

cochrane
HOW THE WEST IS NOW



2022-2024 BUDGET



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Message from the Mayor



The 2022 budget reflects the costs of delivering services to our growing and evolving community.

As our community has continued to grow and evolve, and the expectation for innovative, customer-focused service delivery has increased, the Town has been challenged to keep pace operationally and financially. This budget begins the work of engineering the organization to best deliver services to Cochrane residents.

This budget also reflects several uncontrollable cost increases such as pre-bargained union staff increases, a decrease in provincial government grants and the increased cost of RCMP services as a result of the federal government union negotiations. As well as significant increases in inflationary costs related to the procurement of goods and services, fuel costs required to operate Town equipment, and utility costs to heat and power facilities.

As a Council, we passed a budget that provides a path forward, building on Cochrane's strengths while addressing some very real challenges. The investments we are making will pay real dividends as we continue to lay the groundwork on building a complete community. And as we continue to invest in new parks and pathways, or add new roadways, we are also ensuring that we have the appropriate equipment to maintain them and the required staff complement to not only deliver the services that Cochranites expect but also protect the assets that we hold dear.

A handwritten signature in black ink, appearing to read 'Jeff Genung'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Jeff Genung
Mayor, Town of Cochrane

Message from the Chief Administrative Officer



It is my privilege to present the 2022-2024 Town of Cochrane budget complete with a three-year operating outlook and associated 10-year capital plans.

We continue to navigate the impacts of the ongoing pandemic

and the turbulent economic realities before us. These times have challenged us to be creative and resolute in our stewardship of the public trust placed upon us, a responsibility we take on earnestly and humbly. There are many external factors that have intensified long standing and growing pressures the organization has experienced as we work to serve an evolving community and safeguard the important services you have come to expect for the quality of life that drew many of us to Cochrane.

The truth is that many of these services are at risk of degrading if we do not take immediate and decisive action to right size and properly resource our organization to match the community we serve. This budget delivers a plan to bring us forward from being designed to serve to 20,000 people to serving the nearly 35,000 people currently calling Cochrane home, and perhaps most importantly, prepares us to serve the continued growth of our community, which we expect to reach 50,000 in the not-too-distant future.

This budget allows us to keep investing in and maintaining the green spaces, programs and facilities that support an active and healthy lifestyle. It protects core services such as roads, water and sewer infrastructure including planning for the future, and it ensures community safety through ongoing support of our RCMP, Fire Services and Municipal enforcement teams.

We also believe in developing a complete, diverse, and accessible community with programs that engage and assist our seniors, children, and vulnerable populations. These functions also require the ongoing support of our Communications, Human Resources, Information Technology and Corporate Services teams. A budget that does any less than that falls short of delivering on behalf of all Cochranites.

It is my contention that we can achieve this without losing sight of the community identity and values that have consistently made Cochrane the best place in Alberta to live, work and raise a family. And without sacrificing principles of sound financial management and fiscal prudence. Town staff have worked diligently to review existing service levels, seek efficiencies, and develop long term strategies to promote the sustainability of our community.

The resulting budget, presented here, will allow The Town of Cochrane to protect a thriving future and is an accurate reflection of the costs associated with that objective. I recognize that the investment detailed in this budget and requested of the community is significant, and I commit on behalf of our administrative team to ensure that this investment will produce the requisite value for all ratepayers of Cochrane.

I look forward to doing my part to build and sustain the best possible version of this exceptional community.

A handwritten signature in blue ink, appearing to read 'Mike Derricott'.

Mike Derricott, CAO

Breaking down the budget

When planning the budget, the Town estimates how much money will be spent (expenditures) to maintain public services and infrastructure, and how that money will be generated (revenue) to meet the anticipated expenditures.

Once these estimates are made and plans are set, administration develops a proposed budget for Council's consideration. Council debates and considers this budget before adopting a final budget in December. While Council approves the first year of the operating and capital budgets, the following years presented are adopted as plans only and are revised during the annual budget process each year.

Operating budget

The operating budget includes the anticipated funds needed to keep the municipality operating on a daily basis and contributions to reserves, both operating and capital, to support financial sustainability. This portion of the budget is used to ensure that essential day-to-day services are provided to residents – from water, wastewater, and waste collection to social supports, planning services, roads and parks maintenance, and to save for the future.

Capital budget

The capital budget focuses more on long-term planning for investments in the infrastructure and tools used to ensure the Town can operate in an efficient, effective, resilient, and sustainable manner. This portion of the budget is used for one-time purchases that are an investment in our community now and into the future and includes buildings, roads, utilities (water, wastewater and stormwater), technology, vehicles and equipment.



Executive Summary

2022-2024 budget

As our community has continued to grow and evolve at a rapid pace, and the expectation for innovative, customer-focused service delivery has increased, our organization has been challenged to keep pace, both operationally and strategically.

Recognizing that we are at a critical juncture, a new organizational vision was recently established, which set the vision for how we can grow and evolve, while continuing to deliver on the services and projects that our residents have come to know and expect; to grow a complete community now and into the future.

This budget is the next step in our organizational journey to becoming appropriately sized and funded. This vision includes the addition of a number of new positions throughout the Town. The addition of these positions is critical to ensuring we are able to continue to deliver all of our existing services.

As we strive to be innovative and proactive and continue to be citizen focused, we recognize that thoughtful financial planning is one piece that will help us make that a reality. While we strive for financial prudence in all our efforts, we need to ensure that our municipal budget reflects the impacts of growth and cost of living increases.

Guiding principles

- Budget for the size we are and not the size we used to be
- Maintain current service levels
- Consider long term financial viability
- Improve organizational resiliency
- Align and support Council's Strategic Priorities and policies

Capital budget

The capital budget includes \$55 million in projects over the next three years and \$244 million over the next 10 years. This budget focuses on supporting Council's strategic priorities, with a significant focus on transportation solutions and utility-related infrastructure to support our growing community. It improves organizational resiliency while considering long term viability. Projects include:

- Highway 1A and Centre Avenue improvements – Phase 2
- Quigley Drive Upgrades – Phase 2
- Utility servicing of Horse Creek Sports Park
- Water licensing strategy
- Glenpatrick Drive north storm infrastructure
- Highway 22 to Riverview sanitary siphon

Operating budget

The operating budget reflects the cost of maintaining current services. From 2011-2021, Cochrane's population doubled, while Town staffing numbers remained relatively consistent. Community growth requires an increase to the number of services that need to be delivered, including the consideration of new services. The increased costs to provide these services, as well as build and maintain asset and infrastructure tools, has placed

significant financial pressure on the organization. A decrease in property taxes per capita over this same period has also increased this pressure.

An analysis of population, taxes per capita, the MPI, and Town staffing levels over this period is as follows:

Year	Population	Residential Property Taxes per Capita	Municipal Price Index (MPI)	Full Time Equivalent (FTE)
2011	15,424	972	3.21%	176.52
2012	17,580	946	2.70%	181.08
2013	18,750	964	2.83%	185.85
2014	20,708	914	2.09%	192.35
2015	23,084	931	1.46%	195.47
2016	25,122	919	1.48%	206.90
2017	26,320	916	2.48%	212.06
2018	27,960	917	2.88%	219.98
2019	29,277	947	2.16%	222.12
2020	32,010	948	0.11%	226.22
2021	32,650 (est.)	896	4.20%	209.42
Increase/ (Decrease)	111.68%	(76)	25.60%	18.64%

While Cochrane’s population has increased by almost 112% and the cost of providing municipal services and infrastructure has increased by almost 26%, the number of staff has increased by less than 19% and property taxes per capita has decreased by \$76.

The operating budget reflects increased uncontrollable costs and the implementation of the plan to increase the resources needed to meet the service needs of our community over the next three years, while ensuring its resiliency and long-term financial viability. This includes the addition of staff throughout the organization, including staff to support the new Station facility currently under construction.

The increased operating budget is funded from an increase in user fees, decrease in infrastructure gap reserve contributions, draws from operating reserves (\$1.225M in 2022), and property tax increases. A portion of these increased taxes (2.5%) will be paid through continued growth in the community, with the remaining (10%) paid by increasing property taxes. This increase equates to \$18.75/month for the average residential property and would increase the tax per capita in 2022 to \$987.

Let’s Talk Budget: survey results

Earlier this year, Town staff initiated a public engagement process to gain insight into resident perspective and help to guide the 2022-2024 budget. Questions were asked about departmental service levels, allocating additional funds, and funding options.

In total, 494 responses were received. The results were presented to Council in June 2021.

The survey results demonstrated that most respondents are happy with service at the current level, with a varying number wanting service level increases or decreases, depending on the department. Those respondents who chose a service increase or decrease were asked which service they would like adjusted, and the responses varied. In some instances, the results conflict, in others it is evident that there are opportunities to enhance municipal literacy, as some areas of concern expressed fall outside of the municipal sphere of responsibility.

This budget and the 10-year capital plan address the survey results in the following ways:

- Creation of a Community Services section with the addition of a Director of Community Services
- Contributions to reserves to support future infrastructure and asset additions, replacements, and improvements
- Cost reductions and efficiency gains whenever possible
- Leveraging technological solutions to increase efficiency and customer service, including e-services
- Inclusion of a dedicated civic literacy campaign
- Increased community interaction and web presence to promote community safety
- Further development of the fire safety public education program to increase communications efforts
- Planning for an expanded operations compound that would provide more space to deliver services including recycling, road maintenance, water and wastewater, fleet, and parks management and maintenance
- Additional equipment for improved snow and ice control
- Transportation improvement projects
- Road surface upgrade projects
- Community grant funding for more or alternative community events
- Increased funding support to partner organizations
- Increased internal and external financial reporting
- Water leak detection program implementation
- Rental space to support local Indigenous business development
- Innovation Centre programming to support new local business development
- Parks and pathway maintenance projects
- A water licensing strategy and solution

Saving for infrastructure needs

Council is committed to ensuring we have a robust and sustainable infrastructure renewal plan. In 2019, Council directed administration to increase reserve contributions each year until the annual tax-supported transfer to reserves equals 15% of annual property taxes; we have yet to meet this target. The focus in 2022 is on right sizing the operating budget, so reserve contributions as a percentage of property taxes were decreased.

The approved budgets include capital reserve transfers as follows:

	2021 Approved	2022 Projected	2023 Projected	2024 Projected
Tax-supported reserve transfer	\$3,420,465	\$2,998,565	\$3,588,690	\$4,246,890
% of property taxes	11.70%	9.12%	9.94%	11.14%

While the Town’s infrastructure and assets are relatively young, they will need to be replaced and there is a gap between anticipated needs and available funds called the Infrastructure Gap. Included in these reserve transfers are amounts contributed to an Infrastructure Gap Reserve to help fund asset renewal. The 2022 budget includes a 1.9% (2021; 4.19%) property tax transfer to an Infrastructure Gap Reserve, with additional transfers of 2.56% in 2023 and 3.21% in 2024. The 2022 contribution as a percentage of property taxes has decreased as the organization focuses on building a resilient organization. Reserve contributions as a percentage of taxes are planned to increase in 2023 and 2024 to help foster organizational resiliency and long-term financial viability.

Debt

The Town uses debt strategically to fund new infrastructure projects that are off-site levy supported debt (developer funded), grant supported debt (funded from grants), user supported (funded from user fees and rental charges), or property tax supported debt (taxpayer funded).

Essential capital projects such as roads, bridges, buildings and underground infrastructure can cost millions of dollars and may require a significant portion of budget dollars to achieve. These projects may also take more than one budget period to complete, requiring longer-term financial planning.

Using debt to fund projects allows us to remain fiscally responsible while continuing to provide essential services to residents. As well, it ensures we don't place an undo tax burden on our current residents, as debt financing is used for projects that will benefit our community in the future. The strategic use of debt spreads the cost of funding the asset over its useful life.

The 2022-2024 budget includes off-site levy (OSL) supported debt as follows:

- 2022: \$8.24M for continued work on Centre Avenue
- 2023: \$3M for Highway 22 to Riverview Siphon

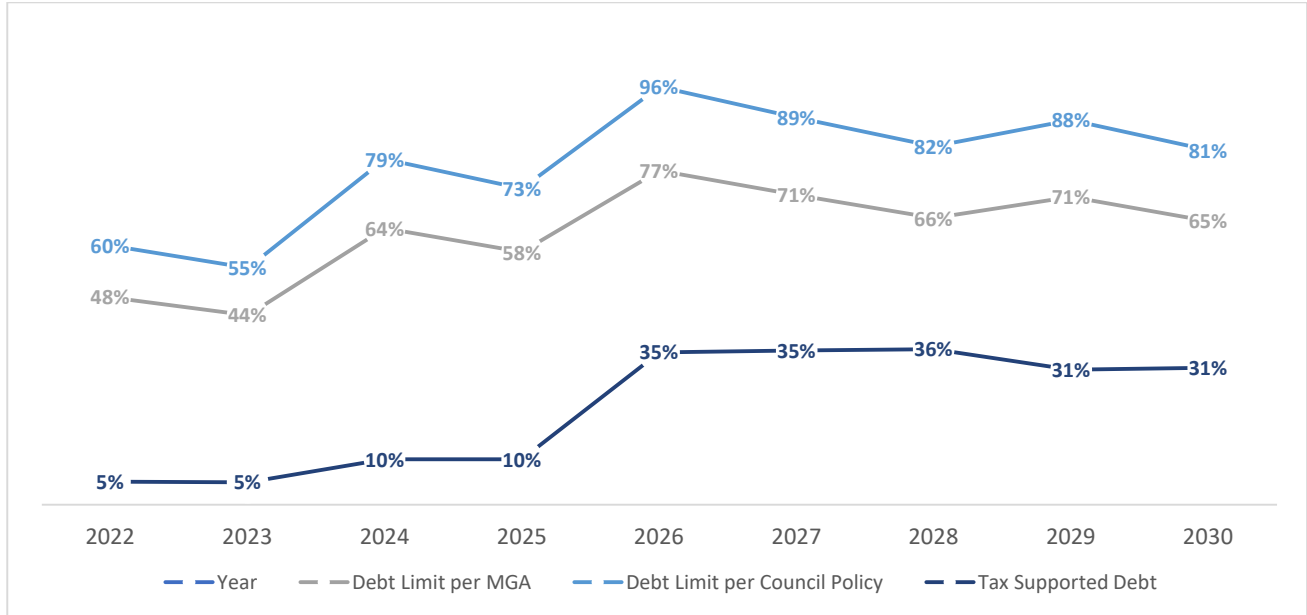
No additional tax-supported debt is planned for 2022-2024. There is a significant increase in projected debt to 2031 as a result of a few large projects from 2025-2031, including a project to twin the wastewater pipeline to Calgary and a new operations compound.

LONG-TERM DEBT FOR 2022-2024 & 2031 PROJECTION

Debt Type	2022	2023	2024	2031 Projection
Total Outstanding	\$ 46.7 million	\$ 47.4 million	\$ 45.1 million	\$ 88.7 million
Tax-Supported	\$ 2.9 million	\$ 2.5 million	\$ 2.3 million	\$ 27.9 million
OSL*-Supported	\$ 20.8 million	\$ 22.4 million	\$ 20.8 million	\$ 42.7 million
User Fee-Supported	\$ 23.0 million	\$ 22.5 million	\$ 22.0 million	\$ 18.1 million
% of Cochrane Debt Limit	61.15%	59.59%	54.50%	81.48%
% of MGA Debt Limit	48.92%	47.67%	43.60%	65.18%
% of Tax-Supported Debt	6.27%	5.31%	5.15%	31.47%
New Debt 2022 - 2024	\$ 8.2 million	\$ 3.0 million	-	

*OSL: Off-site levies (paid by developers).

DEBT LIMIT USED



*These projections are subject to several assumptions, risks and uncertainties including available grants, scope changes and market conditions. Key assumptions include: 2.5% average growth over the 10 years, borrowing costs between 3 and 5%, estimated capital costs of projects subject to changes, and Provincial MSI capital grants at recently announced amounts (\$3.2M annually, a 60% decrease from 2021).

Cochrane's tax-supported debt is projected to range between 5% and 36% of the total debt over the next 10 years. At the end of the 10-year period, 31% of the Town's debt will be tax-supported debt, and total debt will be at 81% of the Council-approved debt limit (80% of Municipal Government Act (MGA) debt limit) or 65% of the MGA debt limit. These projections are preliminary and will change as assumptions change, including funding sources.

Staffing

With no cost of living (COLA) increases or step increment increases in 2021, the 2022 budget includes funds for new staff positions to ensure adequate resources to serve the needs of our growing community and COLA increases for all non-union staff. COLA is determined using the year-over-year increase in Calgary's Consumer Price Index (CPI) as at August, which was 4%. The 2022 budget includes a negotiated 2% increase for some unionized staff, with additional increases in 2023 and 2024. The rates for the remaining union staff have yet to be negotiated. The 2023 and 2024 budgets include further new staff positions, step increases, and non-union COLA increases of 2%.

Service fees

While most Town service fees will remain the same, the following areas will increase or are new in 2022:

- Cemetery fee charges
- Tax certificate fees
- Parks field fees
- Water and wastewater base and consumption rates
- Waste and recycling collection fees
- Planning permit searches, direct control district, discretionary use development permits, encroachment agreement, and subsequent pre-application and application meetings fees

These increases better reflect the cost of providing the associated service.

Summary

Over the past 10 years the Town's annual operating budgets have not kept up with inflation, growth, and increases in services. While the proposed 2022-2024 budget delivers on Council's strategic priorities and invests in the infrastructure required for our growing community, it also includes resources to maintain current service delivery, consider long-term financial viability, and improve organizational resiliency, resulting in a sustained, annual tax increase. The impact in 2022 on the average residential property, including utilities, is \$25.55/month.

Average residential annual costs (assessed at \$455,900)	2021	2022	\$ Annual increase	\$ Monthly Increase
Total municipal taxes	\$2,263	\$2,488	\$225.00	\$18.75
Average water bill per year* (base rate \$8.45 + \$1.26 per cubic metre)	\$313.20	\$328.20	\$15.00	\$1.25
Average sewer bill per year* (base rate \$11.20 + \$2.32/cubic metre)	\$523.80	\$552.00	\$28.20	\$2.35
Storm sewer fee (\$5.17/month)	\$60.52	\$62.04	\$1.52	\$0.13
Waste & recycling collection fee (\$26.65/month)	\$282.96	\$319.80	\$36.84	\$3.07
Eco Centre fee (\$5/month)	\$60.00	\$60.00	\$0.00	\$0.00
Total cost	\$3,503.48	\$3,810.04	\$306.56	\$25.55

*assumes 15 cubic metres/month

10-year capital plan

The 10-year capital plan is funded by reserves (built through property taxes and utilities fees), grants (primarily Canada Community Building Fund (CCBF), formerly the Gas Tax Fund, and Municipal Sustainability Initiative (MSI) Program grants), off-site levies and debt.

The 10-year capital plan implements actions to support Council's Strategic Priorities, respond to the Town's significant growth over the past 10 years, and rehabilitate existing assets. Based on Council's first Strategic Priority – community connectivity initiatives — the 10-year plan includes investments of \$69 million in transportation-related projects, including:

- **Centre Avenue and Highway 1A Improvements:** To be completed in 2023 to mitigate traffic congestion and enable intersection improvements along Highway 1A and a widened Centre Avenue to reduce peak traffic delays. In 2028 further work along Centre Avenue to improve traffic flow is also planned.
- **Highway 22 Extension:** The extension of the double lane on Highway 22 from the 1A intersection to Sunset Boulevard in 2023. Relocation of the utilities ahead of construction was started in 2021, with a 2022 completion.
- **Quigley Drive Updates – Phase 2:** Upgrade the asphalt surface from West Edge to West Point in 2023.
- **Upgrade Township 262:** In 2022 the design for an upgrade to the road from Horse Creek Road to RR43 due to the anticipated closure of access to RR43 from Highway 22 will begin, with construction preliminarily anticipated in 2025.
- ***Additional \$35.8 million in road improvement projects over the next 10 years.***

Other significant projects anticipated include:

The 10-year capital plan also includes over \$174 million (M) in non-transportation projects including the following utility projects:

- Water Licensing Strategy (2022 – 2024)
- Glenpatrick Drive North Storm Infrastructure (2022-2023)
- Highway 22 to Riverview Sanitary Siphon (2022-2023)
- Utility Servicing of Horse Creek Sports Park (2022-2023)
- Twinning of the Wastewater Pipeline to Calgary (2025-2031)

10-year capital plan

Town of Cochrane Ten Year Capital Strategy - updated November 2021	Estimated Town cash outflow to 2031	Budgets to 2024	Project Timelines	Major sources of funding
Centre Avenue and Hwy 1A	20,215,000	13,515,000	2022 - 2028	Provincial grants/Offsite levies/Debt
Upgrade Township 262	5,835,000	335,000	2022-2025	Town reserves/Debt
Highway 22 Extension	5,484,467	5,484,467	2023	Provincial grants/Town reserves/Offsite levies
Quigley Drive Updates - Phase 2	2,090,000	2,090,000	2023	Provincial grants
Other road network improvements	35,774,946	5,726,000	continuous	Provincial grants/Offsite levies/Town reserves
Total Transportation projects	69,399,413	27,150,467		
Wastewater Pipeline Twinning	27,800,307	-	2025 - 2031	Offsite levies/Debt
Horse Creek Sports Park Servicing	11,800,000	3,800,000	2022-2031	Town reserves/Offsite levies/Fundraising
Highway 22 to Riverview Siphon	4,430,326	4,430,326	2022-2023	Off-site levies
Water Licensing Strategy	3,805,000	3,805,000	2022-2024	Reserves
Glenpatrick Drive North Storm Infrastructure	3,600,000	3,600,000	2022-2023	Provincial grants
Fleet, Equipment, and Facility life cycling	71,248,000	6,580,000	continuous	Provincial grants/Town reserves/Debt
Utility infrastructure life cycling	31,563,045	4,534,820	continuous	Provincial grants/Offsite levies/Town reserves/Debt
Water & Wastewater capacity upgrades	15,250,000	-	2025 - 2031	Town reserves
Parks projects	4,450,000	955,000	continuous	Town reserves
Total capital spending to 2031	243,346,091	54,855,613		

*These projections are subject to a number of assumptions, risks and uncertainties including grants available, scope changes and market conditions. Key assumptions: 2% average growth over the 10 years, borrowing costs between 3 and 5%, estimated capital costs of projects subject to changes, and Provincial MSI capital grants after 2022 at reduced levels (\$3.2 million annually, a 60% reduction from 2021 amounts).

Workforce

Town employees work towards achieving Council's strategic priorities through:

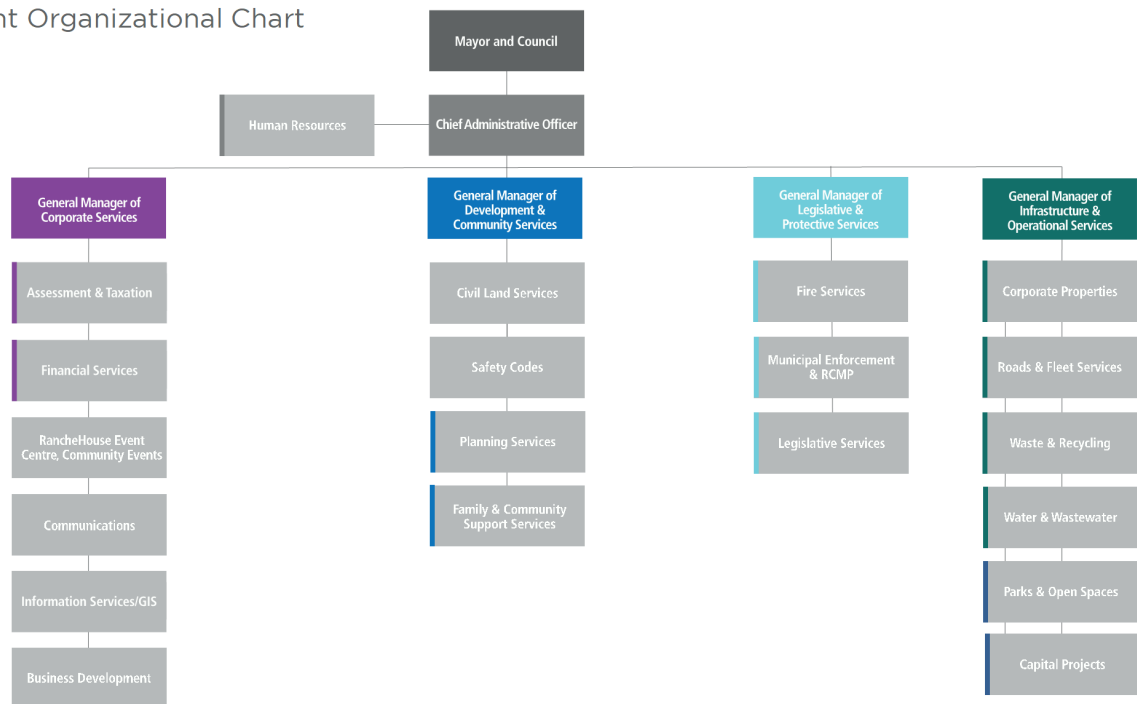
- Providing effective and efficient service delivery
- Dedication to providing quality public service
- Commitment to continuous improvement

Earlier this year, the Executive Leadership Team initiated a strategic organizational visioning process to ensure that Town is structured and staffed to serve the needs of our growing community, as well as position us to successfully support a community of 50,000 residents down the road.

