



Budget

2024-2026

cochrane
HOW THE WEST IS NOW



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Message from Mayor Genung

With great pride and optimism, I extend my greetings to each of you as we embark on another chapter in the remarkable journey of our community.

The 2024-2026 Budget is a testament to our shared commitment to open government, progress and the collective well-being of Cochrane.

Within these pages, you will find a comprehensive road map for Cochrane – reflecting our dedication to maintaining the exceptional quality of life that defines our community.

Council's commitment to you remains unwavering – to support our community through vital infrastructure and services, recognizing the importance of striking a delicate balance during the current economic landscape. Ongoing investments have transformed our town into a thriving hub, attracting new businesses and residents alike, resulting in significant projects completed and expansions that highlight the charm of Cochrane.

Our focus remains on enhancing the exceptional quality of life here. This budget reflects that commitment, addressing critical infrastructure needs and laying the groundwork for sustainable, planned growth.

We are confident that the strategic capital projects included will not only support our community's immediate needs but also contribute to the long-term well-being of Cochrane. As we move forward together, we celebrate Cochrane as the best possible place to live, work and unwind. We remain dedicated to community engagement and ensuring that every decision made is in the best interest of residents.

Mayor Jeff Genung
Cochrane



Message from the CAO

Cochrane is among the very best places in all Western Canada to call home. A stunning natural setting, an evolving and growing economy, and a vibrant and engaged citizenry, full of groups and individuals who care deeply about doing their part to build a complete community. As dedicated civil servants the staff of Cochrane take enormous pride in serving this community and are committed to honouring the public trust that has been placed in us.

As we collectively enjoy all that our circumstance has to offer it remains important to acknowledge the very real challenges we face in building the best version of Cochrane. Continued patterns of high growth puts pressure on all aspects of the community's civil and social infrastructure, cost escalations at the household and institutional level must be accounted for, all while maintaining the unique elements that make Cochrane such an attractive place to live. There is a delicate balance between addressing the pressing needs of our growing community and thoughtfully ensuring we consider the natural, financial, and lifestyle benefits we hope to pass to future generations.

None of this happens by accident. We are making bold, deliberate decisions to ensure our community is built on a firm foundation of well managed infrastructure, quality programs and services, and sound fiscal management. Cochrane's remarkable growth necessitates thoughtful planning, and our budget reflects this reality. We have allocated resources to comprehensive planning initiatives that will guide our community's sustainable development. This includes strategic investments in infrastructure, land use planning and environmental stewardship. Through these initiatives, we are laying the foundation for a future that aligns seamlessly with our residents' aspirations while preserving the unique character that defines Cochrane.

I am particularly excited to highlight the capital projects outlined in the budget, which signify our commitment to investing in Cochrane's future. These projects encompass a myriad of initiatives aimed at enhancing our community, building resilience and ensuring that Cochrane remains a vibrant and thriving place to live. From essential infrastructure upgrades to community-centric developments, these projects will contribute to long-term sustainability.

I extend my gratitude to all involved in the budgetary process, including our dedicated staff, Town Council members, and to the engaged members of the community who all contributed meaningfully to the process.

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

Mike Derricott, CAO
Cochrane

Our Council

Cochrane's Council is the elected governing body of the municipality. The Mayor is the chief elected official. The Deputy Mayor position is appointed to each Councillor on rotation.

Collectively, Council is responsible for:

1. setting strategic priorities for the municipality
2. setting public policy and direction
3. adopting bylaws

Council was elected October 18, 2021.

The Mayor and six council members are elected every four years.



Mayor
Jeff Genung



Councillor
Marni Fedeyko



Councillor
Susan Flowers



Councillor
Tara McFadden



Councillor
Morgan Nagel



Councillor
Alex Reed



Councillor
Patrick Wilson

History of Cochrane

Land Acknowledgement

We recognize and acknowledge that, for time immemorial, long before the European settlers arrived, thousands of Indigenous people lived full, rich and imaginative lives on and near the very lands upon which we are situated. They had hopes and dreams, loved their children, protected and served their communities, prayed to their Creator, and held deep knowledge about and respect for the natural world upon which they depended for their livelihood.

We recognize and acknowledge that when European settlers came to these lands, they were welcomed and supported to establish themselves. Eventually, a treaty was signed, which we now know as Treaty 7, between the Crown and the people known as the Lyethka peoples of the Chiniki, Bearspaw and Goodstoney Bands; the Tsuut'ina; the Niitsitapi (Blackfoot) peoples of Siksika, Piikani and Kainai Bands, and home to North West Métis, Inuit and other Indigenous peoples living within these traditional lands.

We gratefully acknowledge that where we live and work is within Treaty 7 lands, we are grateful for the many contributions Indigenous people of these lands have made and continue to make to the wellbeing and prosperity of the community and the country.

Early Cochrane

In 1881, Senator Matthew Henry Cochrane established Cochrane Ranch, later to become the Town of Cochrane. The Canadian Pacific Railway granted the town site in 1885, naming it in honour of Senator Cochrane. Despite the surrounding ranch population, few people called Cochrane home at this time.

It wasn't until 1903 that the hamlet of Cochrane became a village, with a population of 158 in 1906. Shortly after, Cochrane saw a small population boom, with 395 residents by 1911. At this time, before the First World War, Cochrane was home to a stone quarry, a sawmill and four brick plants. Skilled artisans in the community combined their talents with local products to construct buildings of quality and individual style, giving Cochrane a unique and special character.

Cochrane's growth

Following the First World War, Cochrane's growth slowed. Economic issues meant that local industries shrunk due to a shortage of workers. While many residents left Cochrane during the war years, the Town continued to act as a service hub for rural populations.

Cochrane remained a stable but small village until after World War II. By 1971 the population grew to over 800 people, and Cochrane was incorporated as a town. This was coupled with a general economic boom in the 1970s. New residents meant a burst of construction impulse. This period of expansion also started a process of modernization that saw the demolishing or resurfacing of many older structures.

Cochrane today

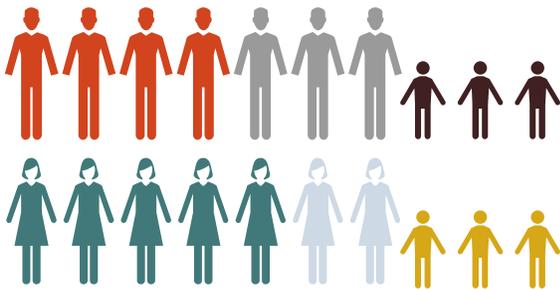
Today, Cochrane is known for its western heritage, unique buildings and popular main street. In 2003, the Town celebrated its centennial with a completed downtown revitalization, helping make Cochrane a popular tourist attraction. As of 2023, Cochrane boasts a population of approximately *35,825 residents.

* Adapted from Statistics Canada, Population Estimates and Alberta Municipal Affairs Population Lists

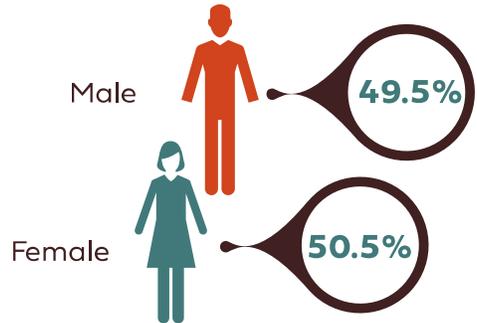
Demographics

Population

34,724



Gender



Growth



Age range



49.9% of population between 30-64 years

15.5% of population is 65 years of age and older

25.5% of population is 12 years of age and younger

Building permits



95.5% residential



4.3% commercial



0.2% industrial



0.0% institutional

Housing starts



Housing starts in 2022



Executive Summary

cochrane
HOW THE WEST IS NOW



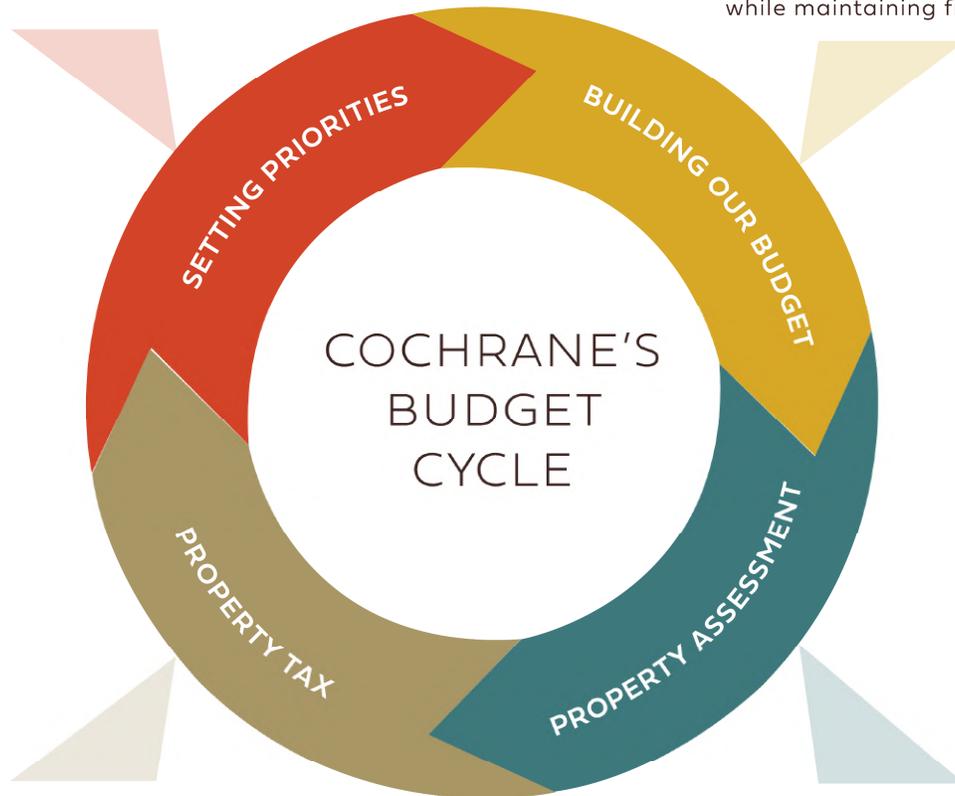
What do we need

Annually, we assess our community's needs and goals through input from residents, businesses, and Town departments to prioritize projects and services.

What is the cost

Council reviews and debates the proposed budget.

They make adjustments as needed to ensure it meets the community's needs while maintaining financial stability.



How is your portion collected

After we've weighed priorities, determined the necessary funds, and assessed your property's value, your tax bill is calculated and delivered to you.

How is your portion determined

Funding for services, programs, and civic partners comes from a combination of user fees and property taxes. The amount of property tax you are responsible for is partially determined by the assessed value of your property.

Provincial budget

Cochrane waits to finalize the tax rate until we see how much money the Province will give us in their budget. Typically, a significant portion of the property taxes you pay for your home is sent to the Province, around 30%.



Tax implications

Average Residential Costs (Assessed at \$561,200)	2023	2024	\$ Annual Increase	\$ Monthly Increase
Total Municipal Taxes	\$2,583	\$2,672	\$89.00	\$7.42
Average water bill per year* (base rate \$13.90+\$1.30/cubic metre)	\$335.88	\$377.40	\$41.52	\$3.46
Storm sewer fee (\$6.63/ month)	\$71.40	\$79.56	\$8.16	\$0.68
Waste & recycling collection fee (\$26.65/month)	\$319.80	\$319.80	\$0.00	\$0.00
Eco Centre fee (\$5/month)	\$60.00	\$60.00	\$0.00	\$0.00
Total Cost	\$3,931.14	\$4,144.64	\$213.50	\$17.79



Utility rate change implications

The average annual costs for water services and storm sewer fees are increasing for a few reasons that will impact the upcoming budget.

Firstly, the City of Calgary, which handles wastewater treatment services for Cochrane, is increasing its rates. This means an annual cost increase of \$522,712 starting from January 1, 2023. This needs to be passed on to users to accurately reflect the service's actual cost.

Additionally, there are inflationary increases to consider. These include higher costs for power, natural gas, gasoline, water meters, and water treatment supplies.

Furthermore, we need to address the condition of our aging water and wastewater infrastructure. While some components have long lifespans, others, like mechanical and digital parts, wear out more quickly.

This budget provides resources for maintenance and renewal to ensure continued service for Cochrane residents.

Even with rate increases, Cochrane continues to have the lowest rates for water and sewer utilities out of our neighbouring communities.

What we heard from you

In the spring of 2023, the Town of Cochrane partnered with Advanis to carry out the 2024 Town of Cochrane Budget Planning Survey, an essential initiative to gauge the opinions of Cochrane residents about the upcoming 2024 Town budget.

A total of 448 Cochrane residents, aged 18 and older, participated in this survey between May 23rd and June 19th, 2023. The Town ensured that the survey was accessible to the entire community by having postcards printed and delivered to every household in Cochrane.

Residents were recruited using two different methods: telephone and postcard. While the telephone recruitment method was based on a random sample, the postcard approach aimed to reach every household, which is considered conducting a census. Both methods are considered statistically representative, ensuring a comprehensive and inclusive assessment of our community's perspectives. Additionally, the survey was also available on the letstalkcochrane.ca engagement portal.

57% of respondents indicated they receive good, very good or excellent value from municipal services and that funding is worth it.

When asked about the top priority facing the Town, **29%** chose long-term sustainability (smooth tax strategies). **23%** would like to see the Town prioritize planning for future growth to prevent overcrowding, and **14%** would like the Town to find ways to lower property taxes in the future.

Respondents were asked to rate their preference for how the Town should allocate funds (increase, decrease, or remain the same) for each of the services.

Overall, results show most respondents want spending for most services to remain the same.

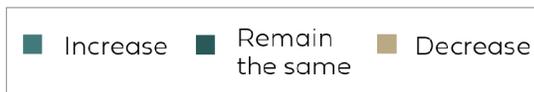
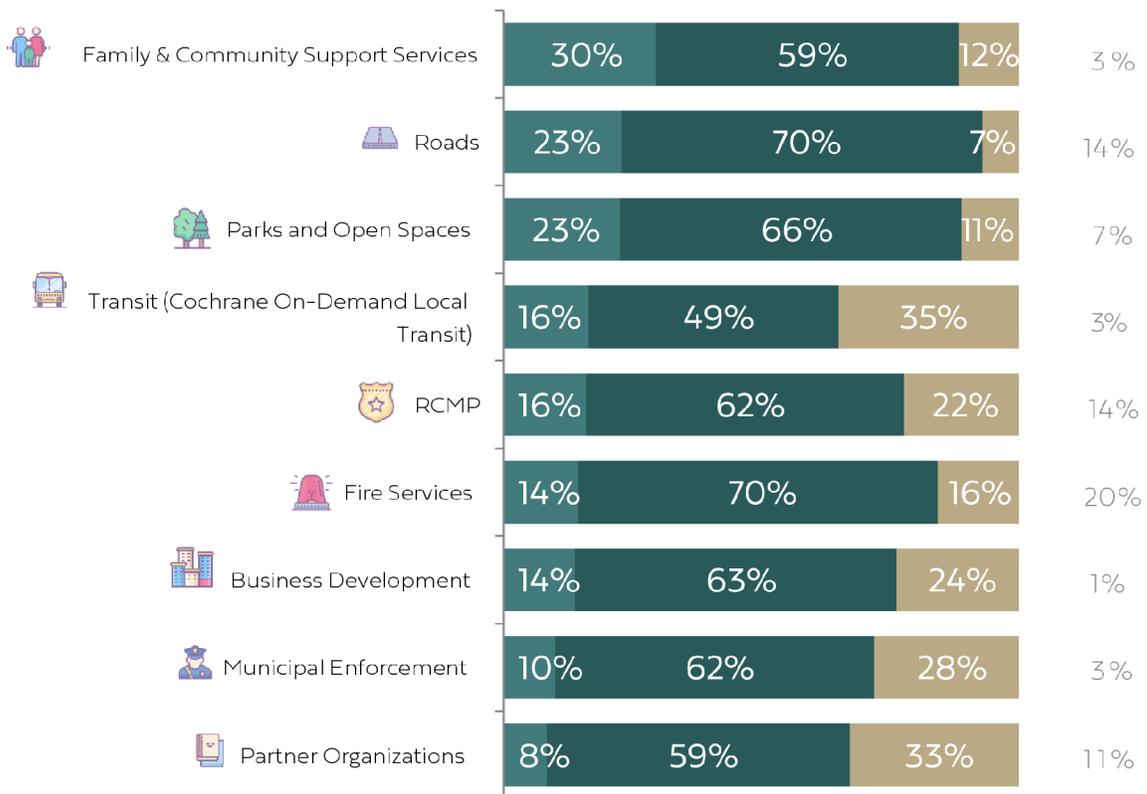
That said, the following services had the highest percentage of respondents requesting an increase in spending:

- **30%:** Family and Community Support Services
- **23%:** Roads
- **23%:** Parks and Open Spaces

Services that had the highest percentage of respondents requesting a decrease in spending include:

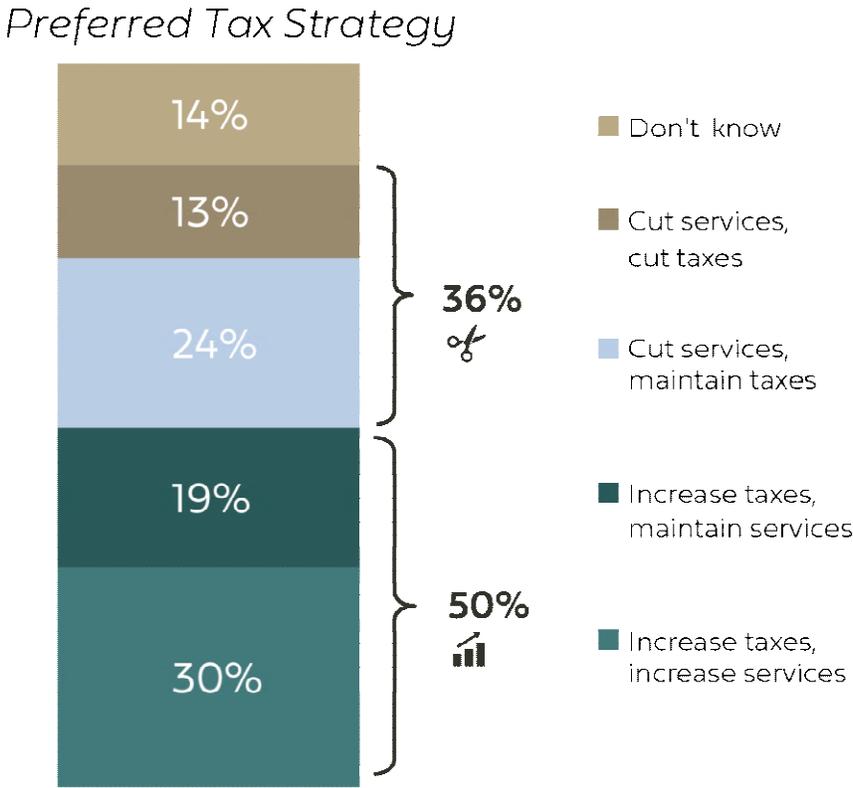
- **35%:** Transit (Cochrane On-Demand Local Transit)
- **33%:** Partner Organizations; and
- **28%:** Municipal Enforcement.

Comparison of Preferred Budget Adjustments for all Services Proposed % of budget



Overall property tax preference

Respondents were shown four different tax strategies and asked for their preference. In total, 36% of respondents prefer cutting services to maintain or reduce taxes while 50% prefer an increase to taxes to maintain or increase services. A further 14% did not provide an opinion.



How we incorporated community priorities into this budget

Results found that 50% of the respondents expressed a strong level of support for the idea of increasing taxes in order to either maintain or enhance our current service levels. This valuable input from our community members has played a pivotal role in shaping the direction of our proposed budget.

Our administration has meticulously crafted a budget that closely aligns with this feedback and the expressed desires of our residents. It includes a strategic allocation of resources to key areas that were clearly identified as top priorities for increased spending by our community. Notably, Roads and Parks & Open Spaces have emerged as two of the primary focus areas in this regard.

By directing resources toward these priority areas, we aim to not only meet the expectations and wishes of our residents but also to enhance the quality of life in our community. This budget reflects our commitment to actively listen to our residents and act upon their feedback to create a budget that best serves our growing and dynamic community. Your input matters, and it's our responsibility to ensure that your priorities are at the forefront of our financial planning.

Budget principles

**Understanding and
delivering on service
expectations**

**Fiscal
responsibility**

**Improved public
interface**

**Preparing for our
intentional future**

Council's strategic plan

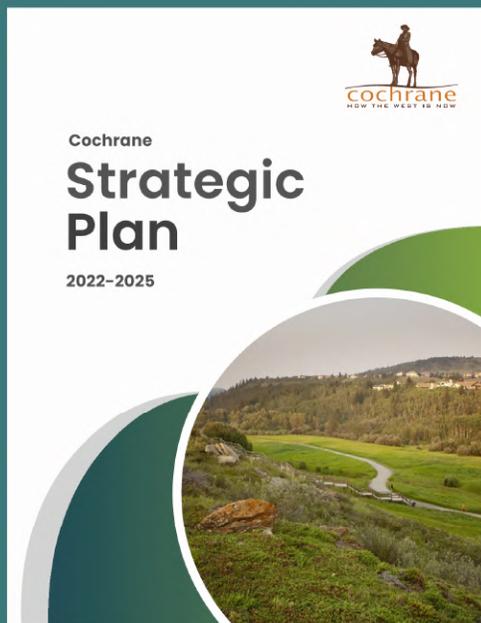
The 2024-2026 budget is a testament to Cochrane's commitment to the following key strategic priorities:

Organizational Resiliency: Strengthening the Town's capacity to respond effectively to evolving challenges and opportunities.

Financial & Environmental Stewardship: Ensuring prudent management of resources while promoting sustainability and environmental conservation.

Built Environment: Enhancing the infrastructure, facilities, and amenities that make Cochrane a great place to live.

Intentional Relationships: Nurturing partnerships and collaborations that enhance the quality of life and prosperity of our community.



The 2022-2025 Cochrane Strategic Plan provides clarity on organizational priorities, informs decisions, and sets the overall direction for the community.

The Plan was adopted by Council in July 2022.

Draft budget highlights

Administration’s key priorities revolve around sustaining vital services and ensuring staff support. Grant allocations and reserve contributions will be maintained at 2023 levels, while service levels remain a steadfast commitment.

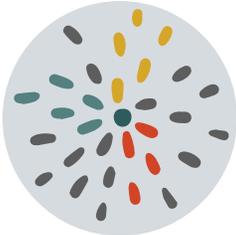
Additionally, staffing resources are allocated for crucial areas such as financial services, intergovernmental relations, parks and open spaces, capital infrastructure, roads, and community growth.

This underscores our dedication to providing essential services and supporting staff as we address financial considerations and inflationary pressures.

The following themes are found throughout the draft budget.



Strategic leadership & decision-making



Leadership development & organizational culture



Safety, well-being & preparedness



Stakeholder engagement & collaboration



Technology & community connection



Community growth & development

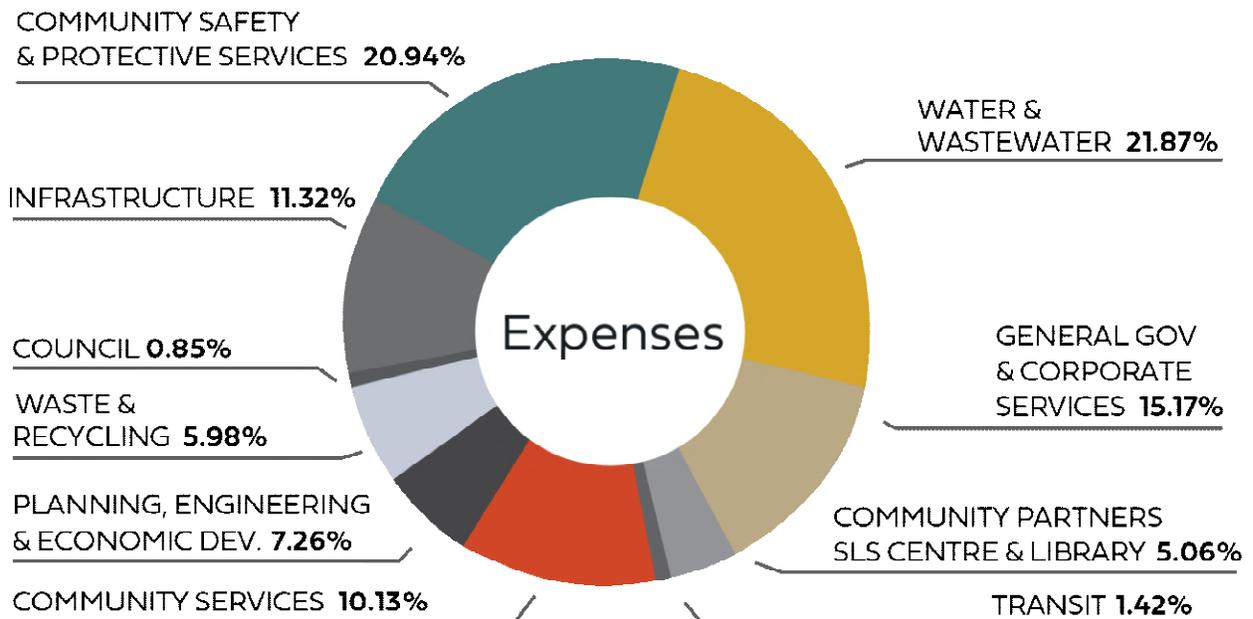
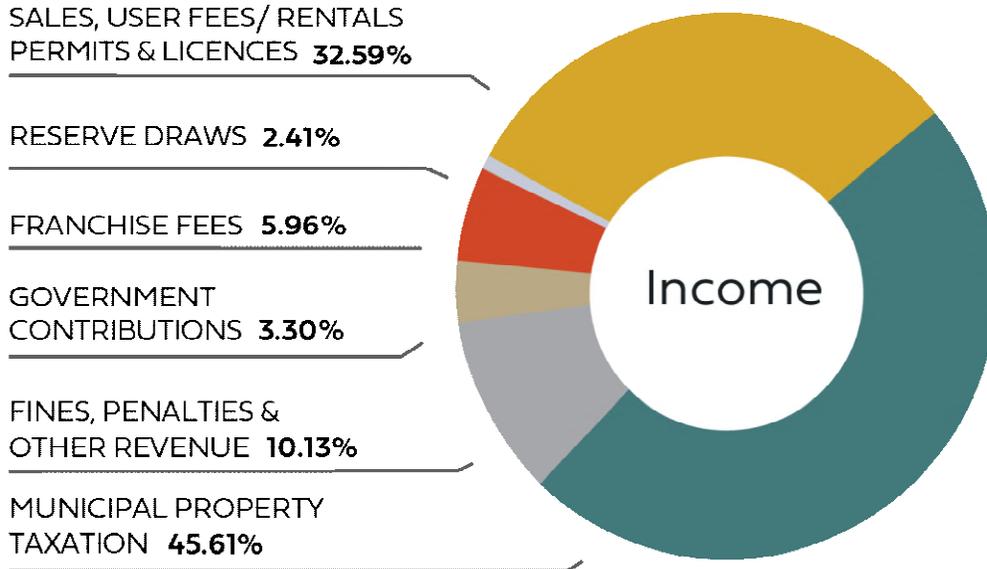


Operational efficiency

Key capital investments

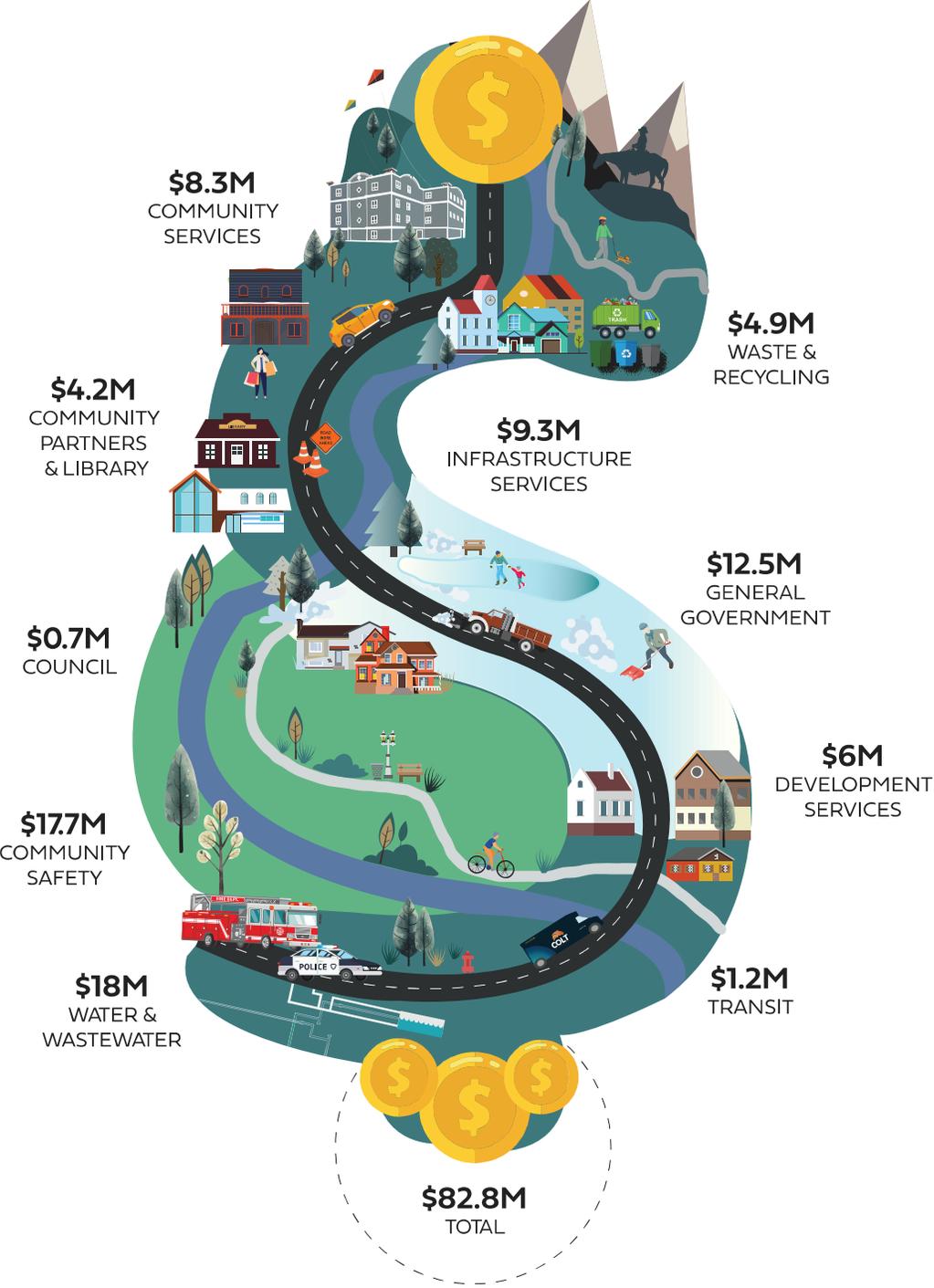


Operating income and expenses



Operating budget:

Total expenditure by department 2024 (\$M)

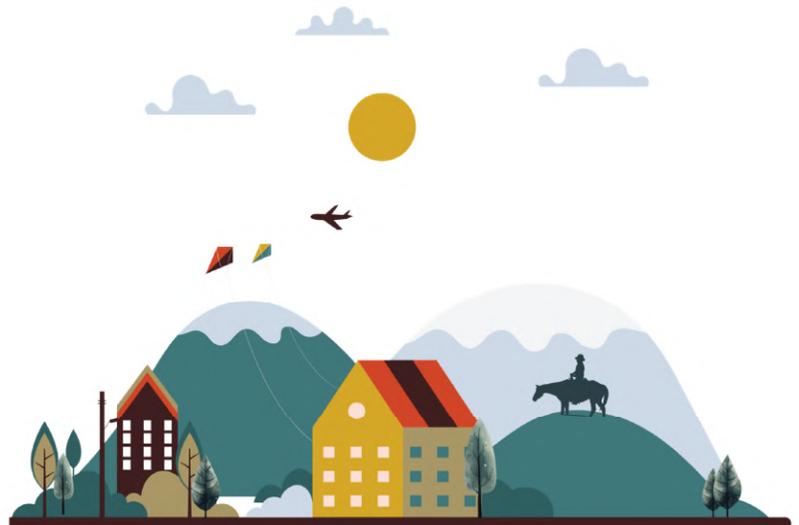


Tax dollar breakdown



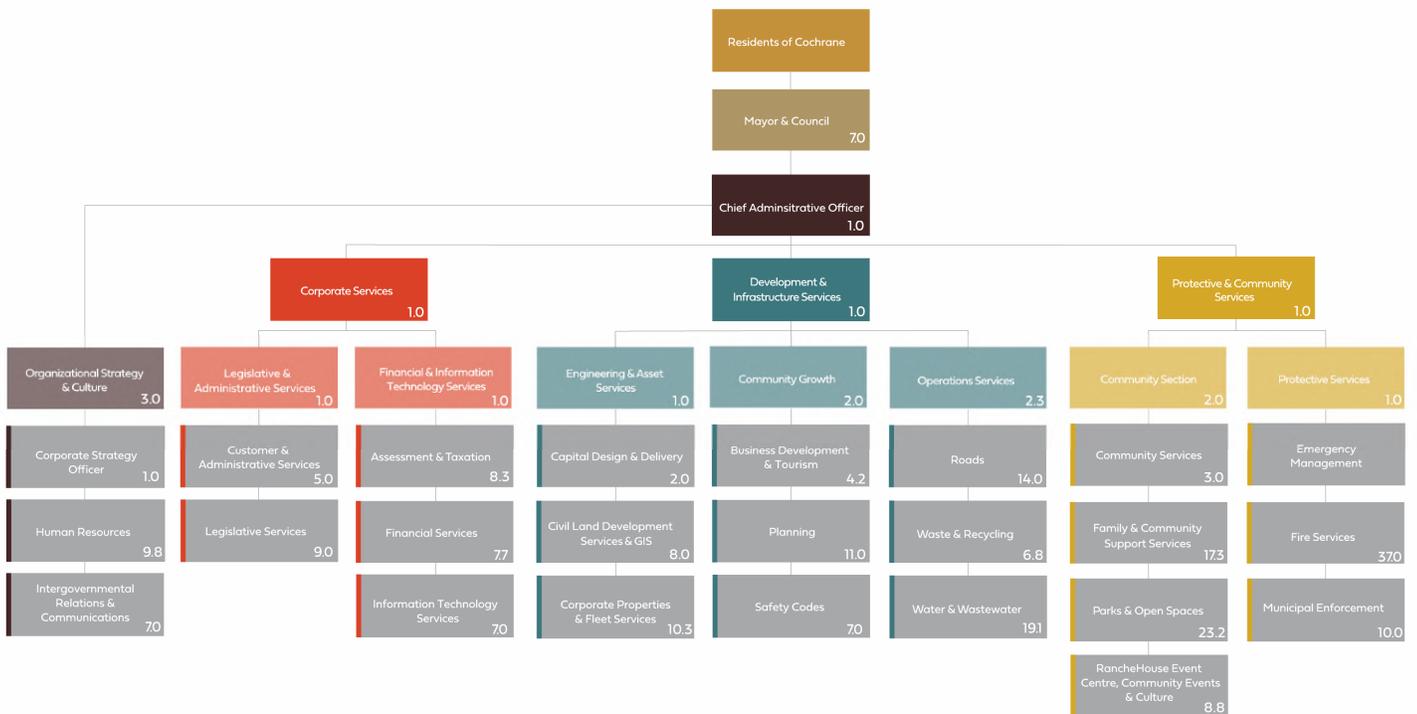
In the context of Cochrane's municipal finances, it's important to recognize that the Town receives just 0.67¢ out of every tax dollar collected.

This allocation directly funds essential local services, underlining the municipality's dedication to providing the community with the services and support it needs to thrive.





Our organization 2024



Full-time equivalents

	2023 Actual FTE	2024 FTE Requests	2024 Approved FTE
Mayor & Council	7.0	-	7.0
Office of the CAO			
Chief Administrative Officer	1.0	-	1.0
Organizational Strategy & Culture	3.0	-	3.0
Corporate Strategy Officer	1.0	-	1.0
Human Resources	9.8	-	9.8
Intergovernmental Relations & Communications	6.0	1.0	7.0
Corporate Services			
Executive Director, Corporate Services	1.0	-	1.0
Financial & Information Technology Services	1.0	-	1.0
Assessment & Taxation	8.3	-	8.3
Financial Services	6.7	1.0	7.7
Information Technology Services	7.0	-	7.0
Legislative & Administrative Services	1.0	-	1.0
Customer & Administrative Services	5.0	-	5.0
Legislative Services	9.0	-	9.0
Protective & Community Services			
Executive Director, Protective & Community Services	1.0	-	1.0
Community Section	2.0	-	2.0
Community Services	3.0	-	3.0
Family & Community Support Services	17.3	-	17.3
Parks & Open Spaces	21.2	2.0	23.2
Ranchohouse Events Centre, Community Events & Culture	8.8	-	8.8
Protective Services	1.0	-	1.0
Fire Services	33.0	4.0	37.0
Municipal Enforcement	10.0	-	10.0
Development & Infrastructure Services			
Executive Director, Development & Infrastructure Services	1.0	-	1.0
Engineering & Asset Services	1.0	-	1.0
Capital Design & Delivery	2.0	-	2.0
Corporate Properties & Fleet Services	10.3	-	10.3
Civil Land Development Services & GIS	7.0	1.0	8.0
Community Growth	2.0	-	2.0
Business Development & Tourism	4.2	-	4.2
Planning	11.0	-	11.0
Safety Codes	6.0	1.0	7.0
Operations Services	2.3	-	2.3
Roads	13.0	1.0	14.0
Waste & Recycling	6.8	-	6.8
Water & Wastewater	19.1	-	19.1
Totals	249.8	11	260.8

Note: Full-time equivalent (FTE) is the common measure of staffing levels. FTE is defined as the ratio of the total number of paid staff hours during a period, divided by the number of working hours in that period that would be worked by a regular full-time employee. For example, if an employee worked 4 days out of 5, the FTE would be 0.8.

Changes in Full-time equivalents (FTE's) Comparison 2023 to 2024

Office of the CAO - 1.0 FTE Total

- 1) Intergovernmental Relations & Communications - 1.0 FTE:
- 1.0 FTE Intergovernmental Officer

Corporate Services - 1.0 FTE Total

- 2) Financial Services - 1.0 FTE:
- 1.0 FTE Manager, Financial Reporting

Protective & Community Services - 6.0 FTE's Total

- 3) Parks & Open Spaces - 2.0 FTE's:

- 2.0 FTE's Parks Operators

- 4) Fire Services - 4.0 FTE's:

- 4.0 FTE's Firefighters

Development & Infrastructure Services - 3.0 FTE's Total

- 5) Civil Land Development Services & GIS - 1.0 FTE:

- 1.0 FTE Field Inspector

- 6) Safety Codes - 1.0 FTE:

- 1.0 FTE Safety Codes Officer

- 7) Roads - 1.0 FTE:

- 1.0 FTE Roads Operator

A guide to the 2024 Budget

The 2024 Budget document has been developed as a resource for the residents, businesses, and stakeholders of the Town of Cochrane. It provides information on operations and capital priorities, as well as describing how Council and administration plan to carry out service and infrastructure needs.

This document provides an overview of the Town’s municipal structure, operations, capital budgets, planned projects and financial policies.



The Town of Cochrane’s budget document provides valuable information to readers and acts as the following:

Policy document

Approval of the annual budget is one of the most important policy decisions Council makes. The budget reflects a comprehensive annual review of operations by determining the priorities, needs, service levels and goals of the Town, while also choosing appropriate funding sources for these activities. As with all municipalities, funding sources are limited and decisions around the essential needs and services of the Town are made and reflected in the budget.

Financial plan

The budget establishes a guideline which the Town uses to measure and control departmental expenditures as well as track revenue and funding sources.

Operating guide

The budget identifies staff work plans and project goals for the year. Each division has a budget which they present to Council and are responsible for, once the budget has been approved.

Communication tool

The Town of Cochrane strives to be fiscally responsible and transparent to our citizens and businesses. The budget document is one way the Town can communicate Council’s financial decisions and the overall direction the Town is headed. It provides a summary of each division’s activities and expected level of service along with details on future projects.

Background – what is the budget?

Alberta’s Municipal Government Act (MGA) requires that all municipalities adopt an annual operating and capital budget. The budget is a plan of the revenues and expenditures that will take place during the year. Budgets with a deficit are not permitted under the MGA. The Town of Cochrane uses the balanced budgeting method, where revenues and expenditures are equal (no surplus, no deficit).



Operating budget

Expenses in the operating budget include programs and services provided to the citizens and stakeholders of the Town of Cochrane, such as snow removal, grading roads, bylaw enforcement and funding to community services such as Family and Community Support Services (FCSS) and the Spray Lake Sawmills Family Sports Centre. Revenues are earned from property taxes, sales of goods and services, fines and penalties, and other sources.

Capital budget

Expenses in the capital budget include purchases or construction of fixed assets, such as equipment, vehicles, water and sewer facilities, bridges and road projects. Revenues for capital projects come from grants, transfers from reserves, Off-site Levies, and proceeds from sales of equipment help to offset capital costs. General tax revenues are not used for capital projects.

Budget development

The annual budget process is comprehensive and involves collaboration from Council and staff in all levels of the organization. Town of Cochrane strives to be a fiscally responsible organization that provides excellent municipal services to its citizens and businesses. To do this, several steps are taken to create a sound and effective budget.

Considering the strategic plan

Every four years, Council reviews and determines the Town’s Strategic Plan for the upcoming years, which identifies priorities and goals for the future along with strategies on how to achieve them. The Strategic Plan guides Council’s decisions and staff activities on a day-to-day basis. Executive Leadership is responsible for directing their department activities based on the Strategic Plan. Once the Strategic Plan has been established and direction has been received from Executive Leadership, directors and managers begin creating business work plans that help guide the operations of their department. When creating and deliberating the budget, both Council and Executive Leadership consider the Strategic Plan and ensure that budget decisions align with its objectives.



Public engagement

The Town of Cochrane is committed to providing information and listening to our citizens and businesses regarding the budget. The Town has developed and provided the public with a Budget Survey which gives citizens the opportunity to share their thoughts on which areas of operations funding should be spent, feedback on levels of service, and tax rate changes. It is Administration’s goal to continue providing information to the public to assist them with gaining a greater understanding of municipal budgeting.

Budget process

Stage 1: Preparation & budget direction

Executive Leadership, Senior Management and department manager begin the budget process by analyzing the previous year's budget to see where funds were utilized (or under-utilized), what projects were completed, etc. Then, a review of the Town's current needs is done, along with a review of the Strategic Plan to determine future direction. Each department is also required to project their anticipated revenues and expenses for the upcoming year.

Administration prepares a three-year operating and five-year capital plan. The first year of the three-year budget is approved by Council, while the second and third years are adopted in principle. Multi-year budgeting enhances and improves the budget process by reinforcing a commitment to long-term fiscal health. It also provides stakeholders with longer-term information on the Town's programs, projects, and revenue requirements (i.e., taxes and rates).

Stage 2: Development

Each department creates a budget that aligns with the priorities in the Strategic Plan and is reviewed with the department Director and the Director of Financial and Information Technology Services. Budget revisions are made as required during this stage.

Stage 3: Review process

Department budgets are presented to Executive Leadership for review and adjustments are made as required. Following approval by Executive Leadership, each department's budget is presented to Council for deliberation. These Council deliberations are open to the public and revisions to the budget are made as required

Stage 4: Approval

Once Council has reviewed the budget and requested revisions have been made, it is approved, and staff may begin projects and operations as directed. The budget document is published and available for the public to view online or at the Town's administration office.

Amending the Budget after approval

The adopted budget may be amended at any time during the fiscal year or within sixty (60) days following the end of the fiscal year. Details of the budget amendment must be outlined and include an explanation of the changes.

If the amendment increases the total amount of expenditure, it must be adopted in the same manner as the original budget and a funding source for the expenditure increase must be identified. The tentative amended budget must be posted to the Town's website at least two (2) days before it is approved by Council. The final adopted budget must also be posted to the Town's website.



2024 Budget presentation schedule

November	
7	Draft Budget distributed to Council
14	Council review and debate of 2024 - 2026 Budgets - Introduction & Operating budgets
15	Council review and debate of 2024 - 2026 Budgets - Operating (continued) & Capital budgets
21	Council review and debate of 2024 - 2026 Budgets - Discussion and debate
23	Council review and debate of 2024 - 2026 Budgets - If needed
December	
4	Committee of the Whole - Final review and discussion of the 2024 -2026 Budget by Council
11	Regular Council Meeting - Adoption of 2024 - 2026 budgets by Council
January	
Q1 2024	Final budget document published

As part of the budget process, the Executive Leadership Team (ELT) presents the Capital and Operating Budgets for their departments to Council. During budget presentations Council is updated of any budget adjustments, new initiatives, efficiencies, and funding requirements. Council then deliberates and provides feedback and direction to ELT with regards to any changes, deletions, or further additions requested to be included within the budget. Council will also indicate the tax rate increase (if any), to the budget they deem is required.

Summary of financial principles, practices and policies

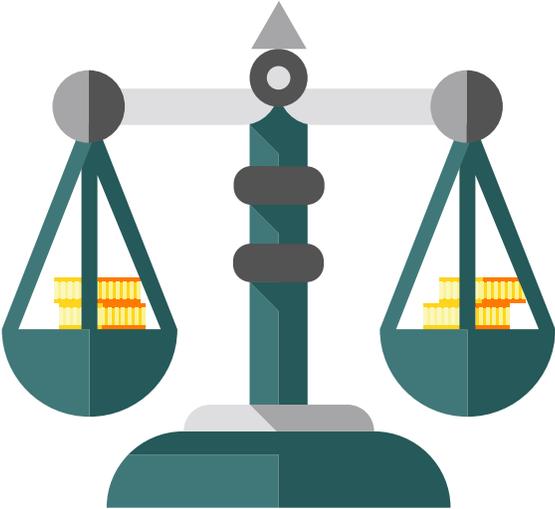
A balanced budget

The Province’s Municipal Government Act (MGA) is very specific about what must be included in operating and capital budgets for municipalities. The MGA stipulates that each Council must adopt an operating budget and a capital budget for each calendar year. In the adopted budget, the revenues must equal the expenses. The approved budget must be a balanced budget. A balanced budget is defined as: revenues are equal to expenses. All planned expenses have an identified funding source and all revenue have an identified purpose. This is shown by no change in the Unrestricted Surplus.

The balanced budget can include transfers to and from restricted surplus (reserves) as approved in the budget process. Also, per the MGA, if a municipality has had an actual net deficit over the previous three years, then the current year’s budget must include an expense which will recover the deficit over the next three budget years.

Financial management and control

The Town of Cochrane maintains systems of internal accounting and administrative controls that are designed to provide reasonable assurance that the financial information is relevant, reliable, and accurate and that the assets of the Town are properly accounted for and adequately safeguarded. Additionally, Council has adopted several long-term financial policies to support good governance, transparency, and fiscal responsibility.



Financial policies

Investment policy

This policy provides a framework for efficient and secure management of investment assets. Investments are limited to those permitted by the Municipal Government Act of Alberta. Returns on investments flow into General Revenue as part of the operating budget. As safety of investments is paramount, the Town only invests in institutions with a credit rating of R-1 or equivalent. This policy will be reviewed on a regular basis to ensure it remains consistent with the overall objectives of the Town, continues to be prudent, and provides conservative investment practices.

Reserve policy

This policy describes the purpose and types of reserve funds. It also establishes the roles and responsibilities for reserve fund management by clarifying that the Chief Administrative Officer brings transfers to and from reserve funds to Council for approval through the Town’s budget process.

Procurement policy

This policy details the principles, procedures, roles, and responsibilities for the Town’s procurement program. It is intended to set out best practices with Procurement practices as legislated under the Canadian Free Trade Agreement (CFTA), the Trade, Investment, and Labour Mobility Agreement (TILMA) and the New West Partnership Trade Agreement (NWPTA). In addition, the guiding principles are based on Canadian competitive Bid practices.

Tangible capital asset accounting policy

This policy provides sound management of capital assets by providing guidelines and procedures for recording, tracking, and accounting for tangible capital assets in accordance with the Public Sector Accounting Standard Section 3150.

Audit

Section 280 of the MGA states that “each council must appoint one or more auditors for the municipality”; and it requires the auditor to report to Council on the annual financial statements. These financial statements are the responsibility of administration, while the auditor’s responsibility is to express an opinion on the annual financial statements based on their audit.

Fiscal period

The Town’s fiscal period is from January 1 to December 31.

Basis of accounting

Financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting recognizes revenue as it is earned and measurable. Expenses are recognized as they are incurred and measured based upon receipt of goods and services and/or the legal obligation to pay. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Fund accounting

The Town of Cochrane does not use Fund Accounting. However, we do budget for transfers to and from Reserves. These types of transfers are reported in the year-to-year change in Accumulated Surplus.

Revenues

Revenues are budgeted based on trends and responsible conservative practices. Prior years' revenues are analyzed for trends, and other considerations include changes in the local economy and any capacity issues with our internal organization. Operating surpluses and one-time revenues will not be used to fund ongoing expenditures, as this can result in annual expenditure obligations which may be unfunded in future years. Unpredictable revenue sources will also not be relied upon to directly fund expenditures until the revenue has been received. Revenue not directly related to any specific program is reflected in the General Municipal Revenue fund. Revenue is accounted for in the period in which the transactions or events occurred that resulted in the revenue.

Expenses

Expenses are recognized in the period that goods and services are acquired, and a liability is incurred or transfers are due. As prescribed by legislation, expenditures may only be incurred if it is:

- included in an approved operating or capital budget;
- authorized by Council through resolution;
- required for an emergency (only to cover unforeseen, catastrophic costs not covered under the operating budget);
- or legally required to pay.

Interim financial reporting

Administration reports to Council on a quarterly basis with a variety of financial information. This includes variance reporting for operating revenue and expenditures and capital projects.

Annual financial statements

Annual financial statements are prepared by May 1st, for the immediately preceding year, in accordance with Canadian generally accepted accounting principles for municipal governments, which are the standards approved by the Public Sector Accounting Board included in the CPA Canada Public Sector Accounting Handbook.



Operating Budget

2024-2026

cochrane
HOW THE WEST IS NOW



Operating summary

Each year, Administration prepares a three-year operating budget and a 5-year capital budget driven by priorities set in the Council’s Strategic Plan, Corporate Business Plan, Department Service Profiles and the annual Budget Survey. Administration presents the proposed budget to City Council over the course of the budget deliberation meetings. Council has the opportunity to provide feedback and direction and the approved budget is the final result of this collaboration.

The process of developing the budget has been a continuous, collaborative effort between Council and Administration. At Council’s request in prior years, Administration has continued to refine the budget process, including initiation of the process earlier, consultation with Council more frequently throughout the year and detailed reviews of expenses with departments to reduce the budget.

2024 – 2026 Operational Summary

Town of Cochrane strives to be a fiscally responsible organization that provides excellent municipal services to its citizens and businesses. It is important to note that only the 2024 budget is approved by Council. The 2025 and 2026 budgets are approved in principle and are subject to change.

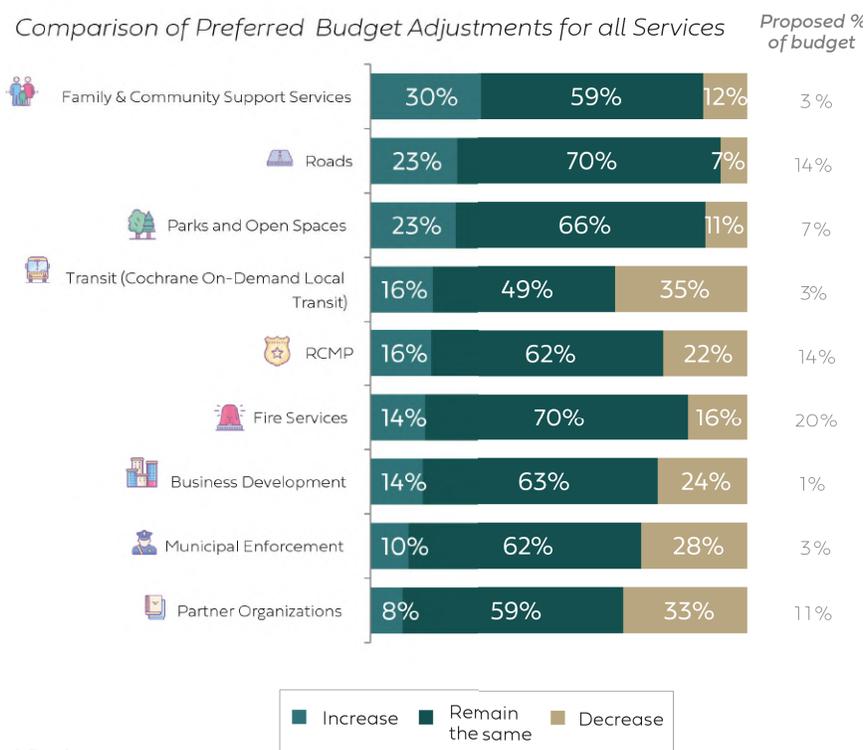
Public Engagement

The 2024 budget survey results indicate that the top priorities identified by citizens are long-term sustainability (29%); planning for future growth (23%); and to find ways to lower future property taxes (14%). Overall, results show most of the respondents want spending for most services to remain the same. However, the following services had the highest percentage of respondents requesting an increase in spending:

- Family and community support services (30%)
- Roads (23%)
- Parks and open spaces (23%)

Services that had the highest percentage of respondents requesting a decrease in spending were:

- Transit (35%)
- Partner organizations (33%)
- Municipal enforcement (28%)





Strategic Plan

Every four years, Council reviews and determines the Town's Strategic Plan for the upcoming years, which identifies priorities and goals for the future along with strategies on how to achieve them. The Strategic Plan guides Council's decisions and staff activities on a day-to-day basis. The Draft 2024 – 2026 Budget is a testament to Cochrane's commitment to the following key strategic priorities:

Organizational Resiliency – strengthening the Town's capacity to respond effectively to evolving challenges and opportunities.

Financial & Environmental Stewardship – ensuring prudent management of resources while promoting sustainability and environmental conservation.

Built Environment – enhancing the infrastructure, facilities and amenities that make Cochrane a great place to live.

Intentional Relationships – nurturing partnerships and collaborations that enhance the quality of life and prosperity of our community

Budget considerations

- Administration will draft the 2024 Operating Budget with the same level of service as 2023
- The Town will utilize an inflationary rate of 3.0% for the 2024
- Assessment growth of 3.87%
- Provincial grants maintained at the 2023 level

Guiding principles

Understanding and delivering on service level expectations

Fiscal responsibility

Improved public interface

Preparing for our intentional future

Staffing

The Draft 2024 Budget includes a 2.5% COLA increase for non-unionized staff and includes eleven (11) additional positions in the following functional areas:

- Intergovernmental Relations & Communications (1)
- Financial Services (1)
- Parks & Open Spaces (2)
- Fire Services (4)
- Civil Land Development Services & GIS (1)
- Safety Codes (1)
- Roads (1)

With the addition of eleven (11) positions, full time equivalents (FTE) will increase from 249.8 in 2023 to 260.8 in 2024.

