overall CRP request for GreenTRIP funding include:

- New, branded, high-quality, two-way inter-municipal express bus services between regional communities in all four quadrants of the Region and key destinations in the City of Calgary. Services will extend east to Chestermere/Strathmore, north to Airdrie, and northwest to Cochrane, and south to Okotoks and High River. Most of these services will use double-deck buses, which have a low cost per customer, and have proven to be very popular in the Victoria and Toronto areas. In the longer term, these services will make use of new technologies such as: real-time information displays; transit priority measures such as queue jumper lanes, bus lanes and transit signal priority measures at congestion points; and Smartcard fare payment systems when the Calgary Smartcard is developed and more work has been completed on where these other technologies can be best deployed.
- Increased capacity on Calgary's LRT network through designing and building a SE LRT line to handle significantly growing ridership from new and enhanced regional connections and to make significant reductions in greenhouse gas emissions.
- The creation of customer-friendly transit hubs with park-and-ride and kiss-and-ride areas in the core areas of regional communities where new local transit services will connect with regional express bus services and future commuter rail services. The planning for the creation of attractive transit-oriented centres in the regional communities, with offices, higher density residential buildings, commercial/retail spaces and institutional facilities in close proximity to transit hubs, will be completed by the regional municipalities.
- The provision of future linkages with regional express buses, BRT, LRT and in the longer term a High Speed Rail mode at key transit stations or transit hubs in the Calgary Region. Some of the hubs in regional communities will become the focus for future commuter rail stations.

2.2 Innovative Features of CRP GreenTRIP Submission

Innovative and distinguishing features of the CRP's GreenTRIP submission include:

- The provision of critical linkages between key components of the submission, such as the introduction of new local and inter-municipal transit services that intersect at a central community transit hubs, which are surrounded by transit-oriented, mixed and higher density development that in turn support increased transit ridership;
- The use of double-deck buses for inter-municipal transit services, which have the benefits of providing a lower operating cost per customer, due to their larger seating capacity as compared to an articulated bus (90 seats versus 60 seats). They also have a wide appeal to customers where they have been used in Canada (i.e. In Victoria and Toronto area) and elsewhere, and they are also popular with mechanics as they are easy to maintain;
- The consistency of the short-term plan with CRP land use planning policies and long-term plans for future commuter rail;
- The use of wind power to provide power for the Calgary LRT system; and
- The requested creation of the Bow Valley Regional Transit Services Commission, which will be a partnership between Canmore, Banff, Improvement District #9 and Parks Canada, the first of its kind in the province of Alberta and in Canada.

Outside of the GreenTRIP submission, but still an important component of the region's transit plan, is a proposed 6-month Bombardier demonstration project for a commuter rail service from Okotoks to downtown Calgary on the CP line.

2.3 Calgary Region GreenTRIP Project Submission

Included in this submission is a master list of GreenTRIP projects for Years 1 to 3 (Table A) proposed in the Calgary Regional Partnership area. Currently, the value of the proposed projects over the next three years totals \$282 million, with approximately \$188 million (of the total available amount of \$800 million) being requested in GreenTRIP funding (\$188 million is 40% of the \$470 million available for the first three years of the program). For the first three years of CRP requests from the GreenTRIP the City of Calgary would be requesting approximately 73.0% (\$137.25 million) of the \$188 million GreenTRIP funding. This would be dependent on all the regional communities using the GreenTRIP expenditures as projected (i.e., Calgary's share would be higher if the regional communities do not proceed with all their proposed projects).

After the first three years, a significant portion of Calgary Region's remaining GreenTRIP funding (\$502.75 million of \$612 million) would be requested for the construction of Calgary's SE LRT line. As a result, the City of Calgary would obtain approximately 20% (\$640 million) of the total available GreenTRIP funds.

Other costs required to implement the CRP Regional Transit Plan but not included in the initial request to Alberta Transportation (i.e. those not included in Tables A and B) as they would take place just outside the three-year window would be the following projects and costs:

CRP Regional Transit Committee Request for Decision- August 24, 2010
The Calgary Regional Transit Plan-Moving Ahead in Implementation with Alberta Government
GreenTRIP Funding (Updated)

- Costs for 5 extra double-deck buses for anticipated increased demand for the inter-municipal services. The costs would be shared by those municipalities who are acquiring them. Total Cost = \$4.5 million.
- Costs for vehicles or other related investments for the specialized transit systems in communities within the CPR and cost shared by those municipalities that will use them.
- Costs for inclusion of Smartcard on all the local and regional buses, when Calgary's system is finalized. The estimated cost is \$10,000 per bus (a total of \$300,000 for 30 regional and local buses), and the costs would be shared between the municipalities based on the number of local and regional buses each municipality requires.
- Costs for implementing local and regional transit systems in High River and Strathmore in terms of vehicles, maintenance facilities and terminal/exchanges.

Thus, outside the three year window, there would likely be another GreenTRIP request for \$70 million for transit expenditures outside the City of Calgary and \$542 million for Calgary's SE LRT line. This assumes the total GreenTRIP funding amount of \$2 billion is honoured by the province.

3. Process for Going Forward with Preparing and Submitting Green TRIP Program Submission

Following consideration and input from the transit and overall CRP committees on the materials and recommendations from this report, the CPR staff, assisted by our transit consultants and Calgary Transit regional staff, will work with and assist individual municipalities to complete the GreenTRIP application for their transit projects. CRP staff and consultants will prepare the overall cover letter and application for submission to Alberta Transportation in September and October 2010.

Recommendations:

That the CRP Regional Transit Committee approve the following two items for recommendation to the CRP Executive Committee in September 2010:

- 1. Approval of the Year 1 regional transit initiatives as the first set of components of the Regional Transit Plan to be submitted to the Provincial Government In September 2010 for GreenTRIP funding, and**
- 2. That the regional transit initiatives identified for Years 2 and Year 3 be approved in principle and be included, for information, with submission 1 as an indication of the overall Regional GreenTRIP Vision and a foreshadowing of future regional submissions that will follow after more detailed planning and local council consultations are completed.**

Table A - Year One to Three Initiatives

Year One Project Initiatives

Location/Description	How Operating Costs Paid For	Total Cost Estimate/Provincial Contribution	Linkage to Other Key Projects
1) Calgary: Southeast Calgary: Southeast LRT, 10 Avenue S. to Douglasdale - predesign, P3 case development, and land acquisition.	Operating costs for LRT to be paid for by property taxes, gas taxes and other local funding sources.	Total Cost: \$4.6 million 66.67% provincial share: \$3.1 million 33.33% municipal share: \$1.5 million	Integral part of Plan-It Calgary and serves to enhance regional transit systems
2) Bow Valley: Vehicles to support regional transit service between Canmore and Banff. Assumed to be 40 ft hybrid buses.	Operating costs will be paid through the BVRTSC operating budget. It is assumed that if the BVRTSC owns the buses used for this service, then the total operating costs will be about \$65 per hour and the total annual service hours would be 2,920 hours. Fare recovery is assumed to be 30% for these services, resulting in annual operating needs of approximately \$130,000.	Total Cost: \$1.35 million (\$0.675 million per bus) 66.67% provincial share: \$0.9 million 33.33% municipal share: \$0.45 million	By purchasing buses, the BVRTSC will reduce their operating costs
3) Airdrie: Three articulated buses for regional transit services and start-up equipment and one spare, for a total of 4 buses	Operating costs for inter-municipal transit system to be paid for by fares, property taxes and other local sources. The estimated operating costs, net of fares, were calculated in the transit feasibility	Total Cost: \$4.1 million - \$0.7 million per bus totalling \$ 2.8 million and \$1.3 million for other elements (adjustment to maintenance facilities and purchase of required equipment)	Connection to cross-town bus routes in Calgary on Centre Street corridor and connections to LRT network in downtown Calgary

CRP Regional Transit Committee Request for Decision- August 24, 2010

The Calgary Regional Transit Plan-Moving Ahead in Implementation with Alberta Government GreenTRIP Funding (Updated)

	study	66.67% provincial share: \$2.7 million 33.33% municipal share: \$1.4 million	
4) Cochrane: Four double-deck buses (includes one spare); for introduction of two-way inter-municipal transit service to Calgary	Operating costs for inter-municipal transit system to be paid for by fares, property taxes and other local sources. The estimated operating costs, net of fares, were calculated in the transit feasibility study	Total Cost: \$3.6 million (\$0.9 million per bus) 66.67% provincial share: \$2.4 million 33.33% municipal share: \$1.2 million	Another key corridor for the introduction of regional branded inter-municipal transit service. Connection to LRT at Crowfoot Station
5) Cochrane: A transit terminal to support the two-way inter-municipal transit service to Calgary and local transit services. Local bus stop facilities also included in this project.	Operating/ maintenance costs for terminals to be recovered from property taxes and other local funding sources.	Terminal cost of \$2.7 million + land cost of \$2.25 million = Total of \$4.95 million 66.67% provincial share: \$3.3 million 33.33% municipal share: \$1.6 million	Transit terminal will serve as an anchor for the designated TOD centre, and will support effective and customer-friendly transit services
6) Cochrane: Bus storage and maintenance facility for future regional buses and local buses. Designed to accommodate buses for the next 40 years Accommodates 25 buses	Operating / maintenance costs for new facility to be recovered from property taxes and other local funding sources.	Facility cost of \$16 million (80,000 sq ft) + land cost (7 acres of serviced industrial land) of \$4.2 million = Total of \$20.2 million 66.67% provincial share: \$13.5 million 33.33% municipal share: \$6.7 million	Supports efficient regional transit service operation
7) Cochrane: Establish local transit systems in Cochrane based upon the results of local transit feasibility study completed in 2011: 6	Operating/ maintenance costs for the new local bus service to be recovered from property taxes and	Total Cost: \$0.96 million (\$0.16 million per bus) 66.67% provincial share: \$0.64 million	Integral part of regional transit plan: to link enhanced local bus service with inter-municipal transit

CRP Regional Transit Committee Request for Decision- August 24, 2010
The Calgary Regional Transit Plan-Moving Ahead in Implementation with Alberta Government
GreenTRIP Funding (Updated)

buses in Cochrane (including 1 spare)	other local funding sources. Operating/ maintenance costs of local transit system determined through transit feasibility study	33.33% municipal share: \$0.32 million	service
8) Okotoks: Land for Transit Hub		Total Cost: \$2.25 million for approximately 3 acres of land (the hub would connect the local and inter-municipal transit services, and include park and ride facilities and part of their TOD area)	Supports customer friendly connections between services.
TOTAL		Total: \$42.0 million \$28.0 million from GreenTRIP funding; \$14.0 million from local sources	

Assumptions:

- Average cost for serviced industrial land for maintenance facilities for regional communities: \$600,000 per acre
- Average cost for serviced urban land in prime areas in regional communities: \$750,000
- Average cost for equipped bus maintenance facilities: \$200 per sq ft
- Average size for a 25-bus facility: 80,000 sq ft
- Average size for a 40-bus facility: 100,000 sq ft

Year Two Project Initiatives

Location/Description	How Operating Costs Paid For	Cost/Provincial Contribution	Linkage to Other Key Projects
9) Calgary: Southeast LRT	Operating/maintenance costs for new vehicles to be paid for by property taxes, gas taxes and other local funding sources available to the City of Calgary.	Total Cost: \$57.45 million. 66.67% provincial share: \$38.3 million 33.33% municipal share: \$19.15 million	Integral part of Plan-It Calgary and serves to enhance regional transit systems Supports regional travel from Cochrane, Okotoks, High River, and other municipalities
10) Airdrie: Three additional buses (double-decker buses) to meet increased demand and to use as spares	Operating costs for inter-municipal transit system to be paid for by fares, property taxes and other local sources. Operating costs determined through local transit feasibility study.	Total Cost: \$2.7 million (\$0.9 million per bus) 66.67% provincial share: \$1.8 million 33.33% municipal share: \$0.9 million	Connection to cross-town bus routes in Calgary on Centre Street corridor and connections to LRT network in downtown Calgary
11) Bow Valley: Transit terminal enhancements in the Town of Banff to support regional transit services	From BVRTSC operating budget	Total Cost: \$1.5 million 66.67% provincial share: \$1.0 million 33.33% municipal share: \$0.5 million	Key piece of the BVRTSC Business Plan
12) Bow Valley: Non-vehicle equipment to support transit operations, such as bus stop enhancements-real time displays and fare collection equipment	From BVRTSC operating budget	Total Cost: \$0.75 million 66.67% provincial share: \$0.5 million 33.33% municipal share: \$0.25 million	Key piece of the BVRTSC Business Plan
13) Airdrie: Bus	Operating /	Facility cost of \$20	Supports efficient

CRP Regional Transit Committee Request for Decision- August 24, 2010
The Calgary Regional Transit Plan-Moving Ahead in Implementation with Alberta Government
GreenTRIP Funding (Updated)

<p>storage and maintenance facility for existing and future regional and local buses. Would accommodate needs for the next forty years (i.e. approximately 40 buses)</p>	<p>maintenance costs for new facility to be recovered from property taxes and other local funding sources.</p>	<p>million (100,000 sq ft) + land cost of \$5 million = Total of \$25.0 million</p> <p>66.67% provincial share: \$16.5 million</p> <p>33.33% municipal share: \$8.5 million</p>	<p>regional transit service operation</p>
<p>14) Okotoks: Four double-deck buses for the Okotoks to Calgary inter-municipal transit service (includes one spare)</p>	<p>Operating costs for inter-municipal transit system to be paid for by fares, property taxes and other local sources.</p> <p>Operating/ maintenance costs of inter-municipal transit system will be subject to results of transit feasibility study</p>	<p>Total Cost: \$3.6 million (\$0.9 million for each bus)</p> <p>66.67% provincial share: \$2.4 million</p> <p>33.33% municipal share: \$1.2 million</p>	<p>Additional key corridors for the introduction of regional branded inter-municipal transit service to provide high quality two-way connection.</p> <p>Could use 17th Ave SE BRT Corridor</p>
<p>15) Okotoks: Bus storage and maintenance facilities for inter-municipal transit system, to be designed to accommodate future local transit and regional transit vehicles and have at least a 30-year useful life. Would accommodate 25 buses for transit needs over the next 40 years. Build separate facilities for High River and Okotoks due to large deadhead operating costs if there is only one facility</p>	<p>Operating / maintenance costs for new facility to be recovered from property taxes and other local funding sources.</p>	<p>Facility cost of \$16.0 million (80,000 sq ft) + land cost (7 acres of serviced industrial land) of \$4.2 million = Total of \$20.2 million</p> <p>66.67% provincial share: \$13.5 million</p> <p>33.33% municipal share: \$6.7 million</p>	<p>Supports efficient regional transit service operation</p>
<p>16) Okotoks: A transit</p>	<p>Operating/maintenance</p>	<p>Terminal cost of \$2.7</p>	<p>Transit terminal will</p>

CRP Regional Transit Committee Request for Decision- August 24, 2010

The Calgary Regional Transit Plan-Moving Ahead in Implementation with Alberta Government GreenTRIP Funding (Updated)

<p>terminal to support two-way inter-municipal transit service to Calgary. Local bus stop facilities also included in this project.</p>	<p>costs for terminals to be paid for by property taxes and other local funding sources.</p>	<p>million + land cost (3 acres) of \$2.5 million = Total of \$5.2 million</p> <p>66.67% provincial share: \$3.5 million</p> <p>33.33% municipal share: \$1.7 million</p>	<p>serve as an anchor to the designated TOD and support effective and customer-friendly transit services</p>
<p>17) Chestermere: Four buses (includes one spare) to support regional transit service.</p>	<p>Operating costs for inter-municipal transit system to be paid for by fares, property taxes and other local sources.</p> <p>Operating/ maintenance costs of regional transit system determined through transit feasibility study</p>	<p>Total Cost: \$3.6 million (\$0.9 million per bus)</p> <p>66.67% provincial share: \$2.4 million</p> <p>33.33% municipal share: \$1.2 million</p>	<p>Another key corridor for the introduction of regional branded inter-municipal transit service to provide high quality two-way connection.</p> <p>Connection to cross-town bus routes in 17th Ave SE corridor and connection to LRT in downtown Calgary.</p>
<p>TOTAL</p>		<p>Total: \$120.0 million expenditure</p> <p>\$80.0 million from GreenTRIP funding</p> <p>\$40.0 million from local municipal sources</p>	

CRP Regional Transit Committee Request for Decision- August 24, 2010
The Calgary Regional Transit Plan-Moving Ahead in Implementation with Alberta Government
GreenTRIP Funding (Updated)

Year Three Project Initiatives

Location/Description	How Operating Costs Paid For	Cost/Provincial Contribution	Linkage to Other Key Projects
18) Calgary: SE LRT	Operating/maintenance costs for new articulated buses to be paid for by property taxes, gas taxes and other local funding sources available to the City of Calgary.	Total Cost: \$85.2 million 66.67% provincial share: \$56.7 million 33.33% municipal share: \$28.5 million	Integral part of Plan-It Calgary and serves to enhance regional transit systems.
19) Bow Valley: Non-vehicle equipment to support transit operations, such as bus stop enhancements, fare collection equipment, etc	From BVRTSC operating budget	Total Cost: \$0.15 million 66.67% provincial share: \$0.1million 33.33% municipal share: \$0.05 million	Key piece of the BVRTSC Business Plan
20) Airdrie: Two transit terminals with at least one park-and-ride facility to support the two-way inter-municipal transit service to Calgary and local transit services. Local bus stop facilities also included in this project.	Operating/maintenance costs for terminals and new inter-municipal bus service to be recovered from property taxes and other local funding sources.	Terminal Costs of \$4.7 million + land cost of \$4.5 million = Total of \$9.2 million 66.67% provincial share: \$6.1 million 33.33% municipal share: \$3.1million	Transit terminals will serve as anchors to TODs and support effective and customer-friendly transit services
21) Chestermere, Establish local transit systems based upon the results of local transit feasibility studies in 2010/2011: 3 buses with (1 spare included	Operating/maintenance costs for the new local bus service to be recovered from property taxes and other local funding sources. Annual operating costs to be determined from local transit system feasibility study.	Total Cost: \$0.48 million (\$160,000 per bus) 66.67% provincial share: \$0.32 million 33.33% municipal share: \$0.16 million	Integral part of regional transit plan-link enhanced local bus service with inter-municipal transit service
22) Okotoks:	Operating/maintenance	Total Cost: \$0.8 million	Integral part of

CRP Regional Transit Committee Request for Decision- August 24, 2010
The Calgary Regional Transit Plan-Moving Ahead in Implementation with Alberta Government
GreenTRIP Funding (Updated)

<p>Establish a local transit system in Okotoks based upon the results of the local transit feasibility study completed before 2011: Five buses in Okotoks (1 spare)</p>	<p>costs for the new local bus service to be recovered from property taxes and other local funding sources. Annual operating costs to be determined from local transit system feasibility study.</p>	<p>(\$160,000 per bus) 66.67% provincial share: \$0.53 million 33.33% municipal share: \$0.27 million</p>	<p>regional transit plan: to link enhanced local bus service with inter-municipal transit service</p>
<p>23) Chestermere: A transit terminal to support two-way inter-municipal transit service to Calgary. Local bus stop facilities included in this project.</p>	<p>Operating/maintenance costs for terminals to be paid for by property taxes and other local funding sources.</p>	<p>Terminal cost of \$1.7 million + land cost (3 acres) of \$2.25 million = Total of \$3.95 million 66.67% provincial share: \$2.6 million 33.33% municipal share: \$1.35 million</p>	<p>Transit terminal will serve as an anchor to the designated TOD and support effective and customer-friendly transit services</p>
<p>24) Chestermere: Bus storage maintenance facility to support local and regional buses. Would accommodate 25 buses to meet the demand for the next forty years</p>	<p>Operating/maintenance costs for storage and maintenance facility to be paid for by property taxes and other local funding sources.</p>	<p>Facility cost of \$16 million + land cost (7 acres of serviced industrial land) of \$4.2 million = Total of \$20.2 million 66.67% provincial share: \$13.5 million 33.33% municipal share: \$6.7 million</p>	<p>Supports efficient regional transit service operation</p>
<p>TOTAL</p>		<p>Total: \$120.0 million expenditure \$80.0 million from Green TRIP funding \$40.0 million from local municipal sources</p>	

Town of Cochrane Council Report

Meeting:	Regular Meeting of Council
Meeting Date:	August 9, 2010
Originated By:	Paige Milner, CA, Senior Manager Corporate Services
Title:	Transit Feasibility Study – Phase 1 Report
Agenda Item No.	Signatures: Director _____ Municipal Clerk _____ CAO _____

RECOMMENDED ACTION

Council accepts the Transit Feasibility Study Phase 1 Report as information and directs Administration to report back to Council on September 27, 2010 with the Transit Feasibility Study Phase 2 Report.

STRATEGIC PLAN ITEM

1.1 Sustainable Community Building – ensure core infrastructure, facilities, and plans continue to be maintained, developed, and implemented to accommodate growth.

BACKGROUND

The Town received a \$50,000 Municipal Sponsorship Initiative grant for the purposes of conducting a local transit feasibility study. Calgary Transit was retained to conduct the feasibility study that would assess the demand to provide a local transit service as well as an inter-city express service to and from the City of Calgary. In addition, the study is to include estimates of capital and operating costs associated with providing transit service to Cochrane residents. The study is being completed in two phases. Phase 1 is complete and addresses the need and feasibility of transit. Phase 2 would include a detailed implementation plan with estimates of capital and operating costs required to sustain transit service in Cochrane.

OPTIONS / IMPLICATIONS

Option 1

Council accepts the Transit Feasibility Study Phase 1 Report as information and directs Administration to report back to Council on September 27, 2010 with the Transit Feasibility Study Phase 2 Report.

Option 2

Council rejects the Transit Feasibility Study Phase 1 Report as information and directs Administration not to proceed with the Transit Feasibility Study Phase 2 scope of work.

Administration recommends Option 1.

ATTACHMENTS

Transit Feasibility Study Phase 1 Report
Transit Feasibility Study Phase 2 scope of work

Town of Cochrane

Transit Feasibility Study

July 29, 2010

Prepared by Calgary Transit
under the direction of the Town of Cochrane Transit Steering
Committee

Table of Contents

	Page
1.0 Executive Summary.....	3
2.0 Background.....	4
3.0 Transit Market Analysis.....	5
4.0 Alternatives Assessment.....	8
4.1 Intercity Express Service.....	8
4.2 Local Transit Service.....	9
4.3 Future Service Areas.....	10
4.4 Standards for Fixed Route Transit Services.....	11
4.5 Transit Operating Costs.....	13
4.6 Transit Capital Costs.....	14
4.7 Other Service Delivery Models.....	16
4.8 Transit Terminal Sites.....	17
5.0 Public Consultation.....	19
Appendix 1: Routing for intercity express and local transit service – phase 1, Old Town Hall terminal site	
Appendix 2: Routing for intercity express and local transit service – phase 2, Old Town Hall terminal site	
Appendix 3: Interim Transit Terminal Site: Old Town Hall	
Appendix 4: Long Term Transit Terminal Site: Railway Avenue	

1.0 Executive Summary

The Town of Cochrane has identified a role for public transit in Cochrane's future in the Cochrane Sustainability Plan. This transit feasibility study identifies the need for public transit and a recommended approach to introducing service. Public transit would address social needs, support Cochrane's long-term environmental targets, and would support economic development. Demand was evaluated for an intercity express service between Cochrane and Calgary as well as local transit service within the Town of Cochrane.

There is sufficient demand to introduce intercity transit service between Cochrane and Calgary in the short term. Although local transit service is necessary to address the needs expressed by the Town of Cochrane, the level of demand is such that a significant operating cost subsidy would be required to sustain service. Local service should only be introduced when sustainable operating funding can be established to support service. As a result, a phased approach to the introduction of transit service is recommended:

1. Introduction of two-way, low-floor accessible intercity express bus service between Cochrane and Crowfoot LRT station in Calgary, pending Green TRIP capital funding, in 2012.
2. Introduction of local public transit using low-floor accessible community shuttle vehicles with two routes linking established communities to downtown Cochrane connecting with the intercity express route. This second phase would enhance the intercity express service and provide mobility for many residents. It is envisioned that the intercity express route would operate on a cost recovery model. However, local public transit requires significant levels of public financial investment in operating costs, where municipalities under 50,000 residents have an average cost recovery of less than 25 percent for local transit services. The second phase should only be introduced when sustainable operating funding can be established to support service.
3. Introduction of additional local public transit routes to support newer and future developments and employers in Cochrane (also pending the identification of sustainable operating funding).

The level of public support in Cochrane for financing the operating cost of local public transit will determine the timing of its introduction.

2.0 Background

Public transportation provided in Cochrane today consists of several travel options offered by the private sector and not-for-profit groups. These are outlined in Table 1.

Table 1. Transportation Service Providers in Cochrane Today

Service	Sample Providers	Details
Taxi service	Several available	Several providers provide service within Cochrane and to/from Calgary on demand. Town of Cochrane provides a subsidy for low-income users.
Shared-trip taxi service	Taxi 4-U	Offers shared-ride demand-based trips between Calgary (Crowfoot LRT station) and Cochrane
Schedule-based commuter coach	Southland Cochrane Commuter	Currently operates one-way in weekday peak periods between Cochrane and downtown Calgary. Discounted fares encourage regular, rather than infrequent, travel.
Special needs transit	Cochrane Handibus	Provided by a seniors' activity society.

Desire for public transportation has been identified in several forward-looking documents:

- Cochrane Sustainability Plan (2009) includes the following relevant targets:
 - Community greenhouse gas emissions decreased by 30% from 2009 levels;
 - 50% of the population of Cochrane are within 400 m and/or 5 minute walk of a transit stop; and
 - There is a complete interconnected node and corridor network throughout Cochrane and its region that is accessible to the full range of vehicular and non-vehicular uses/users.
- Cochrane Social Master Plan (2009) identifies a role for public transportation in serving people who have challenges getting around Cochrane and to/from Calgary today. The report includes a recommendation to “monitor and measure the satisfaction of seniors, families and youth with affordable, accessible public transportation within Cochrane and to and from Calgary”.
- Cochrane Affordable Housing Strategy & Implementation Plan (2009) identifies that low- and modest-income households requiring affordable housing are less likely to own their own vehicle (let alone multiple vehicles), and includes a recommendation to “encourage pedestrian-oriented development, particularly in

the downtown and surrounding business districts, with consideration for future transit-oriented development (TOD)”.

In 2008, the Province of Alberta announced a capital public transit infrastructure program titled “Green TRIP”. At the time of writing of this report, Cochrane was in close consultation with the Calgary Regional Partnership (CRP) on the timing and amount of Cochrane’s proposal for Green TRIP funds. Guidelines for funding applications were released in June 2010. The initial funding is anticipated to be released in February 2011. In 2008, the announcement of the Green TRIP program heightened interest in public transportation among Alberta municipalities, including Cochrane. Of particular interest to Cochrane has been the opportunity for long-term economic development that transit service supports.

In summary, the motivation for exploring transit service in Cochrane is primarily to address social needs, meet environmental targets, and to enhance local economic development.

3.0 Transit Market Analysis

The sustainability of public transit service depends on having a market for service, with defined places to take them. Figure 1 illustrates several markets that have been identified in Cochrane. On one axis is the propensity of the market segment to use public transit and on the other axis is the volume of people that make up the market. More detailed information on these markets is shown in Table 2.

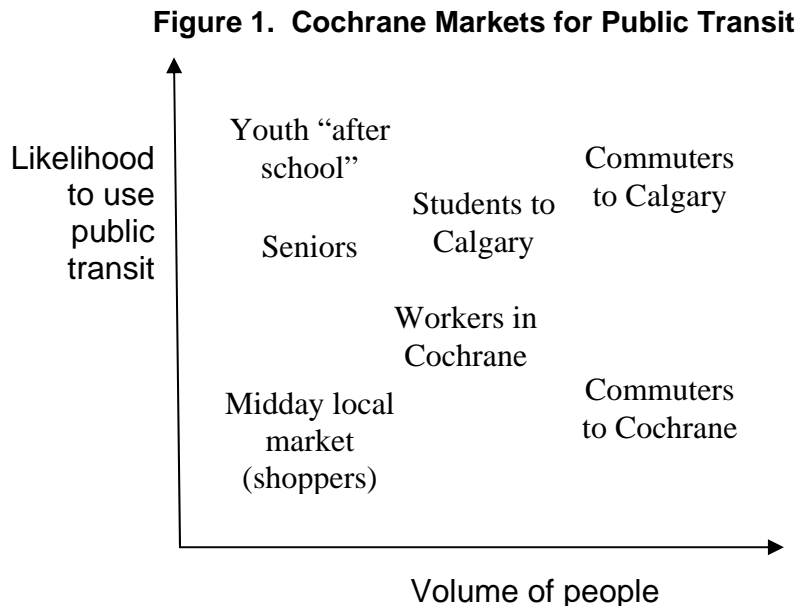


Table 2. Details of Markets for Public Transit

	Description	Estimated Order of Magnitude*	Propensity to use Public Transit	Market Segment
Youth	Travel needs include employment, recreation opportunities at end of day on weekdays and weekends	1000+	High	Local transit
Seniors	Daily travel	500±	High	Local transit
Midday Local Market	Travel needs include appointments, recreation and shopping between 8am and 5pm.	Unknown	Low	Local transit
Workers in Cochrane	Travel needs are during peak weekday periods 7am-9am and 4pm-6pm.	Major employers in Cochrane 1000+ (a portion commute from within Cochrane)	Low (no parking charges, little congestion)	Local transit
Post-secondary students to Calgary	Travel needs are typically in weekday peak periods 7am-9am and 3pm-6pm.	100±	High	Intercity transit
Commuters to Calgary	Travel needs are during peak weekday periods 7am-9am and 4pm-6pm (exact times vary with travel times)	1000+ 500± to downtown 500± to other destinations	High	Intercity transit
Commuters to Cochrane	Travel needs are during peak weekday periods 6am-9am and 4pm-6pm (exact times vary with travel times)	Major employers in Cochrane 1000+ (a portion commute from Calgary); smaller employers unknown	Low (no parking charges, little congestion)	Intercity transit (but without local transit, will only reach some locations)

***Based on 2005 Cochrane Community Survey applied to 2009 Civic Census (15,424) and 2001 Regional Household Activity Survey.**

There are two distinct markets for transit in Cochrane, one for local transit service and one for intercity transit service between Cochrane and Calgary.

Ridership is likely to be higher when a high number of people have a need to travel between origins and destinations that are transit-supportive and those people have a high likelihood of using public transit if it is offered. High ridership is anticipated in the following market categories:

- Travel to Calgary by commuters to Calgary
- Post-secondary students in Calgary

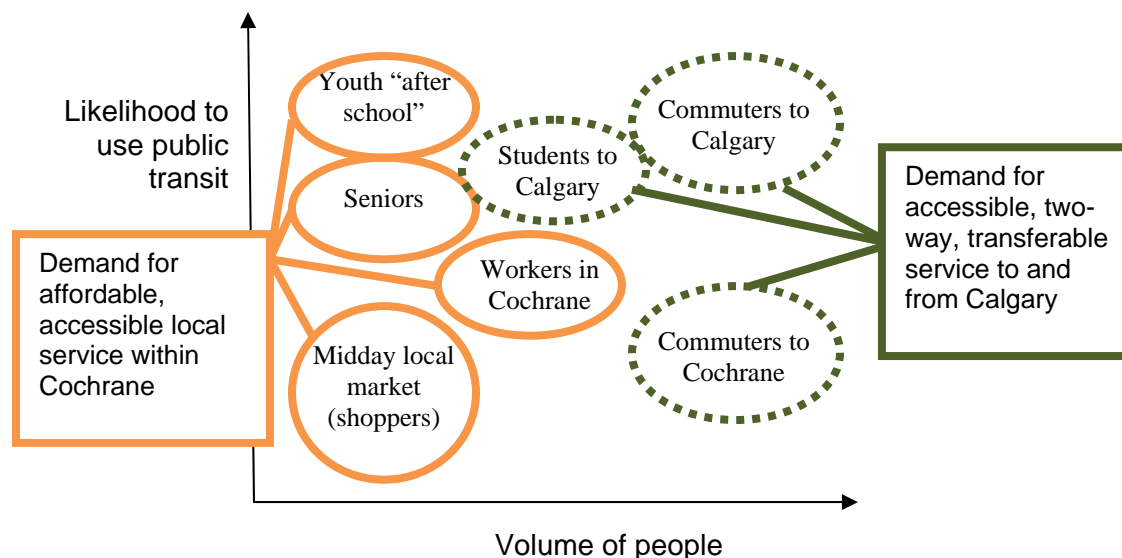
Moderate ridership potential exists in the following market categories:

- Seniors (high likelihood to use public transit, but multiple destinations, different times of day, making it challenging to address travel needs)
- Youth (high likelihood to use public transit, but multiple destinations, different days of the week – weekends in particular - making it challenging to address travel needs)
- Commuters to Cochrane (high number of people, but low likelihood to use public transit. This is due to the availability of free parking and diverse destinations.)

Ridership potential in other groups is low, but could increase as the town grows and travel patterns and demographics change.

The demand for travel is not entirely met by the existing private sector providers for several reasons. None of the providers use low-floor accessible buses (many of Calgary Transit's customers have difficulty using three or more steps). Regularly-scheduled commuter bus service to Calgary is oriented to downtown Calgary, as opposed to making multiple stops for other employment/post-secondary destinations. On-demand taxi service does not completely satisfy the demand for travel because of the obstacles it presents relative to regularly-scheduled bus service. These obstacles include cost and the need to plan and arrange a trip well in advance of making the trip.

Figure 2 illustrates how the market categories can be differentiated for the purposes of planning public transit service in Cochrane.

Figure 2. Categories of service demand

4.0 Alternatives Assessment

Under the direction of the Transit Steering Committee, the project team is recommending the introduction of a local and regional conventional fixed route transit service. Introductory service would be introduced in the Weekday AM and PM peak period time period with approximately six hours of revenue service per day. A detailed description of the recommended fixed route transit services is listed below.

4.1 Intercity Express Service

One intercity express route is proposed to connect the Town of Cochrane and the City of Calgary to complement the desired outcomes and vision outlined in the approved Calgary Regional Transit Plan. The introduction of regional transit service is also identified in the Cochrane Social Master Plan as a new service warranting further investigation.

The intercity express will provide a minimum 30 minute frequency service connecting various employment centres within Cochrane such as Downtown, River Avenue Industrial Area and the 5 Avenue commercial corridor. Introductory two-way service would be provided in AM and PM peak periods to serve key markets such as employment, post secondary and medical trips from Cochrane to Calgary as well as employment trips from Calgary to Cochrane.

The intercity express would connect to local transit services with a timed transfer at the interim Old Town Hall transit terminal site at the introduction of service. Routing can be easily transitioned to the long term transit terminal site on Railway Avenue when an off street facility is constructed.

The intercity express is proposed to proceed eastward along Highway 1A to serve the community of GlenEagles prior to continuing on Highway 1A to the Crowfoot LRT Station located in Northwest Calgary. Intercity express customers will be able to transfer to the Northwest LRT line at Crowfoot LRT station for trips continuing to destinations such as the University of Calgary, Southern Alberta Institute of Technology and Downtown Calgary. Crowfoot LRT Station is an important transit node on the Calgary Transit network where 13 feeder bus routes serve the station.

High capacity transit buses, either low floor articulated or double decker buses would be utilized on the intercity express. Three transit buses are required to provide a 30 minute frequency service between Cochrane and Calgary with a fourth bus as a mechanical spare. As a component of the Calgary Regional Partnership application for the Green TRIP provincial funding program, low-floor double decker buses have been recommended as the transit vehicle type for the intercity express service. Low-floor double decker buses are seen as desirable for this service with the vehicle's higher seating capacity compared to articulated buses and regional transit marketing opportunities. Prior to the launch of the intercity express service, it is advisable that the Town of Cochrane work collaboratively with the City of Calgary during vehicle and route testing to determine appropriate detour routes and service disruption procedures for double decker buses operating within the City of Calgary.

The estimated travel time from the Railway Avenue long term transit terminal site to Downtown Calgary (City Hall LRT Station) is estimated to be 60 minutes, Southern Alberta Institute of Technology (47 minutes) and the University of Calgary is (42 minutes). These destinations require a transfer at the Crowfoot LRT station to the Northwest LRT line.

4.2 Local Transit Service

Conventional fixed transit service is recommended within the Town of Cochrane to provide access to the community's various residential, commercial, employment and recreational services with transferability to the proposed intercity express service. It is recommended the introductory service would be provided on 30 minute frequency with two fixed routes (West Terrace-Bow Ridge and Cochrane Heights-Spray Lakes Recreation Centre) at the launch of service with the introduction of a third local route as residential growth and capacity in future transit operating budgets becomes available. Design of the proposed transit routes took into consideration current and future development, travel time, transit service coverage, connectivity to major trip destinations

and feedback from the transit steering committee. Description of the proposed local fixed routes is provided below:

Phase One

West Terrace – Bow Ridge

This local route would serve the largest populated residential communities of Cochrane. Commercial centres located in Downtown Cochrane, 5 Avenue and at Highway 22/ Quigley Boulevard as well as the Bethany Care Centre. Connections to the intercity express service and the Cochrane Heights – Spray Lakes Recreation Centre local service would be provided at the Interim old town hall transit terminal site. Two low-floor community shuttle buses are required for this service to provide a 30 minute service frequency.

Cochrane Heights – Spray Lakes Recreation Centre

This local route would serve destinations that would appeal to Cochrane's younger residents. Destinations served on this route include the Cochrane High School, Downtown Cochrane, River Avenue Industrial Area and the Spray Lakes Recreation Centre. Transfers to the intercity express and West Terrace – Bow Ridge route would be available at the interim town hall transit terminal. One low-floor community shuttle bus would be required for this route.

Phase 2

Sunset Ridge - Riverview

A third local route is proposed to serve the growing Sunset Ridge residential community, Cochrane Ranchehouse, Downtown and the existing Riverview community. This local route could be launched within phase one depending on capacity in the initial transit operating budget. At the time of this feasibility study, interim routing is provided for the Sunset Ridge community. This route has been designed with the capacity to expand transit service to future phases of the Sunset Ridge community without an increase in operating costs per service hour. Two low-floor community shuttle buses are required for this service.

Route maps for the intercity express service and phase 1 and 2 of the local transit services is provided as Appendices 1 and 2 at the back of this document.

4.3 Future Service Areas

As development progresses in numerous residential communities throughout Cochrane, it is recommended that the feasibility of local transit service to a specific community be

investigated once the community has reached a threshold of 300-400 occupied dwelling units. Transit service planning policies for the expansion of transit service should be clearly communicated to developers and residents of the new community to manage expectations of when transit service is expected to commence. The communities of Heritage Hill, Cochrane West, Westridge, and Southridge have been identified as future transit service areas. Capacity in future transit operating budgets for service hours and in future transit capital budgets for additional transit vehicles would be required.

It is recommended that Town of Cochrane staff review Area Structure Plans and Outline Plans to identify interim and permanent transit routings, bus zone locations and facilities (ie: turnaround loops). As a component of the transit feasibility study, the project team provided comments on interim and permanent routing and bus zone locations for the Fireside Area Structure Plan.

4.4 Transit Service Standards for Fixed Route Transit Services

To implement, monitor and evaluate transit service, key transit service standards considered by the project team in the design of the proposed intercity express and local transit services. Transit service standards utilized for the transit feasibility are listed and described below:

Service Coverage

Transit service coverage is a performance measure that gauges access to transit service by means of walking distance. The transit industry standard for transit service coverage is 400 metres walking distance which is equivalent to a five minute walk. The proposed local transit service routing strives to maximize the number of residential dwellings located within a 400 metre service coverage. With Cochrane's varied topography, some residential cells are located outside of a 400 metre service coverage such as portions of GlenEagles View and Sunterra.

Hours of Service

Proposed transit service is generally phased into five service periods based on demand and capacity in future transit operating budgets for service expansion. The recommended order of service phasing is provided below with the service period descriptions:

1) Weekday A.M. Peak and P.M. Peak periods – generally from 6am to 9am and 3pm to 6pm. This time period has the greatest travel demand with most trips oriented to/from employment and education destinations.

2) Weekday Mid-day – transit service provided between 9am to 3pm. In the sequencing of transit service, this service period is usually launched after the trend of continual

growth demand of transit service in the A.M. and P.M. peak periods, and requests for service from transit users.

3) Saturday service – transit service provided on Saturday generally from the start of service to approximately 6pm. Saturday transit service typically has a ridership of 35% of weekday ridership.

4) Evening service on Weekdays and Saturdays – transit service provided from 6pm to midnight.

5) Sunday and Holiday Service – transit service provided on Sundays and statutory holidays. For smaller communities Sunday and Holiday service is provided from 8am - 6pm. Sunday and Holiday transit service typically has a ridership of 20% of weekday ridership.

For the launch of fixed transit service within Cochrane and to/from Calgary it is recommended that only A.M. and P.M. peak period service be provided. Initial transit service in the A.M. and P.M. time periods serve the greatest demand for service to employment and educational destination both within Cochrane as well as in Calgary.

Service Frequency

Transit service frequency is the time interval between scheduled transit trips. Generally transit service frequencies are done in 5/10/15/20/30/60 minute intervals based on ridership demand and capacity in the transit operating budget. It is recommended that initial transit service for both the intercity express and local transit service be provided with a 30-minute service frequency. Transit service provided on a 30-minute service frequency provides users with a schedule that is: simple to understand, has flexibility of trips in service period, opportunities for a timed transfer with local transit routes and is attractive to new riders.

Service Reliability

As an industry standard, 95% of scheduled service is expected to arrive within 0 to (-) 3 minutes of the scheduled arrival time. Service reliability is particularly important to the proposed intercity express where schedules would need to take into consideration of potential service delay variables such as ongoing construction and at-grade CP crossings within Cochrane.

Route Directness

To provide an attractive transit service, direct two-way routing provides the most effective service for users. Generally transit customers have a travel time threshold of 30 minutes for local transit services. The recommended routing for both the intercity

express and local transit services are predominately direct two way service between communities and primary destinations (i.e. 5 Avenue commercial corridor).

Minimum Ridership Standards

Minimum ridership standards are utilized for the monitoring of service and financial performance of each transit service, which is an important consideration for financial management and decision making for service adjustments. Different minimum ridership standards are provided for each service provided. For the purposes of the transit feasibility study, it is anticipated that the intercity express would have a minimum ridership of 40 passengers in the peak direction and 8 passengers in the reverse flow. For the local transit service it is anticipated that between 5 to 10 passengers per operating hour would utilize the service.

4.5 Transit Operating Costs

Four scenarios have been analyzed for the operating costs associated with the launch of both the intercity express and local transit services. The following assumptions were taken into consideration for all four scenarios:

- Bus storage and maintenance in Cochrane
- 10% annual deadhead time
- Total cost recovery for the intercity express service
- Minimum ridership standards:
 - o Intercity Express: 40 boarding passengers in the peak direction and 8 boarding passengers in the reverse flow per trip
 - o Local Transit Service: 5 boarding passengers per operating hour (low) and 10 boarding passengers per operating hour (high)

All four presented scenarios provide sample estimated net operating costs for the A.M. and P.M. peak periods only. Scenario specific assumptions are listed below:

- Scenario 1: Local Fare at \$2.50, Intercity Express at cost recovery, Cochrane owns the transit fleet, phase one of local transit service provided.
- Scenario 2: Local Fare at \$3.00, Intercity Express at cost recovery, Cochrane owns the transit fleet, phase one of local transit service provided.
- Scenario 3: Local Fare at \$2.50, Intercity Express at cost recovery, Cochrane capitalizes the bus fleet, phase one of local transit service provided.
- Scenario 4: Local Fare at \$3.00, Intercity Express at cost recovery, Cochrane capitalizes the bus fleet, phase one of local transit service provided.

Table 3: Summary for net operating costs for scenarios 1-4

Scenario	Net Operating Cost (Low)	Net Operating Cost (High)
1	\$210,000	\$152,000
2	\$198,000	\$130,000
3	\$272,000	\$215,000
4	\$261,000	\$192,000

The net operating costs in Scenarios 1 and 2 with the Town of Cochrane owning the transit fleet ranges between a low of \$130,000 to a high of \$210,000 annually which would be tax supported in future transit operating budgets at the launch of service. To support cost recovery on the intercity express ridership assumption of 40 passengers in peak direction and 8 passengers in the reverse flow and a base fare of \$6.50 per trip were used.

The projected net operating cost in Scenarios 3 and 4 with the Town of Cochrane capitalizing the transit fleet ranges between a low of \$192,000 to a high of \$272,000 annually which would be tax supported in future transit operating budgets at the launch of service. To support cost recovery on the intercity express ridership assumptions of 40 passengers in peak direction and 8 passengers in the reverse flow and a base fare of \$7.50 per trip was used. Transit bus capitalization increased the cost per service hour rate by approximately 32% for the intercity express and approximately 18% for the local transit service.

An analysis of start up costs will be provided in phase 2 of the feasibility study which would include considerations such as annual maintenance costs, tooling and training.

4.6 Transit Capital Costs

An analysis was conducted on the initial capital costs associated with the proposed intercity express and local transit services. A breakdown of capital costs is provided below.

Transit Fleet:

Intercity Express

The vehicle commitment required to provide the proposed two-way 30 minute frequency is four high capacity buses. Three buses are required for revenue service with the fourth bus required as a mechanical spare for service disruptions and maintenance sequencing. Two vehicle types have been identified for the intercity express. Low-floor articulated buses with suburban specifications such as high back seats and air conditioning are estimated to cost \$750,000 per vehicle. Low-floor double decker buses have been identified as a potential vehicle type for the proposed Intercity express with added benefits of a 33% higher seating capacity compared to the articulated buses with an estimated capital cost of \$900,000 per vehicle. For the purposes of the Green TRIP funding application, it is recommended that the Town of Cochrane proceed with the purchase of four double decker transit buses for the intercity express service.