Reflected on the organizational charts on the next page, this included reducing the complement of the Executive Leadership Team, while adding in a new level of Directors to provide support in building the systems required for innovative and efficient service delivery. These positions will be gradually added to the organization, along with the additional staff required throughout the organization.

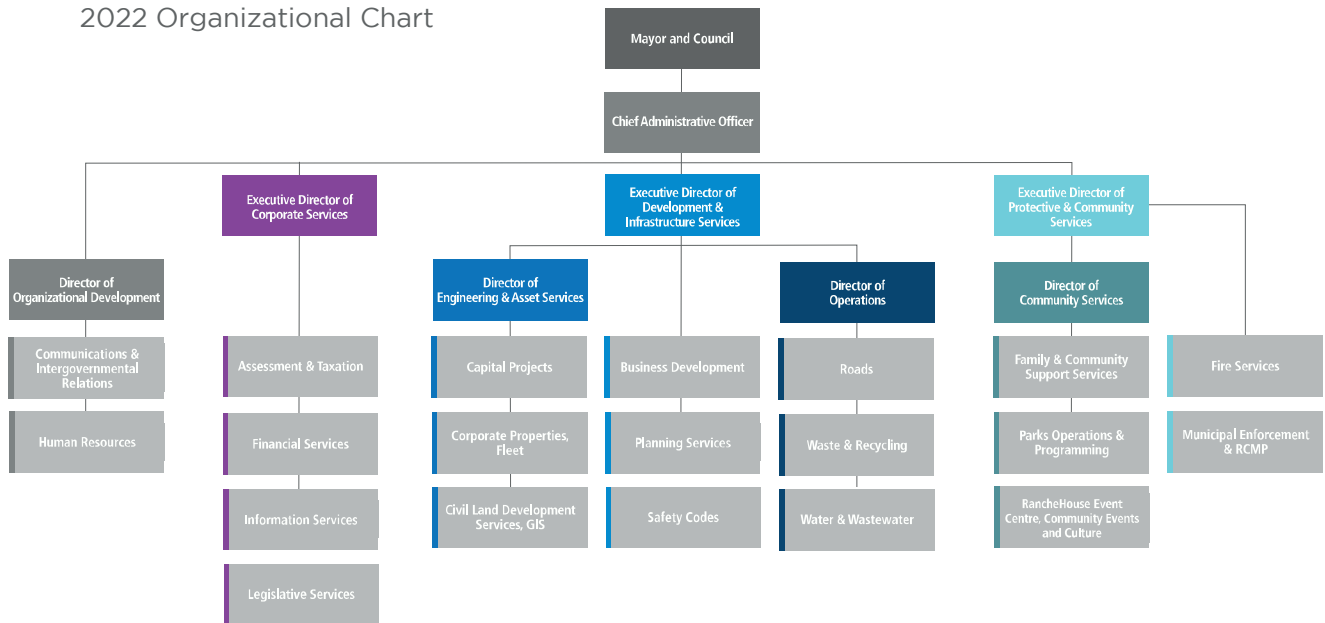
These new positions support maintaining our current service delivery.

Current Organizational Chart



The 2021 Organizational Chart served as the basis for the 2022-2024 Budget document.

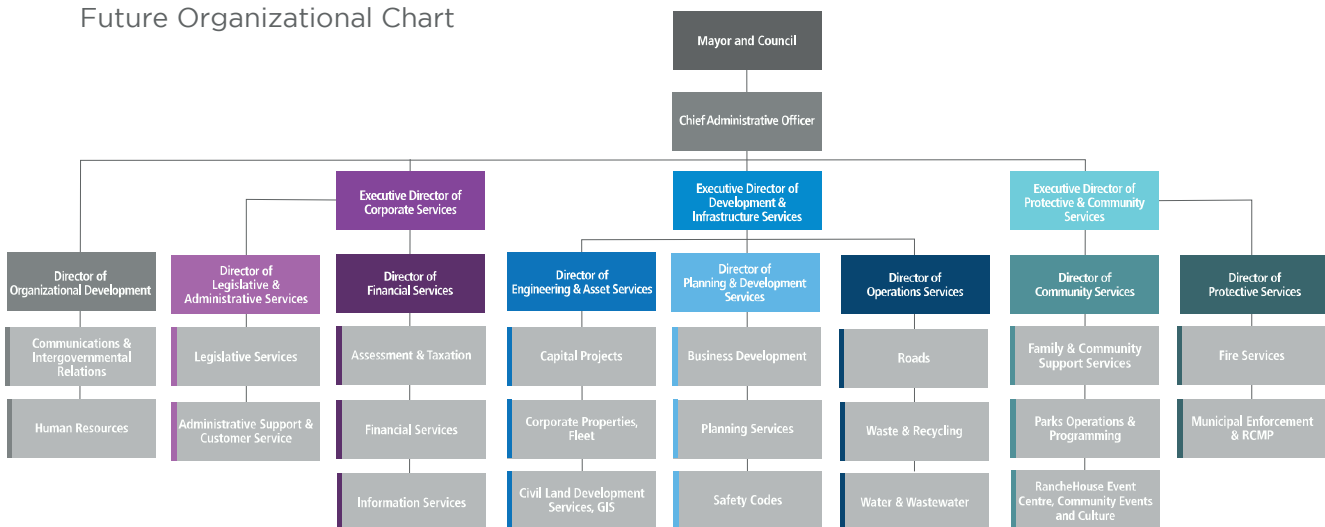
2022 Organizational Chart



In 2021, the Town conducted a review of its organizational structure and made adjustments that are reflected in the 2022 Organizational Chart. While these structural changes will be reflected in the 2023 operating budget, this budget includes funding to support new positions identified in the organizational vision.

Through the budget deliberation process, Council approved \$2M in the 2022 operating budget to support the staffing required to ensure the continued delivery of services. These funds will be used to support the addition of a number of new positions in the organization in Q1 and Q2 of 2022. The remaining funds will be utilized to support the onboarding of new positions identified through ongoing organizational visioning and Council strategic planning.

Future Organizational Chart



COCHRANE TOWN COUNCIL



From left: Councillor Tara McFadden, Councillor Alex Reed, Councillor Marni Fedeyko, Mayor Jeff Genung, Councillor Patrick Wilson, Councillor Morgan Nagel and Councillor Susan Flowers

Cochrane Town Council includes a full-time Mayor and six Councillors, elected by the residents of Cochrane every four years.

The Mayor is the chief elected official. The Deputy Mayor is appointed on a four-month rotation. Together they are responsible for establishing corporate policy, adopting bylaws and setting strategic priorities for the community. These priorities are reviewed and updated annually.

In addition to attending regular Council meetings, Council members also attend community functions, public hearings, and serve on a variety of internal and external committees and boards. Council selects representatives for these committees during Council's annual organizational meeting.

The Council was elected on October 18, 2021. The next municipal election is October 2025.

COUNCIL'S STRATEGIC PRIORITIES 2021-2023

Council's Strategic Priorities set the course for where the organization's efforts will be directed. These priorities guide our organization and the programs and services we deliver to the community.

Community Connectivity

Focus on multi-modal transportation solutions that achieve positive traffic and pedestrian flows throughout the community.

- Continue to work with Alberta Transportation on the design & construction of the Highway 1A/22 interchange. (2021-2023)
 - Relocate the municipal utility infrastructure as required by the Province to facilitate the first phase of interchange completion. (2021)
- Facilitate construction of second access to Sunset Ridge. (ongoing)
- Complete Highway 1A improvements, including four lanes on Highway 1A, intersection improvements and the realignment of 4th Avenue to 5th Avenue. (2021-2022)
- Complete improvements to Centre Avenue. (2022-2023)
- Improve, plan and advocate for local and regional pathway networks that connect all communities.
 - Upgrade asphalt pathway from Mitford Park west through West Terrace Park. (2021)
 - Glenbow pathway bridge Lifecycling. (2022)

Community Development and Planning

Focus on improved development and land use plans that align with the Social Policy Framework and Growth Management Strategy to promote a complete community while preserving Cochrane's unique identity.

- Develop and implement a water supply strategy which includes licensing, storage and infrastructure required to accommodate future growth. (2021-2023)
- Complete the Stormwater Master Plan. (2021-2022)
- Review and update the Municipal Development Plan, implementing an annual review and update every five years. (2021-2023) (*Timing dependent on CMRB Growth Plan*)
- Prioritize commercial and industrial development, while broadening residential housing options including affordable housing. (Ongoing)
- Focus on development of the Regional Management Growth Plan and Servicing Plan. (2021)
- Implement the 10-year business development strategy. (ongoing)

Community Engagement

Focus on improved community engagement opportunities.

- Establish engagement strategies with key stakeholders for key community issues and projects, including:
 - Municipal Development Plan (2021-2023) (*Timing dependent on CMRB Growth Plan*)
 - Strategic Plan (2022)
 - Sustainability Plan (2022)
 - Budget & Council's Strategic Priorities (ongoing)
 - Connecting Cochrane (*Transportation Master Plan*) (2022)
- Focus on improved communication to residents about community safety programs and services, achieving solutions through education and awareness. (ongoing)
- Implement the Council approved recommendations of the Economic and Social Recovery Task Force. (2021)
- Create and implement a provincial and federal advocacy strategy. (2021)
 - Highway 1A/22 interchange, including:
 - Gap 1 (twinning of highway 1a from interchange project to HWY 1a improvements project)
 - Gap 2 (twinning of HWY 22 from interchange to Sunset Blvd)
 - Regional mass transit system in the Bow Valley Corridor
 - Seniors Housing & Affordable Housing
 - Water Supply Policies
- Establish and implement strategic communication strategies for priority projects, including:
 - Highway 1A Improvements
 - Transit Hub & Innovation Centre
 - Updated Land Use Bylaw and Municipal Development Plan
 - New Protective Services Building
 - Highway 1A/22 Interchange
 - Centre Avenue Improvements
 - Horse Creek Sports Park

Community Facilities & Services

Focus on services and spaces that achieve an improved sense of community.

- Construct the new Protective Services Building. (2021-2023)
- Complete the tri-site implementation strategy:
 - Design and construction of the former Esso Bulk Station site:
 - Transit Hub & Innovation Centre (2021-2022)
 - Update Horse Creek Sports Park Master Plan and complete site servicing. (2021 & 2023)
- Evaluate existing recreation operating model and identify future opportunities. (2021)
- Focus on achieving organizational efficiencies. (ongoing)

cochrane
HOW THE WEST IS NOW



OPERATING BUDGET

2022-2024 BUDGET

Operating Budget Summary

The following is a summary, by division, of the non-tax revenues and expenditures included in the budget for 2022 - 2024, compared to the 2021 budget amounts. The tax levy and requisitions line represents the amount of expenditures not covered by non-tax sources of revenue that will need to be collected from the annual property tax levy. Details about the budgets for each division and department are contained in the following pages.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Corporate Services	(3,878,641)	(10,394,836)	(9,558,719)	(9,933,448)
Development & Community Services	(3,477,860)	(3,353,268)	(3,221,882)	(3,259,984)
Infrastructure & Operational Services	(21,210,284)	(19,158,162)	(20,451,581)	(21,584,607)
Legislative & Protective Services	(1,527,808)	(2,444,263)	(2,845,231)	(2,893,731)
Town Partners	(1,087,000)	-	-	-
	(31,181,593)	(35,350,529)	(36,077,413)	(37,671,770)
Expenses				
Council	602,736	662,647	673,037	686,515
Office of the CAO	1,817,182	2,308,892	2,328,615	2,376,051
Corporate Services	8,433,913	11,004,275	11,937,043	13,011,034
Development & Community Services	6,445,175	6,991,528	7,160,367	7,514,184
Infrastructure & Operational Services	25,354,273	27,001,223	28,897,320	30,702,887
Legislative & Protective Services	14,158,382	16,263,539	17,301,915	17,826,205
Town Partners	3,608,710	3,996,612	3,864,516	3,669,904
	60,420,371	68,228,716	72,162,813	75,786,780
Tax levy and requisitions	29,238,778	32,878,187	36,085,400	38,115,010
Cost per capita	895.52	987.24	1,062.30	1,100.03

Budget variance highlights

Total expenses are budgeted to increase by \$7,808,345 (13%). Tax levy and requisitions are budgeted to increase by \$3,639,409 with growth in assessment covering 2.5% of the increase. Refer to departmental sections for explanation of variance.

Council



Town Council is the elected governing body of the Town of Cochrane. Council establishes Cochrane’s corporate policies and sets strategic priorities for municipal staff, as well as adopting bylaws and policies for the overall governance of Cochrane.

Action plan

- Establish the strategic vision for the community.
- Set administrative priorities to achieve the work.
- Support administration in delivering on Council’s strategic priorities.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Expenses				
Salaries and benefits	381,781	416,600	426,326	435,556
Materials, goods and supplies	220,955	246,047	246,711	250,959
	602,736	662,647	673,037	686,515
Net cost of / (surplus from) operations	602,736	662,647	673,037	686,515
Cost per capita	18.46	19.90	19.81	19.81

Budget variance highlights

The 2022 to 2024 budgets include the resumption of Cost of Living Adjustments (COLA) and Council remuneration increase per Council's Policy. Increase in materials, goods and supplies reflects an increased budget for new Council orientation and Council / Executive Leadership Team planning retreats.

Office of the CAO

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Expenses				
Chief Administrative Officer	636,564	1,044,477	1,086,386	1,121,029
Human Resources	1,180,618	1,264,415	1,242,229	1,255,022
	1,817,182	2,308,892	2,328,615	2,376,051
Net cost of / (surplus from) operations	1,817,182	2,308,892	2,328,615	2,376,051
Cost per capita	55.66	69.33	68.55	68.57



Office of the CAO

Chief Administrative Officer

The Chief Administrative Officer is responsible for the overall administration of the Town, including corporate-wide leadership and mentorship, ensuring compliance with legislation, policies and overall direction of Council.

Action plan

- Work with Council and the Executive Leadership Team to develop a strategic plan for the organization, which is vested in the principles of efficiency, effectiveness, relevance, transparency, accountability and governance.
- Through a consistent application of sound principles and shared understanding, support the growth of organizational culture with a foundation of positive, intentional, and trusting professional relationships which empowers staff to achieve personal growth and nurture the Town's organizational values.
- Cultivate and enhance intergovernmental partnerships and relationships, including those with the Province of Alberta, Rocky View County, and the Stoney Nakoda Nation to find collaborative ways to leverage regional service delivery and to ensure the interests of Cochrane are considered in relevant conversations and that we appropriately consider those of our partners.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Expenses				
Salaries and benefits	478,844	931,857	973,766	1,006,909
Contracted and general services	100,000	55,000	55,000	55,000
Materials, goods and supplies	43,720	43,620	43,620	45,120
Other expenditures	14,000	14,000	14,000	14,000
	636,564	1,044,477	1,086,386	1,121,029
Net cost of / (surplus from) operations	636,564	1,044,477	1,086,386	1,121,029
Cost per capita	19.50	31.36	31.98	32.35

Budget variance highlights

This budget includes staffing additions to align with corporate strategic visioning and redesign and the accompanying staff development, conference, membership, and supplies expenses. Contracted services were reduced from previous years as less contracted support is required in the next three years.

Office of the CAO

Human Resources

The Human Resources team advises and supports over 250 people. We foster growth, connection, and belonging by offering the following: total compensation; payroll and benefits; employee and labour relations; health and safety; recruitment and engagement; and people growth.

Action plan

- Enhance internal communications to foster awareness of what is going on around and within the Town to build employee engagement, connection and contribution.
- Design a modern and competitive total compensation program that is based on corporate values.
- Improve health and safety and training outcomes through enhancing employee competencies across the organization.
- Foster a healthy culture through an ethical framework and creating conditions that allow people to feel valued as human beings while also being empowered and supported, resulting in safe and exceptional work for our residents and community.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Expenses				
Salaries and benefits	812,700	831,145	858,809	892,102
Contracted and general services	142,500	244,500	194,500	174,500
Materials, goods and supplies	222,418	185,770	185,920	185,420
Other expenditures	3,000	3,000	3,000	3,000
	1,180,618	1,264,415	1,242,229	1,255,022
Net cost of / (surplus from) operations	1,180,618	1,264,415	1,242,229	1,255,022
Cost per capita	36.16	37.97	36.57	36.22

Budget variance highlights

The 2021 budget included \$36,000 for an interdepartmental charge that is now captured under "General Revenue". Contracted services include funds for the design and implementation of a modern and competitive compensation program.

Corporate Services

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
General Manager Corporate Services	-	(25,000)	(50,000)	(50,000)
Assessment & Taxation	(240,000)	(260,000)	(270,000)	(280,000)
Business Development	(366,500)	(371,500)	(376,500)	(381,500)
Financial Services	(249,500)	(233,750)	(234,500)	(235,350)
Information Services	(10,200)	(11,200)	(10,400)	(10,600)
General Revenue	(1,859,085)	(8,287,203)	(7,355,390)	(7,658,323)
RancheHouse & Community Events	(1,153,356)	(1,206,183)	(1,261,929)	(1,317,675)
	(3,878,641)	(10,394,836)	(9,558,719)	(9,933,448)
Expenses				
General Manager Corporate Services	198,325	255,132	481,801	846,828
Assessment & Taxation	887,504	913,117	959,728	1,005,078
Communications	468,697	484,330	506,089	524,757
Business Development	508,689	576,952	612,543	641,073
Financial Services	1,004,221	1,069,929	1,127,949	1,184,908
Information Services	2,327,047	2,539,427	2,599,867	2,685,991
General Revenue	1,488,200	3,622,963	4,022,202	4,422,631
RancheHouse & Community Events	1,551,230	1,542,425	1,626,864	1,699,768
	8,433,913	11,004,275	11,937,043	13,011,034
Net cost of / (surplus from) operations	4,555,272	609,439	2,378,324	3,077,586
Cost per capita	139.52	18.30	70.01	88.82

Corporate Services

General Manager Corporate Services

Corporate Services provides overall management for the Town's business development, communications, Ranchehouse, community events, financial, property assessment and taxation, and information services departments.

Action plan

- Support managers with the implementation of their action plans.
- Review and update current corporate services policies and processes to build a strategic and strong financial framework.
- Focus on operational efficiencies in the delivery of corporate services.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Other	-	(25,000)	(50,000)	(50,000)
	-	(25,000)	(50,000)	(50,000)
Expenses				
Salaries and benefits	182,045	213,852	403,341	759,908
Contracted and general services	2,500	27,500	52,700	52,800
Materials, goods and supplies	9,780	9,780	17,360	24,120
Other expenditures	4,000	4,000	8,400	10,000
	198,325	255,132	481,801	846,828
Net cost of / (surplus from) operations	198,325	230,132	431,801	796,828
Cost per capita	6.07	6.91	12.71	23.00

Budget variance highlights

Draws from operating reserves will be taken to fund organizational software improvements and solutions to support process and systems efficiency and effectiveness improvements, which is reflected in the contract expenses increase. 2023 and 2024 include staffing additions to align with corporate strategic visioning and redesign and the accompanying staff development, conference, membership, and supplies expenses.

Corporate Services

Assessment & Taxation

The Assessment section assesses residential, commercial and industrial properties to determine the estimated market value. This value is then used in the calculation of property taxes. Taxation collects property taxes from all Cochrane property owners. This includes the collection of funds for education property taxes and for the Rocky View Foundation, a not-for-profit association dedicated to providing low rental housing units for seniors in Cochrane.

Action plan

- Enable electronic mailing (E-send) of Assessment and Tax Notices.
- Increase the property documents available for viewing online.
- Develop and implement streamlined processes leveraging technology to increase efficiencies.
- Utilize technology to improve assessment transparency.
- Support educational requirements for staff development and succession planning.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(70,000)	(80,000)	(80,000)	(80,000)
Other	(170,000)	(180,000)	(190,000)	(200,000)
	(240,000)	(260,000)	(270,000)	(280,000)
Expenses				
Salaries and benefits	625,269	649,657	680,383	714,328
Contracted and general services	10,000	15,000	15,000	15,000
Purchases from other governments	5,500	2,500	2,700	2,900
Materials, goods and supplies	133,335	126,560	138,145	141,350
Other expenditures	113,400	119,400	123,500	131,500
	887,504	913,117	959,728	1,005,078
Net cost of / (surplus from) operations	647,504	653,117	689,728	725,078
Cost per capita	19.83	19.61	20.30	20.93

Budget variance highlights

The 2022 budget includes the reclassification of our existing assessors' positions to Senior Assessors as Assessors become designated. The reduction in materials, goods and supplies reflect savings in postage costs with the implementation of electronic mailing of assessment and tax notices. All other budget increases are due to inflation.

Corporate Services

Communications

The Intergovernmental Relations and Corporate Communications team is the voice of the organization, as we work to ensure the community is engaged and informed on all Town services, programs and facilities. Through strategic communications planning, we share our organizational story through the Town website, social media, advertising, publications, media relations and more. The team also leads Let's Talk Cochrane, the Town's public engagement efforts, including engagement strategy and process, event coordination and marketing.

Action plan

- Engage the community through a dedicated civic literacy campaign.
- Working collaboratively with Human Resources, continue to develop internal communications strategies aimed at engaging Town staff, with a focus on building a strong organizational culture.
- Review and update internal communication policies, procedures and processes.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Expenses				
Salaries and benefits	331,337	338,820	353,029	364,697
Materials, goods and supplies	134,010	143,010	150,060	157,060
Other expenditures	3,350	2,500	3,000	3,000
	468,697	484,330	506,089	524,757
Net cost of / (surplus from) operations	468,697	484,330	506,089	524,757
Cost per capita	14.36	14.54	14.90	15.14

Budget variance highlights

Materials, goods and supplies have increased to reflect increased costs for developing video communication initiatives.

Corporate Services

Business Development

Business Development offers business support services to existing local businesses while also broadening the Town's sustainable economic growth through business retention, investment attraction, tourism development and regional collaboration.

Action plan

- Support the Station build and Innovation Centre operational plan.
- Transition staff to the Station.
- Support the Station opening and general day-to-day operations.
- Project manage the Business Attraction campaign in coordination with Communications.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(366,500)	(371,500)	(376,500)	(381,500)
	(366,500)	(371,500)	(376,500)	(381,500)
Expenses				
Salaries and benefits	295,894	305,142	331,952	344,978
Contracted and general services	15,000	15,000	15,000	15,000
Materials, goods and supplies	106,995	144,210	142,891	143,295
Transfers to organizations	86,800	100,000	100,000	100,000
Bank charges	-	9,600	9,700	9,800
Other expenditures	4,000	3,000	13,000	28,000
	508,689	576,952	612,543	641,073
Net cost of / (surplus from) operations	142,189	205,452	236,043	259,573
Cost per capita	4.35	6.17	6.95	7.49

Corporate Services

Business Development

Budget variance highlights

Increases in materials, goods, and services reflect the programming costs for operating the new Station and Innovation Centre facility. While the Visitor Information Centre is moving to the Station, the budget includes the funds needed to continue renting the existing Visitor Information Centre site, making this space available to the Rotary to create an Indigenous Innovation Centre. Transfers to organizations is Cochrane Tourism funding and they are requesting an increase in funding from 2021 of \$13,200.