Service fees

While most Town service fees will remain the same, the following areas will see new or increased fees in 2024:

- Finance and Information Services Section including Financial Services and Tax.
- Operation Services Section including storm sewer, water and wastewater
- Planning & Development Services Section including Business Development, Planning and Safety Codes.
- Engineering & Asset Management Section including Civil Land and GIS.
- Community Services Section including Parks & Open Spaces and the RancheHouse Events Centre, Community Events & Culture department.



Operations summary

2024 Operating Budget

The operating budget reflects the cost of maintaining services, which have increased due to inflation and growth, and the need for strategic investment to deliver on the goals set in the 2022-2025 Strategic Plan. Calgary's consumer price index (CPI) has increased by 26.2% since 2011. The effect of rising inflation has increased costs to provide services, as well as to build and maintain capital infrastructure has placed significant financial pressure on the organization. To help offset inflationary impacts, a draw from the Tax Stabilization reserve (\$351K) is being utilized in 2024, with a plan to replenishing contributions beginning in 2025.

The consolidated summary by division is provided in the table below:

			2023 Budget	2024 Budget	Variance
Total Revenue by Division					
Council			\$0	\$0	\$0
Office of the CAO			0	0	0
Development and Infrastructure			23,714,509	27,984,157	4,269,648
Protective and Community Services			6,258,118	6,018,414	(239,704)
Corporate Services			45,211,545	48,833,882	3,622,337
		TOTAL	75,184,172	82,836,453	7,652,281
Total Expenditure by Division					
Council			698,232	700,198	1,966
Office of the CAO			3,366,806	3,752,898	386,092
Development and Infrastructure			33,253,964	38,281,765	5,027,801
Protective and Community Services			30,347,292	31,353,019	1,005,727
Corporate Services			7,517,878	8,748,573	1,230,695
		TOTAL	75,184,172	82,836,453	7,652,281
Surplus(Deficit) by Division:					
Council			(698,232)	(700,198)	(1,966)
Office of the CAO			(3,366,806)	(3,752,898)	(386,092)
Development and Infrastructure			(9,539,455)	(10,297,608)	(758,153)
Protective and Community Services			(24,089,174)	(25,334,605)	(1,245,431)
Corporate Services			37,693,667	40,085,309	2,391,642
	NET SURPLUS/ (DEFICIT)		\$0	\$0	\$0

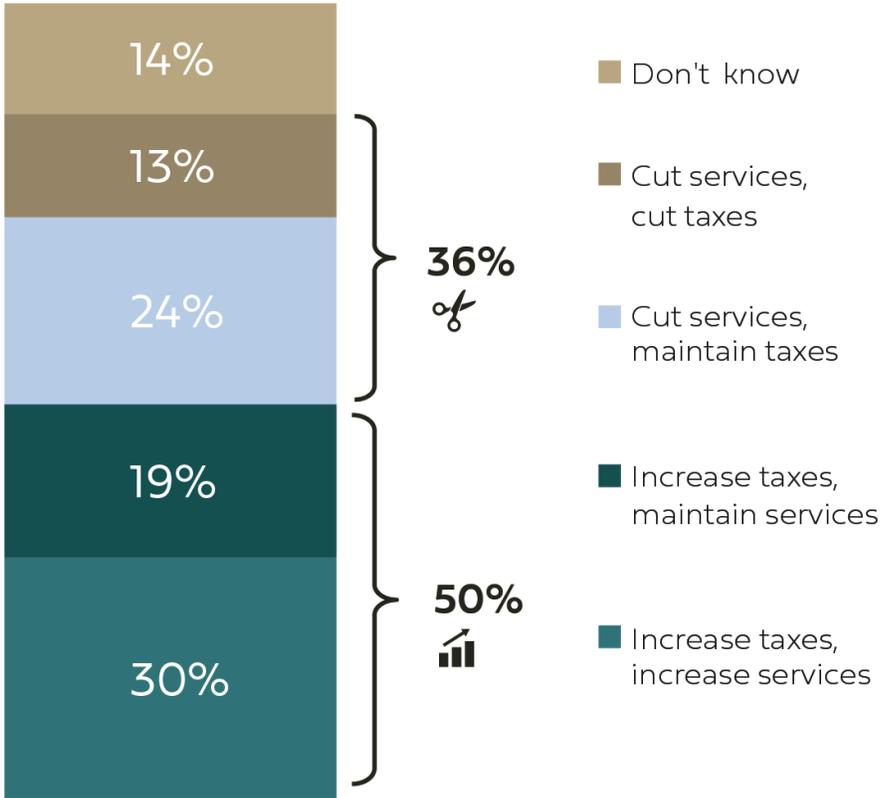
The consolidated expenses by division are broken down further by object in the table below:

	2024 Budget	% of Budget
Transfers from local boards	\$10,000	0.01%
Interest on long-term debt	2,147,309	2.59%
Principal payments	2,516,012	3.04%
Grants to organizations	4,710,305	5.69%
Purchases from other governments	9,607,201	11.60%
Other expenditures	10,105,894	12.20%
Contracted and general services	10,975,581	13.25%
Materials, goods & supplies	12,108,764	14.62%
Salaries, wages & benefits	30,655,387	37.01%
	\$82,836,453	

Summary

From the 2024 budget survey, respondents were shown four different tax strategies and asked for their preferences. In total, 36% of the respondents prefer cutting services to maintain or reduce taxes, while 50% preferred an increase in taxes to maintain or increase services. A further 14% did not have an opinion.

Preferred Tax Strategy



The Draft 2024 Budget delivers on Council's Strategic Plan and input from our residents, to invest in the infrastructure required for our growing community, maintain current service delivery, consider long-term financial viability and intergenerational equity, and improve organizational resiliency. The Draft 2024 Budget includes a tax revenue requirement increase of 3.63%. The impact in 2024 on the average residential property, including utilities is as follows:

"Average residential annual costs: (assessed at \$561,200)"	2023	2024	\$ Annual Increase	\$ Monthly Increase
Total municipal taxes	2,579.00	2,677.00	98.00	8.17
"Average water bill per year* (base rate \$13.90 + \$1.30 per cubic metre)"	335.88	377.40	41.52	3.46
"Average sewer bill per year* (base rate \$19.78 + \$2.46 / cubic metre)"	561.06	635.88	74.82	6.24
"Storm sewer fee (\$6.63/ month)"	71.40	79.56	8.16	0.68
"Waste & recycling collection fee (\$26.65 / month)"	320.00	320.00	-	-
"Eco Centre fee (\$5/month)"	60.00	60.00	-	-
Total	3,927.34	4,149.84	222.50	18.55
* assumes 13.5 cubic metres/month				

Operating Budget Summary

The following is a summary, by division, of the non-tax revenues and expenditures included in the budget for 2024 – 2026, compared to the 2023 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 2023	Budget 2024	Budget Variance 2024 – 2023	Forecast 2025	Forecast 2026
Revenue					
Corporate Services Division	10,041,175	11,174,142	1,132,967	9,678,209	9,675,144
Protective & Community Services Division	6,258,118	6,018,414	(239,704)	5,841,829	5,924,173
Development & Infrastructure Services Division	23,714,509	27,984,157	4,269,648	29,451,877	31,109,151
	40,013,802	45,176,713	5,162,911	44,971,915	46,708,468
Expenses					
Council	698,232	700,198	1,966	718,931	740,104
Office of the CAO Division	3,366,806	3,752,898	386,092	3,905,207	3,918,996
Corporate Services Division	7,517,878	8,748,573	1,230,695	8,886,283	9,146,940
Protective & Community Services Division	30,347,292	31,353,019	1,005,727	32,655,593	33,169,284
Development & Infrastructure Services Division	33,253,964	38,281,765	5,027,801	40,182,733	41,982,266
	75,184,172	82,836,453	7,652,281	86,348,747	88,957,590
Revenue Requirements	35,170,370	37,659,740	2,489,370	41,376,832	42,249,122

Budget variance highlights

Total expenses are budgeted to increase by \$7,652,281 (10%). Budget variance highlights will be provided by each of the following divisions and respective sections.

Council

Council

Council is the elected governing body of the Cochrane municipality. Council establishes corporate policies, sets strategic direction, and adopts bylaws for the overall governance of Cochrane.

Strategic Objectives

- Set priorities to achieve the work identified in the 2022-2025 Strategic Plan and to support administration in delivering these strategic priorities.
- To support our commitment to the foundations and community aspirations: Financial & Environmental Stewardship, Intentional Relationships, Built Environment, Organizational Resiliency, Identity, Open Spaces & Natural Areas, Livability, Connectivity and Vibrant Economy.

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	430,496	437,997	7,501	449,588	461,137
Materials, goods and supplies	267,736	262,201	(5,535)	269,343	278,967
	698,232	700,198	1,966	718,931	740,104
Net Surplus (Deficit)	(698,232)	(700,198)	(1,966)	(718,931)	(740,104)

Budget variance highlights

The 2024 to 2026 budget includes a 2.5% Cost of Living Adjustments (COLA) in alignment with the COLA applied to non-unionized staff as prescribed within the Elected Officials Remuneration and Expense Reimbursement Policy 1108-01.

A reduction in Special meeting costs has been applied and is partially offset by the inclusion of funding for the anticipated Calgary Metropolitan Regional Board Requisition as of 2024.

Office of the CAO Division

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Office of the CAO	355,090	385,233	30,143	397,577	402,645
Organizational Strategy & Culture Section	3,011,716	3,367,665	355,949	3,507,630	3,516,351
	3,366,806	3,752,898	386,092	3,905,207	3,918,996
Net Surplus (Deficit)	(3,366,806)	(3,752,898)	(386,092)	(3,905,207)	(3,918,996)

Office of the CAO Division

Office of the CAO

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

Strategic Objectives

- Guide the Executive Leadership Team in aligning actions with Council's 2022-2025 Strategic Plan, ensuring that our governance remains transparent, accountable, and efficient, so the community experiences the intended positive outcomes and progress. (IR, FES, OR)
- Emphasize and model sound principles and shared understanding, so our team fosters positive, trusting relationships, enabling staff to realize personal growth and embody Cochrane's core values. (IR, OR)
- Actively engage and nurture our partnerships with entities like the Province of Alberta, Rocky View County, and the Stoney Nakoda Nation, ensuring mutual respect and collaboration, so regional service delivery is optimized and the interests of all parties, including Cochrane's, are effectively championed. (IR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	287,310	301,553	14,243	308,497	315,465
Contracted and general services	25,000	28,000	3,000	30,000	30,000
Materials, goods and supplies	42,780	55,680	12,900	59,080	57,180
	355,090	385,233	30,143	397,577	402,645
Net Surplus (Deficit)	(355,090)	(385,233)	(30,143)	(397,577)	(402,645)

Budget variance highlights

No significant variances other than standard increase to salary and benefits and increase in expenditures related to public relations and strategic planning.

Organizational Strategy & Culture Section

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Organizational Strategy & Culture	699,909	725,185	25,276	784,655	782,549
Communications	742,526	930,225	187,699	992,041	966,175
Human Resources	1,430,140	1,564,939	134,799	1,580,674	1,615,453
Intergovernmental Relations	139,141	147,316	8,175	150,260	152,174
	3,011,716	3,367,665	355,949	3,507,630	3,516,351
Net Surplus (Deficit)	(3,011,716)	(3,367,665)	(355,949)	(3,507,630)	(3,516,351)



Organizational Strategy & Culture Section

Organizational Strategy & Culture

This section incorporates the Human Resources, Corporate Communications and Intergovernmental portfolio, and the corporate strategy department. The Director leads and supports strategy, process and policy to help guide the abovementioned departments. The section ensures organizational resilience and is the cultural champion for the organization to inspire a shared vision and belonging for all staff; identifying opportunities to influence and align leadership and the services Cochrane provides residents and visitors.

Strategic Objectives

- Develop and offer expert, well-informed strategic advice and insights based on comprehensive analysis and understanding of the relevant fields and trends, so that decision-makers and leaders are enabled to make thoughtful, confident choices that drive the organization toward accomplishing their vision and strategic objectives effectively. (FES, IR, OR)
- Create and implement structured Leadership Development Frameworks designed to nurture essential leadership skills and competencies, so that emerging and existing leaders are empowered to lead effectively, fostering a culture of success and innovation within their teams. (OR, IR)
- Facilitate meaningful engagement processes, so that stakeholders are informed and actively involved, ensuring their input is valued and incorporated into decision-making and planning processes. (IR, I, OR)
- Conduct in-depth research and meticulous analysis on pertinent topics and trends, so that informed, data-driven decisions are made, enhancing the effectiveness and strategic direction of initiatives and projects. (FES, OR)
- Systematically monitor and evaluate the performance of various initiatives and strategies, so that continuous improvement and effectiveness in operations and projects are realized through informed adjustments and optimizations. (OR, IR)
- Oversee and guide external public engagement and communication strategies, to ensure consistent, clear, and positive messaging fosters trust and support among the public and enhances the organization's reputation and reach. (I, IR, OR)
- Cultivate a positive internal culture and effectively oversee project implementation, so teams are inspired and empowered to collaboratively execute projects, fostering an environment of innovation and continuous learning. (IR, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	578,789	569,515	(9,274)	579,635	589,379
Contracted and general services	-	-	-	34,000	15,000
Materials, goods and supplies	121,120	155,670	34,550	171,020	178,170
	699,909	725,185	25,276	784,655	782,549
Net Surplus (Deficit)	(699,909)	(725,185)	(25,276)	(784,655)	(782,549)



Organizational Strategy & Culture Section

Organizational Strategy & Culture

Budget variance highlights

Leadership training costs have been reallocated from the Human Resources budget to this budget. Salaries and associated benefits as well as addition of training and development for the Corporate Strategy position.

Organizational Strategy & Culture Section

Communications

Through strategic planning, Communications shares Cochrane's organizational story through the website, social media, advertising, publications, media relations and more. The team also leads the municipality's public engagement efforts, including engagement strategy and process, event coordination and marketing.

Strategic Objectives

- Craft and implement a robust public engagement strategy to amplify Council's efforts in fostering community connection, enabling residents to actively participate and feel more connected to the community initiatives and decisions. (IR, I)
- Launch the new Cochrane website in the fourth quarter of 2023, and employ precise analytics to monitor and understand its performance and user engagement, ensuring it serves as an effective tool for community interaction and information dissemination. (IR, OR)
- Develop and launch the Cochrane Resident App, providing a user-friendly platform for residents to access municipal services and information seamlessly, enhancing their experience and engagement with the municipality's offerings. (IR, OR, I, L)
- Aligning our internal corporate communications so that we create a cohesive and informed organizational environment that not only enhances internal civic literacy but also promotes external civic engagement, fostering a more informed and engaged citizenry. (OR, IR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	521,516	673,175	151,659	689,991	711,125
Contracted and general services	65,000	95,000	30,000	135,000	85,000
Materials, goods and supplies	156,010	162,050	6,040	167,050	170,050
	742,526	930,225	187,699	992,041	966,175
Net Surplus (Deficit)	(742,526)	(930,225)	(187,699)	(992,041)	(966,175)

Budget variance highlights

Increases to salary, benefits, staff development, conferences, and mobile communications reflect the addition of a public engagement position in 2023 as well as a renewed focus on ensuring staff are current in communications specific training, development and trends. Specific funds have been allocated to support public engagement, including contracting the 2024 spring budget engagement to an external agency, and contracting a 2025 community satisfaction survey through an external agency. This budget also includes a slight increase to provide a dedicated on-call phone for the Communications team in recognition of the need for awareness and sharing of critical information in a timely manner.

Organizational Strategy & Culture Section

Human Resources

Human Resources fosters growth, connection and belonging within the organization. The department offers total compensation, payroll and benefits, employee and labour relations, health and safety, recruitment, engagement and people growth.

Strategic Objectives

- Refine and implement innovative systems and frameworks for our Human Resources strategies and processes, so our teams can effectively facilitate and experience continual improvements in their work engagements and career development. (IR, OR)
- Implement a rejuvenated compensation philosophy and introduce a novel performance development system so that we pave the way for employees to be rewarded fairly and supported in their professional growth and contributions to the organization. (FES, IR, OR)
- Diligently execute action steps derived from the 2023 employment engagement survey, fostering an environment where employees can actively participate and contribute to the ongoing enhancement of our organizational culture. (IR, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	1,057,300	1,140,219	82,919	1,168,454	1,201,233
Contracted and general services	214,500	208,000	(6,500)	208,000	208,000
Materials, goods and supplies	158,340	216,720	58,380	204,220	206,220
	1,430,140	1,564,939	134,799	1,580,674	1,615,453
Net Surplus (Deficit)	(1,430,140)	(1,564,939)	(134,799)	(1,580,674)	(1,615,453)

Budget variance highlights

Increases to salary, benefits, staff development, conferences, and mobile communications to reflect 2024 costs, as well as a slight increase in hours of the HRIS position. No further significant variances to report on this department.

Organizational Strategy & Culture Section

Intergovernmental Relations

The Intergovernmental Relations function supports Council and Senior Administration in advancing Cochrane's strategic interests. This is achieved through identifying issues and opportunities, establishing collaborative working relationships, and advocating to other orders of government, including regional and civic partners.

Strategic Objectives

- Forge and nurture intentional working relationships with key stakeholders, including Provincial and Federal governments, Indigenous communities, and municipal neighbors, so that collectively we can preserve and enhance the Town of Cochrane for the benefit of all residents. (IR, I, L)
- Adopt a long-term advocacy perspective focusing on community-specific needs like water licensing, highway improvements, social services, and multi-modal transportation, ensuring that Cochrane's immediate and future necessities are both recognized and addressed. (IR, OR, BE, C, I, L)
- By actively staying informed and sharing crucial information on local and regional priorities, we will facilitate awareness and access to essential services, funding, and grant opportunities for Cochrane's residents and stakeholders, supporting a thriving and informed community. (IR, FES, L)

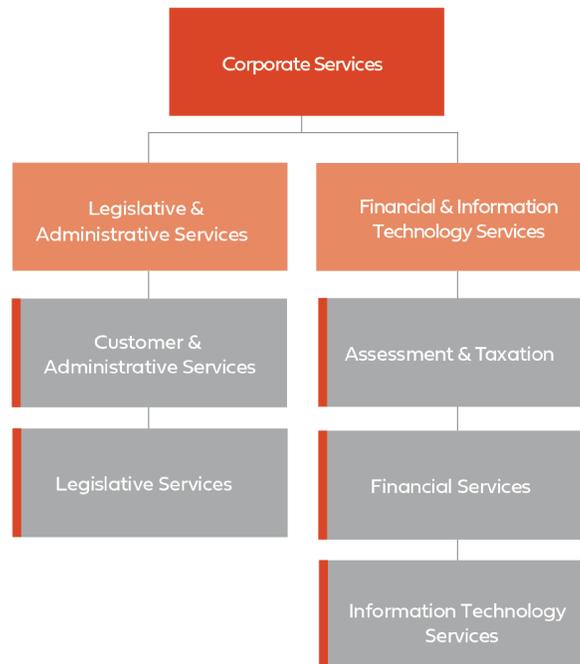
	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	73,251	81,926	8,675	83,870	85,784
Contracted and general services	50,000	50,000	-	50,000	50,000
Materials, goods and supplies	15,890	15,390	(500)	16,390	16,390
	139,141	147,316	8,175	150,260	152,174
Net Surplus (Deficit)	(139,141)	(147,316)	(8,175)	(150,260)	(152,174)

Budget variance highlights

No significant variances other than standard increase to salary and benefits.

Corporate Services Division

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Corporate Services	9,486,375	10,545,042	1,058,667	9,007,109	9,072,644
Financial & Information Services Section	553,300	557,600	4,300	584,600	601,000
Legislative & Administrative Services Section	1,500	71,500	70,000	86,500	1,500
	10,041,175	11,174,142	1,132,967	9,678,209	9,675,144
Expenses					
Corporate Services	1,077,050	1,612,976	535,926	1,623,913	1,634,829
Financial & Information Services Section	5,114,097	5,186,886	72,789	5,282,908	5,494,034
Legislative & Administrative Services Section	1,326,731	1,948,711	621,980	1,979,462	2,018,077
	7,517,878	8,748,573	1,230,695	8,886,283	9,146,940
Net Surplus (Deficit)	2,523,297	2,425,569	(97,728)	791,926	528,204



Corporate Services Division

Corporate Services

The Executive Director of Corporate services supports and contributes to the overall corporate culture, mission, vision, and values through demonstrating corporate leadership competencies and strategic decision-making. Corporate Services provides strategic management for Cochrane's financial, property assessment and taxation, legislative and information services departments. This Division builds the structure to inform how Cochrane functions and progresses as a resilient and responsive organization.

Strategic Objectives

- Foster inter-departmental collaboration and alignment so that our teams can achieve unified, superior outcomes for the community. (IR)
- Promote the adoption of global standards and best practices so that our municipality stands as a benchmark in service and governance. (OR, FES)
- Spearhead digital transformation initiatives across all sections so that our community benefits from optimized, innovative service delivery. (OR)
- Implement robust community engagement and feedback mechanisms so that our strategies and actions truly reflect and serve our residents' needs. (IR, L)
- Proactively manage risks across all operations so that our community and organization remain safeguarded against potential threats and challenges. (IR, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	5,237,301	5,449,986	212,685	5,454,986	5,459,986
Grants	225,644	284,311	58,667	284,311	284,311
Other	4,023,430	4,810,745	787,315	3,267,812	3,328,347
	9,486,375	10,545,042	1,058,667	9,007,109	9,072,644
Expenses					
Salaries and benefits	298,866	223,592	(75,274)	228,829	234,045
Contracted and general services	37,500	48,000	10,500	53,000	58,000
Materials, goods and supplies	14,380	15,080	700	15,780	16,480
Other expenditures	726,304	1,326,304	600,000	1,326,304	1,326,304
	1,077,050	1,612,976	535,926	1,623,913	1,634,829
Net Surplus (Deficit)	8,409,325	8,932,066	522,741	7,383,196	7,437,815



Corporate Services Division

Corporate Services

Budget variance highlights

Increase in short-term GIC earnings, and a decrease in the draw from the tax stabilization reserve (\$1,886,000 in 2023, reduced to \$351,000) to transition away from reliance on this reserve draw in offsetting impacts of inflation and continued community and organizational investment.

Reduction in salaries and benefits with the reallocation of staff resource funding in alignment with organizational structure and priorities.

Financial & Information Services Section

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Assessment & Taxation	290,000	345,000	55,000	370,000	395,000
Financial Services	252,900	202,000	(50,900)	204,000	206,000
Information Services	10,400	10,600	200	10,600	-
	553,300	557,600	4,300	584,600	601,000
Expenses					
Financial & Information Services	196,684	228,448	31,764	229,297	230,133
Assessment & Taxation	1,180,533	1,231,495	50,962	1,276,918	1,311,909
Financial Services	1,218,159	1,030,151	(188,008)	1,027,259	1,036,347
Information Services	2,518,721	2,696,792	178,071	2,749,434	2,915,645
	5,114,097	5,186,886	72,789	5,282,908	5,494,034
Net Surplus (Deficit)	(4,560,797)	(4,629,286)	(68,489)	(4,698,308)	(4,893,034)

Financial & Information Services Section

Financial & Information Services

The Director of Financial and Information Services/Chief Financial Officer leads and supports strategy, process, and policy development to help drive Financial, Tax and Assessment, and Information Services. This role helps ensure value for Cochrane residents and fiscal responsibility throughout the organization by building systems with internal and external stakeholders and partners to proactively identify and pursue opportunities; building and maintaining senior relationships within government, industry, and stakeholders, and leading collaborative interdepartmental initiatives.

Strategic Objectives

- Drive a culture of innovation and continuous improvement so that each department is empowered to adopt advanced technologies and streamlined processes, enhancing overall operational efficiency and service delivery. (OR, IR)
- Elevate the municipality’s cybersecurity posture so that critical data and essential services are safeguarded, ensuring resilience against evolving cybersecurity threats and maintaining operational continuity. (BE, IR, OR, FES)
- Amplify efforts to engage and educate the community so that residents are empowered with clear and accessible information, enhancing their confidence and participation in utilizing municipal services and engaging in civic processes. (OR, IR, L)
- Implement strategies focused on talent development and retention so that each department is bolstered by a team of professionals committed to excellence, adaptability, and the successful execution of their objectives. (OR, IR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	184,604	212,468	27,864	213,317	214,053
Materials, goods and supplies	12,080	15,980	3,900	15,980	16,080
	196,684	228,448	31,764	229,297	230,133
Surplus (Deficit)	(196,684)	(228,448)	(31,764)	(229,297)	(230,133)

Budget variance highlights

Increase in salaries and benefits resulting from implementation of compensation review outcomes.

Financial & Information Services Section

Assessment & Taxation

Assessment and taxation connects directly with residential, commercial and industrial property owners to fulfill the resources required to provide Cochrane's municipal services to all residents. Assessment determines the market value of properties. Taxation calculates and collects property tax owing and further distributes a portion of the collection for education property taxes to Alberta Education, and low rental seniors housing to the Rocky View Foundation.

Strategic Objectives

- Launch a proactive online communication strategy, featuring explanatory videos on assessment and tax, to empower residents with knowledge and foster informed civic engagement. (IR)
- Introduce e send capability for Tax and Assessment notices, enabling digital service for residents, with the intent to reduce operational costs and promote eco-friendly practices. (FES, IR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	90,000	115,000	25,000	130,000	145,000
Other	200,000	230,000	30,000	240,000	250,000
	290,000	345,000	55,000	370,000	395,000
Expenses					
Salaries and benefits	948,433	972,965	24,532	997,188	1,025,979
Contracted and general services	10,000	7,000	(3,000)	7,000	7,000
Purchases from other governments	2,500	1,500	(1,000)	1,500	1,500
Materials, goods and supplies	101,600	108,030	6,430	120,230	117,430
Other expenditures	118,000	142,000	24,000	151,000	160,000
	1,180,533	1,231,495	50,962	1,276,918	1,311,909
Net Surplus (Deficit)	(890,533)	(886,495)	4,038	(906,918)	(916,909)

Budget variance highlights

The NET surplus is a combination of Increase in supplementary tax revenue due to growth and increase in tax adjustments pertaining to provincial GIPOT as well as increase in salaries and benefits resulting from implementation of compensation review outcomes.

Financial & Information Services Section

Financial Services

Financial Services champions financial stewardship and policy framework for the organization. In addition to long-range financial planning and budgeting to balance saving for the future and paying for current needs, Financial Services manages accounts payable, accounts receivable, capital project financing and tracking, utilities, animal and business licensing, and financial reporting.

Strategic Objectives

- Engage and educate the Cochrane community on financial services so they can confidently navigate, access, and utilize these resources. (IR, OR)
- Provide internal stakeholders with coaching and innovative collaboration tools so they can streamline onboarding and address managerial inquiries. (FES,IR, OR)
- Implement a comprehensive strategy for financial efficiency, ensuring timely monitoring and refined processes, so that accurate financial forecasting can be achieved. (FES, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	14,400	18,000	3,600	19,000	20,000
Other	238,500	184,000	(54,500)	185,000	186,000
	252,900	202,000	(50,900)	204,000	206,000
Expenses					
Salaries and benefits	914,820	741,610	(173,210)	757,362	773,072
Contracted and general services	33,950	37,650	3,700	13,300	14,000
Materials, goods and supplies	192,389	176,391	(15,998)	182,097	174,775
Other expenditures	77,000	74,500	(2,500)	74,500	74,500
	1,218,159	1,030,151	(188,008)	1,027,259	1,036,347
Net Surplus (Deficit)	(965,259)	(828,151)	137,108	(823,259)	(830,347)

Budget variance highlights

The Customer Service Representatives salaries, wages, and benefits have moved to the Customer and Administration department. Interoffice mailing, postal machine contract and one-off postage requirements moved to Customer and Administration department. Financial Services have contracted cash delivery services to provide secure transportation and logistics solutions for banking requirements. Consultant fees required as a result of Public Sector Accounting Standards changes and the need to contribute to capital reserves to eventually replace the financial software ERP system have increased.

Financial & Information Services Section

Information Services

Information Services manages and maintains corporate technology infrastructure to support efficiency and organizational security. The team monitors technology assets for resilient and reliable connection, including network security, data storage management, technology project management, application support and help desk support.

Strategic Objectives

- Review and update network infrastructure and bolster Information Services to empower departments, enabling them to efficiently serve the community and actualize the Council’s strategic vision. (OR)
- Develop and implement Information Services (IS) staff training and development initiatives, honing skills in both existing and emerging technologies, so our team can consistently offer reliable and cutting-edge service. (IR, OR)
- Formal documentation of our Information Systems, including procedures, backup strategies, and recovery plans, so our organization can swiftly recover and maintain operations during unforeseen events. (OR, BE)
- Refine our cyber security strategies, ensuring all town services and infrastructure remain safeguarded and resilient against potential threats. (OR, BE)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Other	10,400	10,600	200	10,600	-
	10,400	10,600	200	10,600	-
Expenses					
Salaries and benefits	899,456	937,147	37,691	960,186	987,062
Contracted and general services	1,176,280	1,267,960	91,680	1,293,482	1,358,062
Materials, goods and supplies	267,985	316,685	48,700	320,766	370,521
Other expenditures	175,000	175,000	-	175,000	200,000
	2,518,721	2,696,792	178,071	2,749,434	2,915,645
Net Surplus (Deficit)	(2,508,321)	(2,686,192)	(177,871)	(2,738,834)	(2,915,645)

Budget variance highlights

Telecommunication services have been consolidated into the IS budget and have increased due to a combination of price increases and new locations being added to our telephone solution. Machine contracts, which include software licensing, have increased dramatically due to price escalations ranging from 3% - 40%, growth in user base, new software platforms such as Website consolidations and hosting, and Health and Safety Management System (HSMS) replacement.

Legislative & Administrative Services Section

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Legislative Services	1,500	71,500	70,000	86,500	1,500
	1,500	71,500	70,000	86,500	1,500
Expenses					
Legislative & Administrative Services	359,667	360,620	953	364,995	369,323
Administrative Services	152,034	454,654	302,620	464,169	473,781
Legislative Services	815,030	1,133,437	318,407	1,150,298	1,174,973
	1,326,731	1,948,711	621,980	1,979,462	2,018,077
Net Surplus (Deficit)	(1,325,231)	(1,877,211)	(551,980)	(1,892,962)	(2,016,577)

Legislative & Administrative Services Section

Legislative & Administrative Services

The Legislative and Administrative Services section builds systems with internal and external stakeholders and partners to proactively identify and pursue opportunities; builds and maintains senior relationships within government, industry, and stakeholders; and leads collaborative interdepartmental initiatives. The section also leads and supports strategy, process and policy development to help guide Legislative Services and Administrative and Customer Support Services.

Strategic Objectives

- Create a process for managing vendor relationships from initial purchase to offboarding to create safer and better procurement outcomes ensuring compliance and competitiveness in the procurement program. (FES, OR)
- Design and implement a Customer Service training program within the onboarding process to guarantee consistent service delivery, so that all residents can experience uniform and high-quality service across our organization. (IR, OR)
- Design a comprehensive framework and toolkit for the Municipal Bylaw and Policy Review, and conduct specialized training sessions for our team, so that we can proactively identify, update, and enforce relevant bylaws and policies, ensuring the sustained health, safety, and welfare of our community. (OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	178,987	188,340	9,353	192,715	197,043
Materials, goods and supplies	180,680	172,280	(8,400)	172,280	172,280
	359,667	360,620	953	364,995	369,323
Net Surplus (Deficit)	(359,667)	(360,620)	(953)	(364,995)	(369,323)

Budget variance highlights

No significant variances proposed.

Legislative & Administrative Services Section

Administrative Services

The Administrative Services Department mandate is to ensure the provision of administrative support and customer service throughout the organization is continuously improving in the areas of efficiency and service excellence. These services include those provided directly to the community at various facilities, both in person and via telephone and email, and administrative support services provided to a variety of departments.

Strategic Objectives

- Conduct surveys with the customer service representatives to measure understanding of policies and procedures before and after simplification. (IR, OR)
- Conduct job scope review for all administrative staff so that the wide range of administrative roles is simplified to increase understanding and decrease confusion. IR, OR)
- Streamline and simplify the animal licensing process so that pet owners can easily comply and ensure the well-being of their animals. (IR, OR)
- Enhance communication methods regarding animal licenses so pet owners can better understand and navigate the licensing process, ensuring timely registration and compliance. (IR)
- Track the number of reports through the new online platform. Measure customer satisfaction through surveys. The aim will be to increase digital transactions and customer satisfaction over time. (IR, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	145,654	423,824	278,170	433,289	442,851
Contracted and general services	1,500	4,250	2,750	4,250	4,250
Materials, goods and supplies	4,880	26,580	21,700	26,630	26,680
	152,034	454,654	302,620	464,169	473,781
Net Surplus (Deficit)	(152,034)	(454,654)	(302,620)	(464,169)	(473,781)



Legislative & Administrative Services Section

Administrative Services

Budget variance highlights

2024 budget variances reflective of moving the Customer Service Representatives (CSRs) and some of the accountabilities from the Finance or other Departments into this budget. Accordingly, most of the budget is not new items but rather a lift and shift from other Departments. Increase to contract services for third-party support of online issue reporting. Increase in supplies to account for all-department paper needs.

Increases:

Staff Development: The CSRs have never been offered external training in the past, and each CSR has a custom training plan that has been developed.

Contract Services: This includes a third-party contractor who is currently with the CSR until June and online issue reporting. Further detail has been provided.

General Supplies: The CSR supply costs were moved from the Finance Department. An inventory of the supplies was completed, and the budget allows for the replacement of broken equipment in 2024. The general supplies also cover the all-department paper order (\$2,500.00).

Contained in the documents area is an overview of the budget and how it was created.

Legislative & Administrative Services Section

Legislative Services

Legislative Services guides open and transparent government that fosters trust in decision-making processes. The Legislative Services department coordinates Council meeting agendas and minutes, Council Committee recruitment and regulatory reporting. They oversee all Assessment Review Board functions, facilitate the Subdivision Development Appeal Board processes, manage all corporate records, and ensure compliance with the Freedom of Information and Protection of Privacy Act (FOIP) and oversees and provides the administrative and technical support for invitations to tender, request for proposals, quotations, information, evaluations and other procurement processes. They also manage the Town's insurance portfolio, the Municipal Bylaw registry and conduct elections and census.

Strategic Objectives

- Develop a pre-qualification program for long-term supplier partnerships so that we can streamline our vendor list, enhance departmental efficiencies, and minimize risk. (FES, IR, BE, OR)
- Re-implement the annual Census through Legislative Services starting in 2024 so that communities can have up-to-date and accurate demographic information for informed decision-making. (IR, OR)
- Create and implement a Municipal Bylaw and Policy Review process that includes updates to existing bylaws and policies to maintain the health, safety and welfare of the community. (L, IR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Other	1,500	71,500	70,000	86,500	1,500
	1,500	71,500	70,000	86,500	1,500
Expenses					
Salaries and benefits	749,046	943,562	194,516	963,323	982,798
Contracted and general services	20,400	133,200	112,800	148,200	133,400
Materials, goods and supplies	31,584	38,675	7,091	38,775	38,775
Other expenditures	14,000	18,000	4,000	-	20,000
	815,030	1,133,437	318,407	1,150,298	1,174,973
Net Surplus (Deficit)	(813,530)	(1,061,937)	(248,407)	(1,063,798)	(1,173,473)

Budget variance highlights

The 2024 budget includes an additional Procurement Supervisor position which was added in fall of 2023. Contracted services are increasing for FOIP support. Given this is a non-election year, funds are being contributed to the Operating Reserve to ensure funding impacts are lessened during election years. A draw from the operating reserve in 2024 is to offset the cost of the municipal census, and in 2025 to offset costs associated with the municipal election; accordingly the reserve contribution for elections is suspended in that year.

Protective & Community Services Division

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Community Services Section	2,479,842	3,075,338	595,496	2,955,253	3,032,597
Protective Services Section	3,778,276	2,943,076	(835,200)	2,886,576	2,891,576
	6,258,118	6,018,414	(239,704)	5,841,829	5,924,173
Expenses					
Protective & Community Services	280,640	284,226	3,586	291,156	264,152
Community Services Section	12,760,365	13,688,049	927,684	14,183,539	14,608,917
Protective Services Section	17,306,287	17,380,744	74,457	18,180,898	18,296,215
	30,347,292	31,353,019	1,005,727	32,655,593	33,169,284
Net Surplus (Deficit)	(24,089,174)	25,334,605)	(1,245,431)	(26,813,764)	(27,245,111)



Protective & Community Services Division

Protective & Community Services

Protective and Community Services supports and contributes to the overall corporate culture, mission, vision, and values through demonstrating corporate leadership competencies and strategic decision-making. This division provides leadership to Family and Community Support Services, RancheHouse Events Centre, Community Events and Culture, Parks and Open Spaces, Community Connectivity, Municipal Enforcement, Fire Services, Emergency Management and RCMP. Focusing on building systems and effective interdepartmental service delivery by an engaged team, this role is key in ensuring optimal service and value for Cochrane residents.

Strategic Objectives

- Champion a unified vision of enrichment and security, so our residents can experience a comprehensive sense of community and safety. (IR, L)
- Create bridges between departments and sections for collaboration, so each can utilize shared expertise and resources to deliver enhanced outcomes. (IR, OR)
- Lead and embed Equity, Diversity, & Inclusivity initiatives, so all residents feel valued, represented, and secure in their community. (IR, OR,I, L)
- Prioritize training and resource provision, so both Community and Protective Services can excel in serving and safeguarding our community. (IR, OR)
- Actively gather and act on community feedback, so our services continually evolve to meet and exceed the community's needs and aspirations. (IR, OR, L, I)

Protective & Community Services

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	227,518	230,445	2,927	235,818	241,175
Materials, goods and supplies	53,122	53,781	659	55,338	22,977
	280,640	284,226	3,586	291,156	264,152
Net Surplus (Deficit)	(280,640)	(284,226)	(3,586)	(291,156)	(264,152)

Budget variance highlights

No significant variance proposed.

Community Services Section

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Community Section	15,000	-	(15,000)	-	-
Family & Community Support Services	1,411,342	1,633,838	222,496	1,435,253	1,436,697
Parks & Open Spaces	140,000	165,500	25,500	178,100	190,300
RancheHouse Events Centre, Community Events & Culture	803,500	858,000	54,500	915,100	969,200
Community Connectivity	110,000	118,000	8,000	126,800	136,400
Community Partners	-	300,000	300,000	300,000	300,000
	2,479,842	3,075,338	595,496	2,955,253	3,032,597
Expenses					
Community Section	716,317	379,032	(337,285)	385,436	391,852
Community Services	-	313,996	313,996	340,970	363,780
Family & Community Support Services	2,522,785	2,821,317	298,532	2,817,358	2,859,931
Parks & Open Spaces	2,608,154	2,816,328	208,174	2,908,451	3,001,705
RancheHouse Events Centre, Community Events & Culture	1,640,911	1,589,154	(51,757)	1,630,661	1,649,177
Community Connectivity	1,022,278	1,174,865	152,587	1,208,097	1,225,498
Community Partners	4,249,920	4,593,357	343,437	4,892,566	5,116,974
	12,760,365	13,688,049	927,684	14,183,539	14,608,917
Net Surplus (Deficit)	(10,280,523)	(10,612,711)	(332,188)	(11,228,286)	(11,576,320)

Community Services Section

Community Section

The Community Section leads and supports strategy, process, and policy development to help guide the Family & Community Support Services, Family Resource Network, Parks Operations & Programming, Arts, Culture & EDI, Recreation, Community Connectivity, Community Events, and the Ranchehouse Event Centre. This role drives community development by building systems with internal and external user groups and partners to proactively identify and pursue opportunities; building and maintaining senior relationships within government, industry, and community groups; and leading collaborative interdepartmental initiatives.

Strategic Objectives

- Develop a service level framework that aligns with Council's Community Service goals and objectives to consistently meet and enhance the expectations of our community members. (FES, OR, I, OSNA, C, L)
- Develop and implement a strategic plan that assesses community needs, creates an action plan to address priorities, and provides clear guidance for ongoing Community Services work. (OR, FES, BE, IR, I, OSNA, L, VE, C)
- Refine goals and expectations of the organization and the community to deliver on Council's Equity, Diversity, & Inclusivity goals. (OR, BE, IR, I, L, VE, C)

Strengthen Cochrane's presence across cultural, recreational, and art domains to better serve the needs of residents and the community. (OR, BE, IR, I, L, VE, C)

- Actively engage and support community organizations to deliver shared collaborative goals in the community. (OR, FES, BE, IR, I, L, VE, C)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Other	15,000	-	(15,000)	-	-
	15,000	-	(15,000)	-	-
Expenses					
Salaries and benefits	614,817	270,502	(344,315)	276,906	283,322
Contracted and general services	30,000	35,000	5,000	35,000	35,000
Materials, goods and supplies	46,500	48,530	2,030	48,530	48,530
Other expenditures	25,000	25,000	-	25,000	25,000
	716,317	379,032	(337,285)	385,436	391,852
Net Surplus (Deficit)	701,317	379,032	(322,285)	385,436	391,852



Community Services Section

Community Section

Budget variance highlights

In 2024, the Community Services Section budget has been adjusted to recognize continued reinvigoration of this area, with staffing and funding reallocations to the new Community Services Department budget.

Community Services Section

Community Services

Community Services strategically allocates resources, implements policies, and oversees projects through collaboratively working with partners and external groups to champion diversity and inclusivity in our community. We are committed to building the community's recreation, arts, and cultural capacity, fostering equitable access and participation. Additionally, we proactively assess the community's needs, providing valuable guidance on better serving our residents. By investing in these priorities and engaging in ongoing assessment, we aim to cultivate a vibrant, cohesive, culturally enriched Cochrane, elevating the quality of life and building a complete and healthy community for all residents.

Strategic Objectives

- Develop a service level framework that aligns with Council's Community Service goals and objectives to consistently meet and enhance the expectations of our community members (FES/ OR/ I/ OSNA/ C/ L).
- Develop and implement a strategic plan that assesses community needs, creates an action plan to address priorities, and provides clear guidance for ongoing Community Services work. (OR/FES/BE/IR/I/OSNA/L/VE/C)
- Refine goals and expectations of the organization and the community to deliver on Council's Equity, Diversity, & Inclusivity goals. (OR/BE/IR/I/L/VE/C)
- Strengthen Cochrane's presence across cultural, recreational, and art domains to better serve the needs of residents and the community. (OR/BE/IR/I/L/VE/C)
- Actively engage and support community organizations to deliver shared collaborative goals in the community. (OR/FES/BE/IR/I/L/VE/C)
- Begin enhancing arts, culture, and recreation to support the expansion of Community Services. (OR/FES/BE/I/L/VE/C)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	-	262,811	262,811	269,285	275,595
Materials, goods and supplies	-	51,185	51,185	71,685	88,185
	-	313,996	313,996	340,970	363,780
Net Surplus (Deficit)	-	(313,996)	(313,996)	(340,970)	(363,780)

Budget variance highlights

In 2024, the Community Services Section budget has been adjusted to recognize continued reinvigoration of this area, with staffing and funding reallocations to the new Community Services Department budget.

Community Services Section

Family & Community Support Services

Family and Community Support Services (FCSS) enhances, strengthens and stabilizes family and community life. FCSS seeks to build capacity within the community and build resiliency among Cochrane and area residents. FCSS is focused on connecting people and systems, identifying gaps, assets and needs, developing and enhancing partnerships and developing evidence based, preventative and early intervention programs.

Strategic Objectives

- Build community capacity to support a healthy, safe, resilient and vibrant community. (IR, C, L, OR)
- Identify and address priority social issues through collaborative partnerships. (IR, L)
- Increase the profile of social issues and awareness of programs and services. (IR/L)
- Increase the capacity of community organizations to support their sustainability. (OR/C/L)
- Respond to emerging social needs with a focus on poverty reduction and mental wellbeing. (IR/C/L)
- Increase the resilience of individuals, families and community through preventative programming. (IR/L)
- Develop strategic communication tactics to ensure Cochrane and area residents are aware of the support and resources that are available. (IR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	10,000	8,500	(1,500)	8,500	8,500
Grants	821,844	847,329	25,485	847,329	847,329
Other	4,450	5,722	1,272	5,722	5,722
	836,294	861,551	25,257	861,551	861,551
Expenses					
Salaries and benefits	984,917	1,032,065	47,148	1,057,627	1,083,158
Contracted and general services	53,500	58,800	5,300	60,050	60,800
Materials, goods and supplies	231,243	237,404	6,161	239,921	242,449
Transfers to organizations	20,000	20,000	-	20,000	20,000
Other expenditures	35,235	35,471	236	35,744	33,722
	1,324,895	1,383,740	58,845	1,413,342	1,440,129
Net Surplus (Deficit)	(488,601)	(522,189)	(33,588)	(551,791)	(578,578)

Budget variance highlights

FCSS received a slight increase in provincial funding this year, which allowed us to increase contract and program supply budgets. These additional dollars will support us to achieve our outlined objectives.

Community Services Section

Affordable Housing

Cochrane Society for Housing Options (CSHO) oversees affordable housing initiatives through a partnership agreement with the Town of Cochrane.

Strategic Objectives

- Ensure Cochrane is a community with a variety of housing options in support of a strong, resilient, robust, and livable community. (BE, L)
- Secure funding to create and implement a community housing and homelessness master plan. (IR, L)
- Continue to look for efficiencies and innovative ways to provide access to a range of affordable housing. (BE, L)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Grants	59,048	59,287	239	60,702	62,146
Other	-	150,000	150,000	-	-
	59,048	209,287	150,239	60,702	62,146
Expenses					
Salaries and benefits	116,563	119,064	2,501	122,054	124,955
Contracted and general services	-	150,000	150,000	150,000	150,000
Materials, goods and supplies	3,705	5,180	1,475	5,230	5,280
Transfers to organizations	50,000	50,000	-	50,000	50,000
Other expenditures	54,000	54,000	-	54,000	54,000
	224,268	378,244	153,976	381,284	384,235
Net Surplus (Deficit)	(165,220)	(168,957)	(3,737)	(320,582)	(322,089)

Budget variance highlights

A contracted position is included to support the Affordable Housing portfolio.

Community Services Section

Community Support Programs

FCSS facilitates the Emergency Transportation program, Instrumental Needs Program, Seniors Property Tax Rebate Program and Meals on Wheels Program to support healthy, safe, resilient and complete community.

Strategic Objectives

- Provide information, resources, support and advocacy for Cochrane and area residents. (C, L)
- Work with community partners and funders to sustain the essential needs fund to support Cochrane and area residents experiencing crisis (Instrumental Needs). (IR)
- Work with the community to ensure that families have the programs and services they require. (C, L)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	10,000	10,000	-	10,000	10,000
Grants	15,000	-	(15,000)	-	-
Other	47,000	50,000	3,000	50,000	50,000
	72,000	60,000	(12,000)	60,000	60,000
Expenses					
Materials, goods and supplies	122,998	123,005	7	123,031	123,057
Other expenditures	47,000	37,000	(10,000)	37,000	37,000
	169,998	160,005	(9,993)	160,031	160,057
Net Surplus (Deficit)	(97,998)	(100,005)	(2,007)	(100,031)	(100,057)

Budget variance highlights

No significant variances proposed.

Community Services Section

Family Resource Network

The Cochrane and Area Family Resource Network (FRN) supports the health, wellness and resiliency of children, youth and families. Through the provision of preventative and early intervention programs and services, the FRN ensures a diverse range of accessible, affordable, inclusive programs and events are available to support families.

Strategic Objectives

- Build community capacity to support a healthy, safe, resilient and vibrant community. (IR, C, L, OR)
- Provide information, resources, support and advocacy for children, youth and families. (IR, C, L)
- Work collaboratively with community partners to increase the resilience of families through the provision of evidence-based preventative programming. (IR, L)
- Develop strategic communication tactics to ensure Cochrane and area residents are aware of the support and resources that are available. (IR)

	Budget 2023	Budget 2024	Budget Variance 2024 – 2023	Forecast 2025	Forecast 2026
Revenue					
Grants	425,000	425,000	-	425,000	425,000
Other	17,000	25,000	8,000	25,000	25,000
	442,000	450,000	8,000	450,000	450,000
Expenses					
Salaries and benefits	404,488	437,755	33,267	448,251	458,893
Contracted and general services	9,500	10,000	500	10,000	10,000
Materials, goods and supplies	95,515	98,504	2,989	98,504	98,504
Other expenditures	512	592	80	684	-
	510,015	546,851	36,836	557,439	567,397
Net Surplus (Deficit)	68,015	96,851	28,836	107,439	117,397

Budget variance highlights

Slight increase in donations toward programming and increase to salaries and benefits due to implementation of the compensation review.

Community Services Section

Seniors

Working closely with Seniors on the Bow and other senior serving organizations, this portfolio aims 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.

Strategic Objectives

- Identify and address priority issues senior residents are facing, through collaborative partnerships and capacity building with community organizations to support sustainability. (IR, OR)
- Provide leadership and support to develop and/or sustain collaborative tables that are working to effectively identify and address the complex, root causes of social issues in Cochrane. (IR, L)
- Prepare an Age-Friendly Action Plan that addresses the eight dimensions of an Age-Friendly community. (IR, BE, C, L)

Seniors	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Grants	-	50,000	50,000	-	-
Other	2,000	3,000	1,000	3,000	3,000
	2,000	53,000	51,000	3,000	3,000
Expenses					
Salaries and benefits	81,991	88,740	6,749	90,910	93,145
Contracted and general services	78,900	129,500	50,600	80,100	80,700
Materials, goods and supplies	131,918	133,437	1,519	133,452	133,468
Other expenditures	800	800	-	800	800
	293,609	352,477	58,868	305,262	308,113
Net Surplus (Deficit)	291,609	299,477	7,868	302,262	305,113

Budget variance highlights

Addition of funding through a Calgary Foundation Grant to support resources for implementation of the Age Friendly Community initiative, offset by an increase in contracted and general services to facilitate age friendly initiative engagement.

Community Services Section

Parks & Open Spaces

Parks and Open Spaces ensures Cochrane's outdoor greenspaces, facilities and assets are appropriately maintained in all conditions. Supporting access and enjoyment of these spaces for current and future residents, this team maintains parks, playgrounds, ponds, Cochrane's year-round pathway network, cemeteries, sports fields, off-leash dog areas, skateboard park, an outdoor arena and municipal facility landscaping and parking lot snow removal.

Strategic Objectives

- Diligently conduct assessments on our parks assets so our community can benefit from well-prioritized, long-term strategies, and accurate budget planning. (FES)
- Champion collaborative initiatives and partnerships so that our citizens, user groups, and organizations can thrive and amplify their impact within the community. (IR, I, OSNA, C, L)
- Deploy sustainable management programs rooted in best practices so our community can enjoy a healthy and preserved green and natural infrastructure. (FES, OR, OSNA, C, L)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	49,800	49,800	-	51,800	53,800
Other	15,200	15,200	-	15,500	15,500
	65,000	65,000	-	67,300	69,300
Expenses					
Salaries and benefits	1,638,585	1,677,449	38,864	1,713,023	1,748,632
Contracted and general services	198,600	286,300	87,700	311,300	336,300
Materials, goods and supplies	540,969	597,079	56,110	618,328	640,773
Other expenditures	155,000	155,000	-	155,000	155,000
	2,533,154	2,715,828	182,674	2,797,651	2,880,705
Net Surplus (Deficit)	2,468,154	2,650,828	182,674	2,730,351	2,811,405

Budget variance highlights

Increases reflect inflationary increases in consumables and contracted service costs for regulated invasive weeds enforced by the Provincial Weed Act, annual playground safety audit, as well as the need to protect and maintain green infrastructure and sensitive park amenities, including targeted resources to protect the grandfather tree, pictographs and other historical and treasured natural amenities.

Community Services Section

Cemetery

Cochrane Cemetery, St. Andrews Cemetery and St. Marys Cemetery are managed and maintained year-round by Parks and Open Spaces team.

Strategic Objectives

- Consistently provide cemetery services to the Cochrane community so they can have peace of mind and a dignified resting place for their loved ones. (IR)
- Implement the priority actions from the Cemetery Master Plan to enhance the burial experience for the Cochrane community. (IR, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	75,000	100,500	25,500	110,800	121,000
	75,000	100,500	25,500	110,800	121,000
Expenses					
Contracted and general services	28,000	54,550	26,550	54,550	64,450
Materials, goods and supplies	7,000	5,650	(1,350)	5,950	6,250
Other expenditures	40,000	40,300	300	50,300	50,300
	75,000	100,500	25,500	110,800	121,000
Net Surplus (Deficit)	-	-	-	-	-

Budget variance highlights

The budget includes minor material variances, and revenue adjustments to accurately reflect operating costs including the higher demand for cemetery plots and columbaria, off-set by an increase in contracted services to pave and maintain the cemetery to ensure appropriate access and protection of these sacred memorial spaces.

Community Services Section

RancheHouse Events Centre, Community Events & Culture

The RancheHouse Events Centre, Community Events and Culture department helps people gather, furthering connection and vibrancy in the community. Through the operation of the Cochrane RancheHouse, Cochrane offers a full-service premier event centre with rental spaces for events, including fundraisers, weddings, markets, church services, parties, memorials, fundraisers, and meetings. By administering and managing community event permits and community investment grant programs, this department empowers and supports local community groups to host events in the community.

Strategic Objectives

- Adapt the RancheHouse services in response to a changing events venue market, so the community can experience excellent service, foster deeper community ties, enhance community spirit, and nurture meaningful interactions. (FES, IR, C, L)
- Evaluate the Community Event permit procedure, ensuring clarity and accessibility, so community members can deepen community bonds and easily celebrate our community spirit. (FES, OR, I, C, L)
- Actively promote, administrate, and review the Community Investment Program, so the community can benefit from enhanced social ties, improved well-being, and economic growth, all while celebrating our unique identity through supported events and festivals. (FES, IR, I, VE, L)
- Position Cochrane as a film-friendly destination, so the local economy and tourism benefit and our unique identity gets amplified on the global stage. (IR, BE, OR, I, VE, OSNA, L)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	803,500	858,000	54,500	915,100	969,200
	803,500	858,000	54,500	915,100	969,200
Expenses					
Salaries and benefits	878,517	873,710	(4,807)	894,879	916,161
Contracted and general services	80,000	80,000	-	80,000	80,000
Materials, goods and supplies	436,982	388,407	(48,575)	406,867	418,016
Other expenditures	245,412	247,037	1,625	248,915	235,000
	1,640,911	1,589,154	(51,757)	1,630,661	1,649,177
Net Surplus (Deficit)	(837,411)	(731,154)	106,257	(715,561)	(679,977)



Community Services Section

RancheHouse Events Centre, Community Events & Culture

Budget variance highlights

Rental revenue is expected to increase in 2024 with an increase in the number of wedding, corporate, and community bookings. Reduction in salaries and benefits due to reallocation of RancheHouse cleaner to Corporate Properties budget. Reduction in materials, goods and supplies due to change in catering commission collection and remittance process.