Capital Cost

- Four low-floor double decker Buses (at \$900,000 per vehicle) – \$3,600,000

Local Transit Service

The vehicle commitment required for the phase 1 local transit service is four low-floor community shuttle vehicles. Three low-floor community shuttles are required for revenue service with a fourth low-floor community shuttle to be utilized as a mechanical spare for service disruptions and maintenance sequencing. For the introduction of the Sunset Ridge – Riverview route, two additional low-floor community shuttle buses are required. For the purposes of the transit feasibility study, low-floor “cutaway” style community shuttle buses are envisioned for the local transit service. The estimated cost of the “cutaway” style low floor community shuttle is \$160,000 per vehicle. One other vehicle type, 30-foot low floor bus, has also been identified as a suitable transit bus for the local service. The estimated cost of a 30-foot low floor bus is \$310,000 per vehicle.

Capital Cost

- Four low-floor “cutaway” Community Shuttle buses (at \$160,000 per vehicle) – \$640,000
- Two additional low-floor “cutaway” Community Shuttle buses for phase 2 local transit service (at \$160,000 per vehicle) - \$320,000

Bus Stop Improvements

To facilitate access to the proposed intercity express and local transit service, bus stops will be required throughout Cochrane. Necessary components for bus stops include a concrete apron (waiting area), sidewalk connections from the bus stop to the connecting sidewalk and curb cuts at the closest intersection(s) to the bus stop for wheelchair accessibility. It is estimated that a full set of improvements consisting of construction of a concrete apron, connecting sidewalks and wheelchair curb cuts is anticipated at \$10,000 per bus stop. A multiyear capital plan should be established for bus stops improvements to be done on a priority basis.

Bus Shelters

It is envisioned that customer amenities such as bus shelters be provided at key bus stops locations such as transfer points and high ridership stops. Costs range between \$20,000 to \$60,000 per shelter. As a consideration to mitigate the capital costs associated with bus shelters, it could be advantageous for the Town of Cochrane to investigate opportunities to enter into a contract with an advertisement firm to offset capital and maintenance costs for the provision of bus shelters. Adequate concrete apron and electrical conduit connections would be required at bus shelter sites.

Investigation and analysis of other capital costs considerations such storage sites and maintenance tooling will be addressed in phase 2 of the transit feasibility study.

4.7 Other Service Delivery Models

Demand Response (Dial – a – Bus)

Demand response (Dial-a-Bus) service is a consideration for transit systems in municipalities with populations under 100,000 residents. Dial-a-Bus services do not operate on a fixed route and can be dispatched to pick up several passengers at different pick-up points before taking them to their respective destinations (as defined by the American Public Transit Association, 1994). One transit vehicle can be utilized to provide service to an entire community or the transit service can be divided into zones served with multiple vehicles.

If the transit provider is offering more than one type of service, (i.e: local Dial-a-Bus & fixed route regional transit service) transfers and connections can be provided. For example during low ridership periods such as Sunday and Holiday service, St. Albert Transit provides hourly regional transit service to/from Edmonton with connections to local Dial-a-Bus service at the Village transit station hub.

Dial-a-Bus could be implemented as a cost effective way to expand transit service into new service periods such as weekday evenings as a trial project to determine demand

for transit service. A low-floor community shuttle vehicle could be utilized for the Dial-a-Bus service. Dial-a-Bus services do not generally attract high ridership and should only be considered as a service option for low ridership service periods such as Saturdays and Sundays. Alternatively, opportunities may exist for a shared-ride taxi to provide Dial-a-Bus as the service models are similar.

Specialized Transportation

Presently, specialized transportation service is provided within the Town of Cochrane which is offered by the Big Hill Senior Citizens Activity Society. With the introduction of conventional intercity express and local transit services, existing ambulatory passengers to utilize the new fixed route transit service depending on the individual's abilities to access conventional transit. All proposed transit services would be provided with low-floor accessible transit buses for easy access for customers with a wide variety of abilities. At the launch of the intercity express and local transit service it is recommended that the accessible features of the new transit vehicles be promoted in marketing materials. Demand for the existing specialized transportation would remain for non-ambulatory customers as well as customers that meet the service provider's eligibility criteria.

4.8 Transit Terminal Sites

As a component of the transit feasibility study, the project team identified two potential sites for an interim transit terminal site and three potential sites for the location of a permanent transit terminal site with connectivity to the CP corridor for future commuter rail opportunities. The following considerations were looked at for all sites:

- Access to adjacent developments, pedestrian connectivity, roadways and feeder bus integration.
- Size (platform lengths, passenger amenities, park and ride / kiss and ride opportunities)
- Accessibility
- Minimizing conflict points between pedestrians, automobile traffic and transit vehicles
- Opportunities for Park 'n' ride and Kiss 'n' ride facilities
- Integration with transit supportive land uses
- Room for future expansion

The recommended interim and long term transit terminal sites are described below.

Interim Transit Terminal - Old Town Hall Site

The Old Town Hall site, located on 2 Street between 1st and 2nd Avenues in Downtown Cochrane, has been identified as the interim transit terminal site. The advantages of utilizing the old town hall site as an interim transit terminal site are listed below:

- Close proximity to Highway 1A: Reduces travel time of the intercity express service to/from Calgary
- Ample room for expansion: Capacity is available at the site for additional local transit routes to stop
- Low cost: Improvements required on the site should include the construction of concrete aprons for bus shelters and other amenities such as information panels, garbage containers and bicycle racks. A sidewalk extension along 2 Avenue is required to accommodate a 40 or 60 foot transit bus. Existing sidewalks are in a good condition with wheelchair curb cuts at both adjacent intersections.
- Adjacent to Downtown: Transit users can easily access the shops and services of Downtown Cochrane.

The Old Town Hall site does not have off street parking at the site where transit park and ride facilities could be provided. Shared parking for a transit park and ride could be investigated at other locations within Cochrane.

Long Term Transit Terminal – Railway Avenue

An off street transit terminal located in the vicinity of Railway and Charlesworth Avenues is recommended as the long term transit terminal site. Advantages to utilizing the Railway Avenue site as the long term transit terminal site are listed below:

- Centralized location: Adjacent to the Points West and Cochrane Town Square commercial centres and established River Avenue industrial area
- Transit oriented development opportunities: The adjacent Domtar site provides a key Transit oriented development brownfield site to the south of the terminal
- Adjacent to the CP corridor: opportunity to build a feeder bus hub with a direct connection to a potential commuter rail station site
- Park and Ride: potential for the location of a park and ride facility for the transit terminal.

Intercity express and local transit service routing have been provided for both the interim Old Town Hall site and the long term Railway Avenue site for the purposes of the feasibility study. The transitioning of the intercity express and local transit service will not require increased operating costs with the provision of an off-street transit terminal at the Railway Avenue site.

Maps of both the interim Old Town Hall site and the long term Railway Avenue site are provided as Appendixes 3 and 4 at the back of this document.

5.0 Public Consultation

To assist the transit feasibility study in determining public support for the provision of fixed route regional and local transit service, an open house was held on Saturday May 29th, 2010 at Frank Wills Memorial Hall between 10am and 2pm. A variety of components of the transit feasibility study were presented which included routing, transit vehicles, terminal sites and the approved Calgary Regional Transit Plan. Approximately 50 attendees participated in the open house. The project team received 32 survey responses on the proposed local and regional transit services. A summary of findings is below:

Which Community do you live in?

Community	Responses
West Terrace	5
Cochrane (Didn't Specify)	5
West Valley	4
Bow Ridge	2
Sunset Ridge	3
Riverview	2
Glenbow	2
Riversong	2
East End	1
Cochrane Heights	1
Sunterra	1

Respondents reside in communities throughout the Town of Cochrane with 19 respondents living in communities with proposed local transit service.

Within the Town of Cochrane, what are your primary destinations (#1 destination listed below)?

Destination	Responses
Downtown / 5 Avenue	13
Spray Lakes	3
Bow Ridge	2
Other Cochrane Destinations	12

Respondents identified key locations served by the proposed local transit service as a primary destination within the community. The proposed West Terrace – Bow Ridge route provides service along the 5 Avenue commercial corridor, Downtown Cochrane and the Bow Ridge community.

Frequency of Visits within Cochrane:

Respondents frequented their primary destination on average five times a week.

What is your primary mode of transportation within Cochrane?

Private automobile was the overwhelming majority of respondents choice of travel to their most frequented destination within Cochrane, where 30 respondents drive as their primary mode of travel. Only one respondent walked regularly to their primary destination within Cochrane.

What is your primary destination in Calgary?

Destination	Responses
Downtown Calgary	8
NE Calgary	5
NW Calgary (not including Crowfoot or UofC)	5
Crowfoot	3
UofC	2
South Calgary	2

Destinations that are directly accessible by the LRT system were identified by 19 respondents, meanwhile respondents wishing to travel to Crowfoot Centre can access their destination without a transfer from the intercity express Service.

Frequency of Visits to Calgary - Primary destination?

Respondents frequented their primary destination in Calgary on average five times a week.

How often do you travel to Calgary by Commuter Bus?

The majority of respondents (28) had not travelled by commuter bus to Calgary in the past month; meanwhile 3 respondents use the commuter bus daily.

How often do you travel to Calgary by Car?

Destination	Responses
Daily	16
1-2 times a week	7
3-4 times a week	5
Have not travelled in the past month	2

Approximately over half of respondents (16) travel to Calgary by private automobile every day, meanwhile 12 respondents travel to Calgary by private automobile on a regular basis every week.

What is the most important transit feature? (Greatest preference only listed)

Service Feature	Responses
Frequency	6
Service Reliability	4
Travel Time	4
Hours of Service	3
Transferability to Calgary Transit	2
Other	Convenience and Reduced Cost noted
Cost of Service	1
Customer Information	0

Respondents placed a greater emphasis on service features such as frequency, service reliability and travel time. These primary responses complement the service standards utilized by the project team in designing the intercity express and local transit service where a minimum 30 minute frequency, capacity in future schedules accommodate service disruptions such as delays caused at at-grade CP crossings.

Are you likely to use the proposed local transit service as presented in the Transit Feasibility Study?

Of the 32 responses received for this question, 24 respondents documented that they are likely to utilize the proposed intercity express service.

Are you likely to use the proposed local transit service as presented in the Transit Feasibility Study?

Of the 32 responses received for this question, 23 respondents documented that they are likely to utilize the proposed intercity express service.

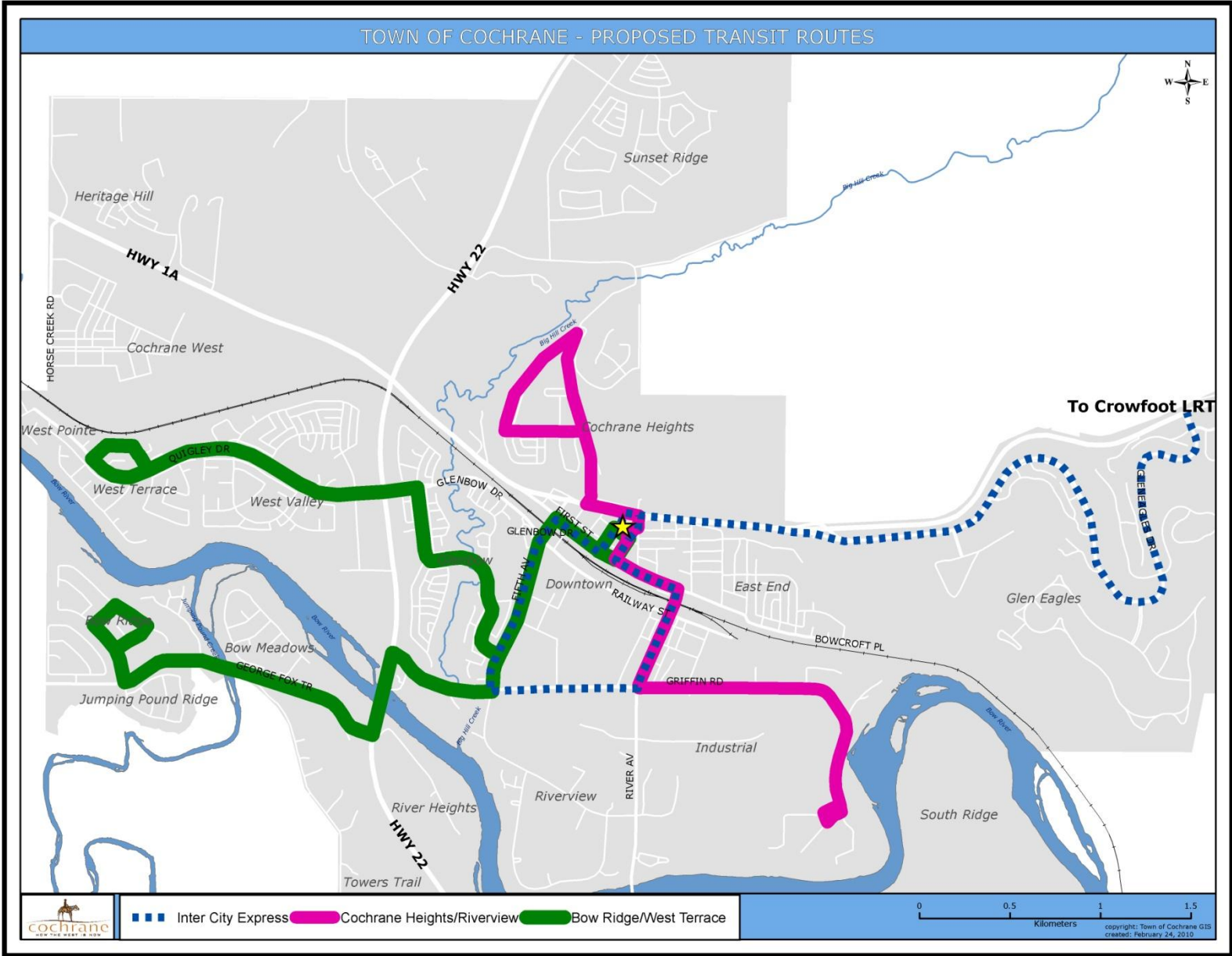
6.0 Conclusions

Based on the findings of the project team and the transit steering committee, the following components of the feasibility study are recommended:

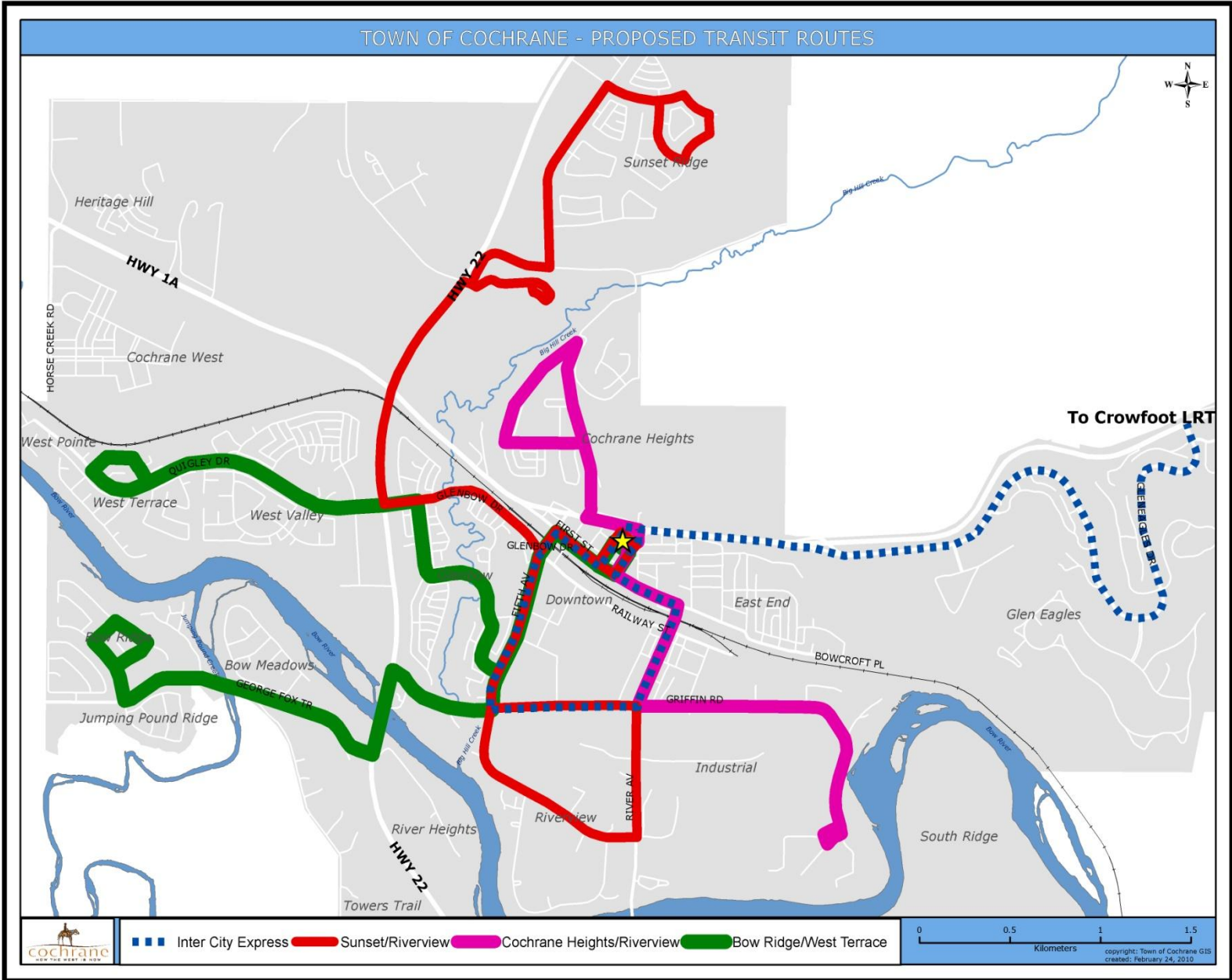
- Further develop service plan and an implementation strategy for the introduction of the intercity express and local transit services.
- Greater demand for the intercity express warrants an earlier implementation than the introduction of local transit service.
- Utilize Green TRIP funding for the purchase of low-floor double decker and community shuttle buses and related infrastructure (transit terminal, maintenance facilities and related improvements) for both the intercity express and local transit service.
- Further investigate design and costing of the interim old town hall site and the long term Railway Avenue transit terminal sites.

The steering committee is proceeding with phase 2 of the transit feasibility study. This phase of the study includes investigation of maintenance facilities and costs, development of an operations and maintenance plan, service design and marketing.

Appendix 1: Routing for intercity express and local transit service – phase 1, Old Town Hall terminal site



Appendix 2: Routing for intercity express and local transit service – phase 2, Old Town Hall terminal site



Appendix 3 – Interim Transit Terminal Site: Old Town Hall



Appendix 4 – Long Term Transit Terminal Site: Railway Avenue



TOWN OF COCHRANE

SHADOW CAPITAL BUDGET FORECAST 2011 - 2013

DESCRIPTION	TOTAL EXPENSE	SOURCES OF PROJECT FUNDING					TOTAL REVENUE
		FROM GRANTS	FROM BORROWING	FROM RESERVES	FROM OPERATIONS	OFFSITES /OTHER	
2011 Capital Costs							
Information Technology	\$ 175,000			\$ 100,000	\$ 75,000		\$ 175,000
Fleet and equipment	\$ 5,277,750	\$ 4,828,750		\$ 449,000			\$ 5,277,750
Facility improvements	\$ 222,533	\$ 143,533	\$ -	\$ 65,000	\$ 14,000		\$ 222,533
Town Signs	\$ 400,000		\$ 400,000				\$ 400,000
SIP Grant road projects	\$ 1,970,240	\$ 1,477,680		\$ 492,560			\$ 1,970,240
Centre Avenue projects	\$ 11,235,000	\$ 11,235,000					\$ 11,235,000
Transit garage and terminal	\$ 22,680,000	\$ 22,680,000					\$ 22,680,000
Miscellaneous projects	\$ 1,055,258	\$ 531,000		\$ 494,258	\$ 30,000		\$ 1,055,258
Asset Replacement Reserves	\$ 1,044,644				\$ 1,044,644		\$ 1,044,644
SUB-TOTAL	\$ 44,060,425	\$ 40,895,963	\$ 400,000	\$ 1,600,818	\$ 1,163,644	\$ -	\$ 44,060,425
2012 Capital Costs							
Information Technology	\$ 85,000				\$ 85,000		\$ 85,000
Fleet and equipment	\$ 350,000			\$ 280,000	\$ 70,000		\$ 350,000
SIP Grant road project	\$ 1,235,120	\$ 926,380		\$ 308,740			\$ 1,235,120
Miscellaneous Projects	\$ 200,000			\$ 170,000	\$ 30,000		\$ 200,000
Asset Replacement Reserves	\$ 1,350,000				\$ 1,350,000		\$ 1,350,000
SUB-TOTAL	\$ 3,220,120	\$ 926,380	\$ -	\$ 758,740	\$ 1,535,000	\$ -	\$ 3,220,120
2013 Capital Costs							
Information Technology	\$ 85,000				\$ 85,000		\$ 85,000
Fleet and equipment	\$ 350,000			\$ 280,000	\$ 70,000		\$ 350,000
New Bridge into South Cochrane	\$ 15,087,400	\$ 2,476,591	\$ 10,242,123			\$ 2,368,686	\$ 15,087,400
Aquatic facility	\$ 24,608,750	\$ 100,000	\$ 8,000,000			\$ 16,508,750	\$ 24,608,750
SIP Grant road project	\$ 1,235,120	\$ 926,380		\$ 308,740	\$ -		\$ 1,235,120
Miscellaneous Projects	\$ 200,000			\$ 170,000	\$ 30,000		\$ 200,000
Asset Replacement Reserves	\$ 1,350,000				\$ 1,350,000		\$ 1,350,000
SUB-TOTAL	\$ 42,916,270	\$ 3,502,971	\$ 18,242,123	\$ 758,740	\$ 1,535,000	\$ 18,877,436	\$ 42,916,270
GRAND TOTAL	\$ 90,196,815	\$ 45,325,314	\$ 18,642,123	\$ 3,118,298	\$ 4,233,644	\$ 18,877,436	\$ 90,196,815
Estimated Debt 2011		Estimated Debt 2012		Estimated Debt 2013			
Existing Debt in 2010	\$ 16,365,955	Existing Debt	\$ 15,546,687	Existing Debt	\$ 16,571,264		
New debt Town signs	\$ 400,000	New Debt Town Shop	\$ 1,771,190	New Debt Bridge/Aquatic	\$ 18,242,123		
Principal Payments	\$ (1,219,268)	Principal Payments	\$ (746,613)	Principal Payments	\$ (780,336)		
Total Debt	\$ 15,546,687	Total Debt	\$ 16,571,264	Total Debt	\$ 34,033,051		
Est Debt Limit	\$ 45,400,000	Est Debt Limit	\$ 45,400,000	Est Debt Limit	\$ 45,400,000		
80% Max. Policy	\$ 36,320,000	80% Max Policy	\$ 36,320,000	80% Max Policy	\$ 36,320,000		
% Debt shadowed	34%	% Debt shadowed	37%	% Debt shadowed	75%		
Room left in \$\$	\$ 20,773,313	Room left in \$\$	\$ 19,748,736	Room left in \$\$	\$ 2,286,949		
% of Max Policy used	43%	% of Max Policy used	46%	% of Max Policy used	94%		
Note : Additional facilities required but not included are new Police Station, Arts Centre, and Curling Rink							

TOWN OF COCHRANE										
OPERATING REVENUE AND EXPENDITURES										
2011 BUDGET										
PAGE	DEPARTMENT	2010 BUDGETED REVENUES	2010 BUDGETED EXPEND	2010 NET COST OF OPERATIONS	2010 PROJ YEAREND REVENUES	2010 PROJ YEAREND EXPEND	2010 PROJ YEAREND NET COST OPERATIONS	2011 BUDGETED REVENUES	2011 BUDGETED EXPEND	2011 NET COST OF OPERATIONS
OP01	COUNCIL	\$ -	\$ 388,445	\$ 388,445	\$ -	\$ 388,445	\$ 388,445	\$ -	\$ 399,550	\$ 399,550
	GENERAL GOVERNMENT			\$ -						\$ -
OP02	CAO	\$ -	\$ 488,240	\$ 488,240	\$ -	\$ 478,240	\$ 478,240	\$ -	\$ 504,544	\$ 504,544
OP03	CCS Admin	\$ -	\$ 202,650	\$ 202,650	\$ -	\$ 198,500	\$ 198,500	\$ -	\$ 202,865	\$ 202,865
OP04	DIS Admin	\$ 50,000 (cr)	\$ 414,667	\$ 364,667	\$ 50,000 (cr)	\$ 390,994	\$ 340,994	\$ -	\$ 155,035	\$ 155,035
OP05	HUMAN RESOURCES	\$ 102,000 (cr)	\$ 731,987	\$ 629,987	\$ 130,000 (cr)	\$ 673,000	\$ 543,000	\$ -	\$ 643,788	\$ 643,788
		\$ 152,000 (cr)	\$ 1,837,544	\$ 1,685,544	\$ 180,000 (cr)	\$ 1,740,734	\$ 1,560,734	\$ -	\$ 1,506,232	\$ 1,506,232
	CORPORATE SERVICES			\$ -						\$ -
OP06	FINANCIAL SERVICES	\$ 309,500 (cr)	\$ 1,281,971	\$ 972,471	\$ 315,000 (cr)	\$ 1,296,971	\$ 981,971	\$ 395,183 (cr)	\$ 1,529,877	\$ 1,134,694
OP07	IS SERVICES	\$ 25,480 (cr)	\$ 1,002,873	\$ 977,393	\$ 25,480 (cr)	\$ 994,050	\$ 968,570	\$ 480 (cr)	\$ 1,022,225	\$ 1,021,745
OP08	CIVIC SERVICES	\$ 31,200 (cr)	\$ 564,082	\$ 532,882	\$ 60,400 (cr)	\$ 593,182	\$ 532,782	\$ 1,200 (cr)	\$ 657,284	\$ 656,084
OP09	OTHER REVENUE	\$ 2,878,234 (cr)	\$ 420,000	\$ 2,458,234 (cr)	\$ 2,874,134 (cr)	\$ 360,000	\$ 2,514,134 (cr)	\$ 2,878,274 (cr)	\$ -	\$ 2,878,274 (cr)
		\$ 3,244,414 (cr)	\$ 3,268,926	\$ 24,512	\$ 3,275,014 (cr)	\$ 3,244,203	\$ 30,811 (cr)	\$ 3,275,137 (cr)	\$ 3,209,386	\$ 65,751 (cr)
	PROTECTIVE SERVICES			\$ -						\$ -
OP10	FIRE	\$ 1,044,117 (cr)	\$ 3,483,542	\$ 2,439,425	\$ 1,038,769 (cr)	\$ 3,483,542	\$ 2,444,773	\$ 570,252 (cr)	\$ 3,850,834	\$ 3,280,582
OP11	POLICE PROTECTION	\$ 747,888 (cr)	\$ 1,920,229	\$ 1,172,341	\$ 597,888 (cr)	\$ 1,820,229	\$ 1,222,341	\$ 677,546 (cr)	\$ 2,134,491	\$ 1,456,945
OP12	BYLAW / ANIMAL	\$ 181,000 (cr)	\$ 515,501	\$ 334,501	\$ 190,000 (cr)	\$ 521,571	\$ 331,571	\$ 199,500 (cr)	\$ 659,703	\$ 460,203
		\$ 1,973,005 (cr)	\$ 5,919,272	\$ 3,946,267	\$ 1,826,657 (cr)	\$ 5,825,342	\$ 3,998,685	\$ 1,447,298 (cr)	\$ 6,645,028	\$ 5,197,730
	COMMUNITY SERVICES			\$ -			\$ -			\$ -
OP13	COMM SERV ADMIN	\$ 20,000 (cr)	\$ 366,847	\$ 346,847	\$ 20,000 (cr)	\$ 350,987	\$ 330,987	\$ 20,000 (cr)	\$ 610,122	\$ 590,122
	TOWN FACILITIES			\$ -						\$ -
OP14	LIBRARY-MAINTENANCE/GRANT	\$ -	\$ 469,916	\$ 469,916	\$ -	\$ 469,476	\$ 469,476	\$ -	\$ 458,565	\$ 458,565
OP15	COCHRANE RANCHEHOUSE	\$ 756,053 (cr)	\$ 1,031,808	\$ 275,755	\$ 706,985 (cr)	\$ 971,210	\$ 264,225	\$ 839,601 (cr)	\$ 1,072,880	\$ 233,279
OP16	LEISURE POOL	\$ 434,000 (cr)	\$ 897,390	\$ 463,390	\$ 431,805 (cr)	\$ 890,704	\$ 458,899	\$ 447,000 (cr)	\$ 806,096	\$ 359,096
OP17	SENIORS CENTRE	\$ -	\$ 8,539	\$ 8,539	\$ 22,919 (cr)	\$ 38,196	\$ 15,277	\$ 26,700 (cr)	\$ 205,158	\$ 178,458
OP18	TOWN SHOP	\$ -	\$ 161,004	\$ 161,004	\$ -	\$ 161,004	\$ 161,004	\$ -	\$ 277,646	\$ 277,646
		\$ 1,190,053 (cr)	\$ 2,568,657	\$ 1,378,604	\$ 1,161,709 (cr)	\$ 2,530,590	\$ 1,368,881	\$ 1,313,301 (cr)	\$ 2,820,345	\$ 1,507,044
OP19	RECREATION & CULTURE	\$ 242,466 (cr)	\$ 566,337	\$ 323,871	\$ 231,277 (cr)	\$ 575,289	\$ 344,012	\$ 160,983 (cr)	\$ 512,172	\$ 351,189
OP20	GEMETERY	\$ 43,310 (cr)	\$ 63,926	\$ 20,616	\$ 35,200 (cr)	\$ 62,269	\$ 27,069	\$ 43,310 (cr)	\$ 44,818	\$ 1,508
OP21	MUNICIPAL PARKS	\$ 25,250 (cr)	\$ 1,731,552	\$ 1,706,302	\$ 33,055 (cr)	\$ 1,698,076	\$ 1,665,021	\$ 25,250 (cr)	\$ 1,349,624	\$ 1,324,374

TOWN OF COCHRANE										
OPERATING REVENUE AND EXPENDITURES										
2011 BUDGET										
PAGE	DEPARTMENT	2010 BUDGETED REVENUES	2010 BUDGETED EXPEND	2010 NET COST OF OPERATIONS	2010 PROJ YEAREND REVENUES	2010 PROJ YEAREND EXPEND	2010 PROJ YEAREND NET COST OPERATIONS	2011 BUDGETED REVENUES	2011 BUDGETED EXPEND	2011 NET COST OF OPERATIONS
	FAMILY & COMMUNITY SERVICES			\$ -						\$ -
OP22	F.C.S.S.	\$ 473,322 (cr)	\$ 716,049	\$ 242,727	\$ 559,622 (cr)	\$ 795,000	\$ 235,378	\$ 467,023 (cr)	\$ 784,291	\$ 317,268
OP23	FAMILY RESOURCE CENTRE	\$ 229,303 (cr)	\$ 229,303	\$ -	\$ 229,303 (cr)	\$ 229,303	\$ -	\$ 227,694 (cr)	\$ 227,694	\$ -
OP24	HOME VISITATION	\$ 60,200 (cr)	\$ 60,200	\$ -	\$ 60,200 (cr)	\$ 60,200	\$ -	\$ 63,635 (cr)	\$ 63,635	\$ -
OP25	PARENT LINK CENTRE	\$ 364,421 (cr)	\$ 364,421	\$ -	\$ 364,421 (cr)	\$ 364,421	\$ -	\$ 497,494 (cr)	\$ 497,494	\$ -
OP26	AFFORDABLE HOUSING	\$ 40,200 (cr)	\$ 90,926	\$ 50,726	\$ 40,200 (cr)	\$ 90,926	\$ 50,726	\$ -	\$ 70,200	\$ 70,200
		\$ 1,167,446 (cr)	\$ 1,460,899	\$ 293,453	\$ 1,253,746 (cr)	\$ 1,539,850	\$ 286,104	\$ 1,255,846 (cr)	\$ 1,643,314	\$ 387,468
	INFRASTRUCTURE						\$ -			\$ -
OP27	INFRASTRUCTURE ADMIN.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,891	\$ 240,891
OP28	ROADS	\$ 270,000 (cr)	\$ 2,472,181	\$ 2,202,181	\$ 270,000 (cr)	\$ 2,462,181	\$ 2,192,181	\$ 265,500 (cr)	\$ 2,473,552	\$ 2,208,052
OP29	STORM SEWER	\$ 273,778 (cr)	\$ 258,513	\$ 15,265 (cr)	\$ 273,778 (cr)	\$ 255,513	\$ 18,265 (cr)	\$ 270,733 (cr)	\$ 269,992	\$ 741 (cr)
OP30	WATERWORKS	\$ 2,265,465 (cr)	\$ 2,265,465	\$ -	\$ 2,208,450 (cr)	\$ 2,208,450	\$ -	\$ 2,359,491 (cr)	\$ 2,359,491	\$ -
OP31	WASTEWATER	\$ 2,977,085 (cr)	\$ 2,977,085	\$ -	\$ 3,005,876 (cr)	\$ 3,005,876	\$ -	\$ 3,198,076 (cr)	\$ 3,198,076	\$ -
OP32	WASTE MANAGEMENT	\$ 684,192 (cr)	\$ 683,990	\$ 202 (cr)	\$ 697,000 (cr)	\$ 725,516	\$ 28,516	\$ 950,380 (cr)	\$ 949,555	\$ 825 (cr)
OP33	RECYCLING DEPOT	\$ 502,506 (cr)	\$ 502,506	\$ -	\$ 532,559 (cr)	\$ 501,245	\$ 31,314 (cr)	\$ 551,998 (cr)	\$ 551,998	\$ -
	PLANNING									
OP34	PLANNING ADMINISTRATION	\$ -	\$ 374,624	\$ 374,624	\$ -	\$ 374,624	\$ 374,624	\$ -	\$ 379,433	\$ 379,433
OP35	PLANNING & SUBDIVISION LAND/	\$ 381,562 (cr)	\$ 763,376	\$ 381,814	\$ 424,562 (cr)	\$ 824,376	\$ 399,814	\$ 879,562 (cr)	\$ 1,119,598	\$ 240,036
OP36	SAFETY CODES	\$ 384,000 (cr)	\$ 289,277	\$ 94,723 (cr)	\$ 700,000 (cr)	\$ 358,477	\$ 341,523 (cr)	\$ 499,360 (cr)	\$ 314,123	\$ 185,237 (cr)
OP37	ENVIRONMENTAL SERVICES	\$ 320,550 (cr)	\$ 551,896	\$ 231,346	\$ 159,158 (cr)	\$ 344,158	\$ 185,000	\$ 40,500 (cr)	\$ 228,145	\$ 187,645
OP38	ECONOMIC DEVELOPMENT	\$ 276,200 (cr)	\$ 313,350	\$ 37,150	\$ 282,974 (cr)	\$ 313,350	\$ 30,376	\$ 220,000 (cr)	\$ 289,299	\$ 69,299
OP39	TOURISM	\$ 50,255 (cr)	\$ 111,460	\$ 61,205	\$ 48,567 (cr)	\$ 112,173	\$ 63,606	\$ 51,400 (cr)	\$ 109,071	\$ 57,671
		\$ 1,412,567 (cr)	\$ 2,403,983	\$ 991,416	\$ 1,615,261 (cr)	\$ 2,327,158	\$ 711,897	\$ 1,690,822 (cr)	\$ 2,439,669	\$ 748,847
OP40	ENGINEERING & GIS	\$ 150,000 (cr)	\$ 830,020	\$ 680,020	\$ 150,000 (cr)	\$ 828,147	\$ 678,147	\$ 186,484 (cr)	\$ 981,211	\$ 794,727
	TAX STABILIZATION RESERVE	\$ 400,000 (cr)	\$ -	\$ 400,000 (cr)	\$ 200,000 (cr)	\$ -	\$ 200,000 (cr)	\$ 200,000 (cr)	\$ -	\$ 200,000 (cr)
	TOTAL FUNCTIONAL OPERATIONS	\$ 16,993,537 (cr)	\$ 30,566,148	\$ 13,572,611	\$ 16,969,582 (cr)	\$ 30,269,871	\$ 13,300,289	\$ 17,214,609 (cr)	\$ 32,205,026	\$ 14,990,417

				TOWN OF COCHRANE								
				OPERATING REVENUE AND EXPENDITURES								
				2011 BUDGET								
PAGE	DEPARTMENT	2010 BUDGETED REVENUES	2010 BUDGETED EXPEND	2010 NET COST OF OPERATIONS	2010 PROJ YEAREND REVENUES	2010 PROJ YEAREND EXPEND	2010 PROJ YEAREND NET COST OPERATIONS	2011 BUDGETED REVENUES	2011 BUDGETED EXPEND	2011 NET COST OF OPERATIONS		
	TCA ACCOUNTING											
	Included in above totals but must reverse for TCA:											
	TOTAL FUNCTIONAL OPERATIONS	\$ 16,993,537 (cr)	\$ 30,566,148	\$ 13,572,611	\$ 16,969,582 (cr)	\$ 30,269,871	\$ 13,300,289	\$ 17,214,609 (cr)	\$ 32,205,026	\$ 14,990,417		
	Transfers from reserves	\$ 1,404,271 (cr)	\$ -	\$ 1,404,271 (cr)	\$ 1,746,830 (cr)	\$ -	\$ 1,746,830 (cr)	\$ 1,144,349 (cr)	\$ -	\$ 1,144,349 (cr)		
	Transfers to reserves	\$ -	\$ 1,214,171	\$ 1,214,171	\$ -	\$ 1,214,171	\$ 1,214,171	\$ -	\$ 1,163,644	\$ 1,163,644		
	Principal debt payments	\$ -	\$ 809,730	\$ 809,730	\$ -	\$ 1,152,289	\$ 1,152,289	\$ -	\$ 1,323,109	\$ 1,323,109		
	Revised Operating before Capital Revenue	\$ 15,589,266 (cr)	\$ 28,542,247	\$ 12,952,981	\$ 15,222,752 (cr)	\$ 27,903,411	\$ 12,680,659	\$ 16,070,260 (cr)	\$ 29,718,273	\$ 13,648,013		
	Capital Grants	\$ 3,729,914 (cr)		\$ 3,729,914 (cr)	\$ 3,729,914 (cr)		\$ 3,729,914 (cr)	\$ 1,938,213 (cr)		\$ 1,938,213 (cr)		
	Offsite levies	\$ -		\$ -	\$ 240,000 (cr)		\$ 240,000 (cr)	\$ -		\$ -		
	Contributed assets	\$ 6,000,000 (cr)		\$ 6,000,000 (cr)	\$ 8,000,000 (cr)		\$ 8,000,000 (cr)	\$ 9,000,000 (cr)		\$ 9,000,000 (cr)		
	Total Capital Revenue	\$ 9,729,914 (cr)	\$ -	\$ 9,729,914 (cr)	\$ 11,969,914 (cr)	\$ -	\$ 11,969,914 (cr)	\$ 10,938,213 (cr)	\$ -	\$ 10,938,213 (cr)		
	Municipal Tax Revenue	\$ 13,572,611 (cr)	\$ -	\$ 13,572,611 (cr)	\$ 13,572,611 (cr)	\$ -	\$ 13,572,611 (cr)	\$ 14,990,417 (cr)	\$ -	\$ 14,990,417 (cr)		
	Amortization of assets	\$ -	\$ 4,300,000	\$ 4,300,000	\$ -	\$ 4,700,000	\$ 4,700,000	\$ -	\$ 4,730,000	\$ 4,730,000		
	Surplus with TCA accounting	\$ 38,891,791 (cr)	\$ 32,842,247	\$ 6,049,544 (cr)	\$ 40,765,277 (cr)	\$ 32,603,411	\$ 8,161,866 (cr)	\$ 41,998,890 (cr)	\$ 34,448,273	\$ 7,550,617 (cr)		

Town of Cochrane
Cash Requirements
Year Ended Dec 31, 2011

Description	Budget 2010	Budget 2011	Variance	Comments
OPERATING CASH REQUIREMENTS				
Personnel costs	\$ 13,789,416	\$ 13,840,492	51,076	Increase as a result of implementation of health check
Purchases from other governments	\$ 2,730,889	\$ 3,157,983	427,094	Increase in Police contract and in City of Calgary sewer charged
General and all other purchases	\$ 10,257,462	\$ 10,912,211	654,749	
Operating costs excluding interest expense	\$ 26,777,767	\$ 27,910,686	1,132,919	
Less: Other Operating Revenue (excluding tax levy)				
User fees, sales, rentals and other revenue	(9,043,135)	(9,631,985)	(588,850)	Increased fees to help offset increased cost of providing services
Government Transfers	(3,027,779)	(2,809,524)	218,255	
Licenses and permits	(611,325)	(662,665)	(51,340)	
Fines and Penalties	(541,000)	(544,400)	(3,400)	
Franchise fees	(1,240,100)	(1,289,704)	(49,604)	
Local improvements	(277,228)	(272,228)	5,000	
Investment Income	(300,000)	(145,947)	154,053	Lower than expected return on investments
Total Other Operating Revenue	(15,040,567)	(15,356,453)	(315,886)	
Net cost of operations current year	11,737,200	12,554,233	817,033	
Anticipated draw from prior year accumulated surplus	(1,404,271)	(1,144,349)	259,922	
Tax levy for operations	10,332,929	11,409,884	A	
Increase in property tax revenue required for operations			1,076,955	
CAPITAL CASH REQUIREMENTS				
Capital expenditures	7,401,884	43,015,781		
Less: Capital grant revenue	(3,729,914)	(40,895,963)		
Proceeds from new debt	(1,789,190)	(400,000)		
Anticipated draw from prior year accumulated surplus	(1,773,780)	(1,600,818)		
Projects/capital reserves funded from property taxes	109,000	119,000		
Plus debt servicing costs:				
Capital debt interest	1,215,781	1,093,780		
Capital debt principal payments	809,730	1,323,109		
Tax levy for capital	2,134,511	2,535,889	B	
Decrease in property tax revenue to fund capital projects			401,378	
MINIMUM TAX LEVY	12,467,440	13,945,773	C=A+B	
Increase in property tax revenue required for operations and capital projects			1,478,333	
FUTURE FINANCIAL PLANS				
Future Operation stabilization	-	-		
Capital Replacement Life Cycle:				
Annual amortization expense	4,300,000	4,730,000		
Less: Amortization expense unfunded	(3,194,829)	(3,685,356)		
Levy to replace existing assets	1,105,171	1,044,644		
Add: Future capital requirements	-	-		
LEVY (DRAW) FOR FUTURE FINANCIAL PLANS	1,105,171	1,044,644	D	
Decrease in property tax revenue to fund reserve contributions			(60,527)	
TOTAL TAX LEVY	13,572,611	14,990,417	E=C+D	
Increase in net cost of operations			1,417,806	10%
NET BUDGETED CASH DRAW ON ACCUMULATED SURPLUS ACCOUNTS	(2,072,880)	(1,700,523)		
SUM OF YELLOW HIGHLIGHTED BOXES	(Means the Town is spending more from reserves than we are putting in)			
Additional taxes from 4.8% tax increase	\$	707,683		
Approx municipal taxes from growth	\$	710,123		
Total property tax revenue increase	\$	1,417,806		

TOWN OF COCHRANE
2011 MSI Operating Grant Allocation

	MSI Operating Grant	
Redevelopment Plan	140,000	
SPUR Grant (\$20,000 only if surplus grant available)	-	
GIS Master Plan	30,000	
Library	3,169	
Pride of Cochrane	40,000	+10,000 from Economic Development Reserve
King Solomon Lodge	<u>40,000</u>	
Total MSI Requests Approved	253,169	
MSI Operating Grant Expected	<u>253,169</u>	
	-	

Animal Services

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
Dog License Fees		11/05				
Dog - male or female			\$ 45.00	\$ 45.00	0.0%	\$ -
Dog - neutered male or spayed female			\$ 30.00	\$ 30.00	0.0%	\$ -
Replacement License			\$ 5.00	\$ 5.00	0.0%	\$ -
Vicious Dog			\$ 250.00	\$ 250.00	0.0%	\$ -
Impoundment Fees						
First Impoundment			\$ 60.00	\$ 60.00	0.0%	\$ -
Second Impoundment			\$ 75.00	\$ 75.00	0.0%	\$ -
Third Impoundment			\$ 100.00	\$ 100.00	0.0%	\$ -
Fourth Impoundment			\$ 125.00	\$ 125.00	0.0%	\$ -

Business License

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
Business License Fee - Resident	Ec Dev	10/09				
Commercial			\$ 150.00	\$ 150.00	0.0%	\$ -
Home Based-Non GST			\$ 75.00	\$ 75.00	0.0%	\$ -
Home Based-GST			\$ 150.00	\$ 150.00	0.0%	\$ -
Industrial			\$ 150.00	\$ 150.00	0.0%	\$ -
Retail			\$ 150.00	\$ 150.00	0.0%	\$ -
Business License Fee - Non Resident	Ec Dev	10/09				
Commercial			\$ 300.00	\$ 300.00	0.0%	\$ -
Home Based-Non GST			\$ 150.00	\$ 150.00	0.0%	\$ -
Home Based-GST			\$ 300.00	\$ 300.00	0.0%	\$ -
Retail			\$ 300.00	\$ 300.00	0.0%	\$ -
Term Fees						
			3 or 6 months	3 or 6 months		
Resident			\$45/\$90	\$45/\$90	0.0%	\$ -
Non-Resident			\$90/\$180	\$90/\$180	0.0%	\$ -
Tourism Education Programs	Tourism		\$3/participant	\$3/participant	-	-