The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department.

Other expenditures increase starting in 2023 due to the start of contributions to capital reserves for the new facility.



Corporate Services

Financial Services

Financial Services manages the financial affairs of the municipality including budgeting and long range financial planning, accounts payable, accounts receivable, capital project financing and tracking, utilities and animal and business licensing.

Action plan

- Streamline Financial Services operational efficiencies including reporting, electronic payments and audit processes. This includes a review of procurement policies and procedures.
- Update financial policies and procedures for the Town of Cochrane, including compliance with new Public Sector Accounting Standards (PSAS) reporting standards for asset retirement obligations.
- Review and develop financial systems and technology, including enhancing internal expertise.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(8,500)	(12,600)	(13,000)	(13,500)
Other	(241,000)	(221,150)	(221,500)	(221,850)
	(249,500)	(233,750)	(234,500)	(235,350)
Expenses				
Salaries and benefits	668,912	792,969	841,373	887,031
Contracted and general services	41,000	14,750	15,000	15,500
Materials, goods and supplies	219,109	229,310	237,126	246,377
Bank charges	71,000	25,200	25,750	26,300
Other expenditures	4,200	7,700	8,700	9,700
	1,004,221	1,069,929	1,127,949	1,184,908
Net cost of / (surplus from) operations	754,721	836,179	893,449	949,558
Cost per capita	23.12	25.11	26.30	27.41

Budget variance highlights

The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue.

Corporate Services

Information Services

Information Services manages and maintains all corporate technology infrastructure, network security and monitoring, Geomatics, mapping, data storage management, internet services, telephone, remote and mobile communications, technology project management, disaster recovery, and help desk support for end-user assistance.

Action plan

- Cyber Security systems annual review and updates, and the development of a Continuous Service Improvement model to ensure Town of Cochrane data is protected and secure, implement annual 3rd party testing.
- Undertake a network redesign to provide additional reliability, uptime, and replacement of aging equipment.
- RancheHouse Datacenter Review and update to improve Reliability and safety of on-premise Infrastructure.
- Develop and implement staff training and development plans to improve skill with existing systems and support knowledge growth for new technologies.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(1,000)	(1,000)	-	-
Other	(9,200)	(10,200)	(10,400)	(10,600)
	(10,200)	(11,200)	(10,400)	(10,600)
Expenses				
Salaries and benefits	971,674	995,865	1,027,915	1,061,391
Contracted and general services	939,129	1,109,600	1,109,000	1,135,600
Materials, goods and supplies	163,244	180,962	184,952	186,000
Other expenditures	253,000	253,000	278,000	303,000
	2,327,047	2,539,427	2,599,867	2,685,991
Net cost of / (surplus from) operations	2,316,847	2,528,227	2,589,467	2,675,391
Cost per capita	70.96	75.92	76.23	77.21

Budget variance highlights

Starting in 2022 the costs of providing mobility services is being moved to IS from departments across the organization. Machine contracts have increased, as all software is being amalgamated in the IS budget and new software support contracts and increased third party charges for existing contracts has impacted the budget.

Corporate Services

General Revenue

This is not a department. It is a costing centre for some of the organization-wide revenues and expenditures.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(400,000)	(4,963,313)	(5,158,845)	(5,361,570)
Grants	(220,000)	(225,644)	(225,644)	(225,644)
Other	(1,239,085)	(3,098,246)	(1,970,901)	(2,071,109)
	(1,859,085)	(8,287,203)	(7,355,390)	(7,658,323)
Expenses				
Salaries and benefits	(125,000)	(150,000)	(125,000)	(100,000)
Materials, goods and supplies	333,356	391,183	436,929	482,675
Other expenditures	1,279,844	3,381,780	3,710,273	4,039,956
	1,488,200	3,622,963	4,022,202	4,422,631
Net cost of / (surplus from) operations	(370,885)	(4,664,240)	(3,333,188)	(3,235,692)
Cost per capita	(11.36)	(140.05)	(98.12)	(93.38)

Budget variance highlights

Franchise fee revenue, previously budgeted for in the Roads department, has now been included here. The revenue includes the MSI Operating grant, which will be allocated to support qualifying operating expenditures. Other revenue includes investment interest, transfers from rate-supported departments to help fund their portion of administrative services such as finance, information services, human resources, and communications, and a transfer from operating reserves (\$675,000 in 2022, \$1.11 million in 2023, and \$300,000 in 2024) to help fund staffing additions to align with corporate strategic visioning.

Salaries and benefits reflect an organizational reduction in staffing costs due to vacancies that normally occur during any given year. Materials, goods, and supplies are the rent charged by the Ranchehouse Event Centre for the space occupied by Town administration. Included in "Other Expenditures" are contributions towards the Infrastructure Gap Reserve that includes a \$300,000 increase in 2023 and 2024, as well as lump sum amounts for as yet unallocated staffing additions (\$588,000 in 2022, an additional \$1.5 million in 2023, and an additional \$500,000 in 2024).

Corporate Services

RancheHouse & Community Events

The RancheHouse and Community Events section operate the Cochrane RancheHouse, a full-service community facility with rental spaces for a variety of events, including weddings, markets, church services, funerals, fundraisers, and meetings. Staff also support local community groups through a variety of services.

Action plan

- Continue to respond to a changing events venue market and adapt the services of the RancheHouse to maximize revenue opportunities and improve service to the community.
- Establish marketing plans to target additional clientele such as corporate and community bookings to continue to maximize the room revenue.
- Continue to evaluate the permit procedure to ensure that the process is clear and accessible to our clients.
- Connect with and promote Cochrane as a film friendly destination.
- Administer the application of the new Light the Bridge and Courtesy Flag Pole policies.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(1,153,356)	(1,206,183)	(1,261,929)	(1,317,675)
	(1,153,356)	(1,206,183)	(1,261,929)	(1,317,675)
Expenses				
Salaries and benefits	872,830	830,233	880,348	913,129
Contracted and general services	80,000	80,000	80,000	80,000
Materials, goods and supplies	381,200	385,992	392,816	407,439
Bank charges	-	7,000	7,500	8,000
Other expenditures	217,200	239,200	266,200	291,200
	1,551,230	1,542,425	1,626,864	1,699,768
Net cost of / (surplus from) operations	397,874	336,242	364,935	382,093
Cost per capita	12.19	10.10	10.74	11.03

Corporate Services

RancheHouse & Community Events

Budget variance highlights

Rental revenue is expected to increase in 2022 with an increase in the number of wedding bookings. However, alcohol sales revenue and associated costs are expected to decrease due to the event limitations required by Alberta Health Services. Other expenditures include contributions to the facility life cycling reserve for the Ranchehouse building, which is gradually increasing each year. The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department.



Development & Community Services

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Family & Community Support Services	(1,498,690)	(1,398,098)	(1,400,294)	(1,399,509)
Civil Land Development	(66,900)	(61,900)	(73,400)	(65,400)
Planning Services	(560,895)	(389,600)	(378,575)	(387,669)
Safety Codes	(1,115,303)	(1,407,120)	(1,266,408)	(1,296,880)
Transit	(236,072)	(96,550)	(103,205)	(110,526)
	(3,477,860)	(3,353,268)	(3,221,882)	(3,259,984)
Expenses				
General Manager Development & Community Services	309,246	1,017,174	1,055,332	1,094,078
Family & Community Support Services	2,555,035	2,330,878	2,400,704	2,427,004
Civil Land Development	540,537	607,966	565,145	588,575
Planning Services	1,509,829	1,363,151	1,376,372	1,541,471
Safety Codes	576,064	650,437	769,880	848,515
Transit	954,464	1,021,922	992,934	1,014,541
	6,445,175	6,991,528	7,160,367	7,514,184
Net cost of / (surplus from) operations	2,967,315	3,638,260	3,938,485	4,254,200
Cost per capita	90.88	109.25	115.94	122.78

Development & Community Services

General Manager Development & Community Services

Development and Community Services is responsible for ensuring development and community related services are completed within relevant requirements of provincial and municipal legislation. This includes Family and Community Support Services, Family Resource Network, Affordable Housing, Community Support Programs, Neighborhood and Community Development, Seniors Support, Planning, Civil Land Development, and Safety Codes.

Action plan

- Support the continued delivery of family and community support services and programs to meet the needs of Cochrane.
- Support and evaluate the implementation of the new Land Use Bylaw.
- Support the review and update of the Municipal Development Plan, the Cochrane Sustainability Plan, and Connecting Cochrane (Transportation Master Plan).
- Support new Directors in process improvement, organizational efficiencies and 'red tape' reduction.
- Represent the Town at the Calgary Regional Metropolitan Board (CMRB) and assist with the development of the Regional Growth Plan.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Expenses				
Salaries and benefits	267,676	915,163	952,647	991,184
Contracted and general services	20,000	40,000	40,000	40,000
Materials, goods and supplies	18,570	56,011	56,685	56,894
Other expenditures	3,000	6,000	6,000	6,000
	309,246	1,017,174	1,055,332	1,094,078
Net cost of / (surplus from) operations	309,246	1,017,174	1,055,332	1,094,078
Cost per capita	9.47	30.54	31.07	31.58

Budget variance highlights

This budget includes staffing additions to align with corporate strategic visioning and redesign and the accompanying staff development, conference, membership, and supplies expenses.

Development & Community Services

Family & Community Support Services

Cochrane Family and Community Support Services (FCSS) mission statement: Enhance, strengthen and stabilize family and community life. FCSS seeks to build capacity within the community and build resiliency among Cochrane and area residents.

Action plan

- Implementation of a strategic plan developed to help focus and guide our work for 2022.
- Focus on connecting people and systems, identifying gaps, assets and needs, developing and enhancing partnerships and developing evidence based, preventative and early intervention programs.
- Identify and address priority social issues through collaborative partnerships, increase the profile of social issues and awareness of programs and services, increase the capacity of community organizations, and respond to the social impact of COVID-19 with a focus on mental well-being and poverty reduction.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(11,500)	(11,000)	(11,500)	(9,000)
Grants	(836,844)	(820,844)	(820,844)	(820,844)
Other	(7,450)	(5,450)	(5,450)	(5,450)
	(855,794)	(837,294)	(837,794)	(835,294)
Expenses				
Salaries and benefits	906,687	950,135	990,093	1,032,315
Contracted and general services	53,550	55,500	55,500	55,500
Materials, goods and supplies	265,402	250,742	251,561	209,392
Transfers to organizations	50,000	20,000	20,000	20,000
Bank charges	-	1,000	1,000	1,000
Other expenditures	21,450	51,450	52,450	48,950
	1,297,089	1,328,827	1,370,604	1,367,157
Net cost of / (surplus from) operations	441,295	491,533	532,810	531,863
Cost per capita	13.52	14.76	15.69	15.35

Development & Community Services

Family & Community Support Services

Budget variance highlights

Transfers to organizations has been reduced as the funding we offer through FCSS/UW partnership grants has been reduced so FCSS/FRN programs do not apply for funds. The funding has instead been built into the budget for the Counseling Program and Rural Program. Other expenditures include interdepartmental support transfers and contributions to reserves. The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department.



Development & Community Services

Affordable Housing

The Town of Cochrane and Cochrane Society for Housing Options (CSHO) have a partnership agreement to support affordable housing initiatives.

Action plan

- Secure funding to create and implement a community housing plan as identified in the 2020 Housing Needs Assessment conducted by CSHO and the Town of Cochrane.
- Continue to look for efficiencies and innovative ways to provide access to a range of affordable housing in Cochrane and area.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Grants	(58,297)	(59,804)	(61,500)	(63,215)
	(58,297)	(59,804)	(61,500)	(63,215)
Expenses				
Salaries and benefits	115,016	120,307	121,536	124,420
Materials, goods and supplies	3,630	3,205	3,205	3,230
Transfers to organizations	52,000	50,000	50,000	50,000
Other expenditures	52,550	53,500	54,500	55,500
	223,196	227,012	229,241	233,150
Net cost of / (surplus from) operations	164,899	167,208	167,741	169,935
Cost per capita	5.05	5.02	4.94	4.90

Budget variance highlights

There are no material budget variances requiring explanation.

Development & Community Services

Community Support Programs

Essential needs program to support Cochrane and area residents experiencing crisis, including the CAR program and Meals on Wheels support.

Action plan

- Provide information, resources, support and advocacy for Cochrane and area residents.
- Continue to work with community partners and funders to sustain the essential needs fund to support Cochrane and area residents experiencing crisis (Instrumental Needs).
- Continue to provide a short term emergency shelter.
- Work with the community to ensure that families have the programs and services they require.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(8,000)	(10,000)	(10,000)	(10,000)
Grants	(74,599)	-	-	-
Other	(54,000)	(47,000)	(47,000)	(47,000)
	(136,599)	(57,000)	(57,000)	(57,000)
Expenses				
Salaries and benefits	60,693	-	-	-
Materials, goods and supplies	39,003	23,012	23,037	23,064
Other expenditures	32,000	32,000	32,000	32,000
	131,696	55,012	55,037	55,064
Net cost of / (surplus from) operations	(4,903)	(1,988)	(1,963)	(1,936)
Cost per capita	(0.15)	(0.06)	(0.06)	(0.06)

Budget variance highlights

Provincial grants are discontinued for 2022, resulting in the decrease seen in materials, goods and supplies. As part of the 2021 budget process, programmer positions were eliminated so do not reoccur in the current budget.

Development & Community Services

Family Resource Network

The Cochrane and Area Family Resource Network provides a range of preventative and early intervention programs and services to support families with children birth to eighteen years of age. The FRN is funded through a provincial grant. The team works with residents, community partners and stakeholders to identify needs and ensure that a diverse range of accessible, affordable, inclusive programs, activities and events are available within the community that allow all community members the opportunity to participate and belong.

Action plan

- Develop strategic communication tactics to ensure Cochrane and area residents are aware of the support and resources that are available.
- Provide information, resources, support and advocacy for children, youth and families.
- Conduct regular engagement opportunities with families, partners and stakeholders through surveys and community forums.
- Active participation in community committees to facilitate collaboration and communication.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Grants	(440,000)	(425,000)	(425,000)	(425,000)
Other	(1,000)	(17,000)	(17,000)	(17,000)
	(441,000)	(442,000)	(442,000)	(442,000)
Expenses				
Salaries and benefits	388,896	399,973	421,213	442,337
Contracted and general services	8,694	6,194	6,194	6,194
Materials, goods and supplies	105,464	100,223	100,223	100,223
Bank charges	-	850	900	950
	503,054	507,240	528,530	549,704
Net cost of / (surplus from) operations	62,054	65,240	86,530	107,704
Cost per capita	1.90	1.96	2.55	3.11

Budget variance highlights

The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department. There are no other material variances requiring explanation.

Development & Community Services

Neighbourhood & Community Development

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Expenses				
Salaries and benefits	157,282	-	-	-
	157,282	-	-	-
Net cost of / (surplus from) operations	157,282	-	-	-
Cost per capita	4.82	-	-	-

Budget variance highlights

This department has been eliminated.



Development & Community Services

Seniors' Support

This area aims to increase the health and wellness of older adults by working closely with Seniors on the Bow and other senior serving organizations to ensure that older adults in Cochrane and area have the information, support, resources and programs necessary to thrive. The Seniors on the Bow Society Board of Directors runs the day-to-day operations of the centre.

Action plan

- Strategic communication tactics to ensure older adults are aware of the support and resources that are available.
- Provide leadership and support to develop and/or sustain collaborative tables that are working to effectively address the complex, root causes of social issues facing older adults in Cochrane.
- Provide mentorship, leadership training and workshops to support and build capacity in local non-profit senior serving organizations.
- Work with residents, community partners and stakeholders to identify needs and ensure that a diverse range of accessible, affordable, inclusive programs, activities and events are available within the community that allow all community members the opportunity to participate and belong.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(5,000)	-	-	-
Other	(2,000)	(2,000)	(2,000)	(2,000)
	(7,000)	(2,000)	(2,000)	(2,000)
Expenses				
Salaries and benefits	100,438	79,641	84,032	88,556
Contracted and general services	13,200	3,300	3,400	3,500
Materials, goods and supplies	128,280	129,046	129,060	129,073
Other expenditures	800	800	800	800
	242,718	212,787	217,292	221,929
Net cost of / (surplus from) operations	235,718	210,787	215,292	219,929
Cost per capita	7.22	6.33	6.34	6.35

Budget variance highlights

The 2022 - 2024 budgets reflect the elimination of a programmer position as part of the 2021 budget reductions.

Development & Community Services

Civil Land Development

Prepares and reviews development plans, monitors construction activities, ensures engineering standards are adhered to and develops long-range plans that guide future growth.

Action plan

- Continue to review submissions and provide inspections services for all developments.
- Review/update agreements and development requirements on our revolving schedule of every 2/3 years.
- In conjunction with Planning Services and other Town sections, review and update Connecting Cochrane (Cochrane Transportation Master Plan).

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(66,900)	(61,900)	(73,400)	(65,400)
	(66,900)	(61,900)	(73,400)	(65,400)
Expenses				
Salaries and benefits	450,717	468,146	487,125	509,955
Contracted and general services	70,000	122,000	60,000	60,000
Materials, goods and supplies	18,820	16,820	17,020	17,620
Other expenditures	1,000	1,000	1,000	1,000
	540,537	607,966	565,145	588,575
Net cost of / (surplus from) operations	473,637	546,066	491,745	523,175
Cost per capita	14.51	16.40	14.48	15.10

Budget variance highlights

The increase in contracted services is for a study of the release of storm water in south Cochrane and the assessment of regional wastewater servicing.

Development & Community Services

Planning Services

Planning Services is responsible for: long range and policy planning, including the municipal development plan, area structure plans, neighbourhood plans and other statutory and non-statutory documents; regional planning, including participation in the CMRB, ensuring compliance with the Regional Growth Plan, and reviewing applicable applications; and completing the regulatory review of development proposals, including property compliance, development permits, and subdivision applications.

Action plan

- Undertake a Growth Strategy project.
- Undertake the Land Use Bylaw Implementation and Monitoring Program.
- Undertake the Municipal Development Plan and Connecting Cochrane Review Projects.
- Continue to implement permit processing improvements and efficiencies including e-permitting.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(221,535)	(169,600)	(178,575)	(187,669)
Grants	(69,360)	-	-	-
Other	(270,000)	(220,000)	(200,000)	(200,000)
	(560,895)	(389,600)	(378,575)	(387,669)
Expenses				
Salaries and benefits	1,107,649	1,004,271	1,035,042	1,239,691
Contracted and general services	150,000	260,000	80,000	80,000
Materials, goods and supplies	238,780	80,780	242,280	202,280
Bank charges	-	4,500	4,750	5,000
Other expenditures	13,400	13,600	14,300	14,500
	1,509,829	1,363,151	1,376,372	1,541,471
Net cost of / (surplus from) operations	948,934	973,551	997,797	1,153,802
Cost per capita	29.06	29.23	29.37	33.30

Development & Community Services

Planning Services

Budget variance highlights

The 2021 budget included a grant for an Energy Manager position that is no longer available, and this position is now being accounted for in the CAO Office's budget. Contracted services have increased for a growth strategy and an e-permit solution development. Materials, goods, and services in 2021 included funds for the Land Use Bylaw review which is not being repeated in 2022, but funds for a review of the Municipal Development Plan are included in 2023 and 2024.

The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department.



Development & Community Services

Safety Codes

Safety Codes is responsible for the regulatory review of all applications made under the Safety Codes Act, including conducting building, plumbing, gas and electrical permit inspections and code enforcement.

Action plan

- Maintain 10 business day maximum on all permit reviews/issuance through the continuous review of processes/new technology to ensure the department is as efficient as possible.
- Support staff training session to ensure they are up to date with the ever-changing construction industry changes.
- Update our department's structure and build our internal staff capacity to accommodate the increase in workload.
- Educate all parties on required provincial code compliance through online resources and continuous technical code requirements.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(1,017,434)	(1,291,120)	(1,162,008)	(1,186,880)
Other	(97,869)	(116,000)	(104,400)	(110,000)
	(1,115,303)	(1,407,120)	(1,266,408)	(1,296,880)
Expenses				
Salaries and benefits	437,428	459,427	482,782	509,245
Contracted and general services	70,000	60,000	60,000	60,000
Materials, goods and supplies	67,136	93,510	88,598	89,770
Bank charges	-	36,000	37,000	38,000
Other expenditures	1,500	1,500	101,500	151,500
	576,064	650,437	769,880	848,515
Net cost of / (surplus from) operations	(539,239)	(756,683)	(496,528)	(448,365)
Cost per capita	(16.52)	(22.72)	(14.62)	(12.94)

Budget variance highlights

Revenue has increased due to the significant increase in permits. A portion of the fees revenue is paid to the Safety Codes Council, as reflected in the increase to materials, goods and services. The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department.

Development & Community Services

Transit

The Town of Cochrane began operating Cochrane On-demand Local Transit (COLT) in October 2019. The Transit department oversees contractors that deliver the service and the technology, ensures budget, bylaw and service standards are met, and explores future innovations in modes of transportation. This department also includes funds to support the Handi Bus program.

Action plan

- Plan, design, and implement the local/regional integration of COLT and On-It services.
- Monitor and adjust the Cochrane On-demand Local Transit (COLT) service to enhance service delivery and increase ridership.
- Pursue transit capital and operation grant opportunities to support the growth and enhancement of Cochrane's transit services.
- Explore new mobility options for our community, such as e-scooters, e-bikes, car-share programs or autonomous shuttles.
- Support the relocation of transit services to the Station, which includes a transit hub.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(136,072)	(96,550)	(103,205)	(110,526)
Grants	(100,000)	-	-	-
	(236,072)	(96,550)	(103,205)	(110,526)
Expenses				
Contracted and general services	665,233	725,212	685,340	695,620
Materials, goods and supplies	57,035	27,300	27,300	27,300
Transfers to organizations	232,196	269,410	280,294	291,621
	954,464	1,021,922	992,934	1,014,541
Net cost of / (surplus from) operations	718,392	925,372	889,729	904,015
Cost per capita	22.00	27.79	26.19	26.09

Budget variance highlights

Provincial grant funding is no longer available to support COLT. Contracted services in 2022 include funds for a third party to conduct a service review. Transfers to organizations are the funds used to support Handi Bus and is calculated on a per capita rate that includes an annual increase.

Infrastructure & Operational Services

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Facilities	(74,775)	(19,375)	(20,150)	(20,775)
Roads	(6,333,387)	(2,300,681)	(2,347,597)	(2,400,395)
Waste & Recycling	(3,863,342)	(4,398,584)	(4,592,321)	(4,667,454)
Water & Wastewater	(10,837,480)	(12,333,222)	(13,378,063)	(14,374,883)
Parks & Open Spaces	(101,300)	(106,300)	(113,450)	(121,100)
	(21,210,284)	(19,158,162)	(20,451,581)	(21,584,607)
Expenses				
General Manager Infrastructure & Operational Services	732,656	-	-	-
Facilities	1,328,267	1,358,000	1,708,849	2,095,347
Roads	6,452,056	6,848,875	7,101,295	7,233,813
Waste & Recycling	3,863,342	4,398,584	4,592,321	4,667,454
Water & Wastewater	10,837,480	12,333,222	13,378,063	14,374,883
Parks & Open Spaces	2,140,472	2,062,542	2,116,792	2,331,390
	25,354,273	27,001,223	28,897,320	30,702,887
Net cost of / (surplus from) operations	4,143,989	7,843,061	8,445,739	9,118,280
Cost per capita	126.92	235.51	248.63	263.16

Infrastructure & Operational Services

General Manager Infrastructure & Operational Services

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Expenses				
Salaries and benefits	671,546	-	-	-
Contracted and general services	20,000	-	-	-
Materials, goods and supplies	38,110	-	-	-
Other expenditures	3,000	-	-	-
	732,656	-	-	-
Net cost of / (surplus from) operations	732,656	-	-	-
Cost per capita	22.44	-	-	-

Budget variance highlights

This department has been eliminated.