Community Services Section

Community Connectivity

Community Connectivity is supported through local and regional transit programs that connect residents and neighborhoods. Cochrane On-demand Local Transit (COLT) and transportation partners, deliver transit services, micro-mobility, community connectivity and the correlating technology. This team ensures budget, bylaw and service standards are met, and explores future innovations in modes of transportation. Through the Rocky View Regional Handi Bus program funding, Community Connectivity furthers accessibility and ensures appropriate transportation is available for all citizens.

Strategic Objectives

- Pursue transit capital and operating grant opportunities to support the growth and enhancement of Cochrane's transit services, minimizing financial impacts to users and the community to support financial stewardship. (OR, FES, VE)
- Explore new mobility options for our community, such as e-scooters, e-bikes, car-share programs or autonomous shuttles, to ensure everyone can explore and travel throughout Cochrane and foster connectivity and livability. (FES, BE, IR, L, C, VE)
- Explore opportunities to create efficiencies within Cochrane's current COLT transit model to create a more sustainable and reliable system. (OR, FES, BE, VE, L, C)
- Adopt a framework that aligns with Council's transit goals and financial objectives to consistently meet and enhance the expectations of our community members. (FES, OR, I, OSNA, C, L)
- Develop a comprehensive Community Connectivity plan for Cochrane that includes COLT, micro-mobility and active transportation to support a complete and healthy community. (OR, FES, BE, I, VE, C, L)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	110,000	118,000	8,000	126,800	136,400
	110,000	118,000	8,000	126,800	136,400
Expenses					
Salaries and benefits	-	119,064	119,064	122,054	124,955
Contracted and general services	689,000	718,000	29,000	732,000	746,500
Materials, goods and supplies	43,100	32,200	(10,900)	32,200	32,200
Transfers to organizations	290,178	305,601	15,423	321,843	321,843
	1,022,278	1,174,865	152,587	1,208,097	1,225,498
Net Surplus (Deficit)	(912,278)	(1,056,865)	(144,587)	(1,081,297)	(1,089,098)



Community Services Section

Community Connectivity

Budget variance highlights

The cost of the COLT contract is expected to increase by 2% due to inflation in accordance with the service agreement. Increase in salaries and benefits reflective of reallocation of staffing resource from the Community Services Division to this budget to accurately reflect investment in community connectivity.

Community Partners

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Spray Lake Sawmills Family Sports Centre	-	300,000	300,000	300,000	300,000
	-	300,000	300,000	300,000	300,000
Expenses					
Community Grants	367,597	426,659	59,062	436,384	446,204
Library	1,187,662	1,256,503	68,841	1,339,669	1,425,990
Spray Lake Sawmills Family Sports Centre	2,694,661	2,910,195	215,534	3,116,513	3,244,780
	4,249,920	4,593,357	343,437	4,892,566	5,116,974
Net Surplus (Deficit)	(4,249,920)	(4,293,357)	(43,437)	(4,592,566)	(4,816,974)

Community Partners

Community Grants

Cochrane partners with local not-for-profit organizations that enhance and enrich the community and provides financial assistance towards operations, projects, events or capital expenditures. 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.

Strategic Objectives

- Actively promote, administrate, and review the Community Grants Program, so the community can benefit from enhanced social ties, improved well-being, and economic growth, all while celebrating our unique identity through supported events and festivals. (FES, IR, I, VE, L)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Transfers to organizations	367,597	426,659	59,062	436,384	446,204
	367,597	426,659	59,062	436,384	446,204
Net Surplus (Deficit)	(367,597)	(426,659)	(59,062)	(436,384)	(446,204)

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, consistent with practice in previous years. Large event funding has been increased from \$30,000 to \$60,000 to expand support for additional large event initiatives beyond labour day and light up which have traditionally been supported in accordance with Council adopted policy.

Funding of \$15,000 is included for the creation of a pilot project "matching grant" program to support recreation agencies and user groups with operational and capital funding. This pilot project and associated policy was supported in 2023 for \$10,000 but was not implemented. The policy is currently under development and will be brought forward for Council consideration and approval. This initiative is envisioned to address current community recreation needs without taking on additional service delivery spaces; supporting the established, successful groups within our community in providing these opportunities.

Community 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 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Contracted and general services	218,500	229,000	10,500	243,000	256,000
Materials, goods and supplies	22,633	24,247	1,614	25,669	26,490
Transfers to organizations	911,529	968,256	56,727	1,036,000	1,108,500
Other expenditures	35,000	35,000	-	35,000	35,000
	1,187,662	1,256,503	68,841	1,339,669	1,425,990
Net Surplus (Deficit)	(1,187,662)	(1,256,503)	(68,841)	(1,339,669)	(1,425,990)

Budget variance highlights

Increases to Marigold Fees included. Library request of \$111,000 increase to account for increased pressures faced from growth, reduced to overall increase of approximately 6% over 2023 funding, in alignment with percentage increase applied to other Community Partner, Spray Lake Sawmills Centre.

Community Partners

Spray Lake Sawmills Family Sports Centre

Spray Lakes Sawmills Family Sports Centre (SLSFSC) is one of Cochrane’s partners in providing recreation to residents. Co-owned by the Town of Cochrane and Rocky View County, the SLSFSC facility amenities include an aquatic, climbing and fitness centre, indoor turf and track, and multiple ice surfaces. The SLS Recreation Park Society manages and operates the facility and is governed by a board of directors.

	Budget 2023	Budget 2024	Budget Variance 2024 – 2023	Forecast 2025	Forecast 2026
Revenue					
Grants	-	300,000	300,000	300,000	300,000
	-	300,000	300,000	300,000	300,000
Expenses					
Principle payments	282,910	52,208	(230,702)	55,270	58,510
Transfers to organizations	2,378,397	2,839,789	461,392	3,046,106	3,174,374
Interest charges on long-term debt	33,354	18,198	(15,156)	15,137	11,896
	2,694,661	2,910,195	215,534	3,116,513	3,244,780
Net Surplus (Deficit)	(2,694,661)	(2,610,195)	84,466	(2,816,513)	(2,944,780)

Budget variance highlights

Revenue increase reflected in 2024 is reflective of the Recreation Cost Sharing Agreement which should have also been reflected in the 2023 budget. As a result, the 2023 actual will be reported as \$2,678,797; funding included for 2024 represents a 6% increase, or additional \$161,000. Operating cost increases are due to addition of staff in administration, benefit enhancements for all employees, an increase in repairs and maintenance due to increased users, aging facility and inflationary impacts. Capital investment cost increases include cooling tower replacement and upgrades and modernization to the field house.

Protective Services Section

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Fire Services	163,700	162,500	(1,200)	166,000	166,000
Municipal Enforcement	265,000	265,000	-	275,000	280,000
RCMP	3,349,576	2,515,576	(834,000)	2,445,576	2,445,576
	3,778,276	2,943,076	(835,200)	2,886,576	2,891,576
Expenses					
Protective Services	188,567	198,025	9,458	202,505	206,913
Emergency Management	41,750	43,750	2,000	46,750	46,750
Fire Services	7,297,896	7,912,306	614,410	8,253,617	8,338,820
Municipal Enforcement	1,418,311	1,486,794	68,483	1,511,253	1,536,839
RCMP	8,359,763	7,739,869	(619,894)	8,166,773	8,166,893
	17,306,287	17,380,744	74,457	18,180,898	18,296,215
Net Surplus (Deficit)	(13,528,011)	(14,437,668)	(909,657)	(15,294,322)	(15,404,639)

Protective Services Section

Protective Services

Provides direction and overall leadership to support strategy, process and policy development to help advance the Protective Service Section which includes Emergency Management, Municipal Enforcement, Fire Services and Policing.

Strategic Objectives

- Provide targeted support and resources to areas within the Protective Services Section to ensure they can meet their respective yearly objectives, thereby enhancing community safety and well-being. (FES, IR, OR)
- Engage in collaborative planning sessions with key departments and stakeholders to develop actionable strategies, enabling us to proactively meet future safety and operational needs of the community. (FES, IR, BE, OR, OSNA, C, L)
- Refine and optimize the role of the Director of Protective Services, so that the Protective Services Section can operate more efficiently and effectively, thereby ensuring improved safety and services for the community. (FES, IR, BE, OR, L)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	178,987	188,340	9,353	192,715	197,043
Materials, goods and supplies	9,580	9,685	105	9,790	9,870
	188,567	198,025	9,458	202,505	206,913
Net Surplus (Deficit)	(188,567)	(198,025)	(9,458)	(202,505)	(206,913)

Budget variance highlights

Increase in salaries and benefits reflective of the compensation review.

Protective Services Section

Emergency Management

Through collaboration and direction from the Emergency Management Committee, and using the Municipal Emergency Management Plan as a guiding document, the Emergency Management Agency supports Cochrane through the four pillars of emergency management: Mitigation, Preparedness, Response and Recovery.

The Executive Director of Protective & Community Services is the Director of Emergency Management, with Fire Services responsible for the development and maintenance of the Municipal Emergency Management Plan.

Strategic Objectives

- Evaluate and amend the Municipal Emergency Management Plan to maximize the protection of life and safety of citizens through prevention, protection, mitigation, response, and recovery related to an emergency. (IR, OR, VE, OSNA)
- Provide emergency preparedness information and education to assist residents in protecting themselves and their property in the event of an emergency. (IR, I, VE, C, L)
- Provide awareness and training opportunities to staff in Emergency Management principles to enhance response capabilities in the event of an emergency. (IR, OR, C)

Emergency Management	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Materials, goods and supplies	41,750	43,750	2,000	46,750	46,750
	41,750	43,750	2,000	46,750	46,750
Net Surplus (Deficit)	(41,750)	(43,750)	(2,000)	(46,750)	(46,750)

Budget variance highlights

No significant variances proposed.

Protective Services Section

Fire Services

Fire Services supports community safety through public education, prevention and interventions for emergencies caused by fires and hazardous materials. The department leads community outreach, fire inspections, and investigations and manages fire suppression, technical and motor vehicle rescue, and hazardous materials response. Fire Services supports our municipal enforcement and law enforcement partners and Alberta Health Services ambulance response for our community members.

Strategic Objectives

- Prioritize leadership training, mental health support, and skill development programs for all Fire Services employees to enhance our ability to adapt and effectively respond to challenges. (IR, OR)
- Actively seek to implement prioritized recommendations from the Fire Services Master Plan to enhance our public fire safety education, emergency preparedness and response. (FES, IR, BE, OR, L)
- Establish and foster relationships with local fire services and First Nation first responders for both communities to benefit from coordinated, efficient, and culturally sensitive emergency responses. (IR, OR, C, L)
- Collaborate with municipal and First Nations stakeholders to promote the 7 FireSmart disciplines, enabling our communities to proactively engage in wildfire prevention and safety practices. (FES, IR, BE, OR, OSNA, L)

Fire Services	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	162,700	161,500	(1,200)	165,000	165,000
Other	1,000	1,000	-	1,000	1,000
	163,700	162,500	(1,200)	166,000	166,000
Expenses					
Principle payments	177,647	193,350	15,703	200,000	200,000
Salaries and benefits	5,157,064	5,823,007	665,943	6,090,618	6,182,068
Contracted and general services	265,600	269,600	4,000	284,600	304,600
Materials, goods and supplies	604,002	613,219	9,217	662,399	641,152
Transfers from local boards	10,000	10,000	-	10,000	10,000
Interest charges on long-term debt	512,833	497,130	(15,703)	500,000	500,000
Other expenditures	570,750	506,000	(64,750)	506,000	501,000
	7,297,896	7,912,306	614,410	8,253,617	8,338,820
Net Surplus (Deficit)	(7,134,196)	(7,749,806)	(615,610)	(8,087,617)	(8,172,820)



Protective Services Section

Fire Services

Budget variance highlights

Slight reduction in Fire Prevention Revenue due to outdated Fire Services Bylaw and need to update with specified penalties; planned for 2024 in addition to other bylaw updates as validated through the Fire Services Plan project.

Variances include approximate 41% increase in fuel costs, an additional 25% increase in fleet repairs associated with aging fire apparatus and new Collective Agreement impacts to salary and benefit costs.

Protective Services Section

Municipal Enforcement

Community Peace Officers in the Municipal Enforcement section work closely with the community through enforcement and education to ensure a high standard of public health and safety. Officers 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, while enforcing municipal bylaws and specific provincial statutes, such as the Traffic Safety Act.

Strategic Objectives

- Systematically evaluate and enhance current and prospective municipal bylaws, ensuring their relevance, effectiveness, and clarity, while fostering a compliant and informed community. (L, I, OSNA, IR, OR)
- Develop a Transportation Safety Plan to maximize the safety in our community in relation to multi-modal transportation. (i.e., roadways, pathways and pedestrians) (OR, L, IR, BE)
- Systematically analyze the workload and operational structure of Municipal Enforcement to discern current state and inform future state. (L, C, OSNA, IR, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	265,000	265,000	-	275,000	280,000
	265,000	265,000	-	275,000	280,000
Expenses					
Salaries and benefits	1,210,556	1,281,018	70,462	1,312,581	1,343,088
Contracted and general services	44,000	44,000	-	44,000	44,000
Materials, goods and supplies	110,935	109,121	(1,814)	114,672	115,751
Other expenditures	52,820	52,655	(165)	40,000	34,000
	1,418,311	1,486,794	68,483	1,511,253	1,536,839
Net Surplus (Deficit)	(1,153,311)	(1,221,794)	(68,483)	(1,236,253)	(1,256,839)

Budget variance highlights

Increase in salaries and benefits reflective of the compensation review.

Protective Services Section

RCMP

The RCMP focus on the safety and security of Cochrane, supporting citizens and Municipal Police Service Officers. Through a municipal contract, the RCMP provides local policing and law enforcement to Cochrane and a large area of Rocky View County.

Strategic Objectives

- Continue to assist with public engagement opportunities and programs aimed at protecting the security and safety of residents. (IR, OR, I, VE, L)
- Establish yearly priorities as part of the Annual Performance Plan to assist in guiding the work of RCMP officers within the municipality. (FES, IR, OR, I, L)
- Effectively communicate RCMP priorities, challenges and successes to build trust with the community. (IR, I, C, L)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	980,666	946,666	(34,000)	876,666	876,666
Grants	551,708	551,708	-	551,708	551,708
Other	1,817,202	1,017,202	(800,000)	1,017,202	1,017,202
	3,349,576	2,515,576	(834,000)	2,445,576	2,445,576
Expenses					
Principle payments	578,343	600,293	21,950	623,076	646,724
Salaries and benefits	543,562	-	(543,562)	-	-
Purchases from other governments	5,487,450	5,414,125	(73,325)	5,841,959	5,841,959
Materials, goods and supplies	9,200	6,200	(3,000)	5,200	5,200
Interest charges on long-term debt	848,841	826,892	(21,949)	804,108	780,460
Other expenditures	892,367	892,359	(8)	892,430	892,550
	8,359,763	7,739,869	(619,894)	8,166,773	8,166,893
Net Surplus (Deficit)	(5,010,187)	(5,224,293)	(214,106)	(5,721,197)	(5,721,317)



Protective Services Section

RCMP

Budget variance highlights

The 2024 Budget reflects an increase in RCMP members, taking the municipally funded positions from 24 to 25, with another municipal member currently proposed in 2025. These positions are funded at 90% of total cost.

The detachment clerks previously employed by the Town of Cochrane have now been transitioned over to RCMP direct employees, thus the municipality will now be billed for those positions at 100% as part of our contract costs as opposed to budgeting for salaries and wages.

The 2024-2026 contract costs also project increases related to equipment modernization, fleet requirements and increased active member training; the municipality is responsible for 90% of these types of costs as defined within the Municipal Police Service Agreement.

Development & Infrastructure Services Division

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Engineering & Asset Management Section	460,800	723,700	262,900	838,450	1,029,700
Operations Section	20,791,109	24,472,957	3,681,848	26,099,427	27,349,451
Community Growth Section	2,462,600	2,787,500	324,900	2,514,000	2,730,000
	23,714,509	27,984,157	4,269,648	29,451,877	31,109,151
Expenses					
Development & Infrastructure Services	289,256	287,713	(1,543)	293,675	305,097
Engineering & Asset Management Section	3,529,575	3,871,818	342,243	4,162,342	4,350,078
Operations Section	25,882,113	30,198,483	4,316,370	31,891,649	33,210,855
Community Growth Section	3,553,020	3,923,751	370,731	3,835,067	4,116,236
	33,253,964	38,281,765	5,027,801	40,182,733	41,982,266
Net Surplus (Deficit)	(9,539,455)	(10,297,608)	(758,153)	(10,730,856)	(10,873,115)



Development & Infrastructure Services Division

Development & Infrastructure Services

The Executive Director of Development and Infrastructure Services supports and contributes to the overall corporate culture, mission, vision, and values through demonstrating corporate leadership competencies and strategic decision-making. This division provides leadership to the Engineering and Assets, Community Growth and Operations departments. Focusing on building systems and effective interdepartmental service delivery by an engaged team, this role is key in ensuring optimal service and value for Cochrane residents.

Strategic Objectives

- Harmonize growth plans with environmental conservation and integrate infrastructure, community development, and operational services so that the entire municipality can achieve a shared vision of a prosperous and sustainable future. (FES, IR, BE, OR, L, VE)
- Implement collaborative frameworks and prioritize cross-functional initiatives so that all sections can benefit from shared best practices, knowledge, and resources, resulting in greater efficiencies. (IR, OR)
- Advocate for and adopt cutting-edge technologies and methodologies so that our division stays innovative, optimizing our infrastructure development, community growth, and operational efficiency. (OR, FES, BE)
- Establish a comprehensive stakeholder engagement strategy so that our citizens, businesses, and stakeholders are continuously informed and involved, fostering enhanced transparency, trust, and cohesion within the community. (IR, L, VE, OR)
- Prioritize talent management and continuous learning so that our teams across all sections remain skilled, resourceful, and adept at meeting the dynamic needs of our municipality. (IR, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	234,528	237,606	3,078	243,122	248,625
Contracted and general services	20,000	25,000	5,000	25,000	30,000
Materials, goods and supplies	34,728	25,107	(9,621)	25,553	26,472
	289,256	287,713	(1,543)	293,675	305,097
Net Surplus (Deficit)	(289,256)	(287,713)	1,543	(293,675)	(305,097)

Budget variance highlights

No significant variances proposed.

Engineering & Asset Management Section

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Engineering & Asset Management	275,000	500,000	225,000	600,000	800,000
Civil Land Development	58,650	52,900	(5,750)	67,400	58,400
GIS	1,000	-	(1,000)	-	-
Corporate Properties	126,150	170,800	44,650	171,050	171,300
	460,800	723,700	262,900	838,450	1,029,700
Expenses					
Engineering & Asset Management	524,591	479,788	(44,803)	463,221	471,496
Capital Project Management Office	-	168,934	168,934	172,924	176,855
Civil Land Development	559,339	571,304	11,965	583,412	595,593
GIS	360,242	390,123	29,881	367,715	374,098
Corporate Properties	1,776,209	1,935,449	159,240	2,191,705	2,337,264
Fleet Services	309,194	326,220	17,026	383,365	394,772
	3,529,575	3,871,818	342,243	4,162,342	4,350,078
Net Surplus (Deficit)	(3,068,775)	(3,148,118)	(79,343)	(3,323,892)	(3,320,378)

Engineering & Asset Management Section

Engineering & Asset Management

By working on building systems, tool and mechanisms with internal and external stakeholders as part of continuous improvement; intentionally building and maintaining senior relationships within government, industry, and stakeholders; and leading collaborative interdepartmental initiatives, the section leads and supports strategy, process, and policy development to help guide Capital Projects, Corporate Properties & Fleets, Civil Land Development Services and GIS.

Strategic Objectives

- Develop Lifecycle Plans for all Major Town Assets. (FES, BE, OR)
- Complete and obtain Council endorsement of the Water and Wastewater Masterplan. (FES, BE, OR)
- Develop an Asset Management Strategy and Asset Management Policy for Council's endorsement. (FES, BE, OR)
- Develop and implement Project Management Standards and Guidelines. (FES, BE, IR, OR)
- Adopt best project management practices to improve project planning, risk management and delivery for improved project outcomes. (FES, BE,IR, OR)
- Establish improved coordination with internal and external stakeholders to achieve goals and expectations for capital projects. (FES, BE, IR, OR)
- Lead community engagement efforts for Capital Projects. (BE, IR, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Grants	-	100,000	100,000	-	-
Other	275,000	400,000	125,000	600,000	800,000
	275,000	500,000	225,000	600,000	800,000
Expenses					
Salaries and benefits	492,471	358,118	(134,353)	366,501	374,776
Contracted and general services	10,000	100,000	90,000	75,000	75,000
Materials, goods and supplies	22,120	21,670	(450)	21,720	21,720
	524,591	479,788	(44,803)	463,221	471,496
Net Surplus (Deficit)	(249,591)	20,212	269,803	136,779	328,504

Budget variance highlights

Revenue includes an additional 0.5% to capital project budgets delivered by this team to off-set costs of doing so. Salaries and benefits reduction reflective of reallocation of position to newly established capital project operating budget.

Engineering & Asset Management Section

Capital Project Management Office

This section is responsible for the management oversight of capital infrastructure projects undertaken by the Municipality.

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	-	168,934	168,934	172,924	176,855
	-	168,934	168,934	172,924	176,855
Net Surplus (Deficit)	-	(168,934)	(168,934)	(172,924)	(176,855)

Budget variance highlights

This is a new budget for 2024. Previously captured within the Engineering and Asset Management Section operating budget.

Engineering & Asset Management Section

Civil Land Development

Civil Land Development Services considers long-range planning and future growth to support the changing landscape of Cochrane. The department prepares and reviews development plans, monitors construction activities and upholds engineering standards.

Strategic Objectives

- Leverage the Cochrane Development Liaison's technical committee to continuously improve development standards, processes, and outcomes. (BE, IR, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	58,650	52,900	(5,750)	67,400	58,400
	58,650	52,900	(5,750)	67,400	58,400
Expenses					
Salaries and benefits	481,839	492,884	11,045	505,172	517,103
Contracted and general services	60,000	60,000	-	60,000	60,000
Materials, goods and supplies	17,500	18,420	920	18,240	18,490
	559,339	571,304	11,965	583,412	595,593
Net Surplus (Deficit)	(500,689)	(518,404)	(17,715)	(516,012)	(537,193)

Budget variance highlights

Slight reduction in revenue attributed to anticipated timing of upcoming developments.

Engineering & Asset Management Section

Corporate Properties

The Corporate Properties team is comprised of the facility service and custodial teams. Together, Corporate Properties oversees the maintenance, life cycling, cleaning and leases at Town of Cochrane operated facilities, as well as oversees all facility related capital projects including construction and land-related transactions required to support construction of new Town owned facilities.

Strategic Objectives

- Complete the Public Works Growth & Facility Master Plan. (FES, BE, IR, OR)
- Complete a fleet lifecycle and growth asset management plan that leverages on the use of technology for improved efficiency and life expectancy of assets. (FES, BE, IR, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	110,800	154,800	44,000	154,800	154,800
Other	15,350	16,000	650	16,250	16,500
	126,150	170,800	44,650	171,050	171,300
Expenses					
Salaries and benefits	650,384	842,918	192,534	859,552	875,919
Contracted and general services	673,100	572,775	(100,325)	585,875	597,750
Materials, goods and supplies	216,625	283,656	67,031	310,178	322,495
Other expenditures	236,100	236,100	-	436,100	541,100
	1,776,209	1,935,449	159,240	2,191,705	2,337,264
Net Surplus (Deficit)	(1,650,059)	(1,764,649)	(114,590)	(2,020,655)	(2,165,964)

Budget variance highlights

User fees include funds collected from the RCMP to reimburse the cost of operating, maintenance and additional cleaning staff hired to service the Protective Services Building. Lease revenue from park-side storage facilities used by various local sports associations, and an internal transfer of funds collected to cover utility and insurance fees from departments working from the Operations Centre facilities.

Expenditures include facility specific operation and maintenance of over 40 facilities (including water and wastewater facilities). The 2024 budget also carries insurance and utility costs at the new Station and Protective Services facilities as well as additional cleaning staff required to service those sites.

Engineering & Asset Management Section

Fleet Services

Fleet Services manages the full lifecycle of approximately 185 diverse municipal fleet assets from 11 departments. This includes purchasing, mechanical inspection, maintenance, repair, disposal, fleet safety and driver monitoring.

Strategic Objectives

- Complete a fleet lifecycle and growth asset management plan that leverages the use of technology, for improved efficiency and life expectancy of assets. (FES, BE, IR, OR)

Fleet Services	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	237,434	243,205	5,771	248,139	252,934
Contracted and general services	25,000	28,000	3,000	29,000	30,000
Materials, goods and supplies	46,760	55,015	8,255	106,226	111,838
	309,194	326,220	17,026	383,365	394,772
Net Surplus (Deficit)	(309,194)	(326,220)	(17,026)	(383,365)	(394,772)

Budget variance highlights

No significant variances proposed.

Engineering & Asset Management Section

GIS

GIS supports public-facing interactive mapping to empower residents, business owners and the organization to engage with public information and Cochrane-supported applications. Public-facing interactive mapping includes information for assessment information, active building and development permits, land use zoning, parcel boundary, capital projects, pathways and park space locations.

Strategic Objectives

- Advance the use of GIS Technology for more efficient and effective management of Town assets and services. (FES, BE, OR)
- Improve GIS data integration with other Town information systems for more effective access to data. (BE, IR, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	1,000	-	(1,000)	-	-
	1,000	-	(1,000)	-	-
Expenses					
Salaries and benefits	354,902	356,173	1,271	362,015	368,148
Contracted and general services	-	27,000	27,000	-	-
Materials, goods and supplies	5,340	6,950	1,610	5,700	5,950
	360,242	390,123	29,881	367,715	374,098
Net Surplus (Deficit)	(359,242)	(390,123)	(30,881)	(367,715)	(374,098)

Budget variance highlights

Increase in contract services to complete LIDAR mapping of Cochrane. A critical tool utilized by multiple departments to ensure informed decision making.

Sales/user fees were incorrectly allocated in 2023 from budget alignment implemented in 2023 with new organizational structure.

Community Growth Section

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Business Development	362,500	458,500	96,000	398,500	408,500
Planning Services	450,100	652,500	202,400	397,500	547,500
Safety Codes	1,650,000	1,676,500	26,500	1,718,000	1,774,000
	2,462,600	2,787,500	324,900	2,514,000	2,730,000
Expenses					
Community Growth	336,848	323,810	(13,038)	330,531	348,918
Business Development	568,709	748,733	180,024	682,344	684,467
Planning Services	1,617,641	1,727,792	110,151	1,663,903	1,970,760
Safety Codes	1,029,822	1,123,416	93,594	1,158,289	1,112,091
	3,553,020	3,923,751	370,731	3,835,067	4,116,236
Net Surplus (Deficit)	(1,090,420)	(1,136,251)	(45,831)	(1,321,067)	(1,386,236)

Community Growth Section

Community Growth

By working on building systems with internal and external stakeholders and partners to proactively identify and pursue opportunities; building and maintaining senior relationships within government, industry, and stakeholders; and leading collaborative interdepartmental initiatives, this section leads and supports strategy, process, and policy development to help guide Business Development, Planning Services and Safety Codes.

Strategic Objectives

- Ensure that Envision Cochrane 2050, the Town's Municipal Development Plan, is in alignment with Councils' Strategic Plan and continues to advance on schedule and on budget. Envision Cochrane 2050 will establish a 25- and 50-year plan for growth and development in the Town of Cochrane. This will provide the community with the benefit of a structured and sustainable plan for growth and ensure the communities vision is realized. (IR, FES, BE, OR, OSNA, C, L)
- Support and foster the Cochrane Station, Incubator Program, and Smart Start initiatives, so that entrepreneurs and local businesses can thrive, innovate, and contribute positively to our community's economic growth. (FES, IR, OR, VE)
- Implement risk mitigation strategies and resourcing plans to ensure organizational resiliency and business continuity, so that developers, residents and the business community have efficient and effective level of services they can consistently rely on. (BE, OR,VE)

Community Growth	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Expenses					
Salaries and benefits	259,468	276,430	16,962	282,951	289,488
Contracted and general services	60,000	30,000	(30,000)	30,000	40,000
Materials, goods and supplies	17,380	17,380	-	17,580	19,430
	336,848	323,810	(13,038)	330,531	348,918
Net Surplus (Deficit)	(336,848)	(323,810)	13,038	(330,531)	(348,918)

Budget variance highlights

Surplus is a result of the reduction in contracted service requirements.

Community Growth Section

Business Development

Business Development supports entrepreneurship and innovation to support a vibrant economy in Cochrane. The department offers support services to existing local businesses while also broadening Cochrane's sustainable economic growth through business retention, investment attraction, tourism development and regional collaboration.

Strategic Objectives

- Facilitate and promote events, programs, and opportunities at the Cochrane Station and Civic Plaza, so that the community can actively engage in and derive value from this communal space, appreciating the returns on their investment in community development. ((IR, FES, BEL, OSNA)
- Consistently nurture and evolve the Incubator Program, providing targeted resources and support, so that local businesses in The Town of Cochrane can thrive, ensuring their long-term success and contribution to our community's economic vitality. (IR, OR, VE)
- Launch and drive the Smart Start Program, offering guidance and resources, so that aspiring citizens can successfully establish and grow their local businesses, further enriching Cochrane's economy and fostering community entrepreneurship. (IR, OR, VE)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	362,500	383,500	21,000	398,500	408,500
Other	-	75,000	75,000	-	-
	362,500	458,500	96,000	398,500	408,500
Expenses					
Salaries and benefits	323,625	343,026	19,401	351,301	359,617
Contracted and general services	15,000	183,000	168,000	108,000	108,000
Materials, goods and supplies	100,450	92,350	(8,100)	91,850	91,850
Transfers to organizations	100,000	100,000	-	100,000	100,000
Other expenditures	29,634	30,357	723	31,193	25,000
	568,709	748,733	180,024	682,344	684,467
Net Surplus (Deficit)	(206,209)	(290,233)	(84,024)	(283,844)	(275,967)

Budget variance highlights

Increase \$70,000 for The Station Security and \$15,000 for one-off Station maintenance. \$75,000 for 5th Avenue study contingencies.

Community Growth Section

Planning Services

Planning Services ensures Cochrane's buildings, structures and developments support Cochrane's identity and furthers livability and vibrancy for residents, property owners and developers. Supporting long range policy and regional planning, Planning manages the municipal development plan, area structure plans, neighbourhood plans and other statutory and non-statutory documents, including participation in regional growth planning and compliance. The department ensures compliance for property, development permits, and subdivision applications through the regulatory review of development proposals.

Strategic Objectives

- Diligently guide and monitor "Envision Cochrane 2050" Municipal Development Plan, aligning it with the Council's Strategic Plan and ensuring a cost-effective process, so that the Town of Cochrane benefits from a forward-thinking blueprint for sustainable growth, fulfilling the community's aspirations for the coming decades. (FES, IR, BE, OR, I, VE, ONSA, C, L)
- Conduct a systematic review of existing approval processes starting in 2024, including procedures and operational practices within planning services, so that the planning team can evaluate current operations with a focus on enhancing and optimizing service levels, and delivering exceptional customer service. (IR, OR, BE, VE, FES, I, VE, OSNA, C, L)
- Collaborate closely with our School Districts to complete a Joint Use Planning Agreement, ensuring it's in harmony with the goals of the "Envision Cochrane 2050" Municipal Development Plan. By doing this, we provide a cohesive foundation that aids both educational and municipal development, ensuring the community's vision is seamlessly realized. (IR, BE, L).

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	250,100	352,500	102,400	297,500	247,500
Other	200,000	300,000	100,000	100,000	300,000
	450,100	652,500	202,400	397,500	547,500
Expenses					
Salaries and benefits	1,261,548	1,313,679	52,131	1,346,029	1,393,260
Contracted and general services	80,000	130,000	50,000	155,000	505,000
Materials, goods and supplies	253,280	259,300	6,020	135,750	62,500
Other expenditures	22,813	24,813	2,000	27,124	10,000
	1,617,641	1,727,792	110,151	1,663,903	1,970,760
Net Surplus (Deficit)	(1,167,541)	(1,075,292)	92,249	(1,266,403)	(1,423,260)



Community Growth Section

Planning Services

Budget variance highlights

Increased revenue related to community growth and a draw from reserves related to ongoing Envision Cochrane project. Increase in contracted and general services for consultant support on additional/new CRL opportunity.

Community Growth Section

Safety Codes

Safety Codes ensures compliance and safety in Cochrane, by working with homeowners and contractors to inspect and approve the design and construction for building, electrical, gas and plumbing work to uphold Provincial and National safety codes and standards. The department also maintains Cochrane's good standing as an accredited municipality by the Safety Codes Council of Alberta to administer and enforce the Safety Codes Act.

Strategic Objectives

- Deliver a 95% Quality Management Plan (QMP) compliance rate in both inspections and permit issuance processes, ensuring that permit applicants can seamlessly progress with their projects while upholding code standards. (FES, VE, BE, IR)
- Implement the latest version of BluePrince, streamlining our tools and systems, so that the Safety Codes Department can operate with enhanced efficiency, ensuring consistent business operations and bolstering organizational resiliency. (OR, VE, BE)
- We devise and execute a comprehensive recruitment strategy tailored for Safety Codes Officer positions, ensuring that we attract and retain the right talent, so that our organization can maintain continuous operations and strengthen its long-term resilience against potential challenges. (OR, IR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	1,650,000	1,676,500	26,500	1,718,000	1,774,000
	1,650,000	1,676,500	26,500	1,718,000	1,774,000
Expenses					
Salaries and benefits	689,445	760,504	71,059	779,164	807,721
Contracted and general services	80,000	80,000	-	80,000	80,000
Materials, goods and supplies	98,890	111,830	12,940	116,950	124,370
Other expenditures	161,487	171,082	9,595	182,175	100,000
	1,029,822	1,123,416	93,594	1,158,289	1,112,091
Net Surplus (Deficit)	620,178	553,084	(67,094)	559,711	661,909

Budget variance highlights

Increased revenue results in an increase in Safety Code Council fees, reflected in contracted and general services. Increases in expenses to support activities associated with increased permits and larger scale projects and new subdivisions as well as increase in salaries and benefits from the compensation review.

Operations Section

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Operation Services	-	400	400	400	400
Roads	1,516,264	1,516,264	-	1,516,264	1,516,264
Storm Sewer	950,682	1,120,561	169,879	1,178,588	1,330,259
Waste Management	3,699,270	3,904,669	205,399	3,988,322	4,126,653
Eco Centre	977,044	1,025,780	48,736	1,211,394	1,178,046
Water	5,677,776	6,884,011	1,206,235	7,670,025	8,086,495
Wastewater	7,970,073	10,021,272	2,051,199	10,534,434	11,111,334
	(20,791,109)	(24,472,957)	(3,681,848)	(26,099,427)	(27,349,451)
Expenses					
Operation Services	327,452	340,502	13,050	344,357	351,755
Roads	6,279,816	6,901,688	621,872	6,964,529	7,026,313
Storm Sewer	950,682	1,120,561	169,879	1,178,588	1,330,259
Waste Management	3,699,270	3,904,669	205,399	3,988,322	4,126,653
Eco Centre	977,044	1,025,780	48,736	1,211,394	1,178,046
Water	5,677,776	6,884,011	1,206,235	7,670,025	8,086,495
Wastewater	7,970,073	10,021,272	2,051,199	10,534,434	11,111,334
	25,882,113	30,198,483	4,316,370	31,891,649	33,210,855
Net Surplus (Deficit)	(5,091,004)	(5,725,526)	(634,522)	(5,792,222)	(5,861,404)

Operations Section

Operation Services

The Operations Service section leads and supports strategy, process, and policy development to help guide the Operations Reception Centre, Roads, Waste & Recycling, Storm Sewer and Water & Wastewater utilities. It accomplishes its mission by proactively identifying and pursuing opportunities, building senior relationships within government, industry, and key stakeholders, and leading collaborative interdepartmental initiatives.

Strategic Objectives

- Prioritize and roll out a comprehensive operations services plan, encompassing roadways, sewers, water, wastewater, waste and recycling, so our community can experience uninterrupted services, sustainable growth, and optimal resource utilization. (BE, IR, OR, C,I)
- Integrate cutting-edge technologies and best practices across essential services, from snow control to water quality, so our residents can consistently enjoy safe, dependable, and efficient amenities. (IR, OR, L)
- Champion environmental conservation and sustainable resource initiatives, such as water loss mitigation and demand management, so our community and future generations can thrive in a balanced ecosystem. (FES, IR, L, BE)
- Dedicate resources to enhance transparency and community involvement, fostering effective communication channels, so our rate payers and stakeholders remain informed, engaged, and part of our decision-making processes. (IR, L)
- Instill a culture of ongoing improvement with targeted training and asset management strategies, ensuring our teams stay nimble, skilled, and in tune with the community's dynamic needs. (IR, OR)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	-	400	400	400	400
	-	400	400	400	400
Expenses					
Salaries and benefits	299,952	311,002	11,050	318,357	325,755
Contracted and general services	-	5,000	5,000	5,000	5,000
Materials, goods and supplies	27,500	24,500	(3,000)	21,000	21,000
	327,452	340,502	13,050	344,357	351,755
Net Surplus (Deficit)	(327,452)	(340,102)	(12,650)	(343,957)	(351,355)



Operations Section

Operation Services

Budget variance highlights

New revenue source for small lease agreement with Alberta Environment and new contracted services support for groundwell testing.

Operations Section

Roads

The Roads department ensures Cochrane's road network is properly maintained in all conditions ensuring connectivity throughout the community. The department manages roads, sidewalks, traffic control devices, signalized intersections and bridge structures throughout Cochrane, including significant ice and snow control programs and maintenance of critical assets. Through the annual asset renewal program, deficient infrastructure is prioritized for replacement or upgrade to extend the life cycle of Cochrane's connectivity assets.

Strategic Objectives

- Complete a pavement management program focusing on conditional assessments, linking directly to our asset management plan, so that our community can benefit from well-maintained and strategically funded roadways. (FES, BE, OR, C)
- Investigate enhanced snow and ice control programming and technologies so that residents can experience safer and more efficient travel during winter conditions. (FES, OR, C, BE)
- Upgrade the current traffic signal hardware and optimize signal timing so that motorists and pedestrians can experience smoother and more efficient traffic flow. (BE, C)
- Develop a cohesive department asset management strategy in coordination with Engineering and Asset Services so that our team can optimize resources and achieve sustainable growth. (FES, OR, BE)

Roads	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Other	1,516,264	1,516,264	-	1,516,264	1,516,264
	1,516,264	1,516,264	-	1,516,264	1,516,264
Expenses					
Principle payments	1,387,990	1,477,896	89,906	1,518,383	1,560,024
Salaries and benefits	1,210,752	1,259,625	48,873	1,286,024	1,311,458
Contracted and general services	107,500	157,500	50,000	157,500	157,500
Materials, goods and supplies	2,279,450	2,650,386	370,936	2,686,827	2,723,178
Interest charges on long-term debt	386,638	448,795	62,157	408,309	366,667
Other expenditures	907,486	907,486	-	907,486	907,486
	6,279,816	6,901,688	621,872	6,964,529	7,026,313
Net Surplus (Deficit)	(4,763,552)	(5,385,424)	(621,872)	(5,448,265)	(5,510,049)



Operations Section

Roads

Budget variance highlights

Community growth coupled with inflationary increases for materials, goods and services are the primary drivers for variances. This includes increased contract for street sweeping, sidewalk and curb repairs, vehicle operations/repairs with increase in assets.

Operations Section

Storm Sewer

Storm Sewer operates and maintains Cochrane's storm sewer system, which includes 120 km of underground storm sewer mains and drainage swales, 10 stormwater facilities, 49 outfalls, 22 oil grit separators, 1,676 catch basins and wetland areas.

Strategic Objectives

- Develop a cohesive department asset management strategy in coordination with Engineering and Asset Services so that our team can optimize resources and achieve sustainable growth. (FES, OR, BE)
- Conduct comprehensive inspections of all storm water ponds concerning vegetation growth and implement proactive maintenance programs based on these evaluations, so that our community can benefit from a resilient and balanced environment, ensuring both safety and the longevity of our natural ecosystems. (FES, BE, OR, L)
- Investigate and implement advanced storm water treatments like aeration, algacides, and ultrasonic controls to manage nutrient levels and prevent H2S accumulation in storm ponds, so that our natural water bodies remain resilient against algal blooms and our residents living nearby can enjoy a safer and healthier environment with improved storm water quality. (IR, BE, OSNA, L)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	950,682	1,030,561	79,879	1,178,588	1,330,259
Other	-	90,000	90,000	-	-
	950,682	1,120,561	169,879	1,178,588	1,330,259
Expenses					
Salaries and benefits	178,711	308,096	129,385	311,480	314,681
Contracted and general services	165,409	256,441	91,032	167,383	122,000
Materials, goods and supplies	5,500	5,500	-	5,500	5,500
Other expenditures	601,062	550,524	(50,538)	694,225	888,078
	950,682	1,120,561	169,879	1,178,588	1,330,259
Net Surplus (Deficit)	-	-	-	-	-

Budget variance highlights

In alignment with the 2021 Stormwater Utility Rate Review, consistent rate increases are being applied to support enhanced contributions to the Storm Sewer utility reserves, which support future capital replacement, and major maintenance resources for the utility.

Operations Section

Eco Centre

In alignment with Cochrane's Zero Waste vision, the Eco Centre encourages waste diversion and ensures hazardous materials are disposed of appropriately to mitigate environmental impact and increase public safety. Through its self-sorting recycling facility, the department supports residents to access waste diversion programs for various household and yard waste items.

Strategic Objectives

- Develop a comprehensive expansion strategy for the Eco Centre so our growing community continues to receive and benefit from a high-caliber service. (IR, OR, FES, BE, I)
- Commit to spearheading continuous enhancement and workforce training, ensuring our teams stay adept, flexible, and responsive to the ever-evolving needs of the community. (OR)
- Develop a precise Asset Management Plan for the Eco Centre so we can consistently deliver cost-effective services, while navigating potential risks, ensuring financial foresight, and fulfilling our commitment to community standards. (FES, OR, IR, BE)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	873,044	918,280	45,236	947,759	978,271
Grants	102,000	103,000	1,000	104,000	105,000
Other	2,000	4,500	2,500	159,635	94,775
	977,044	1,025,780	48,736	1,211,394	1,178,046
Expenses					
Salaries and benefits	455,294	504,113	48,819	516,013	528,987
Contracted and general services	256,452	219,451	(37,001)	390,012	203,000
Materials, goods and supplies	164,562	181,192	16,630	190,856	199,185
Other expenditures	100,736	121,024	20,288	114,513	246,874
	977,044	1,025,780	48,736	1,211,394	1,178,046
Net Surplus (Deficit)	-	-	-	-	-

Budget variance highlights

Increased Eco Centre expenses are expected as a result of growth and inflation but will be offset by new accounts, therefore there is no planned increase to the Eco Centre monthly utility rate in 2024.

Operations Section

Waste Management

Waste and Recycling manages curbside waste, recycling and organics collection to most households in Cochrane.

Strategic Objectives

- Develop a 2025-2030 RFP for waste/recycling/organics collection and processing so the Cochrane community can experience enhanced service levels most effectively. (FES, B E, IR)
- Collaborate with the Province and Producer Responsibility Organization on the Extended Producer Responsibility program so the financial and operational burden of collecting and processing recyclables shifts from the Cochrane community to the producers. (IR, FES, OR)
- Finalize and present the “Zero Waste Framework” report to the Council so Cochrane can strategically reduce its landfill contribution through more effective waste reduction, reuse, recycling, and composting. (IR, FES, OR, I)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	3,669,270	3,818,669	149,399	3,952,322	4,090,653
Other	30,000	86,000	56,000	36,000	36,000
	3,699,270	3,904,669	205,399	3,988,322	4,126,653
Expenses					
Salaries and benefits	152,987	213,606	60,619	217,631	221,666
Contracted and general services	2,197,120	2,326,891	129,771	2,367,829	1,954,244
Materials, goods and supplies	1,207,885	1,246,602	38,717	1,318,145	1,367,632
Other expenditures	141,278	117,570	(23,708)	84,717	583,111
	3,699,270	3,904,669	205,399	3,988,322	4,126,653
Net Surplus (Deficit)	-	-	-	-	-

Budget variance highlights

Increased collection expenses are expected as a result of growth and inflation but will be offset by new accounts, therefore there is no planned increase to the Waste & Recycling Collection monthly fees in 2024. A draw from operating reserve is proposed for a Radio Frequency Identification Readers (RFID) to optimize management of waste, recycling and organics carts.

Operations Section

Water

Cochrane's water system consists of 156km of water mains, 526 fire hydrants, 12,000+ water laterals / isolation valves, 21 pressure-reducing vaults, 2,126 water main valves, 10 water pumping facilities, 7 water storage facilities and 1 water treatment facility. Cochrane's Utility Department operates and maintains this infrastructure to deliver clean, safe and reliable water service to our customers. We are committed to continued evaluation and process improvement of our asset management practices ensuring the most efficient service delivery to our customers.

Strategic Objectives

- Develop a cohesive department asset management strategy in coordination with Engineering and Asset Services so that our team can optimize resources and deliver cost effective services. (FES, OR, BE)
- Review and measure the water rate model to ensure its resiliency so that future generations can benefit from equitable and sustainable water resources. (FES)
- Develop and deploy a water loss mitigation strategy targeting 9% or less in real and apparent losses, so that communities can enjoy reliable and efficient water services. (FES)
- Enhance Cochrane's water quality monitoring program so that residents can consistently access and trust in safe, clean water. (FES, IR)
- Deliver and endorse a public water demand management policy so that communities are informed regarding water scarcity decisions. (IR, BE, FES)
- Develop an operational strategy focused on enhanced maintenance, operator engagement, and training so that our teams can deliver consistent, high-quality services to the community. (OR, BE, IR, FES)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	5,676,494	6,882,707	1,206,213	7,668,698	8,085,145
Other	1,282	1,304	22	1,327	1,350
	5,677,776	6,884,011	1,206,235	7,670,025	8,086,495
Expenses					
Salaries and benefits	894,685	1,319,558	424,873	1,339,250	1,357,691
Contracted and general services	826,585	685,974	(140,611)	706,553	727,750
Materials, goods and supplies	1,931,518	2,281,066	349,548	2,619,560	2,757,095
Other expenditures	2,024,988	2,597,413	572,425	3,004,662	3,243,959
	5,677,776	6,884,011	1,206,235	7,670,025	8,086,495
Net Surplus (Deficit)	-	-	-	-	-



Operations Section

Water

Budget variance highlights

Increases reflected to address emergent issues found by valve inspection and water loss mitigation programs. Areas of the budget have a larger than normal increase due to significant inflation related to contracted services of both facility and underground construction. Remaining portions of the budget have been adjusted to account for growth and standard inflation.

Operations Section

Wastewater

Cochrane's wastewater system consists of 130km of mains, 25km of force mains, 12,000+ laterals, 1472 manholes, 9 lift stations, and 1 sewage transfer facility. Cochrane utilizes this infrastructure to collect and transport wastewater in a safe, reliable, cost effective and environmentally responsible manner. Cochrane's Sewer Rates cover the cost of wastewater treatment which is performed by the City of Calgary. We are committed to continued evaluation and process improvement of our asset management practices ensuring the most efficient service delivery to our customers.

Strategic Objectives

- Develop a cohesive department asset management strategy in coordination with Engineering and Asset Services so that our team can optimize resources and deliver cost effective services. (FES, OR, BE)
- Review and measure the wastewater rate model to ensure its resiliency so that future generations can benefit from equitable and sustainable wastewater services. (FES)
- Implement a closed circuit television wastewater main inspection program so that we can proactively identify and address infrastructure issues, ensuring uninterrupted and efficient wastewater services for our community. (BE, FES)
- Enhance the utilization of our Rapid Assessment Tool inspection program so that inspections can be conducted more efficiently and potential issues can be identified and addressed promptly. (FES, BE)
- Deploy an internally supplied sewer lateral cleaning program so that residents can experience enhanced sewer performance and reduced blockage-related disruptions. (BE, FES)
- Develop an operational strategy focused on enhanced maintenance, operator engagement, and training so that our teams can deliver consistent, high-quality services to the community. (OR, BE, IR, FES)

	Budget 2023	Budget 2024	Budget Variance 2024 - 2023	Forecast 2025	Forecast 2026
Revenue					
Sales and user fees	7,807,073	9,306,453	1,499,380	9,816,290	10,389,800
Other	163,000	714,819	551,819	718,144	721,534
	7,970,073	10,021,272	2,051,199	10,534,434	11,111,334
Expenses					
Principle payments	-	192,265	192,265	202,748	213,802
Salaries and benefits	860,076	1,094,047	233,971	1,113,012	1,131,419
Contracted and general services	1,954,980	2,144,739	189,759	2,209,081	2,275,355
Purchases from other governments	3,771,885	4,191,576	419,691	4,380,050	4,620,072
Materials, goods and supplies	460,140	509,844	49,704	471,238	482,327
Interest charges on long-term debt	-	356,294	356,294	345,811	334,757
Other expenditures	922,992	1,532,507	609,515	1,812,494	2,053,602
	7,970,073	10,021,272	2,051,199	10,534,434	11,111,334
Net Surplus (Deficit)	-	-	-	-	-



Operations Section

Wastewater

Budget variance highlights

Costs to provide services have increased due to inflation and an increased customer base, with remaining portions of the budget adjusted to account for growth, standard inflation and increased reserve contributions. Contracted services see an increase to address emergent issues found by our CCTV inspection program as well as an increase from the City of Calgary for treatment costs. Areas of the budget have a larger than normal increase due to significant inflation related to contracted services required for both vertical and underground construction, offset by an increase in off-site levy revenue and user fees.



Capital Budget

2024-2026

cochrane
HOW THE WEST IS NOW



5-year capital summary

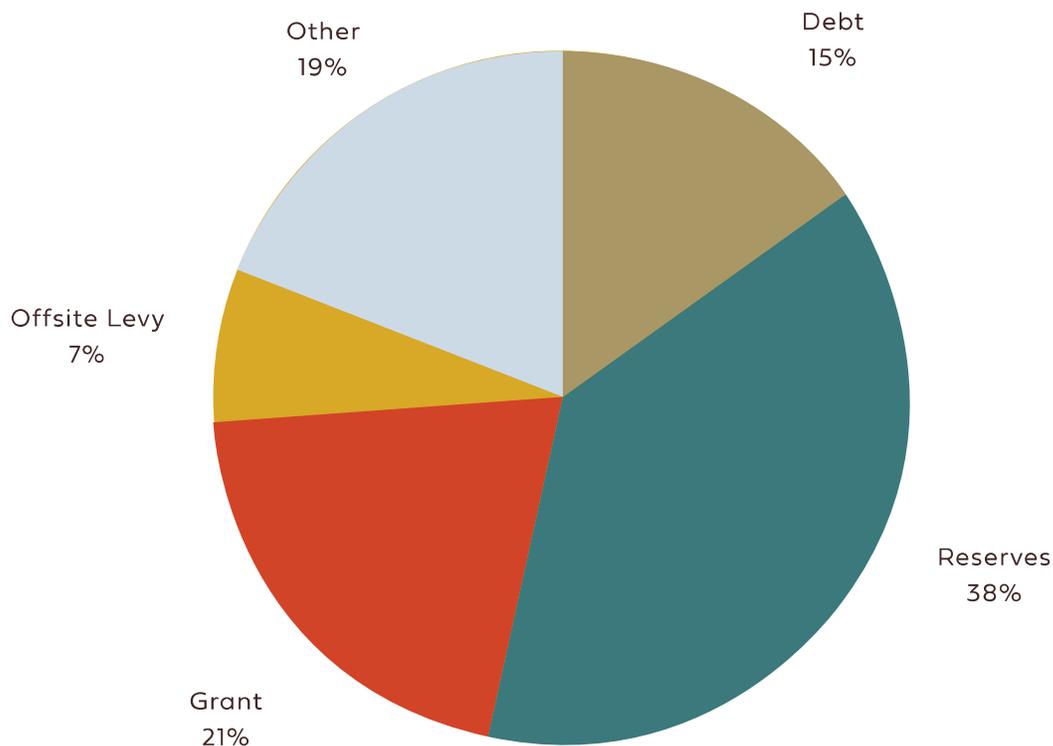
A capital asset is an asset that has a useful life greater than one year and is not intended for sale during the normal course of operations. A capital budget consists of estimated expenditures needed to pay for such assets as land, construction of buildings and roadways, and other major permanent improvements. The Town of Cochrane recognizes the need to plan sustainably and does so through a comprehensive and integrated capital program that focuses on the use of smart debt management, reserve optimization and continued grant advocacy.

In early 2023, the Town began developing an Asset Management Plan which will assist the Town in making strategic, objective and data-driven recommendations to Council regarding infrastructure improvements. This plan will be developed with the goal of obtaining financial sustainability, while making prudent decisions in capital additions and replacement. There have been inclinations that the province may, in the future, require an Asset Management Plan to receive grant funding as this model is currently being utilized in eastern Canada. Although Alberta is not there yet, having an Asset Management Plan in place will further support our grant funding applications.