Corporate Services

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
FOIP Fee - Less than \$150	Records	20/99				
One time Request			\$ 25.00	\$ 25.00	0.0%	\$ -
Continuing Request			\$ 50.00	\$ 50.00	0.0%	\$ -
FOIP Fee - Greater than \$150	Records	20/99				
Copying of records			\$ 0.25	\$ 0.25	0.0%	\$ -
Search & retrieve records per hour			\$ 27.00	\$ 27.00	0.0%	\$ -
Computer programing per hour			\$ 27.00	\$ 27.00	0.0%	\$ -
Preparing records per hour			\$ 27.00	\$ 27.00	0.0%	\$ -
Supervise reviewing of orginals per hour			\$ 27.00	\$ 27.00	0.0%	\$ -
Shipping records			At cost	At cost		
Financial Services Fees	Fin Ser					
Tax Search			no longer offered	no longer offered		see below revenue neutral
Tax Certificate - online service reduced cost			\$ 12.00	\$ 12.00	0.0%	\$ -
NSF fee			\$ 25.00	\$ 25.00	0.0%	\$ -
Assessment inspection fee - residential			\$ 75.00	\$ 75.00	0.0%	\$ -
Garages, additions			\$ 22.00	\$ 22.00	0.0%	\$ -
Assessment inspection fee - non-residential			\$ 114.00	\$ 114.00	0.0%	\$ -
Assessment inspection fee - Industrial			\$ 38.00	\$ 38.00	0.0%	\$ -
Assessment Complaint Fees						
Residential 3 or fewer dwellings			\$50/complnt	\$50/complnt	0.0%	\$ -
Residential 4 or more dwellings			\$250/complnt	\$250/complnt	0.0%	\$ -
Non-residential			\$250/complnt	\$250/complnt	0.0%	\$ -
Police Security Checks	Police		\$ 30.00	\$ 30.00	0%	\$ -

Engineering Services

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
Engineering Fees						\$25,500
Construction Completion Certificates (CCC) Inspections						
First Inspection			No Previous Fee	No Charge		
Second Inspection			No Previous Fee	No Charge		
Third Inspection			No Previous Fee	\$ 500.00		
Fourth Inspection			No Previous Fee	\$ 750.00		
Additional Inspections after fourth			No Previous Fee	\$750/review		
<i>NOTE: These charges will apply regardless of the time it takes to complete the inspection. Payment must be made at the time of requesting the inspection. An inspection will not be carried out until payment is received.</i>						
Final Acceptance Certificates (FAC) Inspections			No Previous Fee			
First Inspection			No Previous Fee	No Charge		
Second Inspection			No Previous Fee	No Charge		
Third Inspection			No Previous Fee	\$ 500.00		
Fourth Inspection			No Previous Fee	\$ 750.00		
Additional Inspections after fourth			No Previous Fee	\$750/review		
<i>NOTE: These charges will apply regardless of the time it takes to complete the inspection. Payment must be made at the time of requesting the inspection. An inspection will not be carried out until payment is received.</i>						
Subdivision Design and Development Permit Review of Engineering Drawings			No Previous Fee			
First Review			No Previous Fee	\$ 700.00		
Second Review			No Previous Fee	No Charge		
Third Review			No Previous Fee	\$ 300.00		
Additional Review after third			No Previous Fee	\$300/review		
<i>NOTE: Please note that these fees shall be paid at the time of submission. A submission will not be accepted prior to receiving payment.</i>						
Servicing/Development Agreement Review Fee			No Previous Fee	\$ 1,500		
is granted (Subdivision and Development Permits)			No Previous Fee	\$130/request		
<i>NOTE: A request for variance or change in design will not be reviewed until payment is received.</i>						
Line Assignment Approvals			No Previous Fee	\$150/application		
<i>NOTE: This fee will include circulation, pre and post construction meetings (when applicable). A line assignment application will not be reviewed until payment is received.</i>						
Lot Grading Certification			No Previous Fee	\$75/lot		
<i>NOTE: This fee will include review of finished grades and site inspection. Payment is to be made at the time of application. Approval of lot grading certification will not be undertaken until payment is received. If a lot grading certification application is not in compliance, a new fee will apply upon resubmission.</i>						
Emergency Inspection for New Subdivisions			No Previous Fee	\$250/visit		
<i>NOTE: This fee relates to inspections or site visits that may come about having no relation to approved drawings or town requirements.</i>						
Providing Digital Data for Existing Infrastructure			No Previous Fee	\$75/request		
<i>NOTE: This fee will include CAD data for storm, sanitary, water and town fiber optic lines including block profiles. Payment is to be made at the time of data request.</i>						
Pre-Construction Site Meeting for Development Permits and Subdivisions			No Previous Fee	\$150/meeting		

Engineering Services

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
Engineering Fees						\$25,500
<i>NOTE: This fee will include attendance by engineering, operations, and fire department personnel. A pre-construction meeting will not be attended until payment is received.</i>						
Required Inspections: Include but are not limited to Pressure Tests, Service Tie-Ins, Fire Hydrant Inspections for Development Permits and Subdivisions			No Previous Fee	\$100/inspection		
<i>NOTE: This fee relates to inspections that require the Town of Cochrane approval. Please note that if a test fails and there is a need to re-schedule, a new fee will be applicable.</i>						
Servicing/Development Agreement - Engineering and Legal Fees			\$2,225/ha (\$900/acre)	\$2,225/ha (\$900/acre)		
Field Inspections--Development Permit/Mechanical Site Plans			\$ 100.00	\$ 100.00		
Engineering Plan Re-examination--mechanical site plan			\$ 250.00	\$ 250.00		
Engineering Plan Re-examination--full engineering drawing set			\$ 1,000.00	\$ 1,000.00		

Field Services

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
Soccer Field Fees & Ball Fields						
Adult Single booking per hour			\$ 30.00	\$ 30.00	0.0%	\$ -
League per month Youth			\$ 50.00	\$ 50.00	0.0%	\$ -
League per hour Youth			\$ 3.00	\$ 3.00	0.0%	\$ -
League per month Adult			\$ 100.00	\$ 100.00	0.0%	\$ -
League per hour Adult			\$ 5.00	\$ 5.00	0.0%	\$ -
Tent Rentals 10' x 20'			\$ 25.00	\$ 25.00	0.0%	\$ -
Tournament field per day Adult			\$ 150.00	\$ 150.00	0.0%	\$ -
Tournament field per day Youth			\$ 50.00	\$ 50.00	0.0%	\$ -
Youth Single booking per hour			\$ 15.00	\$ 15.00	0.0%	\$ -

Fire Services

Service Description	Division	Bylaw #	2010 Fee	2011 Fee	% Increase	Increase in Annual Revenues
			Approved per hr unless stated	Proposed per hr unless stated		
Inspection Required for Business License	Emergency Svcs	29/2005	\$ -	\$ -		
Inspection Required for Building Occupancy under AB Bldg Codes			\$ -	\$ 50.00		
Reinspection - 1 st			\$ 44.00	\$ 100.00	127%	
Reinspection - 2 nd			\$ 88.00	\$ 200.00	127%	
Reinspection - 3 rd			\$ 132.00	\$ -		
Investigation			\$ 44.00	\$ 50.00	14%	
Investigation after hours			\$ 88.00	\$ 100.00	14%	
Permit - Fire			\$ 27.50	\$ 35.00	27%	
Permit - Dangerous Goods			\$ -	\$ 35.00 per		
Permit - Fireworks			\$ -	\$ 35.00 per		
Permit - Special Event			\$ -	\$ 35.00 per		
Occupancy Load Certificate			\$ 44.00	\$ 35.00 per		
Consulting Fees - Plan Reviews			\$ 55.00	\$ 75.00	36%	
File Search - external agency			\$ -	\$ 75.00		
File Search with inspection			\$ 44.00	\$ 125.00	184%	
Fire Incident Report			\$ 55.00	\$ 75.00	36%	
False Alarms - due to faulty equipment						
1 st occurrence & 2 nd occurrence in a calendar year			No Charge	No Charge	0%	
3 rd occurrence and subsequent			330. ea.	\$400/app/hr incl personnel	0%	
Non-resident Emergency Response			\$330.hr/app: \$49.50/ff	\$400/app/hr incl personnel	0%	
Emergency Response - specialty teams - i.e. swift water, high angle			\$330.hr/app: \$49.50/ff	\$400/app/hr incl personnel	0%	
Unauthorized entry of fire boundary			\$ 275.00	\$ 300.00	9%	
Obstruction of fire service member at incident			\$ 550.00	\$ 600.00	9%	
Willfully damaging or destroying town fire equipment			\$ 1,650.00	\$ 2,000.00	21%	
Unauthorized use of vehicle			\$ 550.00	\$ 600.00	9%	
Obstruction of fire service member			\$ 275.00	\$ 600.00	118%	
False representation of fire service member			\$ 275.00	\$ 300.00	9%	
Obstruction of access via roadways or fire prevention equipment			\$ 275.00	\$ 600.00	118%	
Dangerous Goods Infractions		29/2006				
Transport of dangerous goods off Dangerous Goods Route			\$ 500.00	\$ 500.00	0%	
Dangerous goods carrier stop vehicle other than specified			\$ 500.00	\$ 500.00	0%	
Transport of dangerous goods outside delivery location			\$ 500.00	\$ 500.00	0%	
Park in a manner obstructing normal flow			\$ 150.00	\$ 150.00	0%	
Contravene terms and conditions of Special Permit			\$ 500.00	\$ 500.00	0%	
Obstruct Peace Officer			\$ 250.00	\$ 250.00		

GIS Mapping

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
GIS Mapping Fees						
Digital Format (minimum 8MB)			Price/MB			
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	\$ -	
Printed Maps						
			Glossy	Glossy		
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.

Operational Services

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
Sewer Fee	Waste-water	08/97				
Base Charge (rate depends on meter size)			ranges from \$5.07 to \$481.04/month	ranges from \$5.07 to \$481.04/month	0.0%	\$ -
Consumption Charge			\$1.81/cubic metre	\$1.90/cubic metre	5.0%	\$ 127,997
Bulk Wastewater Disposal Fee			\$3.18/cubic metre	\$3.34/cubic metre	5.0%	\$ 3,625
Wastewater surcharge			\$15/load<2.5m3	\$15.75/load<2.5m3	5.0%	\$ 7,088
Wastewater surcharge >2.5m3			\$30/truckload	\$31.50/truckload	5.0%	\$2750
Water Fee	Water	03/09				\$ -
Base Charge (rate depends on meter size)			ranges from \$5.11 to \$584.06/month	ranges from \$5.11 to \$584.06/month	0.0%	\$ -
Consumption Charge residential			\$1.06 first 25 cu/metres	\$1.07 first 25 cu/metres	1.0%	\$ 18,975
			\$1.41 26-60 cu/metres	\$1.42 26-60 cu/metres	1.0%	
			\$2.10 over 60 cu/metres	\$2.12 over 60 cu/metres	1.0%	
Consumption Charge commercial and industrial			\$1.06/cubic metre	\$1.07/cubic metre	1.0%	
Irrigation Consumption Charge			\$1.41/cubic metre	\$1.42/cubic metre	1.0%	
Bulk Water Rate			\$3.25/cubic metre	\$3.28/cubic metre	1.0%	\$ 917
Utility Connection Fee			\$ 25.00	\$ 25.00	0.0%	
Radio Read Meters	Water					
5/8" by 3/4" (Most common)			\$ 415.00	\$ 444.00	15%	\$ 5,800
3/4" by 3/4"			\$ 455.00	\$ 491.16	13%	
1"			\$ 527.00	\$ 548.44	12%	
1.5"			\$ 1,012.00	\$ 1,335.36	32%	
2"			\$ 1,173.00	\$ 1,500.18	28%	
3"			\$ 4,107.00	\$ 2,115.24	-48%	
4"			\$ 6,431.00	\$ 3,683.04	-75%	
Storm Sewer Fee						
Storm Sewer Fee \$3.70/mnth to \$3.81/mnth			\$ 44.40	\$ 45.72	3.0%	\$ 7,241
Waste Management Jan - April	Waste	26/05	\$ 10.58	\$ 11.10	5.0%	
Waste Management May - Dec			N/A	\$ 17.40	39.0%	\$ 376,828
Waste Management - Per Bag Extra			\$ 3.00	\$ 3.00	0.0%	\$ -
Appliance disposals						
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%	\$ -
Recycling Cemetery - Plot Sales Non-resident	Waste		\$ 5.57	\$ 5.57	0.0%	\$ -
	Parks	01/96				
Full			\$ 1,650.00	\$ 1,650.00	0.0%	
Cremation			\$ 1,100.00	\$ 1,100.00	0.0%	
Cemetery - Opening and Closing - Non-resident	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%	
Cemetery - Plot Sales - Resident Resident Discount 35%	Parks	01/96				
Full			\$ 1,072.50	\$ 1,072.50	0.0%	
Cremation			\$ 715.00	\$ 715.00	0.0%	
Cemetery - Opening/Closing - Resident	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%	

Equipment Rental Rates

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
*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			
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 *Driver Not Included*			
1/2 Ton & 3/4 Ton Truck (Regular Cab)			\$23/hr *Driver Not Included* (plus 15% for 4x4)			
1/2 Ton & 3/4 Ton Truck (Crew Cab)			\$25/hr *Driver Not Included* (plus 15% for 4x4)			
3/4 Ton Truck (Regular Cab)			\$23/hr + \$5/hr for Front Plow Blade			
Equipment Trailer (inc Flat Deck, Paint)			\$9/hr			
*ALL RATES COME FROM THE 2010 EDITION OF THE ALBERTA ROADBUILDERS & HEAVY CONSTRUCTION ASSOCIATION (ARCHA) EQUIPMENT RENTAL RATES GUIDE & MEMBERSHIP ROSTER.						

Planning Services

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
Document Photocopies						
Letter (8.5" x 11")			N/A	\$0.15/page	New	\$45.00
Legal (8.5" x 14")			N/A	\$0.25/page	New	\$25.00
Land Use Bylaw			N/A	\$40.00	New	\$80.00
Municipal Development Plan			N/A	\$40.00	New	\$40.00
Area Structure Plan			N/A	\$25.00	New	\$50.00
Area Redevelopment Plan			N/A	\$25.00	New	\$25.00
Certificate of Title (search & print)			N/A	\$15.00		\$750.00
Planning Confirmations						
Certificate of Compliance - Residential			\$100 (or \$150 rush service)	\$ 100.00	-5%	(\$100.00)
Certificate of Compliance - Non-Residential			\$300 (or \$400 rush service)	\$ 300.00		
Land Use District (Zoning) Confirmation Letter			\$ 50.00	\$ 50.00		
Encroachment Agreement			\$125, applicant pays LTO costs	\$125, applicant pays LTO costs		
Special Meeting Requests						
Special Meeting of Cochrane Planning Commission			\$ 1,000.00	\$ 1,000.00		
Reschedule a Public Hearing			N/A	\$ 1,000.00		
Statutory & Non-Statutory Plans						
Area Structure Plan			\$ 5,000.00	\$ 5,000.00		
Area Redevelopment Plan			\$ 5,000.00	\$ 5,000.00		
Neighbourhood Plan			greater of \$3,500 or \$250/ha	greater of \$4,000 or \$250/ha	14%	\$1500.00
Revised Submission			greater of \$500 or 25% of original fee	25% of original application fee		
Refund Requests						
Prior to Circulation			75% of application fee	75% of application fee		
After Circulation			50% of application fee	50% of application fee		
After Decision			0% of application fee	0% of application fee		
Statutory/Non-Statutory Plan Amendments						
Area Structure Plan Amendment			\$ 3,000.00	\$ 3,000.00		
Area Redevelopment Plan Amendment			\$ 3,000.00	\$ 3,000.00		
Concept/Outline Plan Amendment			greater of \$2000 or \$125/ha	\$ 2,000.00		
Neighbourhood Plan Amendment			greater of \$2,000 or \$125 / ha	\$ 2,000.00		

Planning Services

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
Land Use Bylaw Amendment						
Land Use District Change			greater of \$3,000 or \$40/ha	greater of \$3,000 or \$250/ha	5%	\$630.00
Textual/Other			greater of \$3,000 or \$40/ha	\$ 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			N/A	25% of original application fee	New	\$750.00
Refund Requests						
Prior to Circulation			N/A	75% of application fee		
After Circulation			N/A	50% of application fee	New	\$1500.00
After Decision			N/A	0% of application fee		
Subdivisions/Boundary Adjustments						
Subdivision Application						
Up to 5 lots			\$ 1,000.00	\$ 1,500.00	50%	\$1500.00
More than 5 lots			\$200/lot	\$300/lot	50%	\$20,000
Boundary Adjustment (no new parcels created)			N/A	\$ 500.00	New	\$500.00
Condominium Application						
Up to 5 units			greater of \$500 or \$100/unit	\$ 500.00		
More than 5 units			\$100/unit	\$100/unit		
Subdivision Endorsement						
Up to 5 lots			greater of \$500 or \$100/lot	\$ 500.00		
More than 5 lots			\$100/lot	\$100/lot		
Condominium Endorsement						
Up to 5 lots			greater of \$500 or \$100/unit	No fee		(\$1500)
More than 5 lots			\$100/unit	No fee		(\$1500)
Boundary Adjustment Endorsement			N/A	\$ 200.00	New	\$200.00
Time Extension Request			\$ 350.00	\$ 350.00		
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		

Planning Services

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
Revised Submission			greater of \$500 or 25% of original fee	25% of original application fee		\$100.00
Refund Requests						
Prior to Circulation			75% of application fee	75% of application fee		
After Circulation			50% of application fee	50% of application fee		
After Decision			0% of application fee	0% of application fee		
Home-Based Businesses						
Minor			\$ 125.00	\$ 125.00		
Major			\$ 250.00	\$ 250.00		
Dayhome			\$ 250.00	\$ 250.00		
Bed & Breakfast			\$ 250.00	\$ 250.00		
Accessory Buildings						
Residential			\$ 150.00	\$ 150.00		
Non-Residential			\$ 200.00	\$ 300.00	50%	\$500.00
Residential Development			\$400 + \$75/unit	\$400 + \$75/unit		
Non-Residential Development			\$600 + \$1/m ²	\$750 + \$1/m ²	25%	\$750.00
Additions						
Residential			\$200 + \$0.50/m ²	\$200 + \$0.50/m ²		
Non-Residential < 20%			\$375 + \$0.75/m ²	\$375 + \$1/m ²	10%	\$200.00
Non-Residential > 20%			\$600 + \$1/m ²	\$750 + \$1/m ²	10%	\$300.00
Variances						
Residential			\$250 - \$475	\$150		
Non-Residential			\$ 200.00	\$ 300.00	-200%	\$4000.00
Signs					50%	\$300.00
Temporary (0-4 days)			No fee	No fee		
Temporary (5-30 days)			\$ 70.00	\$ 75.00	7%	\$20.00
Permanent (> 30 days)			\$ 150.00	\$ 150.00		
Demolition (Heritage Buildings)			\$ 250.00	\$ 250.00		
Change of Use			\$ 300.00	\$ 300.00		
Excavation & Stockpiling (Stripping & Grading)						
No professional referral			\$ 1,000.00	\$ 1,000.00		
Professional referral			\$ 2,500.00	\$ 2,500.00		
Community Enhancement Fee			\$1,000/residential unit	\$1,000/residential unit		
Parks Development Fee			\$3,460/ha for residential	\$3,460/ha for residential		
Time Extension Request			\$ 250.00	\$ 350.00	40%	\$100.00
Development Appeal			\$ 250.00	\$ 250.00		
Development Commenced Without Approval			No additional fee	Double applicable application fee	New	\$500.00
Revised Submission			50% of original application fee	25% of original application fee	-100%	(\$500)
Refund Requests						
Prior to Circulation			75% of application fee	75% of application fee		

Planning Services

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
After Circulation			50% of application fee	50% of application fee		
After Decision			0% of application fee	0% of application fee		
Miscellaneous Applications and Fees						
Road Closure			\$ 750.00	\$ 1,000.00	33%	\$250.00
Letter of Credit			Up to 150% of development costs	Up to 150% of development costs		
Cash in Lieu for Parking			\$9,500/stall	\$10,000/stall	5%	\$3000.00
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 Services

Service Description	Division	Bylaw #	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
Lessons *	Pool		EXCLUDING GST			
6 x 30 minute			\$ 48.40	\$ 53.24	10.0%	4,300
6 x 45 minute			\$ 56.27	\$ 61.90	10.0%	4,300
6 x 60 minute			\$ 64.44	\$ 70.88	10.0%	4,300
Admissions	Pool					
Family Single			\$ 12.38	\$ 12.38	0.0%	
Family Punch			\$ 111.43	\$ 111.43	0.0%	
Family 3 month			\$ 216.65	\$ 216.65	0.0%	
Family 6 month			\$ 359.02	\$ 359.02	0.0%	
Family Annual			\$ 569.48	\$ 569.48	0.0%	
Adult Single			\$ 5.00	\$ 5.00	0.0%	
Adult Punch			\$ 45.00	\$ 45.00	0.0%	
Adult 3 month			\$ 105.00	\$ 105.00	0.0%	
Adult 6 month			\$ 180.00	\$ 180.00	0.0%	
Adult Annual			\$ 300.00	\$ 300.00	0.0%	
Senior Single			\$ 3.33	\$ 3.33	0.0%	
Senior Punch			\$ 30.00	\$ 30.00	0.0%	
Senior 3 month	Pool		\$ 68.33	\$ 68.33	0.0%	
Senior 6 month			\$ 112.14	\$ 112.14	0.0%	
Senior Annual			\$ 186.19	\$ 186.19	0.0%	
Youth Single			\$ 3.33	\$ 3.33	0.0%	
Youth Punch			\$ 30.00	\$ 30.00	0.0%	
Youth 3 month			\$ 69.93	\$ 69.93	0.0%	
Youth 6 month			\$ 119.88	\$ 119.88	0.0%	
Youth Annual			\$ 199.80	\$ 199.80	0.0%	
Child Single			\$ 2.14	\$ 2.14	0.0%	
Child Punch			\$ 19.29	\$ 19.29	0.0%	
Child 3 month			\$ 44.94	\$ 44.94	0.0%	
Child 6 month			\$ 77.04	\$ 77.04	0.0%	
Child Annual			\$ 128.40	\$ 128.40	0.0%	
Aquasize Single			\$ 5.48	\$ 5.48	0.0%	
Aquasize Punch			\$ 49.29	\$ 49.29	0.0%	
Aquasize 3 month			\$ 178.33	\$ 178.33	0.0%	

Cochrane RancheHouse Fees 2011 - 2012

	Approved 2011			Proposed 2012			Explanation
	Hourly	1/2 Day	Full Day	Hourly	1/2 Day	Full Day	
Aspen							
Wedding	N/A	N/A	\$ 475.00	N/A	N/A	\$ 510.00	7% increase
Special Event	\$ 95.00	N/A	\$ 475.00	\$ 102.00	N/A	\$ 510.00	7% increase
Community	\$ 40.00	N/A	\$ 200.00	\$ 51.00	N/A	\$ 255.00	2012 fees based on 50% off Special Event/Corporate
Corporate	N/A	\$ 290.00	\$ 475.00	N/A	\$ 306.00	\$ 510.00	7% increase
Birch							
Wedding	N/A	N/A	\$ 475.00	N/A	N/A	\$ 510.00	7% increase
Special Event	\$ 95.00	N/A	\$ 475.00	\$ 102.00	N/A	\$ 510.00	7% increase
Community	\$ 40.00	N/A	\$ 200.00	\$ 51.00	N/A	\$ 255.00	2012 fees based on 50% off Special Event/Corporate
Corporate	N/A	\$ 290.00	\$ 475.00	N/A	\$ 306.00	\$ 510.00	7% increase
Cedar							
Wedding	N/A	N/A	\$ 475.00	N/A	N/A	\$ 510.00	7% increase
Special Event	\$ 95.00	N/A	\$ 475.00	\$ 102.00	N/A	\$ 510.00	7% increase
Community	\$ 40.00	N/A	\$ 200.00	\$ 51.00	N/A	\$ 255.00	2012 fees based on 50% off Special Event/Corporate
Corporate	N/A	\$ 290.00	\$ 475.00	N/A	\$ 306.00	\$ 510.00	7% increase
Aspen/Birch or Birch/Cedar							
Wedding	N/A	N/A	\$ 950.00	N/A	N/A	\$ 1,020.00	7% increase
Special Event	\$ 190.00	N/A	\$ 950.00	\$ 204.00	N/A	\$ 1,020.00	7% increase
Community	\$ 80.00	N/A	\$ 400.00	\$ 102.00	N/A	\$ 510.00	2012 fees based on 50% off Special Event/Corporate
Corporate	N/A	\$ 570.00	\$ 950.00	N/A	\$ 612.00	\$ 1,020.00	7% increase
Aspen, Birch and Cedar							
Wedding	N/A	N/A	1,425.00	N/A	N/A	\$ 1,500.00	5% increase
Special Event	\$ 285.00	N/A	1,425.00	\$ 300.00	N/A	\$ 1,500.00	5% increase
Community	\$ 120.00	N/A	600.00	\$ 150.00	N/A	\$ 750.00	2012 fees based on 50% off Special Event/Corporate
Corporate	N/A	\$ 860.00	1,425.00	N/A	\$ 900.00	\$ 1,500.00	5% increase
Chinook Dining Room/East Foyer							
Wedding	N/A	N/A	\$ 2,000.00	N/A	N/A	\$ 2,500.00	Includes Willow/East Foyer/Courtyard (for Reception)
Special Event	\$ 360.00	N/A	\$ 1,800.00	\$ 300.00	N/A	\$ 1,500.00	Reduced to attract new business.
Community	\$ 140.00	N/A	\$ 700.00	\$ 150.00	N/A	\$ 750.00	2012 fees based on 50% off Special Event/Corporate

Cochrane RancheHouse Fees 2011 - 2012

	Approved 2011			Proposed 2012			Explanation
	Hourly	1/2 Day	Full Day	Hourly	1/2 Day	Full Day	
Corporate	N/A	\$ 855.00	\$ 1,425.00	N/A	\$ 900.00	\$ 1,500.00	5% increase
Hall of Vision/East Foyer							
Wedding	N/A	N/A	\$ 1,700.00	N/A	N/A	\$ 2,500.00	Includes Willow/East Foyer/Courtyard (for Reception)
Special Event	\$ 300.00	N/A	\$ 1,500.00	\$ 250.00	N/A	\$ 1,100.00	Reduced to attract new business
Community	\$ 98.00	N/A	\$ 490.00	\$ 125.00	N/A	\$ 550.00	2012 fees based on 50% off Special Event/Corporate
Corporate	N/A	\$ 605.00	\$ 1,010.00	N/A	\$ 660.00	\$ 1,100.00	8% increase
Chinook Dining Room/East Foyer/Hall of Vision							
Wedding	N/A	N/A	\$2,700.00	N/A	N/A	\$ 4,000.00	Includes Willow/East Foyer/Courtyard (for Reception)
Special Event	\$ 500.00	N/A	\$2,500.00	\$ 450.00	N/A	\$ 2,250.00	Reduced to attract new business
Community	\$ 178.00	N/A	\$ 890.00	\$ 225.00	N/A	\$ 1,125.00	2012 fees based on 50% off Special Event/Corporate
Corporate	N/A	\$ 1,245.00	\$2,075.00	N/A	\$1,350.00	\$ 2,250.00	8% increase
	Approved 2011			Proposed 2012			Explanation
	Hourly	1/2 Day	Full Day	Hourly	1/2 Day	Full Day	
Courtyard - 2 hour minimum							
Wedding (Ceremony Fee)	\$ 500.00	N/A	N/A	\$ 500.00	N/A	N/A	No change due to increase in room rates
Special Event	\$ 100.00	N/A	N/A	\$ 150.00	N/A	N/A	Increased as a result of Courtyard upgrades
Community	\$ 50.00	N/A	N/A	\$ 75.00	N/A	N/A	2012 fees based on 50% off Special Event/Corporate
Corporate	\$ 100.00	N/A	N/A	\$ 150.00	N/A	N/A	Increased as a result of Courtyard upgrades
Theatre Without Equipment							
Wedding	N/A	N/A	N/A	N/A	N/A	N/A	
Special Event	\$ 49.00	N/A	\$ 245.00	\$ 85.00	N/A	\$ 425.00	Realigned to match fee structure for similar space
Community	\$ 39.00	N/A	\$ 195.00	\$ 43.00	N/A	\$ 213.00	2012 fees based on 50% off Special Event/Corporate
Corporate	N/A	\$ 147.00	\$ 245.00	N/A	\$ 255.00	\$ 425.00	Realigned to match fee structure for similar space
Theatre with Equipment							
Wedding	N/A	N/A	N/A	\$ 110.00	N/A	N/A	

Cochrane RancheHouse Fees 2011 - 2012

	Approved 2011			Proposed 2012			Explanation
	Hourly	1/2 Day	Full Day	Hourly	1/2 Day	Full Day	
Special Event	\$ 145.00	N/A	\$ 450.00	\$ 110.00	N/A	\$ 550.00	Realigned to match fee structure for similar space
Community	\$ 50.00	N/A	\$ 250.00	\$ 55.00	N/A	\$ 275.00	2012 fees based on 50% off Special Event/Corporate
Corporate	N/A	\$ 270.00	\$ 450.00	N/A	\$ 300.00	\$ 550.00	Realigned to match fee structure for similar space
Sage Room/Willow Room							
Wedding	Included in room rental			Included in room rental			
Special Event	\$ 29.00	N/A	\$ 145.00	\$ 36.00	N/A	\$ 180.00	Realigned cost per sq. ft with other meeting spaces
Community	\$ 17.00	N/A	\$ 85.00	\$ 18.00	N/A	\$ 90.00	2012 fees based on 50% off Special Event/Corporate
Corporate	N/A	\$ 90.00	\$ 150.00	N/A	\$ 108.00	\$ 180.00	Realigned cost per sq. ft with other meeting spaces
East and West Reception Areas							
Wedding	N/A	N/A	Included	N/A	N/A	Included	
Special Event	N/A	N/A	\$150.00 (flat)	N/A	N/A	\$160.00 (flat)	6% increase
Community	N/A	N/A	\$150.00 (flat)	N/A	N/A	\$80 (flat)	2012 fees based on 50% off Special Event/Corporate
Corporate	N/A	N/A	\$150.00 (flat)	N/A	N/A	\$160.00 (flat)	6% increase

Recreation/Culture Services

Service Description	Division	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
Recreation/Culture Program Fees					23,699.00
Preschool Rec (1 hour/12 classes)		\$ 78.00	\$ 93.00	20%	0.00
Preschool Rec (1 hour/10 classes)		\$ 65.00	\$ 78.00	20%	0.00
Preschool Rec (1 hour/8 classes)		\$ 52.00	\$ 62.50	20%	105.00
Preschool Rec (1.5 hours/4 classes)		\$ 48.00	\$ 57.00	20%	58.00
Preschool Rec (2 hours/12 classes)		\$ 95.00	\$ 114.00	20%	190.00
Preschool Rec (2 hours/10 classes)		\$ 79.00	\$ 95.00	20%	253.00
Preschool Rec (2 hours/8 classes)		\$ 64.00	\$ 77.00	20%	205.00
Preschool Rec (.5 hours/12 classes-skating)		\$ 69.00	\$ 83.00	20%	1,000.00
Preschool Rec (1.5 hours/10 classes-cooking)		\$ 100.00	\$ 120.00	20%	1,000.00
Preschool Rec (1.5 hours/8 classes-cooking)		\$ 80.00	\$ 96.00	20%	0.00
Preschool Rec (1 hour/12 classes-yoga)		\$ 84.00	\$ 100.00	20%	168.00
Preschool Day Camps (2.5 hours/5 classes)		\$ 60.00	\$ 72.00	20%	864.00
Preschool Culture (1 hour/10 classes)		\$ 85.00	\$ 102.00	20%	0.00
Youth Rec (1.5 hours/12 classes)		\$ 84.00	\$ 100.00	20%	840.00
Youth Rec (1.5 hours/4 classes-tennis)		\$ 42.00	\$ 50.00	20%	150.00
Youth Rec (2 hours/12 classes)		\$ 95.00	\$ 114.00	20%	380.00
Youth Rec Day Camps (8 hours/5 classes)		\$ 125.00	\$ 150.00	20%	3,925.00
Youth Culture (2 hours/10 classes)		\$ 100.00	\$ 120.00	20%	580.00
Youth Culture (2.5 hours/4 classes-drawing)		\$ 100.00	\$ 120.00	20%	0.00
Youth Culture (3 hours/4 classes Pottery)		\$ 63.00	\$ 75.00	20%	200.00
Youth Culture (3 hours/4 classes Painting)		\$ 58.00	\$ 69.00	20%	120.00
Youth Culture (3 hours/5 classes-girlz club)		\$ 60.00	\$ 72.00	20%	0.00
Youth Culture Day Camps (8 hours/5 classes)		\$ 140.00	\$ 160.00	15%	720.00
Adult Rec (1 hour/12 classes - Fitness)		\$ 84.00	\$ 100.00	20%	2,200.00
Adult Rec (1 hour/12 classes-yoga)		\$ 84.00	\$ 100.00	20%	1,275.00
Adult Rec (1.5 hours/4 classes-tennis)		\$ 42.00	\$ 50.00	20%	0.00

Recreation/Culture Services

Service Description	Division	2010 Fee Approved	2011 Fee Proposed	% Increase	Increase in Annual Revenues
Recreation/Culture Program Fees					23,699.00
Adult Rec-Ladies Volleyball League		\$ 750.00	\$ 900.00	20%	1,200.00
Adult Rec-Ladies Volleyball Tournament		\$ 225.00	\$ 270.00	20%	450.00
Adult Rec-Volleyball Tournament (League)		\$ 100.00	\$ 200.00	100%	300.00
Adult Rec-Ladies Basketball League		\$ 100.00	\$ 150.00	50%	2,000.00
Adult Culture (1.5 hours/10 classes-dance)		\$ 110.00	\$ 132.00	20%	1,000.00
Adult Culture (2 hours/5 classes - Senior Art)		\$ 50.00	\$ 60.00	20%	0.00
Adult Culture (2 hours/4 classes - Music)		\$ 60.00	\$ 72.00	20%	0.00
Adult Culture (2 hours/1 class-wine)		\$ 65.00	\$ 78.00	20%	286.00
Adult Culture (2 hours/5 classes - Food Preservation)		\$ 120.00	\$ 144.00	20%	0.00
Adult Culture (3 hours/5 classes - Acting/Theatre)		\$ 180.00	\$ 180.00	0%	0.00
Adult Culture (1.5 hours/10 classes-tea)		\$ 12.00	\$ 15.00	20%	0.00
ClubHouse Rentals (per hour/floor)		\$ 15.00	\$ 20.00	34%	0.00
ClubHouse Rentals (per day/floor, over 5 hours)		\$ 100.00	\$ 100.00	0%	0.00
RancheHouse Rec Space Play Room (per hour)		\$ 15.00	\$ 30.00	100%	0.00
RancheHouse Rec Space Lounge or kitchen (per hour)		\$ 15.00	\$ 25.00	70%	0.00
RancheHouse Rec Space Art Room (per hour)		\$ 15.00	\$ 20.00	65%	1,200.00
Birthday Party Room Rental (3 hours)		\$ 75.00	\$ 90.00	20%	100.00
Goblin Gathering		\$ 6.00	\$ 7.50	20%	150.00
Children's Festival		\$ 5.00	\$ 10.00	100%	2,500.00
Canada Day Concert Tickets		\$ 9.52	\$ 9.52	0%	0.00
WinterFest			\$ 2.00		0.00
Heritage Fest			\$ 5.00		0.00
Hiking Club		\$ 38.09	\$ 42.85	12%	214.00
Concession		\$ 100.00	\$ 120.00	20%	0.00
Fishing Clinic		\$ 5.00	\$ 6.00	20%	66.00

TOWN OF COCHRANE									
SHADOW OPERATING REVENUE AND EXPENDITURES									
SECTION	2011 ESTIMATED REVENUES	2011 ESTIMATED EXPEND	2011 EST NET COST OPERATIONS	2012 ESTIMATED REVENUES	2012 ESTIMATED EXPEND	2012 EST NET OF OPERATIONS	2013 ESTIMATED REVENUES	2013 ESTIMATED EXPEND	2013 EST NET OF OPERATIONS
COUNCIL & LEGISLATIVE	\$ -	\$ 399,550	\$ 399,550	\$ -	\$ 422,317	\$ 422,317	\$ -	\$ 443,435	\$ 443,435
CAO	\$ -	\$ 504,544	\$ 504,544	\$ -	\$ 532,913	\$ 532,913	\$ -	\$ 559,560	\$ 559,560
CORP/COMM SUST ADMIN	\$ -	\$ 202,865	\$ 202,865	\$ -	\$ 214,983	\$ 214,983	\$ -	\$ 225,734	\$ 225,734
INFRA/DEVELOPMENT SUST ADMIN	\$ -	\$ 155,035	\$ 155,035	\$ -	\$ 322,056	\$ 322,056	\$ -	\$ 338,160	\$ 338,160
HUMAN RESOURCES	\$ -	\$ 643,788	\$ 643,788	\$ -	\$ 681,090	\$ 681,090	\$ -	\$ 715,145	\$ 715,145
	\$ -	\$ 1,506,232	\$ 1,506,232	\$ -	\$ 1,751,042	\$ 1,751,042	\$ -	\$ 1,838,599	\$ 1,838,599
FINANCIAL SERVICES	\$ 395,183 (cr)	\$ 1,529,877	\$ 1,134,694	\$ 327,075 (cr)	\$ 1,544,031	\$ 1,216,956	\$ 343,429 (cr)	\$ 1,621,240	\$ 1,277,811
INFORMATION SERVICES	\$ 480 (cr)	\$ 1,022,225	\$ 1,021,745	\$ 504 (cr)	\$ 1,085,256	\$ 1,084,752	\$ 529 (cr)	\$ 1,139,519	\$ 1,138,990
FRANCHISE FEES/ROE/OTHER	\$ 2,878,274 (cr)	\$ -	\$ 2,878,274 (cr)	\$ 3,122,102 (cr)	\$ -	\$ 3,122,102 (cr)	\$ 3,278,207 (cr)	\$ -	\$ 3,278,207 (cr)
CIVIC SERVICES	\$ 1,200 (cr)	\$ 657,284	\$ 656,084	\$ 1,260 (cr)	\$ 695,660	\$ 694,400	\$ 1,323 (cr)	\$ 730,445	\$ 729,122
	\$ 3,275,137 (cr)	\$ 3,209,386	\$ 65,751 (cr)	\$ 3,450,941 (cr)	\$ 3,324,947	\$ 125,994 (cr)	\$ 3,623,488 (cr)	\$ 3,491,204	\$ 132,284 (cr)
PROTECTIVE SERVICES				90% of RCMP versus 70% of RCMP contract					
POLICE PROTECTION	\$ 677,546 (cr)	\$ 2,134,491	\$ 1,456,945	\$ 673,250 (cr)	\$ 2,742,407	\$ 2,069,157	\$ 706,913 (cr)	\$ 2,879,530	\$ 2,172,617
FIRE	\$ 570,252 (cr)	\$ 3,850,834	\$ 3,280,582	\$ 682,520 (cr)	\$ 4,095,649	\$ 3,413,129	\$ 716,647 (cr)	\$ 4,300,435	\$ 3,583,788
BYLAW ENFORCEMENT/ANIMAL SVCS	\$ 199,500 (cr)	\$ 659,703	\$ 460,203	\$ 191,625 (cr)	\$ 712,954	\$ 521,329	\$ 201,207 (cr)	\$ 748,604	\$ 547,397
	\$ 1,447,298 (cr)	\$ 6,645,028	\$ 5,197,730	\$ 1,547,395 (cr)	\$ 7,551,010	\$ 6,003,615	\$ 1,624,767 (cr)	\$ 7,928,569	\$ 6,303,802
COMM SERV ADMIN	\$ 20,000 (cr)	\$ 610,122	\$ 590,122	\$ 20,000 (cr)	\$ 642,704	\$ 622,704	\$ 20,000 (cr)	\$ 673,840	\$ 653,840
TOWN FACILITIES									
LIBRARY	\$ -	\$ 458,565	\$ 458,565	\$ -	\$ 473,378	\$ 473,378	\$ -	\$ 497,047	\$ 497,047
TOWN SHOP	\$ -	\$ 277,646	\$ 277,646	\$ -	\$ 451,768	\$ 451,768	\$ -	\$ 474,360	\$ 474,360
SENIORS CENTRE	\$ 26,700 (cr)	\$ 205,158	\$ 178,458	\$ 20,685 (cr)	\$ 216,132	\$ 195,447	\$ 21,721 (cr)	\$ 226,939	\$ 205,218
COCHRANE RANCHEHOUSE	\$ 839,601 (cr)	\$ 1,072,880	\$ 233,279	\$ 881,581 (cr)	\$ 1,131,829	\$ 250,248	\$ 925,662 (cr)	\$ 1,188,425	\$ 262,763
	\$ 866,301 (cr)	\$ 2,014,249	\$ 1,147,948	\$ 902,266 (cr)	\$ 2,273,107	\$ 1,370,841	\$ 947,383 (cr)	\$ 2,386,771	\$ 1,439,388
RECREATION AND CULTURE	\$ 160,983 (cr)	\$ 512,172	\$ 351,189	\$ 169,032 (cr)	\$ 541,479	\$ 372,447	\$ 177,486 (cr)	\$ 568,554	\$ 391,068
LEISURE POOL	\$ 447,000 (cr)	\$ 806,096	\$ 359,096	\$ 469,350 (cr)	\$ 880,853	\$ 411,503	\$ 492,820 (cr)	\$ 1,966,901	\$ 1,474,081
CEMETERY	\$ 43,310 (cr)	\$ 44,818	\$ 1,508	\$ 45,476 (cr)	\$ 47,059	\$ 1,583	\$ 47,750 (cr)	\$ 49,413	\$ 1,663
MUNICIPAL PARKS	\$ 25,250 (cr)	\$ 1,349,624	\$ 1,324,374	\$ 26,513 (cr)	\$ 1,481,704	\$ 1,455,191	\$ 27,839 (cr)	\$ 1,555,794	\$ 1,527,955
	\$ 68,560 (cr)	\$ 1,394,442	\$ 1,325,882	\$ 71,989 (cr)	\$ 1,528,763	\$ 1,456,774	\$ 75,589 (cr)	\$ 1,605,207	\$ 1,529,618
FAMILY & COMMUNITY SERVICES									
F.C.S.S.	\$ 467,023 (cr)	\$ 784,291	\$ 317,268	\$ 488,483 (cr)	\$ 828,963	\$ 340,480	\$ 512,908 (cr)	\$ 870,417	\$ 357,509
FAMILY RESOURCE CENTRE	\$ 227,694 (cr)	\$ 227,694	\$ -	\$ 239,079 (cr)	\$ 239,079	\$ -	\$ 251,035 (cr)	\$ 251,035	\$ -
HOME VISITATION	\$ 63,635 (cr)	\$ 63,635	\$ -	\$ 66,817 (cr)	\$ 66,817	\$ -	\$ 70,158 (cr)	\$ 70,158	\$ -
PARENT LINK CENTRE	\$ 497,494 (cr)	\$ 497,494	\$ -	\$ 522,369 (cr)	\$ 522,369	\$ -	\$ 548,486 (cr)	\$ 548,486	\$ -
	\$ 1,255,846 (cr)	\$ 1,573,114	\$ 317,268	\$ 1,316,748 (cr)	\$ 1,657,228	\$ 340,480	\$ 1,382,587 (cr)	\$ 1,740,096	\$ 357,509
AFFORDABLE HOUSING	\$ -	\$ 70,200	\$ 70,200	\$ -	\$ 70,200	\$ 70,200	\$ -	\$ 73,710	\$ 73,710

TOWN OF COCHRANE									
SHADOW OPERATING REVENUE AND EXPENDITURES									
REVISIED DECEMBER 2, 2010									
SECTION	2011 ESTIMATED REVENUES	2011 ESTIMATED EXPEND	2011 EST NET COST OPERATIONS	2012 ESTIMATED REVENUES	2012 ESTIMATED EXPEND	2012 EST NET OF OPERATIONS	2013 ESTIMATED REVENUES	2013 ESTIMATED EXPEND	2013 EST NET OF OPERATIONS
INFRASTRUCTURE								new Bridge	
ROADS	\$ 265,500 (cr)	\$ 2,473,552	\$ 2,208,052	\$ 278,775 (cr)	\$ 2,832,887	\$ 2,554,112	\$ 292,715 (cr)	\$ 3,874,535	\$ 3,581,820
INFRASTRUCTURE ADMIN	\$ -	\$ 240,891	\$ 240,891	\$ -	\$ 255,223	\$ 255,223	\$ -	\$ 267,988	\$ 267,988
STORM SEWER	\$ 270,733 (cr)	\$ 269,992	\$ 741 (cr)	\$ 284,270 (cr)	\$ 284,270	\$ -	\$ 298,484 (cr)	\$ 298,484	\$ -
	\$ 536,233 (cr)	\$ 2,984,435	\$ 2,448,202	\$ 563,045 (cr)	\$ 3,372,380	\$ 2,809,335	\$ 591,199 (cr)	\$ 4,441,007	\$ 3,849,808
WATERWORKS	\$ 2,359,491 (cr)	\$ 2,359,491	\$ -	\$ 2,414,465 (cr)	\$ 2,414,465	\$ -	\$ 2,535,188 (cr)	\$ 2,535,188	\$ -
WASTEWATER	\$ 3,198,076 (cr)	\$ 3,198,076	\$ -	\$ 3,368,482 (cr)	\$ 3,368,482	\$ -	\$ 3,536,905 (cr)	\$ 3,536,905	\$ -
WASTE MANAGEMENT	\$ 950,380 (cr)	\$ 949,555	\$ 825 (cr)	\$ 1,148,721 (cr)	\$ 1,148,721	\$ -	\$ 1,206,158 (cr)	\$ 1,206,158	\$ -
RECYCLING DEPOT	\$ 551,998 (cr)	\$ 551,998	\$ -	\$ 592,700 (cr)	\$ 592,700	\$ -	\$ 622,337 (cr)	\$ 622,337	\$ -
PLANNING									
PLANNING ADMINISTRATION	\$ -	\$ 379,433	\$ 379,433	\$ -	\$ 401,031	\$ 401,031	\$ -	\$ 421,084	\$ 421,084
PLANNING & SUBDIVISION LAND/DEV	\$ 879,562 (cr)	\$ 1,119,598	\$ 240,036	\$ 360,890 (cr)	\$ 672,362	\$ 311,472	\$ 378,935 (cr)	\$ 705,982	\$ 327,047
SAFETY CODES	\$ 499,360 (cr)	\$ 314,123	\$ 185,237 (cr)	\$ 524,328 (cr)	\$ 331,668	\$ 192,660 (cr)	\$ 550,545 (cr)	\$ 348,254	\$ 202,291 (cr)
ENVIRONMENTAL SERVICES	\$ 40,500 (cr)	\$ 228,145	\$ 187,645	\$ 42,525 (cr)	\$ 272,129	\$ 229,604	\$ 44,651 (cr)	\$ 285,738	\$ 241,087
ECONOMIC DEVELOPMENT	\$ 220,000 (cr)	\$ 289,299	\$ 69,299	\$ 231,000 (cr)	\$ 305,630	\$ 74,630	\$ 242,550 (cr)	\$ 320,913	\$ 78,363
TOURISM	\$ 51,400 (cr)	\$ 109,071	\$ 57,671	\$ 1,470 (cr)	\$ 114,944	\$ 113,474	\$ 1,544 (cr)	\$ 120,693	\$ 119,149
	\$ 1,690,822 (cr)	\$ 2,439,669	\$ 748,847	\$ 1,160,213 (cr)	\$ 2,097,764	\$ 937,551	\$ 1,218,225 (cr)	\$ 2,202,664	\$ 984,439
ENGINEERING AND GIS	\$ 186,484 (cr)	\$ 981,211	\$ 794,727	\$ 38,308 (cr)	\$ 950,674	\$ 912,366	\$ 40,224 (cr)	\$ 998,208	\$ 957,984
PREPARE FOR TRANSIT SERVICE									
TRANSIT ORIENTED DESIGN	\$ 200,000 (cr)	\$ 200,000							
RESERVE CONTRIBUTION FOR TRANSIT	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ 500,000	\$ 500,000
	\$ 200,000 (cr)	\$ 200,000	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ 500,000	\$ 500,000
TAX STABILIZATION RESERVE	\$ 200,000 (cr)	\$ -	\$ 200,000 (cr)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNCTIONAL OPERATIONS	\$ 17,414,609 (cr)	\$ 32,405,026	\$ 14,990,417	\$ 17,233,655 (cr)	\$ 34,888,836	\$ 17,655,181	\$ 18,094,356 (cr)	\$ 38,759,353	\$ 20,664,997
% Increase Net Cost of Operations			10%			18%			17%
\$ Increase Net Cost of Operations			\$ 1,417,806			\$ 2,664,764			\$ 3,009,816
Previous Year Budget			\$ 13,572,611			\$ 14,990,417			\$ 17,655,181



2011 BUDGET PUBLIC CONSULTATION PROCESS

Town of Cochrane residents were invited to participate in the 2011 Budget process. The public consultation process followed the guiding principles of our community engagement policy.