Infrastructure & Operational Services

Facilities

Facilities manages the maintenance and lifecycling of Town-owned facilities. In addition, Facilities oversees the planning, construction and occupancy of new Town facilities.

Action plan

- Complete construction of the Station as well as continue construction of the new Protective Services Building.
- Focus on further enhancing the tracking and management of all major facility related assets including mechanical/electrical/plumbing/building envelope systems at all Town of Cochrane owned facilities.
- Continue to engage with other municipalities about a joint effort to reduce municipal transmission and distribution fees and implement consumption reduction upgrades.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(42,400)	(4,800)	(4,800)	(4,800)
Other	(32,375)	(14,575)	(15,350)	(15,975)
	(74,775)	(19,375)	(20,150)	(20,775)
Expenses				
Salaries and benefits	695,812	624,110	642,734	656,301
Contracted and general services	283,875	392,545	630,475	830,550
Materials, goods and supplies	213,480	138,145	196,140	209,796
Other expenditures	135,100	203,200	239,500	398,700
	1,328,267	1,358,000	1,708,849	2,095,347
Net cost of / (surplus from) operations	1,253,492	1,338,625	1,688,699	2,074,572
Cost per capita	38.39	40.20	49.71	59.87

Budget variance highlights

Starting in 2022, all revenue from inter-departmental transfers are now accounted for in General Revenue. The administrative support position previously included in this department has been moved to the Legislative Services department. Included in contracted services are increased cleaning needs with the addition of the Station and new Protective Services facilities. A reduction in materials, goods, and supplies is as a result of a decrease in planned maintenance work to better align with current workload capacity. Included in other expenditures are increased costs for power and gas utility and increased contributions to reserves for the two new facilities.

Infrastructure & Operational Services

Roads

Roads manages over 100km of open road in Cochrane and ensures they are maintained to minimize economic loss to the community, and prevent or reduce accident or injury by providing safe winter driving conditions.

Action plan

- Deliver on planned capital projects.
- Deliver reliable snow removal and street cleaning services.
- Policy review and update.
- Develop a fleet services master plan.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Taxes and levies	(31,615)	(31,615)	(31,615)	(31,615)
Sales and user fees	(4,095,601)	-	-	-
Reserves	(4,000)	(4,000)	(4,000)	(4,000)
Other	(1,532,264)	(1,547,264)	(1,547,264)	(1,547,264)
	(5,663,480)	(1,582,879)	(1,582,879)	(1,582,879)
Expenses				
Principle payments	1,205,982	1,251,680	1,303,306	1,337,202
Salaries and benefits	1,147,634	1,394,616	1,429,241	1,461,314
Contracted and general services	97,500	102,500	107,500	107,500
Materials, goods and supplies	2,049,355	2,140,775	2,197,709	2,235,357
Interest charges on long-term debt	421,692	351,516	388,835	354,938
Other expenditures	859,986	889,986	909,986	919,986
	5,782,149	6,131,073	6,336,577	6,416,297
Net cost of / (surplus from) operations	118,669	4,548,194	4,753,698	4,833,418
Cost per capita	3.63	136.57	139.94	139.50

Budget variance highlights

In previous years franchise fees revenue was accounted for in this department; this has now been moved to General Revenue. Fleet staff are now accounted for here with the elimination of the General Manager, Infrastructure Services department. Materials, goods, and services include increased costs for power utility for streetlights and general supplies cost increases. At the end of 2022, debt for the 2003 downtown revitalization project will be repaid and in 2023 repayment of the debenture borrowing for the Highway 1A improvements will commence.

Infrastructure & Operational Services

Storm Sewer

The Roads Division also operates and maintains the storm sewer system, including approximately 52km of underground storm sewer mains and drainage swales, ditches, stormwater facilities, outfalls, oil grit separators and wetland areas.

Action plan

- Storm Sewer upgrades as outlined in the Stormwater Master Plan for the Downtown catchment area.
- Clean all Oil / Grit separators units.
- Continued Improvement of the municipal storm water quality entering water courses through basic maintenance plans such as regular street sweeping, yearly inspections and maintenance to system.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(669,907)	(717,802)	(764,718)	(817,516)
	(669,907)	(717,802)	(764,718)	(817,516)
Expenses				
Salaries and benefits	161,893	165,073	170,324	174,172
Contracted and general services	108,250	163,409	164,165	164,730
Materials, goods and supplies	6,376	6,402	6,430	6,440
Bank charges	-	2,000	2,100	2,250
Other expenditures	393,388	380,918	421,699	469,924
	669,907	717,802	764,718	817,516
Net cost of / (surplus from) operations	-	-	-	-

Budget variance highlights

Contracted costs reflect the increased maintenance required on the new storm system on Highway 1A that the Town will be required to maintain. The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department.

Infrastructure & Operational Services

Eco Centre

Waste and Recycling oversees implementation of the Town of Cochrane's Zero Waste vision. Waste and Recycling also manages curbside waste, recycling and organics collection to most households in Cochrane, and operates the Cochrane Eco Centre.

Action plan

- Evaluate the success of the current recycling and organics programs to ensure they are being delivered in an efficient and effective manner.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(791,500)	(831,627)	(878,597)	(886,949)
Grants	(98,400)	(100,338)	(102,000)	(103,000)
Other	(7,000)	(4,000)	(4,000)	(4,000)
	(896,900)	(935,965)	(984,597)	(993,949)
Expenses				
Salaries and benefits	429,261	436,936	449,509	461,877
Contracted and general services	133,625	192,179	227,888	207,986
Materials, goods and supplies	159,675	158,444	164,389	172,172
Bank charges	-	2,400	2,500	2,750
Other expenditures	174,339	146,006	140,311	149,164
	896,900	935,965	984,597	993,949
Net cost of / (surplus from) operations	-	-	-	-

Budget variance highlights

Increased revenues expected as a result of growth. General services include increased contributions to tax supported departments that provide support to this department, such as HR, Finance, IS, and Communications to an amount consistent with all other utility departments.

The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department. Other expenditures reflect annual contributions to capital reserves.

Infrastructure & Operational Services

Waste Management

The Waste & Recycling department manages curbside waste, recycling and organics collection to most households in Cochrane. In addition, they oversee the operation of the Cochrane Eco Centre.

Action plan

- Develop, present, and implement a reviewed Waste Management Plan that provides direction and goals for waste, recycling and organics programs for all sectors (residential; industrial, commercial, and institutional (ICI); construction & demolition; and public spaces) over the next 10 years.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(2,926,442)	(3,462,619)	(3,607,724)	(3,673,505)
Other	(40,000)	-	-	-
	(2,966,442)	(3,462,619)	(3,607,724)	(3,673,505)
Expenses				
Salaries and benefits	148,308	148,646	156,857	165,358
Contracted and general services	1,645,724	2,152,951	2,167,149	2,194,479
Materials, goods and supplies	1,072,736	978,710	1,112,079	1,135,232
Bank charges	-	9,250	9,500	10,000
Other expenditures	99,674	173,062	162,139	168,436
	2,966,442	3,462,619	3,607,724	3,673,505
Net cost of / (surplus from) operations	-	-	-	-

Budget variance highlights

Increased revenues expected as a result of growth and fee increases to ensure sufficient revenue is collected to cover expenses, which include significantly higher tipping fees and increased contributions to tax supported departments that provide support to this department, such as HR, Finance, IS, and Communications to an amount consistent with all other utility departments.

The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department. Other expenditures reflect annual contributions to capital reserves.

Infrastructure & Operational Services

Water

The Water department is responsible for providing clean, safe, uninterrupted drinking water to all Town of Cochrane residents.

Action plan

- Develop a new Water Master Plan.
- Investigate the filling of the distribution reservoir to identify restrictions or opportunities.
- Undertake a comprehensive rate review.
- Ensure delivery on planned capital projects.
- Undertake an emergent valve replacement program.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(4,509,034)	(5,129,220)	(5,482,729)	(5,822,368)
Reserves	-	(1,100)	(1,122)	(1,144)
Other	-	(160)	(160)	(160)
	(4,509,034)	(5,130,480)	(5,484,011)	(5,823,672)
Expenses				
Principle payments	279,953	298,849	-	-
Salaries and benefits	821,313	851,131	871,824	891,123
Contracted and general services	601,997	674,035	680,160	697,266
Materials, goods and supplies	1,240,565	1,579,048	1,572,397	1,624,480
Interest charges on long-term debt	39,069	20,172	-	-
Bank charges	-	13,500	14,000	14,500
Other expenditures	1,526,137	1,693,745	2,345,630	2,596,303
	4,509,034	5,130,480	5,484,011	5,823,672
Net cost of / (surplus from) operations	-	-	-	-

Infrastructure & Operational Services

Water

Budget variance highlights

To help offset increased costs of service delivery, yearly rate increases are being applied to both our consumptive and non consumptive rates. The increases are intended to offset the cost of inflation and to address increasing underground infrastructure failures.

The 1998 debenture for a water treatment plant will be paid off in 2022 and the funds will be redirected to the capital reserves. Goods and service increases are affected by a large number of meters that need to be replaced in 2022, with smaller numbers in 2023 and 2024. Funds have also been included to conduct a rate review and increases to our hydrant and building repair lines to account for new maintenance programs. Funds have also been included to begin an aggressive but emergent valve replacement program.

The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department.



Infrastructure & Operational Services

Wastewater

The Wastewater department is responsible for ensuring the sanitary sewer leaving the Town makes it to Calgary's Bonnybrook Wastewater Treatment Plant without interruption.

Action plan

- Develop a new Wastewater Master Plan.
- Deliver on planned capital projects.
- Implement a new of an annual CCTV sewer main inspection program.
- Conduct a comprehensive rate review.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(6,169,415)	(7,039,663)	(7,726,147)	(8,378,269)
Other	(159,031)	(163,079)	(167,905)	(172,942)
	(6,328,446)	(7,202,742)	(7,894,052)	(8,551,211)
Expenses				
Salaries and benefits	785,749	816,525	836,320	855,485
Contracted and general services	1,049,909	1,834,673	1,866,139	1,908,181
Purchases from other governments	3,079,138	3,337,480	3,504,354	3,679,571
Materials, goods and supplies	388,627	442,556	393,588	410,662
Bank charges	-	17,000	17,500	18,000
Other expenditures	1,025,023	754,508	1,276,151	1,679,312
	6,328,446	7,202,742	7,894,052	8,551,211
Net cost of / (surplus from) operations	-	-	-	-

Budget variance highlights

To help offset increased costs of service delivery, yearly rate increases are being applied to both our consumptive and non consumptive rates. The increases are intended to offset the cost of inflation as well as the increased cost of service from Calgary. Contracted services see an increase for a new CCTV inspection program and materials, goods and services have been increased due to increased costs for underground repairs. Other expenses are the annual contributions to capital reserves.

The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department.

Infrastructure & Operational Services

Parks & Open Spaces

Parks and Open Spaces maintains approximately 9% of Cochrane's land as parks and open spaces. Residents and visitors enjoy nearly three dozen parks (many with playgrounds), summer fishing in trout ponds, outdoor skating in winter, and over 70 kilometers of pathways all year round. Parks and Open Spaces also maintains three cemeteries, many sports fields and dog off-leash areas.

Action plan

- Focus on correctly resourcing the Parks and Open Spaces section to accommodate community growth and expectations.
- Action implementation of the Cemetery and Parks & Open Spaces Master Plan.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(39,800)	(44,800)	(49,800)	(54,800)
Reserves	(2,000)	(2,000)	(2,000)	(2,000)
	(41,800)	(46,800)	(51,800)	(56,800)
Expenses				
Salaries and benefits	1,257,792	1,163,281	1,193,515	1,377,644
Contracted and general services	184,160	184,160	186,160	190,160
Materials, goods and supplies	481,520	482,101	513,892	534,861
Other expenditures	157,500	173,500	159,500	160,500
	2,080,972	2,003,042	2,053,067	2,263,165
Net cost of / (surplus from) operations	2,039,172	1,956,242	2,001,267	2,206,365
Cost per capita	62.46	58.74	58.91	63.68

Budget variance highlights

The decrease in salaries and benefits reflects a staff departure, which will not be filled in the 2022 budget period. Other expenditure increases reflect the increased power and gas utility charges.

Infrastructure & Operational Services

Cemetery

Provide cemetery services to the Cochrane Cemetery, St. Andrews Cemetery and St. Marys Cemetery.

Action plan

- Provide cemetery services to the Cochrane community while continuing to implement actions from the Cemetery Master Plan.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(59,500)	(59,500)	(61,650)	(64,300)
	(59,500)	(59,500)	(61,650)	(64,300)
Expenses				
Contracted and general services	17,000	17,000	17,500	18,000
Materials, goods and supplies	5,325	5,325	6,225	7,225
Other expenditures	37,175	37,175	40,000	43,000
	59,500	59,500	63,725	68,225
Net cost of / (surplus from) operations	-	-	2,075	3,925
Cost per capita	-	-	0.06	0.11

Budget variance highlights

The budget includes no material variances.

Legislative & Protective Services

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Fire Services	(203,700)	(176,355)	(176,355)	(176,355)
Legislative Services	(78,000)	(1,800)	(1,800)	(1,800)
Municipal Enforcement	(262,900)	(247,900)	(265,000)	(265,000)
RCMP	(983,208)	(2,018,208)	(2,402,076)	(2,450,576)
	(1,527,808)	(2,444,263)	(2,845,231)	(2,893,731)
Expenses				
General Manager Legislative & Protective Services	361,540	575,944	597,144	612,832
Emergency Management	35,250	35,250	41,750	43,750
Fire Services	6,759,860	6,983,365	7,207,352	7,425,249
Legislative Services	686,815	710,337	736,912	763,026
Municipal Enforcement	1,198,979	1,240,519	1,293,148	1,336,033
RCMP	5,115,938	6,718,124	7,425,609	7,645,315
	14,158,382	16,263,539	17,301,915	17,826,205
Net cost of / (surplus from) operations	12,630,574	13,819,276	14,456,684	14,932,474
Cost per capita	386.85	414.96	425.58	430.96

Legislative & Protective Services

General Manager Legislative & Protective Services

Provides leadership and oversight to the Legislative and Protective Services Division which includes Legislative Services, Municipal Enforcement, RCMP and Fire Services and provides strategic oversight and coordination of the municipality's legal portfolio.

Action plan

- Support the completion of planning and construction of the new Protective Services Building, and the final transition of Municipal Enforcement and RCMP personnel to the new facility.
- Support organizational transition of the Solicitor General Peace Officer Program changes eliminating Peace Officer Level 2 and allocating training and resources to development of Peace Officer Level 1 and Bylaw Enforcement Officer program.
- Develop a central repository for legal advice to reduce organizational dependence and costs associated with the Town's legal portfolio.
- Champion and support development of the Fire Master Plan to provide analysis of the current service and the longer range vision for Cochrane Fire Services in the community.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Expenses				
Salaries and benefits	187,760	394,084	415,784	431,172
Materials, goods and supplies	170,780	177,860	176,860	177,160
Other expenditures	3,000	4,000	4,500	4,500
	361,540	575,944	597,144	612,832
Net cost of / (surplus from) operations	361,540	575,944	597,144	612,832
Cost per capita	11.07	17.29	17.58	17.69

Budget variance highlights

The budget includes staffing additions to align with corporate strategic visioning and redesign and the accompanying staff development, conference, membership, and supplies expenses.

Legislative & Protective Services

Emergency Management

Through collaboration with the Emergency Management Committee, and using the Municipal Emergency Management Plan as a guiding document, support the citizens of Cochrane through the four pillars of emergency management; Mitigation, Preparedness, Response and Recovery. Continue to provide support for the existing community level pandemic response in order to reduce outbreaks and support recovery. The General Manager, Legislative and Protective Services is the Director of Emergency Management, with Fire Services responsible for the development and maintenance of the Town's Municipal Emergency Management Plan.

Action plan

- Continue to evaluate and amend Municipal Emergency Response Plan and Business Continuity Plans in consideration of Pandemic Planning.
- Complete a mock exercise with a focus on Emergency Social Services.
- Provide opportunities for all employees to train in emergency management, creating a more robust emergency response resource pool, with the goal for all employees to have basic emergency management as a minimum, and expansion of the number of employees with ICS-100 training.
- Increase community awareness and user friendly information for residents to utilize for their personal emergency preparedness.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Expenses				
Materials, goods and supplies	34,050	34,050	40,250	42,250
Other expenditures	1,200	1,200	1,500	1,500
	35,250	35,250	41,750	43,750
Net cost of / (surplus from) operations	35,250	35,250	41,750	43,750
Cost per capita	1.08	1.06	1.23	1.26

Budget variance highlights

A minor increase in 2023 is primarily due to ongoing emergency preparedness and response training, as well as staff development.

Legislative & Protective Services

Fire Services

Fire Services Operations Branch provides community outreach, fire suppression, technical (high and low angle rope, water, ice, swiftwater) and motor vehicle rescue, hazardous materials response and mitigation. The Fire Prevention Branch performs fire inspections through the Unified Quality Management Plan, completes fire investigations, and is a community leader in fire safety education and citizen outreach.

Action plan

- Continue to advance and innovate a public education and community-centered fire safety program with the goal to decrease residential home fires.
- Complete a Fire Master Plan process that will review fire services administration, operations, and fire prevention branch and assess the current tasks, assignments and resources against existing and future needs, to ensure alignment with the existing Town of Cochrane Council Strategic and other planning documents.
- Continue to build on the leadership, skills and competency development of Fire Services members.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(192,700)	(162,700)	(162,700)	(162,700)
Reserves	(1,000)	(1,000)	(1,000)	(1,000)
Other	(10,000)	(12,655)	(12,655)	(12,655)
	(203,700)	(176,355)	(176,355)	(176,355)
Expenses				
Principle payments	116,527	139,096	177,647	193,350
Salaries and benefits	4,728,580	4,958,185	5,079,138	5,200,445
Contracted and general services	263,211	269,300	275,000	288,000
Materials, goods and supplies	617,545	583,833	578,584	596,924
Transfers from local boards	22,500	10,000	10,000	10,000
Interest charges on long-term debt	527,097	514,051	512,833	497,130
Other expenditures	484,400	508,900	574,150	639,400
	6,759,860	6,983,365	7,207,352	7,425,249
Net cost of / (surplus from) operations	6,556,160	6,807,010	7,030,997	7,248,894
Cost per capita	200.80	204.40	206.98	209.21

Budget variance highlights

2022 variances include an increase to facility lease costs in accordance with the contractual agreement in place which provides for an increase in annual lease rates every 5 years of the 30 year term (ending 2036).

Legislative & Protective Services

Legislative Services

Legislative Services coordinates Council meetings and Council Committee recruitment and regulatory reporting; oversees the Assessment Review Board; facilitates the Subdivision Development Appeal Board processes; manages corporate records and ensures Freedom of Information and Protection of Privacy Act (FOIP) compliance; supports municipal grant processes; manages the Municipal Bylaw registry as well as the Town's insurance portfolio.

Action plan

- Continued focus on Information Governance, working with the Paperless Sub-committee of the Reduction Consumption Team to expand electronic signature usage and record life-cycle.
- Implementation of electronic system for management of Freedom of Information Requests.
- Focus on RecFind training for all sections to ensure internal resource identified for ensuring record retention targets are met and tracked.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Other	(78,000)	(1,800)	(1,800)	(1,800)
	(78,000)	(1,800)	(1,800)	(1,800)
Expenses				
Salaries and benefits	554,460	661,282	689,957	715,971
Contracted and general services	110,400	12,400	12,400	12,400
Materials, goods and supplies	18,055	20,655	18,355	18,355
Other expenditures	3,900	16,000	16,200	16,300
	686,815	710,337	736,912	763,026
Net cost of / (surplus from) operations	608,815	708,537	735,112	761,226
Cost per capita	18.65	21.28	21.64	21.97

Budget variance highlights

The 2021 budget included funds for the election, supported by draws from the operating reserves. In non-election years, funds are contributed to this same reserve to fund the next election. The administrative support position previously budgeted for in Facilities, is now budgeted for here.

Legislative & Protective Services

Municipal Enforcement

Community Peace Officers in the Municipal Enforcement section enforce municipal bylaws and specific provincial statutes, such as the Traffic Safety Act. Officers work closely with the community through enforcement and education to ensure a high standard of public health and safety. They work in conjunction with internal and external agencies such as the RCMP, Provincial Sheriffs and Fish and Wildlife to address and mitigate opportunities for conflict in the community.

Action plan

- Continued transition of the Solicitor General Peace Officer program, supporting the development of Peace Officer Level 1, or Bylaw Enforcement Officer positions in place of Peace Officer Level 2.
- Continue development and implementation of internal review process for proposed bylaws.
- Participate as a key stakeholder in the planning and construction of the new Protective Services Building.
- Transition to Provincial public service radio system AFRRCS and monitor the transition and effectiveness of this transition.
- Implement an APIS system for traffic safety enforcement as mandated within the new Provincial Administrative Penalties Act.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(262,300)	(247,300)	(265,000)	(265,000)
Reserves	(600)	(600)	-	-
	(262,900)	(247,900)	(265,000)	(265,000)
Expenses				
Salaries and benefits	1,013,344	1,050,611	1,091,035	1,131,832
Contracted and general services	39,000	44,000	44,000	44,000
Materials, goods and supplies	98,980	92,903	104,058	105,046
Bank charges	-	4,350	4,400	4,500
Other expenditures	47,655	48,655	49,655	50,655
	1,198,979	1,240,519	1,293,148	1,336,033
Net cost of / (surplus from) operations	936,079	992,619	1,028,148	1,071,033
Cost per capita	28.67	29.81	30.27	30.91

Budget variance highlights

The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department. There are no other material variances.

Legislative & Protective Services

RCMP

The RCMP provide policing services under the Municipal Police Services Agreement to the Town of Cochrane. The Cochrane RCMP Detachment typically includes: one Inspector, one Staff Sergeant, one Sergeant, five Corporals and 23 Constables with 11 support staff. It is also home to the RCMP Integrated Traffic Unit that has one Sergeant, five Constables and one support staff.

The Detachment responds to a diverse number and type of calls that challenge resources based on complex police investigations, operational requirements and provincial policing model changes. The continued focus is the safety and security of the citizens of Cochrane and the Officers serving within the Municipal Police Service.

Action plan

- Planning for the transition to the new Protective Services Building.
- Operational adjustments related to the implementation of the Provincial Administrative Penalties Act.
- Adapting to changes in the Provincial policing models.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Sales and user fees	(431,500)	(431,500)	(833,166)	(881,666)
Grants	(551,708)	(551,708)	(551,708)	(551,708)
Other	-	(1,035,000)	(1,017,202)	(1,017,202)
	(983,208)	(2,018,208)	(2,402,076)	(2,450,576)
Expenses				
Principle payments	-	-	549,306	571,498
Salaries and benefits	529,738	552,624	575,642	598,948
Purchases from other governments	3,738,000	5,216,000	4,459,500	4,630,800
Materials, goods and supplies	8,200	8,200	10,200	10,200
Interest charges on long-term debt	-	-	914,561	892,369
Bank charges	-	1,300	1,400	1,500
Other expenditures	840,000	940,000	915,000	940,000
	5,115,938	6,718,124	7,425,609	7,645,315
Net cost of / (surplus from) operations	4,132,730	4,699,916	5,023,533	5,194,739
Cost per capita	126.58	141.13	147.89	149.92

Legislative & Protective Services

RCMP

Budget variance highlights

Increase in per member cost due to Union Contract, Retro Pay Costs (funded by a draw from the operating reserves) and the allocation of Biology Casework Analysis to Municipalities as of 2021.