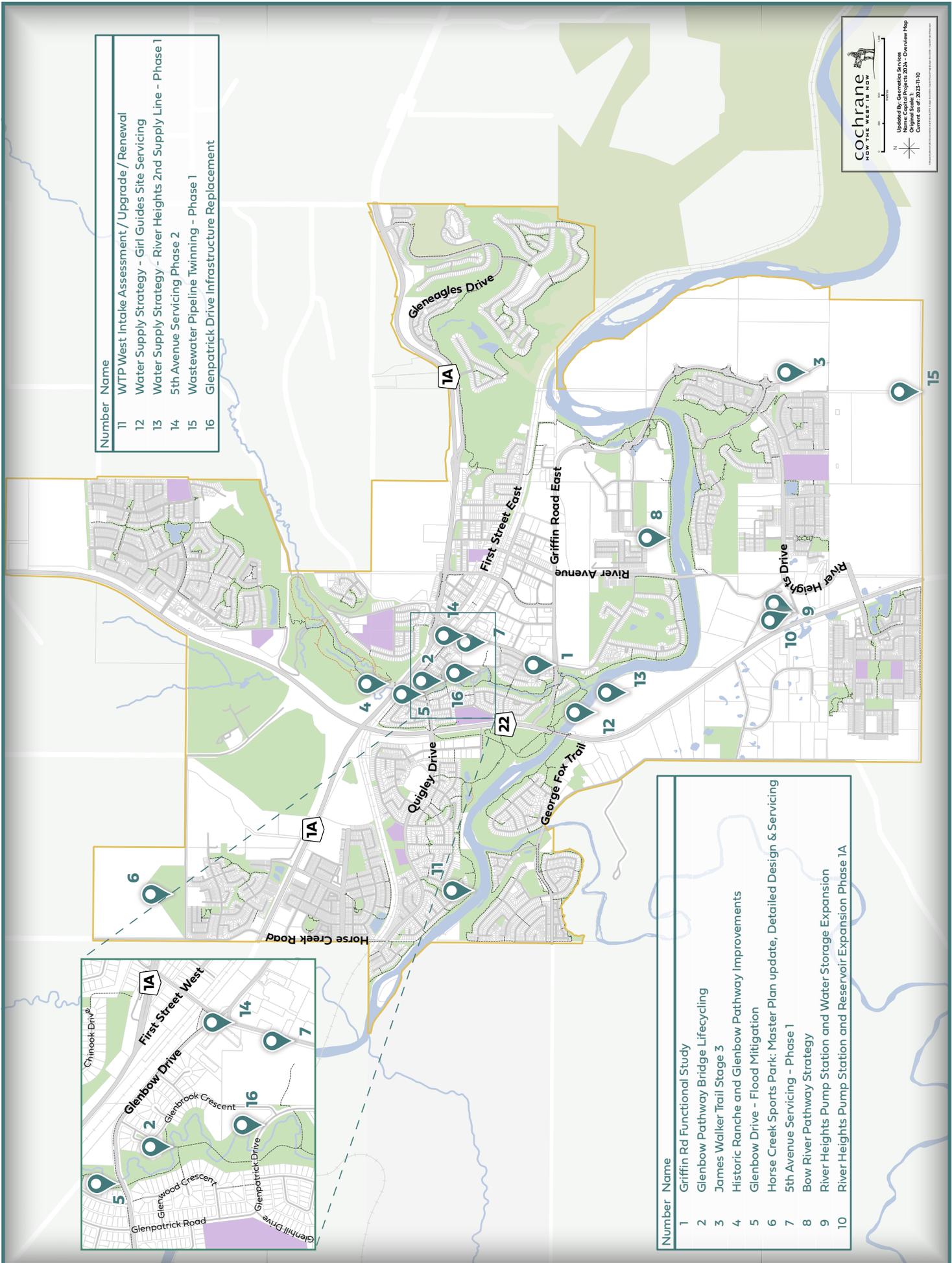
2024 capital budget

The Town of Cochrane 2024-2028 Capital Plan has total spending of \$193 million. The costs included are high-level estimates and would be refined if the projects are initiated. It is important to note that only the 2024 capital plan has been approved by Council. The 2025-2028 capital plan has been approved in principle and are subject to change.

The 2024 capital plan is funded as follows:



Overview of 2024 capital



Number	Name
11	WTP West Intake Assessment / Upgrade / Renewal
12	Water Supply Strategy - Girl Guides Site Servicing
13	Water Supply Strategy - River Heights 2nd Supply Line - Phase 1
14	5th Avenue Servicing Phase 2
15	Wastewater Pipeline Twinning - Phase 1
16	Glenpatrick Drive Infrastructure Replacement

Number	Name
1	Griffin Rd Functional Study
2	Glenbow Pathway Bridge Lifecycling
3	James Walker Trail Stage 3
4	Historic Ranche and Glenbow Pathway Improvements
5	Glenbow Drive - Flood Mitigation
6	Horse Creek Sports Park: Master Plan update, Detailed Design & Servicing
7	5th Avenue Servicing - Phase 1
8	Bow River Pathway Strategy
9	River Heights Pump Station and Water Storage Expansion
10	River Heights Pump Station and Reservoir Expansion Phase 1A

cochrane
HOW THE WEST IS NOW

Updated By: Geomatics Services
Name: Capital Projects 2024 - Overview Map
Current as of: 2023-11-10

5-year capital summary

Some of the highlights of the 2024 capital budget are as follows:

Infrastructure:

- Griffin Road functional study - \$350K

Fleet and Equipment:

- 2024 fleet replacements - \$1.2M
- Technology life cycling - \$150K
- 2024 fleet additions - \$110K

Facilities:

- Workspace optimization construction - \$1.3M
- 2024 Ranchehouse facility life cycling - \$700K
- Facility condition assessment - \$450K
- Business incubator funding support - \$247K
- Affordable housing action plan - \$150K

Roads and Parks:

- Glenbow pathway bridge life cycling - \$900K
- James Walker Trail stage 3 - \$880K
- Historic Ranche and Glenbow Pathway improvements - \$500K
- Project Jumpstart prep construction - \$500K
- Pavement management program - \$268K
- Glenbow Drive – flood mitigation - \$195K
- Bow River pathway strategy - \$150K
- Connectivity planning - \$100K

Utility Projects:

- Horse Creek Sports Park – Master Plan - \$5.5M
- 5th Avenue servicing – Phase 1 - \$4.6M
- River Heights pump station and water storage expansion - \$3.5M
- River Heights pump station and reservoir expansion – Phase 1A - \$840K
- WTP West intake assessment/upgrade/renewal - \$560K
- Water supply strategy – Girl Guides site servicing - \$550K
- Water supply strategy – River Heights 2nd supply line – Phase 1 - \$520K
- WTP security upgrades - \$350K
- Main pressure zone reservoir expansion - \$300K
- Water treatment capacity assessment and future upgrades - \$263K
- 5th Avenue servicing – Phase 2 - \$260K
- Water asset renewal program (vertical) - \$250K
- Wastewater pipeline twinning – Phase 1 - \$200K
- New water treatment plant land acquisition - \$200K
- Water supply strategy – licence acquisition - \$160K
- Glenpatrick Drive infrastructure replacement - \$150K

Capital impacts on operations

A capital project is generally non-recurring in nature and may include the purchase of land, site development, engineering and design fees, construction and equipment. Capital projects produce assets with useful lives longer than one year. Capital projects can have a major impact on both the cost of operations and the operations themselves. Operating costs associated with implementation of projects are a fundamental part of the operating budget and of the overall budget development process.

Operating impacts of capital projects are determined as a project develops and included in the Three-Year Operating Plan. In recent years due to significant growth, the Town has focused on building new infrastructure, while maintaining existing (recurring) infrastructure such as roads, water, wastewater and facilities. Typically, these types of recurring capital projects have minimal impact on the operating budget. An exception for example, is Town information technology. This project provides ongoing funding for systematic replacement of Town information and communication systems and operating impacts include maintenance costs and software support for the replacement purchases. Projects may produce ongoing operational savings, such as retrofitting new lighting at the arena or administrative building, which will reduce electricity costs. New construction or major improvements, however, do generally require additional operating expenditures such as electricity, building insurance, or general maintenance.



2024 – 2028 Capital Projects Summary

	Budget 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Total
Infrastructure						
Griffin Rd Functional Study	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
OSL Bylaw Phase 2	50,000	-	-	-	-	50,000
Cochrane App / Alerting System	40,000	-	-	-	-	40,000
Cochrane Heights Infrastructure Improvement Project - Phase 1	-	-	-	-	310,000	310,000
Subtotal - Infrastructure	\$ 440,000	\$ -	\$ -	\$ -	\$ 310,000	\$ 750,000
Fleet & Equipment						
2024 Fleet Replacements	\$ 1,220,000	\$ -	\$ -	\$ -	\$ -	\$ 1,220,000
Technology Lifecycling	150,000	147,000	190,000	-	-	487,000
2024 Fleet Additions	110,000	-	-	-	-	110,000
Paint Sprayer	45,000	-	-	-	-	45,000
2025 Fleet Replacements	-	270,000	-	-	-	270,000
2025 Fleet Additions	-	200,000	-	-	-	200,000
2026 Fleet Replacements	-	-	580,000	-	-	580,000
2027 Fleet Additions	-	-	-	450,000	-	450,000
2027 Fleet Replacements	-	-	-	1,100,000	-	1,100,000
2028 Fleet Additions	-	-	-	-	550,000	550,000
2028 Fleet Replacements	-	-	-	-	1,200,000	1,200,000
Subtotal - Fleet & Equipment	\$ 1,525,000	\$ 617,000	\$ 770,000	\$ 1,550,000	\$ 1,750,000	\$ 6,212,000
Facilities						
Work Space Optimization Construction.	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000
2024 RancheHouse Facility Lifecycling - Elevators & Boilers	700,000	-	-	-	-	700,000
Facility Condition Assessment (Non W3 Facilities)	450,000	-	-	-	-	450,000
Business Incubator Funding Support	247,000	295,000	346,000	-	-	888,000
Affordable Housing Action Plan	150,000	-	-	-	-	150,000
Facilities 20 Year Master Plan	-	500,000	-	-	-	500,000
Subtotal - Facilities	\$ 2,797,000	\$ 795,000	\$ 346,000	\$ -	\$ -	\$ 3,938,000

2024 – 2028 Capital Projects Summary

	Budget 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Total
Roads & Parks						
Glenbow Pathway Bridge Lifecycling	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ 900,000
James Walker Trail Stage 3	880,000	8,075,000	8,075,000	-	-	17,030,000
Historic Ranche and Glenbow Pathway Improvements	500,000	-	-	-	-	500,000
Project Jumpstart Prep Construction	500,000	-	-	-	-	500,000
Pavement Management Program	268,000	-	-	-	-	268,000
Glenbow Drive - Flood Mitigation	195,000	-	-	-	-	195,000
Bow River Pathway Strategy	150,000	-	-	-	-	150,000
Connectivity Planning	100,000	-	-	-	-	100,000
Playground Replacement Program	75,000	75,000	75,000	75,000	-	300,000
Traffic Signal Upgrades	74,000	-	-	-	-	74,000
Riveria Trail Project	-	150,000	-	-	-	150,000
Parks & Open Spaces Needs Assessment	-	150,000	-	-	-	150,000
Cemetary Expansion	-	100,000	-	100,000	-	200,000
East Sunset Pathway Extension	-	50,000	400,000	-	-	450,000
Outdoor Washroom Feasibility	-	50,000	-	-	-	50,000
Cochrane Water Course Study	-	40,000	-	-	-	40,000
Parks, Recreation, and Community Culture Plan	-	-	400,000	-	-	400,000
Parks Condition Assessment	-	-	200,000	-	-	200,000
Bow River Pathway Engineering & Construction	-	-	200,000	1,500,000	1,500,000	3,200,000
Pathway and Active Transportation Connectivity Improvements	-	-	-	750,000	-	750,000
Cochrane Mobility Plan	-	-	-	500,000	-	500,000
Gleneagles Drive Upgrade - Phase 2	-	-	-	212,000	-	212,000
Centre Avenue - Phase 4	-	-	-	-	3,530,000	3,530,000
Subtotal - Roads & Parks	\$ 3,642,000	\$ 8,690,000	\$ 9,350,000	\$ 3,137,000	\$ 5,030,000	\$ 29,849,000

2024 – 2028 Capital Projects Summary

	Budget 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Total
Utility Projects						
Horse Creek Sports Park: Master Plan update, Detailed Design & Servicing	\$ 5,532,000	\$ 3,112,000	\$ -	\$ -	\$ -	\$ 8,644,000
5th Avenue Servicing – Phase 1	4,600,000	-	-	-	-	4,600,000
River Heights Pump Station and Water Storage Expansion	3,522,500	3,522,500	-	-	-	7,045,000
River Heights Pump Station and Reservoir Expansion Phase 1A	840,000	-	-	-	-	840,000
WTP West Intake Assessment / Upgrade / Renewal	560,000	-	-	-	-	560,000
Water Supply Strategy – Girl Guides Site Servicing	550,000	7,350,000	-	-	-	7,900,000
Water Supply Strategy – River Heights 2nd Supply Line – Phase 1	520,000	6,940,000	-	-	-	7,460,000
WTP Security Upgrades	350,000	-	-	-	-	350,000
Main Pressure Zone Reservoir Expansion	300,000	-	-	1,400,000	18,300,000	20,000,000
Water Treatment Capacity Assessment and Future Upgrades	263,400	-	-	-	-	263,400
5th Avenue Servicing Phase 2	260,000	4,140,000	-	-	-	4,400,000
Water Asset Renewal Program (Vertical)	250,000	-	-	-	-	250,000
Wastewater Pipeline Twinning – Phase 1	200,000	17,800,000	17,800,000	-	-	35,800,000
New Water Treatment Plant Land Acquisition	200,000	400,000	2,600,000	-	-	3,200,000
Water Supply Strategy – Licence Acquisition	160,000	5,860,000	5,860,000	-	-	11,880,000
Glenpatrick Drive Infrastructure Replacement	150,000	7,380,000	4,920,000	-	-	12,450,000
Chemical Optimization	90,000	-	-	-	-	90,000
Wastewater Asset Renewal Program (Vertical)	-	250,000	-	-	-	250,000
WT4B – Additional Membrane Feed Pump	-	-	-	760,000	-	760,000
WT4B – Flocculation Retrofit	-	-	-	2,655,000	-	2,655,000
WT4B – High-Rate DAF System (Clarifier Upgrade)	-	-	-	11,200,000	-	11,200,000

2024 – 2028 Capital Projects Summary

	Budget 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Total
Utility Projects - continued						
WT4B - New Emergency Generator and Other Electrical Upgrades	-	-	-	3,920,000	-	3,920,000
Griffin Industrial Watermain Loop	-	-	-	90,000	3,920,000	4,010,000
East End Stormwater - Phase 2	-	-	-	150,000	3,200,000	3,350,000
WT3B - Additional High Lift Upgrades	-	-	-	700,000	-	700,000
Subtotal - Utility Projects	\$ 18,347,900	\$ 56,754,500	\$ 31,180,000	\$ 20,875,000	\$ 25,420,000	\$ 152,577,400
Grand Total	\$ 26,751,900	\$ 66,856,500	\$ 41,646,000	\$ 25,562,000	\$ 32,510,000	\$ 193,326,400

2024 – 2028 Capital Projects Funding Summary

	Reserves	Grants	Debt	Offsite Levy	Other	Total
Infrastructure						
Griffin Rd Functional Study	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
OSL Bylaw Phase 2	50,000	-	-	-	-	50,000
Cochrane App / Alerting System	40,000	-	-	-	-	40,000
Cochrane Heights Infrastructure Improvement Project - Phase 1	310,000	-	-	-	-	310,000
Subtotal - Infrastructure	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Fleet & Equipment						
2024 Fleet Replacements	\$ 1,220,000	\$ -	\$ -	\$ -	\$ -	\$ 1,220,000
Technology Lifecycling	487,000	-	-	-	-	487,000
2024 Fleet Additions	110,000	-	-	-	-	110,000
Paint Sprayer	45,000	-	-	-	-	45,000
2025 Fleet Replacements	270,000	-	-	-	-	270,000
2025 Fleet Additions	200,000	-	-	-	-	200,000
2026 Fleet Replacements	580,000	-	-	-	-	580,000
2027 Fleet Additions	450,000	-	-	-	-	450,000
2027 Fleet Replacements	1,100,000	-	-	-	-	1,100,000
2028 Fleet Additions	550,000	-	-	-	-	550,000
2028 Fleet Replacements	1,200,000	-	-	-	-	1,200,000
Subtotal - Fleet & Equipment	\$ 6,212,000	\$ -	\$ -	\$ -	\$ -	\$ 6,212,000
Facilities						
Work Space Optimization Construction.	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000
2024 RancheHouse Facility Lifecycling - Elevators & Boilers	700,000	-	-	-	-	700,000
Facility Condition Assessment (Non W3 Facilities)	450,000	-	-	-	-	450,000
Business Incubator Funding Support	888,000	-	-	-	-	888,000
Affordable Housing Action Plan	-	150,000	-	-	-	150,000
Facilities 20 Year Master Plan	500,000	-	-	-	-	500,000
Subtotal - Facilities	\$ 3,788,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 3,938,000

2024 – 2028 Capital Projects Funding Summary

	Reserves	Grants	Debt	Offsite Levy	Other	Total
Roads & Parks						
Glenbow Pathway Bridge Lifecycling	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ 900,000
James Walker Trail Stage 3	-	-	-	17,030,000	-	17,030,000
Historic Ranche and Glenbow Pathway Improvements	200,000	300,000	-	-	-	500,000
Project Jumpstart Prep Construction	500,000	-	-	-	-	500,000
Pavement Management Program	268,000	-	-	-	-	268,000
Glenbow Drive - Flood Mitigation	195,000	-	-	-	-	195,000
Bow River Pathway Strategy	150,000	-	-	-	-	150,000
Connectivity Planning	100,000	-	-	-	-	100,000
Playground Replacement Program	300,000	-	-	-	-	300,000
Traffic Signal Upgrades	74,000	-	-	-	-	74,000
Riveria Trail Project	150,000	-	-	-	-	150,000
Parks & Open Spaces Needs Assessment	150,000	-	-	-	-	150,000
Cemetary Expansion	200,000	-	-	-	-	200,000
East Sunset Pathway Extension	450,000	-	-	-	-	450,000
Outdoor Washroom Feasibility	-	-	-	-	50,000	50,000
Cochrane Water Course Study	-	-	-	-	40,000	40,000
Parks, Recreation, and Community Culture Plan	400,000	-	-	-	-	400,000
Parks Condition Assessment	200,000	-	-	-	-	200,000
Bow River Pathway Engineering & Construction	3,200,000	-	-	-	-	3,200,000
Pathway and Active Transportation Connectivity Improvements	750,000	-	-	-	-	750,000
Cochrane Mobility Plan	500,000	-	-	-	-	500,000
Gleneagles Drive Upgrade - Phase 2	212,000	-	-	-	-	212,000
Centre Avenue - Phase 4	-	-	3,530,000	-	-	3,530,000
Subtotal – Roads & Parks	\$ 8,899,000	\$ 300,000	\$ 3,530,000	\$ 17,030,000	\$ 90,000	\$ 29,849,000

2024 – 2028 Capital Projects Funding Summary

	Reserves	Grants	Debt	Offsite Levy	Other	Total
Utility Projects						
Horse Creek Sports Park: Master Plan update, Detailed Design & Servicing	\$ 432,200	\$ -	\$ -	\$ -	\$ 8,211,800	\$ 8,644,000
5th Avenue Servicing - Phase 1	-	4,600,000	-	-	-	4,600,000
River Heights Pump Station and Water Storage Expansion	-	-	7,045,000	-	-	7,045,000
River Heights Pump Station and Reservoir Expansion Phase 1A	840,000	-	-	-	-	840,000
WTP West Intake Assessment / Upgrade / Renewal	280,000	-	-	280,000	-	560,000
Water Supply Strategy - Girl Guides Site Servicing	550,000	7,350,000	-	-	-	7,900,000
Water Supply Strategy - River Heights 2nd Supply Line - Phase 1	-	-	7,460,000	-	-	7,460,000
WTP Security Upgrades	350,000	-	-	-	-	350,000
Main Pressure Zone Reservoir Expansion	-	-	-	20,000,000	-	20,000,000
Water Treatment Capacity Assessment and Future Upgrades	-	-	-	263,400	-	263,400
5th Avenue Servicing Phase 2	-	4,400,000	-	-	-	4,400,000
Water Asset Renewal Program (Vertical)	-	250,000	-	-	-	250,000
Wastewater Pipeline Twinning - Phase 1	-	-	35,600,000	200,000	-	35,800,000
New Water Treatment Plant Land Acquisition	3,200,000	-	-	-	-	3,200,000
Water Supply Strategy - Licence Acquisition	11,880,000	-	-	-	-	11,880,000
Glenpatrick Drive Infrastructure Replacement	-	12,450,000	-	-	-	12,450,000
Chemical Optimization	90,000	-	-	-	-	90,000
Wastewater Asset Renewal Program (Vertical)	250,000	-	-	-	-	250,000
WT4B - Additional Membrane Feed Pump	-	-	-	760,000	-	760,000
WT4B - Flocculation Retrofit	-	-	-	2,655,000	-	2,655,000
WT4B - High-Rate DAF System (Clarifier Upgrade)	-	-	-	11,200,000	-	11,200,000

2024 – 2028 Capital Projects Funding Summary

	Reserves	Grants	Debt	Offsite Levy	Other	Total
Utility Projects - continued						
WT4B - New Emergency Generator and Other Electrical Upgrades	-	-	-	3,920,000	-	3,920,000
Griffin Industrial Watermain Loop	-	-	-	4,010,000	-	4,010,000
East End Stormwater - Phase 2	3,350,000	-	-	-	-	3,350,000
WT3B - Additional High Lift Upgrades	-	-	-	700,000	-	700,000
Subtotal - Utility Projects	\$ 21,222,200	\$ 29,050,000	\$ 50,105,000	\$ 43,988,400	\$ 8,211,800	\$ 152,577,400
Grand Total	\$ 40,871,200	\$ 29,500,000	\$ 53,635,000	\$ 61,018,400	\$ 8,301,800	\$ 193,326,400

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Griffin Rd Functional Study

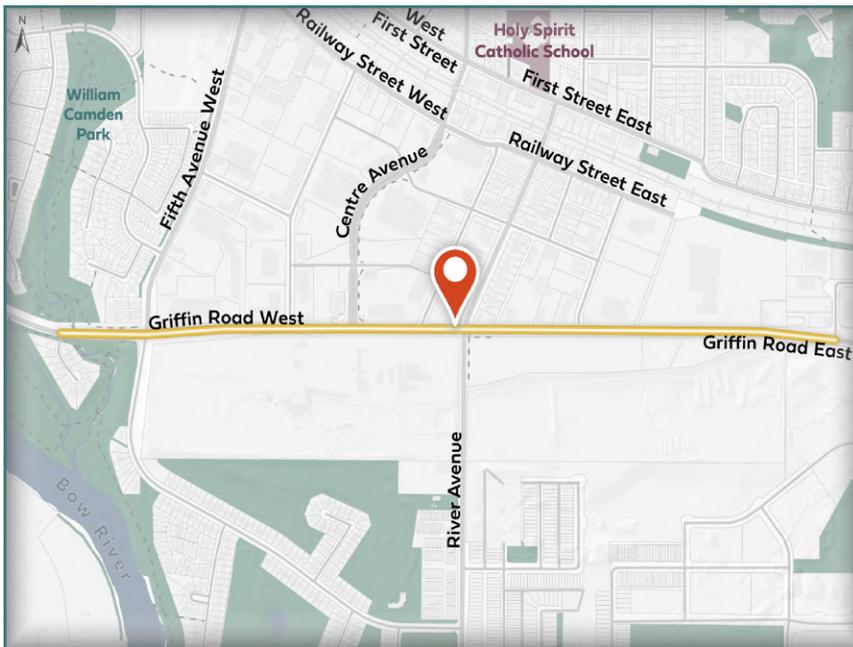
Department:	Development Services	Budget Year:	2024
Asset Type:	Infrastructure	Start Date:	February, 2024
Project Type:	Growth	Est. Completion Date:	December, 2024

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 350,000	\$ -	\$ -	\$ 350,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	350,000	-	-	350,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 350,000	\$ -	\$ -	\$ 350,000

Project Description:

This project is to complete a functional study to understand right-of-way requirements to upgrade to four lanes from Riverside Place to Griffin Industrial Point and provide bike lanes and multi-modal options.



Strategic Alignment:

This project supports Council's commitment to livability and connectivity and will build on the foundation of built environment and intentional relationships.

OSL Bylaw Phase 2

Department:	Development Services	Budget Year:	2024
Asset Type:	Infrastructure	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	June, 2024

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 50,000	\$ -	\$ -	\$ 50,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	50,000	-	-	50,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 50,000	\$ -	\$ -	\$ 50,000

Project Description:

Finalization of OSL Update in early 2024 for adoption by Council. Work program approved in 2023 to complete background work related to OSL update. Items not currently carried existing work program - full engagement of Industry and Council, finalization of Bylaw and Background report, etc.

Strategic Alignment:

This project supports Council's commitment to livability and connectivity and will build on the foundation financial and environmental stewardship, built environment and intentional relationships.

Cochrane App / Alerting System

Department:	Communications	Budget Year:	2024
Asset Type:	Infrastructure	Start Date:	March, 2024
Project Type:	Growth	Est. Completion Date:	December, 2024

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 40,000	\$ -	\$ -	\$ 40,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	40,000	-	-	40,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 40,000	\$ -	\$ -	\$ 40,000

Project Description:

With the anticipated completion of a new modernized, mobile responsive website, Administration is keen to explore the creation of Cochrane specific mobile app.

A mobile App will provide a streamlined and optimized user interface to connect with users on-the-go and increase engagement with citizens. Information will be pulled directly from the new cochrane.ca website and will automatically sync as content updates, making it quick and easy for staff to make changes across platforms.

Features on the app could include:

- News, meetings and event listings.
- Push notifications for emergency alerts, meetings and news.
- Emergency alerts.
- Report a problem form with data sent directly to the municipal website database.
- Click-through to social media profiles.

Working collaboratively with the Information Services team, the mobile app would provide an additional trusted, reliable source of information for all key stakeholders.

Strategic Alignment:

Preserving our unique identity, this project would succeed in representing Cochrane as a vibrant and innovative community, while preserving our inherent charm. Bringing people together physically and socially, a website development project would connect the community with the trusted information they require as they engage to learn more, do more or connect with our organization.

2024 Fleet Replacements

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

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 1,220,000	\$ -	\$ -	\$ 1,220,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	1,220,000	-	-	1,220,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 1,220,000	\$ -	\$ -	\$ 1,220,000

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. Budget pricing includes all necessary upfitting and accessories to make vehicle functional for the end user group.

2024 fleet replacements requests include:

- Three (3) pickup trucks (\$270,000).
- One (1) motor grader (\$600,000).
- One (1) patrol vehicle (\$100,000).
- One (1) utility truck with crane and service body (\$250,000).

All vehicles to be replaced will be sold at auction and proceeds will be placed in the fleet reserves.

Strategic Alignment:

This project supports the 2022-2025 Strategic Plan's foundation of organizational resiliency, financial and environmental stewardship, and built environment.

Technology Lifecycling

Department:	Information Services	Budget Year:	2024
Asset Type:	Fleet & Equipment	Start Date:	January, 2024
Project Type:	Maintenance	Est. Completion Date:	December, 2026

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 150,000	\$ 147,000	\$ 190,000	\$ 487,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	150,000	147,000	190,000	487,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 150,000	\$ 147,000	\$ 190,000	\$ 487,000

Project Description:

Technology lifecycling is crucial for ensuring Cochrane 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 the 2022–2025 Strategic Plan in the advancing organizational resiliency and financial stewardship.

2024 Fleet Additions

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

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 110,000	\$ -	\$ -	\$ 110,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	110,000	-	-	110,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 110,000	\$ -	\$ -	\$ 110,000

Project Description:

Ensuring financial sustainability of our fleet assets is a priority. Budget pricing includes all necessary upfitting and accessories to make vehicle functional for the end user group.

2024 fleet growth requests include:

- One (1) Safety Codes small SUV (\$70,000)
- One (1) Pickup Mounted Snowplow Attachment (\$20,000)
- One (1) Pickup Mounted Sander Attachment (\$20,000)

Strategic Alignment:

This project supports the 2022-2025 Strategic Plan's foundation of organizational resiliency, financial and environmental stewardship, and built environment.

Paint Sprayer

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

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 45,000	\$ -	\$ -	\$ 45,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	45,000	-	-	45,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 45,000	\$ -	\$ -	\$ 45,000

Project Description:

Paint Sprayer reclassified as capital.

Strategic Alignment:

This project aligns the organizational resiliency and intentional relationships goals found in the 2022 - 2025 Strategic Plan.

Work Space Optimization Construction

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

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 1,250,000	\$ -	\$ -	\$ 1,250,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	1,250,000	-	-	1,250,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 1,250,000	\$ -	\$ -	\$ 1,250,000

Project Description:

As part of the 2023 capital budget approved by Council, Corporate Properties received funding to begin developing plans focused on revamping spaces at the RancheHouse to create efficiencies that would result in additional work space for the Town Administration Staff. This included plans to redevelop the 2nd floor east side of the RancheHouse, develop an expanded emergency command centre, and advance life-cycling upgrades in the Council Chambers.

Approval of this project will provide Corporate Properties with the funds required to advance the plans currently into development into the construction phase.

Strategic Alignment:

This project aligns with the organizational resiliency and built environment goals found in the 2022-25 Strategic Plan

2024 RancheHouse Facility Lifecycling - Elevators & Boilers

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

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 700,000	\$ -	\$ -	\$ 700,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	700,000	-	-	700,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 700,000	\$ -	\$ -	\$ 700,000

Project Description:

The Cochrane RancheHouse was constructed in 1996 and has been in operation under municipal ownership since 2004. Approval of this project would provide the necessary funds to replace both boilers and update both elevators at the RancheHouse.

Boilers:

The two boilers at the RancheHouse are currently operational, however are approaching their 28th year of service. As a result of a meticulous preventive maintenance program, the boilers have exceeded their designed life. That said, the boilers are showing signs of wear and replacement parts are becoming increasingly difficult to source. The boilers are integral to the HVAC system and are relied on to provide facility heating when temperatures fall below 10 degrees C, and are also used to generate hot water for the facility through out the year. It is becoming more critical with each passing year to replace the boilers in order to prevent costly unscheduled repairs and/or breakdowns. The existing boilers would be replaced with high efficient boilers that meet and/or exceed current day energy saving requirements.

Elevators:

The two elevators at the RancheHouse are currently operational, however are also approaching their 28th year of service, and have exceeded their designed operating life. Both elevators are relied on to ensure access through out the entire facility can be achieved by all. Although the elevators are currently operational, parts are becoming difficult to source and breakdowns may result in lengthy shutdowns and general dependability issues. Many of the components of the elevators would be replaced with modern, high efficient and readily available components.

Replacement of the boilers and upgrade of the elevators would result in renewed dependability, increased ease of access to parts, and lower operating costs.

Strategic Alignment:

This project supports the 2022-2025 Strategic Plan's foundation of organizational resiliency, financial and environmental stewardship, and built environment

Facility Condition Assessment (Non W3 Facilities)

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

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 450,000	\$ -	\$ -	\$ 450,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	450,000	-	-	450,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 450,000	\$ -	\$ -	\$ 450,000

Project Description:

In 2023 the W3 (Water & Waste Water) department engaged a consultant to complete facility condition assessments on all W3 facilities. As part of the project scope the consultant was tasked with assisting the Town with developing a granular level evaluation tool to quantify & chart current condition, remaining life, criticality, risk, efficiency, and replacement costs of all components contained within the facilities evaluated. This information will be used to inform the W3 Master Plan Update as well as to populate the asset inventory in the Towns Asset Management program which is currently also in development.

This project is to extend the condition assessment of all non-W3 facilities. Approval of this project will provide Corporate Properties with the funds required to complete facility condition assessments at all other TOC owned facilities using the same evaluation & rating tool developed during the W3 project. Using a consistent tool to evaluate the facilities is critical as it will ensure that administration has the data required to ensure future funding requests for asset repairs, maintenance, and life-cycling are allocated in a priority sequenced systematic manner.

The proposed non-W3 facilities assessment will include the following:

- Granular level condition evaluation of all assets with recommended timing for replacement
- Electrical, HVAC, building envelope, and building finishes
- Cost estimates for replacements/upgrades/recommendations of all essential infrastructure
- Energy efficiency ratings and recommendations to further enhance efficiency of facilities.

Strategic Alignment:

This project aligns with the organizational resiliency, financial & environmental stewardship, and built environment goals found in the 2022-25 Strategic Plan

Business Incubator Funding Support

Department:	Business Development	Budget Year:	2024
Asset Type:	Facilities	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2026

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 247,000	\$ 295,000	\$ 346,000	\$ 888,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	247,000	295,000	346,000	888,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 247,000	\$ 295,000	\$ 346,000	\$ 888,000

Project Description:

Provide comprehensive support to aspiring entrepreneurs, equipping them with the tools, resources, and mentorship needed for success through a three year matching grant from PrairiesCan. This funding will be used for Incubator Salaries & Professional Fees, Marketing & Promotion, Programming purchases and Capital Equipment

Strategic Alignment:

Affordable Housing Action Plan

Department:	Affordable Housing	Budget Year:	2024
Asset Type:	Facilities	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2024

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 150,000	\$ -	\$ -	\$ 150,000
Funding source				
Grants	\$ 150,000	\$ -	\$ -	\$ 150,000
Debt	-	-	-	-
Reserves	-	-	-	-
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 150,000	\$ -	\$ -	\$ 150,000

Project Description:

The Affordable Housing Action Plan is a strategic initiative aimed at addressing Cochrane's housing affordability challenges. It outlines comprehensive strategies to increase the availability of affordable housing, promote community partnerships, and enhance housing support services to ensure a more inclusive and sustainable community for our residents. It also will need to outline the importance of financial prudence, with a focus on sustainable financial practices. This project aligns with the Permanent Transit Fund through Infrastructure Canada. This will also serve as a guidance document to the Parks, Recreation, & Community Culture Plan in 2026

Strategic Alignment:

The Affordable Housing Action Plan aligns by prioritizing community well-being and inclusivity. It directly supports the goal of creating a vibrant and connected community by exploring a variety of housing options, contributing to Cochrane's identity and livability. Additionally, the plan's focus on sustainable financial practices aligns with our commitment to financial and environmental stewardship, ensuring intergenerational equity in our community's development.

Glenbow Pathway Bridge Lifecycling

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

Project Forecast:

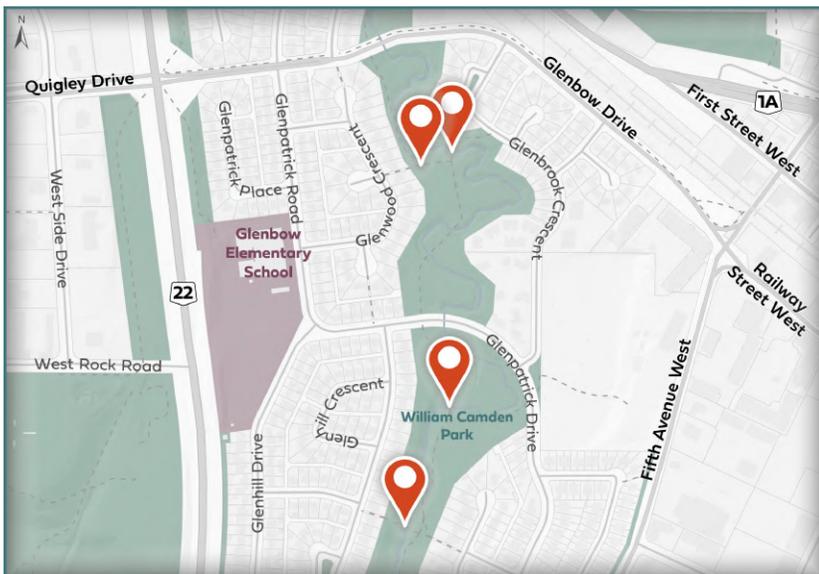
	2024	2025	2026	Total
Funding request	\$ 900,000	\$ -	\$ -	\$ 900,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	900,000	-	-	900,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 900,000	\$ -	\$ -	\$ 900,000

Project Description:

Project Update: The project was scoped in 2020 with limited information on municipal bridge guidelines and emergency vehicle access requirements. With the Glenbow/ Cochrane Rancho Pathway Project advancing in 2023, accurate costs have been received, including footings, environmental & ecological expectations, emergency services access, and consistency/ continuity through our historic neighbourhoods. Project is scheduled in Q2 2024 to be delivered in Q4 2024.

In addition to the pathway upgrades, there are four wooden bridges located within this pathway system between the William Camden Tennis courts and Glenbow Drive. These bridges are rapidly approaching the end of their lifecycles and this project is to facilitate their repair/replacement in accordance with 2016 evaluations conducted.

The completion of this project will ensure continued connectivity of this pathway system and will be required whether or not the Glenbow portion of shale pathway is upgraded, not only for citizen use but to ensure emergency access is possible along the pathway system in the event it is required.



Glenbow Pathway Bridge Lifecycling - Continued

Strategic Alignment:

This project supports Cochrane’s Strategic Plan of connecting neighbourhoods and investing in roadway and pathway infrastructure.

James Walker Trail Stage 3

Department:	Development Services	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	November, 2026

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 880,000	\$ 8,075,000	\$ 8,075,000	\$ 17,030,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	-	-
Offsite Levy	880,000	8,075,000	8,075,000	17,030,000
Other	-	-	-	-
Total funding sources	\$ 880,000	\$ 8,075,000	\$ 8,075,000	\$ 17,030,000

Project Description:

Phase 3 of JWT is intended to connect the current JWT arterial roadway to the development of Southbow where it will ultimately connect to HWY 22. Preliminary design was completed prior to the construction of the Jack Tennant Memorial Bridge and this project will progress the design in preparation for construction.



Strategic Alignment:

This project supports Council's commitment to built environment and connectivity.

Historic Ranche and Glenbow Pathway

Improvements

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

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 500,000	\$ -	\$ -	\$ 500,000
Funding source				
Grants	\$ 300,000	\$ -	\$ -	\$ 300,000
Debt	-	-	-	-
Reserves	200,000	-	-	200,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 500,000	\$ -	\$ -	\$ 500,000

Project Description:

Project Update: With Asphalt and contractor pricing updated, the project has increased by \$500K.

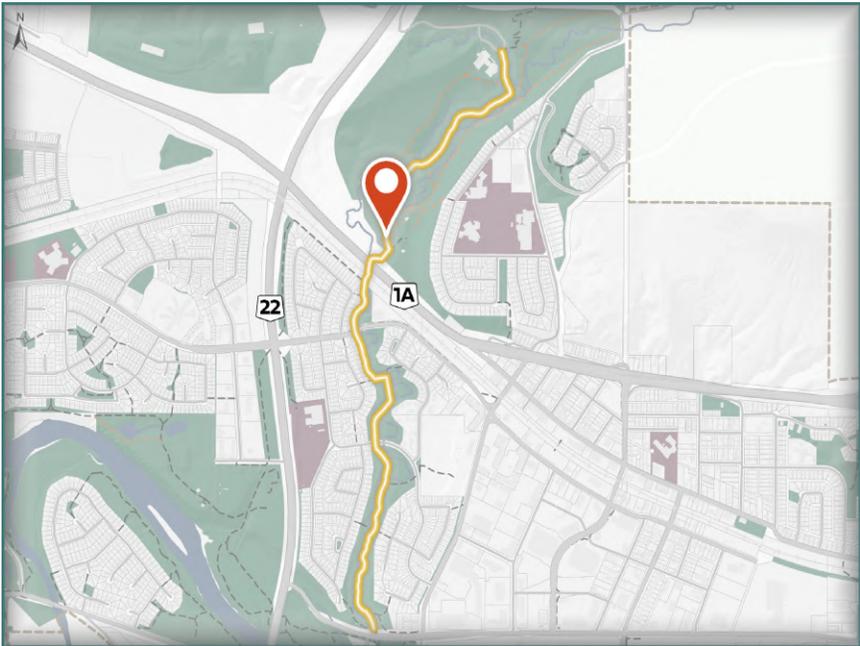
In March, 2022 Council endorsed an application for the Active Transportation Fund (ATF). Two funding streams were applied for, the Planning and Design Projects which supports funding of 100% up to \$50,000 and the Capital Projects stream which supports funding up to 60%.

This project is to realize the Capital Projects Stream and will enable pathway improvements to Glenbow Park pathways as well as pathways in the Cochrane Ranche, ensuring safe and accessible connections through the heart of Cochrane, connecting Sunset, the Historic Ranche, Glenbow and the Bow River. The project also includes wayfinding signage, maps and multimodal markers to ensure residents and visitors can easily navigate and explore our community.

Council could choose to remove the Glenbow Path paving portion from the scope of this project. Removal of this portion would allow for the paving of the Historic Ranche within approved funding and leave the last remaining portion of shale pathway, although this does limit accessibility in contrast with our upgraded pathway networks, it has been identified as an important historic legacy for members of the community.

The Active Transportation Fund Grant (ATF) supports this project with 60% funding and will only proceed if the ATF Grant funding is awarded.

Historic Ranche and Glenbow Pathway Improvements – Continued



Strategic Alignment:

This project supports the 2022-2022 Strategic plan of protecting, nurturing and enjoying our natural landscape, creating a vibrant and active community with connected neighbourhoods and bringing people together physically and socially.

Project Jumpstart Prep Construction

Department:	Director Community Services	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2024

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 500,000	\$ -	\$ -	\$ 500,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	500,000	-	-	500,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 500,000	\$ -	\$ -	\$ 500,000

Project Description:

Project update: Project is a placeholder until pre-engineering work has been completed to understand site suitability. Site access was delayed due to land ownership agreement.

An accessible multi-sport court facility is being generously donated to Cochrane by Project Jumpstart with an anticipated construction kickoff date of June 2024.

This capital project is being established for site preparation costs as a preliminary, high estimate and will be refined once the final site location has been chosen and required works determined.

Strategic Alignment:

Delivering on the foundation of ensuring our Built Environment is planning for our growing community and the commitment to building intentional relationships with stakeholders and community groups, this project will specifically advance our commitment to creating a vibrant and active community and bring people together physically and socially.

Pavement Management Program

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

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 268,000	\$ -	\$ -	\$ 268,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	268,000	-	-	268,000
Offsite Levy	-	-	-	-
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 324 lane kilometers of roadway.

Strategic Alignment:

This project supports the 2022-2025 Strategic Plan's foundation of built environment and connectivity.

Glenbow Drive – Flood Mitigation

Department:	Storm Sewer	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2024
Project Type:	Maintenance	Est. Completion Date:	December, 2024

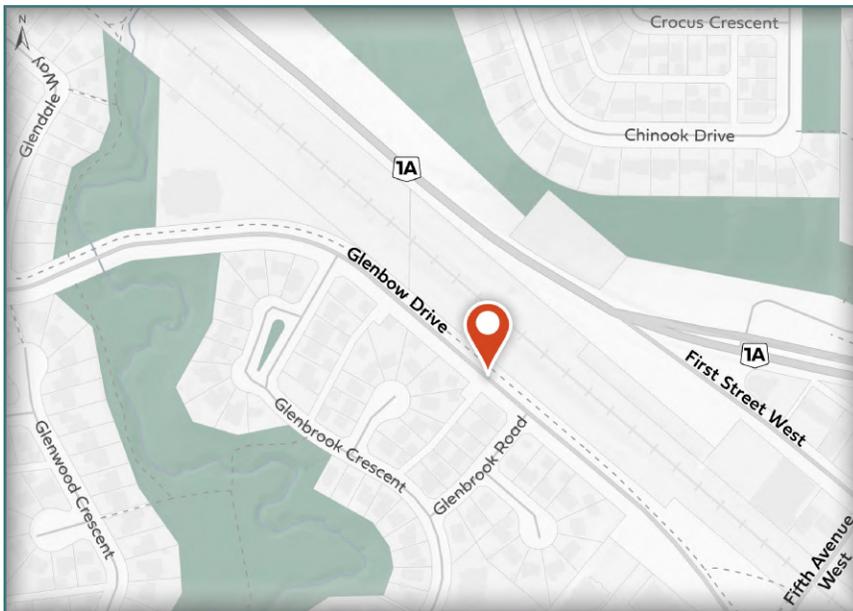
Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 195,000	\$ -	\$ -	\$ 195,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	195,000	-	-	195,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 195,000	\$ -	\$ -	\$ 195,000

Project Description:

Upgrade the existing storm system to avoid flooding of Glenbow Drive in 1:100 year rain events. In 2021, CPR moved the siding track which reduced the capacity of the stormwater outfall and drainage ditch.

Surface flooding has been identified as a risk to the community along Glenbow Drive between Glenbrook Road and Glenbrook Crescent. Administration has advanced an updated stormwater system along Highway 1A to reduce the flooding risk at this location, however, additional mitigation measures are required to further reduce flooding risks for the community. This project will involve increasing the inlet capacity of the storm system on Glenbow Drive to maximize the capacity of the downstream system discharging into Bighill Creek.



Strategic Alignment:

This project supports the 2022–2025 Strategic Plan's foundation of built environment and connectivity.

Bow River Pathway Strategy

Department:	Director Community Services	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2024
Project Type:	Maintenance	Est. Completion Date:	December, 2024

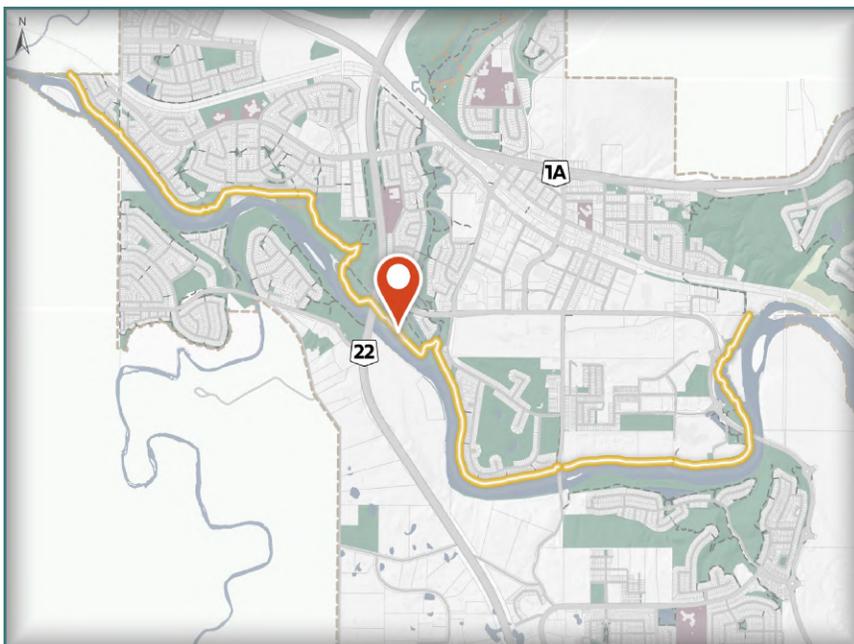
Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 150,000	\$ -	\$ -	\$ 150,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	150,000	-	-	150,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 150,000	\$ -	\$ -	\$ 150,000

Project Description:

The Bow River Pathway Strategy is a comprehensive plan aimed at evaluating and enhancing the pathway system encompassing the Bow River, spanning from the west Town boundary to the east Town boundary, and including both banks of the Bow River. This strategy will review aspects including interface conditions, potential cross-sections, tourism & economic development opportunities, wayfinding, and a structured improvement plan with phased implementation. Building upon the foundation laid by the Jim Uffelman Project, this strategy aims to create an interconnected, accessible, and vibrant pathway network that benefits the Cochrane community.

Outcomes of this strategy will serve as the foundation for the Bow River Pathway Engineering and Construction Project identified in 2026.



Bow River Pathway Strategy - Continued

Strategic Alignment:

The Bow River Pathway Strategy aligns with Cochrane's Strategic Plan, particularly in the areas of Built Environment, Open Spaces & Natural Areas, and Connectivity. By evaluating and enhancing the pathway system along the Bow River, this project contributes to the creation of a vibrant and connected community. It preserves and enhances natural green spaces, supports physical and social connectivity through pathways, and furthers the town's commitment to intentional relationships with its residents and user groups. This initiative embodies Cochrane's vision of a healthy, adaptive, and progressive organization dedicated to community well-being and sustainability.

Connectivity Planning

Department:	Director Community Services	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2024

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 100,000	\$ -	\$ -	\$ 100,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	100,000	-	-	100,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 100,000	\$ -	\$ -	\$ 100,000

Project Description:

Develop a 5-10 year community mobility plan encompassing transit, micro-mobility, and active transportation. This plan will serve as a strategic guide for future planning and development, offering updated insights to enhance the existing Connecting Cochrane Plan, with a focus on adapting to the evolving landscape of transit, active transportation, and mobility choices. This project aligns with the Permanent Transit Fund through Infrastructure Canada.

This will also serve as a guidance document to the Parks, Recreation, & Community Culture Plan in 2026

Strategic Alignment:

To align with Cochrane's Foundational and Aspirational Strategic Plans, our "Connectivity Planning" initiative will focus on the development of a comprehensive 5-10 year community mobility plan. This plan will strategically integrate transit, micro-mobility, and active transportation, ensuring Cochrane's built environment evolves in sync with the community's growth and aspirations. By enhancing the existing Connecting Cochrane Plan and staying adaptable to the changing mobility landscape, we aim to foster greater connectivity, promote sustainable transportation options, and further strengthen our vibrant, well-connected community.

Playground Replacement Program

Department:	Parks	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2024
Project Type:	Maintenance	Est. Completion Date:	December, 2026

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 75,000	\$ 75,000	\$ 75,000	\$ 225,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	75,000	75,000	75,000	225,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 75,000	\$ 75,000	\$ 75,000	\$ 225,000

Project Description:

Cochrane has 46 complete playground sets and did not have a long-term strategy to ensure appropriate resources are planned for the ongoing repair and replacement. Of the 46 sets, more than half require some level of repair or replacement over the short-term. This project is the start of a 10-year plan to focus on the replacement of one playground per year, mitigating the potential for multiple needs coming to fruition in a single year, or the potential for playground set removals without a replacement appropriately budgeted and planned for.

Strategic Alignment:

This project aligns with the Strategic Plan foundation of financial and environmental stewardship by protecting, prioritizing and investing in our community's current and future service needs, while delivering on the commitment to creating a vibrant and active community with connected neighbourhoods.

Traffic Signal Upgrades

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

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 74,000	\$ -	\$ -	\$ 74,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	74,000	-	-	74,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 74,000	\$ -	\$ -	\$ 74,000

Project Description:

Traffic Signal Upgrades reclassified as capital.

Strategic Alignment:

Not applicable

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

Department:	Waterworks	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	February, 2024
Project Type:	Growth	Est. Completion Date:	December, 2025

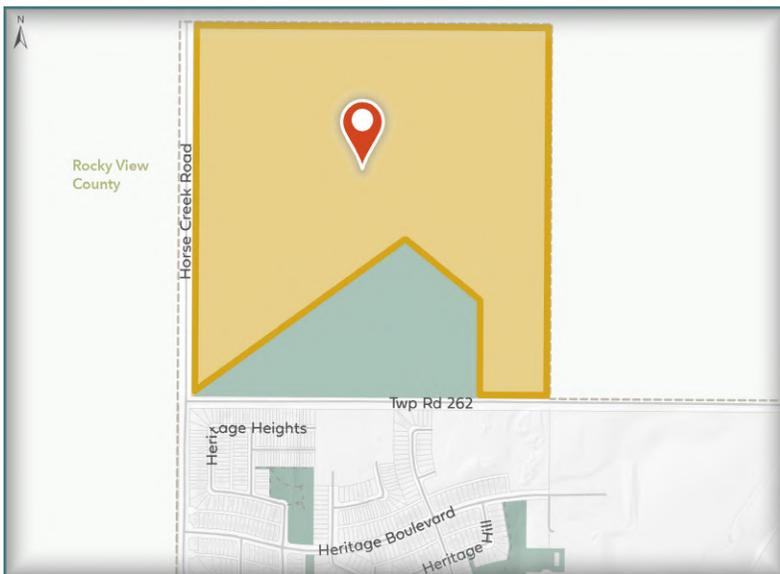
Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 5,532,000	\$ 3,112,000	\$ -	\$ 8,644,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	276,600	155,600	-	432,200
Offsite Levy	-	-	-	-
Other	5,255,400	2,956,400	-	8,211,800
Total funding sources	\$ 5,532,000	\$ 3,112,000	\$ -	\$ 8,644,000

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, provincial grant funding and reserves.



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

Strategic Alignment:

This project supports Council 2022-2025 Strategic Goals on Livability, Open Spaces and Natural Areas and Vibrant Economy. This project will build on the following 2022-2025 Strategic Plan's Foundation on Financial and Environmental Stewardship, Built Environment and Intentional Relationships.

5th Avenue Servicing – Phase 1

Department:	Wastewater	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2024

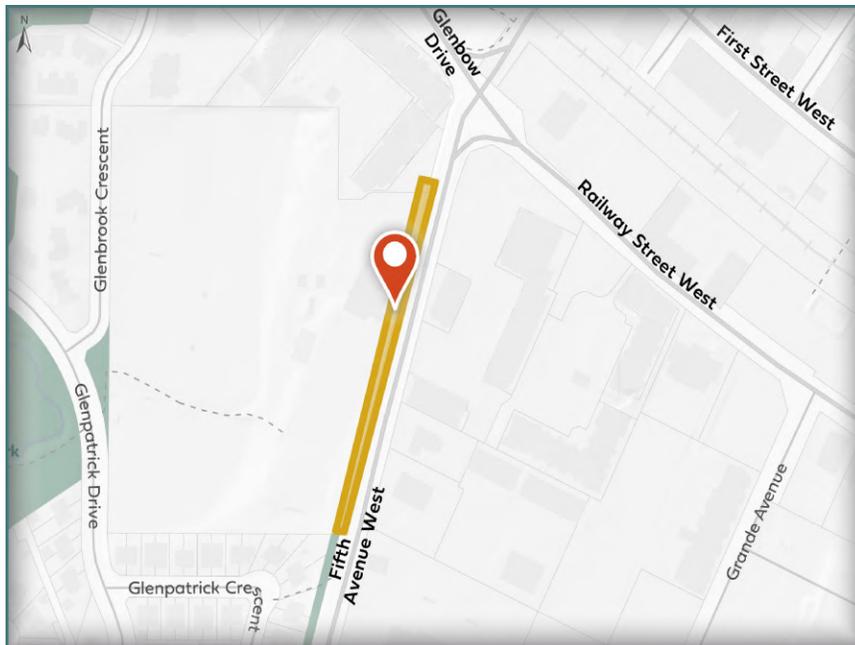
Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 4,600,000	\$ -	\$ -	\$ 4,600,000
Funding source				
Grants	\$ 4,600,000	\$ -	\$ -	\$ 4,600,000
Debt	-	-	-	-
Reserves	-	-	-	-
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 4,600,000	\$ -	\$ -	\$ 4,600,000

Project Description:

This project includes the detailed design and construction upgrade of the potable water and stormwater networks along 5th Avenue. The primary intent of this project is to advance servicing to support future development on the 5th Avenue site in addition to supporting development along the Railway Street corridor (between 5th Avenue and Centre Avenue). The stormwater system upgrade will help support future development and reduce the risk of surface flooding within the serviced area. The potable water scope will help support future development, increase operational redundancy for the business district and increase the level of water services in this area of the community.

Phase 1 of this project includes detailed design in 2023 which had a budget approved by Council for \$190,000. Budget requested for 2024 is \$4,600,000 for construction.



5th Avenue Servicing – Phase 1 – Continued

Strategic Alignment:

This project supports Council's commitment to livability and will build on the Cochrane's strong foundational base of 'Financial and environmental stewardship', 'Built environment' and 'Intentional relationships'.

River Heights Pump Station and Water Storage Expansion

Department:	Waterworks	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 3,522,500	\$ 3,522,500	\$ -	\$ 7,045,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	3,522,500	3,522,500	-	7,045,000
Reserves	-	-	-	-
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 3,522,500	\$ 3,522,500	\$ -	\$ 7,045,000

Project Description:

The River Heights Reservoir and Pump Station services most of Cochrane south of the river. Phase 1A (the pump station expansion) detailed design is completed. Construction will be completed and service will be in place by Q3 2024. This project will accommodate an additional 227 ha of new development in South Cochrane.