1. Accessibility

- The proposed 2011 Budget was available to Council October 28, 2010, three weeks prior to budget deliberations.
- The proposed 2011 Budget was available on the Town website October 29, 2010.
- Notice of a Town Hall Budget Meeting on November 15, 2010 was advertised in the Cochrane Eagle.
- A hard copy of the proposed 2011 Budget was available if a resident requests one.
- A budget summary was published in the Cochrane Eagle on November 3, 2010.

2. Accountability

- The budget document disclosed to the community impacts of decisions made on the 2011 Town's Strategic Plan.
- Citizens who provided feedback have their comments included in the budget package when Council deliberates the budget.
- The budget document provides Council with relevant information required for budget decisions made during their deliberations – during a Special Meeting scheduled for November 17, 18 and 20, 2010.

3. Communication

- A Town Hall Budget Meeting was held at the RancheHouse on Monday November 15, 2010 at 7 pm. **32 people attended and 11 individuals presented questions/comments**
- A clear process was used to gather public feedback and then share results with each member of Council. Comments and questions were gathered by Paige Milner, Senior Manager of Corporate Services. Responses were documented and provided to Council prior to November 17, 2010.

4. Continuous Improvement

- The budget summary included a feedback form. **No feedback forms were received back from the public**
- An online feedback form was on the Town website. **Only 1 feedback comment was received**

5. Participation

- We made every reasonable effort to reach, involve and hear from our community.
- Individuals who wished to participate but were not able to attend the Town Hall Budget Meeting could contact Paige Milner, Senior Manager of Corporate Services at 403-851-2524, or email Paige.Milner@cochrane.ca

Presentations at the Town Hall on November 15 were largely commentary from the public. Presentations were made as follows:

There were only 2 opportunities for Administration to directly address questions:

1. Question from Kathy Hubman - How can the Town justify supporting the Humane Society with \$70,000 of funds to assist animals over human needs (Activettes and Victim Services each receiving \$10,000, tourism \$34,000)?

Response by Paige Milner - In the case of Cochrane and Area Humane Society, they used to provide their services in an old location that was beyond its physical useful life. In 2006 they built a new facility on a larger site that reflected the needs of our growing community. The Society approached Council for a \$70,000 grant to assist with the operating costs of the facility and to fund new programs for pet owners. They had been receiving a grant of \$50,000 a year at that time. In 2007, Council approved a \$70,000 operating grant and the same funding has continued each year since. Administration has included \$70,000 in the 2011 Draft Budget which Council will be debating on November 17, 18, and 20.

2. Question from George Churchill – What reserves are available? Is there a healthy level of reserves that should be available?

Response by Paige Milner – Please refer the analysis of the Town's reserve balances in the Draft Capital Budget section of the budget package. There is a healthy level of reserve balances that the Town should be trying to achieve.

All feedback provided by e-mail has been circulated to Council electronically in advance of the budget deliberations beginning November 17, 2010.

**Town of Cochrane
Town Hall Meeting
Budget 2011**

7:00PM, November 15, 2010
Council Chambers, The RancheHouse

Participants:

Moderator: Doug Balsden

Council: Mayor: T. McBride
Councillors: I. Brooker
J. Churchill
I. Davies
T. McFadden
J. Toews
R. Watson

Administration: Chief Administrative Officer: J. deCocq
Deputy CAO: L. Craig
Senior Manager, Corporate Services: P. Milner
Manager, Financial Services: E. Braaten
Manager, Human Resources: R. Crooks
Manager, Legislative Services: B. Romanchuk
Executive Assistant: B. Suski

Proceedings:

7:06 PM Welcome – Mayor McBride welcomed all and introduced Council and Administration. Mayor McBride introduced Doug Balsden as meeting Moderator and turned the meeting over to Mr. Balsden and announced that Council is here to listen to questions from the public and answers from Administration, and all comments in general.

7:05 PM Mr. Balsden overviewed the context (see attached) and proceedings for the meeting.

7:10 PM Questions and comments from the floor commence.

Carol Byler, Chair, Nan Boothby Memorial Library, made a presentation requesting more money in the 2011 budget. Ms Byler listed what the library provides, materials, computer use etc, cited community use, services, cited marigold membership attributes, town grant has not increased in two years, proposed increase for 2011 is 1%, provincial funding

has been discontinued, there has been an increase in staff workload, CUPE increases must be given, current service levels will not be maintained, periodical subscriptions will be decreased, library will have to be closed two days a month if more if the town grant is not increased. The Library is requesting \$393,000 from the town for 2011.

Tim Giese, representing the Cochrane Environmental Committee, stated that public transit and curbside recycling are very important and need to be supported, transit is an efficient tool, the results will be reduced emissions, the impact on the environment needs to be considered, air quality will be affected, increased recycling means that the waste material will be decreased going to the landfill, tipping fees are rising steadily and will soon become a big problem, the existing recycling depot is not sufficient, if this program is delayed the cost for curbside service will increase as time goes on, CEC demonstrated how curbside could double with household pickup by bringing in large bags of recyclables.

George Churchill, Resident, stated that the Town is using a common method of putting the budget together and that the Town would benefit by switching over to a zero based budgeting method, savings would be realized with this method, in the operations side it is impossible to see where the costs actually are, it is difficult to know where the cost are if you are not able to see the details.

Jackie Skrypnek, Resident, stated that the Sustainability Plan will move us to a future that is sustainable, transit and recycling are two good ideas, it is best to not lose sight of the goals, rate increases are better than landfills filling up, it is worth considering that by people not driving to the depot there will be less emissions produced, are we prepared to continue with practices that are not sustainable, remember the big picture, let the economics of long term sustainability guide you.

Jeff Couillard, representing Sustainability Partners Uniting Resources, stated that their group has cut their budget by fifty percent, SPUR is a liaison to the community doing presentations, they have ten Champions signed on and have a website up and running with information related to sustainability, it should be about getting a bang for your buck instead of short term economics, what type of Cochrane do you want.

Judy Stewart, Resident, stated that her concerns are consulting fees, the River Park plan, the importance of the Cochrane Sustainability Plan, why we need Calgary Regional Partnership to realize goals, transit - a key component, recycling, the Pride of Cochrane initiative, qualifications for seniors tax rebate, the Recreational Vehicle Bylaw and the Noise Bylaw, there being no provision in the budget for updated aerial shots for GIS purposes.

Andy Marshall, Resident stated that a seven and a half percent increase will not present a problem for some resident but will present a few problems for many, that sort of increase is tough to swallow, people on fixed income will receive no increase to cover these costs, as well as taxes there are utility increase, plus franchise fees that are passed on wholesale to citizens, there will be hikes in recreation fees as well, then the recycling fee, this increase is unsustainable for a lot of people, further tax increase will be even more in the next years with all that is proposed, curbside recycling can not go ahead as proposed, if the depot is already too small then somebody mislead citizens when it was build, the depot needs to work for a few years and a proposed fee structure amended, could the entrance signs be sponsored, it is hoped and assumed that the Pride of Cochrane initiative will not be done and that logo should not be promoted, work force costs are rising too quickly, what outside advise is being looked for to find greater efficiencies rather than incurring more staff costs, also the high cost of consultants needs to be looked at, Council should demand that these numbers are separated for clarity sake, it is difficult to determine where this money is actually being spent.

Kathy Hubman, Resident, asked if Council could justify the support that is given to the Cochrane Humane Society in the amount of \$70,000 as opposed to the amounts that are given to groups such as Cochrane Victim Services and the Cochrane Activettes.

Cheryl Walker stated that perhaps people are not aware of how much of an impact the increases will have on Residents and what it will cost to live in Cochrane.

Nadine Hof, Resident, stated that she is a volunteer with the Canada Youth Association, asked why the grant given to the Cochrane Humane Society is higher than to other groups, urged Council to reconsider grant applications and to consider that while the Library is an integral part of any town, there are serious issues with asking for that large

amount of money, libraries should consider accommodating books and information rentals for I pads etc., struggles with the amount the Stockmen's Foundation receives.

Ron Staple, Resident, stated that he is in support of recycling, he is dismayed at the double up that appears on draft budget, there appears to be no reduction in the waste that will be picked up with the proposed program, more comparisons are needed to make a decision.

George Churchill, Resident, stated that he has concerns about the utility increases last year, he tracked annual costs and the bill has increased substantially, there are more costs added on each year, curbside recycling is good but is it necessary, a local company is being put out of business, other opportunities could be looked at, is it possible to offer a variety of pickups, there is a problem with doubling up of costs, only one proposal was looked at, a solution should be looked at closer.

Judy Stewart stated that she appreciates that the Community & Protective Services needs to be funded, GIS is not being funded, the only way to decrease a budget is to stop growing, budgets will have to be kept down through growth management strategy, the River Front Master Plan is too expensive and should be replaced by restoration, expressed disappointment that library budget has been reduced. The pathway connection over the tracks, is that pathway still in budget? Does the \$11.2 million to build Centre Ave. include the federal and provincial grants? Julian deCocq, CAO advised that he would get the details of the project including financing to Ms. Stewart.

George Churchill asked how much money is in the reserves as of now and how much their will be at the end of the year. Is there a formula for what is a healthy amount for a budget reserve? Paige Milner, Senior Manager, Finance, replied that there is a healthy average amount for reserve funds.

Nadine Hof stated how she appreciates what Council has done for the Town, particularly the 304 Griffin Road site. She stated that a vocal minority should not take Council off course as in the case of the brand, it will be costly to change the brand again and that is going backwards to change out the image to the Men of Vision.

Ron Staples asked if water is treated as a profit centre or a flow through cost. CAO replied that the utility is to pay for it self

Judy Stewart stated that the criteria for the Seniors Tax Program should be reevaluated, the contract with the City of Calgary in regards to the sewer treatment lines, the Cochrane Humane Society grant should not be lowered as it factually know that animals especially dogs, can be the first line of abuse, the Pride of Cochrane initiative should not be support without using the Town brand, the process should not be reworked unless it is several years from now, the Recreational Vehicle Bylaw and the Noise Bylaw are a disgrace, please have them fixed.

Jeff Couillard stated that from an economic standpoint the recycling and waste program is a bargain. The three tiered water program is a good deal as well, you need to tax people on consumption.

George Churchill asked how much money was spent in consulting fees, contract fees should be broken out, when they are included it is impossible to see what is really spent on consulting, the capital plans as individual items with dollar values should be on the website and in the newspaper, the plan for the signs looks good.

8:38pm Notice of and delivery of last question/comment from the floor.*

Mr. Balsden turned the meeting back to Mayor.

Council Members individually thanked the Gallery for attending the meeting and relating their concerns. Council Members encouraged them to attend such meetings in the future and to please voice their opinions.

9:00 PM Mayor McBride thanks everyone and closes meeting.

2011 BUDGET

QUESTION 1

Paige Milner

From: Truper McBride
Sent: Friday, October 29, 2010 1:09 PM
To: Paige Milner
Subject: Budget question

Attachments: Truper McBride.vcf

Hi Paige, here's the first question.

For the funding cut to the arts/culture endowment fund Isn't this an optional development levy? Where is the money being reallocated to if it isn't going into the endowment fund?

The journey continues,

Truper McBride
Mayor of Cochrane
Phone: 403.851.2505
Fax: 403.851.2581
E-mail: truper.mcbride@cochrane.ca



Truper McBride.vcf
(4 KB)

Paige Milner

From: Paige Milner
Sent: Friday, October 29, 2010 2:18 PM
To: CouncilDist
Cc: Erin Braaten; Brenda Romanchuk; Lori Craig; Julian deCocq; Suzanne Gaida
Subject: FW: Arts Endowment Fund History

Attachments: FEBRUARY 12 AGENDA.pdf; JULY 9 AGENDA.pdf; JULY 9-2007 MINUTES.pdf; Arts and Culture Endowment Fund Policy.pdf

Hi Everyone, here is an answer and background to the Mayor's following question

"For the funding cut to the arts/culture endowment fund Isn't this an optional development levy? Where is the money being reallocated to if it isn't going into the endowment fund?"

Answer:

10% of community enhancement levies are allocated to the Arts and Culture Endowment Fund established in 2007.

The fund was established with \$105,222 in 2007 and since then \$88,100 has been added from Community Enhancement levies collected.

Interest accumulated to date is \$11,356 which would have minimal impact if a call for applications went out. Therefore Administration suggests allocating 2011 interest back to the fund to increase the grants available in the future.

Full background is attached in Suzanne's email below.

Paige

Paige Milner
Senior Manager, Corporate Services
403-851-2524
403-851-2556
paige.milner@cochrane.ca

From: Suzanne Gaida
Sent: Friday, October 29, 2010 2:00 PM
To: Paige Milner
Subject: Arts Endowment Fund History

Hi Paige,

Attached is the original report that lead to the motion to develop the fund from February 12, 2007. The July 9 Agenda and Minutes are attached which create the endowment fund with a monetary allotment. Finally I am attaching the Policy itself.

Suzanne Gaida
Senior Manager, Community Services
Town of Cochrane
403-851-2550 (phone)
403-932- 6032 (fax)
suzanne.gaida@cochrane.ca



FEBRUARY 12
GENDA.pdf (26 KB).



JULY 9 AGENDA.pdf
(24 KB)



JULY 9-2007
INUTES.pdf (19 KB.



Arts and Culture
Endowment Fun...

2011 BUDGET

QUESTION 2.

Paige Milner

From: Truper McBride
Sent: Friday, October 29, 2010 1:11 PM
To: Paige Milner
Subject: FCM grant

Attachments: Truper McBride.vcf

How confident are we with our application for the FCM grant to look after the the riverfront park and the rodeo ground projects?

What is the cost of the corporate properties manager? \$ 113,155 .

The journey continues,

Truper McBride
Mayor of Cochrane
Phone: 403.851.2505
Fax: 403.851.2581
E-mail: truper.mcbride@cochrane.ca



Truper McBride.vcf
(4 KB)

Paige Milner

To: CouncilDist
Cc: Erin Braaten; Lori Craig; Julian deCocq; Suzanne Gaida; Kathy Dietrich
Subject: RE: FCM grant

Hi Everyone, please see answers to the Mayor's questions below.

Paige Milner
Senior Manager, Corporate Services
403-851-2524
403-851-2556
paige.milner@cochrane.ca

From: Truper McBride
Sent: Friday, October 29, 2010 1:11 PM
To: Paige Milner
Subject: FCM grant

How confident are we with our application for the FCM grant to look after the the riverfront park and the rodeo ground projects?

FCM was impressed with Cochrane's last project they funded, the Cochrane Sustainability Plan. We met all of their requirements and they profiled our project on their national website. I am confident that Cochrane will be a serious contender for the FCM grant, but there will be national competition for these grant dollars. Administration recommends that we assign the 2011 MSI Operating grant to planning priorities until we have secured the FCM grant. The process to gain FCM approval takes about 6 months.

What is the cost of the corporate properties manager? \$113,155 with all benefits included

The journey continues,

Truper McBride
Mayor of Cochrane
Phone: 403.851.2505
Fax: 403.851.2581
E-mail: truper.mcbride@cochrane.ca
<< File: Truper McBride.vcf >>

COCHRANE TIMES

QUESTION #3

Paige Milner

From: Brad Herron [editor@cochranetimes.com]
Sent: Monday, November 01, 2010 10:04 AM
To: Paige Milner
Subject: Budget queries

Paige,

I hope you will have a minute today to answer a few questions on the budget. I figured I should ask them now and let you find the answers rather than place a surprise call.

So here goes:

Why did the net cost of operations go up \$1.8 mil even though the Town has not hired many new staff?

Are the contributions to life cycling reserves similar to past years? Have they been bumped back to normal levels after being cut last year?

What does the development of a new RCMP detachment entail at this stage? Is there a price tag on this yet?

What are the east end road improvements?

I am somewhat confused on what is being proposed by the new signage and what exactly is being proposed. As well, is the Town going to continue with updating the brand on its properties, or is that stalled given the potential change by council.

This may be a question for Julian, but where did the 5 per cent ^{growth} figure come from.

What is the tax stabilization fund at after the \$100,000 draw?

Brad Herron, Editor
Cochrane Times
(403)932-3500

11/1/2010

Paige Milner

From: Truper McBride
Sent: Monday, November 01, 2010 10:16 AM
To: Paige Milner
Subject: Fwd: Budget questions

Can can handle the transit vs pool question but if you could give me some thoughts on the average price around the province for curbside and how the 7.5 was arrived at (I believe mostly through increases in protective services) it would be great.

Truper McBride

Begin forwarded message:

From: Brad Herron <editor@cochranetimes.com>
Date: 1 November, 2010 9:29:47 AM MDT
To: Truper McBride <truper.mcbride@cochrane.ca>
Subject: Budget questions

Truper,

I have a few questions with the budget. I was thinking I could give them to you now and then hopefully give you a call this afternoon after you have had a minute to think them through.

Where did the 7.5 per cent number come from?

Why dedicate MSI money for the next three years on capital for transit when a pool could also be on the horizon?

How does the price of curbside pickup compare across the province? Is \$11 (I can't remember the exact figure of depot + blue box) too much for the average resident?

I'm sur I can think up something else, but those where the three that stuck out to me.

Brad Herron, Editor
Cochrane Times
(403)932-3500

11/1/2010

1) Where did the 7.5 per cent municipal property tax increase come from?

The 2011 Shadow operating budget last year identified a potential 20% shift in the Town's net cost of operations. Main reasons for the increase are identified in question 2 below. Even with growth of 5%, a property tax increase is required to fund services in 2011. 7.5% was the increase that Administration proposed to ensure the same levels of service and the new Seniors Centre in 2011.

2) Why did the net cost of operations go up \$1.8 million even though the Town has not hired many new staff?

- Protective services net costs went up \$1.3 million. The 2011 draft budget includes minimal new staff in Protective Services plus the budget in 2010 relied on several measures to fund the costs of additional staff hired in 2010
 - \$300,000 from an operating reserve to help fund a full time Fire service as a result of the EMS transition to the Province.
 - Four new firefighter positions were in the 2010 budget for a part year but a full year is required in 2011
 - Two new RCMP officers hired part way through 2010 but a full year is required in 2011
- The 2010 budget included \$370,000 for the Town implementation of the compensation audit and organizational restructure. This funded a half year but a full year is required in 2011.

3) Where did the 5 per cent growth figure come from?

Growth estimates were provided by our assessors. Actual growth will not be finalized until May 2011 when the tax levy is set.

4) Are the contributions to life cycling reserves similar to past years? Have they been bumped back to normal levels after being cut last year?

Capital reserves were restored to normal levels (\$1.4 million total) in the initial budget submissions. This would have required a municipal tax increase greater than 7.5%. As the Town has 65% of its net book value in equipment reserves for replacements, 2011 equipment reserve contributions were cut from \$303,703 to zero to balance the need for affordable taxes with the need to replace assets in the future.

5) What are the east end road improvements?

To upgrade existing infrastructure including Concrete and Asphalt in the following areas:

EAST END -

- 1st St. from Baird to Bowcroft Pl, including Bencroft and Bentley Pl.

- Sibbald St, Mountain St, Powel St, Ross Ave, William St,
Carolina Dr

- 6) I am somewhat confused on what is being proposed by the new signage and what exactly is being proposed. As well, is the Town going to continue with updating the brand on its properties, or is that stalled given the potential change by council.

Town entrance signs proposed are \$100,000 for 4 signs. Wayfinding signs proposed are \$480,000 as follows: 2 community messaging signs plus manufacture and installation of community wayfinding signs. Any community and/or wayfinding signage that is approved through the budget will be on hold until the branding issue is resolved by Council.

- 7) Why dedicate MSI money for the next three years on capital for transit when a pool could also be on the horizon?

Cochrane has an opportunity to fund 2/3 of Transit capital costs with a Provincial grant but the Town has to come up with the other 1/3. Administration proposed using all grants for the Town's 1/3. During budget deliberations Council could certainly decide that our 1/3 should come from borrowing and that capital grants should go to another priority, such as the pool.

- 8) How does the price of curbside pickup compare across the province? Is \$11 (I can't remember the exact figure of depot + blue box) too much for the average resident?

A report is being presented to Council on Monday November 8 with details of the entire program and how Cochrane compares to some other municipalities.

- 9) What does the development of a new RCMP detachment entail at this stage? Is there a price tag on this yet?

The Protective Services Advisory Committee is scoping the development of a new RCMP detachment. No resources are included in the 2011 budget for a facility and there is no price tag on costs. For shadow budget purposes it was assumed a new facility would cost \$15 million and require two acres of land.

- 10) What is the tax stabilization fund at after the \$100,000 draw?
\$245,916

SOURCE:
INTERNET QUESTION

Paige Milner

From: Wufoo [no-reply@wufoo.com]
Sent: Monday, November 08, 2010 10:46 AM
To: Paige Milner
Subject: Town of Cochrane Draft Budget [#1]

General Comments

Mayor and Council

I note that curb-side recycling is a budget item as well as the recycle depot. I think this is a "double-up" situation that requires a thorough review given those residents that want curb-side can presently contract that service and those that don't either use the recycling facility or simply toss their waste into the garbage for weekly pick-up and disposal.

In my view, taxpayers will be better served by educating the latter group to recycle via the depot or by using the contract service and potentially save a few dollars versus the one-size-fits-all approach of curb-side recycling.

The curb-side option requires full cost-benefit analysis to justify this added expense to taxpayers.

Ron Staple

11/8/2010

Erin Braaten

From: Paige Milner
Sent: Monday, November 08, 2010 11:34 AM
To: Erin Braaten
Subject: FW: Town of Cochrane Draft Budget [#1]

Hi Erin, can you please include this in the public feedback section of the budget?

Thanks.
Paige

Paige Milner
Senior Manager, Corporate Services
403-851-2524
403-851-2556
paige.milner@cochrane.ca

From: Wufoo [mailto:no-reply@wufoo.com]
Sent: Monday, November 08, 2010 10:46 AM
To: Paige Milner
Subject: Town of Cochrane Draft Budget [#1]

General Comments

Mayor and Council

I note that curb-side recycling is a budget item as well as the recycle depot. I think this is a "double-up" situation that requires a thorough review given those residents that want curb-side can presently contract that service and those that don't either use the recycling facility or simply toss their waste into the garbage for weekly pick-up and disposal.

In my view, taxpayers will be better served by educating the latter group to recycle via the depot or by using the contract service and potentially save a few dollars versus the one-size-fits-all approach of curb-side recycling.

The curb-side option requires full cost-benefit analysis to justify this added expense to taxpayers.

Ron Staple

11/12/2010

Paige Milner

From: Truper McBride
Sent: Friday, November 05, 2010 8:32 AM
To: Paige Milner
Cc: CouncilDist
Subject: Fwd: Grants to organizations - Cochrane Humane Society

Hi Paige, can u please respond to Kathy below?

Truper McBride

Begin forwarded message:

From: kathy hubman <khubman@gmail.com>
Date: 5 November, 2010 8:27:17 AM MDT
To: truper.mcbride@cochrane.ca
Cc: ivan.brooker@cochrane.ca, joann.churchill@cochrane.ca, ivan.davies@cochrane.ca, tara.mcfadden@cochrane.ca, jeff.toews@cochrane.ca, ross.watson@cochrane.ca
Subject: **Grants to organizations - Cochrane Humane Society**

Congratulations to each of you on your successful campaign to represent our community of Cochrane.

After reviewing the budget summary information in the Cochrane Eagle this week I understand that the budget includes a grant of \$70,000 to the Cochrane and Area Humane Society, in comparison to Cochrane Activettes and the Victims Services each getting \$10,000. I am an animal lover and owner, however I would like an explanation on how you can justify supporting the Humane Society with \$70,000 of funds to assist animals over human needs? Cochrane Tourism Association is allocated \$34,000 only half of the amount of the humane society, this group is still only a few years old and they are doing important work to assist in growing economic development in Cochrane. The Cochrane Humane Society does great work in our community, however it is a non profit society just as the Cochrane Activettes and Victim Services are. I feel the grant funds of \$70,000 should be dropped to \$10,000 to match the grants of the other groups.

I look forward to hearing from you and seeing you at the town hall meeting with more questions.

sincerely,

Kathy Hubman
403-620-0722

11/6/2010

Paige Milner

From: Paige Milner
Sent: Saturday, November 06, 2010 10:58 AM
To: 'khubman@gmail.com'
Cc: CouncilDist; ExecutiveLeadershipTeam; Mac deBeaudrap; Suzanne Gaida
Subject: Grants to organizations

Good Morning Ms. Hubman,

I understand from Mayor McBride that you feel grant funds of \$70,000 to the Cochrane and Area Humane Society should be dropped to \$10,000 to match the grants of other groups. Grants to organizations are approved by Council based on the specific circumstances of each nonprofit organization.

In the case of Cochrane and Area Humane Society, they used to provide their services in an old location that was beyond its physical useful life. In 2006 they built a new facility on a larger site that reflected the needs of our growing community. The Society approached Council for a \$70,000 grant to assist with the operating costs of the facility and to fund new programs for pet owners. They had been receiving a grant of \$50,000 a year at that time. In 2007, Council approved a \$70,000 operating grant and the same funding has continued each year since. Administration has included \$70,000 in the 2011 Draft Budget which Council will be debating on November 17, 18, and 20. They will consider your feedback along with all the comments we are receiving through public consultation as they deliberate the budget.

Thank you for your interest in the Town of Cochrane's Draft 2011 Budget and please let me know if there is any additional information you are seeking on the 2011 Draft Budget.

Paige Milner, CA

Senior Manager, Corporate Services

403-851-2524

Erin Braaten

From: Paige Milner
Sent: Monday, November 08, 2010 2:52 PM
To: 'rachel.m@cochraneagle.com'
Cc: CouncilDist; Rick Deans; ExecutiveLeadershipTeam; Erin Braaten
Subject: Utility rate impacts

Hi Rachel, as requested here is the average impact of utility rate increases proposed in the draft 2011 budget.

Residential Average Annual Utility Cost	2010 Annual	2011 Annual	Monthly cost in 2011	Annual cost increase in 2011	% increase
Storm Sewer Fee \$3.70 per month to \$3.81	44.40	45.72	3.81	1.32	3%
Average sewer bill per year (assumes 20 cubic metres/month)	495.83	520.62	43.38	24.79	5%
Average water bill per year (assumes 20 cubic metres/month)	315.71	318.87	26.57	3.16	1%
Waste collection fee as detailed below \$10.58 to \$11.10 per month Jan - Dec	127.01	133.20	11.10	6.19	5%
additional \$6.30 May to Dec after curbside recycling	-	50.40	6.30	50.40	new fee
Recycling depot fee	66.84	66.84	5.57	-	0.00%
	\$ 1,049.78	\$ 1,135.64	\$ 96.74	\$ 85.86	

Paige Milner
Senior Manager, Corporate Services
403-851-2524
403-851-2556
paige.milner@cochrane.ca

Erin Braaten

From: Paige Milner
Sent: Wednesday, November 10, 2010 10:09 AM
To: Erin Braaten
Subject: FW: Curb Side Recycling for Multi-Unit Housing?

Budget question for tracking purposes

Paige Milner
Senior Manager, Corporate Services
403-851-2524
403-851-2556
paige.milner@cochrane.ca

From: Julian deCocq
Sent: Wednesday, November 10, 2010 9:53 AM
To: Tara McFadden
Cc: CouncilDist; Paige Milner
Subject: FW: Curb Side Recycling for Multi-Unit Housing?

Good question from Tara...here is the answer...

From: Sharon Howland
Sent: Wednesday, November 10, 2010 9:45 AM
To: Julian deCocq
Subject: RE: Curb Side Recycling for Multi-Unit Housing?

Hi Julian,

Here is the proposed rate structure and explanation.

Automated Waste and Recycling Collection: \$17.40/Month

- Paid by all dwellings that qualify for collection under our current collection program: this includes all single family dwellings and duplexes in Town as well as the 200 Townhouses that are part of the collection program. If you are not part of the waste collection program i.e. a condo you do not pay the collection fee.
- **Total: 5544 dwellings**

Recycling Depot Fee: \$5.57/Month

- Paid by all of the above.
- Paid by 900 condos
- Paid by 350 Businesses
- **Total: 6730 dwellings/condos/businesses**

11/12/2010

Basically, everyone pays the Recycling Depot fee. You only pay the Waste and Recycling Collection Fee if your household is part of our collection program. So, if you live in a Multi-Family Condo that does not have automated waste and recycling collection then you only pay the Recycling Depot Fee.

Hope this helps.

Thank you,

Sharon Howland

Solid Waste Manager

Town of Cochrane

O: 403-851-2294

C: 403-703-6372

From: Tara McFadden
Sent: Wednesday, November 10, 2010 9:20 AM
To: Julian deCocq
Subject: FW: Curb Side Recycling for Multi-Unit Housing?

Hey Julian,

Can I get some clarification on the below. As I understand it, multi-housing units won't be able to access this but I haven't heard that they won't have to pay. How is this planning on working?

Cheers,

TM

Tara McFadden

Councillor - Town of Cochrane

101 RancheHouse Road, Cochrane, Alberta T4C 1A4

home phone: 403-932-0929

fax: 403-851-2581

tara.mcfadden@cochrane.ca

From: Chris Duits [mailto:duits34@hotmail.com]
Sent: Tue 11/9/2010 6:45 PM
To: Tara McFadden
Subject: Curb Side Recycling for Multi-Unit Housing?

Hi Tara,

My wife and I recently attended the screening of the "Clean Bin Project" and it was a real eye opener for us. Prior to watching the film, we did recycle quite a bit, but the movie allowed us to see just how easy it is to recycle just about everything. That said, an article in the paper regarding the discussion of curbside recycling budget deliberations caught our eye. We're wondering if any thought will/has gone into servicing multi-unit housing? If not, will residents living in this type of (more sustainable) housing be charged/taxed for this service?

11/12/2010

Thanks Tara,
Chris

11/12/2010

Erin Braaten

From: Paige Milner
Sent: Wednesday, November 10, 2010 4:23 PM
To: Erin Braaten
Subject: FW: Budget question

FYI

Paige Milner
Senior Manager, Corporate Services
403-851-2524
403-851-2556
paige.milner@cochrane.ca

From: Suzanne Gaida
Sent: Wednesday, November 10, 2010 4:04 PM
To: Paige Milner
Subject: RE: Budget question

Hi Paige,

The only cosmetic weed spraying we do is for dandelions. The cost in 2010 was \$9,600. This cost may go up or down depending on the year and is fit into the overall weed control budget.

Suzanne Gaida
Senior Manager, Community Services
Town of Cochrane
403-851-2550 (phone)
403-932- 6032 (fax)
suzanne.gaida@cochrane.ca

From: Paige Milner
Sent: Tuesday, November 09, 2010 11:23 AM
To: Suzanne Gaida
Subject: Fwd: Budget question

Sent from my iPhone

Begin forwarded message:

11/12/2010

From: "Truper McBride" <Truper.McBride@cochrane.ca>
Date: November 9, 2010 10:44:02 AM MST
To: "Paige Milner" <Paige.Milner@cochrane.ca>
Subject: Budget question

Hi Paige,

What is the cost of the cosmetic weed spraying program within the budget?

The journey continues,

Truper McBride
Mayor of Cochrane
Phone: 403.851.2505
Fax: 403.851.2581
E-mail: truper.mcbride@cochrane.ca
<<Truper McBride.vcf>>

11/12/2010

2010 Cochrane Budget Presentation

By Andy Marshall

For a good percentage of citizens, a 7.5% average increase in taxes presents few problems. For at least as many, though, that sort of increase is tough to swallow, particularly, as you know, for people on fixed incomes, who receive virtually no raises at all.

As well as the direct tax changes, the Town proposes a host of fee increases for basic services included in our utility bills, plus substantial hikes on those pernicious franchise fees that Council and Administration know are passed on wholesale to citizens. The Town expects to raise an additional \$400,000 from these rate increases and higher franchise fees. That works out to more than \$5/month per household. I can't imagine what 22% hikes in recreation fees will mean on top of that.

Then the Budget calls for the introduction of a \$6.30/month curbside waste and recycling service fee.

So, you have the \$11.36/month hike in basic property tax costs, plus a minimum \$5 extra fees costs, plus the new \$6.30 fee for recycling, and citizens end up paying twice that 7.5% increase. On an annual basis that's about \$270 more than they're paying now.

To be as kind as I can to this year's proposed budget impact on taxes and fees, that is an unacceptable increase. Or, in the current vernacular, it is totally unsustainable.

The Town's in a bind for 2011. It'll only get worse in 2012 and 2013. With that fantastic list of capital projects: new bridge, aquatic centre, arts centre, commuter double-decker buses (no one has explained clearly why we need these extremely expensive buses, as opposed to regular coaches), shuttle buses in town, huge new garage facilities – all bringing dramatically higher operating costs. Then there are further major hikes in items such as the cost of protective services when the province further cuts its contributions to policing, it doesn't look good. Provincial contributions are down 7% for 2011, which also doesn't augur well for the future.

So, what should you do? I hate to say it, but the curb recycling can't go ahead on the proposed financial basis. If our recycling centre, built just four years ago, is already too small for our town of 17,000, then somebody seriously misled the citizens and bungled the project. The recycling depot has to be made to work for at least another two or three years, and the fee structure amended (i.e. decreasing the garbage costs as you phase in the curbside recycling costs to citizens)

There are smaller items in the capital budget that could come out. Although it is a hidden cost, I suspect IT continues to devour much of the budget. How necessary is the computer hardware purchase of \$55,000 or the website enhancements of \$20,000 coming out of operating? The website finally looks good now, by the way. There are the debenture payments on the proposed new message signs and other signs. I'm not enthusiastic about private/public partnerships, but what consideration has been given to sponsors for these signs? And, why are businesses benefitting from signs not contributing to the costs?

I hope and assume the Town will not agree to pay out \$50,000 for the Pride of Cochrane request. I can't help but note the irony of a group of local self-interested people, who, in another context, were so excited about bringing back the old town horse logo, should then be promoting a logo in this project that's as far removed from that as you could possibly go (a red heart!).

The biggest item in the operating budget every year are workforce costs – they're now 43% of the budget. There's no pleasure in saying these costs are rising too quickly because there are many good people working for the Town. However, the budget calls for a change from \$13.25 million to 14.04 million. That's a 6% not a 5% rise (as stated in the budget summary), by the way. With a 1% increase in staff numbers, that must mean employees are averaging a 5% raise next year. About 1% is attributable to COLA ; the rest to people moving through the pay grids. It would seem just about everybody is on a grid and is enjoying raises far above what private sector workers are receiving. The figures would suggest that progress through the grids is virtually automatic. How strict are the performance evaluation criteria in the Town when almost everyone seems to pass them? It won't make you popular, but I think Council should be questioning these figures much more closely. The worries about losing staff are greatly overstated, I believe. Further to this, what outside objective advice is being sought to analyse how efficient our use of our people resources really is. I see not a word in the Strategic Plan about finding greater efficiencies in people power. In view of the budget difficulties, that has to become a priority.

And, my final question relates to the cost of consultants to the Town. Council should be demanding those figures to be separated out every year for comparison and evaluating whether we are getting our money's worth.

You have a hard task. I hope you take all these points into serious consideration. Many people are relying on you.

Alex Baum
Town Hall Submission
Nov 15, 2010

Town of Cochrane 2011 Budget Review Submission:

Issue: Public Transit

Dear Mayor and Council,

We are not alone in this "growing communities" challenge. When is the right time to invest in Public Transit? The Province of Alberta has now put huge incentives in place that will ensure most communities like ours will ultimately have to make a decision.

Communities like Camrose (Pop 16,800), took advantage of earlier Grant opportunities and are now discussing the possibilities of moving out into their surrounding rural areas all with the intentions of making transportation affordable to all, while attracting commerce to Town.

The opposite is true in a City we all know well, the automotive capital of America, Detroit. Detroit over the decades for obvious reasons continued to turn a blind eye to Public Transit and soon fell behind, they are now dealing with these decisions as they try to rebuild.

A quote:

"It's about helping the businesses that are already here and helping to attract new businesses, helping to attract new people to the area. . . . All of those things would benefit immensely from having a modern, coordinated transit system."

John Hertel calls transit – moving people and goods from place to place – absolutely critical to southeastern Michigan.

"I'm excited about the fact that we're beginning to finally address what I feel is one of the most significant needs in the area. I can't think of anything we could do faster to address both our immediate need and image."

- John Hertel, in the Oakland Press

For marketing purposes we decided we needed to conduct a vehicle count survey. What is the traffic flows in and out of Cochrane? How soon do the commuters leave town and when do they start returning home, how many leave town and how many come to Cochrane to work etc. We decided that we would conduct this count on a Wednesday for a period of 12 hours when the weather was at a seasonal average. The locations and dates for this survey would be Highway 22 South and Highway 1A East during the month of October. The results were very encouraging if you are in the Automotive Retail Sector!

Hwy 22 South, during this 12 hour period had 10,101 vehicles and 11,636 vehicles on Hwy 1A. The survey also told us the in the first 3 hours of the day 69% of these vehicles were leaving Cochrane. Almost 22, 000 vehicles in a 12 hour mid-week survey. Can we just imagine what this count will be when we once again see double digit growth with improved roadways?

As Lands now become available for commercial and residential growth purposes, what do we believe is our Strategic Advantage over our competitors? Certainly the beauty of the Bow River, the Foothills, our Neighbors, but beyond what we take for granted most days, could it be a modern "before actually needed" Transit System, that not only would service Cochrane, but Morley, Monterra, Bearspaw, Springbank and one day Harmony?

Most of us will continue to use our vehicles every day whether there is a transit system or not but... If only 10% of the 22,000 vehicle trips each day needed or even wanted to use a Public System this would have been 2,200 in a 12 hour period. Even say 1%... that still is 220 riders. If you are able to own a vehicle, afford a vehicle and prefer to drive a vehicle, this initiative certainly looks like an added tax burden we can ill afford. But if you are a student, senior, lower income household, even unemployed or you just would prefer to use Public Transit; your current options are few, with really no plan in place.

The purpose of this letter is not to endorse Public Transit but to say we need to have a strong look at the Incentive the Provincial Government has before us. Is the timing good, timing is rarely good and for sure the timing is not good for Cochrane if you only look at the tax burden this will place on our Community. If we pass on the current Grant funding this round, what is lost? For the optimist we would suggest, "There will always be another Grant" and yes we would be correct. However, how many of us can remember a Grant offered at this magnitude, my memory does not recall such an opportunity. I believe there are a few options before you; the following 3 come to mind...

- Make a decision to move forward with a Public Transit System now and take full advantage of the Provincial Grant Funds. High Capital outlay (supported by Grant Funds) high, but reduced operations costs with all of your Capital Items being new and at the start of their life cycle.
- Make a decision not to take advantage of the Grant Funds but make a decision to start an Accrual Fund that will have adequate funding in place when we "Have To" provide Public Transit in Cochrane. This option normally would be less Capital outlay (buying refurbished units) but higher operational costs, for obvious reasons.
- Defer the Decision; let someone else make this decision later.

Thank you for caring enough about our Community to Serve.

Respectfully Submitted,

Alex Baum

Curbside Recycling Responses - 12

Paige Milner

From: Penny and Ed Arneson [earneson@live.com]
Sent: Monday, November 15, 2010 11:39 AM
To: Paige Milner
Subject: budget meeting November 15

Not sure if I'll be able to make the budget meeting tonight so I just wanted to give you my opinion on a couple of items that might be discussed.

Blue boxes:

I feel that Cochrane already offers residents an awesome opportunity to recycle with the recycle depot. The recycle depot is able to take nearly everything imaginable that's recyclable and I'm not sure the "blue box" curbside pickup would even be able to accommodate all that comes out of a household. Householders may well need to make a weekly trip to the recycle depot on top of the pickup. What is the point of duplicating services? I don't feel the town has done enough research into the sustainability of a blue box program in such a small community. Calgary is a city of 1 million (+,-) that just instituted a blue box program and I'm not sure that it's in the black.

Busing:

How much research has the town of Cochrane done into the sustainability of public transit in a community of our size? Would love to see it!

Cannot imagine that a town our size can possibly entertain the notion of public transit. The cost of subsidizing this enterprise would be huge! If you have any hard data on the amount of ridership please forward it to me. If there was any profit to be made from ridership into the city a private bus company would be all over it. Let them do it! It's my opinion that if the private sector can provide a service, the town should let them take on that risk. We, as taxpayers do not need to enter that arena.

Thank you for listening,

Penny Arneson

11/15/2010

-----Original Message-----

From: Robyn Hefford [<mailto:robynhefford@hotmail.com>]
Sent: Sat 11/13/2010 8:05 PM
To: Truper McBride
Subject: Cochrane Recycling

We want to express our concern over the town's plans to provide curbside recycling. We have been paying privately to have our recycling picked up weekly by a locally owned and run business. We have been very happy with the service provided. We think curbside recycling is the way to go to help ensure a sustainable resources for future generations.

Our concern is what happens to this local business when the town contracts out this service to another company. It has come to our attention that Cochrane Recycling was never consulted or given an opportunity to expand and continue to meet the recycling needs of this community. It is unfortunate that the municipality does not support its own small business owners who are doing a great thing for the environment and meeting a need that has not been provided by the town.
Robyn and Dean Holmgren

Paige Milner

From: Julian deCocq
Sent: Monday, November 15, 2010 8:18 AM
To: Sharon Howland; Rick Deans; Lori Craig; Paige Milner
Subject: FW: curbside recycling proposal

On 2010-11-14, at 7:34 PM, "heather jones" <derwenhort@yahoo.ca> wrote:

To the members of our town council,

This letter is in regard to the RFP for the curbside recycling program that is currently being reviewed. It has been brought to my attention that the RFP is only open to garbage disposal companies and therefore does not allow the company I currently use for pick up, Cochrane Recyclers, to bid for the job. I think that implementing the curbside recycling program in the Town of Cochrane is an excellent idea. However, Cochrane Recyclers has been providing residents of this town (including myself) with excellent curbside recycling pick up until now. I am curious to know why a bid from a local recycling company that does not also pick up garbage would not be considered?