Costs incorporated for 2023 and 2024 New Protective Services Building do not reflect insurance and utility rates. These will be incorporated in the next budget cycle. Repayment of the debenture taken for construction will begin in 2023 and funded from draws from operating reserves, off-site levies, and user fees. Town facilities' budget includes general operating & maintenance cost projections for the building coming online, Summer 2023 and 2024.

The fees charged by financial institutions have notably increased since 2020 as a result of a higher number of payments received by credit card. Rather than all fees being accounted for in the Financial Services department and to better match costs to revenue, the estimated financial transactional costs are now budgeted for in the departments receiving the revenue. This has resulted in an increase to the budgeted costs for this department.



Town Partners

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Spray Lake Sawmills Family Sports Centre	(1,087,000)	-	-	-
	(1,087,000)	-	-	-
Expenses				
Community Grants	338,486	341,895	349,861	358,408
Library	953,961	1,064,394	1,111,446	1,155,383
Spray Lake Sawmills Family Sports Centre	2,316,263	2,590,323	2,403,209	2,156,113
	3,608,710	3,996,612	3,864,516	3,669,904
Net cost of / (surplus from) operations	2,521,710	3,996,612	3,864,516	3,669,904
Cost per capita	77.23	120.01	113.77	105.92



Town Partners

Community Grants

The Town of Cochrane partners with local not-for-profit organizations to provide financial assistance towards operations, projects, events or capital expenditures that enhance and enrich the community. Through the program, the Town encourages innovative initiatives from organizations that impact a broad cross-section of the community and promote a positive community spirit.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Expenses				
Transfers to organizations	338,486	341,895	349,861	358,408
	338,486	341,895	349,861	358,408
Net cost of / (surplus from) operations	338,486	341,895	349,861	358,408
Cost per capita	10.37	10.27	10.30	10.34

Budget variance highlights

Grants to the Activettes, Boys and Girls Club, Citizens on Patrol, CHAPS, Stockmen's, Victim Services, and the Humane Society have been calculated on a per capita basis. Grants to Council's Legion pancake breakfast have moved to Council's budget, funds for other community events have not increased from 2021 levels. Large event funding is included in accordance with Council's new Community Events Policy as a \$30,000 lump sum.



Town Partners

Library

The Cochrane Public Library is a circulating library with collections that support literacy, education, enlightenment and entertainment. The library offers free programs that provide opportunities for social, cultural, personal and intellectual enrichment.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Expenses				
Contracted and general services	190,190	190,190	201,314	207,128
Materials, goods and supplies	22,423	19,487	20,218	21,803
Transfers to organizations	708,348	821,717	854,914	889,452
Other expenditures	33,000	33,000	35,000	37,000
	953,961	1,064,394	1,111,446	1,155,383
Net cost of / (surplus from) operations	953,961	1,064,394	1,111,446	1,155,383
Cost per capita	29.22	31.96	32.72	33.35

Budget variance highlights

In previous years population numbers and a per capita amount has been used to determine funding. Instead, this budget includes the full amount requested by the library. Expenses also include utility charges previously covered under the Corporate Properties budget, and insurance costs.



Town Partners

Spray Lake Sawmills Family Sports Centre

The Spray Lakes Sawmills Family Sports Centre (SLSFSC) is co-owned by the Town of Cochrane and Rocky View County, and managed and operated by the Spray Lakes Sawmills Recreation Park Society, which is governed by a board of volunteer directors made up of active citizens and community stakeholders.

	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Revenue				
Grants	(200,000)	-	-	-
Other	(887,000)	-	-	-
	(1,087,000)	-	-	-
Expenses				
Principle payments	254,875	268,526	282,910	52,208
Transfers to organizations	1,700,000	2,274,060	2,086,945	2,085,707
Interest charges on long-term debt	61,388	47,737	33,354	18,198
Other expenditures	300,000	-	-	-
	2,316,263	2,590,323	2,403,209	2,156,113
Net cost of / (surplus from) operations	1,229,263	2,590,323	2,403,209	2,156,113
Cost per capita	37.65	77.78	70.75	62.23

Budget variance highlights

Historically, the Town funded SLSFSC's operations with \$951,420 plus capital support. In 2020, this support was temporarily increased to \$1,586,895 plus capital, with the additional amount being funded from a draw from Town operating reserves. Reserve draws were also used in 2021 to help fund SLSFSC's budget requirements. These draws have not continued in 2022 - 2024. Transfers to organizations include both the operating and capital funding requests (in 2021 the capital request was split out and included in other expenditures). The annual budgets also include debt payments for the Fieldhouse and Cochrane Arena.



CAPITAL PROJECTS

2022-2024 BUDGET

Capital Improvement Projects

	Project Costs			Project Funding Sources		
	2022	2023	2024	Reserves	Grants	Debt
Infrastructure						
Alley repairs (Phase 2)	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ -	\$ -
Fire Services Personal Protective Equipment Decontamination System	80,000	-	-	80,000	-	-
Subtotal - Infrastructure	\$ 280,000	\$ -	\$ -	\$ 280,000	\$ -	\$ -
Fleet & Equipment						
Fire Engine (Custom Enclosed Cab) Replacement	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -
2022 Fleet Replacements	855,000	-	-	355,000	500,000	-
2022 Fleet Additions	790,000	-	-	290,000	500,000	-
Technology Lifecycling	120,000	125,000	125,000	370,000	-	-
Boardroom Technology Upgrades	120,000	-	-	120,000	-	-
2023 Fleet Replacements	-	900,000	-	900,000	-	-
2024 Fleet Replacements	-	-	1,030,000	1,030,000	-	-
Subtotal - Fleet & Equipment	\$ 2,885,000	\$ 1,025,000	\$ 1,155,000	\$ 4,065,000	\$ 1,000,000	\$ -
Facilities						
Monument and Site Furniture Fit Out - The Station & Provincial Site	\$ 690,000	\$ -	\$ -	\$ 690,000	\$ -	\$ -
Cochrane Library Roof Top Unit Replacement	100,000	-	-	100,000	-	-
RancheHouse Flooring Replacement - Main Floor West	75,000	-	-	75,000	-	-
5th Avenue - Design Brief	30,000	-	-	30,000	-	-
RancheHouse Boiler Replacement	-	270,000	-	270,000	-	-
Cochrane RancheHouse Elevator Upgrade	-	-	300,000	300,000	-	-
Subtotal - Facilities	\$ 895,000	\$ 270,000	\$ 300,000	\$ 1,465,000	\$ -	\$ -
Roads & Parks						
Centre Avenue and Highway 1A Improvements - Phase 2	\$ 10,300,000	\$ -	\$ -	\$ -	\$ 2,060,000	\$ 8,240,000
INT 3 - Sunset South - HWY 22 & Sunset BLVD	3,484,467	-	-	3,484,467	-	-
Extend Highway 22 Twinning to Sunset Boulevard	2,000,000	-	-	-	2,000,000	-
4th Avenue Retaining Wall Aesthetic Enhancements	1,500,000	-	-	-	1,500,000	-

Capital Improvement Projects

	Project Costs			Project Funding Sources		
	2022	2023	2024	Reserves	Grants	Debt
Roads & Parks - continued						
Centre Avenue - Phase 3 - INT 1	715,000	2,500,000	-	1,736,100	1,478,900	-
4th Avenue Bridge Design and Replacement	700,000	-	-	-	700,000	-
Griffin Road Expansion Design - OSL T3	600,000	-	-	600,000	-	-
Multi-Purpose Turf Field	600,000	-	-	600,000	-	-
James Walker Trail Connections	500,000	-	-	500,000	-	-
Upgrade Township 262	335,000	-	-	335,000	-	-
East End Storm Improvements	170,000	330,000	-	500,000	-	-
Playground Equipment Replacements	80,000	-	-	80,000	-	-
Jim Uffelmann Park Review	75,000	-	-	75,000	-	-
Quigley Drive Upgrades - Phase 2	-	2,090,000	-	-	2,090,000	-
Contract Preparations Roadway Rehabilitation	-	353,000	-	353,000	-	-
1st Street East: Centre Avenue to 1st Avenue	-	270,000	-	-	270,000	-
Glenpatrick Road & Glenhill Dr intersection Upgrades	-	120,000	-	120,000	-	-
Cemetery Gates and Fence Frontage	-	100,000	-	100,000	-	-
Glenbow Pathway Bridge Lifecycling	-	100,000	-	100,000	-	-
Street Light Upgrades for Ranche Road	-	85,000	-	85,000	-	-
Gleneagles Drive Upgrade Phase 2	-	-	1,100,000	-	1,100,000	-
Pavement Management Program	-	-	268,000	268,000	-	-
Subtotal - Roads & Parks	\$ 21,059,467	\$ 5,948,000	\$ 1,368,000	\$ 8,936,567	\$ 11,198,900	\$ 8,240,000
Utility Projects						
Water Treatment Plant Backwash / Storm Pond Cleaning	\$ 1,068,320	\$ -	\$ -	\$ -	\$ 1,068,320	\$ -
Water Strategy	985,000	1,150,000	1,670,000	3,805,000	-	-
Glenpatrick Drive North to Glenbrook Cr. Infrastructure Replacement	500,000	3,100,000	-	-	3,600,000	-
Highway 22 to Riverview Siphon - SC4	430,326	4,000,000	-	4,430,326	-	-
Water Treatment Plant Membrane Module Replacement	300,000	300,000	-	600,000	-	-
Water Plant Clear Well Curtain	300,000	-	-	300,000	-	-
Horse Creek Sports Park: Master Plan update, Detailed Design & Servicing	200,000	3,600,000	-	200,000	3,600,000	-

Capital Improvement Projects

	Project Costs			Project Funding Sources		
	2022	2023	2024	Reserves	Grants	Debt
Utility Projects - continued						
W3 Master Plan Update & Facility Assessment	175,000	176,500	-	351,500	-	-
Mountainview Lift Station Repair	165,000	-	-	165,000	-	-
Water Loss Equipment	100,000	-	-	100,000	-	-
Pump Station Fire Pump Upgrades	47,000	1,236,000	-	1,283,000	-	-
Mountain Street Alley Utility Replacement Design	-	90,000	-	90,000	-	-
Chemical Optimization	-	77,000	-	77,000	-	-
Subtotal - Utility Projects	\$ 4,270,646	\$ 13,729,500	\$ 1,670,000	\$ 11,401,826	\$ 8,268,320	\$ -
Grand Total	\$ 29,390,113	\$ 20,972,500	\$ 4,493,000	\$ 26,148,393	\$ 20,467,220	\$ 8,240,000

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Alley repairs (Phase 2)

Department:	Roads	Budget Year:	2022
Asset Type:	Infrastructure	Start Date:	July, 2022
Project Type:	Maintenance	Est. Completion Date:	August, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 200,000	\$ -	\$ -	\$ 200,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	200,000	-	-	200,000
Other	-	-	-	-
Total funding sources	\$ 200,000	\$ -	\$ -	\$ 200,000

Project Description:

In Phase 1 in 2021, 3 of the 8 alleys identified were repaired. The entire program was not completed because it was discovered that one of the identified alleys needed to be completely reconstructed because the pavement structure had failed. This left 5 of the 8 which have not been repaired. This funding will repair those lanes.

These repairs are primarily in newer subdivisions in Cochrane. The existing engineering specifications are not standing up to heavy construction vehicles and daily trips from our Waste and Recycling trucks. This has resulted in residents being unable to access their backyard garages due to the state of the alleys in the spring when the frost comes out of the sub base.

The Civil Land department is investigating a new standard for new developments to avoid this in the future.

Strategic Alignment:

This project aligns with Council's strategic priority of community connectivity and focusing on multi-modal transportation solutions that achieve positive traffic and pedestrian flows throughout the community.

Fire Services Personal Protective Equipment Decontamination System

Department:	Protective Services	Budget Year:	2022
Asset Type:	Infrastructure	Start Date:	January, 2022
Project Type:	Growth	Est. Completion Date:	April, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 80,000	\$ -	\$ -	\$ 80,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	80,000	-	-	80,000
Other	-	-	-	-
Total funding sources	\$ 80,000	\$ -	\$ -	\$ 80,000

Project Description:

This project is to acquire a personal protective equipment decontamination system in the Protective Services Centre. Two new pieces of equipment are requested to decontaminate firefighter protective equipment to reduce the contamination and exposure to cancer causing agents found as residue in turn-out gear and self-contained breathing apparatus. This includes a turn-out gear washing machine, a self-contained breathing apparatus (SCBA) washer system, and facility improvements to make minor changes for the room housing the equipment to be functional and includes electrical and plumbing requirements.

Strategic Alignment:

This project aligns with Council's strategic priority of focusing on services and spaces that achieve an improved sense of community. Focus on achieving organizational efficiencies. Employee health and wellness.

Fire Engine (Custom Enclosed Cab) Replacement

Department:	Protective Services	Budget Year:	2022
Asset Type:	Fleet & Equipment	Start Date:	February, 2022
Project Type:	Maintenance	Est. Completion Date:	December, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	1,000,000	-	-	1,000,000
Other	-	-	-	-
Total funding sources	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000

Project Description:

The project will take 2 years to complete, as currently fire apparatus factories are taking approximately 400 days to build fire trucks once an order has been received.

The existing fire apparatus 2300-006 will enter its 20th year of service in October 2022 and is currently being used as a second line fire truck and often front-line responder when the primary fire engine is out of service. With two aging fire apparatus there continues to be an increase reliability risk for fire services during routine maintenance or emergency repairs to either fire engine. The community is served with one aging primary fire engine with high kilometers, and a 20-year-old second line fire engine to serve a community of 34,000.

The current primary fire engine was delivered in March 2011, and is entering its 11th year of service with 105,000 kms. The Town of Cochrane is often served with only one fire engine during maintenance cycles. Currently the primary fire engine does not respond outside of the Town of Cochrane to support requests from contracted municipalities for assistance, the aging second line engine is always sent.

On delivery of the new replacement fire engine, it will be utilized immediately as the primary response engine. The current primary response engine will be classified as a second line engine and 2300-006 will be decommissioned and removed from service.

Deferring this purchase any further represents significant risk and therefore is not recommended.

Strategic Alignment:

This project aligns with Council's strategic priority of focusing on services and spaces that achieve an improved sense of community. Focus on achieving organizational efficiencies. Employee health and wellness.

2022 Fleet Replacements

Department:	Roads	Budget Year:	2022
Asset Type:	Fleet & Equipment	Start Date:	January, 2022
Project Type:	Maintenance	Est. Completion Date:	December, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 855,000	\$ -	\$ -	\$ 855,000
Funding source				
Grants	\$ 500,000	\$ -	\$ -	\$ 500,000
Debt	-	-	-	-
Reserves	355,000	-	-	355,000
Other	-	-	-	-
Total funding sources	\$ 855,000	\$ -	\$ -	\$ 855,000

Project Description:

Ensuring financial sustainability of our fleet assets is a priority. Asset replacements are required to ensure service levels are maintained and repair and maintenance costs are kept to a minimum. Various business units contribute to fleet reserves to replace vehicles when mechanical condition or age require it.

2022 fleet replacements include:

- 2014 Parks & Open Spaces rotary mower with snowplow attachment (\$70,000).
- 2012 Parks & Open Spaces utility vehicle with snowplow and sander (\$70,000).
- 2007 Parks & Open Spaces pickup (\$65,000).
- 2008 Water/Wastewater pickup (\$65,000).
- 2006 Corporate Properties cargo van (\$85,000).
- 2010 Roads dump/plow truck (\$500,000).

All vehicles will be disposed at auction and proceeds placed in the equipment reserve.

Roads pickup truck with snowplow: This is to aid in winter snow and ice control activities. The unit will be used year round in all aspects of daily roads work and in the winter will be outfitted with a quickly mountable small front mount snowplow attachment. The Roads Section is seeing significant additions of asphalt roadways that require maintenance in the winter. Many of these roads are in areas that are very narrow with parked vehicles on both sides of the street.

Roads dump/snowplow truck: This truck would be a single axle dump/plow truck with reversible underbody snowplow and slide in rear discharge sander. The Town of Cochrane will be taking over approximately 41 new phases of development in the next three years which equates to 25 km of roadway. The current Roads fleet is inadequate to maintain these. The additional single axle plow truck will provide some redundancy when equipment is down for repairs and provide the level of service required to the community.

Strategic Alignment:

This supports Council's strategic priority of achieving organizational efficiencies and developing an effective asset management system.

2022 Fleet Additions

Department:	Roads	Budget Year:	2022
Asset Type:	Fleet & Equipment	Start Date:	January, 2022
Project Type:	Growth	Est. Completion Date:	December, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 790,000	\$ -	\$ -	\$ 790,000
Funding source				
Grants	\$ 500,000	\$ -	\$ -	\$ 500,000
Debt	-	-	-	-
Reserves	290,000	-	-	290,000
Other	-	-	-	-
Total funding sources	\$ 790,000	\$ -	\$ -	\$ 790,000

Project Description:

With the addition of roads, parks, and water/wastewater systems comes the need for vehicles and other motorized equipment to help maintain them.

2022 fleet additions include:

- Parks pickup truck (\$70,000).
- Parks rotary mower (\$75,000).
- Water/Wastewater pickup truck (\$65,000).
- Roads pickup truck with snowplow (\$80,000).
- Roads dump/snowplow truck (\$500,000).

Strategic Alignment:

This supports Council's strategic priority of achieving organizational efficiencies and developing an effective asset management system.

Technology Lifecycling

Department:	Corporate Services	Budget Year:	2022
Asset Type:	Fleet & Equipment	Start Date:	January, 2022
Project Type:	Maintenance	Est. Completion Date:	December, 2024

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 120,000	\$ 125,000	\$ 125,000	\$ 370,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	120,000	125,000	125,000	370,000
Other	-	-	-	-
Total funding sources	\$ 120,000	\$ 125,000	\$ 125,000	\$ 370,000

Project Description:

Technology Lifecycling is crucial for ensuring the Town has the necessary resources to maintain and upgrade assets as required. Preventative replacement ensures business continuity and increases productivity.

This capital project looks to lifecycle technology, replacing end of life technology and warranty hardware.

Strategic Alignment:

This project supports Council's strategic objective of developing an effective asset management system and achieving organizational efficiencies.

Boardroom Technology Upgrades

Department:	Corporate Services	Budget Year:	2022
Asset Type:	Fleet & Equipment	Start Date:	January, 2021
Project Type:	Maintenance	Est. Completion Date:	September, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 120,000	\$ -	\$ -	\$ 120,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	120,000	-	-	120,000
Other	-	-	-	-
Total funding sources	\$ 120,000	\$ -	\$ -	\$ 120,000

Project Description:

The Town has a number of boardrooms, each equipped with varying technology components. As technology has evolved and staff needs have changed, additions have been made to the individual boardrooms. This has resulted in a range of technology in each room and inconsistencies in setup for users.

This project aims to standardize the setup in boardrooms to eliminate cables and improve the user experience. In 2021 three boardrooms were upgraded at the Ranchehouse and in 2022 we will focus on upgrading the Emergency Coordination Centre (ECC) and outfitting The Station boardrooms with consistent set-ups and equipment.

Boardroom screens will be outfitted with display panels sized in accordance with the room dimensions. Video conferencing will be added to enable Town employees and external participants to meet remotely, and projectors that are currently at the end of their lifespan will be replaced.

Strategic Alignment:

This project supports Council's priority of achieving operational efficiencies.

Monument and Site Furniture Fit Out - The Station & Provincial Site

Department:	Facilities	Budget Year:	2022
Asset Type:	Facilities	Start Date:	March, 2022
Project Type:	Growth	Est. Completion Date:	December, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 690,000	\$ -	\$ -	\$ 690,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	690,000	-	-	690,000
Other	-	-	-	-
Total funding sources	\$ 690,000	\$ -	\$ -	\$ 690,000

Project Description:

The Cochrane Station and pedestrian pathway through the Provincial site are both currently under construction and are scheduled to open to the community in the Fall of 2022. As part of the conceptual site plan for both The Station and Provincial Site, three monuments were designed to be placed on each site. The concept included a small monument to be installed at the pedestrian entry point of each site, a medium monument near the midway point of each site, and a large monument at the entry point of the CP rail crossing. The monuments were designed to serve the following purposes:

- create a visual connection between the Provincial site and the Station site to act as a form of "way-finding" for visitors looking for the Town's Information Centre.
- encourage pedestrian movement through a safe and controlled passage over the CP rail between Historic Downtown to the Quarry site
- implement additional functional lighting to the site in the evening to enhance the security and safety of the pedestrian crossing.
- provide an opportunity to implement feature lighting in the future to both sites
- create an aesthetically pleasing vertical structure to mount wireless access points which are required to provide free public Wi-Fi through the sites.
- allow for future implementation of digital signage boards

In addition to being able to advance construction of the monuments, approval of funding would also allow for full installation of site furnishings through out the Station as part of the spring package of construction work planned in 2022. The additional furnishings supported by approval of these funds will assist in creating a highly functional public meeting space in the core of the community. This project would be funded from the Cochrane Revitalization Levy.

Strategic Alignment:

This project supports Councils strategic priority to focus attention on improving roads and pathways.

Cochrane Library Roof Top Unit Replacement

Department:	Facilities	Budget Year:	2022
Asset Type:	Facilities	Start Date:	May, 2022
Project Type:	Maintenance	Est. Completion Date:	December, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 100,000	\$ -	\$ -	\$ 100,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	100,000	-	-	100,000
Other	-	-	-	-
Total funding sources	\$ 100,000	\$ -	\$ -	\$ 100,000

Project Description:

The Cochrane Public Library was constructed in 2000 and has been in operation since 2001. The roof top air handling equipment has reached its designed life expectancy and is now due for replacement. Some critical components required for proper operation of the existing equipment are no longer being manufactured and/or are very costly to replace. Although the equipment is still operational, the risk of not replacing the equipment now is that it may become unreliable and may not be repairable if required parts are no longer available. Unscheduled repairs and/or breakdowns may result in inconsistent temperatures, lack of ability to heat the space adequately during winter conditions and lack of required fresh air supply in the space.

It is recommended that Council approve the required funding to allow for all roof top units to be replaced with new equipment in 2022. Proactive life cycling of equipment at the end of its designed life will result in continuity of reliable service, mitigation of costly unscheduled repair costs and increased energy efficiency.

Strategic Alignment:

This project supports Councils strategic direction to ensure that existing core infrastructure, facilities and plans continue to be maintained and life cycled.

RancheHouse Flooring Replacement - Main Floor West

Department:	Facilities	Budget Year:	2022
Asset Type:	Facilities	Start Date:	January, 2022
Project Type:	Maintenance	Est. Completion Date:	December, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 75,000	\$ -	\$ -	\$ 75,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	75,000	-	-	75,000
Other	-	-	-	-
Total funding sources	\$ 75,000	\$ -	\$ -	\$ 75,000

Project Description:

The flooring in the Aspen, Birch, Cedar, Sage and Serving Kitchen areas of the Cochrane RancheHouse have been in place since 2004. The flooring is showing significant signs of wear and has reached its recommended life expectancy. Damage was sustained to a portion of the flooring in 2021 and a payment of \$15,000 was collected to cover the cost of replacing the damaged portion of floor. As such, 20% of the requested funds will be funded from this payment.

Approval of funding would support the cost of replacing flooring with a durable vinyl plank floor in 2022. The new flooring will contribute to a more modern looking space which in turn may result in a more attractive rental option for prospective clients. In addition, the upgrade floor will reduce the time to clean the floor as well as reduce the cost to engage third party contractors to steam clean the carpeted areas and strip/wax the existing hard surface flooring.

Strategic Alignment:

This project supports Councils strategic direction to ensure that existing core infrastructure, facilities and plans continue to be maintained and life cycled.