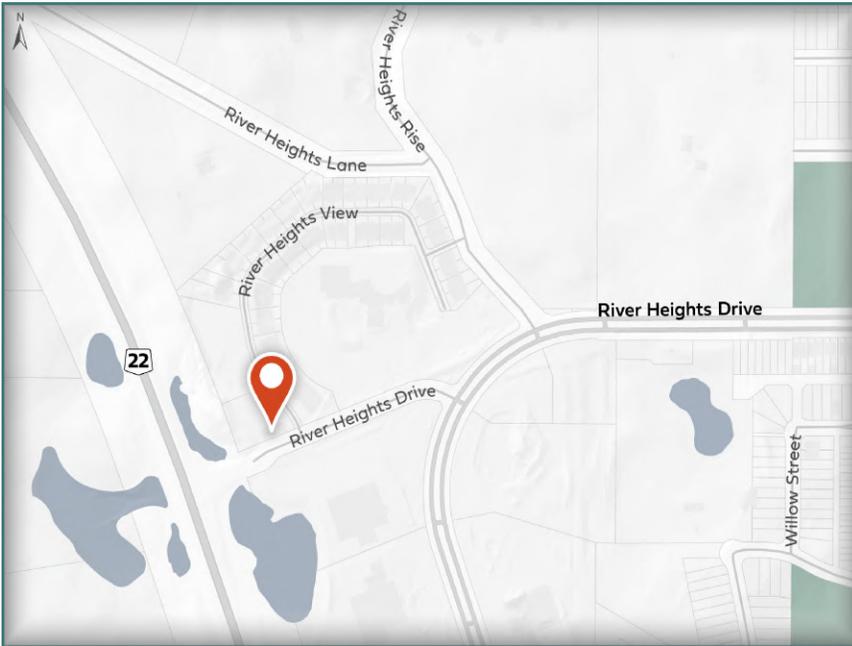
To provide service to additional new developments in South Cochrane, the water storage expansion needs to be in place to accommodate any new development beyond the 227 ha of approved subdivision development. To ensure adequate time for design (1 year) and construction (2 years), the detailed design began in 2023. The 2024 and 2025 budget request includes:

2024 = \$ 3,647,900 (\$3,522,500 for construction + additional \$125,400 to complete detailed design)

2025 = \$ 3,522,500 (Construction)

This project will be funded through off-site levies.

River Heights Pump Station and Water Storage Expansion – Continued



Strategic Alignment:

This project supports Council's commitment to livability and will build on the Cochrane's strong foundational base of Financial and Environmental Stewardship', Built Environment' and Intentional Relationships.

River Heights Pump Station and Reservoir

Expansion Phase 1A

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

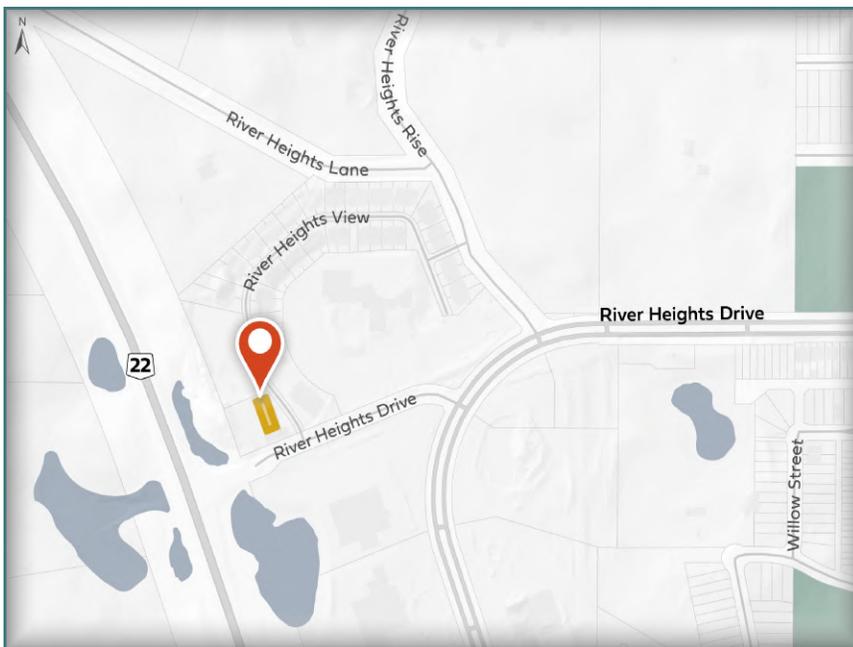
Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 840,000	\$ -	\$ -	\$ 840,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	840,000	-	-	840,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 840,000	\$ -	\$ -	\$ 840,000

Project Description:

The River Heights Reservoir and Pump station services most of the Town area south of the River, and is required to be expanded immediately to ensure the Town can continue to approve developments in the south of Cochrane. Phase 1A, which entails the pump station expansion, is currently in construction phase and it is scheduled to be completed by the end of Q2 2024. The project is funded by off-site levies.

The budget request of \$840,000 for 2024 is for the the additional budget required to complete the project. An agreement has been reached that this additional cost will be front-ended by a developer.



River Heights Pump Station and Reservoir Expansion Phase 1A - Continued

Strategic Alignment:

This project supports Council 2022-2025 Strategic Goals on Livability and Vibrant Economy. To achieve good outcomes from this initiative, Administration will build on the following 2022-2025 Strategic Plan Foundation on Financial and Environmental Stewardship, Built Environment and Intentional Relationships.

WTP West Intake Assessment / Upgrade / Renewal

Department:	Waterworks	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2024
Project Type:	Maintenance	Est. Completion Date:	December, 2024

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 560,000	\$ -	\$ -	\$ 560,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	280,000	-	-	280,000
Offsite Levy	280,000	-	-	280,000
Other	-	-	-	-
Total funding sources	\$ 560,000	\$ -	\$ -	\$ 560,000

Project Description:

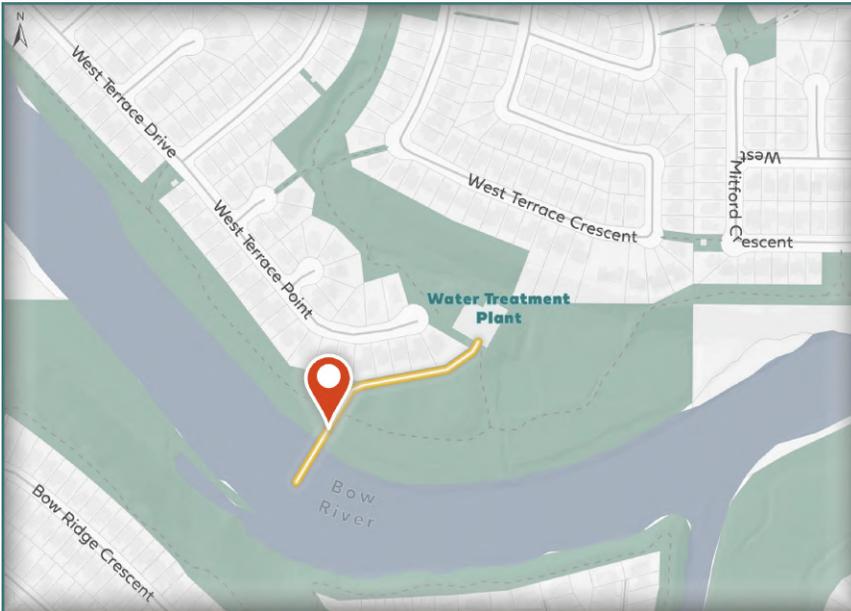
WTP New Intake Preliminary Location and Type Assessment (2024)

Excerpt for the 2012 W3 Masterplan:

At present, there are two intakes in operation. The old intake, commissioned in 1998, was designed for 8 ML/day capacity when using two of the three intake screens at one time. However, because of increased demands, all three screens have been used at the same time, and the greater volumes of water withdrawn resulted in reduced capacity of the screens. As a result, a maximum rate of 7.7 ML/d has been recommended to ensure the long-term service life of the original intake. A new intake was designed and constructed as part of the recent treatment plant upgrade completed in 2010. The capacity of this new intake is 22 ML/d, which together with the recommended rate for the existing intake of 7.7 ML/d, will be able to provide the 29.7 ML/day to the Water Treatment Plant and maximize the full capacity available in the Town's existing water license.

The west intakes are now 25 years old, the last operational test at the plant identified a further reduction in capacity. The west intake structure is in need of renewal, the proposed project will start with an assessment to evaluate the remaining life, followed by a site assessment and a project plan for replacement. Design and construction of river intakes will take a minimum of three years. The raw water intake limit of the plant, using the east intakes only, is approximately 21 MLD based on the intake pump capacities. The Water Strategy identified that a Max Daily Demand of more than 21 MLD will be needed between 2028 and 2034 depending on Town growth. This project will primarily be funded by reserves and will be supplemented by offsite levies.

WTP West Intake Assessment / Upgrade / Renewal – Continued



Strategic Alignment:

Financial & environmental stewardship

Cochrane protects, prioritizes and invests in our community's natural amenities, while equally protecting, prioritizing and investing in our community's current and future service and infrastructure needs. Through prioritization, long-term planning and a strong financial policy framework, we balance saving for the future with paying for today – ensuring intergenerational equity.

Built environment

Cochrane is planning for the future needs of our growing community today, ensuring that our built environment can facilitate this plan. A vibrant, bold and charming community requires recreation amenities, interconnected pathway systems, transportation networks, water and wastewater pipelines and treatment facilities, as well as new or expanded facilities – such as fire halls or operations facilities.

Water Supply Strategy - Girl Guides Site Servicing

Department:	Waterworks	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 550,000	\$ 7,350,000	\$ -	\$ 7,900,000
Funding source				
Grants	\$ -	\$ 7,350,000	\$ -	\$ 7,350,000
Debt	-	-	-	-
Reserves	550,000	-	-	550,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 550,000	\$ 7,350,000	\$ -	\$ 7,900,000

Project Description:

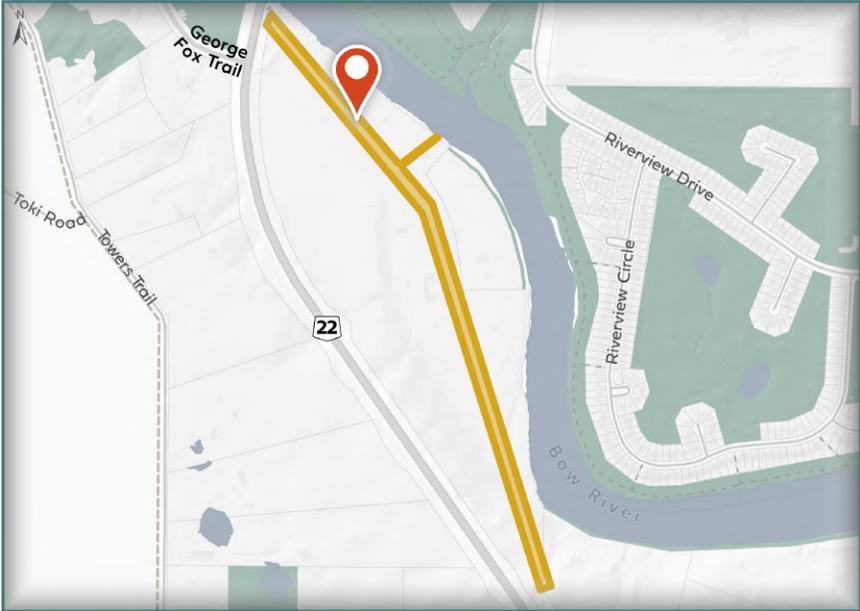
To support the growth of Cochrane, Administration continues to develop and implement a comprehensive water supply strategy that encompasses the acquisition of new water licences and required water infrastructure while continuously implementing water conservation measures. Part of this strategy is to apply for the transfer of a water licence currently allocated to the Girl Guides of Canada to Cochrane. As a requirement for the transfer of the Girl Guides licence, Cochrane has to provide water and wastewater servicing to the Girl Guides' Camp Jubilee site located within the town.

Administration is expecting to initiate the design to provide water and wastewater servicing to the Girl Guides Camp Jubilee in 2024, with construction planned for 2025 to 2027.

The project costs included in the 2024 to 2026 budget requests include:

\$550,000 in 2024 for preliminary and detailed design and \$ 7,350,000 in 2025 for the construction of the required water and wastewater infrastructure to service the Girl Guides site.

Water Supply Strategy - Girl Guides Site Servicing - Continued



Strategic Alignment:

This project supports Council's commitment to livability and vibrant economy and will build on the foundation financial and environmental stewardship, built environment and intentional relationships.

Water Supply Strategy - River Heights 2nd Supply Line - Phase 1

Department:	Waterworks	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2025

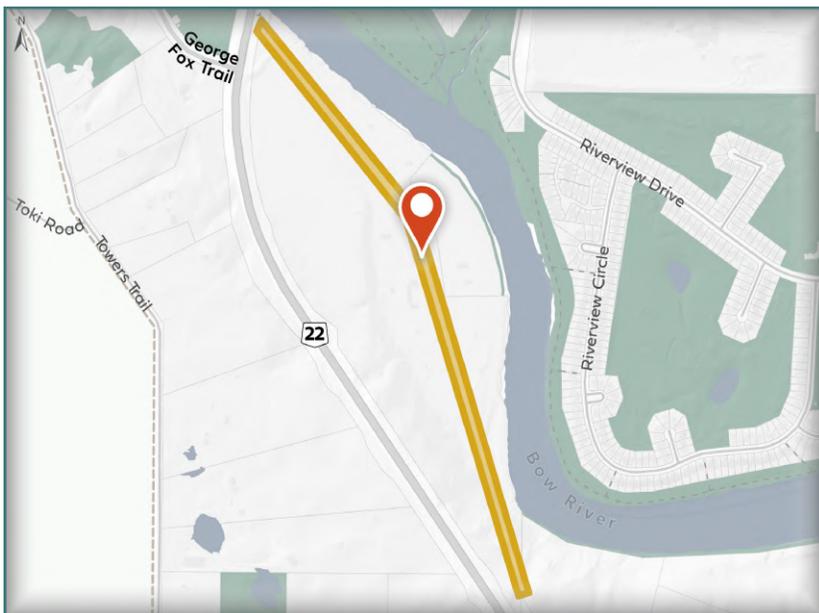
Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 520,000	\$ 6,940,000	\$ -	\$ 7,460,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	520,000	6,940,000	-	7,460,000
Reserves	-	-	-	-
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 520,000	\$ 6,940,000	\$ -	\$ 7,460,000

Project Description:

The River Heights second supply line (Phase 1) was identified as a required infrastructure in Cochrane’s water servicing strategy. This second supply line is being proposed to go through the Girl Guides Camp Jubilee site and will be used to support future growth and development in south Cochrane.

It is proposed that this second supply line to south Cochrane occur in two phases: Phase 1 would extend the line through Camp Jubilee and Phase 2 would be an eventual full extension of the line to the River Heights Reservoir. Preliminary and detailed design for this off-site levy-funded project is anticipated to commence in 2024 and construction for Phase 1 is anticipated to start in 2025. Timing for phase 2 is still to be determined.



Water Supply Strategy - River Heights 2nd Supply Line - Phase 1 - Continued

Strategic Alignment:

This project supports Council's commitment to livability and vibrant economy and will build on the foundation financial and environmental stewardship, built environment and intentional relationships.

WTP Security Upgrades

Department:	Waterworks	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2024
Project Type:		Est. Completion Date:	December, 2024

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 350,000	\$ -	\$ -	\$ 350,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	350,000	-	-	350,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 350,000	\$ -	\$ -	\$ 350,000

Project Description:

Unfortunately, water treatment facilities are a potential target for people with malicious intent, whether it be a small-scale act of vandalism or a serious terrorist attack. As such, governing bodies have mandated security and vulnerability studies and drinking water safety plan risk assessments that evaluate the need for elevated security at water treatment facilities.

To align with prescribed government security guidelines, we intend to construct a gated compound similar to the compound at the new RCMP facility. The scope of this project includes:

- A wrought iron fence surrounding the entire facility
- CCTV inside and outside the facility
- Improved security components: motion sensors & door contacts
- Door lock hardware replacement
- Connection to the Town's Entrapass system

Strategic Alignment:

Built Environment

Cochrane is planning for the future needs of our growing community today, ensuring that our built environment can facilitate this plan. A vibrant, bold and charming community requires recreation amenities, interconnected pathway systems, transportation networks, water and wastewater pipelines and treatment facilities, as well as new or expanded facilities – such as fire halls or operations facilities.

Financial & Environmental Stewardship

Cochrane protects, prioritizes and invests in our community's natural amenities, while equally protecting, prioritizing and investing in our community's current and future service and infrastructure needs. Through prioritization, long-term planning and a strong financial policy framework, we balance saving for the future with paying for today – ensuring intergenerational equity.

Main Pressure Zone Reservoir Expansion

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

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 300,000	\$ -	\$ -	\$ 300,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	-	-
Offsite Levy	300,000	-	-	300,000
Other	-	-	-	-
Total funding sources	\$ 300,000	\$ -	\$ -	\$ 300,000

Project Description:

The 2011 Water Wastewater Master Plan identified the need for additional storage in the main pressure zone to support growth within the near future.

The summary of the timing for these costs is as follows:

2024 - Conceptual Design, Options Assessment, and Geotechnical Investigation

2027 - Preliminary Design and Detailed Design

2029 - Construction Services and Construction Costs

Strategic Alignment:

Built Environment

Cochrane is planning for the future needs of our growing community today, ensuring that our built environment can facilitate this plan. A vibrant, bold and charming community requires recreation amenities, interconnected pathway systems, transportation networks, water and wastewater pipelines and treatment facilities, as well as new or expanded facilities – such as fire halls or operations facilities.

Financial & Environmental Stewardship

Cochrane protects, prioritizes and invests in our community's natural amenities, while equally protecting, prioritizing and investing in our community's current and future service and infrastructure needs. Through prioritization, long-term planning and a strong financial policy framework, we balance saving for the future with paying for today – ensuring intergenerational equity.

Water Treatment Capacity Assessment and Future Upgrades

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

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 263,400	\$ -	\$ -	\$ 263,400
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	-	-
Offsite Levy	263,400	-	-	263,400
Other	-	-	-	-
Total funding sources	\$ 263,400	\$ -	\$ -	\$ 263,400

Project Description:

WTP Capacity Assessment and Future Upgrades (2024)

Capital work has been identified in the Offset Levies for 2027 to upgrade the WTP to meet the 29.7MLD capacity identified in the Water Strategy report. This scope will include a detailed review of the capacity of the existing Water Treatment Plant and identifying what upgrades are needed to get the plant to 29.7MLD. The flocculation tanks and clarifiers have been identified as one of the critical bottlenecks of the plant. This study will include reviewing the potential equipment/technology to supplement/replace the flocculation tanks and clarifier.

Strategic Alignment:

Financial & environmental stewardship

Cochrane protects, prioritizes and invests in our community's natural amenities, while equally protecting, prioritizing and investing in our community's current and future service and infrastructure needs. Through prioritization, long-term planning and a strong financial policy framework, we balance saving for the future with paying for today – ensuring intergenerational equity.

Built environment

Cochrane is planning for the future needs of our growing community today, ensuring that our built environment can facilitate this plan. A vibrant, bold and charming community requires recreation amenities, interconnected pathway systems, transportation networks, water and wastewater pipelines and treatment facilities, as well as new or expanded facilities – such as fire halls or operations facilities.

5th Avenue Servicing Phase 2

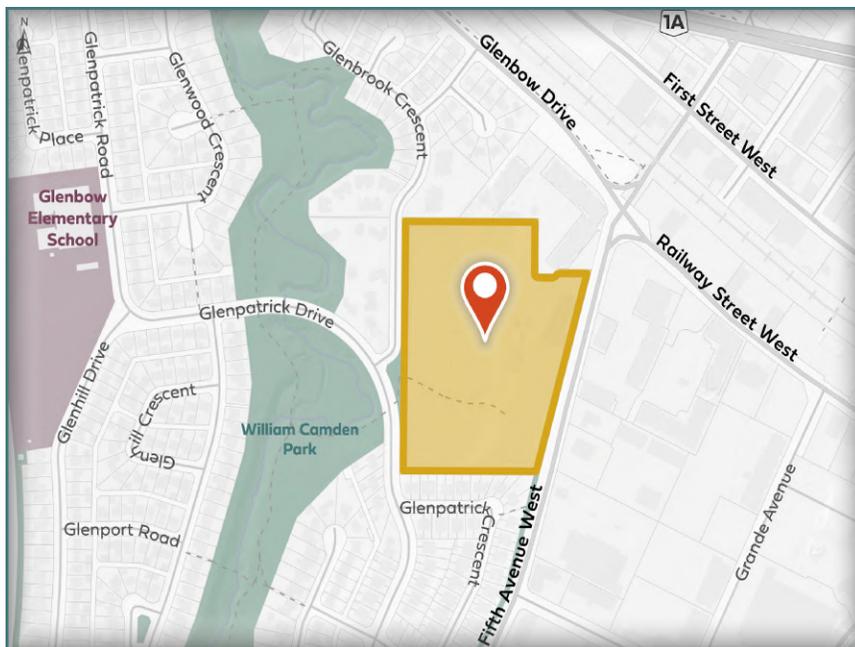
Department:	Wastewater	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 260,000	\$ 4,140,000	\$ -	\$ 4,400,000
Funding source				
Grants	\$ 260,000	\$ 4,140,000	\$ -	\$ 4,400,000
Debt	-	-	-	-
Reserves	-	-	-	-
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 260,000	\$ 4,140,000	\$ -	\$ 4,400,000

Project Description:

This project includes the detailed design and construction upgrade of the potable water and sanitary network within the 5th Avenue site. The sanitary scope will help support future development and reduce the ongoing operational risks currently experiences by the limited pipe capacity servicing the Historic Downtown and Cochrane Heights. The potable water scope will help support future development and increase operational redundancy for the Glenbow community



Strategic Alignment:

This project supports Council's commitment to livability and will build on the Cochrane's strong foundational base of 'Financial and environmental stewardship', 'Built environment' and 'Intentional relationships'.

Water Asset Renewal Program (Vertical)

Department:	Waterworks	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2024
Project Type:	Maintenance	Est. Completion Date:	December, 2024

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 250,000	\$ -	\$ -	\$ 250,000
Funding source				
Grants	\$ 250,000	\$ -	\$ -	\$ 250,000
Debt	-	-	-	-
Reserves	-	-	-	-
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 250,000	\$ -	\$ -	\$ 250,000

Project Description:

Cochrane's water system consists of 156km of water mains, 526 fire hydrants, 12,000+ water laterals / isolation valves, 21 pressure reducing vaults, 2,126 water main valves, 10 water pumping facilities, 7 water storage facilities and 1 water treatment facility. Cochrane utilizes the infrastructure to deliver a clean, safe and reliable water service to our customers. We are committed to improving and maintaining our asset management practices in an effort to achieve the most efficient delivery of service to our customers.

The Water Asset Renewal program is intended to address the highest priority water assets that are in need of replacement on a two-year 'design in year one, followed by construction in year two' cycle. This approach will allow Cochrane appropriate time to generate refined cost estimates, project plans and designs, and adequate time to complete construction. Year one design will focus on water pumping instrumentation and control devices.

Utilizing a new asset management model created during the Facility Assessment project, Cochrane takes risk, criticality, likelihood of failure and condition into consideration when prioritizing assets that need of attention. The sustainable funding targets in this renewal program will continue to be refined as Cochrane's asset management practices mature.

Strategic Alignment:

Financial & environmental stewardship

Cochrane protects, prioritizes and invests in our community's natural amenities, while equally protecting, prioritizing and investing in our community's current and future service and infrastructure needs. Through prioritization, long-term planning and a strong financial policy framework, we balance saving for the future with paying for today – ensuring intergenerational equity.

Built environment

Cochrane is planning for the future needs of our growing community today, ensuring that our built environment can facilitate this plan. A vibrant, bold and charming community requires recreation amenities, interconnected pathway systems, transportation networks, water and wastewater pipelines and treatment facilities, as well as new or expanded facilities – such as fire halls or operations facilities.

Wastewater Pipeline Twinning – Phase 1

Department:	Wastewater	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2026

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 200,000	\$ 17,800,000	\$ 17,800,000	\$ 35,800,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	17,800,000	17,800,000	35,600,000
Reserves	-	-	-	-
Offsite Levy	200,000	-	-	200,000
Other	-	-	-	-
Total funding sources	\$ 200,000	\$ 17,800,000	\$ 17,800,000	\$ 35,800,000

Project Description:

Cochrane's sanitary pipeline is a critical infrastructure as it conveys all wastewater to Calgary through the sanitary transfer station. In order to accommodate projected future growth and development, it is currently estimated that Phase 1 of the pipeline expansion will be required to be in service around 2027. This project will ensure that future growth can occur within the community to allow economic growth and livability. Securing a sustainable solution to dispose of wastewater as the population grows is critical to the long-term success of Cochrane and its residents..

Detailed design has started in 2023. Additional budget requests are for the following:

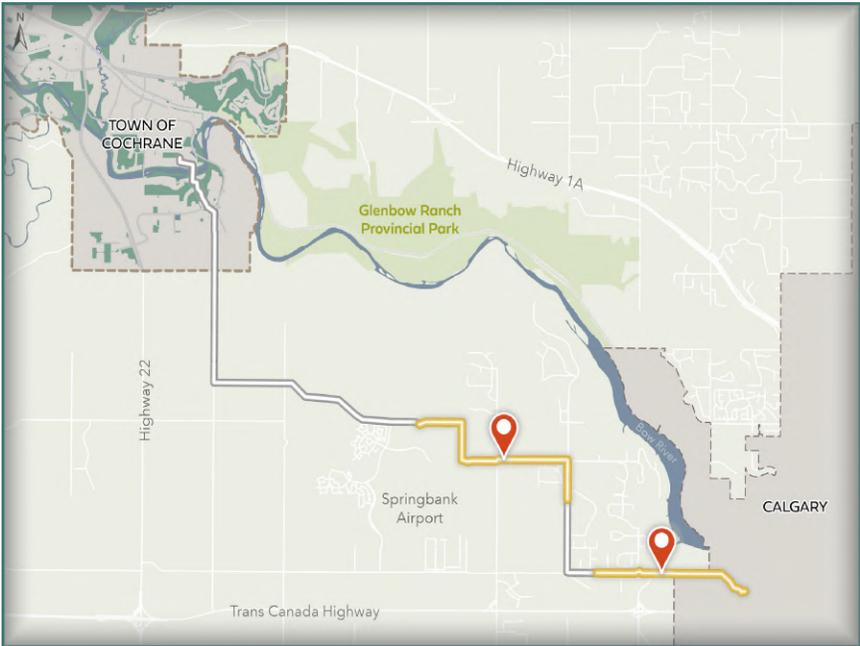
2024: Completion of a Conservation & Reclamation Plan to ensure regulatory approvals can be in place before construction

2025: \$17,800,000 (Construction)

2026: \$17,800,000 (Construction)

The project is funded from offsite levy reserves for design and offsite levy debt for construction.

Wastewater Pipeline Twinning – Phase 1 – Continued



Strategic Alignment:

This project supports Council's commitment to livability and vibrant economy; and will build on the foundations of financial and environmental stewardship, built environment and intentional relationships.

New Water Treatment Plant Land Acquisition

Department:	Waterworks	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2026

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 200,000	\$ 400,000	\$ 2,600,000	\$ 3,200,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	200,000	400,000	2,600,000	3,200,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 200,000	\$ 400,000	\$ 2,600,000	\$ 3,200,000

Project Description:

Through the Water Supply Strategy, Administration identified that the preferred approach for Cochrane's future water supply requirements was to expand water treatment beyond the existing Water Treatment Plant (WTP). A new WTP will be required at approximately year 2038. The strategy identified the required land area required for a new WTP and raw water reservoir for improved Town resiliency (e.g., contamination of Bow River in case of hazardous material spill).

Cochrane continues to grow at a robust rate. Although the design for the new WTP is not required for many years, administration needs to conduct a location feasibility study to identify possible locations for the future WTP and raw water reservoir and to ensure that land can be secured well in advance of its requirement. This project is broken down into three phases:

- Phase 1 (2024): This phase encompasses various desktop investigations (e.g., environment and archaeological assessments, floodplain mapping, topography review, distribution system hydraulic review and water quality review) to help the team determine WTP sizing requirements and potential site locations. A high-level cost comparison (Class E) of the site locations and a summary memo would be prepared as part of this phase.
- Phase 2 (2025): This phase entails site investigations of one to three WTP specific sites located in the preferred area identified in the first phase. Preliminary negotiations with specific landowners would occur at this stage to allow more detailed investigation of specific sites at this stage. Updated costs and an engineering report would be prepared for the site specific reviews undertaken in Phase 2.
- Phase 3 for acquiring the land to secure the site for the future Water Treatment Plant. The proposed budget for the land acquisition is based on the higher range of land costs within Cochrane.

Strategic Alignment:

This project supports Council's commitment to livability and vibrant economy and will build on the foundation of financial and environmental stewardship, built environment and intentional relationships.

Water Supply Strategy - Licence Acquisition

Department:	Waterworks	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2026

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 160,000	\$ 5,860,000	\$ 5,860,000	\$ 11,880,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	160,000	5,860,000	5,860,000	11,880,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 160,000	\$ 5,860,000	\$ 5,860,000	\$ 11,880,000

Project Description:

The water supply strategy project identified a licence acquisition plan that involves acquiring consumptive water licences, in addition to pursuing the transfer of the Girl Guides water licence.

Administration recommends that these licences be acquired as soon as possible as licence transfers can take years to advance and need to be approved by Alberta Environment and Protected Areas . The Town is currently pursuing and negotiating with external parties to obtain the required water licence capacity. The capital budget requested to fund these water licences is being proposed to be spread over a few years from 2024 to 2026.

The budget includes cost of acquiring the licences from third parties, engineering and legal cost for negotiating agreements, as well as the bi-annual review of water licence connection fees funding model.

Strategic Alignment:

This project supports Council's commitment to livability and vibrant economy and will build on the foundation financial and environmental stewardship, built environment and intentional relationships.

Glenpatrick Drive Infrastructure Replacement

Department:	Wastewater	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2024
Project Type:	Maintenance	Est. Completion Date:	December, 2026

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 150,000	\$ 7,380,000	\$ 4,920,000	\$ 12,450,000
Funding source				
Grants	\$ 150,000	\$ 7,380,000	\$ 4,920,000	\$ 12,450,000
Debt	-	-	-	-
Reserves	-	-	-	-
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 150,000	\$ 7,380,000	\$ 4,920,000	\$ 12,450,000

Project Description:

The Glenpatrick Drive Infrastructure Replacement project consists of a full reconstruction of the corridor from Glenpatrick Rd to Fifth Avenue.

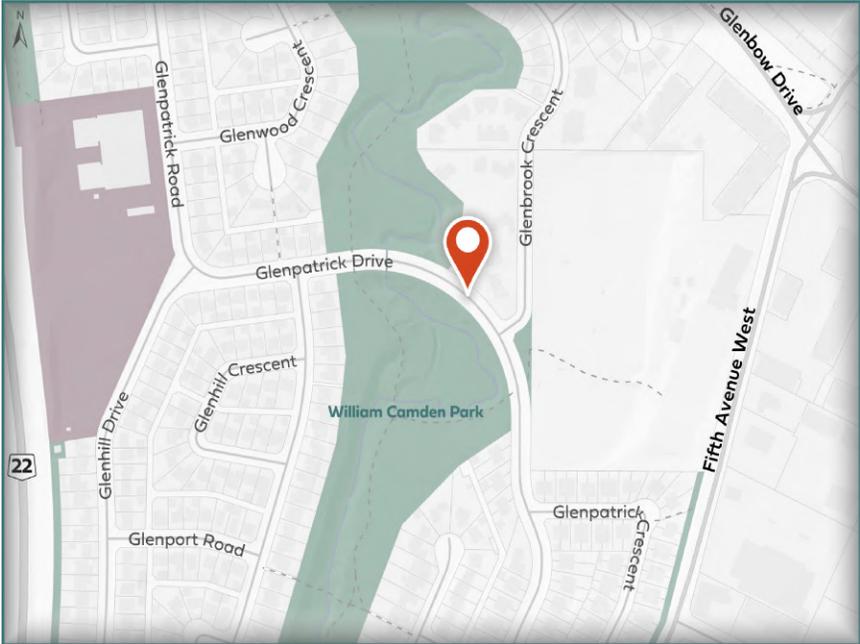
The project scope includes a complete replacement of all affected infrastructure within the road including water, sewer, and storm pipes, in addition to the road structure which includes concrete curbs and sidewalks. Multiple leaks have been experienced on the water main and without renewal customer service interruptions and increased operating expenditure can be expected.

The project also includes a minor widening of the roadway and pedestrian surfaces to support public safety and the increased usage expected once the 5th Avenue site starts to develop.

Additionally, the project includes an upgrade to the intersection of Glenpatrick Dr / Glenhill Dr / Glenpatrick Rd to increase vehicular and pedestrian safety near the Glenbow Elementary School.

The \$150,000 budget requested in 2024 is to complete the detailed design of the entire corridor from Glenpatrick Rd to Fifth Avenue including the intersection of Glenpatrick Dr / Glenhill Dr / Glenpatrick Rd. Budget requests for 2025 and 2026 are Class B estimates of construction costs.

Glenpatrick Drive Infrastructure Replacement – Continued



Strategic Alignment:

This project supports Council's commitment to livability, connectivity and vibrant economy and will build on the Cochrane's strong foundational base of 'Financial and environmental stewardship' and 'Built environment'

Chemical Optimization

Department:	Waterworks	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	February, 2024
Project Type:	Maintenance	Est. Completion Date:	October, 2024

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ 90,000	\$ -	\$ -	\$ 90,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	90,000	-	-	90,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 90,000	\$ -	\$ -	\$ 90,000

Project Description:

This project will 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; and a 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 the 2022-2025 Strategic Plan's foundation of built environment, environmental stewardship, and livability.

Capital Improvement Projects – 2025

Infrastructure

Fleet & Equipment

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2025 Fleet Replacements

Department:	Fleet	Budget Year:	2024
Asset Type:	Fleet & Equipment	Start Date:	January, 2025
Project Type:	Maintenance	Est. Completion Date:	December, 2025

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ 270,000	\$ -	\$ 270,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	270,000	-	270,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 270,000	\$ -	\$ 270,000

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. Budget pricing includes all necessary upfitting and accessories to make vehicle functional for the end user group.

2025 fleet replacements requests include:

Three (3) pickup trucks (\$270,000).

All vehicles to be replaced will be sold at auction and proceeds will be placed in the fleet reserves.

Strategic Alignment:

This project supports the 2022–2025 Strategic Plan's foundation of organizational resiliency, financial and environmental stewardship, and built environment.

2025 Fleet Additions

Department:	Fleet	Budget Year:	2024
Asset Type:	Fleet & Equipment	Start Date:	January, 2025
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ 200,000	\$ -	\$ 200,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	200,000	-	200,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 200,000	\$ -	\$ 200,000

Project Description:

Ensuring financial sustainability of our fleet assets is a priority. Budget pricing includes all necessary upfitting and accessories to make vehicle functional for the end user group.

2025 fleet growth requests include:

One (1) Water / Wastewater Service Truck (\$200,000)

Strategic Alignment:

This project supports the 2022-2025 Strategic Plan's foundation of organizational resiliency, financial and environmental stewardship, and built environment.

Facilities 20 Year Master Plan

Department:	Facilities	Budget Year:	2024
Asset Type:	Facilities	Start Date:	January, 2025
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ 500,000	\$ -	\$ 500,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	500,000	-	500,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 500,000	\$ -	\$ 500,000

Project Description:

The 20-year Facility Master Plan will create a framework for decision making related to, upgrades of municipal facilities, replacement, new construction and land matters to meet the requirements of the citizens and the organization over a 20-year planning horizon.

Developing the Facility Master Plan will be a highly collaborative process with significant engagement across both internal and external stakeholder groups. In addition to stakeholder engagement, the plan will also align with the Municipal Development Plan, Fire Master Plan, Connecting Cochrane Master Plan, the Arts and Culture Master Plan, and the work currently underway by the asset management team.

A consultant will be engaged to assist in preparation, stakeholder engagement and delivery of the Master Plan. The outcome of the Masterplan will be a guiding document that can be used by current and future Councils and Administration to make evidence-based decisions related to prioritizing facility growth sequencing to enhance the efficiency and cost-effectiveness of service delivery to the community. In addition, the document will provide a proposed model for facility-related capital reserve contributions, tools to aid in decision-making around ongoing growth, strategies for maximizing life cycling, energy management and preventive maintenance of assets, and land strategy recommendations to best facilitate future facility needs.

Strategic Alignment:

This project supports the 2022-2025 Strategic Plan's foundation of organizational resiliency, financial and environmental stewardship, and built environment.

Riveria Trail Project

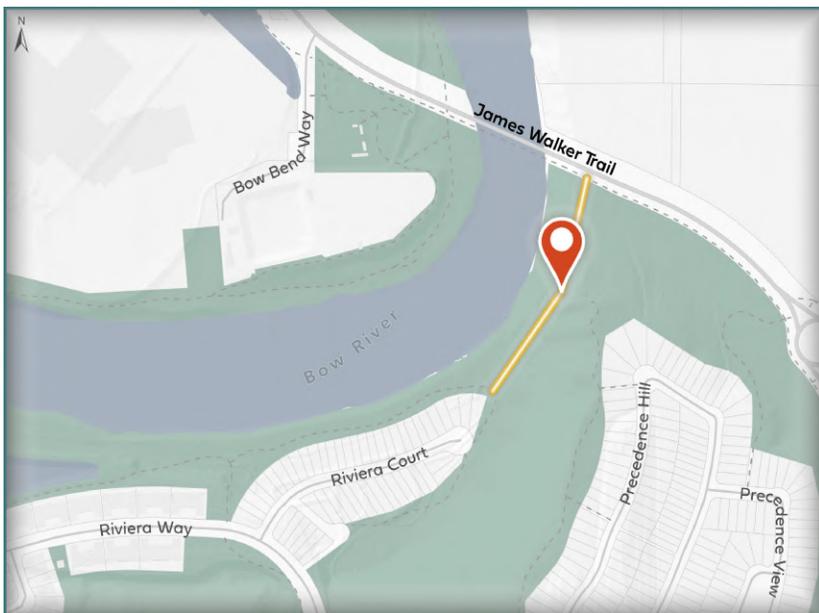
Department:	Parks	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2025
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ 150,000	\$ -	\$ 150,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	150,000	-	150,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 150,000	\$ -	\$ 150,000

Project Description:

Identified by Bike Cochrane, Cochrane's official trail steward, this trail development initiative aims to establish a dedicated pathway within the Riviera Community. This trail will serve as a convenient route for both cyclists and pedestrians, providing access to the northern slope within the Environmental Reserve (ER) located south of the Riviera Neighbourhood. Initial project planning includes a focus on public engagement as a crucial first step in advancing this endeavor.



Strategic Alignment:

The Riviera Community Trail project enhances community connectivity and fosters active transportation, in alignment with our vision of an interconnected pathway and trail system. Our intentional relationship with Bike Cochrane not only enhances our built environment and open spaces but also underscores our commitment to responsible financial stewardship by collaborating on trail enhancements for a low investment.

Parks & Open Spaces Needs Assessment

Department:	Parks	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2025
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ 150,000	\$ -	\$ 150,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	150,000	-	150,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 150,000	\$ -	\$ 150,000

Project Description:

The Parks & Open Spaces Needs Assessment is designed to evaluate and classify Cochrane's park spaces, identifying their types and functions. It will address community needs, assess alignment with current offerings, pinpoint gaps, and analyze space utilization. Additionally, the project will evaluate the proximity of these spaces in the community, offering crucial insights for future planning and development. This will also serve as a guidance document to the Parks, Recreation, & Community Culture Plan Project.

Strategic Alignment:

The Parks & Open Spaces Needs Assessment contributes to organizational resiliency by assessing community needs and ensuring that Cochrane's park spaces are healthy, responsive, and adaptive. It also supports the commitment to preserving the town's unique identity by enhancing community events and neighborhood connections through the evaluation of open spaces. Finally, the project promotes livability by analyzing space utilization and providing valuable insights for creating vibrant and connected neighborhoods in Cochrane. Finally, it will develop an environmental framework that aligns with environmental stewardship in our open spaces & naturalized areas.

Cemetery Expansion

Department:	Cemetery	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2025
Project Type:	Maintenance	Est. Completion Date:	December, 2025

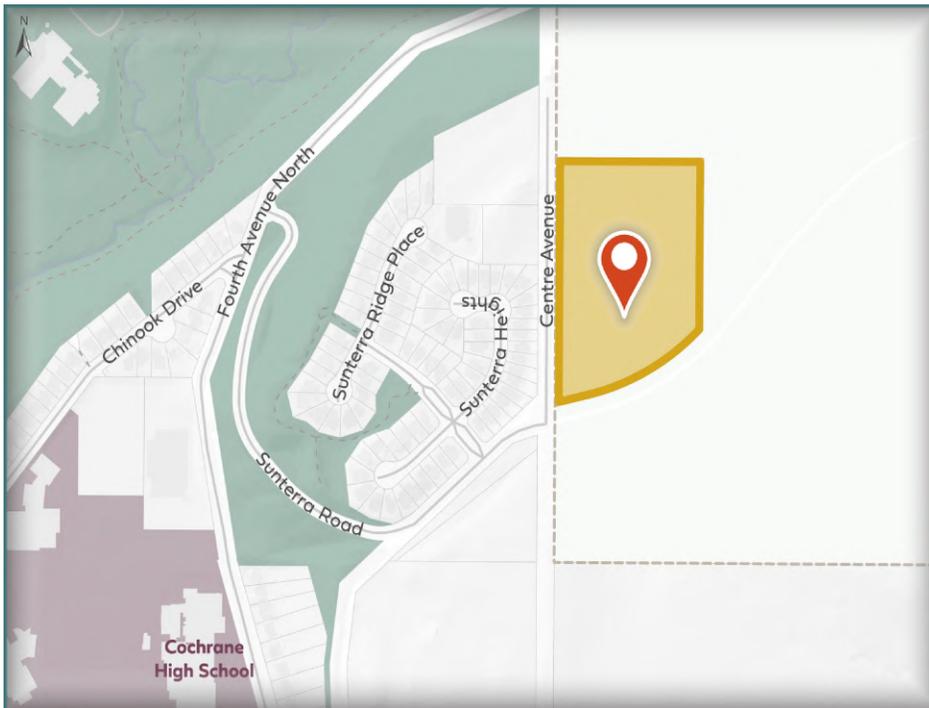
Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ 100,000	\$ -	\$ 100,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	100,000	-	100,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 100,000	\$ -	\$ 100,000

Project Description:

Cochrane's Cemetery Master Plan was adopted in 2016 and provides recommendations and best practices to ensure the long-term sustainability of cemetery operations, provide interment options for our growing community, and protect and invest in this valuable community space.

In accordance with the Master Plan, this project will provide improvements to operability and much needed expansion. This project builds upon the 2023 Cemetery Improvements projects and is integral to the continued investment identified in the Master Plan; work which was delayed until the 2023 capital budget approval.



Cemetery Expansion - Continued

Strategic Alignment:

The Cemetery Master Plan aligns with Cochrane's Strategic Plan by supporting the commitment to preserving our unique identity, as it ensures that residents have a local place to commemorate and remember loved ones, reinforcing the community's sense of place. Additionally, it contributes to the aspirational goal of protecting and nurturing natural areas, as cemeteries are part of the community's landscape and history. Finally, by improving operability and expanding cemetery facilities, this project enhances the overall livability of Cochrane by providing essential services and amenities for residents.

East Sunset Pathway Extension

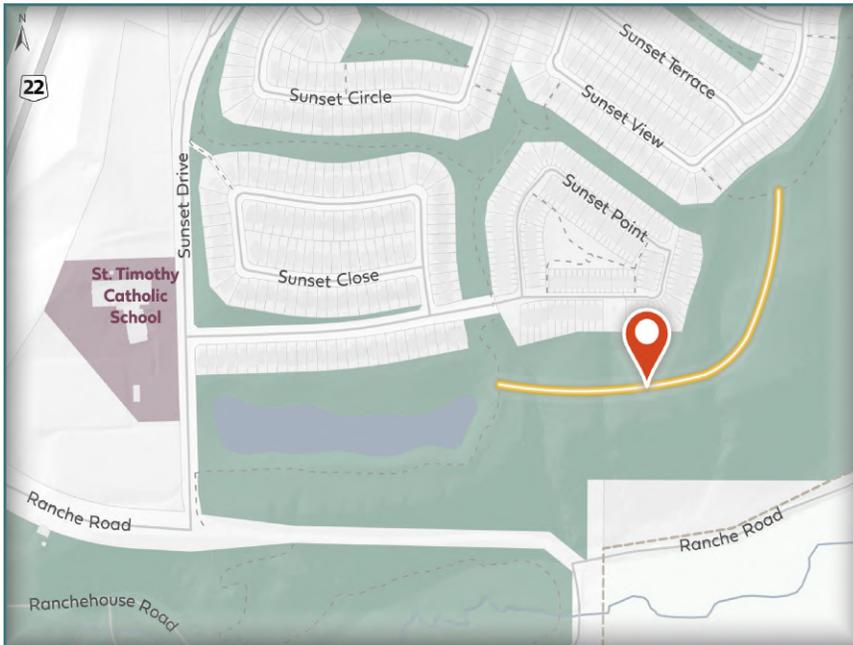
Department:	Parks	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2025
Project Type:	Growth	Est. Completion Date:	December, 2026

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ 50,000	\$ 400,000	\$ 450,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	50,000	400,000	450,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 50,000	\$ 400,000	\$ 450,000

Project Description:

This project is to extend the east Sunset Pathway from Sunset View to the Lower Sunset Storm Pond. Design will occur in 2025 followed by construction in 2026.



Strategic Alignment:

This project supports Council 2022–2025 Strategic Goals of identity, open spaces and natural areas, livability, vibrant economy, and connectivity.

Outdoor Washroom Feasibility

Department:	Parks	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2025
Project Type:	Maintenance	Est. Completion Date:	December, 2025

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ 50,000	\$ -	\$ 50,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	-	-
Offsite Levy	-	-	-	-
Other	-	50,000	-	50,000
Total funding sources	\$ -	\$ 50,000	\$ -	\$ 50,000

Project Description:

The Outdoor Washroom Feasibility project involves assessing the viability of implementing outdoor washrooms in various key areas of Cochrane, such as parks, downtown, and community gathering spots. The primary objective is to establish a uniform system that aligns with the Town Council's commitment to providing enhanced amenities while maintaining fiscal responsibility. This initiative aims to address the community's needs for convenient and accessible facilities. This is an initial feasibility study, and additional work will be required to advance as a project deliverable. This will also serve as a guidance document to the Parks, Recreation, & Community Culture Plan in 2026.

Strategic Alignment:

The Outdoor Washroom Feasibility project aligns with Cochrane's strategic plan by enhancing community livability through improved amenities. It directly supports the commitment to creating a vibrant and active community with connected neighborhoods, addressing the need for convenient facilities that contribute to residents' quality of life. This feasibility study reflects Cochrane's intention to invest in infrastructure that fosters a resilient and robust community, with further development needed to advance this initiative as a project deliverable.

Cochrane Water Course Study

Department:	Parks	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2025
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ 40,000	\$ -	\$ 40,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	-	-
Offsite Levy	-	-	-	-
Other	-	40,000	-	40,000
Total funding sources	\$ -	\$ 40,000	\$ -	\$ 40,000

Project Description:

The Water Course Study aims to assess the health and opportunities associated with the prominent water courses in our community, namely the Bow River, Horse Creek, Jumping Pound Creek, and Big Hill Creek. This project will initiate the discussion around environmental opportunities & challenges with these natural amenities in our community that align with community goals and environmental responsibility. This will also serve as a guidance document to the Parks, Recreation, & Community Culture Plan Project planned for 2026.

Strategic Alignment:

The Water Course Study aligns with Cochrane's Strategic Plan by fostering environmental stewardship through the assessment of our community's vital water courses and supporting the aspirational goal of preserving our unique identity through responsible use and access of our rivers and streams. This study underscores our commitment to a resilient and vibrant community that values our natural amenities and ensures their preservation for future generations.

Wastewater Asset Renewal Program (Vertical)

Department:	Wastewater	Budget Year:	2024
Asset Type:	Utility Projects	Start Date:	January, 2025
Project Type:	Maintenance	Est. Completion Date:	December, 2025

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ 250,000	\$ -	\$ 250,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	250,000	-	250,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 250,000	\$ -	\$ 250,000

Project Description:

Cochrane's wastewater system consists of 130km of mains, 25km of force mains, 12,000+ laterals, 1472 manholes, 2,126 water main valves, 9 lift stations, and 1 sewage transfer facility. Cochrane utilizes the infrastructure to collect and transport wastewater in a safe, reliable, cost effective and environmentally responsible manner. Cochrane's Sewer Rates cover the cost of wastewater treatment which is performed by the City of Calgary. We are committed to improving and maintaining our asset management practices in an effort to achieve the most efficient delivery of service to our customers.

The Wastewater Asset Renewal program is intended to address the highest priority water assets that are in need of replacement on a two-year 'design in year one, followed by construction in year two' cycle. This approach will allow Cochrane appropriate time to generate refined cost estimates, project plans and designs, and adequate time to complete construction. Year one design will focus on wastewater pumping instrumentation and control devices.

Utilizing a new asset management model created during the Facility Assessment project, Cochrane takes risk, criticality, likelihood of failure and condition into consideration when prioritizing assets that need of attention. The sustainable funding targets in this renewal program will continue to be refined as Cochrane's asset management practices mature.

Strategic Alignment:

Financial & environmental stewardship

Cochrane protects, prioritizes and invests in our community's natural amenities, while equally protecting, prioritizing and investing in our community's current and future service and infrastructure needs. Through prioritization, long-term planning and a strong financial policy framework, we balance saving for the future with paying for today – ensuring intergenerational equity.

Built environment

Cochrane is planning for the future needs of our growing community today, ensuring that our built environment can facilitate this plan. A vibrant, bold and charming community requires recreation amenities, interconnected pathway systems, transportation networks, water and wastewater pipelines and treatment facilities, as well as new or expanded facilities – such as fire halls or operations facilities.

Capital Improvement Projects – 2026

Infrastructure

Fleet & Equipment

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Utility Projects

2026 Fleet Replacements

Department:	Fleet	Budget Year:	2024
Asset Type:	Fleet & Equipment	Start Date:	January, 2026
Project Type:	Maintenance	Est. Completion Date:	December, 2026

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ -	\$ 580,000	\$ 580,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	580,000	580,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 580,000	\$ 580,000

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. Budget pricing includes all necessary upfitting and accessories to make vehicle functional for the end user group.

2026 fleet replacements requests include:

- Three (3) pickup trucks (\$280,000).
- One (1) utility truck with dump body (\$200,000).
- One (1) small SUV (\$100,000).

All vehicles to be replaced will be sold at auction and proceeds will be placed in the fleet reserves.

Strategic Alignment:

This project supports the 2022-2025 Strategic Plan's foundation of organizational resiliency, financial and environmental stewardship, and built environment.

Parks, Recreation, and Community Culture Plan

Department:	Director Community Services	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2026
Project Type:	Growth	Est. Completion Date:	December, 2027

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ -	\$ 400,000	\$ 400,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	400,000	400,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 400,000	\$ 400,000

Project Description:

The Parks, Recreation, and Community Culture Plan is a strategic planning initiative aimed at guiding the development of parks and community culture within the municipality. This long-term plan, spanning 10-15 years, serves as a framework within the Municipal Development Plan (MDP) and focuses on policy recommendations. It outlines project deliverables and sets achievable expectations for community development, ensuring the growth and enhancement of Community Services in a deliverable and sustainable manner.

Strategic Alignment:

The Parks, Recreation, and Community Culture Plan reinforces the commitment to nurturing open spaces and natural areas, enhancing livability, and fostering a vibrant economy. By focusing on parks and community culture development, this plan directly contributes to Cochrane's goal of creating a desirable, resilient, and innovative community while preserving its unique identity and promoting connectivity among its residents.

Parks Condition Assessment

Department:	Parks	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2026
Project Type:	Maintenance	Est. Completion Date:	December, 2026

Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ -	\$ 200,000	\$ 200,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	200,000	200,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 200,000	\$ 200,000

Project Description:

The Parks Condition Assessment project involves conducting a comprehensive inventory of our Parks & Open Spaces while assessing their current condition. By evaluating the state of these assets, we aim to gain valuable insights into their maintenance requirements and prioritize resource allocation for optimal community benefit. This project is a proactive step toward ensuring the continued quality and functionality of our community recreational & tourism spaces for the benefit of our residents and the enhancement of our community's overall well-being.

Strategic Alignment:

The Parks Condition Assessment will ensure financial and environmental stewardship through responsible asset management and long-term planning. This will contribute to the preservation of Cochrane's unique identity and commitment to creating vibrant, active communities with well-maintained open spaces & naturalized areas.

Bow River Pathway Engineering & Construction

Department:	Parks	Budget Year:	2024
Asset Type:	Roads & Parks	Start Date:	January, 2026
Project Type:	Growth	Est. Completion Date:	December, 2026

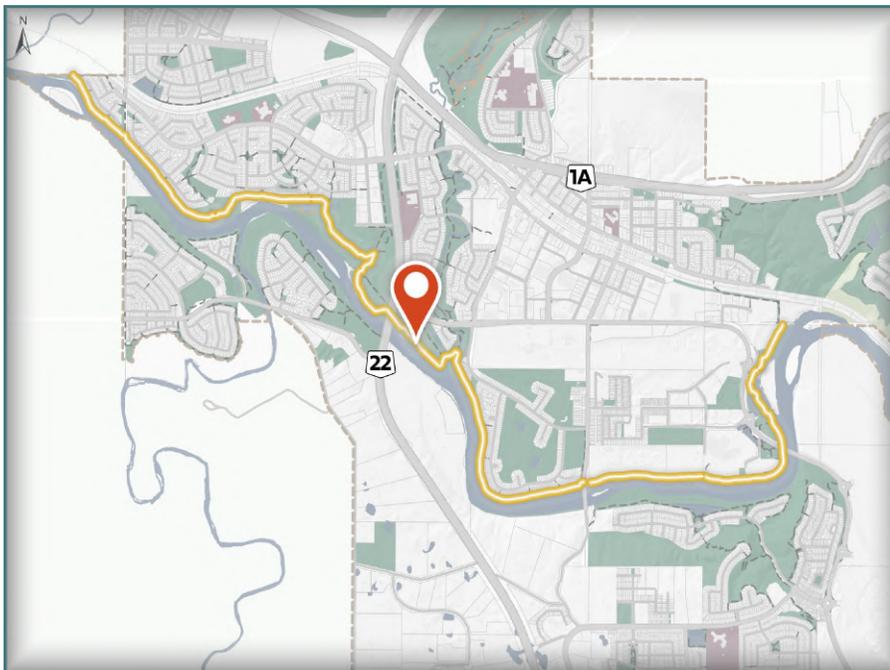
Project Forecast:

	2024	2025	2026	Total
Funding request	\$ -	\$ -	\$ 200,000	\$ 200,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	200,000	200,000
Offsite Levy	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 200,000	\$ 200,000

Project Description:

The Bow River Pathway Construction is intended to engineer and deliver an improved overall experience to the Bow River Pathway network, enhancing the pathway system encompassing the Bow River, spanning from the west Town boundary to the east Town boundary, and including both banks of the Bow River.