If the information I've been given is incorrect please let me know. I am a small business owner myself and I would hate to think that in the future, my services would no longer be needed in the entire town of Cochrane and the business I have worked so hard to build would be deemed unnecessary because the town council (that I participated in voting for) has the right to add a utility whenever they choose and there would be no opportunity for me to at least put in a bid for the job.

Thank you for taking the time to read this email & listen to my concerns.

Heather Jones

11/15/2010

Paige Milner

From: Julian deCocq
Sent: Monday, November 15, 2010 8:07 AM
To: Rick Deans; Sharon Howland
Cc: Lori Craig; Paige Milner
Subject: FW: Curbside Recycling Proposal

On 2010-11-14, at 10:14 PM, "Mark Kelly" <mwkelly1@telus.net> wrote:

Dear Mayor McBride and Town Council

I am writing regarding the proposed mandatory curbside recycling program. My family has used Cochrane Recyclers for approximately the last 8 years.

We already have a curbside recycling program that from my perspective is working well. There are many other more important issues in Cochrane to be dealt with. Why are you proposing a change that will put a local company out of business? What are the advantages and disadvantages of the proposal?

In the last election how many of you stated that you want to encourage of the development of the commercial sector. So walk the talk. As I understand it, Cochrane Recyclers only learned of the proposal that could end his business it by reading about it in the newspaper. Unbelievable!

As a taxpayer it seems strange that the town would make this proposal without even consulting with the person who has been doing the job for the last several years. He already has experience with curbside recycling in Cochrane. I would have thought he would be the first person you would want to talk to about a curbside recycling program. Or is it another example of the town thinking they know best. Has council not yet learned its lesson about thinking it knows best (e.g. the logo fiasco which wasted tax dollars unnecessarily)?

What if Cochrane Recyclers seeks compensation or takes legal action? What message will that send to the commercial sector? Don't set up business in Cochrane because the town may implement a change that will end your business.

The proposed plan that will end a program that is working well, put a town resident out of business and rob him of his livelihood. Why?

You need to explain to the taxpayers and to Cory Switzer what the pros and cons are of this decision and why the proposal is so much better than the existing service. Is it so superior that it is worth putting someone out of business?

During the past election Cochrane citizens made it known they want to be listened to. I request a response to my email with answers to my questions.

Regards
Mark Kelly

11/15/2010

Paige Milner

From: Julian deCocq
Sent: Monday, November 15, 2010 8:12 AM
To: Rick Deans; Sharon Howland
Cc: Lori Craig; Paige Milner
Subject: FW: Cochrane Curbside recycling proposal

On 2010-11-14, at 7:27 PM, "Robin Labensky" <rlabensky@shaw.ca> wrote:

As a local taxpayer and customer of Cochrane Recyclers, I felt it was my responsibility to contact the Cochrane Town council regarding the proposal for curbside recycling. We have lived in Cochrane since 1999 and one of the benefits of moving here was finding out we had the opportunity to pay for curbside recycling. We have been customers since 1999 and have always had excellent service. I realize that Cochrane has the option to recycle at the Recycle Depot at no additional cost, however the convenience of paying for the service far outweighs the cost. I assume that the Recycle Depot would not change and would still be accessible by all. We utilize the depot for items like grass clipping recycling, etc.

One of the great characteristics of Cochrane is that the town supports its local business people. Cochrane Recyclers is a privately owned business that supports a family. I would hope that the Town of Cochrane would have been in communication with the business owner prior to this plan being announced publically. As well, I would expect the town to extend professional courtesy to Cochrane Recyclers and allow them the opportunity to bid for this contract.

I also understand that the plan would be to have 1 large garbage and 1 large recycle bin, which the home owner would wheel to the curb on pick up days. I am not in favour of having to store these large bins, and like the current process of smaller recycling bins.

I understand that the business of running a town is just that, a business. However, the Town of Cochrane should always have the best interest of local businesses and residents in the forefront. Please be sure to take into account the input of the towns people and provide a service that the people want rather than purely a cost based service that the town wants. I would hope that the Town Logo situation has taught everyone a lesson in listening to the residents.

I would appreciate a reply to my e-mail. As well, if I have been misinformed on any of the items I've discussed above, please let me know.

Thank you for taking the time to review my comments.

Robin Labensky
West Terrace Resident
932-7723

11/15/2010

Paige Milner

From: Julian deCocq
Sent: Monday, November 15, 2010 8:14 AM
To: Rick Deans; Sharon Howland
Cc: Lori Craig; Paige Milner
Subject: FW: Cochrane Recycling

Hi! We have been clients of Cochrane Recycling since its inception. I have found this to be a great service and hate to see Cory Switzer loose his business. I think we need to support the small business people in our community. I hope something can be worked out to keep him going.

Frances MacDonald

11/15/2010

Paige Milner

From: Julian deCocq
Sent: Monday, November 15, 2010 8:17 AM
To: Rick Deans; Sharon Howland
Cc: Lori Craig; Paige Milner
Subject: FW: Cochrane recyclers

On 2010-11-14, at 8:30 PM, "Rae Mendonca" <raemendonca@hotmail.com> wrote:

I just wanted to put in my comments on Cochrane Recyclers. This company has provided our family with service for over 2 years. I have been completely satisfied with the service. We now live in Gleneagles and are moving to Monterra(where he does not service). My hopes would be for all of Cochrane and outer areas to be serviced by Cochrane Recylers. Could we not put all funds of starting a mandatory recycling into his business? He is a hard worker and deserves the support of our town. Remember, sometimes the right thing to do isn't always the easiest thing to do.
Thank you
Mendonca Family

11/15/2010

Paige Milner

From: Julian deCocq
Sent: Monday, November 15, 2010 8:19 AM
To: Paige Milner; Lori Craig; Sharon Howland; Rick Deans
Subject: FW: Town-Wide Recycling

On 2010-11-14, at 5:06 PM, "Victoria Poschadel" <vposchadel@live.com> wrote:

Dear Honourable Truper McBride and Cochrane Counsellors,

It has been recently brought to my attention that the Town of Cochrane will be introducing a mandatory curbside recycling service. I am personally dedicated to the environment and understand the importance of promoting town-wide recycling services. However, I also understand from my experience working in the public sector the challenges of creating behavior change relating to recycling. Those who wish to contribute to environmental sustainability currently do so by also helping out small business in Cochrane through Cochrane Recyclers. This small business has been contributing to the economy and providing affordable services to the Town for over ten years. Currently, the owner is also supporting his wife and four small children solely through the operation of this invaluable business.

It is with these facts that I, among many others, implore you to re-consider putting this well respected business and family on the curb.

Please feel free to contact me with any comments, questions or concerns.

Respectfully,

Victoria Poschadel
E: vposchadel@live.com

11/15/2010

Paige Milner

From: Wufoo [no-reply@wufoo.com]
Sent: Monday, November 08, 2010 10:46 AM
To: Paige Milner
Subject: Town of Cochrane Draft Budget [#1]

General Comments

Mayor and Council

I note that curb-side recycling is a budget item as well as the recycle depot. I think this is a "double-up" situation that requires a thorough review given those residents that want curb-side can presently contract that service and those that don't either use the recycling facility or simply toss their waste into the garbage for weekly pick-up and disposal.

In my view, taxpayers will be better served by educating the latter group to recycle via the depot or by using the contract service and potentially save a few dollars versus the one-size-fits-all approach of curb-side recycling.

The curb-side option requires full cost-benefit analysis to justify this added expense to taxpayers.

Ron Staple

11/15/2010

Paige Milner

From: Julian deCocq
Sent: Monday, November 15, 2010 8:17 AM
To: Rick Deans; Sharon Howland
Cc: Lori Craig; Paige Milner
Subject: FW: Cochrane Recyclers

On 2010-11-14, at 7:44 PM, "Valerie Tether" <vltether@telusplanet.net> wrote:

Dear Mayor McBride,

I was very disappointed to hear that Mr. Switzer will lose his business when the town of Cochrane implements its mandatory curbside recycling program. We have been a customer of Cochrane Recyclers since the business was formed and they have always done a terrific job.

It saddens me to think that Cochrane Recyclers will be gone overnight without the opportunity to have made a bid on the curbside pick up. The empty trailer court property is a sad reminder of all the good neighbours who were quickly forced to find new homes. It's too late to make that wrong a right but not too late in the case of Cochrane Recyclers.

Thanks for your time.
Valerie Tether

11/15/2010

Paige Milner

From: Lynda Ward [lyndaward@shaw.ca]
Sent: Sunday, November 14, 2010 7:57 PM
To: Paige Milner
Subject: Re: feedback regarding proposed budget

From: Lynda Ward [mailto:lyndaward@shaw.ca]
Sent: Thursday, November 11, 2010 1:47 PM
To: Truper McBride; Ivan Brooker; Joann Churchill; Ivan Davies; Tara McFadden; Jeff Toews; Ross Watson
Subject: Feedback regarding budget proposal for curbside waste and recycling

As a citizen of Cochrane, I fully support the move to curbside waste and recycling - a more efficient and effective way to promote environmentally sensitive management of waste.

HOWEVER, I **do not support the proposal to maintain the existing recycling depot fee of \$5.57**. In the past I have used and appreciated this facility; however, it makes NO SENSE to me that, with the implementation of curb side recycling for residents, that the recycling depot fee continues to be charged. If the depot remains open for use by those in multi-family dwellings and businesses, then by all means continue to charge the fee to those users. The operating costs of the depot should decrease substantially with the implementation of curb side recycling for residents yet there is no indication that this has been contemplated in the proposal being considered. The option to expand the services of the recycling depot to recycle used cooking oil or year round yard waste collection is not one that I support.

I would appreciate your consideration of my feedback and either remove or decrease substantially the \$5.57 fee to residents related to the recycling depot. Thankyou

11/15/2010

Paige Milner

From: Julian deCocq
Sent: Monday, November 15, 2010 8:15 AM
To: Rick Deans; Sharon Howland
Cc: Lori Craig; Paige Milner
Subject: FW: Adding My Support for Cochrane Recyclers

On 2010-11-14, at 9:20 PM, "Shona Welsh" <shona.welsh@momentumlearning.com> wrote:

Dear Mayor McBride,

I just want to add my support for Cory Switzer and Cochrane Recyclers. It sounds like you have already received a great deal of mail regarding this issue, so I will just echo everyone else's support for what is going on for Cory and the Town's plans for recycling. As Cory suggests, of course the Town must make educated and efficient decisions about services to residents, but certainly not at the expense of and with callous disregard for current business owners. As a former small business owner myself, I was fully appreciative that I existed in a competitive environment but this entire situation really struck me as being in contravention of the values we hold dear in Cochrane. We have all worked hard to create a community that is open to entrepreneurial businesses and with sincere belief they will find a home in our wonderful community.

I would like to think that we will move forward in an inclusive manner, providing existing businesses with a fair shot at competing on RFPs that are clearly articulated. A level playing field is all Cory is asking for, with a chance to be innovative in his business and continue to support his family as a contributing community member in Cochrane. He has some great ideas that deserve a hearing at Council and I will watch for just that eventuality in upcoming meetings.

Finally, I would like to add that my family and I have very much appreciated the services of Cochrane Recyclers over the years. We lead very busy lives and it is sometimes very challenging to live up to what we believe are our ethical environmental responsibilities. Cory has allowed us to not only be committed to recycling but to expand our knowledge and therefore our recycling in a much bigger way.

Thank you,

Sincerely,

Shona Welsh
54 West McDougall Road
Cochrane, AB T4C 1M4

11/15/2010

Erin Braaten

From: Paige Milner
Sent: Tuesday, November 16, 2010 1:40 PM
To: 'Pamela Banting'
Cc: CouncilDist; Erin Braaten
Subject: RE: curbside recycling program

Thank you for taking the time to express your support of curbside recycling. I have forwarded your email to Council who will be debating the budget starting tomorrow.

Paige

Paige Milner
Senior Manager, Corporate Services
403-851-2524
403-851-2556
paige.milner@cochrane.ca

-----Original Message-----

From: Pamela Banting [mailto:pbanting@ucalgary.ca]
Sent: Tuesday, November 16, 2010 1:38 PM
To: Paige Milner
Subject: curbside recycling program

Dear Paige Milner:

I just wanted to let you know that I am in favour of the proposed curbside recycling program.

My husband and I are not only grateful that our town has such a progressive and advanced recycling depot; we are dedicated and proud recyclers who are thrilled every time our Monday garbage bag gets smaller and smaller. We don't mind at all going to the depot but if this initiative would reduce pressure on the depot and make way for even more reductions in our collective waste we are all for it.

The existing recycling depot is currently operating at capacity. The recommended option for council in this budget is to introduce mandatory curbside recycling in order to relieve the pressure at the existing depot. The curbside recycling is a key component of the zero waste framework that will mean many houses will not have any waste to throw away at all. This zero waste framework will be achieved by the curbside program freeing up the depot to take on new recycling functions for compost, yard waste and tree trimmings, toxic chemicals, cooking oils and much more. Due to the significant reduction in waste that this program will achieve for us, with many families achieving zero waste, the overall operating costs of the municipality will decrease as exponentially increasing tipping fees at the Calgary dump will not impact us as they would without this program. Essentially, this is a medium term and long term tax reduction strategy for Cochrane that also achieves significant environmental goals.

Thank you for recording our concerns. And our zeal to continue ourselves to do better and better.

Pamela Banting and Fred Stenson
163 Sunterra Ridge Place
Cochrane

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION: Council

DEPARTMENT: Council

PROGRAM DESCRIPTION

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.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Refunds/Other	\$ -	\$ -	\$ -
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ -	\$ -	\$ -
EXPENDITURES			
Personnel Costs	\$ 250,440	\$ 250,440	\$ 264,990
General Purchases	\$ 138,005	\$ 138,005	\$ 134,560
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831 to 835)	\$ -	\$ -	\$ -
Community Grant Program	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 388,445	\$ 388,445	\$ 399,550
NET COST/GAIN	\$ 388,445	\$ 388,445	\$ 399,550

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	#DIV/0!	-100.0%	-100.0%
11 Budget to 10 Budget	#DIV/0!	3.5%	3.5%
11 Budget to 10 Projected - See B for comments	#DIV/0!	#DIV/0!	#DIV/0!

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

# Full Time	1
# Part Time	6

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Projected to be on budget.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Increase in Personnel Costs as a result of compensation increases.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION: Chief Administrative Officer

DEPARTMENT: Executive Leadership Team

PROGRAM DESCRIPTION

The Chief Administrative Officer (CAO) ensures that the policies and program are carried out as directed by Council.

The CAO performs the duties and exercises the powers assigned to the CAO by the Municipal Government Act and other statutes, or as designated by Council. These duties are set out in Bylaw No. 28/95.

This Division provides administrative assistance to Council.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ -	\$ -	\$ -
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ -	\$ -	\$ -
EXPENDITURES			
Personnel Costs (110 to 148)	\$ 279,626	\$ 279,626	\$ 320,248
General Purchases	\$ 98,614	\$ 98,614	\$ 84,296
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831 to 835)	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other - Legal	\$ 110,000	\$ 100,000	\$ 100,000
TOTAL EXPENDITURES	\$ 488,240	\$ 478,240	\$ 504,544
NET COST/GAIN	\$ 488,240	\$ 478,240	\$ 504,544

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	#DIV/0!	-100.0%	-100.0%
11 Budget to 10 Budget	#DIV/0!	4.0%	4.0%
11 Budget to 10 Projected - See B for comments	#DIV/0!	#DIV/0!	#DIV/0!

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

# Full Time staff	2
# Part Time staff	0

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Legal fees projected to be less than originally anticipated.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Increase in personnel costs as a result of salary increases and additional pension costs.
Decrease in general purchases because of decreased building rental costs as a result of organizational restructure.

CAO – Julian deCocq

Services	Service Outputs
Chief Administrative Officer	<ul style="list-style-type: none"> • Ensures that the policies and programs of the municipality are implemented. • Advises and informs Council on the operations and affairs of the municipality (principal advisor to Council). • Provides direction/vision and overall operational responsibility and leadership based on policy established by Council and as identified in the Strategic Plan.
Representation	<ul style="list-style-type: none"> • Administrative representative on key regional issues which affect the municipality; provides lead role administrative liaison with provincial and federal levels of government, and the business community.
Provincial and regional intergovernmental issues/special projects Intermunicipal agreements/issues	<ul style="list-style-type: none"> • Represents the municipality in provincial and regional discussions, as required. • Assists Council and staff in addressing intermunicipal issues.
Governance	<ul style="list-style-type: none"> • Provide leadership in the review and approval of policies and programs for the benefit and betterment of Town of Cochrane residents (individuals, groups, businesses)
Representation/promotion	<ul style="list-style-type: none"> • The strength, identity, positive image and vitality of the municipality is promoted • The well-being and interests of the Town are represented and promoted. • The Town is represented at regional meetings/conferences in order that Council is kept informed on issues, concerns and trends.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION: Director's Administration Budget

DEPARTMENT: Corporate and Community Sustainability Administration (Deputy CAO)

PROGRAM DESCRIPTION

Provide advice and support to ensure that administration provides all necessary advice and information to allow for informed decisions to be made (principal advisor to CAO and Council). As the primary support to the CAO and Council, responsible for the individual divisional and sectional lines of business operations based on policy established by Council. Provides strategic leadership to divisional managers.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ -	\$ -	\$ -
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ -	\$ -	\$ -
EXPENDITURES			
Personnel Costs (110 to 148)	\$ 193,850	\$ 190,000	\$ 192,865
General Purchases	\$ 8,800	\$ 8,500	\$ 10,000
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831to 835)	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 202,650	\$ 198,500	\$ 202,865
NET COST/GAIN	\$ 202,650	\$ 198,500	\$ 202,865

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	#DIV/0!	-2.0%	-2.0%
11 Budget to 10 Budget	#DIV/0!	1.0%	1.0%
11 Budget to 10 Projected - See B for comments	#DIV/0!	3.1%	3.1%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 1
Part Time staff 0

Personnel Costs include salary, benefits and staff development.
General purchases include annual conference attendance including AUMA to support Council. Also includes memberships for professional associations and general office administrative needs.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Projected to be on budget.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Increase in general purchase expense - attendance at final Committee on Canadian Issues (CCI) meeting in May 2011. Six year appointment to International Government Finance Officers Association (GFOA) committee expires in 2011, last meeting in May 2011.

Corporate & Community Sustainability Administration – Lori Craig, Director (Deputy CAO)

Services	Service Outputs
Executive Team	
Advice and support	<ul style="list-style-type: none"> Provides advice and support to ensure that administration provides all necessary advice and information to allow for informed decisions to be made (principal advisor to the CAO and Council).
Divisional/line of business operational responsibility	<ul style="list-style-type: none"> As the primary support for the CAO and Council, responsible for the individual divisional/sectional line of business operations based on policy established by Council.
Implementation of direction and leadership	<ul style="list-style-type: none"> Provides support, direction and strategic leadership to Division Senior Managers.
Services	
Provide Leadership and support to: <ul style="list-style-type: none"> Corporate Services Protective Services Community Services 	<ul style="list-style-type: none"> Efficient delivery of Corporate Services <ul style="list-style-type: none"> Financial Management IT Services Civic Services Efficient delivery of Protective Services <ul style="list-style-type: none"> Fire Protection & Prevention Community Policing & Bylaw Enforcement/Animal Services Management of RCMP Contract services Efficient delivery of Community Services <ul style="list-style-type: none"> Parks & Facilities Cemetery RancheHouse administration & operation Big Hill Leisure Pool administration & operation FCSS Recreation & Culture Affordable Housing Corporate Properties administration Seniors Centre administration & operation
Capital Works Implementation	<ul style="list-style-type: none"> support Division Senior Managers in the preliminary design, final design, tendering and construction of capital works (parks & pathways, Aquatic Centre, Seniors Centre, and Arts Centre, etc.)
Liaise with other jurisdictions and private developers on service agreements	<ul style="list-style-type: none"> City of Calgary Rocky View County Municipal District of Bighorn

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION: Director's Administration Budget

DEPARTMENT: Development and Infrastructure Sustainability

PROGRAM DESCRIPTION

Provide advice and support to ensure that administration provides all necessary advice and information to allow for informed decisions to be made (principal advisor to CAO and Council)
As the primary support to the CAO, responsible for the individual divisional/sectional lines of business operations based on policy establish by Council
Provides strategic leadership to divisional managers

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ (50,000)	\$ (50,000)	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ -	\$ -	\$ -
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (50,000)	\$ (50,000)	\$ -
EXPENDITURES			
Personnel Costs (110 to 148)	\$ 318,679	\$ 291,279	\$ 147,085
General Purchases	\$ 45,988	\$ 38,715	\$ 7,950
One-time contract services	\$ 50,000	\$ 61,000	\$ -
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831to 835)	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 414,667	\$ 390,994	\$ 155,035
NET COST/GAIN	\$ 364,667	\$ 340,994	\$ 155,035

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	0.0%	-5.7%	-6.5%
11 Budget to 10 Budget	-100.0%	-61.8%	-56.6%
11 Budget to 10 Projected - See B for comments	-100.0%	-59.5%	-53.6%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 2
Part Time staff 0

Personnel Costs include salary, benefits and staff development for 2 FTE positions (director (half year), administration assistant)
General purchases include annual conference attendance, memberships for professional associations and general office administrative needs

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Personnel Costs under budget due to vacant Director position

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Director's position to be filled July 1, 2011
Office lease charges reallocated and are within the CAO budget
One time contract services in 2010 used to conduct review of the offsite levy bylaw and charges. This review was totally funded through 2010 MSI Operating grant
There are no anticipated one time contract services required in 2011.

Development & Infrastructure Sustainability Administration - Vacant Director Position

Services	Service Outputs
Executive Team	
Advice and support	<ul style="list-style-type: none"> • Provides advice and support to ensure that administration provides all necessary advice and information to allow for informed decisions to be made (principal advisor to the CAO and Council).
Divisional/line of business operational responsibility	<ul style="list-style-type: none"> • As the primary support for the CAO, responsible for the individual divisional/sectional line of business operations based on policy established by Council.
Implementation of direction and leadership	<ul style="list-style-type: none"> • Provides support, direction and Strategic Leadership to Division Senior Managers.
Services	
Provide Leadership and support to: <ul style="list-style-type: none"> • Infrastructure Services • Planning Services • Engineering Services 	<ul style="list-style-type: none"> • Efficient operation and maintenance of all Town Infrastructure <ul style="list-style-type: none"> ○ Roads Section ○ Water and Wastewater ○ Waste & Recycling • Efficient delivery of Planning Services <ul style="list-style-type: none"> ○ Safety Codes ○ Planning & Development ○ Environmental Services ○ Economic Development • Efficient delivery of Engineering Services <ul style="list-style-type: none"> ○ General Engineering ○ Geographical Information Services (GIS)
Capital Works Implementation	<ul style="list-style-type: none"> • Support Division Senior Manager in the preliminary design, final design, tendering and construction of Capital works.
Provide support and direction in the review of plans for new developments	<ul style="list-style-type: none"> • Review and provide comments and advice to Senior Manager on new development areas: <ul style="list-style-type: none"> ○ Area structure plans ○ Tentative plans ○ Road Plans ○ Water and sewer infrastructure ○ Parks landscaping and facilities plans ○ Development applications
Liaise with other jurisdictions, private developers on service agreements	<ul style="list-style-type: none"> • City of Calgary • Rocky View County • Municipal District of Bighorn / Waiparous

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Human Resources

DEPARTMENT : Executive Leadership Team

PROGRAM DESCRIPTION

Provides human resource services to all Town departments including:

- Talent management
- Employee and Labour Relations
- Total compensation
- Organizational effectiveness
- Health, Safety & Wellness

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ (30,000)	\$ -
Donations/Refunds/Other	\$ (2,000)	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ (100,000)	\$ (100,000)	\$ -
TOTAL REVENUES	\$ (102,000)	\$ (130,000)	\$ -
EXPENDITURES			
Personnel Costs	\$ 454,908	\$ 420,000	\$ 496,521
General Purchases	\$ 123,459	\$ 98,000	\$ 97,767
One-time contract services	\$ 110,000	\$ 130,000	\$ 15,000
Contribution to Reserves	\$ -	\$ -	\$ -
Other (Social Club)	\$ 43,620	\$ 25,000	\$ 34,500
TOTAL EXPENDITURES	\$ 731,987	\$ 673,000	\$ 643,788
NET COST/GAIN	\$ 629,987	\$ 543,000	\$ 643,788

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	27.5%	-8.1%	-13.8%
11 Budget to 10 Budget	-100.0%	-12.0%	2.2%
11 Budget to 10 Projected - See B for comments	-100.0%	-4.3%	18.6%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 5
Part Time staff 1

Staffing levels reflect the addition of occupational health and safety services to Human Resources and deletion of Payroll staff who have transferred to Corporate Services

Notes:

Personnel costs above include salaries, benefits and personal development costs.
General purchases include all costs except for Employee Referrals and Social Club.
Other includes referrals and Social Club
2010 projected based on monthly average spending to end of September

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

General purchases: corporate staff development under budget due to limited HR staff availability to coordinate training as a result of other priorities (Health Check implementation, HRIS etc.)
Major Social Club events including Long Service awards pending this fall
Kudo Awards spending under budget to date

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Increased personnel costs due to Health & Safety position in 2011.
Contract services: expected to return to more routine spending, post Health Check implementation

Human Resources – Rob Crooks

Services	Service Outputs
Talent Management	<ul style="list-style-type: none"> • Workforce planning • Recruitment and selection • Onboarding and orientation • Retention and engagement • Employee development • Employee recognition • Performance management • Career development • Succession planning
Organizational Effectiveness	<ul style="list-style-type: none"> • Leadership development and coaching • Change management • Monitor organizational and business trends • Healthy work culture/environment • Team facilitation • Strategic planning • Process and outcome measurement/reporting
Total Compensation	<ul style="list-style-type: none"> • Compensation audits and strategy • Salary and benefits reviews • Trend and market analysis • Mayor and Council compensation reviews • Job Evaluation process • Alberta Municipal Services Corporation relationship • Human Resources Information System (HRIS) development & maintenance • Employee consultation • Benefits orientation • Annual organizational salary and benefit budget development
Employee and Labour Relations	<ul style="list-style-type: none"> • Represent corporation in employee/employer relations matters • International Association of Firefighters (IAFF) Collective Agreement negotiation and interpretation • Grievance mediation and resolution • Contract administration • Human Resources related Administrative Directives – development, revision, communication and administration • Educate leadership and employees on current legislation and related practices • Manager and employee consultation

Services	Service Outputs
Health, Safety and Wellness	<ul style="list-style-type: none"> • Lead corporate strategy for prevention of occupational and non-occupation injury and illness • Coordinate continuous improvement processes for the Town's Occupational Health and Safety (OHS) program • Liaise with internal OHS stakeholders including Senior Leadership Team, Managers and OHS Committee • Maintain relationships with external stakeholders including Alberta Workers' Compensation Board, Alberta Municipal Health and Safety Association and Alberta OHS • Ensure Town compliance with appropriate OHS legislation • Coordinate annual health and safety audits to maintain Certificate of Recognition (COR) • Develop, implement and evaluate employee wellness programs

2011 Human Resources Business Plan Highlights

- Three strategic objectives including:
 - Total compensation
 - Sustainable Work Environment
 - Human Resources Information System (HRIS)
- The work involved in the first two objectives will ensure the Town continues to attract and retain the talent required now and into the future, at all levels of the organization. Developing and implementing a functional HRIS is consistent with Health Check recommendations to leverage technology and begin automating labour intensive human resources processes.
- Assuming leadership of the Town's Occupational Health and Safety (OHS) program represents a significant change and opportunity for Human Resources, Human Resources will work with the Senior Leadership Team, OHS Committee and Town staff to establish a culture that fosters health, safety and wellness.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Financial Services

DEPARTMENT: Corporate Services

PROGRAM DESCRIPTION

Provides Financial Services to all Departments and Council.
Sets Budgets and administers collection of revenues, payments of invoices and requisitions.
Processes annual Tax & Assessment Notices and monthly Utility Bills
Maintains AR,AP,GL, Utilities, Assessment & Taxation
Provides business license services
Prepares all year end financial papers & provides financial reporting
Monitors services of Investment Manager and manages investment of Town operating dollars
Responds to public inquiries and provides initial reception for telephone & walk in customers
Provides contract administration and monitoring for assessment and audit contracts
Provides Grant Administration for corporate grant applications

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (43,500)	\$ (49,000)	\$ (56,000)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ (1,000)	\$ (1,000)	\$ (500)
Supplementary Assessments	\$ (90,000)	\$ (90,000)	\$ (80,000)
Interdepartmental Charges	\$ (175,000)	\$ (175,000)	\$ (178,683)
Drawn from Reserves	\$ -	\$ -	\$ (80,000)
TOTAL REVENUES	\$ (309,500)	\$ (315,000)	\$ (395,183)
EXPENDITURES			
Personnel Costs (110 to 148)	\$ 628,020	\$ 628,020	\$ 740,061
General Purchases	\$ 588,951	\$ 578,951	\$ 654,816
One-time contract services	\$ -	\$ -	\$ 80,000
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831to 835)	\$ -	\$ -	\$ -
Grants/Seniors Tax Program	\$ 15,000	\$ 10,000	\$ 10,000
Tax adjustments from appeals process	\$ 50,000	\$ 80,000	\$ 45,000
TOTAL EXPENDITURES	\$ 1,281,971	\$ 1,296,971	\$ 1,529,877
NET COST/GAIN	\$ 972,471	\$ 981,971	\$ 1,134,694

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	1.8%	1.2%	1.0%
11 Budget to 10 Budget	27.7%	19.3%	16.7%
11 Budget to 10 Projected - See B for comments	25.5%	18.0%	15.6%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 10
Part Time staff 2

Creating a long range financial plan is the top priority in Financial Services in 2011.

Process improvements in payroll processing are in progress and electronic time sheet approval will be introduced in 2011.

Utility service continues promoting electronic statements as a way to reduce paper consumption.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

An MGB decision resulted in a tax adjustment that exceeded budget amount expected.

Seniors program only required \$10,000 after changing program to match Alberta Seniors limits.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Personnel Costs increased due to full year of new staffing costs implemented from health check.

Draw from operating reserves to cover cost of one-time contract service for long range financial plan.

Financial Services – Paige Milner

Services	Service Outputs
Assessment/Tax Roll parcel and ownership maintenance	<ul style="list-style-type: none"> Addition of all new properties and owners to the assessment/tax roll
Tax Revenue Collection	<ul style="list-style-type: none"> Printing tax notices, Tax collection, Tax Recovery Process, Tax Installment Payment Plan and Payment Processing. Annual Tax Levy - approximately \$13,622,666 Taxable parcels - approximately 8,549 per year
Sale of Services and Information	<ul style="list-style-type: none"> Tax certificates, property searches, property and assessment information, sale of information. Approximately 1,800 annually
Cashier and Reception Service	<ul style="list-style-type: none"> Provision of front line customer service, sale of Town services, acceptance and processing of tax and utility payments, A/R payments, maps, etc.
Financial Planning Services	<ul style="list-style-type: none"> Approved annual operating and capital budgets in conjunction with the annual Business Plan update; long-range planning
Accounting and Financial Reporting Services	<ul style="list-style-type: none"> Annual audited financial statements, monthly and quarterly financial reporting
Provision of Utility Billing Services	<ul style="list-style-type: none"> Billing and collection of 6,000 municipal utility bills per month
Provision of accounts payable and accounts receivable services	<ul style="list-style-type: none"> A/P invoice paid (4,000 cheques) Billing and collection (1,500 A/R invoices) of accounts on a planned basis
Business License Services	<ul style="list-style-type: none"> Billing and collection of 1,400 business licenses per year Maintaining the Business License directory
Debt Management Services	<ul style="list-style-type: none"> Approved financing of capital projects processing of debt principal and interest payments
Provision of risk management and loss prevention programs	<ul style="list-style-type: none"> Adequate insurance coverage for the Town's physical assets and human resources

2011 Financial Services Business Plan Highlights

- Develop a ten-year financial plan that integrates all departments.
- Implement Employee Self-Service software for enhanced payroll service.
- Increase user knowledge and skill of Bellamy AS400 financial software.
- 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 Corporate retention.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Information Services

DEPARTMENT : Corporate Services

PROGRAM DESCRIPTION

- Operate a Helpdesk to provide user assistance for all incidents, queries and requests.
- Manage Corporate technology infrastructure including hardware, software, network equipment, system upgrades, SPAM management, virus and hacker protection, VOIP phone system, Internet connections, multi-functional printers/copiers/scanners.
- Protect investments through backup/recovery strategies and business continuity plans
- Manage and enhance public website, E-Gov applications and Intranet site.
- Provide technology training, IT documentation and recommendations to improve processes
- Provide a mobile computing service for the organization.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (480)	\$ (480)	\$ (480)
Government Grants	\$ (25,000)	\$ (25,000)	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Recoveries	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (25,480)	\$ (25,480)	\$ (480)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 156,859	\$ 163,760	\$ 188,648
General Purchases	\$ 757,514	\$ 741,790	\$ 758,577
One-time contract services	\$ 25,000	\$ 25,000	\$ -
Contribution to Capital (762)	\$ 63,500	\$ 63,500	\$ 75,000
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debtenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 1,002,873	\$ 994,050	\$ 1,022,225
NET COST/GAIN	\$ 977,393	\$ 968,570	\$ 1,021,745

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	0.0%	-0.9%	-0.9%
11 Budget to 10 Budget	-98.1%	2.1%	4.7%
11 Budget to 10 Projected - See B for comments	-98.1%	3.0%	5.7%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time Staff 2
Contract Staff 3

Although revenues are reduced significantly from 2010, the net cost of operations for Information Services in 2011 shows only a slight increase of 5%.

- Financial resources in the 2011 budget are adequate to sustain our existing service levels of operations.
- Resources available to re-structure the on-line Business Directory on our public website to create a more intuitive and user friendly model.
- Resources available to upgrade the organization to Microsoft Office 2007 and Exchange Server 2010 in order to maintain industry standards.
- Funding approved for the purchase and implementation of a meeting management software to increase the efficiencies of preparing agendas and minutes, action tracking and posting to the public website.

Expenses related to GIS salaries, fringe benefits and other related costs have been removed from the IS budget (including in Engineering).

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

There are no significant variances in revenues or expenditures between the approved 2010 Budget and 2010 Projected to December 31st.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

2011 revenues show a significant decrease due to the lack of infusion of funds from a Government Grant that was present in 2010.

Increased Personnel Costs reflect wage grid adjustments for full time staff where applicable, related fringe benefit costs and continued staff development costs.

General Purchases have increased 2.3% over 2010 and reflect the usual increases in support agreements and maintenance contracts expected each year. An additional annual fee of \$6,745.00 for the Employee Self Service Module purchased in 2010 has increased the Bellamy Financial Package support agreement in 2011. Due to new staff and staff office moves the Ikon Equipment Lease for multifunctional units has increased \$8,000.00 to accommodate additional units leased and the increase in copying charges.

Information Technology Services – Maureen Noble

Services	Service Outputs
Support Services	
<p>Helpdesk Support Provide and operate a support helpdesk for end-user assistance. Provides a single point of contact for all users and logs all customer incidents, queries or requests.</p>	<ul style="list-style-type: none"> • Logs and deals with approximately 2,700 helpdesk tickets annually. • Responds to approximately 400 additional incidental queries such password changes, quick fix printer issues and various MS Office questions. • Generates incident management reports • Control issues concerned with long-term solutions addressing the root causes to avoid repeat incidents
<p>Server and Workstation Administration Manage and maintain the corporate technology infrastructure within appropriate standards and service levels.</p> <ul style="list-style-type: none"> ▪ Trouble-shooting ▪ Manage user logon profiles and security ▪ Routine configuration checks ▪ Installation and activation of releases, patches and fixes. ▪ Maintain inventories ▪ Annual hardware purchases for replacement of equipment, to accommodate growth and maintain a solid user infrastructure. 	<ul style="list-style-type: none"> • Keeping a distributed network of servers, desktops, laptops, printers and mini computer available 99.5% of the time, or better, during prime shift hours including: <ul style="list-style-type: none"> ○ 115 desktops ○ 75 laptops ○ 2 ESX Servers Running VMware ESCi ○ Terminal Server ○ 1 I-series AS/400 mini computer ○ The maintenance of comprehensive documentation that describes the details of the network ○ 3 VOIP Cisco Servers
<p>Network Administration Acquire, manage and support network equipment including switches, firewalls and routers. Installation and maintenance of network printers, copiers, scanners.</p> <ul style="list-style-type: none"> • Routine configuration changes and installation of patches/fixes. • E-mail, Calendaring and Scheduling • Network design for existing and expanding facilities. 	<p>Network including internet access, e-mail, printing and copying services etc. is available 99.5%</p> <ul style="list-style-type: none"> • A host of both internal and external e-mail messages per year • Town owned fibre optic line connecting 5 facilities • 22 Switches • 4 Firewalls • 24 Wireless Access Points • 22 Data phones connected to Exchange Server • 15 multi-purpose units (printing, scanning, faxing, copying) • 12 Various networked printers • 4 stand-alone printer • Supernet Internet Connection • 3 Remote Internet dial-in services

Information Technology Services – Maureen Noble

Services	Service Outputs
Support Services	
<p>Network Security and Monitoring Maintain virus protection, SPAM protection, and hacker protection on Town servers, desktops, laptops and throughout e-mail. Perform regular security audits for any breaches of security or intrusion into the network.</p>	<ul style="list-style-type: none"> • 24/7 monitoring of critical systems • Monitor VPN connections • Monitor firewalls
<p>IP Telephone Management Manage and maintain VOIP Telephone system to include purchasing and configuring of phones, troubleshooting incidents and maintaining caller auto-attendants for all departments.</p>	<ul style="list-style-type: none"> • 190 VOIP telephones • Host of voice messages per year • Voice Gateway for PRI
<p>Data Storage Management Acquire, manage and support large capacity storage required for storing of current, historical and archival records in a digital format.</p>	<ul style="list-style-type: none"> • A reservoir of high speed on-line disk storage and a little slower and cheaper tape storage • Ensures fast access to data • Ensures departments can collect and store the data they need to do their job; including all kinds of digital maps, photographs, drawings, etc.
<p>Software Maintenance & Support Acquire, develop, manage and support business applications which are typically used by one or more departments but not necessarily all lines of Corporate Business.</p> <ul style="list-style-type: none"> ▪ Problem solving ▪ Installing Updates, Patches and Fixes ▪ Regular configuration updates 	<ul style="list-style-type: none"> • Software license compliance • A portfolio of office automation software (i.e. Dameware, Sharepoint) • Business Applications <ul style="list-style-type: none"> ○ 22 Municipal financial applications on AS/400 I-series P5 mini-computer ○ 8 proprietary applications running on the Wide Area Network ○ Electronic Council Agendas ○ Microsoft Office at each workstation
<p>Business Services Deals with the day-to-day running of the Information Services Division including I.T. Budget preparation and management, Invoice Payment, planning preparation and management, project reporting and division coordination.</p>	<ul style="list-style-type: none"> • Annual Budget preparation and management to include all technical requests from organization • Annual Divisional Business Plan preparation and management • Project Management and reporting preparation • Performance Management goal setting and discussions. • I.T. Project coordination

Information Technology Services – Maureen Noble

Services	Service Outputs
Support Services	
<p>Website and Intranet Services Manage and support both the Town's public website and the organizational Intranet site.</p> <ul style="list-style-type: none"> ▪ Business analysis and adherence to standards. ▪ problem solving ▪ Recommendations on development and design. 	<ul style="list-style-type: none"> • A well managed 24/7 availability to E-Government Services • On-line surveys • Dynamic Events Calendar including an online request form for calendar submissions. • On-line Request for Information Service • Web-based Business Directory <p>In conjunction with the Website Development Team and Communications ensure data is current, relevant and accessible.</p>
<p>Technology Training Provide mandatory and corporate technology training to utilize resources to their maximum potential.</p>	<ul style="list-style-type: none"> • Courses for standard products offered on a regular basis or by request. • Courses for new applications offered prior to being launched into production. • Host Bellamy Software AS/400 financial workshops for southern Alberta annually. • Conduct Business Application Discoveries through external contract as resources allow. • Provide training manuals/process documentation
<p>Data and Operating System Backup and Recovery Protect investment in systems and integrity of data through an acceptable and approved schedule of file backups, offsite storage and well developed Disaster Recovery Plan and Business Continuity Plan.</p>	<ul style="list-style-type: none"> • Minimized system downtime • Developing a Security & Technology Use Administrative Directive • Enhancing a Business Continuity Plan • Enhancing Backup/Recovery Strategies • IT Documentation
<p>Mobile Computing Provide a Mobile Computing Service to the departments</p>	<ul style="list-style-type: none"> • Acquire and maintain mobile computing hardware for use by requesting departments on an ad-hoc basis. • Support includes user training and technical support, with subsequent integration of data into the Geographic Information System.
<p>Process Audits Conduct process audits upon request from departments or as situations uncover issues which have the potential to impact on the effectiveness of the process and the organizational business overall. In most cases, Implementation of new processes and creating best practices involves technology.</p>	<ul style="list-style-type: none"> • Identify existing processes that could realize efficiencies through an audit and implementation of a change in a technical process. • Use WorkflowGen application where appropriate to implement a digital workflow solution. • Provide recommendations and costs to implement improvements in process.

Information Technology Services – Maureen Noble	
Services	Service Outputs
Support Services	
<i>Technology Project Management</i> Business analysis, research solutions, provide recommendations, software development and re-engineering of processes	<ul style="list-style-type: none"> • Perform review of existing processes and systems to ensure continued efficiencies through Process Audit Team. • Provide system specifications for Request for Proposals, Request for Tenders etc. • Provide structured project management for I.T. projects or the I.T. element of wider projects.

2011 Information Services Business Plan Highlights:

- Upgrade organization to Microsoft Office 2007 from Microsoft Office 2003 to maintain industry standards.
- Upgrade organization to Exchange Server 2010 to maintain industry standards and improve access to webmail from remote sites.
- Develop a corporate Information Technology Master Plan.
- Review existing network and iSeries backup and restore procedures to ensure critical data is never lost and take advantage of newer technologies.
- Continue to enhance the Town's public website as a communication and services medium by re-structuring the online Business Directory to a more intuitive and user friendly model.
- Provide technical expertise for the implementation of the Employee Self Service module to improve customer and payroll services.
- Provide technical expertise to implement recommended process modifications to the Animal License Software module.
- Host at least one RancheHouse Accord strategy session with our Information Services counterparts at the County of Rocky View.
- Educate and encourage staff to incorporate "greening" methods into their day-to-day work life from a technical perspective (digital filing, reduce paper consumption).

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION: Legislative Services

DEPARTMENT: Corporate Services

PROGRAM DESCRIPTION

Provide a high level of administrative support and leadership through provision of core services: Legislative, Communications and Records Management.

Please refer to Service Levels document for detailed description.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ (30,000)	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ (1,200)	\$ (400)	\$ (1,200)
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ (60,000)	\$ -
TOTAL REVENUES	\$ (31,200)	\$ (60,400)	\$ (1,200)
EXPENDITURES			
Personnel Costs (110 to 148)	\$ 379,662	\$ 379,662	\$ 532,364
General Purchases	\$ 184,420	\$ 153,520	\$ 124,920
One-time contract services	\$ -	\$ 60,000	\$ -
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831to 835)	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 564,082	\$ 593,182	\$ 657,284
NET COST/GAIN	\$ 532,882	\$ 532,782	\$ 656,084

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	93.6%	5.2%	0.0%
11 Budget to 10 Budget	-96.2%	17.5%	24.1%
11 Budget to 10 Projected - See B for comments	-98.0%	11.7%	24.1%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 5
Part Time staff 2

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Provincial grant and expenditures for Collaborative Governance Initiated were re-allocated to HR.
Contracts were added for communications support and a communications audit (both to be funded from reserves).

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Personnel costs increased because of salary increases and additional full-time communications position.
General purchases decreased in 2011 because there are no election costs.

Legislative Services – Brenda Romanchuk

Services	Service Outputs
Strategic Planning/Business Planning	<ul style="list-style-type: none"> • Coordination of annual strategic planning for the organization. • Assistance for Council/Administration in identifying strategic issues. • Annual coordination of Business Planning process to achieve the Strategic Plan. • Mid-year review of corporate progress in achieving strategic goals.
Freedom of Information and Protection of Privacy (FOIP) Coordination	<ul style="list-style-type: none"> • Receive FOIP requests, identify the records, apply legislation and make recommendations to decisions makers on matters of access. • Track the requests and ensure responses are provided within legislated time lines. • Provision of training on use and disclosure of information, especially personal information.
Assessment Review Board	<ul style="list-style-type: none"> • Schedule ARB hearings for complainants as required (14 appeals were filed, and 5 hearings held in 2010). • Ensure legislative requirements are met.
Validate Petitions	<ul style="list-style-type: none"> • Provide advice to citizens, Council and CAO. • Ensure legislative requirements are met. • Review petitions for validity and initiate appropriate follow-up actions.
Council Secretariat Structure	<ul style="list-style-type: none"> • 21 scheduled Regular Council meetings. • Estimated 12 public hearings. • Preparation of agendas and minutes for all Council meetings: Regular, Special and Budget. • Creation and monitoring of status report for actions resulting from Council meetings. • Provide advice and ensure legislative requirements are met.
Manage Committee Structure	<ul style="list-style-type: none"> • 12 legally authorized committees. • Conduct annual review. • Coordinate member recruitment and selection process. • Public notification process. • Retention of agendas and minutes. • Ensure legislative requirements are met.
Contracts and Agreements	<ul style="list-style-type: none"> • Provision of advice to Divisions relating to contractual matters, including securing legal review if necessary, and processing of agreements/contracts for signature and retention. • Reviewed and executed approximately seventy (70) per year. • Maintain database of executed contracts.
Legislative interpretation, monitoring legislative changes and developments	<ul style="list-style-type: none"> • Corporate actions and operations comply with legislated requirements; appropriate policies and procedures are recommended.
Municipal Bylaw, Policy & Administrative Directive development & management	<ul style="list-style-type: none"> • Bylaws, Policies and Administrative Directives are valid, current and properly maintained.
Records & Information Management	<ul style="list-style-type: none"> • Retrievable, consistently classified and properly disposed of information. • Reliable information repositories that support operational and strategic initiatives. • In total, there are approximately 21,000 files and 23,000 documents entered into RecFind. • Estimated 3,500 pounds of shredding processed.