5th Avenue - Design Brief

Department:	Planning	Budget Year:	2022
Asset Type:	Facilities	Start Date:	January, 2022
Project Type:	Growth	Est. Completion Date:	December, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 30,000	\$ -	\$ -	\$ 30,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	30,000	-	-	30,000
Other	-	-	-	-
Total funding sources	\$ 30,000	\$ -	\$ -	\$ 30,000

Project Description:

Building upon the 5th Avenue Site Development Strategy completed in 2021, this project focuses upon the framework required to transition the Big Hill Lodge from their current site to 5th Avenue

As part of this project, Administration will prepare a Design Brief that details the Town's vision into a physical framework that clarifies design elements including, access, setbacks, building form, interface, required site areas and key infrastructure connections. It will also outline the preferred approaches to governance, financing of infrastructure and site improvements.

The project outcome will be a Draft Report summarizing key findings, expectations and next steps.

Strategic Alignment:

This supports Council's strategic priority of focusing on services and spaces that achieve a safe and improved sense of community, aligns with the Social Policy Framework and helps deliver upon one of the key objectives of the Tri-Site implementation strategy.

Centre Avenue and Highway 1A Improvements - Phase 2

Department:	Infrastructure Services	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	January, 2022
Project Type:	Growth	Est. Completion Date:	December, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 10,300,000	\$ -	\$ -	\$ 10,300,000
Funding source				
Grants	\$ 2,060,000	\$ -	\$ -	\$ 2,060,000
Debt	8,240,000	-	-	8,240,000
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 10,300,000	\$ -	\$ -	\$ 10,300,000

Project Description:

In 2021 we completed Hwy 1 A to west of Center Ave and widened Centre Ave from Hwy 1A to William.

In 2022 we will complete the widening to 4 lanes of Centre Ave William to Powell. We will also complete Hwy 1A from West of Centre Ave to West of 5 Ave including the connections to downtown and the 4 Ave construction including the retaining wall.(phase 2)

This project will extend the construction on Hwy 1A from Centre Ave to West of 5 Ave. 4 Ave north of Hwy1 including the retaining wall will be constructed. The downtown connections south of Hwy 1 between Centre Ave and 5 Ave will be constructed. Centre Ave between William and Powell will be widened to 4 lanes. 80% of the project will be funded by off-site levies.

Strategic Alignment:

This project supports Council's strategic priority of community connectivity, and specifically, advocating for Highway 1A improvements within the Town boundaries, including Centre Avenue.

INT 3 - Sunset South - HWY 22 & Sunset BLVD

Department:	Development Services	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	June, 2022
Project Type:	Growth	Est. Completion Date:	October, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 3,484,467	\$ -	\$ -	\$ 3,484,467
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	3,484,467	-	-	3,484,467
Other	-	-	-	-
Total funding sources	\$ 3,484,467	\$ -	\$ -	\$ 3,484,467

Project Description:

This project is for the expansion of the intersection at Sunset Boulevard and Highway 22. Rather than the Town front-ending the cost for highway intersections that benefit one or more specific developments, the infrastructure is financed by the developer and recovered by the municipality through the collection of off-site levies from the benefitting areas. The costs are not supported by current homeowners.

The updated Offsite Levy Bylaw includes an offsite levy for three new highway intersections in our community, including Sunset North and Highway 22 at a levy of \$6,000/Ha. Through the Offsite Levy Bylaw, the developer of Sunset Ridge will front-end the required expansion to the Sunset Boulevard south intersection, with the recovered funds remitted to the developer as they are collected.

Strategic Alignment:

This project delivers on Council's Strategic Priority of Community Connectivity.

Extend Highway 22 Twinning to Sunset Boulevard

Department:	Infrastructure Services	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	July, 2022
Project Type:	Growth	Est. Completion Date:	October, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000
Funding source				
Grants	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000

Project Description:

The Highway 1A/22 interchange project received Provincial funding approval in 2020.

Administration is advocating to the Province to expand the project scope to include twinning on highway 22 north of the interchange to Sunset Boulevard (approximately 1 km).

The developer of Sunset Ridge requires the highway to be twinned in order to open dual-left turns at Sunset Boulevard and lift the development cap in the Sunset Ridge community. The developer is also expected to provide funds to support the highway twinning, as well as funding the intersection improvements at Sunset Boulevard and Highway 22 through Offsite Levies. The Town and the developer are generating a formal agreement to support this commitment.

This project scope also includes the closure of direct highway access to Ranche Road (the primary access to the RancheHouse).

Strategic Alignment:

This project supports Council's strategic priority of community connectivity, and specifically continue to work with Alberta Transportation on design and construction of the Highway 1A/22 interchange.

4th Avenue Retaining Wall Aesthetic Enhancements

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	January, 2022
Project Type:	Growth	Est. Completion Date:	December, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000
Funding source				
Grants	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000

Project Description:

The Highway 1 project includes the construction of a retaining wall as part of the 4 Avenue Construction. The construction consists of a series of adjacent piles called secant piles. The facing on these piles is what is called shotcrete. Shotcrete is a sprayed on concrete type finish which seals the piles together and provides a continuous wall face.

Shotcrete will provide an acceptable functional product. There are various options available including a concrete cast facing with form liners that provide numerous aesthetic options.

Aesthetic enhancement can take place either with the constructions of the wall or later. If The enhancement is done at the time of construction the cost of the shotcrete wall can be eliminated.

If the enhancement is done later, it would be constructed in front of the shotcrete wall. The cost of aesthetic enhancement is variable depending on what treatment is selected. The amount included here is to provide a reasonable budget that can vary up or down.

Strategic Alignment:

This project supports Council's strategic priority of community connectivity.

Centre Avenue - Phase 3 - INT 1

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	January, 2022
Project Type:	Growth	Est. Completion Date:	November, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 715,000	\$ 2,500,000	\$ -	\$ 3,215,000
Funding source				
Grants	\$ 328,900	\$ 1,150,000	\$ -	\$ 1,478,900
Debt	-	-	-	-
Reserves	386,100	1,350,000	-	1,736,100
Other	-	-	-	-
Total funding sources	\$ 715,000	\$ 2,500,000	\$ -	\$ 3,215,000

Project Description:

Previously referred to as Centre Ave Highway 1A Improvements - Phase 1, this project includes Centre Avenue widening to four lanes up to 1st Street S.

This is the third phase of the Centre Avenue improvement project. Phase 1 was completed in 2020 completing most of the construction from Highway 1A to William Street. Phase 2 will be completed in 2021 completing the construction up to Powell Street.

2022 Construction is proposed to be the relocation of franchise utilities such as gas, power and telecommunications that are conflicting with roadway construction. Land acquisition would also proceed. Relocating these utilities and obtaining the required right of way will reduce the risk of schedule delays during roadway construction.

Roadway construction is proposed for 2023. 54% of the project is funded from off-site levies.

Strategic Alignment:

This project supports Council's strategic priority of community connectivity, and specifically, advocating for Highway 1A improvements within the Town boundaries, including Centre Avenue and 5th Avenue intersections.

4th Avenue Bridge Design and Replacement

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	March, 2021
Project Type:	Maintenance	Est. Completion Date:	September, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 700,000	\$ -	\$ -	\$ 700,000
Funding source				
Grants	\$ 700,000	\$ -	\$ -	\$ 700,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 700,000	\$ -	\$ -	\$ 700,000

Project Description:

The 4th Avenue timber bridge is 65 years old and has reached the end of its service life. A bridge inspection completed in 2019 indicated repairs and ultimate replacement are required in the near future to ensure the safety of its users.

The 4th Avenue bridge serves as the only access to a resident in Rocky View County as well as an emergency access/egress for Sunset Ridge. It also is used by many people that utilize the local trail systems in the area.

Minor repairs can lengthen the service life. However, the bridge requires replacement.

Design was completed in 2021 with construction scheduled for 2022.

Strategic Alignment:

This project supports Council's strategic priority of community connectivity.

Griffin Road Expansion Design - OSL T3

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	January, 2022
Project Type:	Growth	Est. Completion Date:	December, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 600,000	\$ -	\$ -	\$ 600,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	600,000	-	-	600,000
Other	-	-	-	-
Total funding sources	\$ 600,000	\$ -	\$ -	\$ 600,000

Project Description:

The first two lanes of Griffin Road adjacent to the Greystone Development were completed in 2019.

As a condition of the development, the Town is required to complete the design of the final four lane cross section of the road. This requirement was to provide the developer cost certainty regarding the required construction they are responsible for when Griffin Road is widened to four lanes. This development is now at the point of proceeding and it is incumbent on the Town to have the design completed.

Strategic Alignment:

This project delivers on Council's Strategic Priority of Community Connectivity.

Multi-Purpose Turf Field

Department:	Parks	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	January, 2022
Project Type:	Growth	Est. Completion Date:	December, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 600,000	\$ -	\$ -	\$ 600,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	600,000	-	-	600,000
Other	-	-	-	-
Total funding sources	\$ 600,000	\$ -	\$ -	\$ 600,000

Project Description:

Members of the Cochrane Track and Field Association (CTFA) presented their vision for the grass field located at the tri-school site (Elizabeth Barrett, Manachaban, Cochrane High) to Council, most recently at the September 13, 2021 Council meeting. They plan to build a multi-purpose sports field at a total cost of \$2.4M. They are seeking a \$600K contribution from the Town of Cochrane. The remainder of the project would be funded from a private donor (\$1.2M) and Rocky View County (\$600K).

Council provided a letter of support for the project and directed Administration to include the funding request in the 2022 budget for consideration.

Strategic Alignment:

Project aligns with Council's priority of Community Facilities and Services, focusing on spaces that achieve a safe and improved sense of community.

James Walker Trail Connections

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	April, 2022
Project Type:	Growth	Est. Completion Date:	October, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 500,000	\$ -	\$ -	\$ 500,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	500,000	-	-	500,000
Other	-	-	-	-
Total funding sources	\$ 500,000	\$ -	\$ -	\$ 500,000

Project Description:

This project includes additional roadway work on James Walker Trail connections to the Jack Tennant Memorial Bridge, specifically, the Griffin Road to Riversong Boulevard final top lift.

Strategic Alignment:

This project delivers on Council's Strategic Priority of Community Connectivity.

Upgrade Township 262

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	May, 2022
Project Type:	Maintenance	Est. Completion Date:	October, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 335,000	\$ -	\$ -	\$ 335,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	335,000	-	-	335,000
Other	-	-	-	-
Total funding sources	\$ 335,000	\$ -	\$ -	\$ 335,000

Project Description:

This project includes the completion of the road design for the upgrade of Township Road 262 from Horse Creek Road to Range Road 43.

This upgrade is required due to the anticipated closure of Range Road 43 access at Highway 22. When the Provincial Government upgrades the intersection of Highway 1A and 22 all the residents north of 262 will be rerouting onto Range Road 262 and Horse Creek Road, including heavy industrial traffic.

This project is to complete the required design. The Town will be discussing provincial funding for this road if it is determined to be required prior to the developer building the first two lanes.

Strategic Alignment:

This project supports Council's strategic priority of community connectivity.

East End Storm Improvements

Department:	Storm Sewer	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	April, 2022
Project Type:	Growth	Est. Completion Date:	April, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 170,000	\$ 330,000	\$ -	\$ 500,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	170,000	330,000	-	500,000
Other	-	-	-	-
Total funding sources	\$ 170,000	\$ 330,000	\$ -	\$ 500,000

Project Description:

As Centre Ave progresses to be widened during the proposed 2023 construction season, the Town has an opportunity to adjust drainage catchment boundaries and improve the stormwater level of service through the Historic Downtown. To reduce drainage demands on the Historic Downtown system, a solution is being proposed to divert drainage from Centre Ave and the East End eastwards to the Bow River. Additionally, this proposed solution will provide servicing opportunities for redevelopment in the East End including the existing Holy Spirit School site which is expected to be vacant as the new Fireside school opens in the fall of 2022.

The preliminary design would be completed in 2022. This would provide information to allow for the development of financing strategies. At that point a decision could be made to complete design in 2023 to have a shovel ready project available to respond to potential future grant opportunities.

Strategic Alignment:

This project supports Councils strategic direction to ensure that existing core infrastructure, facilities and plans continue to be maintained and life cycled.

Playground Equipment Replacements

Department:	Parks	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	May, 2022
Project Type:	Maintenance	Est. Completion Date:	September, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 80,000	\$ -	\$ -	\$ 80,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	80,000	-	-	80,000
Other	-	-	-	-
Total funding sources	\$ 80,000	\$ -	\$ -	\$ 80,000

Project Description:

This project looks to replace and update playground equipment in Matt Krol Park and West Valley Walkthrough play areas.

Playground equipment in both areas have reached the end of their lifecycle. Both areas continue to be used by young families and equipment upgrades / replacements would ensure Canadian Playground standards and public safety continue to be adhered to. Replacement equipment would be geared toward the 5-12 age group classification.

The budget reflects the cost of equipment only. Installation would be performed according to industry standards by Town Parks staff.

Strategic Alignment:

This project supports Council's strategic priority of focusing on services and spaces that achieve a safe and improved sense of community.

Jim Uffelmann Park Review

Department:	Parks	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	March, 2022
Project Type:	Growth	Est. Completion Date:	September, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 75,000	\$ -	\$ -	\$ 75,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	75,000	-	-	75,000
Other	-	-	-	-
Total funding sources	\$ 75,000	\$ -	\$ -	\$ 75,000

Project Description:

At the July 19, 2021 Committee of the Whole meeting, received an administrative report in response to Bike Cochrane's presentation to Council January 25, 2021. Understanding the diverse users and stakeholder interests in the Jim Uffelmann park located adjacent to the Bow River, administration informed Council that they would be including a capital project in the 2022 Budget to engage the services of an external consultant to undertake an un-biased review of the area, including environmental impacts and appropriate future uses of the park, with consideration of community and stakeholder input. This is that project.

Strategic Alignment:

This project supports Council's strategic priority of community connectivity, and specifically, improve, plan and advocate for local and regional pathway networks that connect all communities.

Water Treatment Plant Backwash / Storm Pond Cleaning

Department:	Waterworks	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	April, 2022
Project Type:	Maintenance	Est. Completion Date:	November, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 1,068,320	\$ -	\$ -	\$ 1,068,320
Funding source				
Grants	\$ 1,068,320	\$ -	\$ -	\$ 1,068,320
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 1,068,320	\$ -	\$ -	\$ 1,068,320

Project Description:

The water treatment plant (WTP) and West Terrace subdivision share a dual-use storm pond and backwash pond. Similar to other storm ponds, this pond receives sediment from the storm system as well as process water from the WTP. To ensure water quality entering the river, the pond capacity needs to be sufficient.

This pond is at capacity and requires cleaning.

The pond is located adjacent to homes and a busy pathway network. The current buildup in the pond is creating poor aesthetics for the surrounding area. Cleaning this pond will alleviate the unsightly environment created by the buildup.

Ensuring water quality entering the Bow River is essential. The effective operation of this pond will ensure that the downstream users, including a potential future water intake for Cochrane, are not affected by upstream activities. Responsible operation and maintenance of this pond will provide better water quality discharges into the river.

Strategic Alignment:

This project supports Council's strategic priority of community development and planning, and specifically, upgrade wastewater and water infrastructure to accommodate future growth.

Water Strategy

Department:	Waterworks	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	January, 2020
Project Type:	Growth	Est. Completion Date:	October, 2024

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 985,000	\$ 1,150,000	\$ 1,670,000	\$ 3,805,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	985,000	1,150,000	1,670,000	3,805,000
Other	-	-	-	-
Total funding sources	\$ 985,000	\$ 1,150,000	\$ 1,670,000	\$ 3,805,000

Project Description:

Administration is working with the Minister of Environment and Parks, and several other parties to secure the additional water licences required by the Town to support the future growth of Cochrane. With the anticipated support from the Minister's office to facilitate water licence transfers, this project includes costs associated with the proposed storage, licence acquisition and transfer, as well as the associated servicing costs.

Project costs include:

\$985,000 in 2022 to support storage and licence acquisition costs.

\$1,150,00 in 2023 to further support storage, preliminary design, and licence acquisition costs.

\$1,670,000 in 2024 to further support storage, detailed design, and licence acquisition costs.

Strategic Alignment:

This project supports Council's strategic priority of community development and planning, and specifically, develop and implement a water strategy.

Glenpatrick Drive North to Glenbrook Cr. Infrastructure Replacement

Department:	Wastewater	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	July, 2022
Project Type:	Maintenance	Est. Completion Date:	September, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 500,000	\$ 3,100,000	\$ -	\$ 3,600,000
Funding source				
Grants	\$ 500,000	\$ 3,100,000	\$ -	\$ 3,600,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 500,000	\$ 3,100,000	\$ -	\$ 3,600,000

Project Description:

The 2022 budget is for design and contract preparation.

The Glenpatrick Drive design project consists of full underground and surface replacement from 5th Avenue to Glenbrook Crescent. The project scope includes complete replacement of all affected infrastructure within the road including all water, sewer and storm pipes, in addition to the road structure including concrete curbs and sidewalks. The estimate includes an allowance for survey pickup, geotechnical investigations, detailed design drawing packages and three individual tender packages.

The road asphalt requires replacement. Ductile iron pipe used for the original water main construction is deteriorating due to hot soil conditions (rusting from the outside in). Multiple leaks have occurred and without replacement customer service interruptions and increased operating expenditures can be expected. Future development on the Rodeo Grounds will also impact this infrastructure.

The intent is to use this as a template for future infrastructure replacement projects as they are identified.

Strategic Alignment:

This project aligns with Council's strategic priority of focusing on multi-modal transportation solutions that achieve positive traffic and pedestrian flows throughout the community.

Highway 22 to Riverview Siphon - SC4

Department:	Wastewater	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	May, 2022
Project Type:	Maintenance	Est. Completion Date:	October, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 430,326	\$ 4,000,000	\$ -	\$ 4,430,326
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	430,326	4,000,000	-	4,430,326
Other	-	-	-	-
Total funding sources	\$ 430,326	\$ 4,000,000	\$ -	\$ 4,430,326

Project Description:

The Cochrane West sanitary siphon is a major piece of infrastructure that conveys wastewater from from all development west of Highway 22. It also includes Bow Meadows, Bow Ridge, Jumping Pound Ridge and flows from Cochrane Lakes. Recent flow testing indicates that the capacity of the siphon has been severely reduced since its implementation in the mid-90's. The configuration of a sanitary siphon makes for difficult access for cleaning and system maintenance purposes.

This project includes the installation of four intermediate manholes and eight valves on the siphon line for maintenance and emergency flushing purposes to provide access for cleaning which will increase system capacity and significantly reduce the risk associated with system surcharges and accidental wastewater discharges to the environment.

This project is required due to growth, thus it is funded 100% from off-site levies.

Strategic Alignment:

This project aligns with Council's strategic priority to upgrade wastewater infrastructure to accommodate future growth.

Water Treatment Plant Membrane Module Replacement

Department:	Waterworks	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	January, 2021
Project Type:	Maintenance	Est. Completion Date:	April, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 300,000	\$ 300,000	\$ -	\$ 600,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	300,000	300,000	-	600,000
Other	-	-	-	-
Total funding sources	\$ 300,000	\$ 300,000	\$ -	\$ 600,000

Project Description:

Producing potable water for municipal consumption is an operational foundation and essential service requirement for any municipality. Cochrane operates a state-of-the-art water treatment plant (WTP) utilizing pressure membrane technology and these membranes are critical to this treatment process.

The membrane modules that are currently in service at the WTP are 10-years old and experiencing a high failure rate of membrane strands, causing increased maintenance and down time. New modules for the membrane racks are required to replace existing modules to ensure the WTP continues to produce potable water that continually exceeds water quality parameters. This project is the continuation of the work started in 2020 to replace plant membranes over a 4-year period. Reserve balances are in place to accommodate this project.

Strategic Alignment:

This project aligns with Council's strategic priority of community development and planning, and specifically updating water and wastewater infrastructure to accommodate future growth.

Water Plant Clear Well Curtain

Department:	Waterworks	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	January, 2022
Project Type:	Maintenance	Est. Completion Date:	October, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 300,000	\$ -	\$ -	\$ 300,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	300,000	-	-	300,000
Other	-	-	-	-
Total funding sources	\$ 300,000	\$ -	\$ -	\$ 300,000

Project Description:

The scope of this project is to design and repair the curtain within the water treatment plant clear well.

In the spring of 2020, the curtain was identified to have failed, allowing water to short circuit the baffling within the clear well. The curtain was replaced in the same section about 12 years ago and has failed again. Divers will be required to assess and install as the clear well cannot be drained for repairs as it is an integral piece of the treatment process.

Without a replacement and repair strategy, water will continue to short circuit becoming a contravention of the operating license when flows exceed 18 million liters per day. In August of 2020, the Town experienced flows of 16.5 million liters per day.

Strategic Alignment:

This project supports Council's strategic priority to develop and implement a water strategy; upgrade wastewater and water infrastructure to accommodate future growth.

Horse Creek Sports Park: Master Plan update, Detailed Design & Servicing

Department:	Infrastructure Services	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	February, 2021
Project Type:	Growth	Est. Completion Date:	November, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 200,000	\$ 3,600,000	\$ -	\$ 3,800,000
Funding source				
Grants	\$ -	\$ 3,600,000	\$ -	\$ 3,600,000
Debt	-	-	-	-
Reserves	200,000	-	-	200,000
Other	-	-	-	-
Total funding sources	\$ 200,000	\$ 3,600,000	\$ -	\$ 3,800,000

Project Description:

The Town of Cochrane and Rocky View Schools collaborated on development of a master site plan for the Horse Creek Sports Park, located immediately north of the community of Heritage Hills. It is envisioned that this site will be the home to future high school site that will seamlessly integrate into a community sports activity hub for the Town of Cochrane, complete with ball diamonds, soccer / rugby fields, outdoor ice rinks, multi-purpose courts, pathways and gathering spaces.

The intent of this project is to complete the detailed design, costing, phasing, and utility servicing installation for the sport park.

The development will be phased, with a significant portion of the funding to come from fundraising efforts from local sports groups, and provincial grant funding.

Strategic Alignment:

This project supports Council's strategic priority of community development and planning, focusing on improved development and land use plans while aligning with the Growth Management Strategy.

Project aligns with the Town of Cochrane Sustainable Community Building Theme 1.2: Future infrastructure, facilities and plans be developed and implemented to accommodate growth.

W3 Master Plan Update & Facility Assessment

Department:	Waterworks	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	January, 2022
Project Type:	Maintenance	Est. Completion Date:	December, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 175,000	\$ 176,500	\$ -	\$ 351,500
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	175,000	176,500	-	351,500
Other	-	-	-	-
Total funding sources	\$ 175,000	\$ 176,500	\$ -	\$ 351,500

Project Description:

The last significant update to the Town's Water and Wastewater (W3) Master Plan was undertaken in 2012. An update is required to confirm existing capacities, assess impacts on fire flow availability, account for water availability impacts, analyze the affects of growth on existing infrastructure, perform a high level asset health assessment as well as a few additional items. This update is proposed for 2022.

To compliment the W3 Master Plan we are recommending a water and wastewater facilities assessment be completed in 2023, as some of the existing facilities are nearing or past the end of their useful lives. The proposed facilities assessment will include the following:

- Process mechanical assessment of equipment conditions and timing for replacement; including pump vibration testing
- Electrical and HVAC assessment of equipment conditions and timing for replacement
- Safety assessment including recommendations with a focus on confined space
- Cost estimates for replacements/upgrades/recommendations of all essential infrastructure
- The development of a SCADA Control Standard for developers and internal staff

Strategic Alignment:

This project supports Council's strategic priority to develop and implement a water strategy which includes licensing, storage and infrastructure required to accommodate future growth. The Master Plan Update & Facility Assessment will help us identify organizational efficiencies.

Mountainview Lift Station Repair

Department:	Wastewater	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	May, 2022
Project Type:	Maintenance	Est. Completion Date:	October, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 165,000	\$ -	\$ -	\$ 165,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	165,000	-	-	165,000
Other	-	-	-	-
Total funding sources	\$ 165,000	\$ -	\$ -	\$ 165,000

Project Description:

The Mountainview lift station was installed in the late 1970s with a steel tank. The steel has deteriorated. This budget request is to repair sections in the tank as well as consider design options for replacement at a later date.