The project will begin to deliver on the information gathered as part of the Bow River Pathway Strategy Project planned for 2024 with an intended phased approach to enhance our premier pathway network in Cochrane. This will also outline how we will prepare for increased growth and tourism in Cochrane and the associated impacts to this area of our community.



Bow River Pathway Engineering & Construction

- Continued

Strategic Alignment:

This project supports Council 2022-2025 Strategic Goals of identity, open spaces and natural areas, livability, vibrant economy, and connectivity.



Service Fees 2024-2026

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HOW THE WEST IS NOW



Business Licensing

Service description (Bylaw # 22/18)	Budget	Budget	Forecast	Forecast
	2023	2024	2025	2026
Business license fee: resident				
Commercial	\$ 180	\$ 180	\$ 180	\$ 180
Home based-minor	100	100	100	100
Home based-major	180	180	180	180
Industrial	180	180	180	180
Retail	180	180	180	180
Business license fee: non-resident				
Commercial	340	340	340	340
Home-based	340	340	340	340
Retail	340	340	340	340
Term fees - 3 months				
Resident	60	60	60	60
Non-resident	110	110	110	110
Term fees - 6 months				
Resident	100	100	100	100
Non-resident	200	200	200	200
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 2023	Budget 2024	Forecast 2025	Forecast 2026
Cemetery plot sales: non-resident				
Full	\$ 2,220	\$ 2,690	\$ 3,160	\$ 3,630
Cremation	1,480	1,661	1,842	2,023
Cemetery plot sales: resident* discount 35%				
Full	1,443	1,748	2,054	2,359
Cremation	964	1,079	1,197	1,314
Cemetery: non-resident				
Columbaria niche (1 urn)	2,667	2,747	3,829	2,914
Columbaria niche (2 urns)	3,178	3,273	3,371	3,472
Cemetery: resident*				
Columbaria niche (1 urn)	1,923	1,980	2,040	2,101
Columbaria niche (2 urns)	2,443	2,516	2,591	2,669
Cemetery: opening/closing				
Casket (summer)	1,163	1,197	1,233	1,269
Casket (winter)	1,428	1,470	1,514	1,560
Cremation (summer)	306	315	324	334
Cremation (winter)	367	378	389	401
Cemetery: disinter				
Casket	2,326	2,395	2,467	2,541
Cremation	612	630	648	668
Additional fees				
Saturday/after 3:30 weekdays – overtime fee	612	630	469	668
Columbaria vase	126	129	133	137
Columbaria inscription	Incl with niche purchase	Incl with niche purchase	Incl with niche purchase	Incl with niche purchase
Flat or upright marker permit	102	105	108	111
Plot refunds Admin Fee	50	52	53	54
Memorial benches				
Bench and Plaque	3,300	3,300	3,399	3,399
Bench and Plaque (with photo)	3,450	3,450	3,553	3,553
Picnic table and plaque	4,400	4,400	4,532	4,532
Picnic table and plaque (with photo)	4,550	4,550	4,686	4,686

*Resident: Defined as a person whose residence is within Cochrane's municipal boundaries

Civil Land

Service description	Budget	Budget	Forecast	Forecast
	2023	2024	2025	2026
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)	575	575	575	575
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 utility right of way.	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 subdivision service agreement; site inspections; construction completion certificate & final acceptance certificate inspection.*

Community Events

Service description	Budget	Budget	Forecast	Forecast
	2023	2024	2025	2026
Flag raising application fee	\$ 25	\$ 25	\$ 25	\$ 25
Light the Jack Tennant Memorial Bridge application	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 2023	Budget 2024	Forecast 2025	Forecast 2026
FOIP fees (Bylaw #20/99)				
One-time request	\$ 25	\$ 25	\$ 25	\$ 25
Continuing request	50	50	50	50
FOIP fees (Bylaw #20/99)				
Copy of records/page	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 for disclosure/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	35	40	45	45
NSF fee	40	40	40	40
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 2023	Budget 2024	Forecast 2025	Forecast 2026
Field fees				
Adult single booking / hour	\$ 36	\$ 36	\$ 37	\$ 37
Youth single booking / hour	23	23	24	24
League field / hour adult	18	18	19	19
League field / hour youth	10	10	11	11
League diamond / hour adult	19	19	20	20
League diamond / hour youth	15	15	16	16
League – Glenbow diamond / hour youth	12	12	13	13
Tournament field / day adult	170	170	173	173
Tournament field / day youth	77	77	78	78
Tournament diamond / day adult	185	185	189	189
Tournament diamond / day youth	85	85	87	87
Court Fees				
Adults booking / per hour	4.00	4.00	4.25	4.25
Tournament Tennis / day	40	40	42	42
Tournament Pickleball / day	40	40	42	42

Fire Services

Service description	Budget	Budget	Forecast	Forecast
	2023	2024	2025	2026
Fire permit (Bylaw 3/2014)	\$ 50	\$ 50	\$ 50	\$ 50
Responding to an incident or false alarm	At cost	At cost	At cost	At cost
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

Service description	Budget	Plan	Forecast	Forecast
	2023	2024	2025	2026
24"x36"	\$ 25	\$ 30	\$ 30	\$ 35
36"x36"	35	40	40	45
42"x42"	45	50	50	55
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	80	80	85

Open data: Datasets can be obtained free of charge from <https://geohub.cochrane.ca/pages/open-data>

Municipal Enforcement

Service description	Budget 2023	Budget 2024	Forecast 2025	Forecast 2026
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	At cost	At cost	At cost	At cost
Destruction of dog or cat	At cost	At cost	At cost	At cost

Operational Services

Service description	Budget 2023	Budget 2024	Forecast 2025	Forecast 2026
Sewer fee (Bylaw #16/2016)				
Base charge (per month) (rate depends on meter size)	Ranges from 14.49-759.59	Ranges from 19.78-815.88	Ranges from 23.32-873.52	Ranges from 27.38-935.19
Schedule B Rates and Charges				
15mm/19mm (5/8") or (3/4")	\$ 14.49	\$ 19.78	\$ 20.30	\$ 20.91
25mm (1")	19.95	26.06	26.74	27.54
40mm (1.5")	38.08	46.91	48.14	49.58
50mm (2")	63.34	70.89	72.75	74.93
75mm (3")	110.66	121.52	124.71	128.45
100mm (4")	193.24	209.88	215.38	221.84
150mm (6")	429.22	462.38	474.49	488.73
200mm (8")	759.59	815.88	837.25	862.37
Consumption charge (per cubic metre)	2.39	2.46	2.53	2.59
Hauled wastewater disposal fee (per cubic metre)	25.01	28.76	28.76	28.76
Storm sewer fee (per month)	5.95	6.63	7.31	7.99
Water fee (Bylaw #04/2013)				
Base charge (per month) (rate depends on meter size)	Ranges from 10.71-849.52	Ranges from 13.90-940.37	Ranges from 16.32-996.79	Ranges from 16.81-1,026.69
Schedule A Rates and Fees				
15mm/19mm (5/8") or (3/4")	10.71	13.90	16.32	16.81
25mm (1")	17.81	21.74	23.05	23.74
40mm (1.5")	34.33	39.99	42.39	43.66
50mm (2")	57.45	65.52	69.46	71.54
75mm (3")	123.47	138.44	146.75	151.15
100mm (4")	215.88	240.51	254.94	262.59
150mm (6")	480.06	532.30	564.24	581.16
200mm (8")	849.52	940.37	996.79	1,026.69
Consumption charge-residential				
First 15 cubic metres	1.28	1.30	1.32	1.34
15-30 cubic metres	1.81	1.85	1.89	1.93
Over 30 cubic metres	2.71	2.80	2.89	2.98
Multiple self-contained units consumption charge (per cubic metre)	1.28	1.30	1.32	1.34
Non residential consumption charge (per cubic metre)	1.44	1.47	1.50	1.53
Bulk water (per cubic metre)	5	5	5	5
Bulk water non-domestic surcharge (per cubic metre)	2	2	2	2

Operational Services

Service description	Budget 2023	Budget 2024	Forecast 2025	Forecast 2026
Schedule B Irrigation Rates				
15mm/19mm (5/8") or (3/4")	10.71	6.95	8.16	8.40
25mm (1")	17.81	10.87	11.52	11.87
40mm (1.5")	34.33	19.99	21.19	21.83
50mm (2")	57.45	32.76	34.73	35.77
75mm (3")	123.47	69.22	73.38	75.58
100mm (4")	215.88	120.26	127.47	131.29
150mm (6")	480.06	266.15	282.12	290.58
200mm (8")	849.52	470.18	498.39	513.35
Irrigation consumption charge (per cubic metre)	2.71	2.80	2.89	2.98
Schedule I - Fees and Charges				
Utility reconnection fee	50	50	50	50
Utility admin connection fee	30	30	35	35
Water Licence Connection Fee				
3/4"	1,315	1,355	1,395	1,437
1"	2,196	2,262	2,330	2,400
1.5"	4,380	4,511	4,647	4,786
2"	7,010	7,221	7,437	7,660
3"	15,349	15,810	16,284	16,772
4"	27,620	28,449	29,303	30,182
6"	56,990	58,700	60,461	62,275
Water Meter with Radio				
3/4" (short)	705	730	755	780
1"	810	835	860	885
1.5"	1,590	1,640	1,690	1,740
2"	1,890	1,950	2,005	2,065
3"	3,520	3,630	3,735	3,850
4"	5,545	5,715	5,885	6,060
Waste management (Bylaw 08/2019)				
Waste/recycling collection	26.65	26.65	26.65	26.65
Waste management: excess waste bag	3.50	3.50	3.50	3.50
Waste & recycling collection: new account set up (per new home)	230	234	234	234
Lost/stolen/damaged waste cart replacement (per cart)	55	60	60	60
Lost/stolen/damaged recycling cart replacement (per cart)	87	87	87	87

Operational Services

Service description	Budget	Budget	Forecast	Forecast
	2023	2024	2025	2026
Lost/stolen/damaged organics cart replacement - 120 liter cart	55	60	60	60
Lost/stolen/damaged organics cart replacement - 240 litre cart	87	87	87	87
Additional waste cart set up	55	60	60	60
Additional organics cart set up - 120 liter cart	55	60	60	60
Additional organics cart set up - 240 litre cart	87	87	87	87
Additional recycling cart set up	87	87	87	87
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	5
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	Budget	Forecast	Forecast
	2023	2024	2025	2026
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
Tabloid (11" x 17") (per page)	0.50	0.50	0.50	0.50
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	150	150	150	150
Certificate of compliance: non-residential & residential > 4 units	300	300	300	300
Certificate of compliance: Re-application (< 6 months)	50% of application fee			
Planning confirmation letter per address	50	50	50	50
Permit Search (Residential)	125	125	125	125
Permit Search (Non-residential)	300	300	300	300
Encroachment agreement	250	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
Subdivision & Development Appeal Board	200	200	200	200
Statutory & non-statutory plans				
Area structure plan	7,500	7,500	7,500	7,500
Area redevelopment plan	7,500	7,500	7,500	7,500
	+\$100/ha	+\$100/ha	+\$100/ha	+\$100/ha
	Greater of	Greater of	Greater of	Greater of
Neighbourhood plan	5,000 or	5,000 or	5,000 or	5,000 or
	\$500/ha	\$500/ha	\$500/ha	\$500/ha
Revised submission	25% of application	25% of application	25% of application	25% of application
Planning refund requests				
Prior to circulation	75% of application fee			
After circulation	50% of application fee			

Planning

Service description	Budget 2023	Budget 2024	Forecast 2025	Forecast 2026
After decision	0% of application fee	0% of application fee	0% of application fee	0% of application fee
Statutory & non-statutory plan amendments				
Area structure plan amendment	3,000	3,000	3,000	3,000
Area redevelopment plan amendment	3,000	3,000	3,000	3,000
Intermunicipal development plan amendment	3,000	3,000	3,000	3,000
Neighbourhood plan amendment	3,000	3,000	3,000	3,000
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	5,500
Municipal development plan amendment	3,000	3,000	3,000	3,000
Revised submission	25% of application fee	25% of application fee	25% of application fee	25% of application 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 Permit				
Residential	400 + \$75 per unit	700 + \$75 per unit	700 + \$75 per unit	700 + \$75 per unit

Planning

Service description	Budget	Budget	Forecast	Forecast
	2023	2024	2025	2026
Non-residential	800 + \$1 per m2	1,000 + \$2.50 per m2	1,000 + \$2.50 per m2	1,000 + \$2.50 per m2
Development permits-Home based businesses				
Home Occupations / Bed & Breakfast	250	250	250	250
Development permits-Accessory buildings				
Residential existing	150	150	150	150
Non-residential existing	300	300	300	300
Development permits-Additions				
Residential	200 + \$0.50 per m2	200 + \$1.00 per m2	200 + \$1.00 per m2	200 + \$1.00 per m2
Non-residential	800 + \$1 per m2	800 + \$2.50 per m2	800 + \$2.50 per m2	800 + \$2.50 per m2
Development permits-Discretionary use				
Residential	150	150	150	150
Non-Residential	300	300	300	300
Development permits-Variances				
Residential existing	150	150	150	150
Residential proposed	150	150 per variance	150 per variance	150 per variance
Non-residential existing	300	300	300	300
Non-residential proposed	300	300 per variance	300 per variance	300 per variance
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 per Sign	150 per Sign	150 per Sign
Demolition (heritage buildings)	250	250	250	250
Change of use	300	300	300	300
Accessory Suites	-	500	500	500
Excavation & stockpiling (stripping & grading)				
No professional referral	1,500	1,500	1,500	1,500
Time extension request	350	350	350	350
Development appeal	200	200	200	200
Revised submission	25% of application fee	25% of application fee	25% of application fee	25% of application fee
Miscellaneous applications and fees				
Road closure	1,000	1,000	1,000	1,000

Planning

Service description	Budget	Budget	Forecast	Forecast
	2023	2024	2025	2026
Funds held instead of letter of credit	Up to 150% of development costs			
Cash in lieu for parking (per stall)	20,000	20,000	20,000	20,000
Discharge of registered land title documents (applicant pays land title office costs)	\$50 + \$40 per registered document			
Pre-application Meeting - First Meeting	No fee	No fee	No fee	No fee
Pre-application Meeting - Subsequent Meetings	200	200	200	200
Planning Application Meeting-First Meeting	No fee	No fee	No fee	No fee
Planning Application Meeting-Subsequent Meetings	200	200	200	200
Telecommunications Applications				
Type A	2,500	2,500	2,500	2,500
Type B	500	500	500	500
Type C	75	75	75	75

Note: Any application submitted by 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%. In Addition, Any planning fee payment or security collected over the amount of \$3,000 paid by credit card will be subject to a 3% service fee.

Roads

Municipally owned equipment, operators, and management to be charged at the rates prescribed in the current version of the Alberta Road Builders & Heavy Construction Association guide or equivalent.

Safety Codes

Service description	Budget	Budget	Forecast	Forecast
	2023	2024	2025	2026
Building permit fees				
Residential minimum charge (built on site or moved)	\$ 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 (\$/sq ft)	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
Retaining Wall (1.2m or higher)	100	100	100	100
Commercial minimum charge	100	100	100	100
Commercial, Multi Family (e.g., stacked/apartment style)	8.75	8.75	8.75	8.75
industrial, institutional per \$1,000 bid price				
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
\$10,001-\$20,000	300	300	300	300
\$20,001-\$30,000	350	350	350	350

Safety Codes

Service description	Budget	Budget	Forecast	Forecast
	2023	2024	2025	2026
\$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	140	140
1501 to 2500 sq. Ft.	160	160	160	160
2501 to 3500 sq. Ft.	175	175	175	175
Greater than 3501 sq. Ft.	190	190	190	190
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	8.75 per 75,000BTU	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
Gas/propane cylinder centres	110	110	110	110
Replacement of heating appliances (based on BTU input)				
0-200,000	100	100	100	100

Safety Codes

Service description	Budget	Budget	Forecast	Forecast
	2023	2024	2025	2026
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 per fixture			
More than 100 fixtures	\$600+\$6.50 per fixture over 100	\$600+\$6.50 per fixture over 100	\$600+\$6.50 per fixture over 100	\$600+\$6.50 per 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	250	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
Missing required inspections (per inspection) first offence calendar year	250	250	250	250

Safety Codes

Service description	Budget	Budget	Forecast	Forecast
	2023	2024	2025	2026
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	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	1,600	1,600	1,600	1,600
Construction commenced without a permit	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	Budget	Forecast	Forecast
		2023	2024	2025	2026
Clubhouse					
Community rate (min 2hrs)	Hourly	\$ 60	\$ 60	\$ 60	\$ 60
Community rate (min 2hrs)	Full day	300	300	300	300
Aspen					
Wedding	Full day	810	1,050	1,100	1,100
Regular	Hourly	105	110	115	115
Regular	Full day	525	550	575	575
Community	Hourly	80	85	90	90
Community	Full day	400	425	450	450
Birch					
Regular	Hourly	105	110	115	115
Regular	Full day	525	550	575	575
Community	Hourly	80	85	90	90
Community	Full day	400	425	450	450
Cedar					
Regular	Hourly	105	110	115	115
Regular	Full day	525	550	575	575
Community	Hourly	80	85	90	90
Community	Full day	400	425	450	450
Aspen/Birch					
Wedding	Full day	1,600	2,100	2,200	2,200
Regular	Hourly	210	220	230	230
Regular	Full day	1,050	1,100	1,150	1,150
Community	Hourly	160	170	175	175
Community	Full day	800	850	875	875
Aspen/Birch/Cedar					
Wedding	Full day	2,180	3,200	3,300	3,300
Regular	Hourly	315	330	345	345
Regular	Full day	1,575	1,650	1,725	1,725
Community	Hourly	250	250	270	270
Community	Full day	1,250	1,250	1,350	1,350
Chinook dining room/East foyer					
Wedding	Full day	4,125	4,350	4,500	4,500
Regular	Hourly	350	360	370	370
Regular	Full day	1,750	1,800	1,850	1,850
Community	Hourly	280	290	300	300
Community	Full day	1,400	1,450	1,500	1,500

RancheHouse Events Centre

Service description		Budget	Budget	Forecast	Forecast
		2023	2024	2025	2026
Hall of vision/East foyer					
Wedding	Full day	3,520	3,750	3,950	3,950
Regular	Hourly	260	270	280	280
Regular	Full day	1,300	1,350	1,400	1,400
Community	Hourly	210	220	230	230
Community	Full day	1,050	1,100	1,150	1,150
Chinook dining room/East foyer/Hall of vision					
Wedding	Full day	4,800	-	-	-
Regular	Hourly	520	530	550	550
Regular	Full day	2,600	2,650	2,750	2,750
Community	Hourly	410	420	435	435
Community	Full day	2,050	2,100	2,175	2,175
Courtyard					
Wedding (Ceremony fee)	Full day	1,000	1,150	1,150	1,150
Theatre					
Regular	Hourly	120	125	130	130
Regular	Full day	600	625	650	650
Community	Hourly	90	95	100	100
Community	Full day	450	475	500	500
Sage room/Willow room					
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					
Regular	Hourly	50	-	-	-
Regular	Full day	250	-	-	-
Community	Hourly	30	-	-	-
Community	Full day	155	-	-	-
Guest amenity fee (where applicable)	Per person	12	12	12	12
Corkage	Per person	6	6	8	8
Bar rates					
Beer, coolers and spirits	Per	10	-	-	-
Wine and scotch	Per	12	-	-	-



Reserves



Reserves

Reserves are approved by Council for specified purposes through its reserve policy. The reserves are used to offset impacts of major expenditures and stabilize the operating and capital budgets. The Town maintains both operating and capital reserves. The operating reserves are used to fund unexpected or emergency expenditures, to smooth the impact of the tax rate and set aside for specific future liabilities. The capital reserves are primarily used to support the Town's current and long-term capital planning.

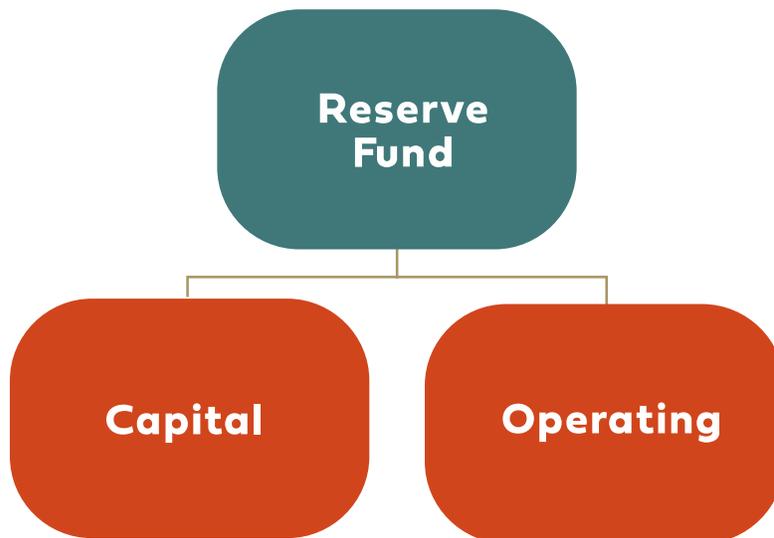
The Town has (2) types of reserves: Operating and Capital

Operating reserve:

- Generally established to fund one-time expenditures of an operating nature
 - E.g. RCMP retro-pay funded from the Operating Reserve
- Subsidizes unexpected or emergency expenditures
- Smooths the impact of financial changes
 - E.g. Tax Rate
- Assists in funding future specific liabilities

Capital reserve:

- Generally established to fund expenditures of a capital nature
- Supports the Town's current & long-term capital planning
- Source of financing for capital projects



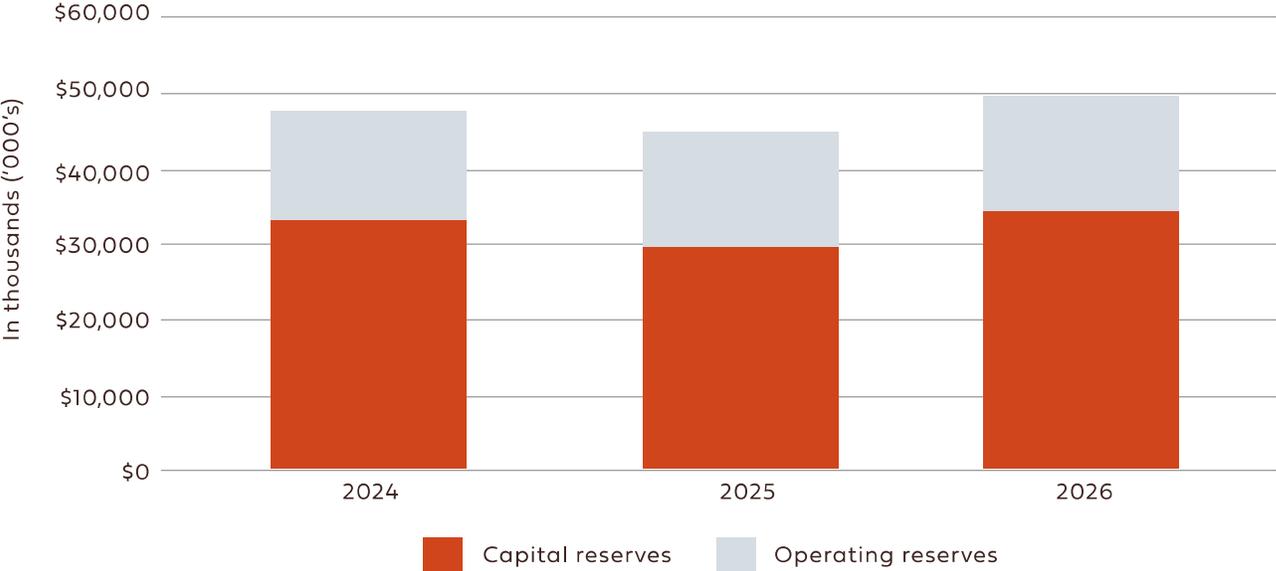
The use of reserve funds is either restricted or unrestricted in nature. These internal allocations designate the appropriation of the reserve funds for the purpose they were intended. As depicted in the chart below, the majority of the Town’s reserves are unrestrictive in nature.

Restricted vs. unrestricted reserves



The chart below depicts the projected balances for each of the Town’s two reserve categories.

Reserves by category



Further detail on the individual reserves within the categories and their projected balances for 2024 to 2026 can be found in the table that follows.

Town of Cochrane - 3 year projected balance summary

Capital Reserves	2024	2025	2026
Fleet and Equipment Reserve	\$3,296,240	\$3,680,240	\$3,979,240
Community Initiatives Reserve	818,714	640,714	411,714
Municipal Infrastructure Reserve	1,111,039	1,341,929	2,474,819
Stormwater Reserve	2,880,616	3,573,246	4,211,324
Water Reserve	5,447,603	4,081,554	4,583,817
Wastewater Reserve	10,556,481	8,319,459	10,247,470
Waste Management Reserve	3,189,622	3,249,284	3,830,795
Eco Centre Reserve	767,574	865,415	1,112,289
Community Revitalization Reserve	1,131,714	1,131,714	1,131,714
Parking Reserve	73,701	73,701	73,701
Cash in Lieu Reserve	120,923	120,923	120,923
Debenture Reserve	2,989,834	2,989,834	2,989,834
Total Capital Reserves	32,384,060	30,068,012	35,167,639
Operating Reserves			
General Operating Reserve	9,714,149	9,803,779	9,798,409
Storm Operating Reserve	276,952	276,952	276,952
Water Operating Reserve	1,159,978	1,159,978	1,159,978
Wastewater Operating Reserve	2,532,911	2,532,911	2,532,911
Eco Centre Operating Reserve	649,368	458,368	332,368
Waste Management Operating Reserve	221,690	221,690	221,690
Tax Stabilization Reserve	10,976	10,976	10,976
Total Operating Reserves	14,566,022	14,464,652	14,333,282
TOTAL RESERVES	\$46,950,082	\$44,532,664	\$49,500,921



Debentures

cochrane
HOW THE WEST IS NOW



Schedule of outstanding debt 2024 – 2026 Budget

Debenture	Project Name	Principal	Issue Date	Maturity Date	Interest Rate	Balance Dec. 31, 2023	2024 Payment	2025 Payment	2026 Payment
05/04	Cochrane Arena Upgrades	\$925,000	2004	2029	5.78%	\$327,716	\$70,407	\$70,407	\$70,407
4002307	Bridge North Arterial	\$8,000,000	2017	2027	2.53%	\$3,443,263	\$910,576	\$910,576	\$910,576
4002869	Bow River Bridge South Arterial	\$9,000,000	2021	2041	2.55%	\$8,108,052	\$577,210	\$577,210	\$577,210
4003037	Protective Services Building	\$23,000,000	2022	2047	3.76%	\$22,140,465	\$1,427,184	\$1,427,184	\$1,427,184
4003038	Highway 1A Improvements	\$2,453,869	2022	2032	3.07%	\$2,131,712	\$286,842	\$286,842	\$286,842
4004186	Highway 22 to Riverview Syphon	\$5,151,000	2023	2043	5.38%	\$5,151,000	\$423,632	\$423,632	\$423,632
4004187	Centre Avenue Phase 3	\$1,848,960	2023	2043	5.38%	\$1,848,960	\$152,064	\$152,064	\$152,064
4004188	Highway 22 to Riverview Syphon	\$1,519,000	2023	2043	5.38%	\$1,519,000	\$124,927	\$124,927	\$124,927
Proposed	River Heights Pump Station	\$3,522,500	2024	2049	4.87%	-	\$245,177	\$245,177	\$245,177
Proposed	River Heights Pump Station	\$3,522,500	2025	2050	4.87%	-	-	\$245,177	\$245,177
Proposed	Water Supply Strategy	\$7,460,000	2025	2050	4.87%	-	-	519,329	\$519,239
Proposed	Wastewater Pipeline Twinning – PH I	\$17,800,000	2025	2050	4.87%	-	-	\$1,238,934	\$1,238,934
Proposed	Wastewater Pipeline Twinning – PH I	\$17,800,000	2026	2051	4.87%	-	-	-	\$1,238,934
					TOTAL	\$44,670,168	\$4,218,018	\$6,221,458	\$7,460,392

Debt limit and debt service

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by the Alberta Regulation 255/2000 for the Town of Cochrane be disclosed as follows:

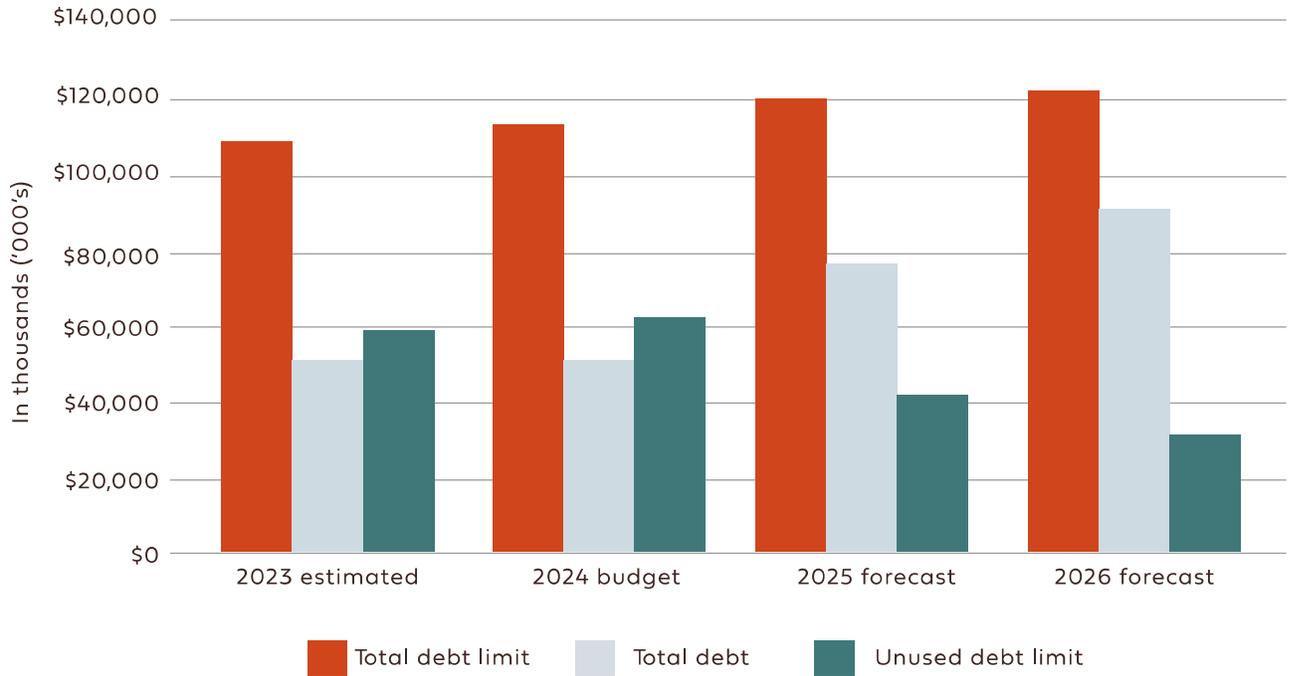
	Estimated 2023	Budget 2024	Forecast 2025	Forecast 2026
Alberta Regulation				
Total debt limit	\$ 109,905,108	\$ 114,476,556	\$ 120,029,607	\$ 123,473,006
Less: total debt	50,718,905	51,588,580	77,011,710	91,017,653
Unused debt limit	\$ 59,186,203	\$ 62,887,976	\$ 43,017,897	\$ 32,455,353
Town Imposed				
Total debt limit	\$ 87,924,086	\$ 91,581,245	\$ 96,023,686	\$ 98,778,404
Less: total debt	50,718,905	51,588,580	77,011,710	91,017,653
Unused debt limit	\$ 37,205,181	\$ 39,992,665	\$ 19,011,976	\$ 7,760,752
Debt service limit	\$ 18,317,518	\$ 19,079,426	\$ 20,004,935	\$ 20,578,834
Total debt service	4,270,842	4,970,784	6,974,224	8,150,872
Unused debt service limit	\$ 14,046,676	\$ 14,108,642	\$ 13,030,711	\$ 12,427,962

The debt limit is calculated at 1.5 times revenue of the Town (as defined in Alberta Regulation 255/2000) and the debt service limit is calculated at 0.25 times such revenue. However, the Town has an imposed debt limit of 80% of the amount defined by Alberta Regulation 255/2000.

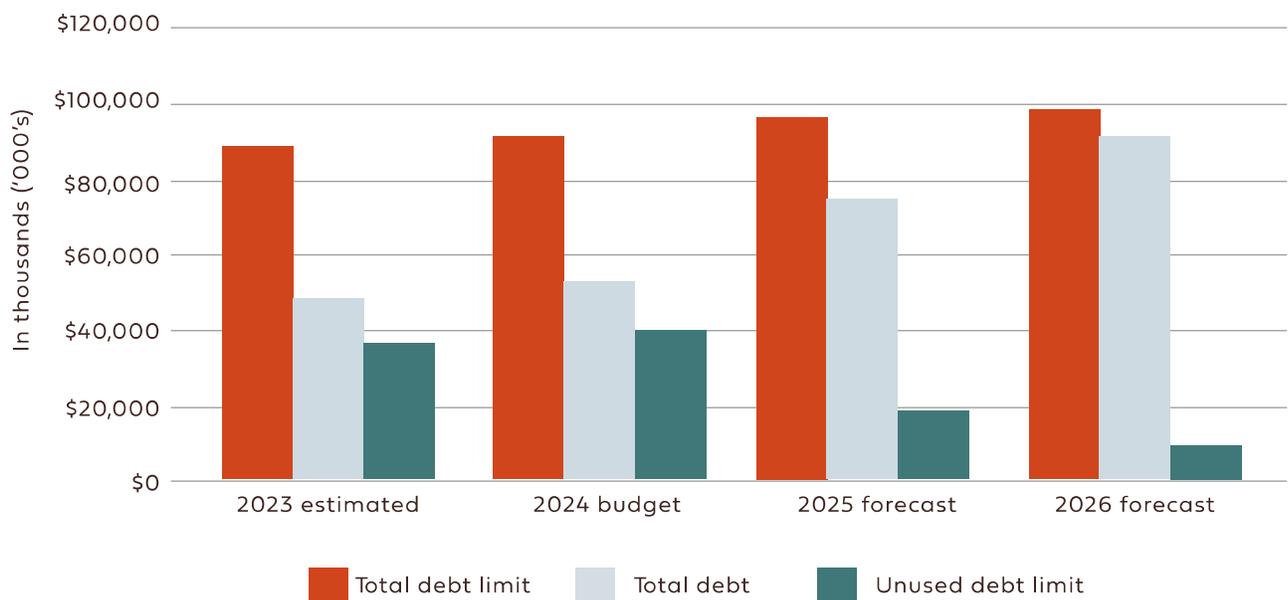
Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the Town, rather that the financial statements be interpreted as a whole for that determination.

Debt limit and debt service

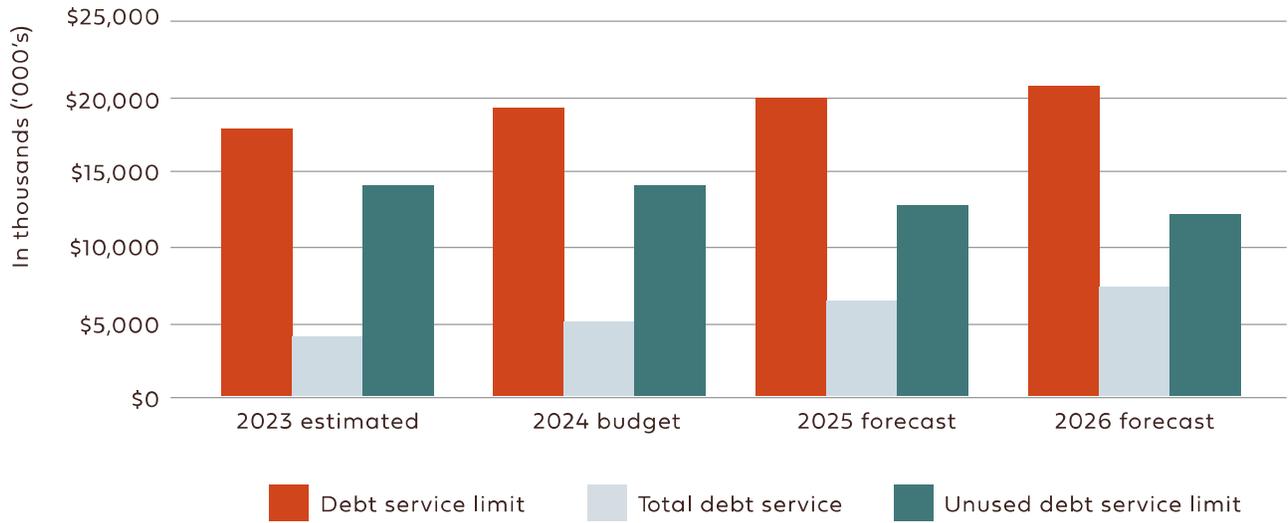
Debt limit (Alberta regulation)



Debt limit (Town imposed)



Debt service limit





Appendices





2024 Budget Planning Survey General Population Survey Results

*Results weighted to ensure statistical
validity to the Cochrane Population*

Conducted by:



ADVANIS

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June 26, 2023

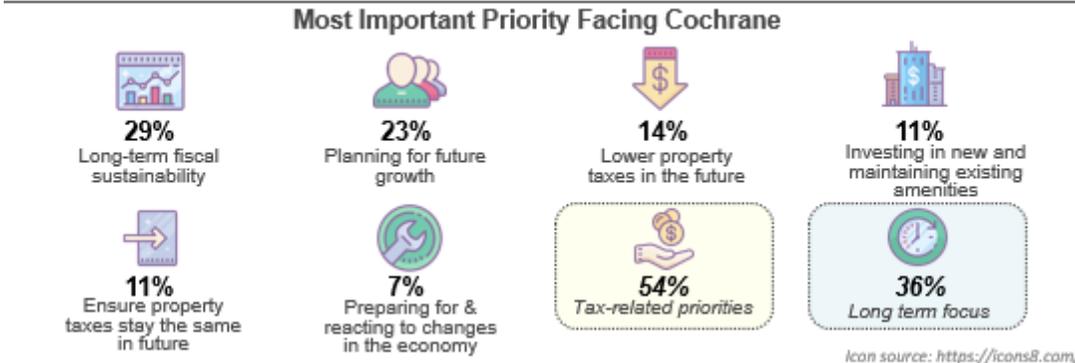
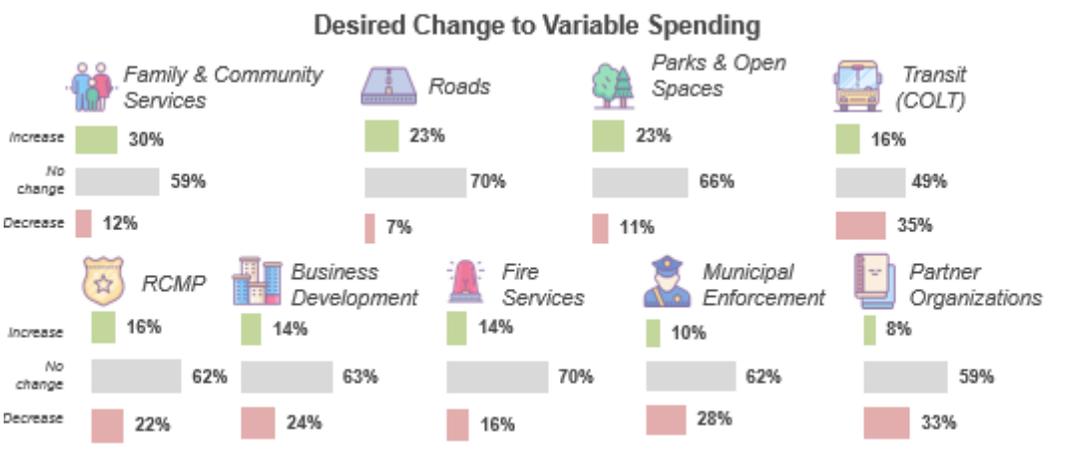
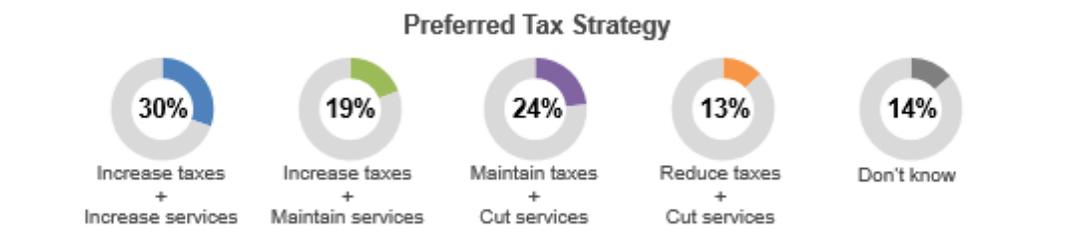
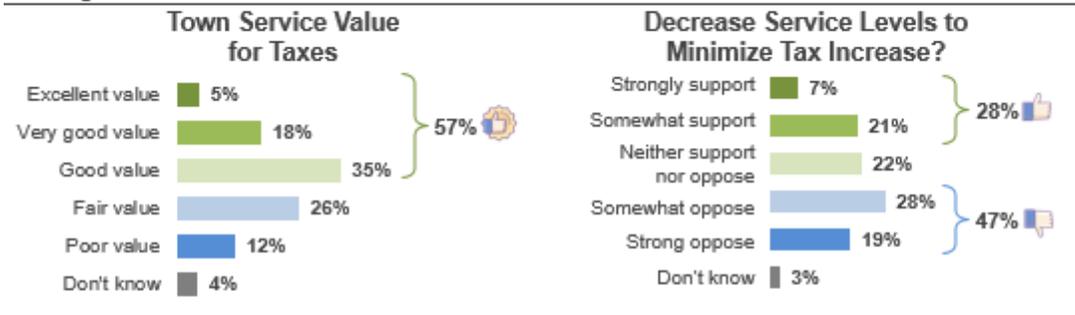
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1 Budget Planning Survey Highlights

2024 Budget Planning Survey Highlights

Survey of 448 adult Cochrane residents contacted by phone and postcard from May 23rd to June 19th, 2023, and completed the survey. Results are weighted by age. Results below may not add up exactly due to rounding.



2 Detailed Project Description

2.1 Project Background

In the spring of 2023, the Town of Cochrane contracted Advanis to conduct the 2024 Town of Cochrane Budget Planning Survey. The primary purpose of this study is to assess the views of Town of Cochrane residents concerning the budgetary planning process for the 2024 Town budget. In total, 448 randomly selected Town of Cochrane residents aged 18 and older completed the survey between May 23rd and June 19th, 2023.

2.2 Methodology

All components of the project were designed and executed in close consultation with the Town of Cochrane. A detailed description of each task of the project is outlined in the remainder of this section.

2.2.1 Project Planning

Advanis team members reviewed the documents and met with Town employees charged with leading this research to ensure total understanding of the purpose and needs of this study. Both the Town and Advanis agreed upon a research methodology and detailed work plan.

2.2.2 Survey Design

The survey was designed to be similar to the City of Leduc's annual Budget Survey¹ but updated to meet the specific needs of the Town. Advanis provided the Town with a draft of the survey and the Town provided feedback which Advanis incorporated. The survey was then programmed and tested, and the Town had an opportunity to review the survey online and provide additional feedback. A text version of the final questionnaire is provided in the Appendix (section 4.4).

2.2.3 Survey Population and Data Collection

Advanis acquired a random set of landline telephone numbers and used Advanis' proprietary General Population Random Sample² wireless numbers for the Town of Cochrane. Potential participants were contacted by telephone and recruited to complete the online survey. A link to the online survey was provided either by email or text message.

Advanis also sent the Town postcard design based which allowed residents to either manually text Advanis or scan a QR code (which would text Advanis) to receive a unique link to the online survey. The



COCHRANE
ALBERTA, CANADA

Have your say in your town's budget planning process!

Complete by **June 16** to enter to win a gift certificate to a local Cochrane business of your choice (valued at \$150)*.

Text "Cochrane" to 833-400-0869
or
Scan the QR code to the right

And receive a link to the survey
Questions? Contact: communications@cochrane.ca

*ODDS OF WINNING DEPENDENT ON THE NUMBER OF COMPLETED SURVEYS

Survey hosted by:
 **ADVANIS**

¹ See: <https://www.leduc.ca/sites/default/files/FINAL%20REPORT%20-%20Leduc%20Budget%202023%20Survey%20General%20Population%20Report.pdf>

² For more information, visit <https://www.advamis.net/general-population-random-sample-gprs>.

Town had the postcards printed and delivered to every household in Cochrane. In total, 196 residents completed the survey through this recruiting approach.

Although survey respondents were recruited two different ways (i.e., telephone and postcard), both methodologies are considered statistically representative. Indeed, the telephone recruitment is considered a random sample, while providing a postcard to every household is considered conducting a census. Furthermore, since all respondents completed the survey online, we can be confident that the methodology is sufficiently consistent.

The Town remains cognizant of the increased use of mobile devices within our community and recognized the importance of creating a mobile friendly platform for the 2024 Budget Planning Survey in order to engage all Cochrane residents most effectively. As mentioned, the survey platform used in 2023 allowed for a mobile-optimized experience ensuring that those who chose to complete the survey on a smartphone or tablet could do so with ease. In total, 67% of surveys collected for this report completed the survey on a mobile device.

A pre-test of the survey was conducted on May 23rd, 2023. The purpose of the pre-test was to ensure the survey was functioning as intended on the survey platform by collecting a limited number of completed surveys and reviewing the results. Since data checks did not flag any concerns, the survey was fully launched (and these results are included in this report). The primary fielding dates for the remainder of residents who completed the survey was from May 23rd and June 19th, 2023. In total, 448 residents completed the survey which implies a margin of error no greater than $\pm 4.6\%$ at 95% confidence.

For this analysis, weights were assigned based on the ages of residents to ensure that their representation in the Town-wide sample was proportionate to the Town of Cochrane population as determined by the 2021 Federal Census. Specific details of the weighting scheme used can be found in the Appendix (section 4.2).

2.2.4 Survey Awareness

Survey participants were asked if they recalled seeing or hearing an advertisement for the survey. In total, 46% mentioned that they learned about the survey from the postcard they received in the mail, 6% from social media, 5% from the Town of Cochrane website, 2% from bold signs and 11% saw or heard an advertisement for the survey somewhere else. Over one-third (37%) had not heard or seen any advertisements for this survey.

3 Study Findings

This section details the results of each specific topic in the survey. In this section, there are a few items to note:

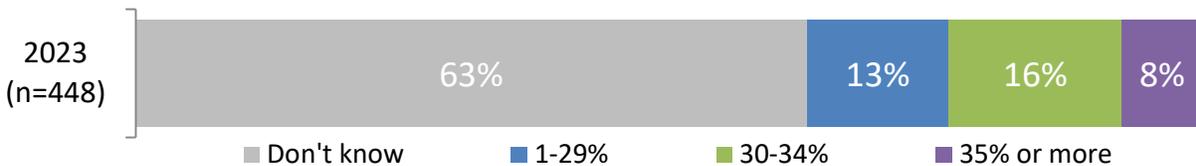
- The term “significant” means “statistically significant at 95% confidence”.
- The analysis checked for statistical differences between the following groups:
 - Age (18 to 34 👤, 35 to 54 👤, 55 to 64 👤, 65 or older 👤);
 - Children in household (children 👤👤, no children 👤👤);
 - Income (under \$60,000 💰, \$60,000 to \$99,999 💰, \$100,000 to \$149,999 💰, \$150,000 or more 💰);
 - Employment status (employed full/part time 🏢, on leave/homemaker/student/not employed/retired 🏠);
 - Home ownership (owning 🏠, renting 🏢);
 - Perceived value from taxes (good/very good/excellent 😊, fair/poor 😞);
 - Preference regarding decreasing services to limit tax increases (support 👍, neutral 👤, oppose 👎); and
 - Preferred tax strategy (prefer to increase taxes 📈, prefer to cut services 📉).
- The subgroup differences mentioned above are statistically tested in mutually exclusive groupings. For example, if a result says that it is statistically higher for those aged 18 to 34, this means that the result among those aged 18 to 34 is statistically higher than those who are not aged 18 to 34.
- To improve readability, bars with values less than 5% may not have the value shown. Actual percentages are available in separate tables.
- Results have been rounded to remove decimal places. As a result, adding up values may not exactly equal the total expected.
- The term “(VOL)” at the start of labels indicate that this level was volunteered by respondents who put text into the “other specify” level. These results are likely lower than they would have been had all respondents seen these as levels. Since these levels are volunteered by respondents each year, they are not trended year-to-year.
- For results with a base size of fewer than 30 respondents, percentages are shown. However, results should be interpreted with caution due to the small base sizes. Additionally, statistical differences are not shown if a respondent subgroup has a base size of fewer than 30 respondents.
- Note that icons used in this report are from icons8.com.

3.1 Property Tax Value

Respondents were informed that a portion of property tax is collected on behalf of the Province of Alberta and goes to pay for education. The percent of property tax that paid for education in 2022 was 32%.

When asked what percent of property tax goes to the province, nearly two-thirds (63%) did not know. In total, 13% of respondents believed the percent for education was between 1% and 29%, 16% believed it was between 30 and 34%, and 8% thought it was 35% or more .

Percent of Property Tax Collected on Behalf of the Province of Alberta



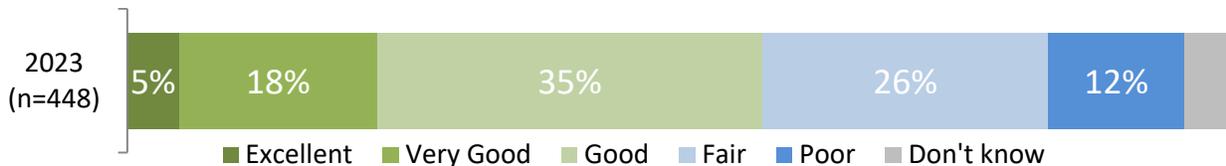
Values may not sum to 100% due to rounding.

Subgroups that are significantly more likely to answer in the 30% to 34% range include:

-  28%: Those aged 55-64;
-  23%: Those who are not employed (on leave/homemaker/student/not employed/retired);
-  20%: Those without children under 18; and
-  18%: Those who own their primary residence.

Respondents were then made aware that 32% of property taxes are collected on behalf of the province to pay for education. They were then asked what level of value they felt they received from the remaining 68% used to fund city services.

Perceived Value Received for Taxes Paid



Values may not sum to 100% due to rounding. Bars missing values are less than 5%.

In total, 57% of respondents feel they received “good”, “very good”, or “excellent” value for their taxes.

Perceived Value Received for Taxes Paid (Good, Very Good, Excellent)

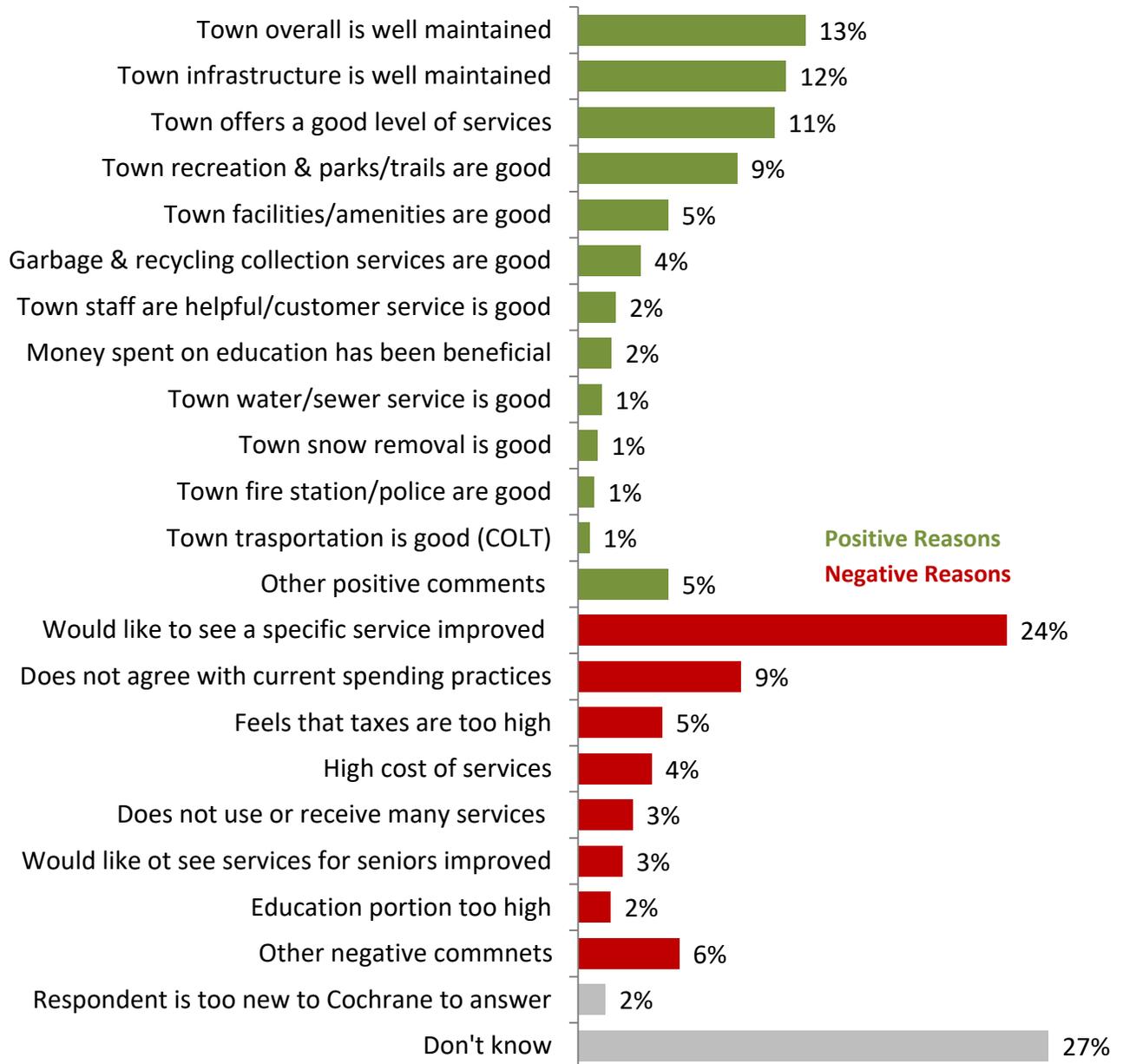


Subgroups that are significantly more likely to feel they receive “good”, “very good”, or “excellent” value include:

-  68%: Those who prefer to increase taxes; and
-  64% Those who oppose a decrease in service.