	<ul style="list-style-type: none"> • Provision and tracking of information requested for legal matters.
Coordination of Resolutions Process including development of Town resolutions for submission to Associations	<ul style="list-style-type: none"> • Timely submission of appropriate and Council approved resolutions to AAMD&C, AUMA and FCM. • Recommendations provided to Council for consideration prior to conventions.
Conduct Census	<ul style="list-style-type: none"> • Census data for municipal planning purposes. • Affidavit of census maximizes grant opportunities.
Conduct elections, by-elections and public votes	<ul style="list-style-type: none"> • Valid municipal elections and public votes.
Administrative support	<ul style="list-style-type: none"> • Provision of administrative support to the Mayor and Council in order to allow the efficient functioning of the elected officials' offices. • Provision of administrative support to the CAO.
Public relations activities	<ul style="list-style-type: none"> • Provision/coordination of public relations activities with the Mayor's Office.
Special events	<ul style="list-style-type: none"> • Participation in such events as the Trade Show and Christmas Light-Up to provide opportunity for both members of Council and Administration to connect with residents and maintain open lines of communication.
Emergency/crisis communications	<ul style="list-style-type: none"> • Using the most current methods available, to communicate accurate information in time of crisis or emergency to residents and the media.
External communication	<ul style="list-style-type: none"> • Advertising – Through the use of Municipal Matters and the Town website, residents receive reliable information on issues regarding the Town. • Media – Development and dissemination of news releases to ensure the Town's message is delivered accurately and in a timely manner. • Media – Coordination of media interviews with appropriate members of Council and Administration to heighten the Town's profile and provide credibility on issues reported on in the media. • Mayor's Column - provides unified, consistent message on matters of community interest. • Entrance Signs – New Entrance Signs currently on hold pending budget approval of new signs and their installation. • Communications Plan – Development of a corporate communications plan resulting in an effective overall plan to reach residents using the Town's various communication tools. • Communication Strategies – Assist Town Council and departments in developing communication strategies for specific projects and services. • Website – Monitor website content to ensure information is current and consistent.
Internal Communication	<ul style="list-style-type: none"> • Sharing information and communication throughout the organization. • Assistance as required to departments in promoting projects or providing information to staff.
Legal Services	<ul style="list-style-type: none"> • Coordination of provision of legal services for the organization.
Community Grant Program	<ul style="list-style-type: none"> • Administration of the Community Grant Program.

2011 Legislative Services Business Plan Highlights

- Provision of community signage (entrance, directional and community messaging) to enhance the community's appearance, improve communications and improve visitors' experience.
- Improve functionality of the new website to improve its use as a communications and service tool.
- Conduct a Central Records Room Review to ensure relevant records retained in these areas utilize space as effectively as possible.
- Conduct a complete inventory of archived records, plan and implement a tracking / sign-in and out system and space plan for archive storage area.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION: General Revenue, ROE/PIL, Other Expenditures

DEPARTMENT: Corporate Services

PROGRAM DESCRIPTION

This program accounts for general revenues of the Town, which includes Property Tax Arrears and Utility penalties, Atco and Fortis Franchise Agreement revenues, return on investments and utility Return on Equity (ROE) and utility payment in Lieu of Taxes (PIL).

The ROE is intended to be based on the investment the Municipality 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.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
Penalties & Costs	\$ (110,000)	\$ (196,000)	\$ (214,400)
Franchise Fees	\$ (1,240,100)	\$ (1,240,000)	\$ (1,289,704)
Unconditional Provincial Grant	\$ (18,785)	\$ (18,785)	\$ -
Return on Investments	\$ (300,000)	\$ (210,000)	\$ (149,116)
Total General Revenue	\$ (1,668,885)	\$ (1,664,785)	\$ (1,653,220)
ROE/PIL - Water	\$ (332,418)	\$ (332,418)	\$ (401,077)
ROE/PIL - Sewer	\$ (876,931)	\$ (876,931)	\$ (823,977)
Total ROE/PIL	\$ (1,209,349)	\$ (1,209,349)	\$ (1,225,054)
TOTAL REVENUES	\$ (2,878,234)	\$ (2,874,134)	\$ (2,878,274)
EXPENDITURES			
Phased implementation of compensation audit	\$ 420,000	\$ 360,000	\$ -
Bow Valley Water Debt pmnts	\$ -	\$ 342,559	\$ -
Protective Service Centre lump sum due in 2011	\$ -	\$ -	\$ 581,599
Principle loan pmnts- reserve funded	\$ -	\$ (342,559)	\$ (581,599)
TOTAL EXPENDITURES	\$ 420,000	\$ 360,000	\$ -
NET COST/GAIN	\$ (2,458,234)	\$ (2,514,134)	\$ (2,878,274)

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	-0.1%	-14.3%	2.3%
11 Budget to 10 Budget	0.0%	-100.0%	17.1%
11 Budget to 10 Projected - See B for comments	0.1%	-100.0%	14.5%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Franchise Fees

Franchise Agreements are in place with both Atco Gas & Fortis Alberta. In exchange for exclusive rights to supply the gas and power within the municipality and in lieu of taxes on transmission lines, etc. Atco Gas pays to the Town 23% of its actual natural gas delivery revenue and Fortis Alberta pays to the Town 15% of its annual distribution revenue. Atco and Fortis supply the town with estimates of their anticipated revenues for the next year in the fall of each year prior.

Return on Equity	TCA Equity Dec 09	2011 ROE	% return on equity
Water	\$ 58,322,498	\$ 200,331	0.34%
Wastewater	\$ 20,702,892	\$ 581,872	2.81%
Total ROE		\$ 782,203	

Payment in Lieu	2011 exc ROE/PIL	PIL Rate	2011 PIL
Water costs	\$ 2,359,491		
	\$ (396,618)		
	\$ 1,962,873	10%	\$ 196,287
Wastewater costs	\$ 3,198,076		
	\$ (819,709)		
	\$ 2,378,367	10%	\$ 237,837
Total PIL			\$ 434,124

Total ROE/PIL \$ **1,216,327**

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Penalty revenue high due to high outstanding property tax balances due Dec 31, 2009.
Interest rates low and investment income expected to have \$90k shortfall.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Penalty revenue expected to decrease as more property tax balances expected to be current in 2011.

MSI Operating grant placed in general revenue until Green Municipal Fund grant can be confirmed for critical planning project in 2011.

100% of interest income directed to operating budget in 2010 but in 2011 interest allocations to reserve balances also.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Fire

DEPARTMENT : Protective Services

PROGRAM DESCRIPTION

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.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (226,350)	\$ (233,400)	\$ (205,612)
Government Grants	\$ (16,500)	\$ (2,300)	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ (341,000)	\$ (341,000)	\$ (354,640)
Donations/Refunds/Other	\$ -	\$ (1,802)	\$ -
Interdepartmental charge EMS	\$ (150,267)	\$ (150,267)	\$ -
Interdepartmental Charges	\$ (10,000)	\$ (10,000)	\$ (10,000)
Drawn from Reserves	\$ (300,000)	\$ (300,000)	\$ -
TOTAL REVENUES	\$ (1,044,117)	\$ (1,038,769)	\$ (570,252)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 2,205,869	\$ 2,205,869	\$ 2,587,380
General Purchases	\$ 633,640	\$ 633,640	\$ 645,470
Contribution to Capital (762)	\$ 17,000	\$ 17,000	\$ 30,000
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ 9,350	\$ 9,350	\$ -
Interdepartmental Charges	\$ 5,000	\$ 5,000	\$ 5,000
Other - Fire Master Plan	\$ -	\$ -	\$ -
Debenture Debt/Lease pymnts	\$ 612,683	\$ 612,683	\$ 582,984
TOTAL EXPENDITURES	\$ 3,483,542	\$ 3,483,542	\$ 3,850,834
NET COST/GAIN	\$ 2,439,425	\$ 2,444,773	\$ 3,280,582

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	-0.5%	0.0%	0.2%
11 Budget to 10 Budget	-45.4%	10.5%	34.5%
11 Budget to 10 Projected - See B for comments	-45.1%	10.5%	34.2%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

# Full Time staff	18
# Part Time staff	48

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Increased training revenue from Calgary Regional Emergency Services Training Group.
Grants received were less than anticipated from the 2010 budget.
Expenditures expected to be on budget.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Training revenues are declining in 2011 as Cochrane is not hosting as much.
Decreased Rentals in 2011 based on agreement signed with Alberta Health Services.
Increased repayment from Rocky View County based on per capita rate.
Approximately \$400,000 increase in staffing costs due to budgeting the full year for 18 FT staff

2011 Emergency Services - External Services – Mac deBeaudrap

Services	Service Outputs
Emergency Medical Services	<ul style="list-style-type: none"> EMS is provided by Alberta Health Services. Continue to manage lease agreement with AHS
9-1-1 Communications and Emergency Dispatch Services	<ul style="list-style-type: none"> Emergency Services has contract with Calgary to provide 9-1-1 call answer. As part of the regional initiative Emergency Dispatch Service is being provided to neighboring municipalities. In 2011 it is expected Emergency Services will be dispatched to approximately 735 fire related emergency incidents.
Fire Fighting (including structural/industrial/dangerous goods and wild land interface/intermix)	<ul style="list-style-type: none"> A projected 735 incidents in 2010 Anticipated that 90% of property values exposed to fires will be saved, minimizing potential dollar losses to community rate payers.
Rescue (including high angle, confined space, vehicle and water/ice rescue)	<ul style="list-style-type: none"> A projected 80 rescue events in 2010 Projected number of victims saved - 130
Fire prevention (including, inspections, home safety and public education with 'Prevent Home Fires' and 'Sparky')	<ul style="list-style-type: none"> Adherence to the Town of Cochrane Quality Management Plan – This plan is for Cochrane business only. Number of inspections completed (including issuance of occupancy certificates) is projected to be over 400.
Emergency Preparedness Planning	<ul style="list-style-type: none"> To assist in the readiness of all Town departments and personnel to effectively manage and/or mitigate local disaster events.
Fleet Management	<ul style="list-style-type: none"> Reviews and plans annual fleet replacements Annual reserve contribution reduced from previous years. \$0.00 is planned in 2011 for Fire fleet replacement program. Fleet Maintenance, Inspection and repair program in place.

2011 Emergency Services Business Plan Highlights

- Town of Cochrane will enter into collective bargaining with the Cochrane Firefighters Association (IAFF Local 4819) commencing in late 2010.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Police Services

DEPARTMENT: Protective Services

PROGRAM DESCRIPTION

Police protection and enforcement 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.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (20,000)	\$ (20,000)	\$ (25,000)
Government Grants	\$ (427,888)	\$ (427,888)	\$ (352,546)
Fines/Licenses	\$ (300,000)	\$ (150,000)	\$ (300,000)
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (747,888)	\$ (597,888)	\$ (677,546)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 279,098	\$ 279,098	\$ 302,949
General Purchases	\$ 8,850	\$ 8,850	\$ 5,150
One-time contract services	\$ 5,000	\$ 5,000	\$ 5,000
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ 13,400	\$ 13,400	\$ 13,688
Interdepartmental Transfer	\$ 5,000	\$ 5,000	\$ 5,000
Other - RCMP Contract	\$ 1,608,881	\$ 1,508,881	\$ 1,802,704
TOTAL EXPENDITURES	\$ 1,920,229	\$ 1,820,229	\$ 2,134,491
NET COST/GAIN	\$ 1,172,341	\$ 1,222,341	\$ 1,456,945

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	-20.1%	-5.2%	4.3%
11 Budget to 10 Budget	-9.4%	11.2%	24.3%
11 Budget to 10 Projected - See B for comments	13.3%	17.3%	19.2%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

# Full Time staff	6
# Part Time staff	0
# RCMP Officers	18

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Fines revenue less than anticipated because there was no dedicated traffic control officer for most of 2010.
RCMP Contract expense expected to come in less than originally budgeted.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Increase in personnel costs due to addition of 1 detachment clerk.
Increase in RCMP Contract rates applied to 2011.

RCMP Police Services

Services	Service Outputs
External Services	
RCMP Services	<ul style="list-style-type: none"> • Provide Law Enforcement to the Town of Cochrane. • General duty policing: <ul style="list-style-type: none"> ○ Traffic Services ○ GIS (General Investigation Section) ○ Community Policing ○ School Liaison Program ○ Bike Patrol ○ Snowmobile /Off-Highway Vehicle Patrol
Victim Services	<ul style="list-style-type: none"> • Provide on scene and follow-up counseling and court preparation.

2011 Police Services Business Plan Highlights

- Build a safe and secure community by implementing a Community Policing Master Plan.
- Enhance communications and build positive relationships within the community through the Protective Services Advisory Committee (PSAC).
- Continue to build police presence and visibility in the community.
- Enhance communications and build positive relationships with the local RCMP, CPOs, administration and Council
- Increase commercial vehicle road safety in the community.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Community Peace Officers

DEPARTMENT : Protective Services

PROGRAM DESCRIPTION

To enforce traffic laws.
 To educate, research and enforce municipal bylaws.
 To respond to public complaints / safety concerns.
 To promote public safety in the community.
 To carry out Community Peace Officer duties, attend court, and assist RCMP as required.
 To provide effective and efficient response to community needs.
 To assist other enforcement agencies as required.
 To assist the community by handling lost and found property.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ (181,000)	\$ (190,000)	\$ (199,500)
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (181,000)	\$ (190,000)	\$ (199,500)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 339,153	\$ 345,223	\$ 448,810
General Purchases(GL 209-512)	\$ 69,210	\$ 69,210	\$ 95,780
Contribution to Capital (762)	\$ 2,125	\$ 2,125	\$ 10,100
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ 70,000	\$ 70,000	\$ 70,000
Interdepartmental Charges	\$ 10,000	\$ 10,000	\$ 10,000
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ 25,013	\$ 25,013	\$ 25,013
TOTAL EXPENDITURES	\$ 515,501	\$ 521,571	\$ 659,703
NET COST/GAIN	\$ 334,501	\$ 331,571	\$ 460,203

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	5.0%	1.2%	-0.9%
11 Budget to 10 Budget	9.1%	30.9%	42.7%
11 Budget to 10 Projected - See B for comments	3.9%	29.4%	43.9%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 4
 # Part Time staff 1

The sections of Bylaw/Traffic Enforcement and Animal Services have been combined into one budget and work group.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Increase in animal licensing and fines.
 Increase in traffic and parking enforcement.

Increased use of Casual hours.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Revenue from dog licenses issued as well as animal/bylaw enforcement projected to be similar to 2010 budget.
 Increased personnel expenditure as a result of additional bylaw officer.

Protective Services – Mac deBeaudrap	
Services	Service Outputs
External Services	
Community Peace Officers/Bylaw Services/Animal Services	<ul style="list-style-type: none"> • Provide Traffic/Bylaw Enforcement to the Town of Cochrane <ul style="list-style-type: none"> ○ Provincial Statutes (i.e. Traffic Safety Act, Gaming and Liquor Act, etc.) ○ Municipal Bylaws ○ Commercial Vehicle Enforcement ○ Public Education ○ Provide assistance as required to RCMP • Animal Services for : <ul style="list-style-type: none"> ○ Responsible pet ownership ○ Animals at large ○ Dog Licensing ○ Animals causing nuisance

2011 Bylaw/Traffic Enforcement and Animal Services Business Plan Highlights

- Implement increased Saturday patrols to help improve customer service and provide further coverage.
- Implement recommendations from the Municipal Health Check where feasible.

**TOWN OF CHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Community Services Administration

DEPARTMENT: Community Services

PROGRAM DESCRIPTION

Administration of the following areas of operation:

- Big Hill Leisure Pool
- FCSS
- Recreation, Culture & the Arts
- RancheHouse
- Parks and Facilities

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ (20,000)	\$ (20,000)	\$ (20,000)
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (20,000)	\$ (20,000)	\$ (20,000)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 231,154	\$ 210,900	\$ 199,683
General Purchases	\$ 65,286	\$ 69,680	\$ 54,175
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ 40,000
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt (Arena upgrade)	\$ 70,407	\$ 70,407	\$ 316,264
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 366,847	\$ 350,987	\$ 610,122
NET COST/GAIN	\$ 346,847	\$ 330,987	\$ 590,122

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	0.0%	-4.3%	-4.6%
11 Budget to 10 Budget	0.0%	66.9%	70.7%
11 Budget to 10 Projected - See B for comments	0.0%	74.4%	78.9%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 2
Part Time staff 0

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Revenues expected to be on budget.

Personnel Costs reflect a vacant Director Position which was offset by Acting Roles

General Purchases reflect contract costs for assessing Williams Street and 50 & Over Club

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Personnel Costs are a direct result of organizational restructure

General Purchases reflect no contract services being budgeted for.

Grant to the Handibus was moved from Roads Section and increased by \$15,000

Debenture payments for the SLS were moved from the Parks Section

2011 CS Administration Business Plan Highlights

- Continue to move the new Aquatic Centre forward
- Work with the Planning Section on the ARP Process for the 5th Avenue site
- Completion of the Open Space Master Plan
- Ensure FAME software is fully used at all Town facilities

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Nan Boothby Library

DEPARTMENT: Community Services - Town Facilities

PROGRAM DESCRIPTION

Funds for this Program are used to provide minor maintenance, the operating grant and debenture payments for the Nan Boothby Library.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ -	\$ -	\$ -
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 18,020	\$ 18,020	\$ -
General Purchases	\$ 6,140	\$ 5,700	\$ 6,140
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ 350,000	\$ 350,000	\$ 356,669
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ 95,756	\$ 95,756	\$ 95,756
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 469,916	\$ 469,476	\$ 458,565
NET COST/GAIN	\$ 469,916	\$ 469,476	\$ 458,565

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	#DIV/0!	-0.1%	-0.1%
11 Budget to 10 Budget	#DIV/0!	-2.4%	-2.4%
11 Budget to 10 Projected - See B for comments	#DIV/0!	-2.3%	-2.3%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

SEE PARKS FOR SERVICE LEVELS, STAFFING, AND BUSINESS PLAN HIGHLIGHTS

Operational procedures occurring here are:

- Turf maintenance - mowing, trimming
- Building maintenance - heating, lighting, plumbing, structural repairs and servicing, snow removal
- Vehicle maintenance - fuel, servicing, parts
- Arbor care - tree pruning, planting, pest and disease control, shrub bed maintenance

Operational expenses occurring here are:

- Staffing - salaries, benefits
- Capital contributions - projects and reserves
- General - supplies
- Grants to Organizations - Cochrane Library Board

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Expecting to be on budget.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Personnel costs have been moved to Facilities budget.
Grant has been increased by 1%.

Nan Boothby Library 2011 Operating Budget Submission

History

- In 2009 the Nan Boothby Library received \$350,000 in funding from the Town of Cochrane. The Town of Cochrane did not increase funding in 2010 for the library and it remained at \$350,000. In both years, the library received \$23,000 from the Alberta government to implement videoconferencing. This grant (called the RISE grant) was to be used to cover general operating costs not just costs associated with videoconferencing. The RISE grant has been discontinued for 2011.
- Expenditures for the library in 2010 look on track to meet budget.
- In 2010 the Library Board negotiated a new contract with CUPE which covers all staff except the Head Librarian. The contract calls for a 2% increase in salaries for 2010 and 2011 plus a change to the benefits program for all staff. A new contract must be negotiated for 2012.

2011 Budget

- The Library Board submitted a request for funding from the Town of Cochrane for 2011 for \$393,325. The increase of \$43,325 in funding over 2010 covers: 2% staff increase, loss of \$23,000 RISE grant, 3% increase in goods and services due to inflation, 5% increase in Town population, and additional advertising. The 2011 budget also assumes no change in the current level of service at the library (operating hours, staff training and development, magazine subscriptions, programs, cleanliness of facility, equipment maintenance, etc.).
- The Nan Boothby Library has very few discretionary areas of spending that can be cut without affecting services. Fixed costs include: telephone, auditing, accounting, legal, building services, insurance, janitorial supplies, water, sewer, gas, power. Discretionary expenses include: training, contract services, membership fees (other than Marigold), postage, advertising, freight, periodicals, supplies, program expenses, AV materials. Discretionary expenses account for only 8% or \$40,000 of our total budget.
- In order to meet the proposed 2011 Town of Cochrane grant of only \$353,500, the following scenarios have been reviewed in order for the Library to cut approximately \$40,000 from its 2011 budget:
 1. If we assume no inflationary increase and only a 4% increase in the Town population (as recommended by Erin Braaten), we can save \$6500.
 2. If we cut staff training and development to \$1500 (originally \$5000), advertising to \$1500 (originally \$5000), and periodical subscriptions to \$2000 (half of our current subscriptions), we can save an additional \$8900.
 3. To get the rest of the reductions to meet budget, we can reduce the number of hours that the library is open. It costs about \$900 in Wages/Benefits per 7.5 hours of service. To get to the needed \$24,600 cut, we would have to close the library for about 27 days (each 'day' is equivalent to 7.5 hours of service). This could be accomplished by not opening Sundays for half of the year (currently the library is open on Sundays from September to June) or closing the library at 5:00pm every night for half of the year (currently the library is open until 8:00pm Tues, Wed, Thurs). Please be aware that our user surveys consistently indicate that the public would like to see the library open every Sunday and late

on every weekday so reducing the number of open hours will be a hardship on many of the townspeople of Cochrane and surrounding areas.

We could theoretically increase library fines and fees but the increase would have to be approved by ALA and presumably could only be fractionally higher. An increase in fees and fines of 10% might only give us an additional \$3300 (assuming no attrition of library members because of the increase).

Summary

- On the positive side, the Library has about \$70,000 in reserve funds that can be used for operational contingencies. Therefore, if the Town of Cochrane does not approve our 2011 budget request of \$393,325, we can still meet our budget next year without changing our hours of service.
- On the negative side, Council must realize that this is just a band aid measure- the operating budget for 2012 will require \$70,000 more in funding. Council should be prepared to increase funding or decrease the level of library service in 2012 and beyond.

Figure 1: Alberta Public Library Statistics 2008 (Alberta Municipal Affairs) This chart compares the Cochrane library with other libraries in the area or with similar populations.

Community	Population	Town Grant (\$000)	Town Grant (% of total revenue)	Total Expenses (\$000)	Staff Expenses (\$000)	Staff Expenses (% of total)	Operating Expenses per Capita
Airdrie	34,116	618	66	1,062	565	53.2	\$24.34
Fort Saskatchewan	16,793	472	78	589	417	70.8	\$35.05
Lloydminster	16,786	610	69	813	370	45.5	\$46.52
Camrose	16,543	403	63	576	431	74.7	\$34.50
Cochrane	14,653	322	58	544	304	55.9	\$36.05
Brooks	13,581	163	48	324	208	64.1	\$23.90
Cold Lake	12,860	316	79	431	299	69.5	\$32.32
Chestermere	12,589	124	46	306	203	66.4	\$22.67
Canmore	12,039	453	69	587	392	66.7	\$47.66

Figure 2: Breakdown of Cochrane Library Annual Operating Costs

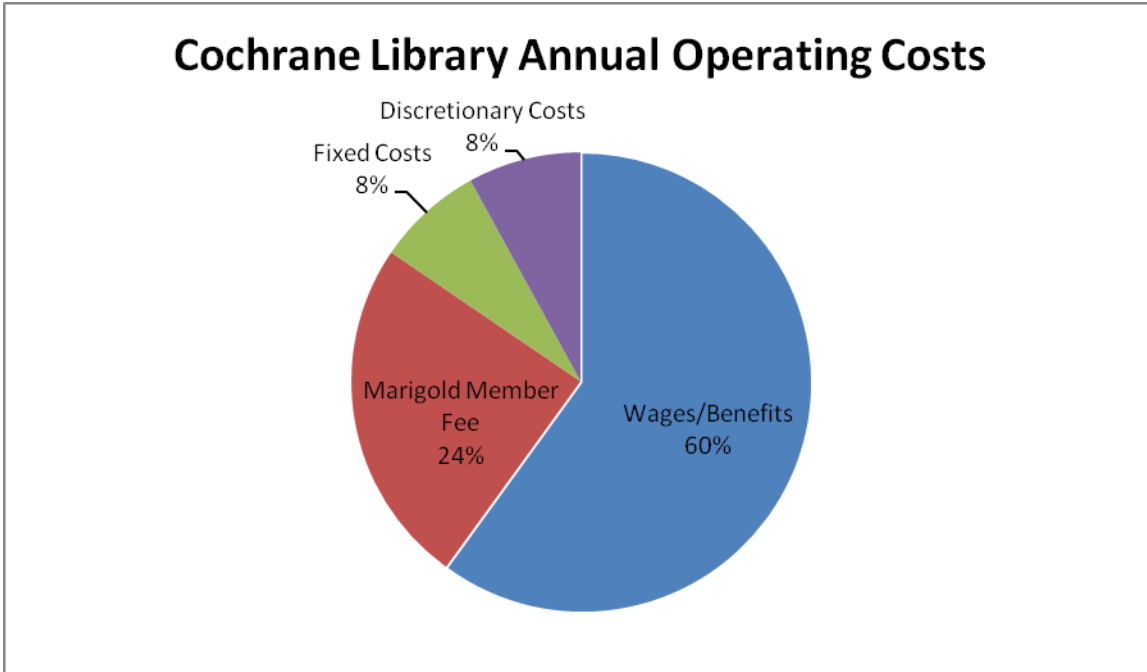
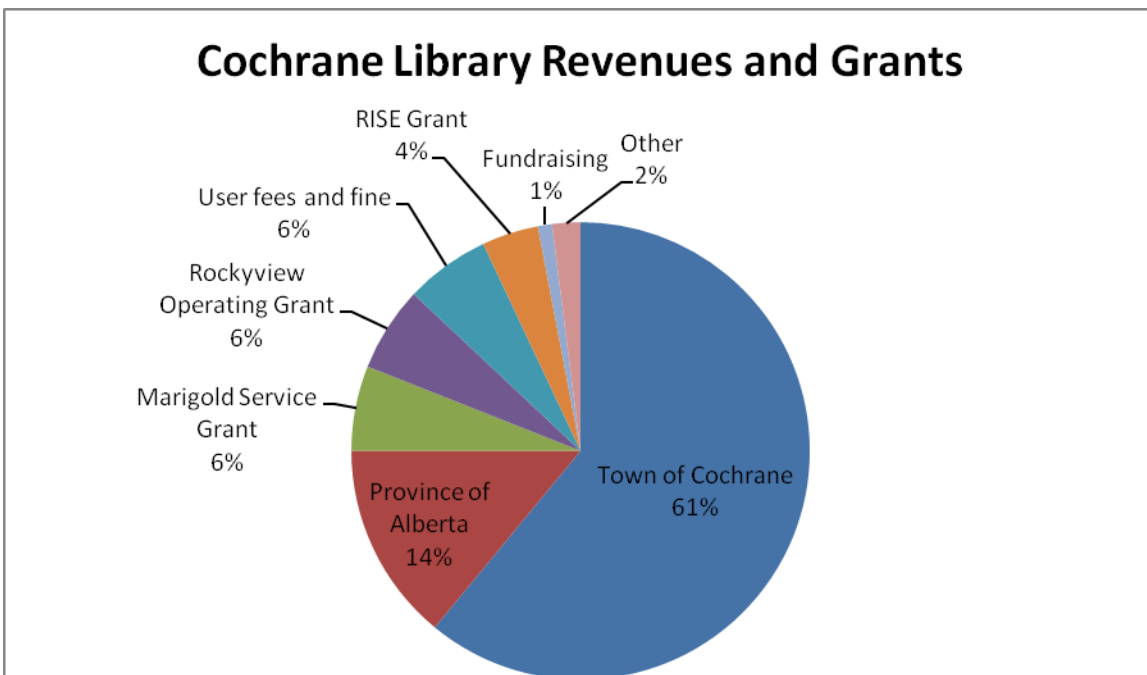


Figure 3: Breakdown of Cochrane Library Revenues and Grants



**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : RancheHouse

DEPARTMENT: Community Services - Town Facilities

PROGRAM DESCRIPTION

The Cochrane RancheHouse is 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.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (484,068)	\$ (435,000)	\$ (507,848)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ (2,000)	\$ (2,000)	\$ (2,000)
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ (269,985)	\$ (269,985)	\$ (329,753)
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (756,053)	\$ (706,985)	\$ (839,601)
EXPENDITURES			
Personnel Costs (110 to 148)	\$ 529,327	\$ 490,000	\$ 511,820
General Purchases	\$ 423,771	\$ 402,500	\$ 454,460
Contribution to Capital (762)	\$ 78,710	\$ 78,710	\$ 106,600
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831 to 835)	\$ -	\$ -	\$ -
Grants/Seniors Tax Program	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 1,031,808	\$ 971,210	\$ 1,072,880
NET COST/GAIN	\$ 275,755	\$ 264,225	\$ 233,279

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	-6.5%	-5.9%	-4.2%
11 Budget to 10 Budget	11.1%	4.0%	-15.4%
11 Budget to 10 Projected - See B for comments	18.8%	10.5%	-11.7%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time Staff 6
Part Time Staff 4

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

2010 revenues are lower than budgeted as a result of slower than expected rental recovery in the corporate sector. Revenues lower than projected however this was offset by refraining from hiring seasonal staff as well as reduced energy consumption. Slower than expected recovery in corporate bookings. A corporate sales person will be in place for 2011 to help re-grow business in the corporate sector. Installation of energy saving devices also resulted in lower than budgeted utility costs.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Increased rental revenue as a result of focus on increasing corporate bookings. Increased lease revenue as a result of recalculating administration space after health check staff changes. This is also a result of adding a fee to account for basement storage as well as accounting for RancheHouse office space. General purchases are higher as a result of higher utility, insurance and vendor fees. Contribution to capital is higher to accommodate proposed basement storage partitions. Projected personnel costs were lower in 2010 because only acting manager in place, one staff on disability leave for a few months and no seasonal staff were hired.

Cochrane RancheHouse

Services	Service Outputs
Sales, Promotions & Advertising	<ul style="list-style-type: none"> • Advertising the Cochrane RancheHouse to private, corporate and non-profit users in business and private publications. • Provide information to Cochrane Welcome Wagon for new residents. • Provide information to the Executive Welcome representative, a corporate Welcome Wagon service in Calgary. • Increase corporate bookings by implementing a sales position focused on attracting new business in this sector. • Create an email mailing list to inform existing clients about upcoming promotions.
Leased Space Contracts	<ul style="list-style-type: none"> • Maintain the contracts for the leased space tenants within the Facility.
Catering Coordination/Contracts	<ul style="list-style-type: none"> • Maintain Catering contracts with the RancheHouse Preferred Caterers. • Prepare the Request for Proposal and advertise for new caterers as required. • Provide a clean, safe, functional kitchen and area for caterers to work. Ensure area is returned in the same condition after each caterer's use.
Budget	<ul style="list-style-type: none"> • Projection of future capital and operational projects and expenses. • Assuring that Facility operation costs fall with approved budgets.
Booking and Scheduling of Facility	<ul style="list-style-type: none"> • Maintain all bookings and schedule all events at the Cochrane RancheHouse using the Activenet program. • Maintain a Client File system for all events.
Client Services – Event Management	<ul style="list-style-type: none"> • Provide clients with Event Management Services pertaining to their event; determine appropriate room, the set-up, audio visual requirements, food service, timelines and any other requirements the client may have.
Account Services	<ul style="list-style-type: none"> • Event Accounts Payable • Event Accounts Receivable • Maintain Catering Accounts • Ensure all client accounts are billed and monies received in a prompt and timely manner. • Ensure Catering accounts are billed and paid in a prompt and timely manner.
Customer Service	<ul style="list-style-type: none"> • Provide potential clients with information on Facility rental via telephone, email, webpage and in-person contact. • Track customer feedback on events held at the Cochrane RancheHouse.
Energy Management	<ul style="list-style-type: none"> • Research technologies that decrease building energy requirements. • Implement technologies that are deemed economical (payback period shorter than life span of new technology + energy saving greater than maintenance costs). • Upgrade existing equipment and technologies to improve efficiency.
Inventory Control	<ul style="list-style-type: none"> • Maintain and secure a base inventory for day-to-day operation, including, but not limited to, kitchenware, corkage, janitorial and operational supplies. • Ensure that supplies are ordered as required. • Loss prevention
Janitorial Services	<ul style="list-style-type: none"> • Procuring and maintaining all chemical and equipment needed to keep facility at a high standard of cleanliness for all RancheHouse users. • Ensure that all areas are kept clean using Fame daily schedules and checklists.

Services	Service Outputs
Event Services	<ul style="list-style-type: none"> • Clean and set up rented rooms with all of the requested amenities, including audio visual equipment, tables, chairs and linen. • Ensure that set-ups adhere to fire codes in regard to proper egress and occupant loads. • Provide information regarding the procedures in the event of an emergency. • Meet and greet clients upon arrival and provide contact information and any assistance required. • Monitor functions to confirm that the space is being used within Facility guidelines. • Make certain that licenses and permits are in place as required by Alberta Liquor & Gaming Commission. • Respond to the needs of all internal and external customers.
Safety & Security	<ul style="list-style-type: none"> • Ensure that all Occupational Health & Safety Standards are being adhered to by all internal and external customers. • Awareness of the proper usage and storage of equipment, chemicals and machinery. • Ensure staff is well versed on Emergency Procedures, including, but not limited to, first aid and building evacuation. • Maintain and test fire and security systems. • Provide building access codes for RancheHouse employees. • Provide 24-hour emergency response to Facility (fire and security alarms).
Health & Safety	<ul style="list-style-type: none"> • Monitor catering staff to ensure health standards are followed in the preparation of food. • Ensure the kitchen and related equipment is cleaned to meet Health Standards. • Ensure chemicals are used safely and that proper PPE is used. • Ensure that safety Material Safety Data Sheets are up-to-date and kept in a central location. • Provide training opportunities to all facility staff (first aid, WHMIS, etc).
Building Maintenance & Repair	<ul style="list-style-type: none"> • Coordinate and perform all scheduled preventative maintenance tasks to prolong equipment lifecycles. • Respond to and track facility maintenance and service requests with Fame. • Maintain safety certifications through inspection as required by Alberta Regulations. • Maintain building appearance through scheduled cosmetic upgrades.

2011 Cochrane RancheHouse Business Plan Highlights

- Focus on increasing occupancy rates to offset operational costs.
- Increase corporate bookings by implementing a sales position focused on attracting new business in this sector.
- Maintain a safe and healthy workplace.
- Maintain a high level of customer service.
- Conduct yearly research on comparable rental facilities to ensure RancheHouse rates are competitive.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Big Hill Leisure Pool

DEPARTMENT: Community Services - Town Facilities

PROGRAM DESCRIPTION

1. Ensure the safety of patrons through procedures and training for staff and by complying with all provincial legislation and guidelines.
2. Maintain positive relationships with pool users through customer focused service and delivery.
3. Provide recreational swims, swimming lessons, fitness classes and leadership opportunities for users.
4. Maintain good financial practices to ensure Town funds are protected and accurately accounted.
5. Maintain statistics and records to assist with annual budget development.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (434,000)	\$ (431,805)	\$ (447,000)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (434,000)	\$ (431,805)	\$ (447,000)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 574,581	\$ 550,000	\$ 507,260
General Purchases	\$ 281,839	\$ 299,734	\$ 281,836
Contribution to Capital (762)	\$ 40,970	\$ 40,970	\$ 17,000
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 897,390	\$ 890,704	\$ 806,096
NET COST/GAIN	\$ 463,390	\$ 458,899	\$ 359,096

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	-0.5%	-0.7%	-1.0%
11 Budget to 10 Budget	3.0%	-10.2%	-22.5%
11 Budget to 10 Projected - See B for comments	3.5%	-9.5%	-21.7%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 3
Part Time staff 25

2011 Operating Budget shows a 55% cost recovery due to the changes identified in section B below.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Personnel Costs are down due to a vacancy in Aquatic Manager position for 5 months
General Purchases up slightly due to new Aquatic Centre Funding Study being approved after 2010 budget process

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Increase in revenues is a result of a 10% increase in lessons fees beginning July 2011.
Decrease in Personnel Costs due to a transfer of Aquatic Operator position to Parks and Facilities Section.
Contribution to Capital is decreased due to no contribution being made to Equipment Reserve in 2011.

Big Hill Leisure Pool – John Napier

Services	Service Outputs
Recreation Programs	<ul style="list-style-type: none">• Aquatic lessons 3,500 participants (includes school programs)
Spontaneous Recreation	<ul style="list-style-type: none">• Swimming – 1,800 family admissions• 6,700 children• 12,200 adult• 14,000 youth• 2,400 seniors• Aquasize - 5,300

2011 Big Hill Leisure Pool Business Plan Highlights

- Maintain a cost recovery at 47% or higher.
- Excellence in Customer Service.
- Remain consistent in maintaining a Healthy and Safe environment for staff and patrons.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Seniors Centre

DEPARTMENT: Community Services

PROGRAM DESCRIPTION

To provide opportunities for older adults to increase their socialization, maintain their health & fitness, experience volunteerism and enjoy their community. The Centre will maintain and operate in a fiscally responsible way, through collaboration with a Board of Directors and several community partners. The Centre will thrive with activity.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ (18,700)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ (22,919)	\$ (8,000)
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ -	\$ (22,919)	\$ (26,700)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 3,991	\$ 25,785	\$ 68,148
General Purchases	\$ 4,548	\$ 12,411	\$ 137,010
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debtenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 8,539	\$ 38,196	\$ 205,158
NET COST/GAIN	\$ 8,539	\$ 15,277	\$ 178,458

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	#DIV/0!	347.3%	78.9%
11 Budget to 10 Budget	#DIV/0!	2302.6%	1989.9%
11 Budget to 10 Projected - See B for comments	16.5%	437.1%	1068.2%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 1
Part Time staff 0

The current fundraising campaign will continue to remain an ongoing mandate for the Senior Centre.

The Centre includes: two multi-purpose rooms, a games room, office, board room, large kitchen, several washrooms, storage and a reception area.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

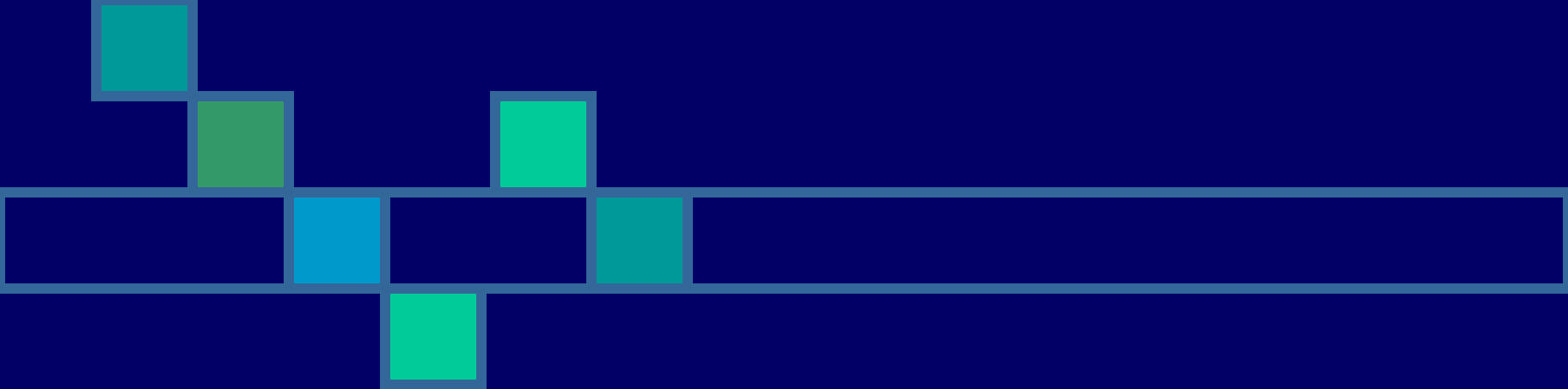
2010 Budget only includes the maintenance of the current 50 & Over Club.

2010 Projected includes revenues from fundraising and costs associated with the new centre prior to its opening including a full time programmer for 4 months and some planning costs

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

2011 Budget is the cost of operating the new Seniors Centre at the Spray Lakes Recreation Centre, including a full year salary for the programmer.

Costs associated with any ongoing maintenance of the current 50 & over Club have been moved to the Parks and Facilities Section.



Cochrane

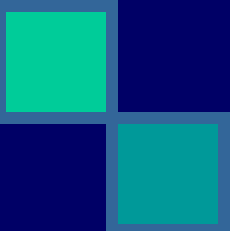

Sept 13, 2010



Paul Siller
Rocky View Regional Handibus



Handibus in Cochrane

- 
1. What Has Happened?
 2. What Will Happen Next?
 3. What Is Needed for the Future?
- 

1. What Has Happened?

- Big Hill Senior Citizens Activity Society is retiring:
 - 4 buses
 - 4,000 trips/yr
 - 30 years of service





What did BHSCAS do for Cochrane?

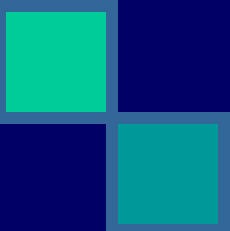

- Transportation to Community Supports
 - In-town: 3-4 days/week
 - Calgary: 4-5 days/week
- All nature of trips:
 - Medical /Respite/ Groceries
 - Post-secondary/ recreation*

*cost-recovery basis



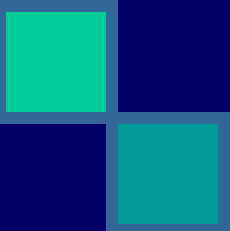



Challenges for BHSCAS

- Fill a need that no one is responsible for
 - Complex operation to run:
 - Some services local /Some services Calgary
 - Calgary is big: hospitals are 30 minutes apart
 - Travelling time and waiting time
 - Increase costs & regulation
 - Volunteer resource depletion & burnout
- 
- 

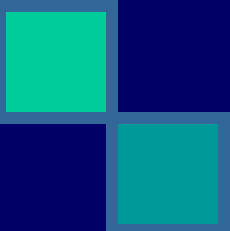



Big Shoes to Fill

- 
- Expenses: \$134,000 (2009)
 - Approx 4,000 trips (\$34.50 /trip)
 - Average fare is 35% of cost (\$12.50 /trip)
 - Town contributes (\$8.00 /trip)
 - Community covers (\$14.00 /trip)
 - Plus: Bus donations
Volunteer contributions
- 




Volunteer Contribution

- 
- BHSCAS \$25-\$30/hr
 - Replacement \$45-\$60/hr
 - \$160,000 to \$200,000 annually
 - If a for-profit organization:
 - No community contribution
 - No volunteer contribution
- 




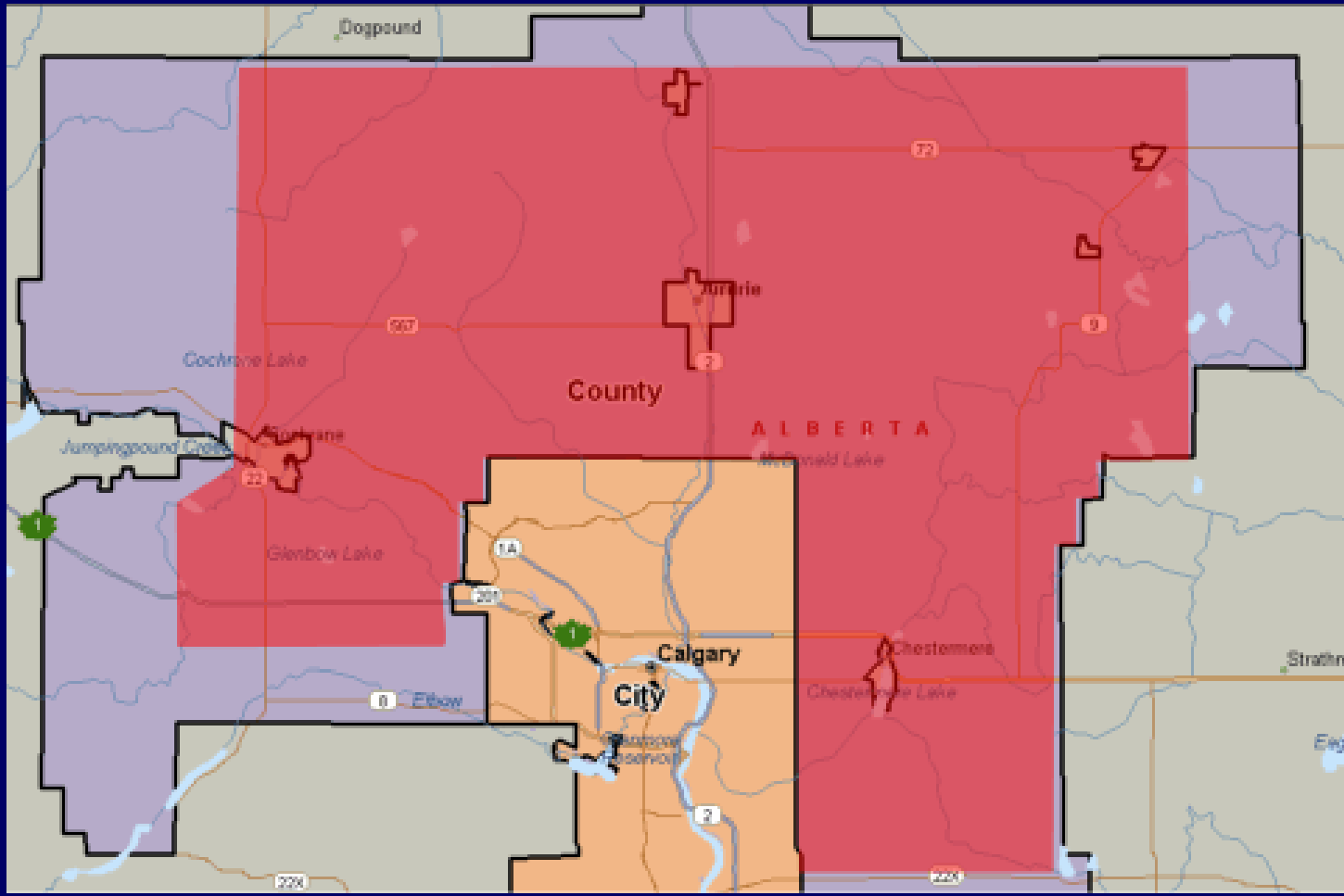
Merger

- BHSCAS asked Rocky View Regional Handibus Society to take on responsibility for Cochrane
 - Winter 2010 – discussion
 - Summer 2010 – bookings
 - Sept 2010 – transfer assets /BHSCAS retires
 - 2011 – ???
- 



Merger With?