Due to age and existing conditions, the tank will ultimately need replacement along with the pumps and controllers.

Strategic Alignment:

This project supports Council's strategic priority of ensuring wastewater and water infrastructure can accommodate future growth.

Water Loss Equipment

Department:	Waterworks	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	January, 2022
Project Type:	Maintenance	Est. Completion Date:	December, 2022

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 100,000	\$ -	\$ -	\$ 100,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	100,000	-	-	100,000
Other	-	-	-	-
Total funding sources	\$ 100,000	\$ -	\$ -	\$ 100,000

Project Description:

- In 2020 the Town lost 20% of the water it produced.
- 1% of sales (water & wastewater) equates to over \$60,000 dollars annually.
 - The town is quickly approaching its water license limit, every cubic meter counts.

The Water and Wastewater department has worked diligently through the last five years to get a handle on our apparent losses (metering inaccuracies, billing errors, data handling errors, etc.), we can now confidently say that our water loss is mainly attributed to real losses (infrastructure leakage).

The acquisition of leak detection equipment with appropriate training will enable our Water and Wastewater team to locate and remedy our leaks.

Strategic Alignment:

This project supports Council's strategic priority to develop and implement a water strategy; upgrade wastewater and water infrastructure to accommodate future growth.

Pump Station Fire Pump Upgrades

Department:	Waterworks	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	January, 2022
Project Type:	Maintenance	Est. Completion Date:	December, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ 47,000	\$ 1,236,000	\$ -	\$ 1,283,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	47,000	1,236,000	-	1,283,000
Other	-	-	-	-
Total funding sources	\$ 47,000	\$ 1,236,000	\$ -	\$ 1,283,000

Project Description:

The Town of Cochrane has three pump stations that require upgrades to replace gas-fired fire pump motors with electrical ones and to add redundancy in order to ensure the station is reliable for service.

Currently, there is no backup system in place when the fire pump is out of service. Alberta Environment and Parks (AEP) and Fire Underwriters Survey (FUS) design guidelines state that pump capacities should be such that if the largest unit is out of service maximum daily consumption rate plus the maximum fire flow must be maintained.

This project includes a pre-design to replace natural gas pump drivers in Sunterra and Upper Gleneagles booster stations with electrical motors, backup generators and duplication of pump for fire flows. The Bow Ridge booster requires a duplicate pump for fire flows. Electrical services will require evaluation for upgrades.

The following year would include detailed design and construction.

Strategic Alignment:

This project supports Council's strategic priority of focusing on services and spaces that achieve a safe and improved sense of community.

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2023 Fleet Replacements

Department:	Roads	Budget Year:	2022
Asset Type:	Fleet & Equipment	Start Date:	January, 2023
Project Type:	Maintenance	Est. Completion Date:	December, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ 900,000	\$ -	\$ 900,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	900,000	-	900,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 900,000	\$ -	\$ 900,000

Project Description:

Ensuring financial sustainability of our fleet assets is a priority. Asset replacements are required to ensure service levels are maintained and repair and maintenance costs are kept to a minimum. Various business units contribute to fleet reserves to replace vehicles when mechanical condition or age require it.

2023 fleet replacements requests include:

- 2015 Parks & Open Spaces rotary mower with snowplow attachment (\$75,000).
- 2015 Parks & Open Spaces rotary mower with snowplow attachment (\$75,000).
- 2008 Parks & Open Spaces pickup (\$70,000).
- 2008 Water/Wastewater pickup (\$65,000).
- 2011 Roads streetsweeper (\$450,000).
- 2016 Municipal Enforcement patrol SUV (\$95,000).
- 2003 Fleet Services pickup (\$70,000).

All vehicles will be disposed at auction and the proceeds placed in the equipment reserve.

Strategic Alignment:

This supports Council's strategic priority of focus on achieving organizational efficiencies and develop an effective asset management system.

RancheHouse Boiler Replacement

Department:	Facilities	Budget Year:	2022
Asset Type:	Facilities	Start Date:	June, 2023
Project Type:	Maintenance	Est. Completion Date:	October, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ 270,000	\$ -	\$ 270,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	270,000	-	270,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 270,000	\$ -	\$ 270,000

Project Description:

The Cochrane RancheHouse was constructed in 1996 and has been in operation under the Towns ownership since 2004. The boilers (2) have been in place since the facility was built and are now approaching their designed life expectancy. Some critical components required for proper operation of the existing equipment are no longer being manufactured and/or are very costly to replace. Although the boilers are currently operational, the risk of not replacing them at this time is that they may become unreliable and/or may require significant repairs or fail and be unrepairable. Unscheduled repairs and/or breakdowns may result in the inability to adequately heat the facility during winter weather conditions.

This project replaces both boilers with new equipment in 2023. Proactive life cycling of equipment at the end of its designed life cycle will result in continuity of reliable service, mitigation of costly unscheduled repair costs and increased energy efficiency.

Strategic Alignment:

This project supports Councils strategic direction to ensure that existing core infrastructure, facilities and plans continue to be maintained and life cycled.

Quigley Drive Upgrades - Phase 2

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	June, 2023
Project Type:	Maintenance	Est. Completion Date:	October, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ 2,090,000	\$ -	\$ 2,090,000
Funding source				
Grants	\$ -	\$ 2,090,000	\$ -	\$ 2,090,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 2,090,000	\$ -	\$ 2,090,000

Project Description:

In 2017 it was determined that Quigley Drive had deteriorated past its service life and required upgrading. Phase one included upgrading the asphalt in the east section and this work was completed in 2017. Phase 2 is surface upgrades to the rest of the road towards the west, from West Edge to West Point and includes asphalt, concrete and road markings.

Strategic Alignment:

This project supports Council's Strategic Priority of community connectivity and focusing on multi-modal transportation solutions that achieve positive traffic flow and pedestrian flows throughout the community.

Contract Preparations Roadway Rehabilitation

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	June, 2023
Project Type:	Maintenance	Est. Completion Date:	November, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ 353,000	\$ -	\$ 353,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	353,000	-	353,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 353,000	\$ -	\$ 353,000

Project Description:

Roadway rehabilitation projects are planned for the following streets:

- 1st Street East (Centre to 1 Ave S) 2023
- Quigley Drive 2023
- Gleneagles Drive (off ramp to Gleneagles Blvd) 2024
- Riverview Drive (Riverview Circle to Riverview Ave)2025

This work will encompass identifying concrete replacement requirements, geotechnical analysis of subgrade and pavement. Checking of underground utilities, and survey. The product will be the production of tender ready contract documents and drawings.

By preparing these packages in the years prior to construction tenders can be sent out early in the year for best pricing and an early construction start. By undertaking all the projects at once the process will be more efficient. An added benefit of having tender ready projects is that if grant programs are instituted the Town can respond in a very timely manner.

Strategic Alignment:

This project supports Council's strategic priority of community connectivity.

1st Street East: Centre Avenue to 1st Avenue

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	July, 2023
Project Type:	Maintenance	Est. Completion Date:	October, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ 270,000	\$ -	\$ 270,000
Funding source				
Grants	\$ -	\$ 270,000	\$ -	\$ 270,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 270,000	\$ -	\$ 270,000

Project Description:

The asphalt and concrete conditions have reached their service life and require upgrading. This section of main street was never upgraded during the Downtown Revitalization Project that occurred in the late 90s due to local improvement charges that were not supported by the adjacent properties.

This project includes surface upgrades to 1st street including asphalt, concrete and road markings.

Strategic Alignment:

This project supports Council's strategic priority of community connectivity and focusing on multi-modal transportation solutions that achieve positive traffic and pedestrian flows throughout the community.

Glenpatrick Road & Glenhill Dr intersection Upgrades

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	June, 2023
Project Type:	Growth	Est. Completion Date:	September, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ 120,000	\$ -	\$ 120,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	120,000	-	120,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 120,000	\$ -	\$ 120,000

Project Description:

With the increased traffic South of the Glenbow School due to additional portables and bus traffic, the intersection is not operating an acceptable level of service. This project would add a temporary traffic button to enhance the traffic management at this location. The proposed concept can be implemented as a temporary measure in the short-term using pinned curb and asphalt for the traffic button and apron, and pavement markings for the outside theoretical curb. A more permanent construction for the traffic button can be implemented in conjunction with future underground utilities work, anticipated to be required in a few years.

Strategic Alignment:

Existing core infrastructure, facilities and plans continue to be maintained, and life cycled to effectively manage Town assets.

Cemetery Gates and Fence Frontage

Department:	Parks	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	February, 2023
Project Type:	Growth	Est. Completion Date:	December, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ 100,000	\$ -	\$ 100,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	100,000	-	100,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 100,000	\$ -	\$ 100,000

Project Description:

Upgrade cemetery entries with higher quality gates and frontage fencing, install lockable vehicle gate on roadway.

Though identified as a lower priority item in the Cemetery Master Plan, this project will directly improve the issue of unauthorized traffic on Cemetery Road.

Strategic Alignment:

This project supports Council's strategic priority of Community Facilities and Services, focusing on services and spaces that achieve a safe and improved sense of community.

Glenbow Pathway Bridge Lifecycling

Department:	Parks	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	April, 2023
Project Type:	Maintenance	Est. Completion Date:	July, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ 100,000	\$ -	\$ 100,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	100,000	-	100,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 100,000	\$ -	\$ 100,000

Project Description:

The Glenbow Park Pathway System is approximately 1.5 km of shale path and acts as an important connection from several areas to the Cochrane Ranche and Riverfront Park. There are four wooden bridges located on the Glenbow Park pathway system between the William Camden Tennis courts and Glenbow Drive.

This project looks to replace and/or repair four of the wooden foot bridges on the Glenbow Park pathway system.

The bridges are rapidly approaching the end of their lifecycles and should be repaired or replaced in accordance to 2016 evaluations. The bridges are wooden tread and design will not be altered, keeping costs to a minimum for wood bridge replacement vs. metal bridge replacement.

Strategic Alignment:

This project supports Council's strategic priority of improve, plan and advocate for local and regional pathway networks that connect all communities.

Street Light Upgrades for Ranche Road

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	July, 2023
Project Type:	Growth	Est. Completion Date:	October, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ 85,000	\$ -	\$ 85,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	85,000	-	85,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 85,000	\$ -	\$ 85,000

Project Description:

With the completion of the Highway 1A/22 interchange, access to the existing RancheHouse administration building from Highway 22 will be closed.

This will result in all RancheHouse traffic entering and exiting Ranche Road. In order to meet current standards of roadway lighting, the Town will be required to move forward with this project and install street light upgrades to the specifications provided by Fortis.

Strategic Alignment:

This project aligns with Council's strategic priority of community connectivity and continuing to work with Alberta Transportation on the design and construction of highway 1A/22 interchange.

Mountain Street Alley Utility Replacement Design

Department:	Waterworks	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	May, 2023
Project Type:	Maintenance	Est. Completion Date:	August, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ 90,000	\$ -	\$ 90,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	90,000	-	90,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 90,000	\$ -	\$ 90,000

Project Description:

This project is for preliminary work needed ahead of the eventual replacement of the sanitary and water mains in the alley. Survey, geo, preliminary design and contract procurement. Construction will be started in future years.

The water main in this area is not looped and is constructed of copper and Asbestos concrete. Sizes of the lines vary from 37 mm to 100 mm both of which are under sized for todays standards. Up sizing the water main and adding looping will improve fire flows and reliability. Sanitary main is constructed of clay tile which is failing and has access issues with some manholes not having channeling or a base. The mains have been in service since the 60s.

Strategic Alignment:

This project supports Council's strategic priority of focusing on services and spaces that achieve a safe and improved sense of community.

Chemical Optimization

Department:	Waterworks	Budget Year:	2022
Asset Type:	Utility Projects	Start Date:	February, 2023
Project Type:	Maintenance	Est. Completion Date:	October, 2023

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ 77,000	\$ -	\$ 77,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	77,000	-	77,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 77,000	\$ -	\$ 77,000

Project Description:

This project looks to engage a third party consultant to explore and test the coagulants and test multiple chemicals for suitability under the same conditions. Cost evaluations will also be completed to explore the reduction of the chemical operating budget.

Testing of various chemicals for suitability in the water treatment process that will enhance quality, reduce costs and aluminum residuals. The study will include:

- Comprehensive Jar Testing Program to test effectiveness of different coagulants over approximately 30 weeks, narrowing down the best performing ones.
- Full bid evaluation of chemical contracts from several chemical suppliers, including consumption calculations and delivery costs.
- Pilot of chemical(s) using the water treatment plant, monitoring performance and completing regular sampling and testing to assess performance.

The last chemical treatment suitability study of similar scale was completed in 2005.

Strategic Alignment:

This project supports Council's strategic priority of developing and implementing a water strategy; upgrade wastewater and water infrastructure to accommodate future growth.

Capital Improvement Projects - 2024

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Utility Projects

2024 Fleet Replacements

Department:	Roads	Budget Year:	2022
Asset Type:	Fleet & Equipment	Start Date:	January, 2024
Project Type:	Maintenance	Est. Completion Date:	December, 2024

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ -	\$ 1,030,000	\$ 1,030,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	1,030,000	1,030,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 1,030,000	\$ 1,030,000

Project Description:

Ensuring financial sustainability of our fleet assets is a priority. Asset replacements are required to ensure service levels are maintained and repair and maintenance costs are kept to a minimum. Various business units contribute to fleet reserves to replace vehicles when mechanical condition or age require it.

2024 fleet replacements requests include:

- 2009 Parks & Open Spaces pickup (\$70,000).
- 2012 Parks & Open Spaces pickup (\$70,000).
- 2011 Water/Wastewater pickup (\$70,000).
- 2007 Corporate Properties pickup (\$85,000).
- 2004 Roads motor grader (\$500,000).
- 2009 Roads pickup (\$70,000).
- 2014 Fire Services pickup (\$70,000).
- 2016 Municipal Enforcement patrol pickup (\$95,000).

All vehicles will be disposed at auction and money placed in the equipment reserve.

Strategic Alignment:

This supports Council's strategic priority of achieving organizational efficiencies and developing an effective asset management system.

Cochrane RancheHouse Elevator Upgrade

Department:	Facilities	Budget Year:	2022
Asset Type:	Facilities	Start Date:	January, 2024
Project Type:	Maintenance	Est. Completion Date:	December, 2024

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ -	\$ 300,000	\$ 300,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	300,000	300,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 300,000	\$ 300,000

Project Description:

The Cochrane RancheHouse was constructed in 1996 and has been in operation under the Towns ownership since 2004. The Elevators (2) have been in place since the facility was built and are approaching their designed life expectancy. Some critical components required for proper operation of the existing equipment are no longer being manufactured and/or are very costly to replace. Although the elevators are currently operational, the risk of not upgrading them is that they may become unreliable and/or may require significant repairs or fail and require a lengthy shutdown before parts can be secured to complete an upgrade. Unscheduled repairs and/or breakdowns may result in the inability for those who are unable to use stairs to access administrative and daycare services in the facility.

This project is for both elevators to be upgraded with new equipment in 2024. Proactive life cycling of equipment at the end of its designed life cycle will result in continuity of reliable service, mitigation of costly unscheduled repair costs and increased energy efficiency.

Strategic Alignment:

This project supports Councils strategic direction to ensure that existing core infrastructure, facilities and plans continue to be maintained and life cycled.

Gleneagles Drive Upgrade Phase 2

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	July, 2024
Project Type:	Maintenance	Est. Completion Date:	October, 2024

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ -	\$ 1,100,000	\$ 1,100,000
Funding source				
Grants	\$ -	\$ -	\$ 1,100,000	\$ 1,100,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 1,100,000	\$ 1,100,000

Project Description:

Upgrade the surface condition of Gleneagles Dr from GE Blvd to Hwy 1A. In 2016 the Roads department paved the section of GE Drive from the off ramp to GE blvd and now the remainder of GE Dr requires an asphalt overlay. The surface condition is showing considerable amount of deficient asphalt and was also identified in the asset conditional survey.

This is the final phase of the road upgrade.

Strategic Alignment:

Existing core infrastructure, facilities and plans continue to be maintained, and life cycled to effectively manage Town assets.

Pavement Management Program

Department:	Roads	Budget Year:	2022
Asset Type:	Roads & Parks	Start Date:	February, 2024
Project Type:	Maintenance	Est. Completion Date:	October, 2024

Project Forecast:

	2022	2023	2024	Total
Funding request	\$ -	\$ -	\$ 268,000	\$ 268,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	268,000	268,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 268,000	\$ 268,000

Project Description:

To complete a conditional assessment, structural evaluation, and rehabilitation strategy development for the road network.

The general scope includes an assessment of aging roadway networks, the evaluation of their life expectancy, further development of a rehabilitation strategy, and programming for 175 Km of roadways.

Strategic Alignment:

Existing core infrastructure, facilities, and plans continue to be maintained, and life cycled to effectively manage Town assets.

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SERVICE FEES

2022-2024 BUDGET

Business Licensing

Service description (Bylaw # 22/18)	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Business license fee: resident				
Commercial	\$ 160	\$ 160	\$ 160	\$ 160
Home based-minor	80	80	80	80
Home based-major	160	160	160	160
Industrial	160	160	160	160
Retail	160	160	160	160
Business license fee: non-resident				
Commercial	320	320	320	320
Home-based	320	320	320	320
Retail	320	320	320	320
Term fees - 3 months				
Resident	48	48	48	48
Non-resident	96	96	96	96
Term fees - 6 months				
Resident	96	96	96	96
Non-resident	192	192	192	192
Event permit fee				
1-day event	65	65	65	65
2-day event	120	120	120	120
3-5 day event	160	160	160	160
Flat rate penalty fee	30	30	30	30
Appeal fee	100	100	100	100

Cemetery

Service description (Bylaw # 33/2016)	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Cemetery plot sales: non-resident				
Full	\$ 2,180	\$ 2,180	\$ 2,220	\$ 2,220
Cremation	1,450	1,450	1,480	1,480
Cemetery plot sales: resident* discount 35%				
Full	1,415	1,415	1,443	1,443
Cremation	945	945	962	962
Cemetery: non-resident				
Columbaria niche (1 urn)	2,625	2,625	2,650	2,650
Columbaria niche (2 urns)	3,135	3,135	3,165	3,165
Cemetery: resident*				
Columbaria niche (1 urn)	1,885	1,885	1,900	1,900
Columbaria niche (2 urns)	2,395	2,395	2,395	2,395
Cemetery: opening/closing				
Casket (summer)	1,140	1,140	1,155	1,155
Casket (winter)	1,400	1,400	1,420	1,420
Cremation (summer)	300	300	305	305
Cremation (winter)	360	360	375	375
Cemetery: disinter				
Casket	2,280	2,280	2,300	2,300
Cremation	600	600	600	600
Additional fees				
Saturday/after 3:30 weekdays – overtime fee	600	600	625	625
Columbaria vase	95	95	100	100
Columbaria inscription	Incl with niche purchase	Incl with niche purchase	Incl with niche purchase	Incl with niche purchase
Flat or upright marker permit	100	100	105	105
Memorial benches				
Bench and Plaque	3,100	3,100	3,120	3,120
Bench and Plaque (with photo)	3,250	3,250	3,265	3,265
Picnic table and plaque	3,600	3,600	3,640	3,640
Picnic table and plaque (with photo)	3,750	3,750	3,775	3,775

*Resident: Defined as a person whose residence is within the Town of Cochrane municipal boundaries.

Civil Land

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Non-specific area	Determined by technologist	Determined by technologist	Determined by technologist	Determined by technologist
Development charge base fee*	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
Development charge over base fee*(per hectare)	550	550	550	550
Infrastructure (storm pond, offsite, reservoir)	3,775	3,775	3,775	3,775
Stripping & grading application	1,000	1,000	1,000	1,000
Final inspection - 4th & subsequent	750	750	750	750
4th and each subsequent submission	1,500	1,500	1,500	1,500
Request for variance after approval requiring changes to approved servicing design	200	200	200	200
Shallow utilities (line assignments) (add \$5/lm if not within URW)	250	250	250	250
Temporary road closure permit	250	250	250	250

**Development charge is \$1,800 + \$550/ha (includes drawing & report review; Draft/execute SSA; site inspections; CCC & FAC inspection.*

Community Events

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Flag raising application fee	\$ 25	\$ 25	\$ 25	\$ 25
Light the Jack Tennant Memorial Bridge application fee	25	25	25	25
Community event fee standard	55	55	55	55
Community event fee with supplementary services	100	100	100	100

Corporate & Legislative Services

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
FOIP fees (Bylaw #20/99)				
One-time request	\$ 25	\$ 25	\$ 25	\$ 25
Continuing request	50	50	50	50
FOIP fees (Bylaw #20/99)				
Copying of records	0.25	0.25	0.25	0.25
Search & retrieve records/hour	27	27	27	27
Computer programming/hour	27	27	27	27
Preparing records/hour	27	27	27	27
Supervise reviewing of originals/hour	27	27	27	27
Shipping records	At cost	At cost	At cost	At cost
Fees and penalties				
Tax certificate - online service reduced cost	25	30	35	40
NSF fee	30	35	40	45
Assessment inspection fees				
Residential	100	100	100	100
Garages, additions	25	25	25	25
Commercial	120	120	120	120
Industrial	120	120	120	120
Complaint fees				
Residential: 3 or fewer dwellings (per complaint)	50	50	50	50
Non-residential: 4 or more dwellings (per complaint)	600	600	600	600
Non-residential appeals (per complaint)	600	600	600	600

Parks

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Field fees				
Adult single booking / hour	\$ 35	\$ 35	\$ 36	\$ 36
Youth single booking / hour	22	22	23	23
League field / hour adult	17	17	18	18
League field / hour youth	9	9	10	10
League diamond / hour adult	18	18	19	19
League diamond / hour youth	14	14	15	15
League – Glenbow diamond / hour youth	12	12	12	12
Tournament field / day adult	165	165	170	170
Tournament field / day youth	75	75	77	77
Tournament diamond / day adult	180	180	185	185
Tournament diamond / day youth	82.50	82.50	85	85

Fire Services

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Fire permit (Bylaw 3/2014)	\$ 50	\$ 50	\$ 50	\$ 50
Responding to an incident or false alarm	Amount expended	Amount expended	Amount expended	Amount expended
Responding to an incident that requires an aquatic rescue (per hour)	815	815	815	815
Standby or fire watch (per hour)	250	250	250	250
Fire safety plan review	150	150	150	150
Response plan review	150	150	150	150
Fireworks application fee (Bylaw 4/2014)	100	100	100	100
Safety codes (Bylaw 22/2014)				
1st re-inspection (per hour) (min 1 hr)	100	100	100	100
2nd re-inspection (per hour) (min 1 hr)	200	200	200	200
Investigation (per hour)	50	50	50	50
Investigation after hours (per hour)	100	100	100	100
File search – external agency	75	75	75	75
File search with inspection	125	125	125	125
Fire incident report: copy	75	75	75	75
Special event permit (public) (cost per permit)	35	35	35	35
Occupancy load certificate	35	35	35	35
Initial inspection: base or new construction or new occupancy (per inspection)	50	50	50	50
Annual inspection (cost per inspection)	50	50	50	50

Information Services - GIS

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
24"x36"	\$ 25	\$ 25	\$ 25	\$ 25
36"x36"	35	35	35	35
42"x42"	45	45	45	45
Contours	Available on open data	Available on open data	Available on open data	Available on open data
Street centrelines	Available on open data	Available on open data	Available on open data	Available on open data
Addresses	Available on open data	Available on open data	Available on open data	Available on open data
Land use	Available on open data	Available on open data	Available on open data	Available on open data
Custom map work	75	75	75	75

Open data: Datasets can be obtained free of charge from <http://data-cochranegis.opendata.arcgis.com>