All respondents were asked the reason why they felt that way. Although multiple reasons were given, the top **positive** reasons are that the Town overall is well maintained (13%), the Town infrastructure is well maintained (12%), Town offers a good level of services (11%), and Town recreation & parks/trails are good (9%). The most common **negative** reason provided by 24% of respondents is the desire to see a specific service improved. Additionally, 9% of respondents also indicated not agreeing with current spending practices.

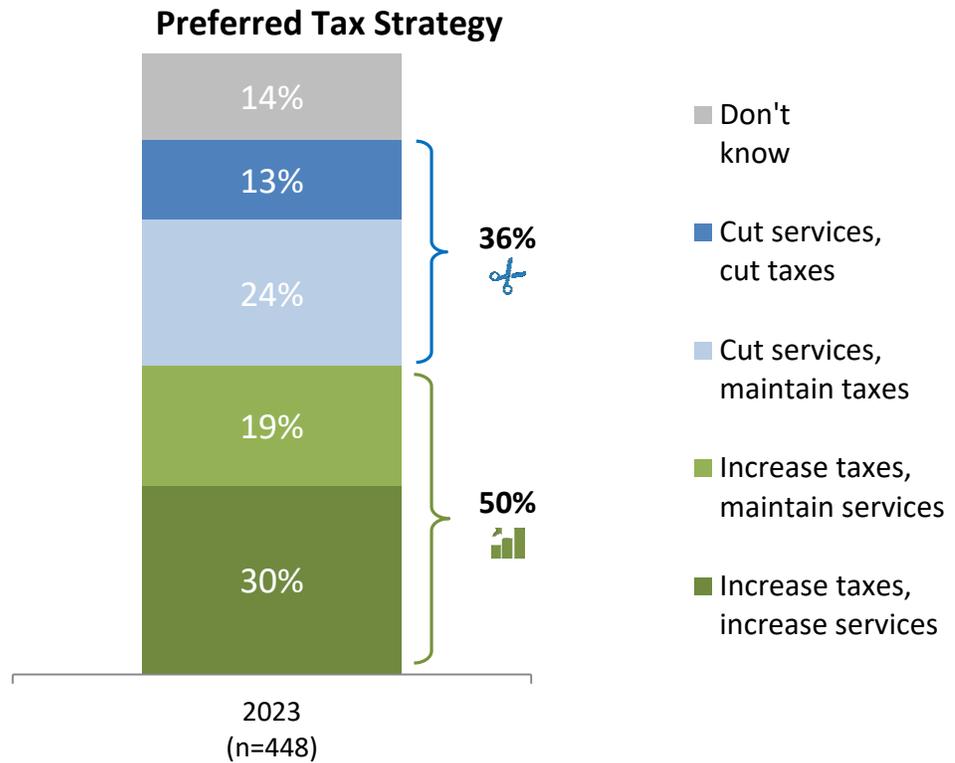
Why Respondents Feel this Way



n=448. Values may sum to more than 100% as multiple mentions were allowed.

3.2 Overall Property Tax Preference

Next, respondents were shown four different tax strategies and asked for their preference. In total, 36% of respondents prefer cutting ✂ services to maintain or reduce taxes while and 50% prefer an increase 📈 to taxes to maintain or increase services. A further 14% did not provide an opinion.



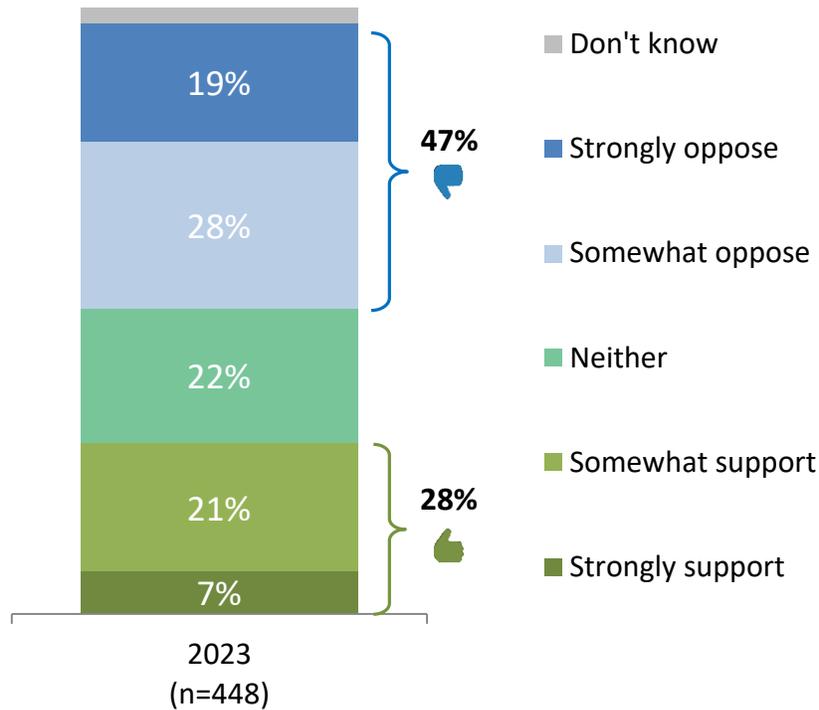
Values may not sum to 100% due to rounding.

Significant subgroup differences include those who:

Increase taxes, increase services	Increase taxes, maintain services	Cut services, maintain taxes	Cut services, cut taxes
<p>🗨️ 43%: Those who oppose a decrease in service levels to minimize tax.</p>	<p>👴 29%: Those aged 65 or older;</p> <p>🗨️ 27%: Those who oppose a decrease in service levels to minimize tax.;</p> <p>😊 26%: Those who receive good/very good/excellent value from taxes;</p> <p>🎓 25%: Those who are not employed (on leave/homemaker/student/not employed/retired; and</p> <p>👨👩👧 23%: Those who do not have children under 18.</p>	<p>👍 43%: Those who support a decrease in service levels to minimize tax increases.</p>	<p>👍 28%: Those who support a decrease in service levels to minimize tax increases; and</p> <p>👨👩👧 20%: Those who have children under 18.</p>

The survey then asked about their support for a decrease in services levels to minimize tax increases in 2024. Respondents generally indicated an opposition to a decrease, with nearly half (47%) stating they would somewhat or strongly oppose. In contrast, just over one-quarter (28%) stated they would support a decrease, while 22% did not indicate a preference either way.

Support/Opposition for a Decrease in Service Levels to Maintain Taxes



Values may not sum to 100% due to rounding.

Subgroups that are significantly more likely to **support** decreasing service levels to maintain taxes include:

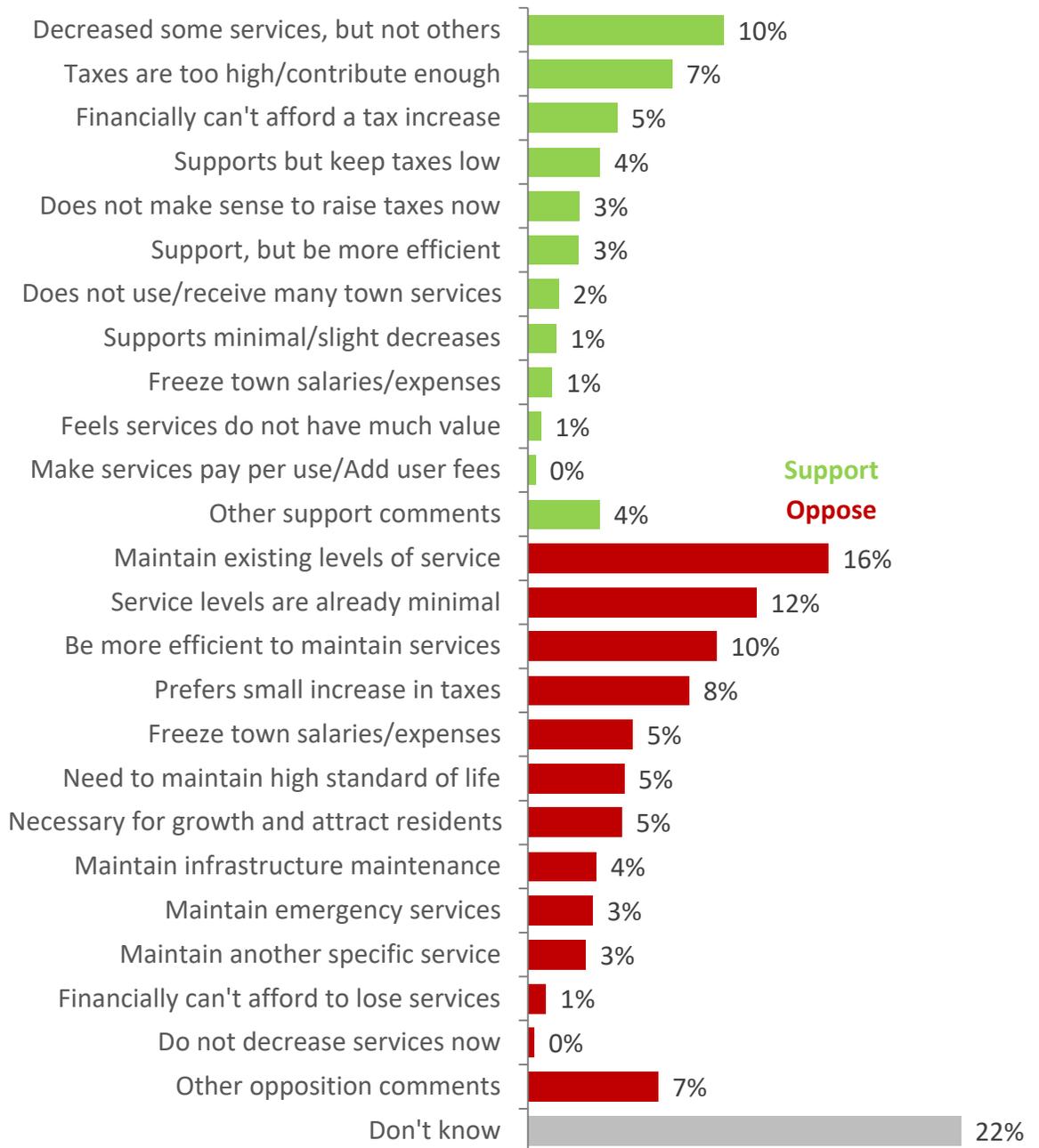
-  54%: Those who prefer to cut services; and
-  32%: Those employed full- or part-time.

Subgroups that are significantly more likely to **oppose** decreasing service levels to maintain taxes include:

-  66%: Those who prefer to increase taxes;
-  53%: Those who receive good/very good/excellent value from taxes;
-  55%: Those 65 years or older.

Respondents were asked why they support or oppose decreasing services levels to minimize tax increases. Many reasons were provided with the top reasons respondents supported this included being conditional on only decreasing some services but not others (10%), because taxes are already high (7%) and because they cannot afford a tax increase (5%). Top reasons respondents opposed included ensuring the existing level of service provided (16%), they feel services are already minimal (12%), and they suggest the Town look for ways to be more efficient (10%).

Reasons for Support/Opposition



n=121 (Support), 223 (Oppose). Values may sum to more than 100% as multiple mentions were allowed.

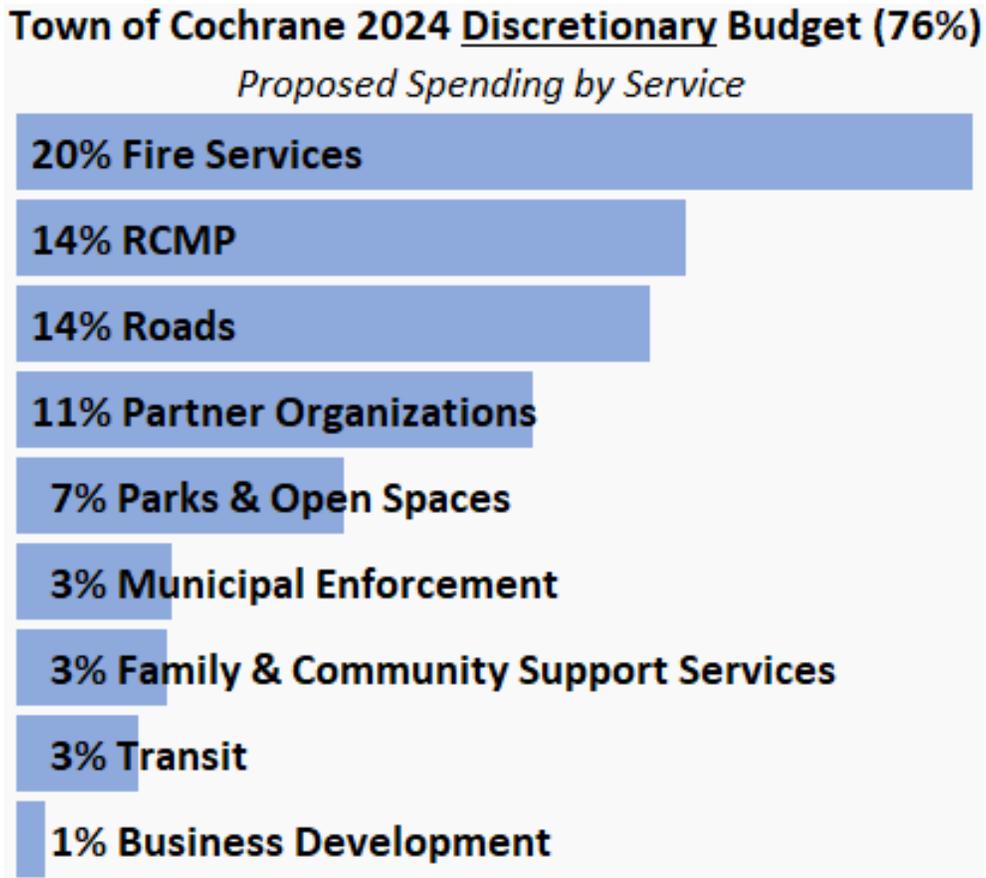


3.3 Adjustments to Variable Spending

The Town of Cochrane budget includes two spending categories:

- Non-discretionary spending (24%) includes items that are necessary to govern, operate and maintain the Town of Cochrane and do not vary based on the level of service provided, including:
 - Council;
 - Corporate Services, including Assessment & Tax, Communications, Customer Service, Finance, Human Resources Planning Services including Safety Codes; and
 - Planning Services, including Safety Codes, GIS, Engineering.
- Discretionary spending (76%) includes categories where spending can be increased or decreased depending on the level of service provided.

The proposed Town of Cochrane 2024 variable budget is split between the following services:



Respondents were asked to rate their preference for how the Town should allocate funds (increase, decrease, or remain the same) for each of the services. **Overall, results show most respondents want spending for most services to remain the same.** That said, the following services had the highest percentage of respondents requesting an **increase** in spending:

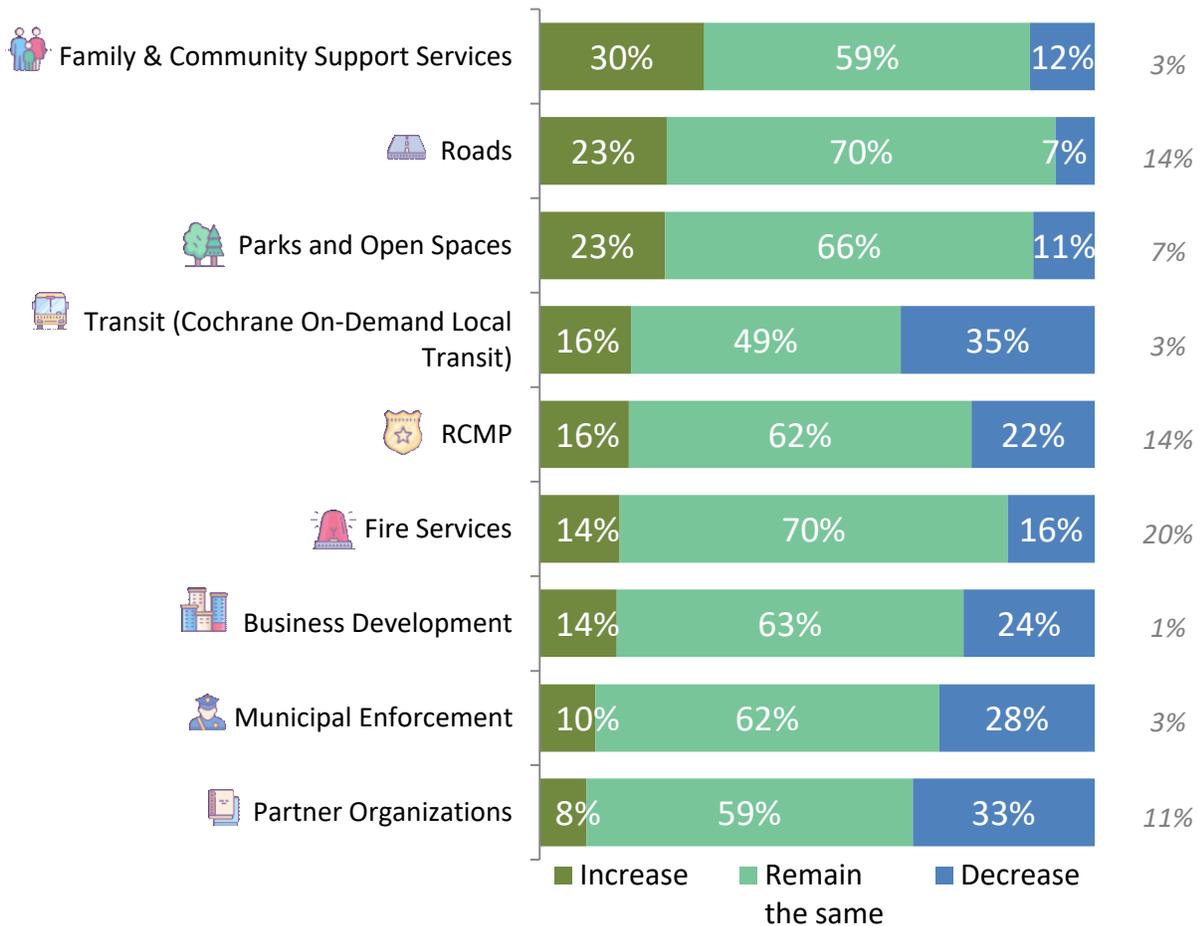
-  30%: Family and Community Support Services;
-  23%: Roads; and
-  23%: Parks and Open Spaces.

Services that had the highest percentage of respondents requesting a **decrease** in spending include:

-  35%: Transit (Cochrane On-Demand Local Transit);
-  33%: Partner Organizations; and
-  28%: Municipal Enforcement.

Comparison of Preferred Budget Adjustments for all Services

Proposed % of budget



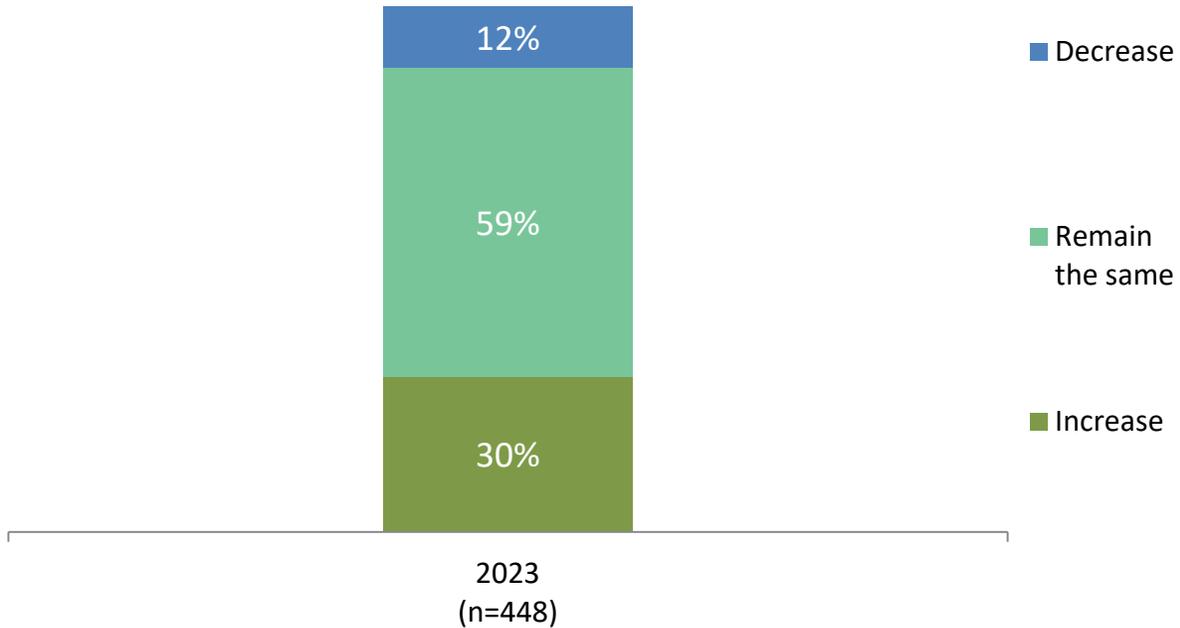
n=448. Values may not sum to 100% due to rounding.

The remainder of this section of the report explores each of these services in more detail.

3.3.1 Family & Community Support (Proposed 3%)

About three out of five (59%) respondents prefer to see *Family and Community Support Services* funding remain the same. However, just under one-third (30%) would like funding to be increased, while 12% would prefer to see funding decrease.

Budget Adjustment for Family & Community Support (Proposed 3%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** in funding include:

-  40%: Those who prefer to increase taxes;
-  39%: Those who oppose a decrease in service levels to minimize tax increases;

Subgroups that are significantly more likely to want funding to **remain the same** include:

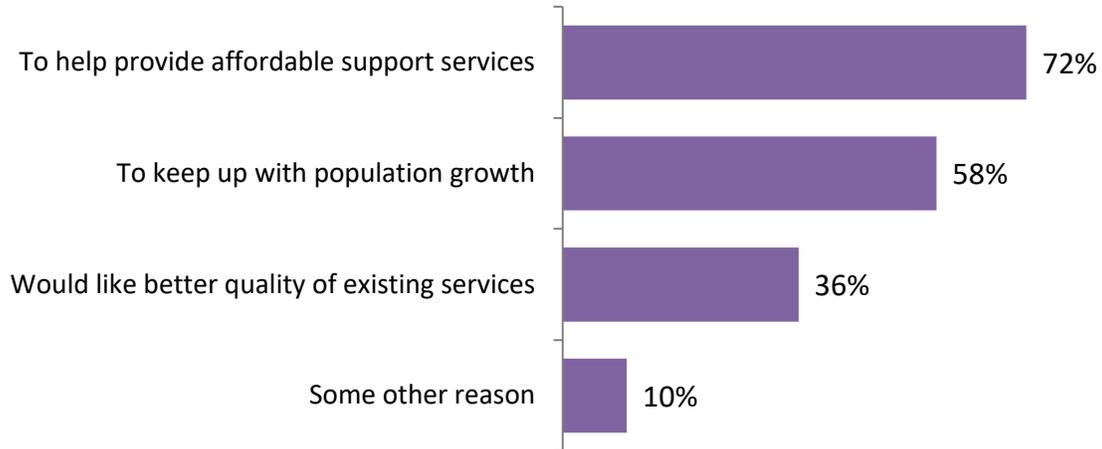
-  69%: Those aged 55 to 64; and
-  67%: Those aged 65 or older;

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  23%: Those who support a decrease in service levels to minimize tax increases;
-  21%: Those who prefer to cut services;
-  18%: Those who receive fair/poor value from taxes.

Most of the respondents who would **increase** spending on *Family and Community Support Services* felt that funding helps provide affordable support services (72%). Additionally, just under three out of five (58%) think that additional funding is needed to keep up with population growth.

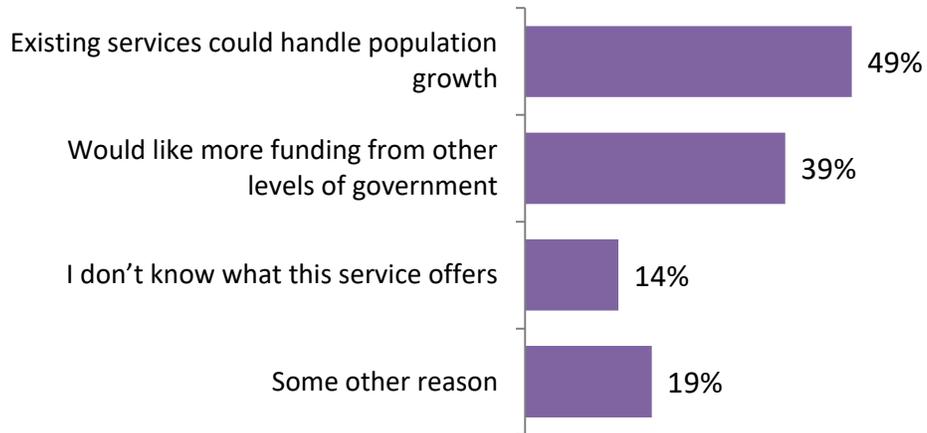
Reasons to Increase Family & Community Support Spending



n=125. Values may sum to more than 100% as multiple mentions were allowed.

Nearly half (49%) of respondents would like funding of *Family and Community Support Services* to **decrease** because the existing services already in place could handle population growth. In addition, 39% would like more funding from other levels of government.

Reasons to Decrease Family & Community Support Spending

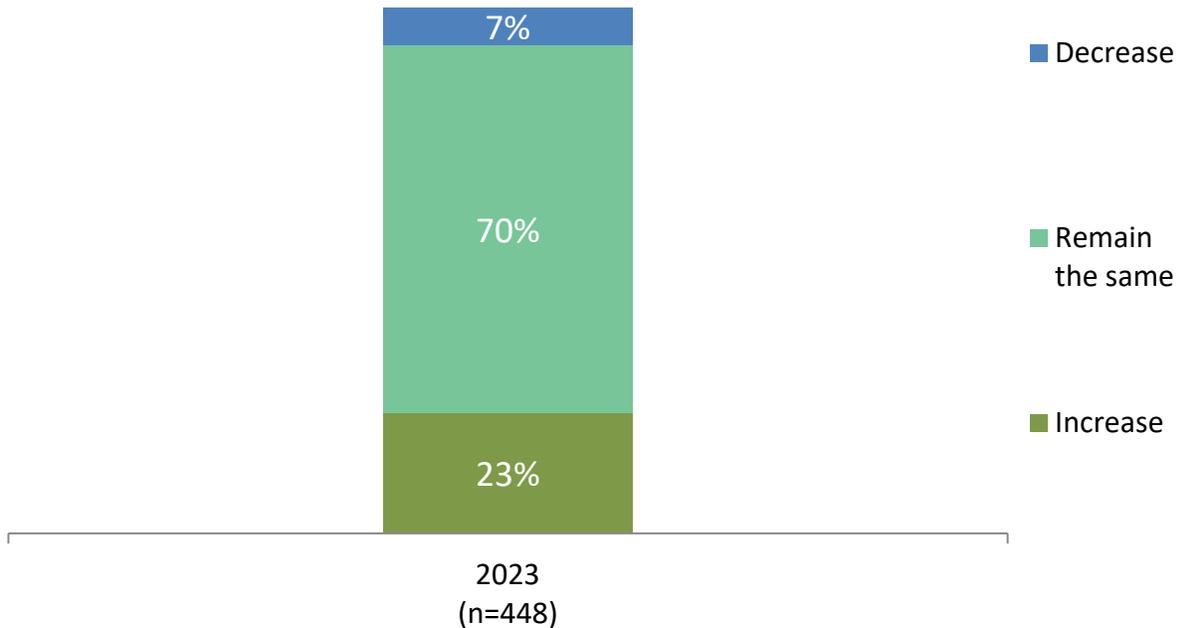


n=48. Values may sum to more than 100% as multiple mentions were allowed.

3.3.2 Roads (Proposed 14%)

Most (70%) respondents indicated that they would keep road budgeting the same. However, about one-quarter of respondents (23%) would like the budget increased, with only 7% would like it to decrease.

Budget Adjustment Roads (Proposed 14%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want funding for *Public Services* to **increase** include:

-  33%: Those who prefer to increase taxes; and
-  31%: Those who receive fair/poor value from taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

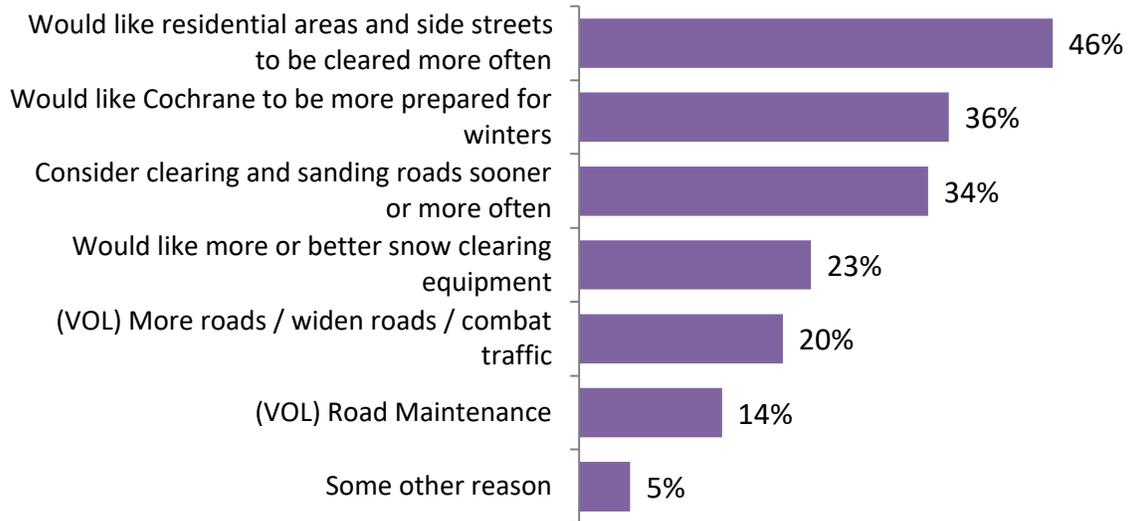
-  80%: Those who receive good/very good/excellent value from taxes;
-  72%: Those who own their primary residence.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  14%: Those who prefer to cut services;
-  13%: Those who support a decrease in service levels to minimize tax increases;
-  12%: Those who receive fair/poor value from taxes.

When it comes to *Roads*, those who would like an **increase** in funding primarily suggested they would like to see residential areas and side streets cleaned more often (46%), they want the Town to be more prepared for winters (36%), and they would like consideration for clearing / sanding roads sooner and more often (34%).

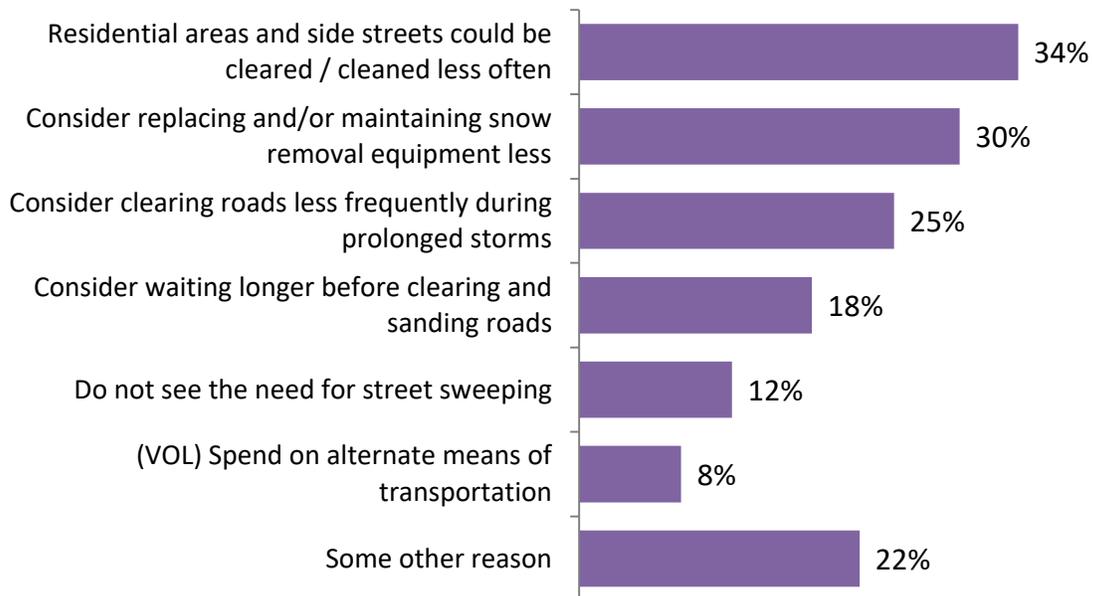
Reasons to Increase Roads Spending



n=94. Values may sum to more than 100% as multiple mentions were allowed.

Among the few respondents who felt a **decrease** in *Roads* spending was preferred, the top reasons given were residential areas and side streets could be cleared/cleaned less often (34%), to consider replacing and/or maintaining snow removal equipment less (30%), and consider clearing roads less frequently during prolonged storms (25%).

Reasons to Decrease Roads Spending

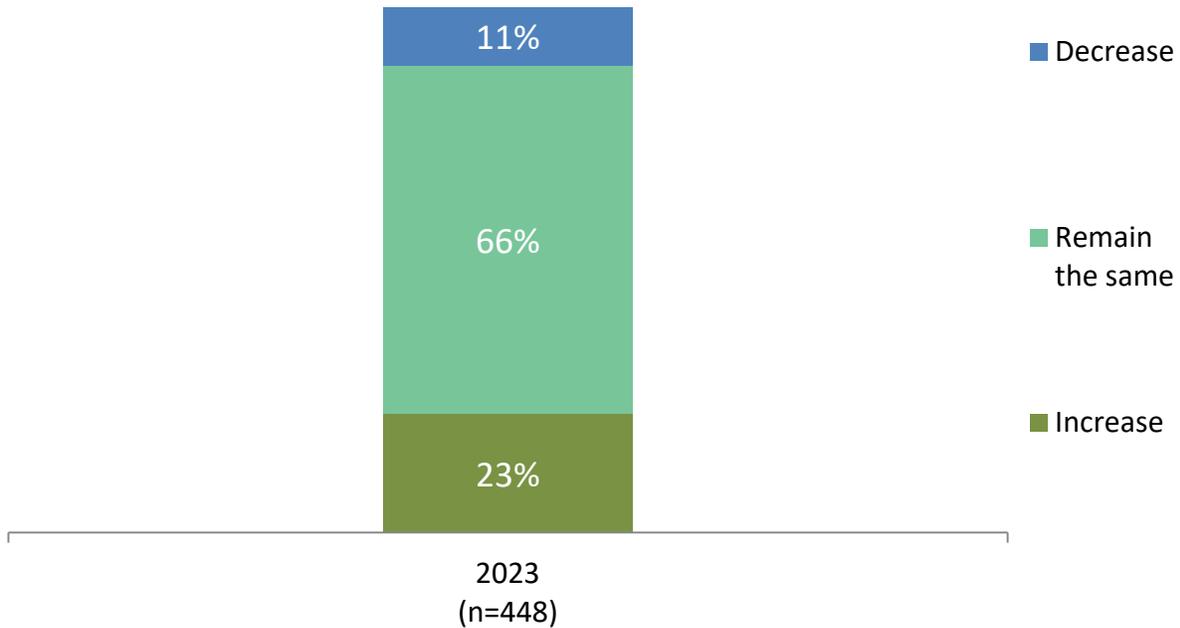


n=27*. Small base size of <30, interpret with caution. Values may sum to more than 100% as multiple mentions were allowed.

3.3.3 Parks and Open Spaces (Proposed 7%)

The percentage of respondents who feel that funding for *Parks and Open Spaces* should increase was 23%. In contrast, the percentage who would like funding to decrease (11%) while 66% feel funding should remain the same.

Budget Adjustment for Parks and Open Spaces (Proposed 7%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want funding to **increase** include:

-  34%: Those who prefer to increase taxes;
-  33%: Those who oppose a decrease in services levels to minimize tax increases; and
-  27%: Those who receive good/very good/excellent value from taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

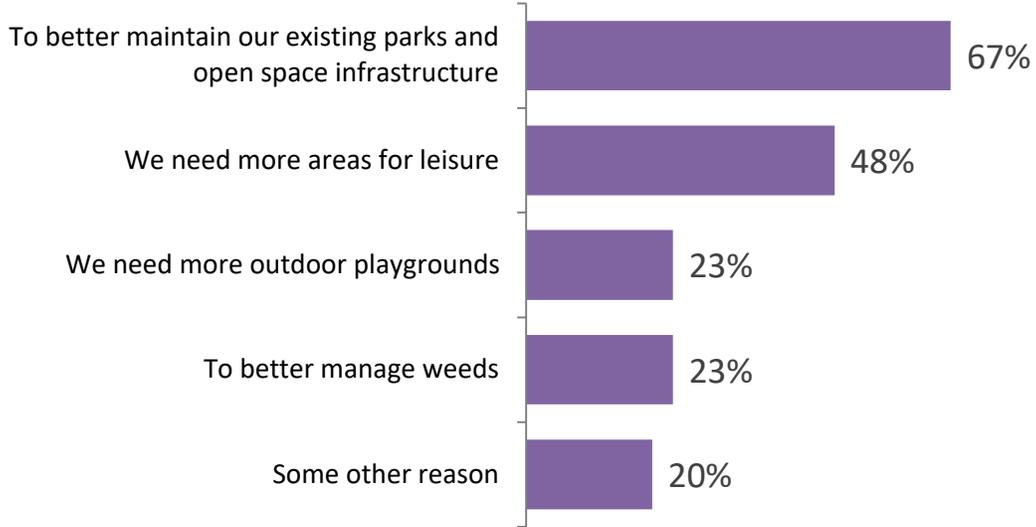
-  73%: Those who prefer to cut services; and
-  71%: Those who do not have any children under the age of 18.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  22%: Those who support a decrease in service levels to minimize tax increases; and
-  18%: Those who prefer to cut services; and
-  16%: Those who receive fair/poor value from taxes.

Those respondents who would **increase** spending on *Parks and Open Spaces* primarily mentioned either to better maintain existing parks and open space infrastructure (67%) or due to the need for more areas for leisure (48%).

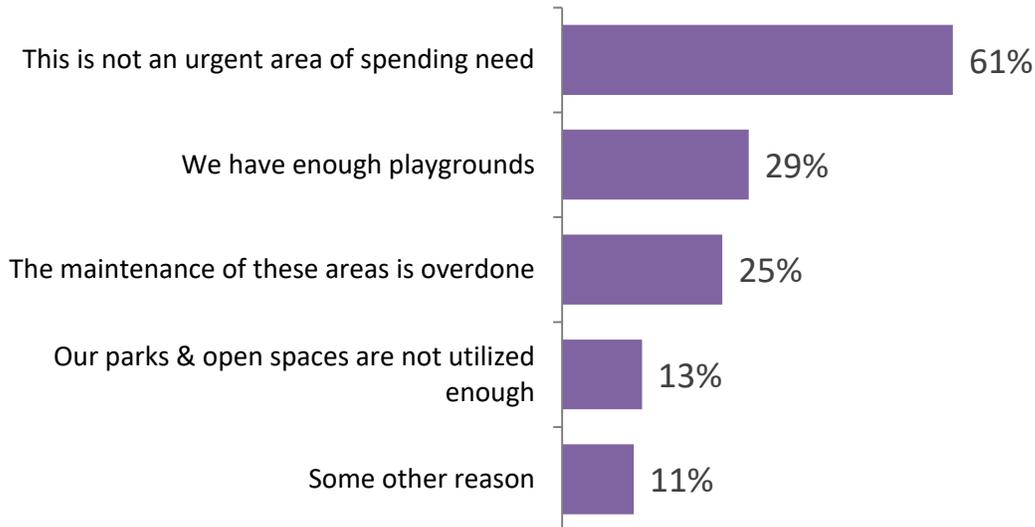
Reasons to Increase Parks and Open Spaces Spending



n=92. Values may sum to more than 100% as multiple mentions were allowed.

The majority of respondents who would **decrease** spending on *Parks and Open Spaces* mostly noted that it is not an urgent area of spending need (61%). In addition, 29% feel there are enough playgrounds already and 25% feel that maintenance of parks and open spaces is overdone.

Reasons to Decrease Parks and Open Spaces Spending

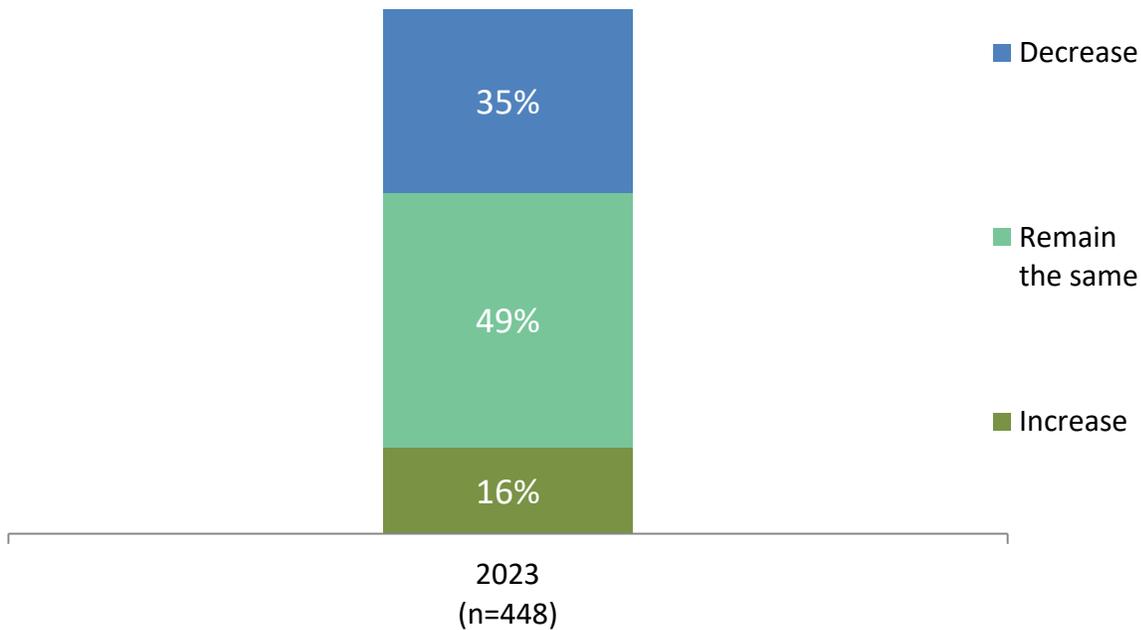


n=47. Values may sum to more than 100% as multiple mentions were allowed.

3.3.4 Transit (Proposed 3%)

Over one-third (35%) of respondents would like to see a decrease in spending on *Transit (Cochrane On-Demand Local Transit)*. However, more respondents would like to see spending remain the same (49%) while 16% would like spending to increase.

Budget Adjustment for Public Transportation (Proposed 3%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** in funding include:

-  34%: Those who rent their primary residence;
-  23%: Those who prefer to increase taxes; and
-  22%: Those who oppose a decrease in service levels to minimize tax increases;

Subgroups that are significantly more likely to want funding to **remain the same** include:

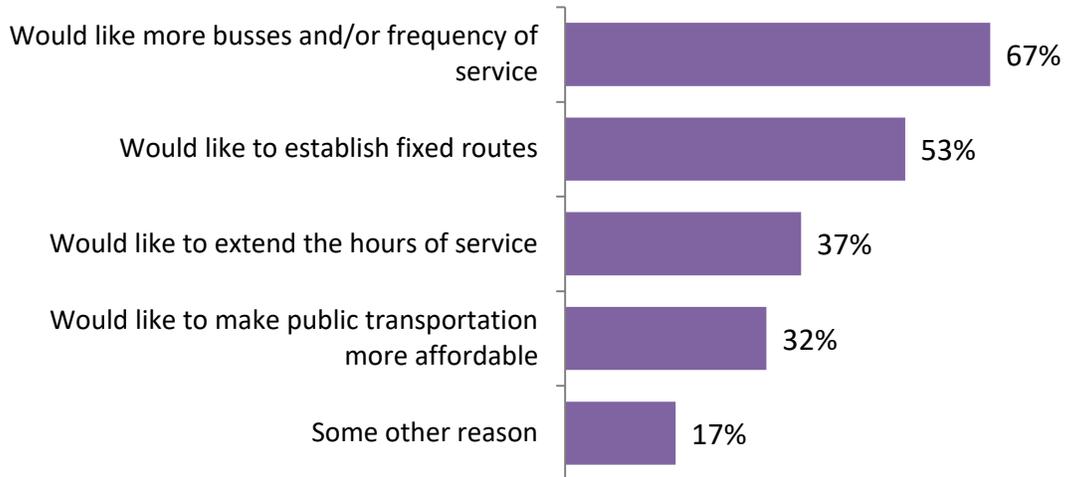
-  56%: Those who prefer to increase taxes; and
-  55%: Those who receive good/very good/excellent value from taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  51%: Those who support a decrease in service levels to minimize tax increases;
-  51%: Those who prefer to cut services; and
-  49%: Those who receive fair/poor value from taxes.

About two-thirds (67%) of respondents who would **increase** spending on *Transit* said would like to see more buses, routes, and/or more frequent service and an additional slightly over half (53%) would like to establish fixed routes.

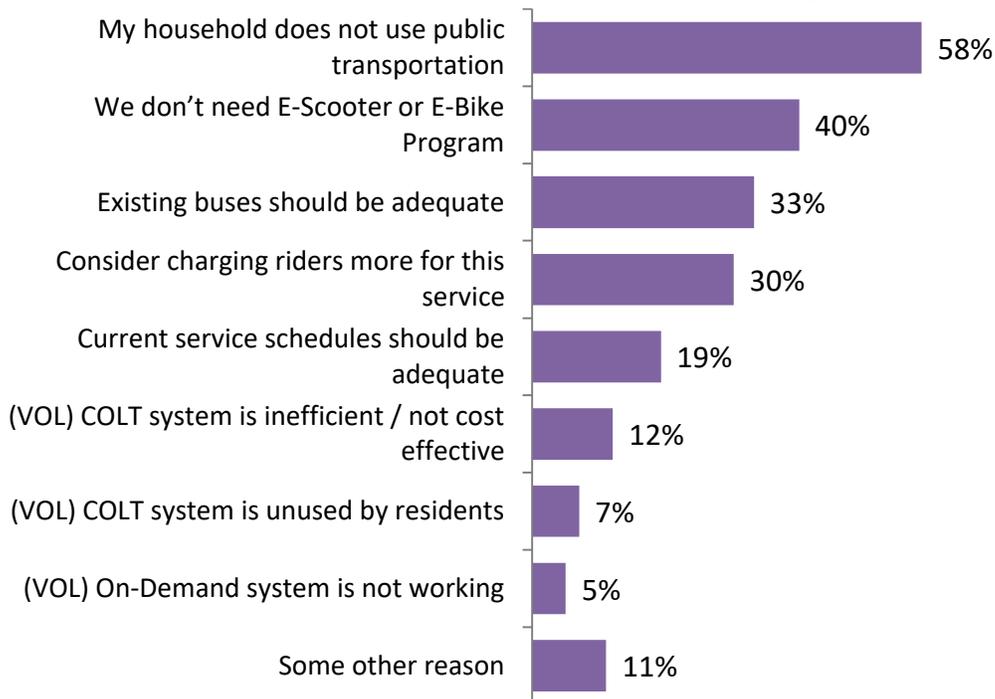
Reasons to Increase Transit Spending



n=64. Values may sum to more than 100% as multiple mentions were allowed.

A lack of personal and household use of Transit (58%) is the most common reason mentioned by respondents who suggest **decreasing** spending on *Transit*. Other common reasons include not needing the E-Scooter or E-bike program (40%), believing existing buses should be adequate (33%), and suggesting charging more (30%).

Reasons to Decrease Transit Spending

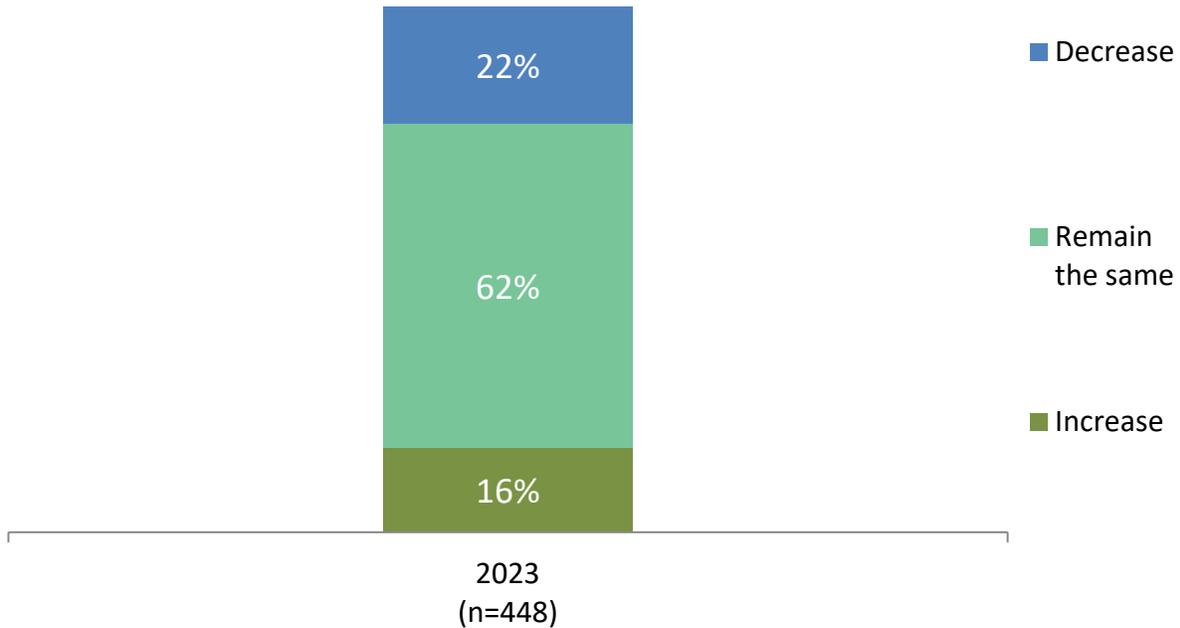


n=160. Values may sum to more than 100% as multiple mentions were allowed.

3.3.5  RCMP (Proposed 14%)

In total, 22% of respondents feel that the budget for *RCMP* should decrease, compared to only 16% who feel that the budget should increase. The remaining 62% think that the budget should remain the same.

Budget Adjustment for RCMP (Proposed 14%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want funding to **increase** funding:

-  21%: Those who prefer to increase taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

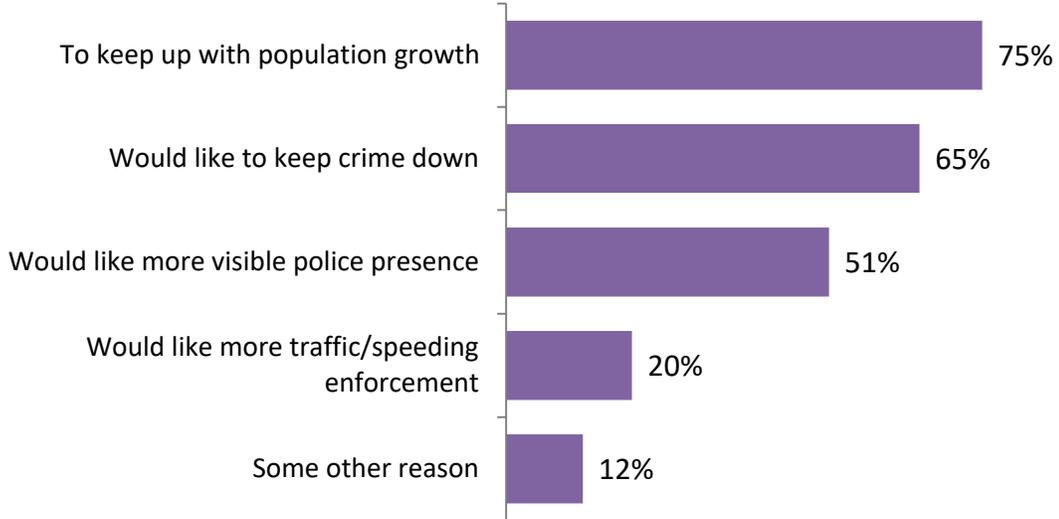
-  74%: Those who are not employed (on leave/homemaker/student/not employed/retired).

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  40%: Those who are 18 to 34 years old; and
-  27%: Those employed full- or part-time.

Among respondents who suggest an **increase** in the *RCMP* budget, the most common reasons include wanting to keep up with population growth (75%) and to keep crime down (65%). Additionally, half (51%) would like police to be more visible in the community.

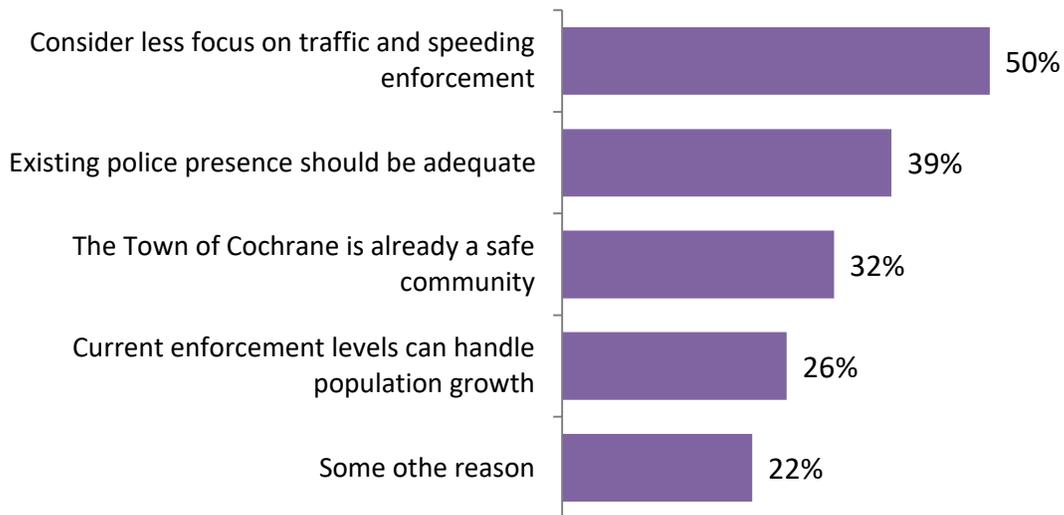
Reasons to Increase RCMP Spending



n=80. Values may sum to more than 100% as multiple mentions were allowed.

Among respondents who would like a **decrease** in funding for *RCMP*, half (50%) mentioned to consider less focus on traffic and speeding enforcement and about two-fifths (39%) suggest existing police presence should be adequate.