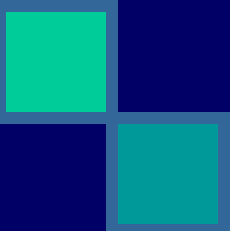

- 
- Rocky View Regional Handibus Society
 - Volunteer Board of Directors
 - Registered charity - Founded 1980
 - 2 office/ 8 drivers /11 buses
 - Five municipalities
 - plus Cochrane
- 








Similarities Between Groups

- 
- Weekday service (mostly)
 - Door to door service (front door)
 - Pre-booked /shared ride
 - Similar fare recovery (25% - 45% cost)
 - Any trip purpose but some priorities exist
 - Shared – cost approach to service
- 

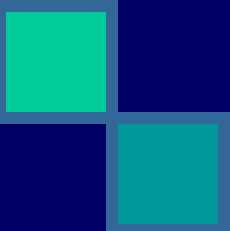



Differences Between Groups

- Paid staff vs. volunteers
 - Kitchen table vs. office
 - Different scheduling systems
 - Different data collection systems
 - Seniors transportation vs. Community transportation
- 





2. What Will Happen Next?

- 
- Seek funding/ support for 2011
 - New contact numbers
 - Operate as a satellite operation
 - Develop capacity
 - scheduling software, new buses
 - Build Cochrane donor base
 - Grow and respond to community needs
- 



Cochrane's Specialized and Community Transportation Programs

- Handibus 
 - Disabilities/ seniors
- Seniors Centre
 - Volunteer drivers /car pool
- Taxi pass
 - Seniors/ disabilities/ low income
- School Board 
 - special needs kids

Could these be covered with one multi-funded dial-a-bus?



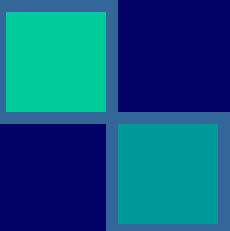



3. What Is Needed for the Future?

- Resources
 - Funds for a shared-cost operation
 - Assistance with logistics /overhead (in-kind)
 - Cochrane representation on our board
- Participation in Planning
 - Regular reports to/from Cochrane
 - Develop a family of services for Cochrane



A Funding Suggestion

- 
1. Start with old "Public Transit Operating Assistance grant"
 2. Correct for population and inflation
 - 1993 PTOAG: \$3.19 per capita
 - 2010 Equivalent: \$4.35 per capita
 - 2010 Cochrane grant: \$1.66 per capita
 3. Phased implementation is suggested
- 

The Early Days



The Future





www.rockyviewbus.ca

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Town Shop & 50 & Over Club

DEPARTMENT: Community Services - Town Facilities

PROGRAM DESCRIPTION

Funds for this Program are used to operate and maintain the offices, shops and yard at 124 Griffin road for the three Operational Services Divisions, Water/ Waste Water, Road Transport. Parks and Facilities.

Some funding budgeted for maintenance of 50 & Over Club while building is still Town owned

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ -	\$ -	\$ -
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 18,020	\$ 18,020	\$ 155,441
General Purchases	\$ 84,816	\$ 84,816	\$ 118,205
Contribution to Capital (762)	\$ 24,000	\$ 24,000	\$ 4,000
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ 34,168	\$ 34,168	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 161,004	\$ 161,004	\$ 277,646
NET COST/GAIN	\$ 161,004	\$ 161,004	\$ 277,646

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	#DIV/0!	0.0%	0.0%
11 Budget to 10 Budget	#DIV/0!	72.4%	72.4%
11 Budget to 10 Projected - See B for comments	#DIV/0!	72.4%	72.4%

OPERATING HIGHLIGHTS

**SEE PARKS FOR SERVICE LEVELS, STAFFING,
AND BUSINESS PLAN HIGHLIGHTS**

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 2
Part Time staff 0

Operational procedures occurring here are:

- Turf maintenance - mowing, trimming, fertilizing, irrigation
- Building maintenance - heating, lighting, plumbing, structural repairs and servicing
- Contract services - eg. janitorial services, HVAC, security mon., overhead door repairs and maintenance
- Garbage collection - litter picking, receptical servicing and liner removal (P&F staff)
- Vehicle maintenance - fuel, servicing, parts
- Utility payments -water, power and gas
- Arbor care - tree pruning, planting, pest and disease control

Operational expenses occurring here are:

- Staffing - salaries, wages, benefits
- Capital contributions - projects and reserves
- General - telephone, insurance, freight, courier, supplies
- General - telephone, insurance, freight, courier, supplies

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Expected to be on budget.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Personnel Costs reflect wages for 2 Building Operators that were previously in other department operating budgets. General Purchases increase is a result of moving the garbage and recycling contract for the Shop out of the Solid Waste budget and all costs associated with the two staff and vehicles was moved out of multiple budgets into one.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Recreation & Culture

DEPARTMENT : Community Services

PROGRAM DESCRIPTION

To provide 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. Our goal is to continue to fill gaps in service by offering unique and rewarding recreation, culture and art programs for all ages.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (116,503)	\$ (105,500)	\$ (143,743)
Government Grants	\$ (17,463)	\$ (15,330)	\$ (9,240)
Donations	\$ (8,500)	\$ (10,447)	\$ (8,000)
Refunds	\$ -	\$ -	\$ -
Drawn from Reserves	\$ (100,000)	\$ (100,000)	\$ -
TOTAL REVENUES	\$ (242,466)	\$ (231,277)	\$ (160,983)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 302,292	\$ 324,800	\$ 360,213
General Purchases	\$ 164,045	\$ 150,489	\$ 151,959
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debtenture Debt	\$ -	\$ -	\$ -
Other - Arts Centre Feasibility Study	\$ 100,000	\$ 100,000	\$ -
TOTAL EXPENDITURES	\$ 566,337	\$ 575,289	\$ 512,172
NET COST/GAIN	\$ 323,871	\$ 344,012	\$ 351,189

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	-4.6%	1.6%	6.2%
11 Budget to 10 Budget	-33.6%	-9.6%	8.4%
11 Budget to 10 Projected - See B for comments	-30.4%	-11.0%	2.1%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

# Full Time staff	3
# Part Time staff	1
# Casual Staff	5
# Seasonal Staff	5

The budgets for Recreation and Culture are merged.
Revenue projections for 2011 reflect an increase to user fees by 20%.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

The \$100,000 drawn from reserves is for the Art Centre Feasibility Study.
2010 revenues were down slightly as a result of collecting fewer user fees and receiving less grant dollars than anticipated.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

2011 Budget shows a decline in Government Grants. Municipalities are no longer eligible for Arts & Culture Funding as in the past. The increase to User Fees/Rentals/Permits illustrates the 20% increase to all program user fees.

Personnel costs include all recreation and culture staff, some were moved from other budgets in previous years.

Recreation, Culture & the Arts

Services	Service Outputs
Recreation Services	
Recreation Programs/Services (Winter / Spring / Summer 2010 only)	<ul style="list-style-type: none"> • Preschool: 22 programs, 252 participants • Children & Youth: 25 programs, 296 participants • Adult programs : 20 programs, 320 participants • Recreation events: 1 volleyball tournament (168 participants), 1 badminton tournament (30 participants), June is Recreation & Parks Month, Summer Kick Off and the Family Day Event • Hiking Club: 42 hikes, 577 participants
Fall 2010 Estimates	<ul style="list-style-type: none"> • Preschool: 10 programs (estimate 85 participants) • Children & Youth: 8 programs (estimate 50 participants) • Adult: 19 programs (10 new programs), estimate 45 participants • Goblin Gathering (estimate 120 children under age 10)
Cultural Services	
Cultural Programs/Services	<ul style="list-style-type: none"> • Visual & Performing Arts programs: 15 • Visual & Performing Arts participants: 200 • Cochrane Children's Festival participants: 800 • Canada Day Flag Raising Ceremony participants: 500 • Canada Day Family Concert participants: 1359 • Heritage Day Festival participants: 300 • Saturday Night at the Ranche: 6 shows, approx. 120 participants throughout the summer • Fun on the Run Van: 10 outreach programs
Consultation & Partnerships	
Community Partnerships	<ul style="list-style-type: none"> • Stockman's Memorial Foundation, Rocky View School Division, Spray Lake Sawmills Family Sports Centre, Chinook Film Group, Arts & Culture Foundation of Cochrane, Cochrane Foundation, Glenbow Elementary School, Wine Glass Ranch, local businesses and the Cochrane Youth Association.
Community Events Support	<ul style="list-style-type: none"> • Footstock, Labour Day Parade, Cochrane Light Up, Cochrane Uncovered, Jacket Racket, Art Days Fest, Branches & Banks, Seniors Tea, Kimmett Cup, Team Taro 3 on 3 Hockey Cup, Marathon Man Right to Play and Family Day.
Consultative Services	<ul style="list-style-type: none"> • Advice on grants, planning for Seniors Centre, Arts Centre Feasibility Study, Festival & Event consultation & planning advice, Fun on the Run Van community support at local events.

2011 Recreation, Culture & the Arts Business Plan Highlights

- Partnership with Arts & Culture Foundation of Cochrane. An action plan item from the Arts Centre Feasibility Study is to collaborate with the Foundation on program development opportunities to enhance the arts in Cochrane.
- Partnerships for Afterschool programming. This goal will establish a stronger working relationship between the Town and the Youth Association, allowing for shared resources, shared programming and a focus on collaboration.
- Review & revision of the current Joint Use Agreement with Rocky View School Division. To establish a more effective way to share community facilities. This includes the Spray Lake Sawmills Family Sports Centre, Big Hill Leisure Pool, tennis courts, sport fields and the outdoor rink.
- Active Men Series. To fill a gap in service for active men that want to participate in programs that foster the important elements of health and wellness, including flexibility and balance programs. Typically, aerobic programs, yoga and dance are populated by female participants. These programs will serve the male population, providing them with a safe environment to participate with their peers, and intimately improve their strength, flexibility and balance for other related sports and recreational endeavors.
- Cochrane Winter Festival. To provide a festival in the winter months that celebrates the community, our community partners and our climate. We live in a winter country. Let's enjoy celebrating the many activities and pleasures of this season.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Cemeteries

DEPARTMENT: Community Services - Cemeteries & Parks

PROGRAM DESCRIPTION

Funds for this Program are used to operate and maintain Saint Mary's, Saint Andrew's and the Cochrane cemeteries, which includes plot sales, opening and closing and perpetual care.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (43,310)	\$ (35,200)	\$ (43,310)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (43,310)	\$ (35,200)	\$ (43,310)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 25,548	\$ 21,111	\$ -
General Purchases	\$ 22,750	\$ 25,530	\$ 21,590
Contribution to Capital (762)	\$ 15,628	\$ 15,628	\$ 23,228
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 63,926	\$ 62,269	\$ 44,818
NET COST/GAIN	\$ 20,616	\$ 27,069	\$ 1,508

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	-18.7%	-2.6%	31.3%
11 Budget to 10 Budget	0.0%	-29.9%	-92.7%
11 Budget to 10 Projected - See B for comments	23.0%	-28.0%	-94.4%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

SEE PARKS FOR SERVICE LEVELS, STAFFING, AND BUSINESS PLAN HIGHLIGHTS

Operational procedures occurring here are:

- Grave preparation - opening and closing of graves
- Turf maintenance - mowing, trimming, fertilizing, turf repairs, irrigation
- Building maintenance - repairs and servicing
- Contract services - eg. Backhoe services, weed/rodent control, small engine repair
- Garbage collection - litter picking, receptical servicing and liner removal (P&F staff)
- Amenities maintenance - repairs and maintenance of fencing and benches
- Signage - installation and repairs
- Vehicle maintenance - fuel, servicing, parts
- Arbor care - tree pruning, planting, pest and disease control

Operational expenses occurring here are:

- Capital contributions - projects and reserves
- General - supplies

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Revenues are down due to fewer burials being preformed in 2010
General purchases up slightly due to vehicle repairs and one bad debt

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

2011 budgeted revenues reflect an anticipated 13 burials and 12 cremations in the year
2011 personnel costs have all been moved into Parks budget

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Parks (including Playfields & Outdoor Rinks)

DEPARTMENT: Community Services - Municipal Parks

PROGRAM DESCRIPTION

Funds for this program are used to operate and maintain the parks, playgrounds, pathways open spaces and urban streetscapes within the community.

Funds in this program are used as well to operate and maintain the 136 acre CRHR site, which includes the Gilbert's house and garages, Westerson Cabin, two outdoor washrooms, portable Kiosk, pump shack, stage, park lighting, Men of Vision Statue, corral, interpretive panels, All soccer and ball fields as well as the outdoor rink are maintained out of this program.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (17,000)	\$ (25,055)	\$ (17,000)
Government Grants	\$ (8,000)	\$ (8,000)	\$ (8,000)
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ (250)	\$ -	\$ (250)
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (25,250)	\$ (33,055)	\$ (25,250)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 771,273	\$ 732,472	\$ 808,584
General Purchases	\$ 464,175	\$ 469,455	\$ 470,645
Contribution to Capital (762)	\$ 79,644	\$ 79,689	\$ 59,295
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ 401,263	\$ 401,263	\$ -
Other	\$ 15,197	\$ 15,197	\$ 11,100
TOTAL EXPENDITURES	\$ 1,731,552	\$ 1,698,076	\$ 1,349,624
NET COST/GAIN	\$ 1,706,302	\$ 1,665,021	\$ 1,324,374

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	30.9%	-1.9%	-2.4%
11 Budget to 10 Budget	0.0%	-22.1%	-22.4%
11 Budget to 10 Projected - See B for comments	-23.6%	-20.5%	-20.5%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time Staff 7
Part Time Staff 20

Operational procedures occurring here are:

Turf maintenance - mowing, trimming, fertilizing, irrigation
Building maintenance -lighting, plumbing, structural repairs and servicing
Pathway, bridges and stairwells maintenance - decking, railings, steps and asphalt/red shale surfacing, snow removal
Contract services - eg. washroom cleaning, weed/rodent control, weed inspector
Garbage collection - litter picking, receptical servicing and liner removal (P&F staff)
Arbor care - tree pruning, planting, pest and disease control
Signage - installation and repairs
Vehicle maintenance - fuel, servicing, parts
Utility payments -water, power and gas
Play structure maintenance - inspections, replacements, repairs to surfacing and structure
Pond maintenance - fish stocking, pump maintenance
Arbor care - tree pruning, planting, pest and disease control, shrub bed maintenance
Athletic field maintenance - painting, lining, dugout repairs, backstop repairs,
Tennis court maintenance - repair and replacement of surfacing, nets and poles
Outdoor rink - operation and repair

Operational expenses occurring here are:

Staffing - salaries, wages, benefits, staff development
Capital contributions - projects and reserves
General - mobile communications telephone, insurance, freight, courier, supplies, safety apparel
Debenture Payments - principal and interest, lease payment *The debenture payments here are for the SLS Sports Centre not for a Parks project.
Joint Use and Maintenance Agreements (Rocky View school division, Gleneagles Villas, Estates, Home Owners Assoc)

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Revenues up due to memorial bench purchases.
Personnel costs down as a result of a 2 month vacancy in an Operator 2 position and less seasonal wages being paid out

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Personnel costs reflect additional Operator 1 position for 2011.
Debenture moved to Community Services Administration Budget

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Cochrane Family & Community Support Services (FCSS)

DEPARTMENT : Community Services

PROGRAM DESCRIPTION

Cochrane 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.

Cochrane 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

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (11,000)	\$ (18,000)	\$ (10,000)
Government Grants	\$ (392,552)	\$ (464,222)	\$ (394,552)
Fines/Licenses/leases	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other/Donations	\$ (600)	\$ (600)	\$ (500)
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ (69,170)	\$ (76,800)	\$ (61,971)
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (473,322)	\$ (559,622)	\$ (467,023)
EXPENDITURES			
Personnel Costs (110 to 148)	\$ 478,457	\$ 525,000	\$ 546,946
General Purchases	\$ 187,982	\$ 215,000	\$ 187,735
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other organizations	\$ 39,610	\$ 45,000	\$ 39,610
Interdepartmental Charges	\$ -	\$ -	\$ -
Other - Cochrane Activettes	\$ 10,000	\$ 10,000	\$ 10,000
TOTAL EXPENDITURES	\$ 716,049	\$ 795,000	\$ 784,291
NET COST/GAIN	\$ 242,727	\$ 235,378	\$ 317,268

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	18.2%	11.0%	-3.0%
11 Budget to 10 Budget	-1.3%	9.5%	30.7%
11 Budget to 10 Projected - See B for comments	-16.5%	-1.3%	34.8%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 6
Part Time staff 1

This budget includes only FCSS staff and the Affordable Housing Coordinator. The Resource Centre and Parent Link Centre grant funds are shown on separate budgets.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Special projects were held that increased user fees in 2010. A Seniors New Horizon grant for \$30,000 was accessed which was not budgeted for. Internally, the Parent Link Centre was invoiced for several services. Increased general purchases offset by increased grant revenue.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Personnel costs have increased as a result of the increased compensation. There was an increase in 2010 revenue from grants and therefore an increase in staffing to carry out programs. Return to 2010 budget levels for 2011. In addition to this community grant funding, Cochrane FCSS manages the partnership between Cochrane and United Way of Calgary and Area which allocates over \$60,000 per year to local community groups.

FCSS manages this partnership agreement with the Activettes for the food bank. This is an excellent community service but does not fall in the FCSS mandate.

Family & Community Support Services (FCSS) – Susan Flowers

Services	Service Outputs
Cochrane FCSS works on community development with the community	<ul style="list-style-type: none"> • Share Cochrane's Social Master Plan & Prioritize FCSS Initiatives with the Advisory Board. • Work with the seniors' task force and Community Services staff on the development of a new seniors centre & other programs. • Develop new non-profit society for new centre. • Assess the needs of the community around child care and other community issues.
Determine space needs & research opportunities	<ul style="list-style-type: none"> • Assist the Parent Link Centre in moving to a new location. • Look at new programs in the present Parent Link Centre site which address some of the needs identified in the Social Master Plan. • Develop a partnership with the Economic Development team to provide washrooms and tourist information.
Maintain partnerships & programs	<ul style="list-style-type: none"> • Maintain present grant levels with partners such as Calgary and Area Child and Family Service, MD of Bighorn, Rocky View County and Cochrane Society for Housing Options. • Maintain existing programs through Volunteer Cochrane and Family Life Enrichment FCSS Programs. • Enhance programs such as Cochrane Uncovered & the Child Wellness Fair, the Seniors Tea, and the Volunteer Fair. • To improve on our statistic collection and reporting on outcomes of FCSS, Parent Link Centre and Resource Centre.
Increase Awareness of social issues and FCSS Programs	<ul style="list-style-type: none"> • Increase social marketing campaigns by newspaper, movie house ads, and written materials.
Research & Support Social Ventures that make non-profits sustainable	<ul style="list-style-type: none"> • Support and assist with plans of Cochrane Society for Housing Options to maintain social venture and develop new programs.
Provide Resource Centre Programs to Community	<ul style="list-style-type: none"> • Work with Resource Centre staff to develop proposals for prevention of family violence and development of programs.
Provide Parent Link Centre Services	<ul style="list-style-type: none"> • Work with parent Link staff to increase programs and services such as the Supporting Fathers Initiative.
Grant Funding to Community groups	<ul style="list-style-type: none"> • Improve on application form and reporting mechanisms. Continue partnership with United Way to support Cochrane services.
Supervise Affordable Housing Program	<ul style="list-style-type: none"> • Continue partnership and staffing shared with Cochrane Society for Housing Options, promote implementation of strategy.

2011 Cochrane FCSS Business Plan Highlights

- Carrying out priorities for Social Master Plan.
- Assisting with development of seniors centre.
- Planning for future growth and activities.
- Looking for new grants to complete work.
- Working with community to develop new programs.
- Evaluating and improving on present services.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Community Resource Centre

DEPARTMENT : Community Services

PROGRAM DESCRIPTION

The Western Rocky View Family and Community Resource Centre provides 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 (as per the Cochrane Strategic Plan). 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.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ (139,303)	\$ (139,303)	\$ (131,105)
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ (65,000)	\$ (65,000)	\$ (70,379)
United Way donation	\$ (15,000)	\$ (15,000)	\$ (15,000)
Other Donations	\$ (5,000)	\$ (5,000)	\$ (6,210)
Interdepartmental Transfer	\$ (5,000)	\$ (5,000)	\$ (5,000)
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (229,303)	\$ (229,303)	\$ (227,694)
EXPENDITURES			
Personnel Costs (110 to 148)	\$ 72,407	\$ 72,407	\$ 76,727
General Purchases	\$ 40,771	\$ 40,771	\$ 15,630
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831to 835)	\$ -	\$ -	\$ -
Family School Liaison Program	\$ 65,000	\$ 65,000	\$ 65,000
Instrumental needs program	\$ 5,000	\$ 5,000	\$ 5,000
Taxi subsidy program	\$ 15,000	\$ 15,000	\$ 15,000
Interdepartmental Charges	\$ 31,125	\$ 31,125	\$ 50,337
TOTAL EXPENDITURES	\$ 229,303	\$ 229,303	\$ 227,694
NET COST/GAIN	\$ -	\$ -	\$ -

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	0.0%	0.0%	#DIV/0!
11 Budget to 10 Budget	-0.7%	-0.7%	#DIV/0!
11 Budget to 10 Projected - See B for comments	-0.7%	-0.7%	#DIV/0!

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 2
Part Time staff 3

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

No variances expected in 2010 budget

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Increase in personnel costs due to scheduled raises.
Decrease in general purchases to offset increase in personnel costs.
Re-allocation of some general purchases to interdepartmental charges (FCSS)

Western Rocky View Family and Community Resource Centre

2010 Services (to date)	2010 Service Outputs (# time service was provided)
Information and Referral	<ul style="list-style-type: none"> (5650) Providing community information and access to local / provincial / federal resources.
Food Hamper application management	<ul style="list-style-type: none"> (453 hampers) Screening and processing applications for Cochrane Activettes.
Government Forms assistance	<ul style="list-style-type: none"> (780) Provide blank forms, assist in completion of various municipal / provincial / federal government forms.
Provision of Basic Emergency Needs	<ul style="list-style-type: none"> (125) <u>Emergency</u> food and assistance for situations which fall between the cracks of other resources. (154) Housing support and (146) transportation (local and regional), Instrumental Needs emergency assistance provided (donors).
Community Events	<ul style="list-style-type: none"> (88) Back Pack Event provided to low-income families: backpacks filled as per related school supply list (\$3,000 in donations). Jacket Racket (winter clothing donations): approx 700 articles of clothing distributed. Our Lady of Peace Christmas Party (low-income family Christmas Party): 65 children attended and received Christmas gifts.
Video-conferencing	<ul style="list-style-type: none"> Site used for CEAC provincial conference, various training meetings.
Community Partnerships	<ul style="list-style-type: none"> Inter-agency resource network, Cochrane Youth Association, Victims Services, Mental Health, Aboriginal services, Alberta Justice, Community Probation, RCMP, HomeFront. Local business support (grocers, media, recreation).
External (provincial) Partnerships	<ul style="list-style-type: none"> FCSS Regional networking, conference, and planning meetings. Rural Domestic Violence initiatives, including Safe Community Innovation Fund proposal for male offender program. Community Resource Coordinator's service enhancement meetings.
Canada World Youth	<ul style="list-style-type: none"> Men's Resource development, anti-violence activities, training assistance, Jacket Racket.
Community Anti-Violence Initiatives	<ul style="list-style-type: none"> Participant in PATCH (Promoting Action Toward Community Harmony) Anti-Violence Committee. Co-sponsoring Dawna Speers Ending Relationship Violence presentation. Participating / assisting with Cochrane Youth Association Violence Prevention Month activities. Domestic Violence Outreach Worker (partnership with North of McKnight Community Services).
Community Resource Library	<ul style="list-style-type: none"> Lending of over 4000 audio / visual material and books to public.. Updating completed resource inventory process (scanning barcodes).
Community Access Resource (CAR) Program	<ul style="list-style-type: none"> (41 clients) Assisting low-income Cochrane residents with local transportation within Rocky View County limits. Subsidized taxi services to reduce social isolation to lower-income citizens.
Family School Liaison Program	<ul style="list-style-type: none"> Community component within Rocky View Schools Division services. Unique in Alberta. Parenting groups (special needs), community, family, 1-1 and training and resources accessible. 82 individual cases, 123 consultations and 449 resource consultations provided.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Home Visitation Program

DEPARTMENT : Community Services - FCSS Resource Centre

PROGRAM DESCRIPTION

Funded by 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.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ (60,200)	\$ (60,200)	\$ (63,635)
Fines/Licenses	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ -	\$ -	\$ -
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (60,200)	\$ (60,200)	\$ (63,635)
EXPENDITURES			
Personnel Costs (110 to 148)	\$ 43,030	\$ 43,030	\$ 48,985
General Purchases	\$ 17,170	\$ 17,170	\$ 14,482
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831to 835)	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ 168
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 60,200	\$ 60,200	\$ 63,635
NET COST/GAIN	\$ -	\$ -	\$ -

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	0.0%	0.0%	#DIV/0!
11 Budget to 10 Budget	5.7%	5.7%	#DIV/0!
11 Budget to 10 Projected - See B for comments	5.7%	5.7%	#DIV/0!

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 0
Part Time staff 2

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

No variances projected

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Increase in revenue from grants.
Increased personnel costs due to a) supervision and b) to increased benefits (Respite Care Worker eligible for full benefits)
Decreased general purchases to partially cover increased personnel costs.

Home Visitation Program – Brian Pugh

2010 Services (to date)	2010 Service Outputs
<p>Family Support Worker (parenting coaching in families with children 0-6 yrs)</p> <p>Respite Care Support Worker (short term crisis childcare with children 0-6 yrs)</p>	<ul style="list-style-type: none"> • 39 families accessed parenting strategy resources • 89 children served; 75 children served ages 0-6 served; 14 children ages 7-18 also benefitting; 59 individual parents received parenting strategies and information. • 234 referrals made to other resources • 113 ongoing resource partnerships between staff and external resources, including special needs linkages and resources. • Increased accessibility through taking resources into client's homes.
Partnerships	<ul style="list-style-type: none"> • Alberta Home Visitation Network Association. • Child and Family Services Authority, Calgary Region 3.
Staff Development / Training	<ul style="list-style-type: none"> • Home Visitation Core Training • Motivational Interviewing • Reflective Supervision • Quarterly AHVNA conferences (Alberta Home Visitation Network Association) • Effective Co-Parenting Strategies • Coaching Parents training • Early Childhood Development Conference (Edmonton)
Facilitation	<ul style="list-style-type: none"> • Special needs video-conference
Information gathering	<ul style="list-style-type: none"> • HOMES database system • Reporting protocol for Alberta Child and Family Services Authority
Service delivery review / updating	<ul style="list-style-type: none"> • Strength-based client services • File management • Logic Model format • Referral procedures and coordination with Parent Link Centre • After-care and consumer satisfaction information

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Western Rocky View Parent Link Centre (PLC)

DEPARTMENT PROGRAM : Community Services - FCSS

PROGRAM DESCRIPTION

The PLC is provided in a contract between the TOC and Child & Family Services. The PLC is 100% grant funded. Fiscal year April 1 - March 31. The mandate of Parent Link Centres is to provide high-quality, comprehensive, accessible, community based programs that comply with provincial standards of excellence and respond to the changing needs of families. PLC's promote family wellness, promote positive parent-child relationships, improve parenting knowledge and skills and foster optimal child development to ensure that all children get a healthy start in life. The five core services provided by Parent Link Centres 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.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ (10,300)
Government Grants	\$ (334,421)	\$ (334,421)	\$ (339,421)
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Triple P Grant - provincial govt	\$ (30,000)	\$ (30,000)	\$ (30,000)
SFI Grant	\$ -	\$ -	\$ (117,773)
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (364,421)	\$ (364,421)	\$ (497,494)
EXPENDITURES			
Personnel Costs (110 to 148)	\$ 301,407	\$ 288,313	\$ 385,023
General Purchases	\$ 63,014	\$ 76,108	\$ 111,605
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ 866
TOTAL EXPENDITURES	\$ 364,421	\$ 364,421	\$ 497,494
NET COST/GAIN	\$ -	\$ -	\$ -

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	0.0%	0.0%	#DIV/0!
11 Budget to 10 Budget	36.5%	36.5%	#DIV/0!
11 Budget to 10 Projected - See B for comments	36.5%	36.5%	#DIV/0!

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time Staff: 4 (1 shared with Resource Centre - PLC contributes 25% of salary)
Part Time Staff: 3 (1 shared with Resource Centre - PLC contributes approx 25% of salary)
The Parent Link Centre continues to grow and expand the services we offer families living in Cochrane and the Western Rocky View County. Statistics clearly demonstrate that the Parent Link Centre is a valuable resource to families. Our Child Development Programs are very successful and continue to run at capacity.

Space: The PLC is in the process of securing a new location to offer Child Development/Parent Education programs (127 First Street E). Anticipated move date: Feb 1, 2011. PLC Provincial grant is in place to cover renovations.

Car Seat Pilot Project: PLC received a grant to initiate car seat safety in Cochrane and WRV County. We are working with other town depts and community agencies to offer seminars and car seat clinics to increase parents knowledge and the safety of children in motorized vehicles.

Supporting Father Involvement: The PLC was 1 of 4 agencies chosen in Alberta to pilot a new parent education program designed to increase father involvement, enhance family relationships and decrease potential risk factors for children. We received approval for a grant for \$368,000.00 for the 3 year pilot project.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

PLC programmer position/PLC assistant positions vacant.

PLC is subleasing off site program location to offer Child Development programs. Our current location has been operating at capacity for a number of years. We subleased additional space while we investigated options to relocate the PLC space.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

User Fees: Parent Link Centre will be subleasing space in our new facility to help offset the rental fees.

Grant: Increase in funding due to successful recipient of funding to pilot a new project designed to increase father involvement - funding is for 3 years.

Salaries: Have increased due to a new grant received from the Norlien Foundation to offer a 3 year Pilot Project: Supporting Father Involvement.

Rent: Increase in rent due to moving to a larger space for the Parent Link Centre.

Western Rocky View Parent Link Centre (FCSS) – Kim Krawec

Examples of Services	Service Outputs
External Services	
The PLC receives an annual grant to provide: child development programs, parent education, developmental screening, family support and information and referral.	<ul style="list-style-type: none"> The PLC receives an annual grant of \$334,421.00 to support families and children living in Cochrane the Western Rocky View County. Reporting requirements include: submitting quarterly financials, annual audited financial statement and bi-yearly service output reports.
The provision of child development programs in Cochrane and the Western Rocky View County.	<ul style="list-style-type: none"> The PLC provides programs 6 days a week in our Centre in Cochrane. Space continues to be an issue for our Cochrane location. In an attempt to control participant numbers the PLC offers 4 off site programs/week in Cochrane. We are in the process of securing a new location (127 First Avenue) to offer Parent Link Centre programs – anticipated date to occupy new location is February 1, 2011. The PLC offers programs in 3 rural sites: Beaupre, Bearspaw and Bragg Creek Each program that we offer is designed to promote children's fine motor, gross motor, communication, cognitive, sensory and social emotional development. Over 2000 unique families access child development programs over the course of the year. (unique means that although families attend many programs, they are only counted once).
The provision of Parent Education Programs.	<ul style="list-style-type: none"> The Parent Link Centre offers free parent education courses throughout the year to empower families, enhance parenting skills and strengthen family relationships. We offer a minimum of 10 parent education courses throughout the year. Target: 200 parents gain increased parenting knowledge and skills by attending PLC courses.
The provision of Child Development Screening	<ul style="list-style-type: none"> The Parent Link Centre offers Ages and Stages Developmental Screening to ensure that children are reaching developmental milestones and are receiving early intervention services if required. Target: Administer 500 developmental screens throughout the year and ensure that if children are flagged for delays that they are referred to specialized services.
Family Support	<ul style="list-style-type: none"> Provide support to families in crisis. Provide parenting support and information to parents.
Information and Referral	<ul style="list-style-type: none"> Parent Resource Library – continue to expand resources available for families. Target: 500 families accessing resources from PLC Parent Resource Library.
Triple P Parenting	<ul style="list-style-type: none"> PLC receives \$30,000 grant from Alberta Children's Services to provide Triple P Parenting support. 4 staff are trained and accredited through the University of Queensland to provide Triple P services. Triple P is designed to give parents practical information and advice on positive approaches to parenting. Through this program parents learn to promote their child's healthy development and gain strategies to deal with a wide variety of common behaviour difficulties and developmental concerns. Target: provide Triple P Parenting services to 200 parents throughout the year. Target: partner with local schools to promote Triple P services.
Supporting Father Involvement (SFI)	<ul style="list-style-type: none"> PLC has been approved to receive a three year grant in the amount of \$369,841.00 to assist with the Supporting Fathers Involvement Alberta Program. The Parent Link Centre was one of four agencies chosen across Alberta to pilot the Supporting Father Involvement Program. The SFI Intervention is designed to increase positive involvement of fathers with their children. Research indicates that positive father interaction promotes optimal child development and plays a central protective role for the entire family unit. Target: offer 3-16 week Supporting Father Involvement groups in Cochrane and the Rocky View County in 2011. Target: 40 parents gain increased knowledge of parenting skills and the importance of father involvement.
Car Seat Safety Project	<ul style="list-style-type: none"> PLC received a \$5000.00 grant from the Alberta Traffic Safety Fund to pilot a car seat safety project. Target: to offer 4 information seminars and 8 Car Seat Clinics in Cochrane and the Western Rocky View County. Target: 400 parents gain increased knowledge and awareness of car seat installation and car seat safety practices.

Examples of Services	Service Outputs
Parent Link Centre promotion	<ul style="list-style-type: none"> • PLC presentations to schools and local agencies to increase community awareness of our services. • Advertising through Town of Cochrane guide, newspaper, monthly calendars and newsletters. • Partnership continuing with Cochrane Eagle to feature parenting tip articles.

2011 Parent Link Centre Business Plan Highlights

- Research options for the expansion of the Parent Link Centre. Identify, develop and implement plans for a future facility as current Parent Link Centre space is over subscribed. The Parent Link Centre received a grant extension for \$113,000.00 dedicated towards PLC expansion/development. Grant must be utilized by March 31, 2011.
- Continue to improve services in 5 core service areas: Early Childhood Development, Parent Education, Family Support, Developmental Screening and Information and Referral. Explore funding opportunities to expand the core services to meet the growing needs of Cochrane and the Western Rocky View County.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Affordable Housing

DEPARTMENT: Community Services - FCSS

PROGRAM DESCRIPTION

Provide housing support services in partnership with CSHO (incl. management of 25 rental units);
Oversee Implementation & Monitoring of 2009 Cochrane Affordable Housing Strategy;
Facilitate working relationships with local partners and all levels of Government
Support the CSHO in program development, program delivery, and education/advocacy;
Respond to inquiries from public, non-profits, businesses and all levels of government;
Provide grant administration for affordable housing grant applications;
Ensure affordable housing resources are coordinated to maximize benefit to the community;
Implement new programs and services with Municipal Grant dollars and with partners.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (32,868)	\$ (32,868)	\$ -
Government Grants	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ (7,332)	\$ (7,332)	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (40,200)	\$ (40,200)	\$ -
EXPENDITURES			
Personnel Costs	\$ -	\$ -	\$ -
General Purchases	\$ 15,290	\$ 15,290	\$ -
Contribution to Capital (repayment on William St condos)	\$ 75,636	\$ 75,636	\$ -
Grants to organizations	\$ -	\$ -	\$ 70,200
TOTAL EXPENDITURES	\$ 90,926	\$ 90,926	\$ 70,200
NET COST/GAIN	\$ 50,726	\$ 50,726	\$ 70,200

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	-100.0%	-100.0%	-100.0%
11 Budget to 10 Budget	-100.0%	-22.8%	38.4%
11 Budget to 10 Projected - See B for comments	#DIV/0!	#DIV/0!	#DIV/0!

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Part Time staff (in FCSS budget)

The Town of Cochrane and the Cochrane Society for Housing Options (CSHO) continue to share the Housing Coordinator position (.43 PTE each). In 2011, the CSHO will contribute \$39,253 towards the salary. The CSHO will also cost share travel/conferences, staff development & supplies. The Housing Coordinator has begun implementing the 2009 Cochrane Affordable Housing Strategy and Implementation Plan. This process is overseen by the Implementation & Monitoring Authority, which is made up of CSHO members, Town Staff and Community-at-Large representatives. In June 2010, Town Council approved the disbursement of \$1.2 million Provincial Affordable Housing Block Funding to be allocated for 18 - 20 Home Ownership Units as follows: \$500,000 to Habitat for Humanity Pope Avenue Project, \$200,000 for the Trico Homes PEAK Home Ownership Program located in Heritage Hills, and the remaining funds to the CSHO for their Home Ownership Program. Qualifying households can begin accessing these programs once the legal contracts are completed.

The Town of Cochrane portion of funding for the 4-plex was \$438,000 and this is being repaid at \$64,636 per year until 2015. The remainder of the capital cost was funded through the Province's Affordable Housing Block Funding grant in 2007 (\$516,869). The CSHO is currently assessing the feasibility of purchasing the 4-plex from the Town of Cochrane. The Town of Cochrane and CSHO signed a new service agreement in 2010. The Housing Coordinator continues to work out of the FCSS department. Costs for this position are included within the FCSS budget including salary costs, expenses and professional development. Due to workload demand, FCSS is also providing additional administrative support to Housing Coordinator position.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Expecting to be on budget.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Proposed sale of housing unit to Affordable Housing Society and providing grant instead.

2011 Affordable Housing (FCSS) – Corinne Burns, Housing Coordinator

Examples of Services	Service Outputs
External Services	
In Kind Support to Affordable Housing Initiatives	<ul style="list-style-type: none"> • Office space, IT, Computer, supplies, front desk reception, supervision • Administrative Support for completion of Housing Strategy • Administrative Support to assist Housing Coordinator with excess workload • Program development & delivery, • Education and Advocacy Activities
William Street 4-plex	<ul style="list-style-type: none"> • \$64,636 toward capital purchase • \$15,240 in maintenance expenses on 4-plex • \$40,200 Income from rent • CSHO assessing feasibility of purchasing William Street 4-plex from Town of Cochrane.
Other grants accessed to provide funding for Capital Projects	<ul style="list-style-type: none"> • \$1.2 Million in Provincial Affordable Housing Block Funding allocated to Town. In June 2010, Town Council approved disbursement of funding to CSHO to be used for Home Ownership Programs. Funding is allocated as follows: \$500,000 to Habitat for Humanity Pope Avenue Project (10 units); \$200,000 Trico PEAK Home Ownership Program in Heritage Hills (5 units); remaining funding to CSHO for Home Ownership Program (3 – 5 units). • Letter of Support to province on behalf of CSHO in successful application to province to purchase 10 – 2 bedroom rental units - \$1.74 million grant.
CSHO Meetings and volunteer support	<ul style="list-style-type: none"> • Complimentary meeting room space – 10 hours per month • Complementary equipment use – 3 hours per month
Affordable Housing Program Promotion	<ul style="list-style-type: none"> • Invited to participate in various meetings • Participation at trade fairs and local events • Advertising through Town of Cochrane guide, newspaper, website, newsletters, FCSS Annual Report
Individual Client inquires for housing	<ul style="list-style-type: none"> • 50 per month
Number of Applications for housing on file	<ul style="list-style-type: none"> • 25 per month
Inquiries from other housing agencies and government	<ul style="list-style-type: none"> • 10 per month
Participants in Programs/Workshops	<ul style="list-style-type: none"> • Home Ownership Training sessions scheduled for 2011
Implementation of 2009 Affordable Housing Strategy	<ul style="list-style-type: none"> • Implementation and Monitoring Authority established and meets quarterly.
Management of HomeStead and William Street	<ul style="list-style-type: none"> • Oversee Property Management and provide support and direction on tenant issues and property maintenance and repair
Community Development Activities	<ul style="list-style-type: none"> • Work with other organizations and projects to support local community development initiatives (e.g. CSHO, FCSS Board, Interagency, Team Health for Cochrane, Community Futures, Chamber of Commerce, Community Economic Development Program with Simon Fraser University) • Partner with other housing agencies to create affordable home ownership opportunities • Town of Cochrane supported CSHO is establishing 'Home Reno Heaven', an ongoing funding-raising program of the CSHO. (Non-profit business selling donated home renovation products, appliances and fitness equipment.

2011 Affordable Housing (FCSS) Business Plan Highlights

- Continue to address initiatives identified in 2009 Cochrane Affordable Housing Strategy and Implementation Plan CSHO, Town of Cochrane and Community-at-Larger representatives working closely on this project.
- CSHO working closely with Town of Cochrane Planning Department 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.)
- With the same amount of funding, doubled the number of Home Ownership opportunities for Cochrane residents through partnerships with Habitat for Humanity and Trico Homes/Foundation.
- Limited education and advocacy activities can continue with existing resources.
- Program expansion will be limited due to the need for additional human resources.
- Grant application activities and monitoring of existing grants can continue with existing resources.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Senior Management Infrastructure Services

DEPARTMENT : INFRASTRUCTURE SERVICES

PROGRAM DESCRIPTION

Senior Manager Infrastructure Services is accountable for leading a team that delivers infrastructure services including roads, water, wastewater, solid waste and recycling services. Provide tactical and strategic coordination in the delivery of capitol projects, Council priorities, budget expenditures and resource support for all aspects of Infrastructure Services.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ -	\$ -	\$ -
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ -	\$ -	\$ 220,679
General Purchases	\$ -	\$ -	\$ 20,212
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ -	\$ -	\$ 240,891
NET COST/GAIN	\$ -	\$ -	\$ 240,891

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	#DIV/0!	#DIV/0!	#DIV/0!
11 Budget to 10 Budget	#DIV/0!	#DIV/0!	#DIV/0!
11 Budget to 10 Projected - See B for comments	#DIV/0!	#DIV/0!	#DIV/0!

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 3
Part Time staff 0

This budget is a result of the Corporate re-structuring that occurred in July of 2010 for this area.

The budget includes costs associated with the Senior Manager of Infrastructure and 67% of the costs of the two Administrative Assistants that provide support to all divisions.

There are no existing budget figures to compare with.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

New budget in 2011.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

New budget in 2011.