Municipal Enforcement

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Annual license fees (Bylaw # 04/2016)				
Dog: unaltered (male/female)	\$ 70	\$ 70	\$ 70	\$ 70
Dog: spayed female/neutered male	35	35	35	35
Dog: under 6 months old, unaltered	35	35	35	35
Vicious animal	250	250	250	250
Cat: unaltered (male/female)	40	40	40	40
Cat: spayed female/neutered male	15	15	15	15
Cat: under 6 months old, unaltered	15	15	15	15
Replacement tag	5	5	5	5
Nuisance animal	100	100	100	100
Fee to reclaim an animal				
First impoundment	60	60	60	60
Second impoundment (1 calendar year)	75	75	75	75
Third impoundment (1 calendar year)	100	100	100	100
Fourth & subsequent impoundments (1 calendar year)	125	125	125	125
Care & subsistence: each full day of impoundment (not including intake or release date)	15	15	15	15
Veterinary services	Amount expended	Amount expended	Amount expended	Amount expended
Destruction of dog or cat	Amount expended	Amount expended	Amount expended	Amount expended

Operational Services

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Sewer fee (Bylaw #16/2016)				
Base charge (per month) (rate depends on meter size)	Ranges from 9.75-620.05	Ranges from 11.20-663.45	Ranges from 12.88-709.90	Ranges from 14.81-759.59
Sewer fee meter sizes				
15mm (5/8")	\$ 9.75	\$ 11.20	\$ 12.88	\$ 14.81
25mm (1")	13.29	15.42	17.73	20.39
40mm (1.5")	25.37	29.43	33.84	38.92
50mm (2")	42.20	48.95	56.29	64.74
75mm (3")	90.33	96.65	103.42	110.66
100mm (4")	157.74	168.78	180.60	193.24
150mm (6")	350.37	374.90	401.14	429.22
200mm (8")	620.05	663.45	709.90	759.59
Consumption charge (per cubic metre)	2.26	2.32	2.39	2.46
Bulk wastewater disposal fee (per cubic metre)	10.94	13.01	15.08	15.08
Wastewater surcharge (per cubic metre)	6.93	8.43	9.93	9.93
Storm sewer fee (per month)	4.92	5.17	5.43	5.70
Water fee (Bylaw #04/2013)				
Base charge (per month) (rate depends on meter size)	Ranges from 7.65-695.24	Ranges from 8.45-767.89	Ranges from 9.33-848.14	Ranges from 10.31-936.77
Water fee meter sizes				
15mm (5/8")	7.65	8.45	9.33	10.31
25mm (1")	13.47	14.88	16.43	18.15
40mm (1.5")	27.01	29.83	32.95	36.39
50mm (2")	45.96	50.76	56.07	61.93
75mm (3")	100.08	110.54	122.09	134.85
100mm (4")	175.83	194.20	214.50	236.91
150mm (6")	392.39	433.39	478.68	528.71
200mm (8")	695.24	767.89	848.14	936.77
Consumption charge-residential				
First 15 cubic metres	1.23	1.26	1.28	1.30
15-30 cubic metres	1.72	1.77	1.81	1.85
Over 30 cubic metres	2.54	2.63	2.70	2.78
Multiple self-contained units consumption charge (per cubic metre)	1.23	1.26	1.28	1.30
Non residential consumption charge (per cubic metre)	1.38	1.41	1.44	1.47
Irrigation consumption charge (per cubic metre)	2.54	2.63	2.70	2.78
Bulk water (per cubic metre)	4	4	4	4
Bulk water non-domestic surcharge (per cubic metre)	2	2	2	2
Utility reconnection fee	50	50	50	50
Utility admin connection fee	25	30	30	30

Operational Services

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Radio read meters				
3/4" (short)	650	670	690	710
1"	745	770	795	820
1.5"	1,465	1,510	1,555	1,600
2"	1,745	1,800	1,855	1,910
3"	3,250	3,350	3,450	3,555
4"	5,125	5,280	5,440	5,605
Waste management (Bylaw 08/2019)				
Waste/recycling collection	23.58	26.65	27.18	27.72
Waste management: excess waste bag	3	3.50	3.50	3.50
Waste & recycling collection: new account set up (per new home)	185	202	208	208
Lost/stolen/damaged waste cart replacement (per cart)	45	48	50	50
Lost/stolen/damaged recycling cart replacement (per cart)	70	77	79	79
Lost/stolen/damaged organics cart replacement - 120 liter cart	45	48	50	50
Lost/stolen/damaged organics cart replacement - 240 litre cart	70	77	79	79
Additional waste cart set up	45	48	50	50
Additional organics cart set up - 120 liter cart	45	48	50	50
Additional organics cart set up - 240 litre cart	70	77	79	79
Additional recycling cart set up	70	77	79	79
Additional waste cart excess rate (per month)	15	15	15	15
Additional organics cart excess rate (per month)	7	7	7	7
Additional recycling cart excess rate (per month)	7.55	7.55	7.55	7.55
Appliance disposals				
Fridges / freezers / water coolers	40	40	40	40
Stoves / washers / dryers / dishwashers	30	30	30	30
Hot water tanks	15	15	15	15
Eco Centre				
Eco Centre fee	5	5	5.20	5.20
Pay-as-you-throw rate 2 (per bag)	3	3	3	3
Pay-as-you-throw rate 1 (per load)	30	30	30	30

Planning

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Document photocopies				
Letter (8.5" x 11") (per page)	\$ 0.15	\$ 0.15	\$ 0.15	\$ 0.15
Legal (8.5" x 14") (per page)	0.25	0.25	0.25	0.25
Land use bylaw (LUB)	40	40	40	40
Municipal development plan	40	40	40	40
Area structure plan	25	25	25	25
Area redevelopment plan	25	25	25	25
Certificate of title (search & print)	15	15	15	15
Planning confirmations				
Certificate of compliance: residential	125	125	125	125
Certificate of compliance: non-residential	300	300	300	300
Planning confirmation letter (i.e. zoning etc.)	50	50	50	50
Permit Search (Residential)	-	125	125	125
Permit Search (Non-Residential)	-	300	300	300
Encroachment agreement (applicant pays LTO costs)	125	250	250	250
Special meeting requests				
Cochrane Planning Commission	1,000	1,000	1,000	1,000
Reschedule a public hearing	1,000	1,000	1,000	1,000
SDAB appeals	200	200	200	200
Statutory & non-statutory plans				
Area structure plan (ASP)	7,500	7,500	7,500	7,500
Area redevelopment plan	7,500 +\$100/ha	7,500 +\$100/ha	7,500 +\$100/ha	7,500 +\$100/ha
Neighbourhood plan	Greater of 5,000 or \$500/ha	Greater of 5,000 or \$500/ha	Greater of 5,000 or \$500/ha	Greater of 5,000 or \$500/ha
Revised submission	25% of app fee	25% of app fee	25% of app fee	25% of app fee
Planning refund requests				
Prior to circulation	75% of app fee	75% of app fee	75% of app fee	75% of app fee
After circulation	50% of app fee	50% of app fee	50% of app fee	50% of app fee
After decision	0% of app fee	0% of app fee	0% of app fee	0% of app fee
Statutory & non-statutory plan amendments				
Asp amendment	3,000	3,000	3,000	3,000
Area redevelopment plan amendment	3,000	3,000	3,000	3,000
Concept/outline plan amendment	2,000	2,000	2,000	2,000

Planning

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Neighbourhood plan amendment	2,000	2,000	2,000	2,000
Land use bylaw amendment				
Land use district change	Greater of 3,000 or \$250/ha	Greater of 3,000 or \$250/ha	Greater of 3,000 or \$250/ha	Greater of 3,000 or \$250/ha
Textual/other	3,000	3,000	3,000	3,000
Direct Control District	-	5,500	5,500	5,500
Municipal development plan amendment	3,000	3,000	3,000	3,000
Multiple statutory/non-statutory plan amendments	Maximun of 5,000	Maximun of 5,000	Maximun of 5,000	Maximun of 5,000
Revised submission	25% of app fee	25% of app fee	25% of app fee	25% of app fee
Subdivisions/boundary adjustments				
Condominium certificate (per unit)	40	40	40	40
Subdivision application				
Up to 5 lots	1,500	1,500	1,500	1,500
More than 5 lots (per lot)	300	300	300	300
Boundary adjustment (no new parcels created)	500	500	500	500
Condominium application				
Up to 5 units	500	500	500	500
More than 5 lots (per lot)	100	100	100	100
Subdivision endorsement				
Up to 5 lots	550	550	550	550
More than 5 lots (per lot)	110	110	110	110
Condominium endorsement				
Up to 5 lots	No fee	No fee	No fee	No fee
More than 5 lots	No fee	No fee	No fee	No fee
Boundary adjustment endorsement	200	200	200	200
Time extension request	350	350	350	350
Subdivision/boundary adjustment appeal	250	250	250	250
Development permits-Home based businesses				
Major	250	250	250	250
Day-home	250	250	250	250
Bed & breakfast	250	250	250	250
Development permits-Accessory buildings				
Residential	150	150	150	150
Non-residential	300	300	300	300
Residential development	400 +\$75/unit	400 +\$75/unit	400 +\$75/unit	400 +\$75/unit

Planning

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Non-residential	800 + \$1/m2	800 + \$1/m2	800 + \$1/m2	800 + \$1/m2
Development permits-Additions				
Residential	200 + \$0.50/m2	200 + \$0.50/m2	200 + \$0.50/m2	200 + \$0.50/m2
Non-residential	800 + \$1/m2	800 + \$1/m2	800 + \$1/m2	800 + \$1/m2
Development permits-Discretionary use				
Residential	-	150	150	150
Non-Residential	-	300	300	300
Development permits-Variances				
Residential	150	150	150	150
Non-residential	300	300	300	300
Development permits-Signs				
Temporary (0-4 days)	No fee	No fee	No fee	No fee
Temporary (5-30 days)	75	75	75	75
Permanent (> 30 days)	150	150	150	150
Demolition (heritage buildings)	250	250	250	250
Change of use	300	300	300	300
Excavation & stockpiling (stripping & grading)				
No professional referral	1,000	1,000	1,000	1,000
Professional referral	2,500	2,500	2,500	2,500
Parks development fee (residential) (per hectare)	3,460	3,460	3,460	3,460
Time extension request	350	350	350	350
Development appeal	200	200	200	200
Development commence without approval	Double the app fee	Double the app fee	Double the app fee	Double the app fee
Revised submission	25% of app fee	25% of app fee	25% of app fee	25% of app fee
Miscellaneous applications and fees				
Road closure	1,000	1,000	1,000	1,000
Funds held instead of letter of credit	Up to 150% of development costs	Up to 150% of development costs	Up to 150% of development costs	Up to 150% of development costs
Cash in lieu for parking (per stall)	20,000	20,000	20,000	20,000
Referral of studies/reports to qualified professionals	Applicant bears all costs	Applicant bears all costs	Applicant bears all costs	Applicant bears all costs
Discharge of registered land title documents (applicant pays LTO costs)	50	50	50	50
Pre-application Meeting - First Meeting	No fee	No fee	No fee	No fee
Pre-application Meeting - Subsequent Meetings	-	200	200	200

Planning

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Planning Application Meeting-First Meeting	No fee	No fee	No fee	No fee
Planning Application Meeting-Subsequent Meetings	-	200	200	200

Note: Any application submitted by the Town of Cochrane is not subject to any fee contained in this Schedule. Applicants who dispute a fee may request a review by the Manager of Planning. The decision of the Manager may be appealed to the Chief Administrative Officer (CAO). The decision of the CAO will be final and binding. Applicants requesting an "expedited" Development Permit (not applicable to all application types), Compliance Certificate, Encroachment Agreement or any other Planning related application will be assessed a surcharge of 400%.

Roads

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Roads manager: regular time (per hour)	\$ 45	\$ 45	\$ 45	\$ 45
Roads manager: overtime (per hour)	65	65	65	65
Roads staff: regular time (per person and per hour)	25	25	25	25
Roads staff: overtime (per person and per hour)	38	38	38	38
Bucket truck (per hour)	195	195	195	195
Spray patch trailer (per hour + material)	348	348	348	348
Mechanical broom street sweeper (per hour + water)	2.06	2.06	2.06	2.06
Rubber tire loader (per hour) (+5% for scale & 5% for quick attach)	148	148	148	148
Motor grader (per hour) (+ 5% for AWD, 5% for Wing, 5% for 6WD)	162	162	162	162
1 ton truck (per hour)	32	32	32	32
1/2 ton & 3/4-ton truck (regular cab) (per hour)	24	24	24	24
1/2 ton & 3/4-ton truck (crew cab) (per hour)	26	26	26	26
Equipment trailer (including flat deck & paint) (per hour)	9	9	9	9
Tandem axle gravel truck (per hour)	120	120	120	120
Tandem axle gravel truck with plow (per hour) (+ material & + \$18 slide-in sander)	191	191	191	191
Tandem axle gravel truck with plow (per hour) (+ material & + \$18 slide-in sander)	185	185	185	185
450 single axle gravel truck /dually/crew cab/dump body (per hour)	105	105	105	105
450 single axle gravel truck dually/crew cab/dump body (per hour) (+ material and +\$23/hr slide in sander & front mount blade)	170	170	170	170

Note: All rates are based on a 1-hour minimum charge. Rates are per hour and include operator unless otherwise noted. All rates subject to a 10% Town of Cochrane administration fee. All rates are based on the 2019 edition of the Alberta Road Builders & Heavy Construction Association (ARCHA) equipment rental rates guide and membership roster. Driver not included. Plus 15% for 4x4.

Safety Codes

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Building permit fees				
Residential minimum charge	\$ 90	\$ 90	\$ 90	\$ 90
Main floor (\$/sq ft)	0.76	0.76	0.76	0.76
Additional floors (\$/sq ft)	0.58	0.58	0.58	0.58
Accessory suite (\$/sq ft)	0.50	0.50	0.50	0.50
Attached garages (\$/sq ft)	0.40	0.40	0.40	0.40
Accessory buildings (\$/sq ft)	0.25	0.25	0.25	0.25
Interior Renovation (\$/sqft)	0.25	0.25	0.25	0.25
Basement development (\$/sq ft)	0.25	0.25	0.25	0.25
Decks (\$/sq ft)	0.25	0.25	0.25	0.25
Hydronic heating inspection	150	150	150	150
Show home permit	250	250	250	250
Demolition (\$/sq ft) per building	0.10	0.10	0.10	0.10
Temporary tent or air structure	90	90	90	90
Multiple temporary tents or air structures	200	200	200	200
Commercial minimum charge	100	100	100	100
Commercial, Multi Family (e.g., stacked/apartment style) industrial, institutional per \$1,000 bid price	8.75	8.75	8.75	8.75
Commercial/Industrial Renovations per \$1,000 of bid price	8.75	8.75	8.75	8.75
Transfer of ownership fees/permit	150	150	150	150
Electrical permit fees				
Maximum of 1500 sq. Ft	200	200	200	200
Greater than 1501 to 2500 sq. Ft	210	210	210	210
Greater than 2501 to 3500 sq. Ft	225	225	225	225
Greater than 3501 sq. Ft.	230	230	230	230
Detached garages	90	90	90	90
Basement development	90	90	90	90
Residential additions & renovations	90	90	90	90
Residential solar	100	100	100	100
Commercial electrical fees				
Annual permit	200	200	200	200
Commercial minimum charge	100	100	100	100
\$0 to \$1000	100	100	100	100
\$1,001-\$5,000	175	175	175	175
\$5,001-\$10,000	200	200	200	200

Safety Codes

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
\$10,001-\$20,000	300	300	300	300
\$20,001-\$30,000	350	350	350	350
\$30,001-\$40,000	410	410	410	410
\$40,001-\$50,000	550	550	550	550
\$50,001-\$60,000	600	600	600	600
\$60,001-\$70,000	640	640	640	640
\$70,001-\$80,000	670	670	670	670
\$80,001-\$90,000	700	700	700	700
\$90,001-\$100,000	800	800	800	800
\$100,001-\$150,000	1,000	1,000	1,000	1,000
\$150,001-\$200,000	1,200	1,200	1,200	1,200
Greater than \$200,001	8.75 per \$1,000	8.75 per \$1,000	8.75 per \$1,000	8.75 per \$1,000
Gas permit fees				
Maximum of 1500 sq. Ft.	140	140	147	147
1501 to 2500 sq. Ft.	160	160	168	168
2501 to 3500 sq. Ft.	175	175	180	180
Greater than 3501 sq. Ft.	190	190	200	200
Garage heaters	90	90	90	90
Gas fireplaces and log lighters	90	90	90	90
Barbecue outlet	90	90	90	90
Appliance replacement	90	90	90	90
Commercial, Multi family(e.g., stacked/apartment style) and Industrial gas permit fees				
0-100,000 BTU's	110	110	110	110
100,001-250,000	175	175	175	175
250,001-500,000	250	250	250	250
500,001-750,000	325	325	325	325
750,001-1,000,000	375	375	375	375
1,000,001-2,500,000	450	450	450	450
2,500,001-5,000,000	500	500	500	500
Above 5,000,001	700	8.75 per 75,000BTU	8.75 per 75,000BTU	8.75 per 75,000BTU
Propane and small installations				
Propane tank sets (new/replacement)	90	90	90	90
Temporary propane/natural gas heating (including tank set)	90	90	90	90
Temporary heat permit (multiple heaters or tank sets valid for one year)	250	250	250	250

Safety Codes

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Gas/propane cylinder centres	110	110	110	110
Replacement of heating appliances (based on BTU input)				
0-200,000	100	100	100	100
200,001-500,000	120	120	120	120
500,001-1,000,000	150	150	150	150
1,000,001-2,000,000	200	200	200	200
2,000,001-4,000,000	270	270	270	270
4,000,001 +	320	320	320	320
Plumbing permit fees				
-- maximum of 1500 sq. Ft	220	220	220	220
-- greater than 1501 to 2500 sq. Ft	235	235	235	235
-- greater than 2501 to 3500 sq. Ft	250	250	250	250
-- greater than 3501 sq. Ft	275	275	275	275
Basement development	90	90	90	90
Residential additions and renovations	90	90	90	90
Private sewage	250	250	250	250
Commercial, Multi Family (e.g., stacked/apartment style) and Industrial plumbing fees				
1 fixture	100	100	100	100
2-100 fixtures	Min fee + \$5/fixture	Min fee + \$5/fixture	Min fee + \$5/fixture	Min fee + \$5/fixture
More than 100 fixtures	600+\$6.50 /fixture over 100	600+\$6.50 /fixture over 100	600+\$6.50 /fixture over 100	600+\$6.50 /fixture over 100
Safety codes council fees (all permits)				
Permit extension fee (25% of the original permit fee OR \$90 (whichever is greater)	-	-	-	-
Special inspection (per inspection)	150	150	150	150
Variance request	500	500	500	500
Out of hours inspection minimum	250	250	250	250
Reinspection 1st offence/permit	150	250	250	250
Reinspection 2nd offence/permit	300	300	300	300
Reinspection 3rd offence/permit	600	600	600	600
Failure to file verification of compliance within required time frame (In addition, once first offence is levied, each additional week the verification of compliance is not submitted a \$120 fee will be charged)	250	250	250	250
Additional plan reviews or plan changes	150	150	150	150
Administration fees minimum 1hour (per hour)	100	100	100	100

Safety Codes

Service description	Budget 2021	Budget 2022	Plan 2023	Plan 2024
Missing required inspections (per inspection) first offence calendar year	250	250	250	250
Second offence calendar year	500	500	500	500
Additional offences calendars year	1,000	1,000	1,000	1,000
Missing Construction Fencing (Per Offence)	-	500	500	500
Occupancy prior to full approval first offence calendar year	2,000	2,000	2,000	2,000
Second offence calendar year	3,500	3,500	3,500	3,500
Additional offences per calendar year	5,000	5,000	5,000	5,000
Falsifying information on permit applications or in plans	1,500	1,500	1,500	1,500
Construction commenced without a permit	500 + double original fees	500 + double original fees	500 + double original fees	500 + double original fees
Permit fee refunds Refunds will only be based on the following factors:*				
i. Permit fees of \$91 or more	50% refund	50% refund	50% refund	50% refund
ii. Fees for water meters	100% refund	100% refund	100% refund	100% refund
iii. Safety Codes Council fees	No refund	No refund	No refund	No refund
iv. GST charges	No refund	No refund	No refund	No refund

All fees include plan review (when required), technical assistance, code interpretation, travel, inspection reports, and all other related expenses. All permit fees subject to \$4.50 or 4% safety code council fee (whichever is greater) to a max of \$560.

NOTE: Fees will be doubled for any construction that has commenced prior to issuance of a permit.

*Request for permit fee refunds shall be submitted in writing to the safety codes officer.

RancheHouse Events Centre

Service description		Budget 2021	Budget 2022	Plan 2023	Plan 2024
Clubhouse					
Community rate (min 2hrs)	Hourly	\$ 45	\$ 45	\$ 45	\$ 45
Community rate (min 2hrs)	Full day	225	225	225	225
Aspen					
Wedding	Full day	810	810	810	810
Regular	Hourly	95	95	95	95
Regular	Full day	475	475	475	475
Community	Hourly	70	70	70	70
Community	Full day	350	350	350	350
Birch					
Regular	Hourly	95	95	95	95
Regular	Full day	475	475	475	475
Community	Hourly	70	70	70	70
Community	Full day	350	350	350	350
Cedar					
Regular	Hourly	95	95	95	95
Regular	Full day	475	475	475	475
Community	Hourly	70	70	70	70
Community	Full day	350	350	350	350
Aspen/Birch					
Wedding	Full day	1,600	1,600	1,600	1,600
Regular	Hourly	185	185	185	185
Regular	Full day	925	925	925	925
Community	Hourly	140	140	140	140
Community	Full day	700	700	700	700
Aspen/Birch/Cedar					
Wedding	Full day	2,180	2,180	2,180	2,180
Regular	Hourly	280	280	280	280
Regular	Full day	1,400	1,400	1,400	1,400
Community	Hourly	210	210	210	210
Community	Full day	1,050	1,050	1,050	1,050
Chinook dining room/East foyer					
Wedding	Full day	4,125	4,125	4,125	4,125
Regular	Hourly	310	310	310	310
Regular	Full day	1,550	1,550	1,550	1,550
Community	Hourly	248	248	248	248
Community	Full day	1,240	1,240	1,240	1,240
Hall of vision/East foyer					
Wedding	Full day	3,520	3,520	3,520	3,520
Regular	Hourly	215	215	215	215
Regular	Full day	1,075	1,075	1,075	1,075

RancheHouse Events Centre

Service description		Budget 2021	Budget 2022	Plan 2023	Plan 2024
Community	Hourly	160	160	160	160
Community	Full day	800	800	800	800
Chinook dining room/East foyer/Hall of vision					
Wedding	Full day	4,800	4,800	4,800	4,800
Regular	Hourly	430	430	430	430
Regular	Full day	2,150	2,150	2,150	2,150
Community	Hourly	320	320	320	320
Community	Full day	1,600	1,600	1,600	1,600
Main floor					
Regular	Full day	3,900	3,900	3,900	3,900
Community	Full day	2,600	2,600	2,600	2,600
Courtyard					
Wedding (Ceremony fee)	Full day	1,000	1,000	1,000	1,000
Theatre					
Wedding	Hourly	115	115	115	115
Wedding	Full day	575	575	575	575
Regular	Hourly	115	115	115	115
Regular	Full day	575	575	575	575
Community	Hourly	85	85	85	85
Community	Full day	425	425	425	425
Sage room/Willow room					
Wedding		Included	Included	Included	Included
Wedding		Included	Included	Included	Included
Regular	Hourly	50	50	50	50
Regular	Full day	250	250	250	250
Community	Hourly	30	30	30	30
Community	Full day	155	155	155	155
East & West reception areas					
Wedding		Included	Included	Included	Included
Wedding		Included	Included	Included	Included
Regular	Hourly	50	50	50	50
Regular	Full day	250	250	250	250
Community	Hourly	30	30	30	30
Community	Full day	155	155	155	155
Guest amenity fee (where applicable)	Per person	12	12	12	12
Corkage	Per person	6	6	6	6
Bar rates					
Beer, coolers and spirits	Per	6	6	6	6
Wine and scotch	Per	7	7	7	7