Infrastructure Services Administration - Rick Deans

Services	Service Outputs
Executive Team	
Advice and support	<ul style="list-style-type: none"> Provide advice and support to ensure that administration provides all necessary advice and information to allow for informed decisions to be made (principal advisors to the CAO).
Divisional/line of business operational responsibility	<ul style="list-style-type: none"> As the primary support for the CAO, responsible for the individual divisional/line of business operations based on policy established by Council.
Implementation, direction and leadership	<ul style="list-style-type: none"> Provide implementation, direction and leadership to each line of business as identified in the Business Plan
Services	
Provide Leadership and support to all Infrastructure Services divisions.	<ul style="list-style-type: none"> Efficient operation and maintenance of Town Infrastructure including: <ul style="list-style-type: none"> Roads Water and Wastewater Solid Waste and Recycling
Capital Works Implementation	<ul style="list-style-type: none"> Support department managers in the preliminary design, final design, tendering and construction of Capital works including: <ul style="list-style-type: none"> River Heights Drive extension to Highway 22 Water Treatment Plant Expansion Completion and Commissioning Centre Avenue Functional Design Equipment storage and maintenance facility 304 Griffin Road Remediation Water Meter Replacement Program Implementation of Automated Waste and Recycling Program Extensive Leak Detection and Infrastructure Leak Index Program for Water Conservation
Ensure infrastructure planning documents are current	<ul style="list-style-type: none"> To direct Engineering consultants in the preparation of: <ul style="list-style-type: none"> Water System Master Plan Wastewater System Master Plan Transportation Plan Storm Water Master Plan Study of alternatives for potable water supply In house completion of Zero Waste Framework
Review plans for New developments	<ul style="list-style-type: none"> Review and provide comments and advice on new development areas: <ul style="list-style-type: none"> All Area Structure Plans and Tentative Plans Development Applications Road and Underground Servicing Infrastructure Plans

Services	Service Outputs
Ensure adequate financing for Infrastructure projects.	<ul style="list-style-type: none"> • Review future Infrastructure needs and direct the preparation of cost estimates • Preparation of grant applications for Infrastructure projects when applicable • Apply long term planning principles identified in the Engineering Master Plans to future Corporate Financial Planning documents
Liaise with other jurisdictions, private developers on service agreements	<ul style="list-style-type: none"> • City of Calgary Wastewater Agreement • Rocky View County – Cochrane Lake Wastewater Agreement • Rocky View County – Recycling Services Agreement • Municipal District of Big Horn / Waiparous/Ghost Lake – Recycling Services Agreement

2011 Infrastructure Services Administration Business Plan Highlights

- Identify, develop and implement plans for future facilities and infrastructure.
- Provide direction and assistance to Department Managers in the planning and execution of major capital projects.
- Ensure a financial plan is in place to fund required infrastructure upgrades needed to accommodate growth and long-term sustainability of municipal infrastructures.
- Participate in the planning and implementation of alternative transportation opportunities for the community.
- Continue to support, educate and research Water Conservation Initiatives.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION: Roads

DEPARTMENT : Operational Services

PROGRAM DESCRIPTION

Maintain 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.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (4,000)	\$ (4,000)	\$ (4,500)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ (266,000)	\$ (266,000)	\$ (261,000)
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Supplemental Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (270,000)	\$ (270,000)	\$ (265,500)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 568,226	\$ 566,226	\$ 603,553
General Purchases	\$ 911,775	\$ 903,775	\$ 930,549
Contribution to Capital (762)	\$ 582,680	\$ 582,680	\$ 534,800
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ 25,000	\$ 25,000	\$ -
Interdepartmental Charges	\$ 13,000	\$ 13,000	\$ -
Debenture Debt (831 to 832)	\$ 371,500	\$ 371,500	\$ 404,650
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 2,472,181	\$ 2,462,181	\$ 2,473,552
NET COST/GAIN	\$ 2,202,181	\$ 2,192,181	\$ 2,208,052

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	0.0%	-0.4%	-0.5%
11 Budget to 10 Budget	-1.7%	0.1%	0.3%
11 Budget to 10 Projected - See B for comments	-1.7%	0.5%	0.7%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 10 (shared with Storm Sewer)

Part Time staff 3

General Purchases were increased by \$18,774 to accommodate the following:

- 1) Hauling costs and tipping fees, Street Sweepings to City of Calgary Landfill.
- 2) Increase in Power Utility.
- 3) Vehicle repair and maintenance.

Increase in Debenture payments due to Way finding and Entrance signs.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Minor variance is general purchases.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

General Purchases are increased due to Power Utility Costs.

2011 reserve contributions reduced for Road Rehabilitation, Roads Equipment and Christmas lights.

Personnel cost increase as a result of increased compensation.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION :Storm Sewer

DEPARTMENT : Operational Services

PROGRAM DESCRIPTION

1. Collection and distribution into the Big Hill Creek and Bow River of the town's municipal storm water runoff.
2. Storm water management pertaining specifically to snow and salt storage facilities.
3. Improve municipal storm water quality entering water courses through BMP's such as regular street sweeping, yearly inspections and maintenance to system.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (243,778)	\$ (243,778)	\$ (270,733)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ (30,000)	\$ (30,000)	\$ -
TOTAL REVENUES	\$ (273,778)	\$ (273,778)	\$ (270,733)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 86,310	\$ 83,310	\$ 75,174
General Purchases	\$ 45,700	\$ 45,700	\$ 45,700
Contribution to Capital (762)	\$ 57,743	\$ 57,743	\$ 80,358
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Debenture Debt (831+ 832)	\$ 68,760	\$ 68,760	\$ 68,760
TOTAL EXPENDITURES	\$ 258,513	\$ 255,513	\$ 269,992
NET COST/GAIN	\$ (15,265)	\$ (18,265)	\$ (741)

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	0.0%	-1.2%	19.7%
11 Budget to 10 Budget	-1.1%	4.4%	-95.1%
11 Budget to 10 Projected - See B for comments	-1.1%	5.7%	-95.9%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff - 8 (shared with Roads)

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Personnel costs are lower than budgeted due to less overtime required for staff.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Personnel Costs are slightly lower in 2011 due to administrative costs being consolidated in separate Budget, Senior Manager of Infrastructure.

Additional contribution to capital to make final payment for Gleneagles outfall improvements.

Roads Division – Wally Hume

Services	Service Outputs
Support Services	
Traffic Management operations and signalization	<ul style="list-style-type: none"> • 3 Traffic Signals and 2 Pedestrian Corridors • Traffic signal timing plans • Traffic signal inspections biannually • Traffic and Pedestrian Counts annually • Traffic control device installations and inspections • Road markings – long line biannually and crosswalks, stop bars and arrows annually • Long line – 39.6 Km • Crosswalks and Stop bars – 347 • Street Signage - 1588
Development Services	<ul style="list-style-type: none"> • Review proposed development submissions and make recommendations to ensure compatibility and operational efficiency. • CCC and FAC inspections – Roads, Sidewalks and Storm water facilities
Sound Attenuation / Noise Abatement	<ul style="list-style-type: none"> • Installation of noise abatement facilities when required.
Fleet Management - Roads	<ul style="list-style-type: none"> • Review and plan for annual fleet replacements • Fleet maintenance and inspections • Coordinate repairs for fleet with contracted mechanic • ½ tons and ¾ ton pickups – 7 • 1 single axle plow truck / 1 tandem axle plow truck • 2 graders / 1 front end loader / 1 street sweeper
Asphalt Roads	<ul style="list-style-type: none"> • Repair and maintenance of 125 kms of single lane • Infrastructure upgrades – overlays • Crack sealing • Hot and cold mix patching • Street sweeping • Inspections
Gravel Roads	<ul style="list-style-type: none"> • Repair and maintenance of 39 km of single lane • Dust control / calcium chloride application – 3.5 kms
Sidewalks	<ul style="list-style-type: none"> • Repair and maintenance of 99 kms of sidewalks • Inspections
Parking Lots	<ul style="list-style-type: none"> • Repair and maintenance of 26 parking lots

Services	Service Outputs
Snow and Ice Control	<ul style="list-style-type: none"> • Snow removal / Equipment operation • Salt / Sand applications • Salt Management - Environment Canada's annual reporting & Best Management practices • 1 loader / With snow blower and blade attachments • 2 Graders • ¾ truck with front plow • 2 – plow / sander trucks
Project Management	<ul style="list-style-type: none"> • Tender documents • Health and safety program
Information/Inquiries	<ul style="list-style-type: none"> • Verbal/written report
Storm Sewer Collection Services	<ul style="list-style-type: none"> • Provision of reliable storm sewer drainage system to residential and commercial customers. • Collection and distribution into the Big Hill Creek, Jumping Pound Creek and Bow River. • Meet Alberta Environmental Protection Enhancement Act requirements - license to operate. • Capital Works program planning, design & construction (rehabilitation). • Underground Infrastructure encompasses – 61 kms of storm sewer mainlines and 57 storm water outlets.

2011 Roads Business Plan Highlights

- Streets Improvement project – Surface Improvements in the East End of Cochrane.
- Phase 2 –Retrofitting existing street lights to Dark Sky friendly lights.
- New Wayfinding signage and Entrance Signs replacement.
- Gravel / Plow Truck retrofit to gravel box.
- Purchase Hydraulic bucket for wheel loader.
- Stormsewer infrastructure upgrades to deficient catch basins, drainage and main lines.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Water

DEPARTMENT : Operational Services

PROGRAM DESCRIPTION

Provide potable water treatment, water supply and water distribution services to the Town of Cochrane.
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.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (2,175,465)	\$ (2,208,450)	\$ (2,299,491)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Refunds/Other	\$ -	\$ -	\$ -
Supplementary Assessments	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ (90,000)	\$ -	\$ (60,000)
TOTAL REVENUES	\$ (2,265,465)	\$ (2,208,450)	\$ (2,359,491)
EXPENDITURES			
Personnel Costs (110 to 148)	\$ 426,840	\$ 426,840	\$ 451,862
General Purchases	\$ 891,853	\$ 874,838	\$ 941,787
One-time contract services	\$ 75,000	\$ 75,000	\$ 40,000
Contribution to Capital (762)	\$ 81,932	\$ 81,932	\$ 107,343
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831to 835)	\$ 319,022	\$ 319,022	\$ 319,022
Contributions to other operating	\$ 332,418	\$ 332,418	\$ 401,077
Interdepartmental Charges	\$ 58,400	\$ 58,400	\$ 58,400
Other - Admin costs	\$ 80,000	\$ 40,000	\$ 40,000
TOTAL EXPENDITURES	\$ 2,265,465	\$ 2,208,450	\$ 2,359,491
NET COST/GAIN	\$ -	\$ -	\$ -

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	-2.5%	-2.5%	#DIV/0!
11 Budget to 10 Budget	4.2%	4.2%	#DIV/0!
11 Budget to 10 Projected - See B for comments	6.8%	6.8%	#DIV/0!

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 10 (shared with wastewater)
Part Time staff 1

Increased revenue from residential water billings based on growth and a 1% water rate increase
Completion of the Water Master Plan and Water Model
Continued replacement of water meters that have 20 year service date
Infrastructure Leak Index Program to reduce lost revenue, and increase water conservation

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Water meter replacement program has captured previously lost revenue
Water main breaks were less than a typical year
Low impact from spring runoff, and more efficient treatment process reduced chemicals used
Water hauling has increased from previous years
Draw from reserves not required in 2010.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Increased user fees by 1%.
Additional \$64,000 contribution to ROE/PIL from previous level
Increased personnel costs reflect compensation increases.
Water consumption varies depending on seasonal conditions
Increased fixed operating costs (i.e. fuel charges, power, etc)

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Wastewater

DEPARTMENT : Operational Services

PROGRAM DESCRIPTION

Provide wastewater collection services to the Town of Cochrane, and pump all wastewater to the City of Calgary for treatment.

Operate and maintain a septic dump station to provide for the proper disposal of wastewater from area infrastructure, and pump to the City of Calgary for treatment.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (2,790,296)	\$ (2,817,612)	\$ (3,066,143)
Government Grants			
Fines/Licenses			
Local Improve repayments	\$ (11,228)	\$ (11,228)	\$ (11,228)
MDRV Cochrane Lakes	\$ (115,561)	\$ (117,036)	\$ (120,705)
Refunds/Other			
Supplementary Assessments			
Contributed from Capital			
Drawn from Reserves	\$ (60,000)	\$ (60,000)	\$ -
TOTAL REVENUES	\$ (2,977,085)	\$ (3,005,876)	\$ (3,198,076)
EXPENDITURES			
Personnel Costs (110 to 148)	\$ 408,566	\$ 404,643	\$ 432,775
General Purchases	\$ 347,868	\$ 342,755	\$ 369,734
One-time contract services	\$ 65,000	\$ 65,000	\$ 40,000
Contribution to Capital (762)	\$ 89,570	\$ 89,570	\$ 109,170
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Debt payments (831to 835)	\$ 11,742	\$ 11,742	\$ 11,741
Calgary Sewer	\$ 1,119,008	\$ 1,156,835	\$ 1,352,279
Contributions to other Operating	\$ 876,931	\$ 876,931	\$ 823,977
Other - Admin costs	\$ 58,400	\$ 58,400	\$ 58,400
TOTAL EXPENDITURES	\$ 2,977,085	\$ 3,005,876	\$ 3,198,076
NET COST/GAIN	\$ -	\$ -	\$ -

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	1.0%	1.0%	#DIV/0!
11 Budget to 10 Budget	7.4%	7.4%	#DIV/0!
11 Budget to 10 Projected - See B for comments	6.4%	6.4%	#DIV/0!

OPERATING HIGHLIGHTS

Full Time staff (shared with water)

Increased revenue from residential wastewater billings based on growth and a 5% rate increase

Automation and remote monitoring of pumping stations

Completion of wastewater master plan and model

Infrastructure upgrades and repair

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Water meter replacement program has captured previously lost revenue

Wastewater hauling has increased from previous years

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Increased user fees by 5%.

City of Calgary increased wastewater rate by 14%

Increase to reserves

No money drawn from reserves in 2011.

Water and Wastewater Division (W3) – Troy Sylvestre

Services	Service Outputs
Support Services	
Utilities Infrastructure Planning (Water and Wastewater Systems)	<ul style="list-style-type: none"> • Development of short and long-range plans for each of the Utility Systems. • Infrastructure Asset Management, Growth Management, and Strategic Planning. • Monitor senior government regulatory and standards developments and identify impacts to the Town. Provide input and comments on new developments as requested by senior governments. • Participate in the CRP discussions on water and wastewater servicing.
Utilities Capital Works Programming	<ul style="list-style-type: none"> • Development of Capital Works Plan for each of the Utility Systems and Cost estimating. • Preparation of submissions for grant funding under applicable Federal and Provincial Programs and monitoring of grant funding developments and identification of new sources.
Utilities Capital Works Implementation	<ul style="list-style-type: none"> • Provide assistance to project management for preliminary design, final design, and construction of Capital Works. • Provide assistance for securing of regulatory approvals from senior governments and completion of any necessary associated environmental assessments.
Liaison, Review, and Applications for Utility Infrastructure Development by the Private Sector	<ul style="list-style-type: none"> • Liaison with developers, consultants, and Planning & Engineering regarding servicing. • Review reports, plans and designs for all subdivisions and commercial and industrial developments.
Input for Economic Development Prospects and Proposals	<ul style="list-style-type: none"> • Provide input relative to utility servicing and costs.
Fleet Management - Utilities	<ul style="list-style-type: none"> • Review and plan annual fleet replacements. • Annual reserve contributions for fleet replacement program.
Fleet Maintenance, Inspection and Repair	<ul style="list-style-type: none"> • 10 units in fleet plus one combination flusher/vacuum truck. • 16/yr fleet preventative maintenance inspections.
Environment Management Systems	<ul style="list-style-type: none"> • Work with Environmental Services on water conservation projects.
Transmission Facility Services	<ul style="list-style-type: none"> • Maintain 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.
Water Services	<ul style="list-style-type: none"> • Operate and maintain a newly expanded state-of-the-art water treatment plant that meets and exceeds federal and provincial water quality guidelines. • Provide pressurized Potable Water (urban standard). • Identify and implement medium and long-term water supply and treatment options to meet the long-term needs of the municipality. • Strive to meet and exceed Alberta Environmental Protection Enhancement Act requirements: license to operate a waterworks system. • Capital Works program planning, design & construction (rehabilitation). • Recently began early stages of asset management by compiling an inventory of water system assets. • Research, educate, and implement water conservation initiatives to residential and commercial customers.

Services	Service Outputs
Rate Implementation	<ul style="list-style-type: none"> • Review Capital Plans and provide financing and rate recommendations to ensure cost recovery under the utility, rate-making philosophy. • Development of Capital Works Plan for ensuring the existing infrastructure is effectively maintained and in a reliable state. • Development of short and long-range infrastructure and financial plans to address infrastructure, maintenance and capital acquisition.
Customer Services	<ul style="list-style-type: none"> • Provide 24 hour 7 day/week emergency response (e.g. water breaks, sewer backups). • Provide information and services: <ul style="list-style-type: none"> ○ Water quality and quantity assurance and site testing ○ Water Conservation Initiatives ○ Leak detection ○ Utility locates • Assist in the development of an Asset Management system for Water and Wastewater .
Trucked Water	<ul style="list-style-type: none"> • Furnish Potable Water at a 24 hour bulk filling station.
Wastewater Collection Services	<ul style="list-style-type: none"> • Provide reliable sewage disposal system capable of servicing 17,000 + residential and commercial customers through a septage receiving and pump station. • Meet Alberta Environmental Protection Enhancement Act requirements: code of practice. • Provide sewer service lateral maintenance and advice. • Capital Works program planning, design & construction (rehabilitation). • Development of short and long-range infrastructure and financial plans to meet maintenance and infrastructure growth requirements.

2011 Water and Wastewater Business Plan Highlights

- Continue participation in Calgary Regional Partnership (CRP) Water and Wastewater Servicing to ensure Cochrane is part of any future infrastructure planning or water allocation transfers.
- Research, develop and deliver new and existing water conservation initiatives to continue to reduce per capita water consumption.
- Based on budget approvals, this replacement program will keep water consumption data accurate and accountable to the municipality.
- Further automation of the remote pumping facilities to assist in efficient and timely response to call outs.
- Continue training opportunities for operators to ensure proper credits are earned as part of the mandatory requirement for maintaining certification.
- Infrastructure Leak Index program to reduce loss revenue and conserve water.
- Completion of water wastewater models and master planning to accommodate further growth.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Recycling Depot

DEPARTMENT : Infrastructure Services

PROGRAM DESCRIPTION

The Waste & Recycling Division is responsible for Integrated Waste Management Planning, residential curbside waste collection, downtown waste collection, recycling programs (including the operation of the Cochrane Recycling Depot), seasonal & special waste

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (469,334)	\$ (499,387)	\$ (500,454)
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ (33,172)	\$ (33,172)	\$ (51,544)
Donations/Refunds/Other	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ (502,506)	\$ (532,559)	\$ (551,998)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 330,076	\$ 310,000	\$ 372,687
General Purchases	\$ 167,397	\$ 166,212	\$ 175,628
Contribution to Capital (762)	\$ 5,033	\$ 5,033	\$ -
Contribution to Reserves (764)	\$ -	\$ 20,000	\$ -
Grants to other Organizations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ 3,683
Debenture Debt	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 502,506	\$ 501,245	\$ 551,998
NET COST/GAIN	\$ -	\$ (31,314)	\$ -

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	12.7%	2.0%	#DIV/0!
11 Budget to 10 Budget	9.8%	9.8%	#DIV/0!
11 Budget to 10 Projected - See B for comments	-2.5%	7.7%	-100.0%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 4
Part Time staff 2

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Greater than expected revenue due to greater than expected growth. High commodity values have resulted in higher revenue. Personnel costs lower due to vacant position for part of the year.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Higher overall revenue due to increased number of units paying the User Fee due to growth.

Increased part-time hours. Increased transportation and processing expenses.

Waste and Recycling Division

Services	Service Outputs
Support Services	
Special Waste Services	<ul style="list-style-type: none"> Organize, promote and deliver Annual Christmas Tree Recycling Program. Organize, promote and deliver Annual Pumpkin Recycling Program. Provision of Spring/Fall Clean Up Events– Yard waste disposal. Delivery of appliance disposal program: negotiation of hauling agreements, coordination of hauling and disposal, setting disposal rates for public, arranging Freon removal.
Integrated Waste Management Planning	<ul style="list-style-type: none"> Long-term strategic planning, including: research, IWMP development, public consultation, recommendations and implementation.
Promotion & Education	<ul style="list-style-type: none"> Organize and deliver 3 R's/Recycling Depot Tours and vermicomposting workshops for schools and community groups. Promote and deliver waste assessments/audits for schools and businesses upon request. Organize and deliver Waste Reduction Week and Environment Week activities promoting waste education. Development of promotional materials and maintenance of waste and recycling website.
Operation of Cochrane Recycling Depot	<ul style="list-style-type: none"> Diversion of 1500 - 2000 MT of recyclable materials annually. Negotiation, contract and of hauling services. Research and negotiation of acceptable processing markets for recyclable materials. Provide adequate staffing for the operation of the Recycling Depot and the acceptance of 25 + material streams.
Customer Service	<ul style="list-style-type: none"> Provision of front line customer service: sale of products, inquiries and concerns.
Waste and Recycling Collection Services	<ul style="list-style-type: none"> Implementation of Automated Waste Collection and Recycling Program. Negotiation of waste and recycling collection agreement, including: RFP development, proposal analysis and implementation. Supervision of waste and recycling collection agreement, including: quality assurance and billing management. Statistical tracking of customer concerns, tonnage collected, etc. 5500 + homes serviced weekly. 2400 + MT of waste disposed annually.
Regional Cooperation	<ul style="list-style-type: none"> Participation in Regional initiatives related to Waste & Recycling: shared services with Rocky View County, MD of Bighorn, and the Summer Villages. Represent the Town of Cochrane at the Recycling Council of Alberta Board of Directors and Committees. Represent the Town of Cochrane at the Calgary Regional Waste Reduction Partnership. Represent the Town of Cochrane at the Solid Waste Association of North America – Northern Lights Chapter. Participation in stakeholder consultation by Alberta Environment, Environment Canada and Delegated Administrative Organizations.
Internal Waste Services	<ul style="list-style-type: none"> Downtown Collection: Coordinate with Roads Division for the collection and disposal of waste from the public waste receptacles available in the Downtown. Public Spaces Waste and Recycling Services: Downtown Collection coordination with Roads Section, Recreation Section for Special Events Recycling. Town of Cochrane Buildings: research needs of each buildings working with building managers; implement waste and recycling solutions.

2011 Waste and Recycling Business Plan Highlights

- Completion of Town of Cochrane Zero Waste Framework.
- Implementation of Automated Waste and Recycling Collection.
- Greater focus on customer service, information and education.
- Review and recommendations for Spring/Fall Cleanup program.
- Grasscycling Promotion.
- Negotiation of new cost share agreement with Rocky View County.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Planning Administration

DEPARTMENT : Planning

PROGRAM DESCRIPTION

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.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -		
Government Grants	\$ -		
Interdepartmental Charges	\$ -		
Drawn from Reserves	\$ -		
TOTAL REVENUES	\$ -	\$ -	\$ -
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 246,032	\$ 246,032	\$ 253,640
General Purchases	\$ 128,592	\$ 128,592	\$ 125,793
Contribution to Operating Reserve	\$ -		
Interdepartmental Charges	\$ -		
Other	\$ -		
TOTAL EXPENDITURES	\$ 374,624	\$ 374,624	\$ 379,433
NET COST/GAIN	\$ 374,624	\$ 374,624	\$ 379,433

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	#DIV/0!	0.0%	0.0%
11 Budget to 10 Budget	#DIV/0!	1.3%	1.3%
11 Budget to 10 Projected - See B for comments	#DIV/0!	1.3%	1.3%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 4
Part Time staff 0

Our focus for 2011 will be on high quality customer service both internal and external.

Planning process improvements are also an administrative priority in 2011.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

No variances expected

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Minimal shift in costs from 2010

Sustainable Planning Services – Kathy Dietrich

Services	Service Outputs
Executive Team	
Advice and Support	<ul style="list-style-type: none"> Provide advice and support to the Executive Leadership Team (ELT) to allow for informed decisions to be made.
Operational Responsibility for Sustainable Planning Services Divisions	<ul style="list-style-type: none"> Maintain the responsible and efficient operation of all divisions under Sustainable Planning Services as required to meet the direction of Cochrane's elected representatives.
Implementation, Direction and Leadership	<ul style="list-style-type: none"> Provide direction, support and leadership to each division to complete the business identified for these streams in the 2011 Business Plan and 2011 Strategic Plan.
All Divisions (Planning Services, Safety Codes, Economic Development, Environmental Management)	
Liaise with Business Community	<ul style="list-style-type: none"> Make progress toward the 60/40 tax split identified in the Cochrane Sustainability Plan by increasing the exposure and viability of both new and existing businesses.
Provide Exceptional Customer Service	<ul style="list-style-type: none"> Ensure all stakeholders are dealt with in a professional and efficient manner regarding inquiries and that business is conducted with integrity and passion.
Coordinate Effectively with Adjacent Municipalities and Regional Partners	<ul style="list-style-type: none"> Make real the principles of the RancheHouse Accord as well as the Calgary Regional Partnership through active participation in joint committees, seeking out joint ventures and cost-sharing opportunities and coordinating lobbying efforts toward senior levels of government.
Liaise with the Development Industry	<ul style="list-style-type: none"> Coordinate with the development industry to resolve development issues as they arise and ensure that the principles of the Cochrane Sustainability Plan have been effectively implemented in new developments.
Increase Internal and External Awareness of Environmental Issues	<ul style="list-style-type: none"> Prepare and evaluate current Town of Cochrane plans and policies to ensure that progress is being made toward the goals identified in the Sustainability Plan.
Meet or Exceed Statutory Requirements for Building Development and Safety	<ul style="list-style-type: none"> Conduct appropriate and timely inspections of Building Permits issued, select an appropriate external agency for plumbing, gas and electrical permit inspections and continually look for ways to incorporate best practices (i.e. green roofs and LEED standards) into application reviews.
Planning Services	
General Customer Advisory Services	<ul style="list-style-type: none"> Respond efficiently and professionally to approximately 400-600 inquiries of internal and external clients per year regarding planning, development, land development and land management services which may or may not result in submitted applications.
Statutory Planning Document Amendments	<ul style="list-style-type: none"> Annually evaluate Town of Cochrane statutory planning documents against best practices and Council's direction (i.e. implementation of Cochrane Sustainability Plan, implementation of Affordable Housing Needs Assessment) to ensure appropriate and balanced development in town. Prepare recommendations to Council from these comprehensive reviews approximately once per year. Anticipate being able to deliver a comprehensive Land Use Bylaw amendment to Council for its consideration in 2011. Professionally address up to 20 general inquiries regarding statutory amendment processes per calendar year.
Application Reviews	<ul style="list-style-type: none"> Provide pre-application meetings, professional reviews, and timely decisions on 150-200 Development Permit application per year. Anticipate presenting and providing a professional recommendation to the Cochrane Planning Commission for approximately 20-25 complicated and discretionary use applications each year. Provide comprehensive reviews and decision recommendations to the Cochrane Planning Commission for approximately 10 subdivision applications each year. Review and issue decisions for approximately 500-800 compliance applications and circulate and provide a decision on up to 50 encroachment agreement applications stemming from this process. Jointly prepare approximately 10 subdivision servicing agreements and 10 development agreements with Engineering Services in 2011.

Services	Service Outputs
Long Range Planning Processes	<ul style="list-style-type: none"> • Prepare and present approximately 2-5 major planning initiatives in 2011, including Area Structure Plans, Area Redevelopment Plans, Master Plans, TOD Studies and/or Mixed-Use Studies. • Professionally review approximately 1-3 Neighbourhood Plan applications under the umbrella of applicable statutory and non-statutory planning documents as may be submitted by landowners and/or the development industry. • Provide transparency in selecting consultants that may be required for assisting with long-range planning projects and involve representatives from other departments in the organization as part of the selection process.
Intermunicipal Planning	<ul style="list-style-type: none"> • Coordinate with Rocky View County on development planning areas within the area defined by the Intermunicipal Development Plan and other agreements, including the 2004 Annexation Agreement. • Comment on up to 30 referrals from Rocky View County and other municipalities as may be required. • Represent Cochrane on regional planning issues at the Calgary Regional Partnership.
Special Projects	<ul style="list-style-type: none"> • Review divisional fee schedule annually against required revenue streams and the fee structure of adjacent municipalities for appropriateness. • Review and process approximately 1-5 road closure applications. • Conduct enforcement of the Land Use Bylaw as required and address up to 50 inquiries per year in this regard. • Attend SDAB and MGB hearings where required on related subdivision appeals.
Safety Codes	
Provide Professional and Technical Services on <i>Safety Codes Act</i> and Pursuant Regulations	<ul style="list-style-type: none"> • Provide feedback, information, and technical advice to internal and external customers on regulations of the Alberta Building Code and other relevant regulations. • Maintain individual and department certifications by completing the courses required by provincial authority. • Improve skills and other areas of professional expertise by attending Alberta Building Officials Association (ABOA) conferences.
Conduct Plan Examinations and Issue Permits	<ul style="list-style-type: none"> • Review and issue an average of approximately 500 electrical permits, 400 plumbing permits, 475 gas permits and 600 building permits per year.
Economic Development	
Business Development Business Retention	<ul style="list-style-type: none"> • Identify issues/opportunities for ensuring that local government policies support the viability of local businesses. • Foster local and regional partnerships with business associations, governments and agencies (i.e. Chamber of Commerce, Calgary Regional Partnership) for the support and growth of Cochrane's businesses. • Carry out the Business Visitation program to maintain a 'real-time' understanding of the issues impacting the growth and prosperity of existing businesses as well as their successes.
Business Expansion	<ul style="list-style-type: none"> • Analyze the current market and identify new market business interests with existing businesses in Cochrane. • Identify opportunities to assist the local business community in expanding and/or growing new businesses. • Explore opportunities to export business products or services.
Business Attraction	<ul style="list-style-type: none"> • Partner with other agencies and/or the private sector to target new investment opportunities (expansion and attraction). • Maintain Economic Development Portfolio on Town of Cochrane and Alberta First Websites to attract site selectors. • Serve as a liaison between new businesses and the applicable Town departments, especially Planning Services and Engineering Services.
Business Development Support	<ul style="list-style-type: none"> • Create and maintain up to date data base systems that support business development activities. • Annually update the local business inventory to better assist the 1,300+ local businesses. • Continually update business development information packages with demographic, community profile and customized information to meet the needs of prospective business owners and operators.

Services	Service Outputs
Marketing/Promotions	<ul style="list-style-type: none"> • Partner with business community to identify business success, accomplishments and market potential. Illustrate through promotional vehicles. • Develop and distribute all marketing tools for electronic and printed consumption. • Renew community profile for business & tourism.
Facilitation/Consultation	<ul style="list-style-type: none"> • Carry out a variety of business development activities to facilitate/encourage economic development.
Tourism	<ul style="list-style-type: none"> • Partner with local and regional partners to develop new, as well as existing tourism products. • Foster an ongoing partnership with the Tourism Association.
Environmental Management	
Implement Divisional Responsibilities under the Cochrane Sustainability Plan (CSP)	<ul style="list-style-type: none"> • Ensure that targets are met and indicators are measured to demonstrate and communicate progress on CSP implementation within departmental responsibilities. • Integrate CSP into business plans and budgets. • Measure progress toward targets and milestones. • Assess implementation progress and communicate progress on annual basis. • Contribute to annual report on the Cochrane Sustainability Plan to Council.
Treat Water as a Precious Resource	<ul style="list-style-type: none"> • Align bylaws, policies, plans, and projects with statutory and regulatory requirements and industry best practice. • Improve knowledge of environmental issues and options, and capacity to manage water and watersheds. • Support AUMA water conservation, efficiency and productivity (CEP) planning. • Participate in Bow River Basin Council (BRBC). • Participate in Three Creeks Watershed Partnership (TCWP). • Continue with habitat inventory. • Simplify, improve and / or expand water conservation initiatives. • Create annual State of Environment Report.
Use Energy Responsibly and Innovatively	<ul style="list-style-type: none"> • Continue energy improvements in Town facilities. • Promote anti-idling through articles in <i>Municipal Matters</i>. • Estimate GHG emission reductions and report as required (PCP).
Increase Reporting and Education about Environmental Services and Initiatives	<ul style="list-style-type: none"> • Edit and improve ES portions of Town of Cochrane web site. • Produce reports, presentations, posters, brochures, and pamphlets as required. • Make regular presentations to Council, CEC, and community / regional organizations. • Attend conferences, present posters and talks, and spread the word about Cochrane's environmental initiatives. • Liaise with media. • Publicize milestone events with environmental focus.

2011 Planning Business Plan Highlights

- Provide exceptional customer service through professional and courteous handling of numerous inquiries on a variety of planning topics.
- Conduct professional review of approximately 2000 applications made under the Alberta Building code as well as approximately 1000 compliance, encroachment, subdivision and development permit applications.
- Present Council with a comprehensive amendment of the Land Use Bylaw and an analysis of the statutory amendments required to implement the Cochrane Sustainability Plan.
- Present Council with completed versions of several major planning initiatives, including the River Heights Area Structure Plan, Green Building Technology Framework and Growth Management Strategy.
- Work toward the 60/40 tax split identified by the Cochrane Sustainability Plan through continued coordination with the business community and implementation of external marketing initiatives.
- Begin the implementation of the environmental objectives of the CSP through review of policies, plans and procedures and via participation and coordination with external environmental groups.
- Develop sector marketing strategies.
- Develop a plan to determine feasibility of expanding the current Cochrane Ranche public facilities.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

DIVISION : Planning & Development

DEPARTMENT : Planning

PROGRAM DESCRIPTION

Perform planning & 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
 Provides information and support to the public regarding planning & development enquiries
 Process all statutory planning documents and their 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

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (134,562)	\$ (134,562)	\$ (156,562)
Tentative/Outline Plan Fees/Endorsement fees	\$ (25,000)	\$ (118,000)	\$ (130,000)
Government Grants	\$ (150,000)	\$ (150,000)	\$ (543,000)
Drawn from Reserves	\$ (72,000)	\$ (22,000)	\$ (50,000)
TOTAL REVENUES	\$ (381,562)	\$ (424,562)	\$ (879,562)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 465,216	\$ 335,216	\$ 365,588
One time contracts	\$ 55,000	\$ 224,400	\$ 500,000
General Purchases	\$ 93,160	\$ 114,760	\$ 164,010
Grants to other organizations	\$ 150,000	\$ 150,000	\$ 90,000
Contribution to Reserves (764)	\$ -		
TOTAL EXPENDITURES	\$ 763,376	\$ 824,376	\$ 1,119,598
NET COST/GAIN	\$ 381,814	\$ 399,814	\$ 240,036

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	11.3%	8.0%	4.7%
11 Budget to 10 Budget	130.5%	46.7%	-37.1%
11 Budget to 10 Projected - See B for comments	107.2%	35.8%	-40.0%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 4
 # Part Time staff 1

Complete River Heights ASP, Growth Management Strategy, Green Building Framework, and other projects under way in 2010.

Commence planning projects that address Council top priorities such as Riverfront Master Plan, Rodeo Grounds Redevelopment, and Griffin Road redevelopment preparation.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Personnel costs were below approved budget challenges attracting senior planners early in 2010 and as a result consulting expertise was hired to complete high priority projects such as River Heights Area Structure Plan, Domtar Mixed Use Study.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

One staff position was reduced from 2010 approved FTEs to respond to Town budget pressures

Critical planning work related to preparation of redevelopment in core of Cochrane is required. Project specific grants of \$490,000 anticipated to assist in funding this work.

General purchases is up due to planned update for offsite levy bylaw in 2011.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Safety Codes

DEPARTMENT : Planning

PROGRAM DESCRIPTION

Provide plan review and inspection services to ensure compliance with the Safety Codes Act
Issue permits for the related disciplines and collect fees as approved by Town Council
Maintain and provide statistical information as required.
Administer contracts with the accredited agency

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ (384,000)	\$ (700,000)	\$ (499,360)
Government Grants			
Local Improve repayments			
Donations/Refunds/Other			
Donations			
Interdepartmental Charges			
Drawn from Reserves	\$ -		
TOTAL REVENUES	\$ (384,000)	\$ (700,000)	\$ (499,360)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 167,116	\$ 167,116	\$ 178,559
General Purchases	\$ 122,161	\$ 191,361	\$ 135,564
Contribution to Capital (762)	\$ -		
Contribution to Reserves (764)	\$ -		
Grants to other Organizations			
Interdepartmental Charges			
Debenture Debt			
Other			
TOTAL EXPENDITURES	\$ 289,277	\$ 358,477	\$ 314,123
NET COST/GAIN	\$ (94,723)	\$ (341,523)	\$ (185,237)

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	82.3%	23.9%	260.5%
11 Budget to 10 Budget	30.0%	8.6%	95.6%
11 Budget to 10 Projected - See B for comments	-28.7%	-12.4%	-45.8%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 2
Part Time staff 0

Building activity in 2011 is expected to remain strong.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Variations due to increased construction activity.

Two larger projects were approved in 2010 that had not been anticipated when the budget was initially prepared

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Variance due to decreased construction activity in the existing subdivisions. When new phases come on line activity may increase.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

DIVISION : Environmental Services

DEPARTMENT : Planning

PROGRAM DESCRIPTION

The Environmental Services Division supports environmental assessment, brown field sites, watershed management, energy management, sustainability, water conservation, wetland and riparian areas management, and environmental communication / education programs for the Town of Cochrane and its partners. Environmental Services also supports the Cochrane Environmental Committee, a committee of Council.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
Water Bylaw Fines	\$ (500)	\$ -	\$ (500)
Conditional Grants	\$ (145,000)	\$ (119,158)	
Transfer from Op Reserves	\$ (95,050)	\$ -	
Interdepartmental Transfers	\$ (80,000)	\$ (40,000)	\$ (40,000)
TOTAL REVENUES	\$ (320,550)	\$ (159,158)	\$ (40,500)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 158,341	\$ 47,492	\$ 104,515
General Purchases	\$ 122,280	\$ 44,639	\$ 73,130
One-time contract services	\$ 195,000	\$ 95,050	\$ -
Contribution to Capital (762)	\$ -		\$ -
Contribution to Reserves (764)	\$ -	\$ 119,158	\$ -
Watershed Management	\$ 35,000	\$ 8,000	\$ 8,000
Toilet rebate program	\$ 25,000	\$ 15,000	\$ 25,000
EIL Insurance	\$ 16,275	\$ 14,819	\$ 17,500
TOTAL EXPENDITURES	\$ 551,896	\$ 344,158	\$ 228,145
NET COST/GAIN	\$ 231,346	\$ 185,000	\$ 187,645

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	-50.3%	-37.6%	-20.0%
11 Budget to 10 Budget	-87.4%	-58.7%	-18.9%
11 Budget to 10 Projected - See B for comments	-74.6%	-33.7%	1.4%

OPERATING HIGHLIGHTS

2011 PROPOSED OPERATING BUDGET HIGHLIGHTS

Full Time staff 1
Part Time staff 0.3

In 2011 Environmental Services will focus on communication and implementation of the Cochrane Sustainability Plan.

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Leak detection grant received but work to be done in 2011 - funds transfer to reserve at end of 2010

Projected Actual 2010 Costs lower than projected Budget due to staffing vacancies.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Projected 2011 costs lower than projected 2010 due to a reduction in one staff position.

One-time contracts in 2010 include Wetlands Inventory.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Economic Development

DEPARTMENT : Planning

PROGRAM DESCRIPTION

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.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -	\$ -	\$ -
Government Grants	\$ -	\$ -	\$ -
Fines/Licenses	\$ (220,000)	\$ (223,103)	\$ (220,000)
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ (1,200)	\$ (4,871)	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ (55,000)	\$ (55,000)	\$ -
TOTAL REVENUES	\$ (276,200)	\$ (282,974)	\$ (220,000)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 154,455	\$ 154,455	\$ 179,794
General Purchases	\$ 69,895	\$ 69,895	\$ 70,505
Contribution to Capital (762)			\$ -
Contribution to Reserves (764)	\$ 55,000	\$ 55,000	\$ -
Grants to other Organizations			\$ -
Interdepartmental Charges	\$ 34,000	\$ 34,000	\$ 39,000
Debenture Debt			\$ -
Other			\$ -
TOTAL EXPENDITURES	\$ 313,350	\$ 313,350	\$ 289,299
NET COST/GAIN	\$ 37,150	\$ 30,376	\$ 69,299

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	2.5%	0.0%	-18.2%
11 Budget to 10 Budget	-20.3%	-8.7%	77.9%
11 Budget to 10 Projected - See B for comments	-22.3%	-8.7%	117.5%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 2
Part Time staff 0

Development of Sector Marketing Strategies
Development of plan for possible expansion of the Cochrane Ranche Public Facilities
Development of a large scale event as part of Small Business Week

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

In most instances it is expected that Economic Development will be on target with this year's budgeted expenditures. The only variance comes as a result of grant funding that was received for the Calgary Trade Show; and receipt of scholarship dollars for the Economic Development officer's training at the University of Waterloo.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

Personnel costs increased as a result of increased compensation.

**TOWN OF COCHRANE
2011 OPERATING BUDGET
PROGRAM SUMMARY**

SECTION : Tourism

DEPARTMENT : Planning

PROGRAM DESCRIPTION

The Tourism program falls within the mandate of Economic Development. Primarily this entails the operation of the Visitor Information Centre, development of partnerships with various agencies that support tourism, and ensures that Cochrane maintains a profile as being a tourist destination location.

BY REVENUE OR EXPENDITURE TYPE	2010 BUDGET	2010 PROJECTED	2011 BUDGET
REVENUE			
User Fees/Rentals/Permits	\$ -		
Government Grants	\$ (26,555)	\$ (26,555)	\$ (41,400)
Fines/Licenses	\$ -	\$ -	\$ -
Local Improve repayments	\$ -	\$ -	\$ -
Other Gov't repayments	\$ -	\$ -	\$ -
Donations/Refunds/Other	\$ (3,700)	\$ (2,012)	\$ -
Donations	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -
Drawn from Reserves	\$ (20,000)	\$ (20,000)	\$ (10,000)
TOTAL REVENUES	\$ (50,255)	\$ (48,567)	\$ (51,400)
EXPENDITURES			
Personnel Costs (GL 110-148)	\$ 37,688	\$ 35,645	\$ 40,371
General Purchases	\$ 13,217	\$ 7,228	\$ 8,700
Contribution to Capital (762)	\$ -	\$ -	\$ -
Contribution to Reserves (764)	\$ -	\$ -	\$ -
Grants to other Organizations	\$ 60,555	\$ 69,300	\$ 60,000
Interdepartmental Charges	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 111,460	\$ 112,173	\$ 109,071
NET COST/GAIN	\$ 61,205	\$ 63,606	\$ 57,671

% COMPARISON	REVENUES	EXPENSES	NET
10 Budget to 10 Projected - See A for comments	-3.4%	0.6%	3.9%
11 Budget to 10 Budget	-97.2%	-1.8%	0.0%
11 Budget to 10 Projected - See B for comments	-97.1%	-2.4%	-3.8%

OPERATING HIGHLIGHTS

2011 OPERATING BUDGET HIGHLIGHTS

Full Time staff 0

Part Time staff 4

Development of varied programs appropriate for a variety of ages

COMMENTS ON VARIANCES

A. EXPLANATION OF VARIANCES FROM 2010 BUDGET TO 2010 PROJECTED

Expecting to be on budget.

B. EXPLANATION OF VARIANCES FROM 2011 BUDGET TO 2010 PROJECTED

There is no plan to receive any government grants or use of Reserve dollars, there will only be revenues coming from programs and merchandise sales.

Personnel cost increased as a result of increased compensation.

Infrastructure & Sustainability Department – Hussein Bhaiji	
Services	Engineering Service Outputs
Executive Team	
Advice and Support	<ul style="list-style-type: none"> Provide advice and support to ensure that administration provides all necessary advice and information to allow for informed decisions to be made (principal advisors to the CAO).
Divisional/line of engineering responsibility	<ul style="list-style-type: none"> As the primary support for the CAO, responsible for the individual divisional/line of engineering operations, based on policy established by Council.
Implementation direction and leadership	<ul style="list-style-type: none"> Provides implementation direction and leadership to each line of business as identified in the Business Plan and Strategic Plan.
Engineering Division	
Liaise with developers and consultants	<ul style="list-style-type: none"> Coordination and resolution of development issues.
Issuance of completion certificates & acceptance certificates	<ul style="list-style-type: none"> Work with Operational Service department to ensure infrastructure meets design requirements.
Monitor new land development and infrastructure construction related to servicing agreements	<ul style="list-style-type: none"> Includes inspection, liaison, site meetings, construction methods and with field inspections. All work to adhere to Town of Cochrane requirements, guidelines and standards.
Provide customer service	<ul style="list-style-type: none"> Ensure all stakeholders are dealt with in a professional and efficient manner regarding inquiries for all tasks related to Engineering.
Review development applications	<ul style="list-style-type: none"> To ensure compliance with Town Engineering Servicing Standards, Area Structure Plans, subdivision approvals, development permits, development agreements, servicing agreements, engineering drawings, etc.
Review and maintain servicing standards	<ul style="list-style-type: none"> Liaise with development industry to ensure Standards imposed are current, meet acceptable engineering practice and are acceptable.
Review and comment on planning documents	<ul style="list-style-type: none"> To identify potential impacts on land development from an Engineering perspective.
Liaison, Review, and Inspections for Private Utility Companies	<ul style="list-style-type: none"> Liaison with private water, gas, power, telephone and cable TV companies regarding servicing and other matters Process installation applications and monitor construction and reclamation activities (approx. 15 per year).
Input for Economic Development Prospects and Proposals	<ul style="list-style-type: none"> Provide input regarding any Engineering related issues and help with servicing aspects and costing.
Geographic Information System	<ul style="list-style-type: none"> Operate, update and maintain a high standard of the GIS system, to ensure availability of information for Town activities and services to all concerned. Respond to request of maps, infrastructure services and utility.
Engineering Servicing Standards	<ul style="list-style-type: none"> Monitor technological advances, material changes, and improved construction techniques for environmental utilities Periodically update the Engineering Servicing Standards to reflect current, state of art standards
Review private development facility proposals	<ul style="list-style-type: none"> Plan review
Fleet Management	In-house management to make decisions on maintenance and fleet replacements.

2011 Engineering Business Plan Highlights

- Implement the Planning and Engineering Fee Schedule (Applicable to all identified core functions) to generate revenue and primarily control quality of submissions and work performed on site.
- Prepare Engineering guidelines and standards for clear direction on presentations and development applications.
- Evaluate existing infrastructure on GIS system and update provide accurate and consistent information to all users.
- Carry out stormwater management master plan for the Town to accommodate effective criteria and discharge to natural water and drainage conditions.
- Continue and improve records management processes and establish efficiencies.
- Carry out studies for underground water sources and slope stability. Alternative water supply sources shall be impacted and a criteria for effective design on construction / development on slopes need to be established.
- Carry out wetland inventory for the Town to set guidelines for protection and incorporation into Stormwater Management master plan.