Reasons to Decrease RCMP Spending

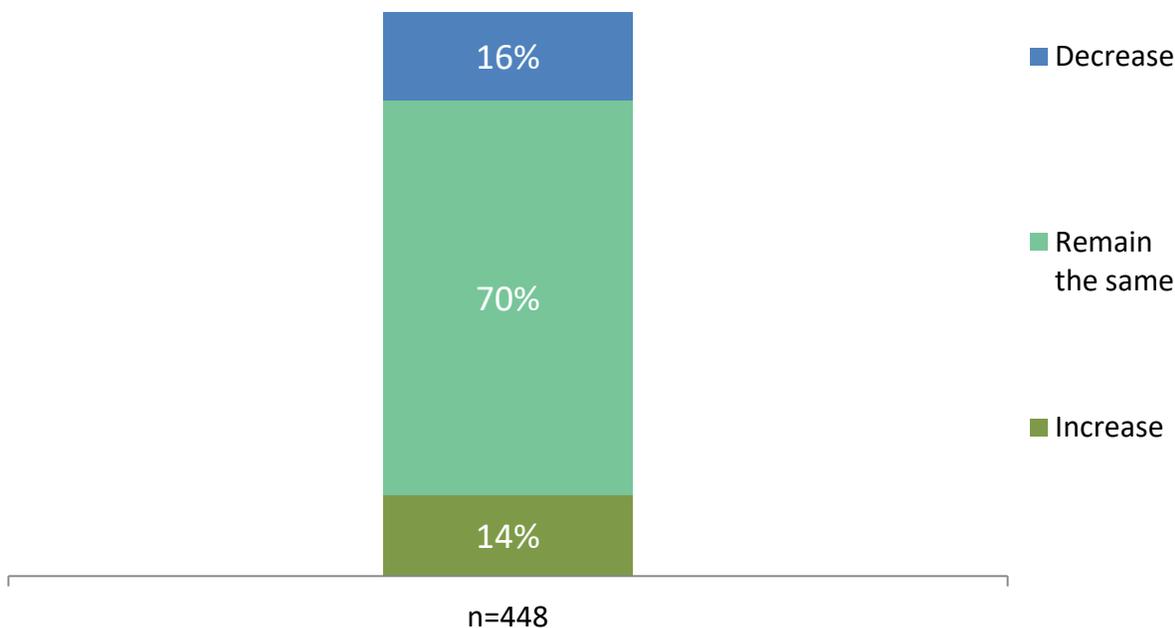


n=78. Values may sum to more than 100% as multiple mentions were allowed.

3.3.6 Fire Services (Proposed 20%)

With regards to the budget for *Fire Services*, including fire response, as well as community prevention, inspection services, and emergency preparedness, 70% of respondents would like the budget to remain the same. Nearly the same proportion of respondents would like to see an increase (14%) in the budget compared to a decrease (16%).

Budget Adjustment for Fire Services (Proposed 20%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** in funding include:

-  23%: Those aged 65 or older;
-  21%: Those who prefer to increase taxes;
-  21%: Those who oppose a decrease in service levels to minimize tax increases; and
-  18%: Those who receive good/very good/excellent value from taxes.

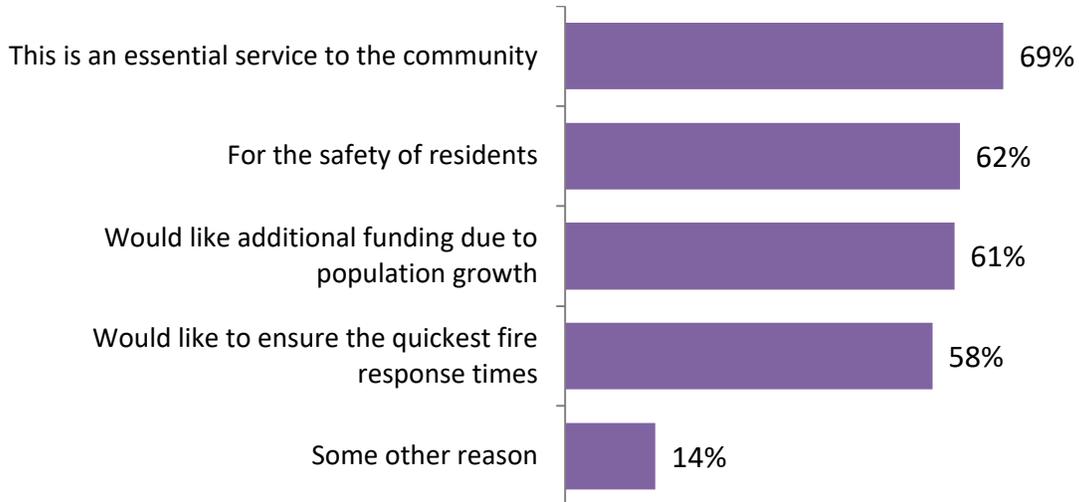
There are no subgroups significantly more likely to want funding to **remain the same**.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  33%: Those who rent; and
-  24%: Those who receive fair/poor value from taxes.

Respondents who suggested an **increase** spending on *Fire Services* most often explained that this is an essential service to the community (69%), for the safety of residents (61%), to handle population growth (61%), and to ensure quick response times (58%).

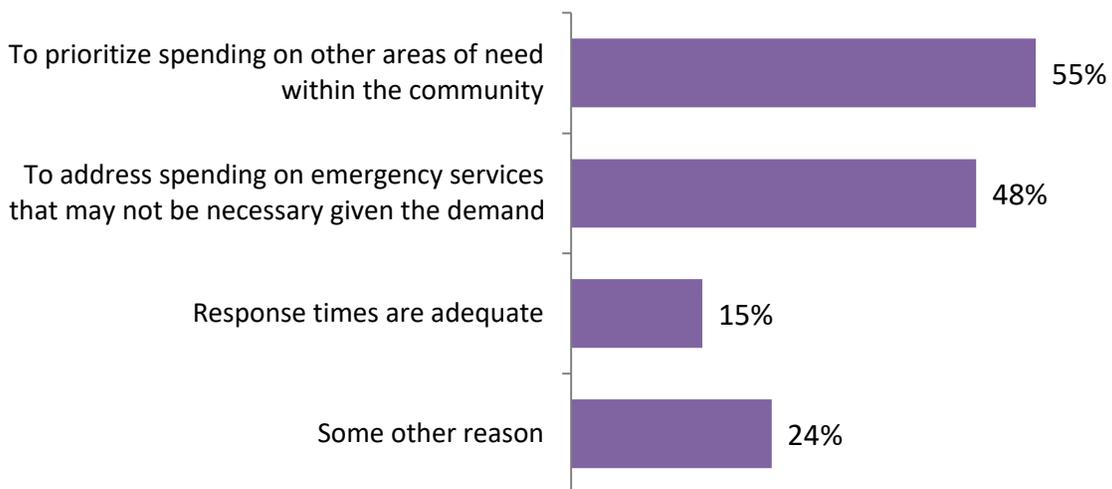
Reasons to Increase Fire Services Spending



n=75. Values may sum to more than 100% as multiple mentions were allowed.

The most common reasons mentioned to **decrease** spending on *Fire Services* includes to prioritize spending on other areas of the community (55)% and to address spending on emergency services that may not be necessary given the demand (48%).

Reasons to Decrease Fire Services Spending

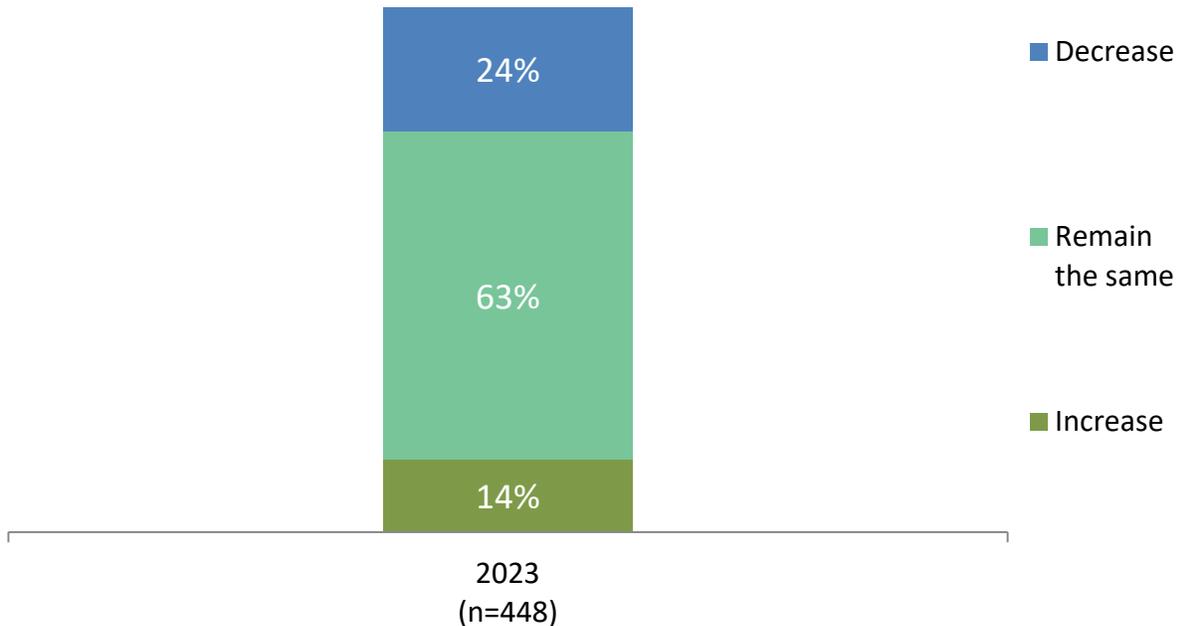


n=57. Values may sum to more than 100% as multiple mentions were allowed.

3.3.7 Business Development (Proposed 1%)

About one out of four (24%) of respondents suggest decreasing *Business Development* funding while 14% suggest increasing funding. However, about two-thirds (63%) would like funding to remain the same.

Budget Adjustment for Business Development (Proposed 1%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** in funding:

-  19%: Those who prefer to increase taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

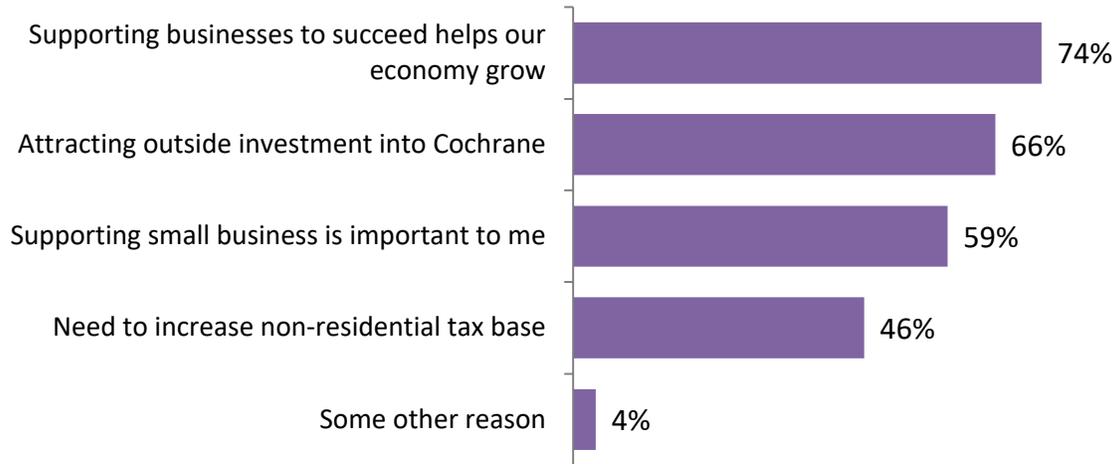
-  71%: Aged 65 or older;
-  69%: Those who oppose a decrease in service levels to minimize tax increases;
-  68%: Those who receive good/very good/excellent value from taxes; and
-  68%: Those who prefer to increase taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  41%: Those who prefer to cut services;
-  35%: Those who support a decrease in service levels to minimize tax increases;
-  34%: Those who receive fair/poor value from taxes; and
-  25%: Those who own their primary residence.

The most mentioned reasons provided by respondents who suggest **increasing** spending on *Business Development* include supporting businesses to succeed helps our economy grow (74%), attracting outside investment into Cochrane (66%), and because supporting small business is important to them (59%).

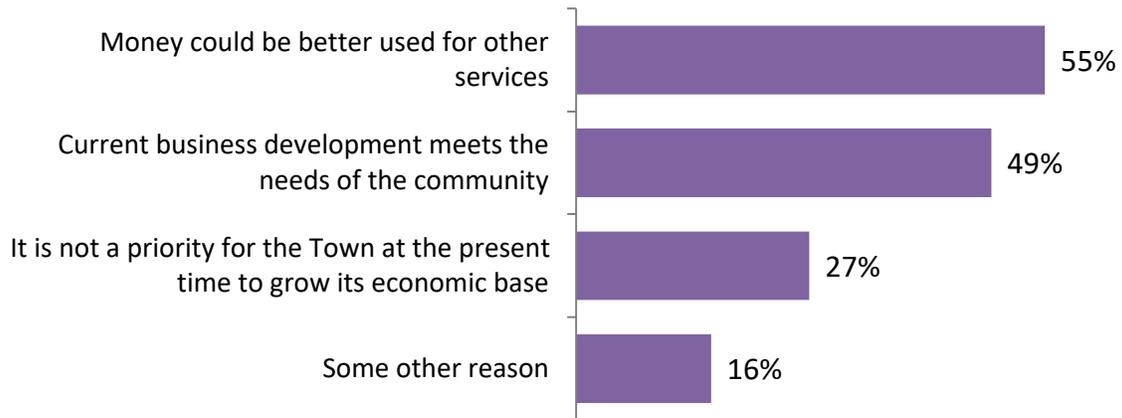
Reasons to Increase Business Development Spending



n=59. Values may sum to more than 100% as multiple mentions were allowed.

Over half (55%) of respondents who would **decrease** spending on *Business Development* feel that money could be better used for other services. In addition, 49% say current business development meets the needs of the community.

Reasons to Decrease Business Development Spending

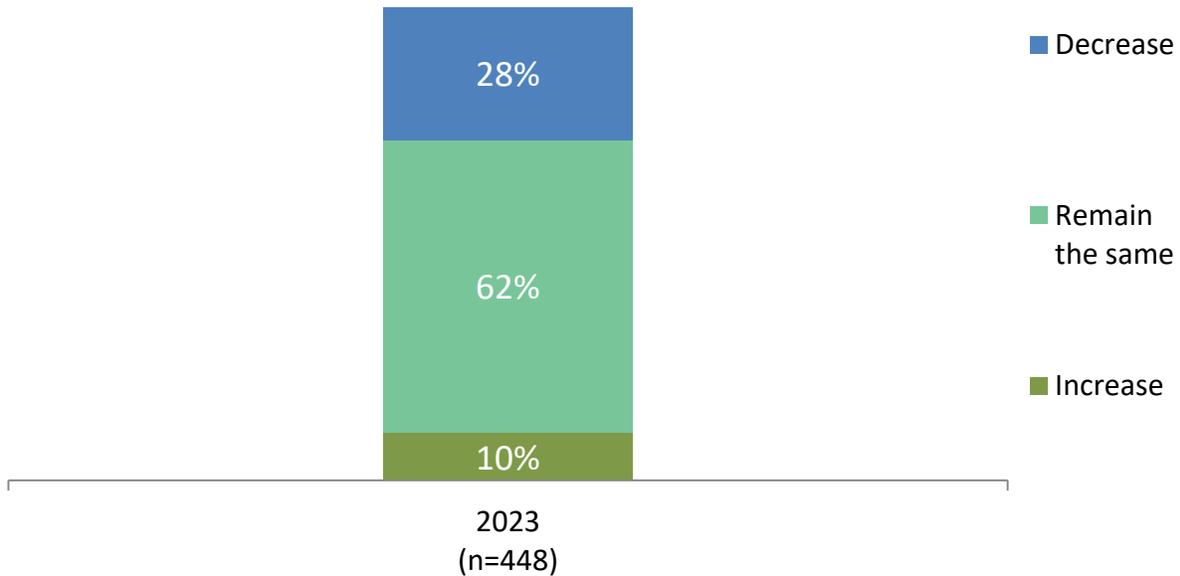


n=98. Values may sum to more than 100% as multiple mentions were allowed.

3.3.8 Municipal Enforcement Services (Proposed 3%)

In total, 10% of respondents would like funding to increase for *Municipal Enforcement Services*. However, most respondents continue to want funding to remain the same (62%), while 28% would like funding to decrease.

Budget Adjustment for Municipal Enforcement Services (Proposed 3%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** in funding include:

-  21%: Those aged 55 to 64; and
-  15%: Those who prefer to increase taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

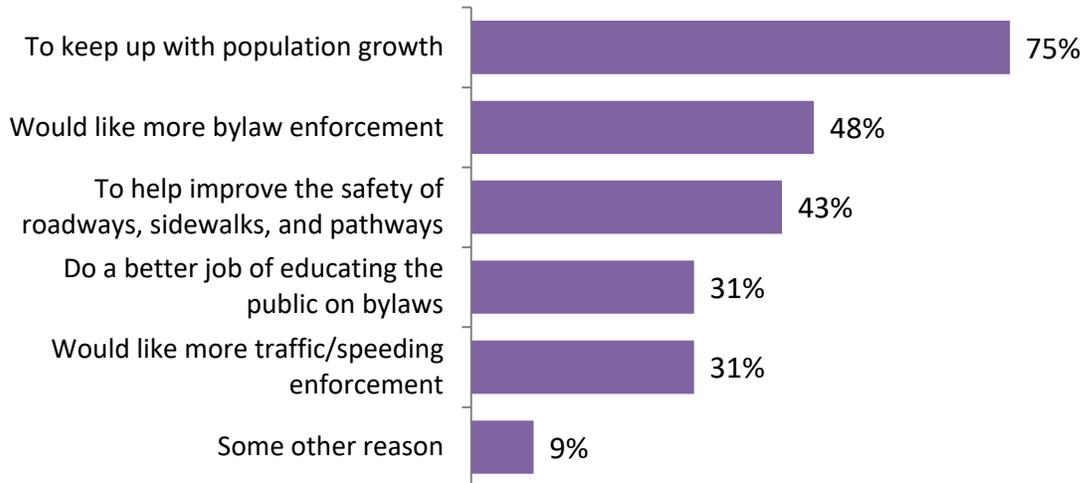
-  81%: Those rent their primary residence;
-  73%: Those with an income between \$60K and \$100K;
-  72%: Those who are neutral in decreasing service levels to minimize tax increases;
-  71%: Those who are not employed (on leave/homemaker/student/not employed/retired); and
-  67%: Those who receive good/very good/excellent value from taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  42%: Those who prefer to cut services;
-  38%: Those who support a decrease in service levels to minimize tax increases;
-  37%: Those who receive fair/poor value from taxes;
-  32%: Those who are employed full time or part time; and
-  30%: Those who own their primary residence.

Respondents who suggest an **increase** in spending on *Municipal Enforcement Services* most often cited to keep up with population growth (75%). In addition, 48% would like more bylaw enforcement and 43% want to help improving the safety of roadways, sidewalks, and pathways.

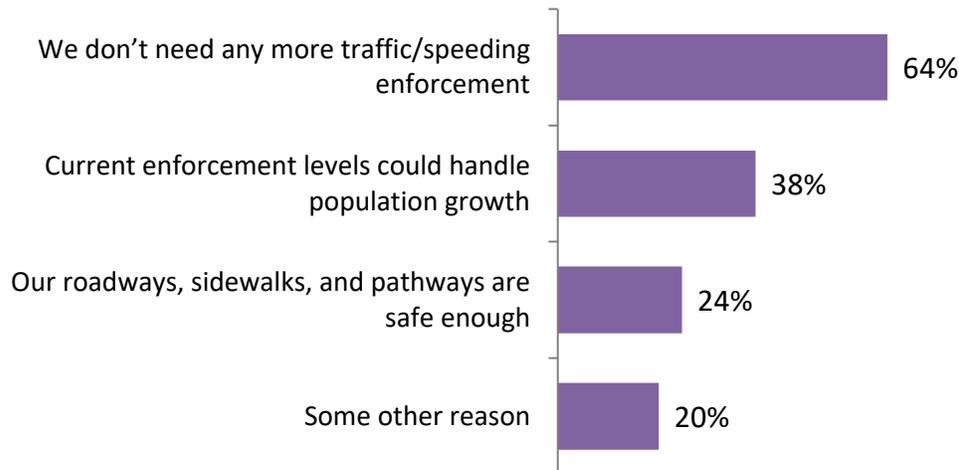
Reasons to Increase Municipal Enforcement Services Spending



n=52. Values may sum to more than 100% as multiple mentions were allowed.

Approximately two-thirds (64%) of respondents who would **decrease** spending on *Municipal Enforcement Services* suggested less focus on traffic and speeding enforcement while 38% suggest current enforcement can handle population growth.

Reasons to Decrease Municipal Enforcement Services Spending

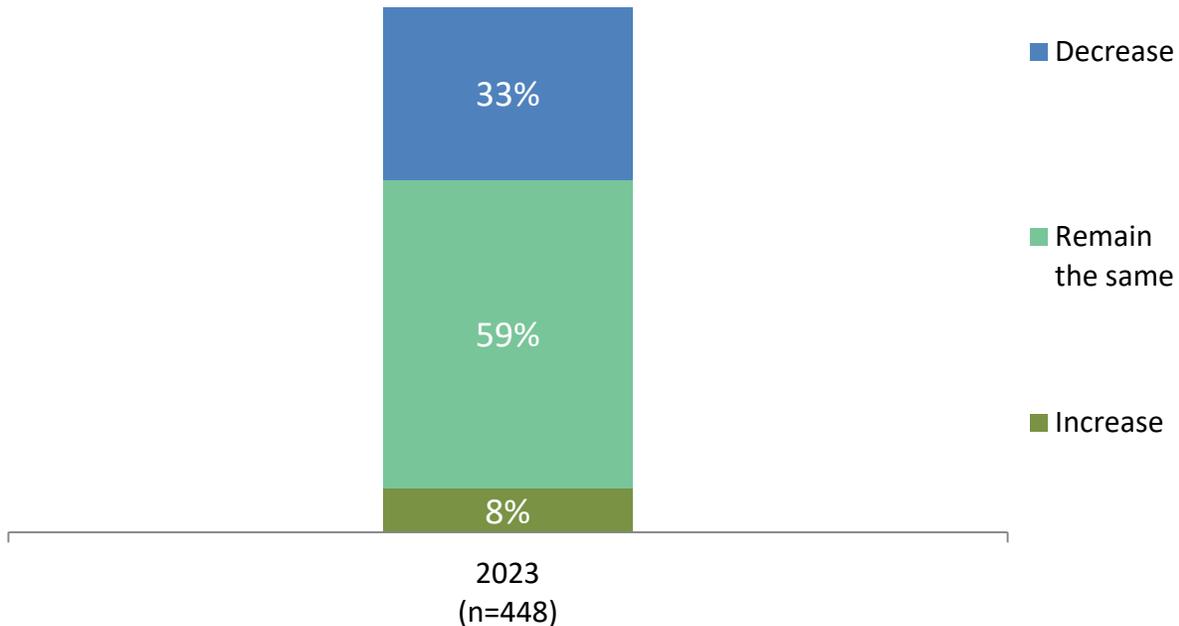


n=119. Values may sum to more than 100% as multiple mentions were allowed.

3.3.9 Partner Organizations (Proposed 11%)

Few respondents feel that the budget for *Partner Organizations* should increase (8%). In contrast, two-thirds (33%) feel that the budget should decrease, while the remaining 59% feel that the budget should remain the same.

Budget Adjustment for Partner Organizations (Proposed 11%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** to funding include:

-  13%: Those who prefer to increase taxes; and
-  12%: Those who oppose a decrease in service levels to minimize tax increases.

Subgroups that are significantly more likely to want funding to **remain the same** include:

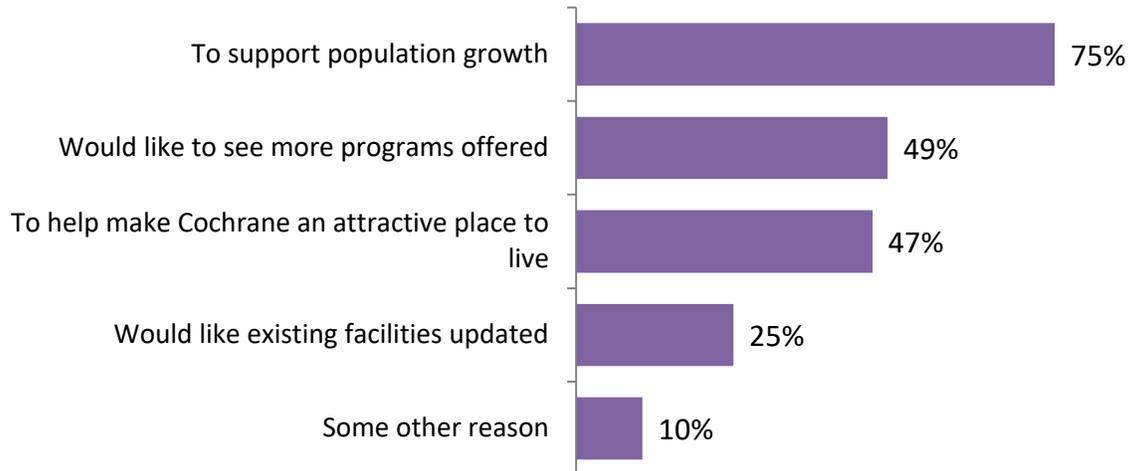
-  67%: Those who prefer to increase taxes;
-  67%: Those are not employed (on leave/homemaker/student/not employed/retired); and
-  66%: Those who receive good/very good/excellent value from taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  48%: Those who support a decrease in service levels to minimize tax increases;
-  47%: Those who prefer to cut services; and
-  44%: Those who receive fair/poor value from taxes.

Most respondent who suggested to **increase** for *Partner Organizations* did so because they felt it was needed to support population growth (75%). Other common reasonings included they would like to see more programs offered (49%) and to make Cochrane an attractive place to live (47%).

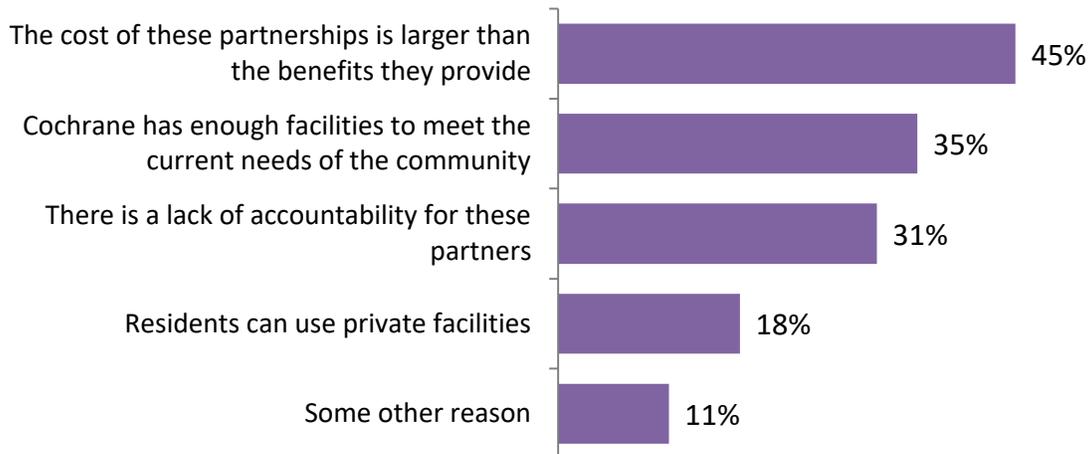
Reasons to Increase Partner Organizations Spending



n=38. Values may sum to more than 100% as multiple mentions were allowed.

Just under half (45%) of respondents who would like *Partner Organization's* budget to **decrease** said that the cost of these partnerships are larger than the benefit they provide. Additionally, about one-third mentioned that Cochrane has enough facilities to meet the current needs of the community (35%) and that there is a lack of accountability for partners (31%).

Reasons to Decrease Partner Organizations Spending

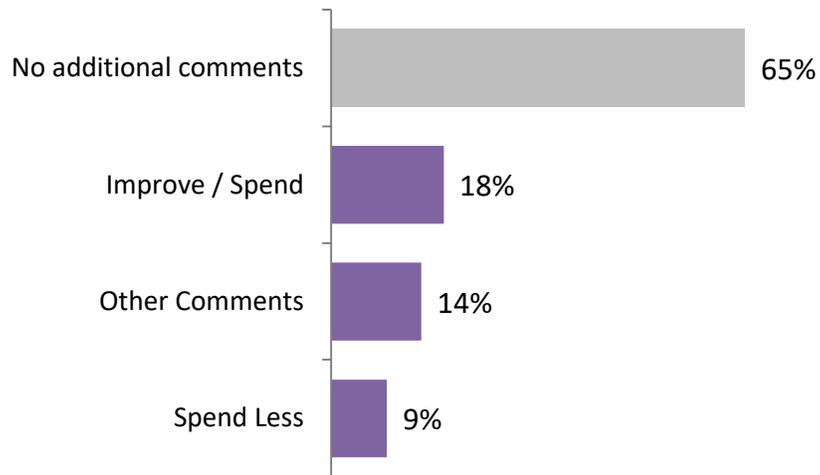


n=131. Values may sum to more than 100% as multiple mentions were allowed.

3.3.10 Other Discretionary Spending Feedback

After respondents rated their preference for how the Town should allocate spending on discretionary services, they were provided with an additional chance to offer any other feedback on spending that may not have already been covered. Given that they had just provided feedback for the ten different services categories, only 35% provided further feedback. In total, 18% reiterated that they would like spending to **increase** in general or for specific services, compared to 9% who reiterated that they wanted spending to **decrease**.

Other Variable Spending Feedback

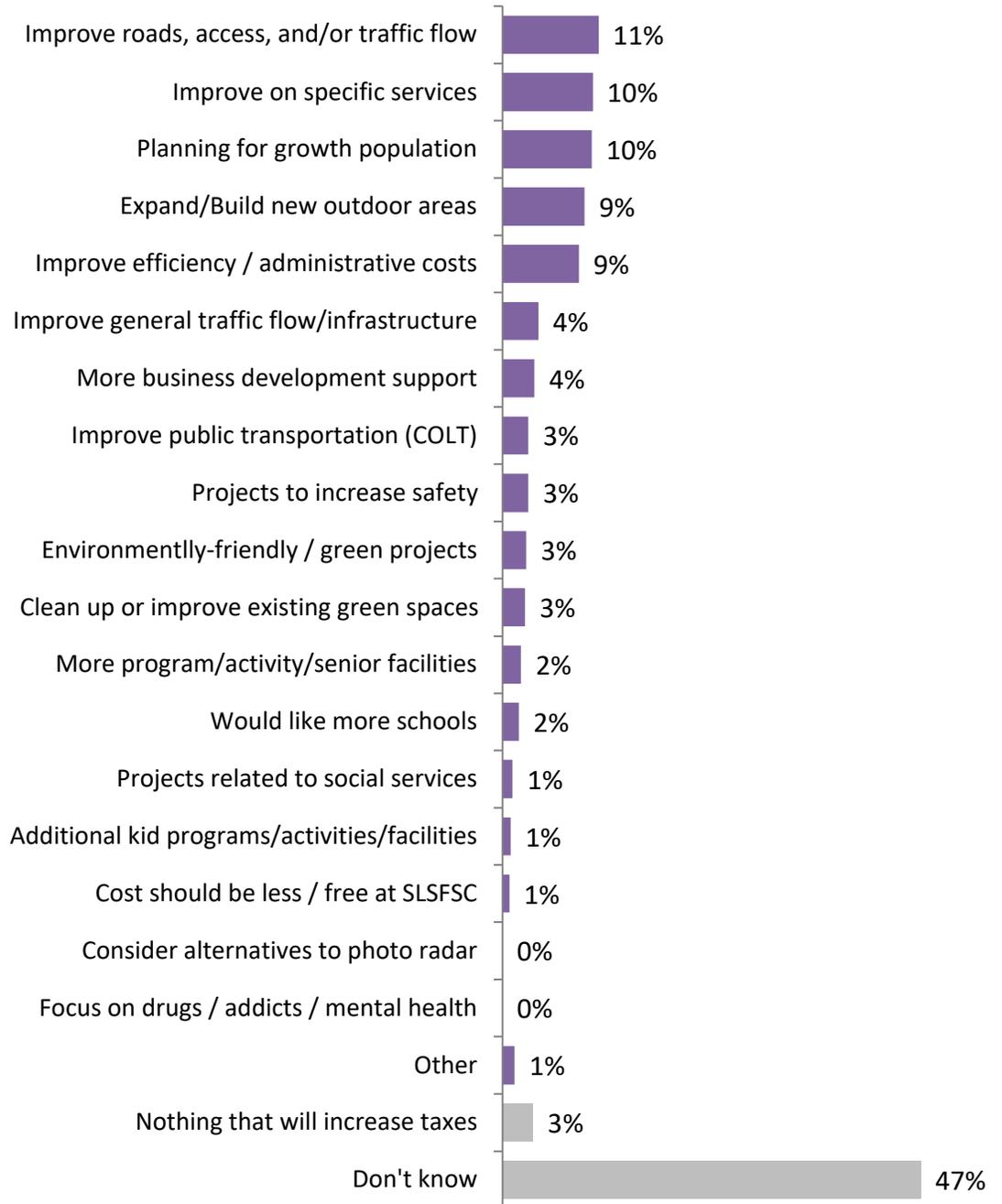


n=448. Values may sum to more than 100% as multiple mentions were allowed.

3.4 Other Projects and Priorities

Respondents were also provided an opportunity to state other projects or goals for the Town to consider. It is important to note that two-thirds (65%) did not know of any other projects to consider. That said, the top suggestions were improving roads, access to certain areas, and/or traffic flow (11%), improve a specific service (10%), plan for growth population (10%), expand or build new outdoor areas (9%), and look for ways to improve efficiency and lower administrative costs (9%).

Other Projects or Goals to Consider



n=448. Values may sum to more than 100% as multiple mentions were allowed.

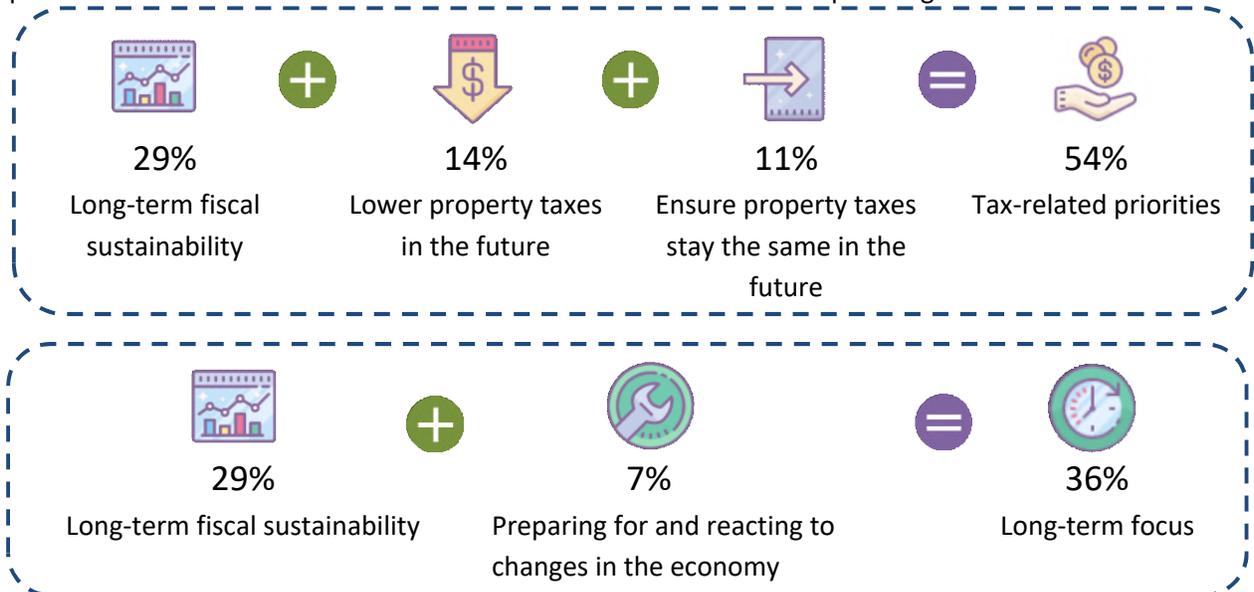
Finally, when asked about the top priority facing the Town, about three-in-ten (29%) chose long-term fiscal sustainability (i.e., smooth tax strategies). A further 23% would like to see the Town prioritize planning for future growth to prevent overcrowding, 14% would like the Town to find ways to lower property taxes in the future and 11% would like the Town to find ways to ensure property taxes stay the same in the future. A further 11% would like to invest in new and maintaining existing amenities and 7% would like to prepare for changes in the economy.

Most Important Priority Facing the Town



n=448. Values may not add to 100% due to rounding.

After grouping some of the categories, we find that 54% of respondents would like the Town to prioritize the tax-related items while 36% would like the Town to adopt a long term focus.



4 Appendices

4.1 Weighted Respondent Demographics

	Percent of respondents (n=448)
Age	
15 or younger	0%
16 or 17	0%
18 to 24	2%
25 to 34	22%
35 to 44	21%
45 to 54	17%
55 to 64	16%
65 or older	21%
Prefer not to say	0%
Employment status	
Working full time, including self-employment (more than 30 hours per week)	52%
Working part time, including self-employment (30 hours per week or less)	13%
On leave (disability, maternity, paternity, etc.)	2%
Homemaker	3%
Student	1%
Not employed	1%
Retired	24%
Prefer not to answer	4%
Household income	
Under \$20,000	1%
\$20,000 to \$39,999	3%
\$40,000 to \$59,999	7%
\$60,000 to \$79,999	9%
\$80,000 to \$99,999	9%
\$100,000 to \$124,999	12%
\$125,000 to \$149,999	11%
\$150,000 or more	31%
Prefer not to answer	18%
Primary residence	
Own	90%
Rent	10%
Town of Cochrane employee	
Yes	1%
No	99%
Children (under 18) in household	
Yes	41%
No	57%
Prefer not to answer	1%

Values may not add to 100% due to rounding.

4.2 Data Weighting

The data was weighted to the age characteristics of the residents of Cochrane as determined by the 2021 Federal Census. The following outlines the weighting factors utilized in this research:

Age group	Number of completed surveys	Proportion of completed surveys	Census proportions*	Weight factor
18 to 34	43	10%	24%	2.47
35 to 54	151	34%	38%	1.14
55 to 64	102	23%	16%	0.71
65 or older	150	33%	22%	0.64
Unknown/Refused*	2	<1%	0%	1.00

* Respondents were allowed to refuse to answer their age as long as they confirmed that they are at least 18 years old. These cases are left unweighted (i.e., with a weight of 1) and the census proportions for this group are scaled to match accordingly.

4.3 Survey Methodology Summary

Research sponsor (including all financial sponsors)	Town of Cochrane
Research/data collection supplier	Advanis
Population represented	Town of Cochrane Residents
Sample size	n=448
Mode of data collection	Telephone recruitment to an online survey Postcard mail-out to households where respondents can send an SMS to receive a link to the online survey (English only)
Source of sample	<ul style="list-style-type: none"> - Postcards to all households in Cochrane via Canada Post - Advanis General Population Random Sample, - ASDE Listed & Unlisted RDD landline numbers
Type of sample	Telephone numbers and postcards to every household
Sample design	All sample contacted
Start and end dates of data collection	May 23, 2023, to June 19, 2023
Strategies used to gain cooperation	Request permission on the phone, reminders to those who agreed to do the survey Sent postcard to every household City advertised that the survey would occur
Margin of sampling error for total sample	+/- 4.6 percentage points at the 95% confidence level
Is data weighted?	Yes, based on resident age to the 2021 Federal Census. See section 4.2 above for details.
Contact for more information	Patrick Kyba, pkyba@advanis.net Advanis (780) 229-1135
Survey text	See section 4.4 below

4.4 Survey

What follows is a paper version of the web survey.

Budget Planning Survey 2024

Town of Cochrane

Generated on 2023-06-21 at 15:37:52 MT



Languages: English



Have your say in Cochrane's budget planning process! The Town of Cochrane is committed to gathering input from citizens regarding the planning for the future of our community and are seeking citizen input to assist in the 2024 budget planning process.

The budget is a plan for tomorrow's Cochrane and this is your chance to share your thoughts with Town Council and Administration to help guide the 2024 budget. Doing so makes you eligible to **enter a draw to win a gift certificate to a local Cochrane business of your choice (valued at \$150).**

We want to hear from you! Press the right arrow to continue.

To ensure your confidentiality, the third-party vendor Advanis Inc. has been hired to ensure only aggregated results are shared. There will be no way for anyone to tie the responses you provide back to you.

© 2023 [Privacy Policy \(https://advanis.net/privacy-policy/english/\)](https://advanis.net/privacy-policy/english/) [CRIC Pledge \(https://www.canadianresearchinsightscouncil.ca/wp-content/uploads/2020/09/CRIC-Pledge-to-Canadians.pdf\)](https://www.canadianresearchinsightscouncil.ca/wp-content/uploads/2020/09/CRIC-Pledge-to-Canadians.pdf)

Intro2

Please read each question and statement carefully. Throughout the survey, information will be provided to you so that you are able to reflect and provide an informed response to the questions. Pressing this icon ***?*** when shown will provide additional information. For each question, please select the response(s) that best represents your point of view.

Survey is open until June 15, 2023.

? This is just an example info button. On future questions where this button appears, you will see additional information that you may wish to review to help inform your answers.



D1

To begin, how old are you?

- 0 15 or younger
- 1 16 or 17
- 2 18 to 24
- 3 25 to 34
- 4 35 to 44
- 5 45 to 54
- 6 55 to 64
- 7 65 or older
- 8 Prefer not to say

D1a *Show if D1 Refused*

In order to be eligible for this survey, please confirm that you are over the age of 15.

- 1 You are 18 years old or older
- 2 You are 16 or 17 years old
- 3 You are 15 years old or younger

T1 *Show if Younger than 16*

Unfortunately, you do not meet the eligibility requirements to complete this survey. Thank you for your time.

Status Code: 503

S1

Do you live **within the town limits** of Cochrane?

- 1 Yes
- 2 No
- 3 Prefer not to answer

T2 *Show if S1 Does not live in Cochrane*

Unfortunately, you do not meet the eligibility requirements to complete this survey. Thank you for your time.

Status Code: 502

D4

Do you own or rent your primary residence in Cochrane?

- 1 Own
- 2 Rent
- 8 Not applicable

Q0

(if D4 Owns residence (D4 = 1)) A portion of **your property tax bill** is collected on behalf of the Province of Alberta to pay for education.

To the best of your knowledge, what percent of **your property tax bill** is collected on behalf of the Province of Alberta to pay **for education**?

(if Default) A portion of **property tax** is collected on behalf of the Province of Alberta to pay for education.

To the best of your knowledge, what percent of **property tax** is collected on behalf of the Province of

Minimum: 1, Maximum: 99

_____ %

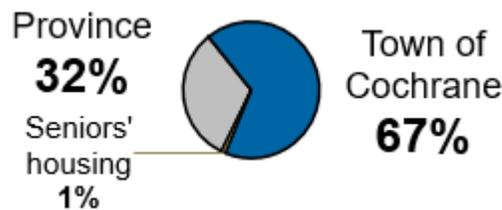
- 9 Don't know

Q1a

(if D4 Owns residence (D4 = 1)) In fact, of **your property tax bill** collected in 2022:

(if Default) In fact, of **property tax** collected in 2022:

- **32%** is collected *on behalf of the province* to pay for **education**.
- **67%** goes to the *Town of Cochrane* to fund **municipal services**.
- **1%** goes to **seniors' housing**.



Thinking about the **67%** used to fund **municipal services**, would you say you receive...?

- 1 Excellent value
- 2 Very good value
- 3 Good value
- 4 Fair value
- 5 Poor value
- 9 Don't know

Q1b Show if Q1a not DK

(if Q1a excellent (Q1a = 1)) What is the **main reason** you feel that you receive **excellent** value?
(if Q1a verygood (Q1a = 2)) What is the **main reason** you feel that you receive **very good** value?
(if Q1a good (Q1a = 3)) What is the **main reason** you feel that you receive **good** value?
(if Q1a fair (Q1a = 4)) What is the **main reason** you feel that you receive **fair** value?
(if Q1a poor (Q1a = 5)) What is the **main reason** you feel that you receive **poor** value?

.9 Don't know / No comment

Q1c Show if Q1a DK

(if D4 Owns residence (D4 = 1)) Why can you not rate the value that you received from the **67%** of **your property tax bill** that goes to *the Town of Cochrane* to fund **municipal services**?
(if Default) Why can you not rate the value that you received from the **67%** of **property tax** that goes to *the Town of Cochrane* to fund **municipal services**?

.9 No comment

Q2

The Town of Cochrane understands and recognizes residents' desire to keep tax increases to a minimum. In order to do this, the Town may need to consider reducing current service levels.

Would you <<opposeORsupport>> a **decrease in service levels** to minimize tax increases in 2024?

- 1 **Strongly oppose** a decrease in service levels
- 2 **Somewhat oppose** a decrease in service levels
- 3 **Neither oppose nor support** a decrease in service levels
- 4 **Somewhat support** a decrease in service levels
- 5 **Strongly support** a decrease in service levels
- .9 Don't know

To minimize the potential order affect, half of respondents "oppose or support" and half "support or oppose".



Q2a Show if Q2 support or oppose decrease but not neither

(if Q2 strongly support (Q2 = 5)) Why do you say you **strongly support** a decrease in service levels to minimize tax increases in 2024?

(if Q2 strongly oppose (Q2 = 1)) Why do you say you **strongly oppose** a decrease in service levels to minimize tax increases in 2024?

(if Q2 somewhat oppose (Q2 = 2)) Why do you say you **somewhat oppose** a decrease in service levels to minimize tax increases in 2024?

(if Q2 somewhat support (Q2 = 4)) Why do you say you **somewhat support** a decrease in service levels to minimize tax increases in 2024?

.9 Don't know / No comment

Q3

Next, thinking about the Town of Cochrane infrastructure (roads, public buildings, etc.) and services overall, which of the following tax strategies **best represents** your preference?

- 1 Increase taxes to fund growth needs, infrastructure maintenance and improve services *
- 2 Increase taxes to maintain all existing infrastructure and services *
- 3 Cut existing services to maintain current taxes *
- 4 Cut existing services to reduce taxes *
- .9 Don't know

*Levels marked with * are randomized*

BIntro

The Town of Cochrane budget includes two spending categories:

Non-discretionary funding (24%) includes items that are necessary to govern, operate and maintain the Town of Cochrane and do not vary based on the level of service provided:

- Council
- Corporate Services, including Assessment & Tax, Communications, Customer Service, Finance, Human Resources
- Planning Services, including Safety Codes, GIS, Engineering

The next section will not include these budget items.

Discretionary spending (76%) includes categories where spending can be increased or decreased to impact the level of service provided. As shown below, the next section seeks your input into spending in these areas.

Town of Cochrane 2024 **Discretionary Budget (76%)**

Proposed Spending by Service



Press the right arrow to continue.

BInstruction

The next section looks to understand your opinions on how the **Town of Cochrane** spending should be altered (if at all). For each service, please specify if you think spending should [<<IncreaseSameDecrease>>](#) in 2024. A description of each service can be found by pressing this icon: ***?***. If you are asked why you made the choice you did, please let us know **all** the reasons you feel the way you do.

Have your say in your Town's budget planning process! Press the right arrow to continue.

? This is just an example info button. On future questions where this button appears, you will see additional information that you may wish to review to help inform your answers.

B1a

How would you adjust the variable spending in 2024 for **Fire Services** (proposed 20%)? ***?***

? This includes Fire response, as well as community prevention and inspection services and emergency preparedness.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

B1b Show if B1a increase fire

Why would you increase spending on **Fire Services**? **

Please select all that apply.

** Proposed 20% of the variable budget. This includes Fire response, as well as community prevention and inspection services and emergency preparedness.

- 1 Would like additional funding due to population growth *
- 2 Would like to ensure the quickest fire response times *
- 3 This is an essential service to the community *
- 4 For the safety of residents *
- 5 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B1c Show if B1a decrease fire

Why would you decrease spending on **Fire Services**? **

Please select all that apply.

** Proposed 20% of the variable budget. This includes Fire response, as well as community prevention and inspection services and emergency preparedness.

- 1 To address spending on emergency services that may not be necessary given the demand *
- 2 To prioritize spending on other areas of need within the community *
- 3 Response times are adequate *
- 4 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B2a

How would you adjust the variable spending in 2024 for **RCMP** (proposed 14%)? **

** This includes RCMP contract and detachment administrative support.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

B2b Show if B2a increase RCMP

Why would you increase spending on **RCMP**? **

Please select all that apply.

** Proposed 14% of the variable budget. This includes RCMP contract and detachment administrative support.

- 1 Would like to keep crime down *
- 2 To keep up with population growth *
- 3 Would like more visible police presence *
- 4 Would like more traffic/speeding enforcement *
- 5 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B2c Show if B2a decrease RCMP

Why would you decrease spending on **RCMP**? *?*

Please select all that apply.

? Proposed 14% of the variable budget. This includes RCMP contract and detachment administrative support.

- 1 The Town of Cochrane is already a safe community *
- 2 Current enforcement levels can handle population growth *
- 3 Existing police presence should be adequate *
- 4 Consider less focus on traffic and speeding enforcement *
- 5 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B3a

How would you adjust the variable spending in 2024 for **Roads** (proposed 14%)? *?*

? This includes street, parking lot and alleyway seasonal cleaning, sanding, snow plowing and snow removal, as well as regular street and sidewalk repairs and maintenance.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

B3b Show if B3a increase roads

Why would you increase spending on **Roads**? *?*

Please select all that apply.

? Proposed 14% of the variable budget. This includes street, parking lot and alleyway seasonal cleaning, sanding, snow plowing and snow removal, as well as regular street and sidewalk repairs and maintenance.

- 1 Would like Cochrane to be more prepared for winters *
- 2 Consider clearing and sanding roads sooner or more often *
- 3 Would like more or better snow clearing equipment *
- 4 Would like residential areas and side streets to be cleared more often *
- 5 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B3c Show if B3a decrease roads

Why would you decrease spending on **Roads**? **?

Please select all that apply.

**? Proposed 14% of the variable budget. This includes street, parking lot and alleyway seasonal cleaning, sanding, snow plowing and snow removal, as well as regular street and sidewalk repairs and maintenance.

- 1 Consider clearing roads less frequently during prolonged storms *
- 2 Consider waiting longer before clearing and sanding roads *
- 3 Consider replacing and/or maintaining snow removal equipment less frequently. *
- 4 Residential areas and side streets could be cleared / cleaned less often *
- 5 Do not see the need for street sweeping *
- 6 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B4a

How would you adjust the variable spending in 2024 for **Partner Organizations** (proposed 11%)? **?

**? Includes organizations that are in partnership with the Town of Cochrane including Spray Lake Sawmills Centre, community grants and the Cochrane Public Library.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

B4b Show if B4a increase public org

Why would you increase spending on **Partner Organizations**? **?

Please select all that apply.

**? Proposed 11% of the variable budget. Includes organizations that are in partnership with the Town of Cochrane including Spray Lake Sawmills Centre, community grants and the Cochrane Public Library.

- 1 To support population growth *
- 2 To help make Cochrane an attractive place to live *
- 3 Would like to see more programs offered *
- 4 Would like existing facilities updated *
- 5 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B4c Show if B4a decrease public org

Why would you decrease spending on **Partner Organizations**? ***?***

Please select all that apply.

?

 Proposed 11% of the variable budget. Includes organizations that are in partnership with the Town of Cochrane including Spray Lake Sawmills Centre, community grants and the Cochrane Public Library.

- 1 Cochrane has enough facilities to meet the current needs of the community *
- 2 Residents can use private facilities *
- 3 The cost of these partnerships is larger than the benefits they provide *
- 4 There is a lack of accountability for these partners *
- 5 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B5a

How would you adjust the variable spending in 2024 for **Parks and Open Spaces** (proposed 7%)? ***?***

?

 Includes maintaining 440 acres of parkland, 43 playgrounds, 80kms of pathway, outdoor skating rinks, as well as the maintenance of sports fields and cemeteries.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

B5b Show if B5a increase parks

Why would you increase spending on **Parks and Open Spaces**? ***?***

Please select all that apply.

?

 Proposed 7% of the variable budget. Includes maintaining 440 acres of parkland, 43 playgrounds, 80kms of pathway, outdoor skating rinks, as well as the maintenance of sports fields and cemeteries.

- 1 To better maintain our existing parks and open space infrastructure *
- 2 We need more areas for leisure *
- 3 To better manage weeds *
- 4 We need more outdoor playgrounds *
- 5 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized



B5c Show if B5a decrease parks

Why would you decrease spending on **Parks and Open Spaces**? ***?***

Please select all that apply.

?

 Proposed 7% of the variable budget. Includes maintaining 440 acres of parkland, 43 playgrounds, 80kms of pathway, outdoor skating rinks, as well as the maintenance of sports fields and cemeteries.

- 1 Our parks & open spaces are not utilized enough *
- 2 This is not an urgent area of spending need *
- 3 The maintenance of these areas is overdone *
- 4 We have enough playgrounds *
- 5 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B6a

How would you adjust the variable spending in 2024 for **Municipal Enforcement** (proposed 3%)? ***?***

?

 This includes enforcement of community bylaws, education to reduce violations, traffic enforcement, development compliance and creating a safer space for all residents.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

B6b Show if B6a municipal services

Why would you increase spending on **Municipal Enforcement**? ***?***

Please select all that apply.

?

 Proposed 3% of the variable budget. This includes enforcement of community bylaws, education to reduce violations, traffic enforcement, development compliance, and creating a safer space for all residents.

- 1 To help improve the safety of roadways, sidewalks, and pathways *
- 2 Do a better job of educating the public on bylaws such as those related to pet ownership *
- 3 Would like more traffic/speeding enforcement *
- 4 To keep up with population growth *
- 5 Would like more bylaw enforcement *
- 6 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B6c Show if B6a decrease municipal services

Why would you decrease spending on **Municipal Enforcement**? ***?***

Please select all that apply.

? Proposed 3% of the variable budget. This includes enforcement of community bylaws, education to reduce violations, traffic enforcement, development compliance and creating a safer space for all residents.

- 1 Our roadways, sidewalks, and pathways are safe enough *
- 2 We don't need any more traffic/speeding enforcement *
- 3 Current enforcement levels could handle population growth *
- 4 Some other reason (specify): _____
- .9 Don't know

*Levels marked with * are randomized*

B7a

How would you adjust the variable spending in 2024 for **Family & Community Support Services** (proposed 3%)? ***?***

? This includes connecting people and systems, preventative and early intervention programs, affordable housing, and family resource network.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

B7b Show if B7a increase community development

Why would you increase spending on **Family & Community Support Services**? ***?***

Please select all that apply.

? Proposed 3% of the variable budget. This includes connecting people and systems, preventative and early intervention programs, affordable housing, and family resource network.

- 1 To help provide affordable support services *
- 2 To keep up with population growth *
- 3 Would like better quality of existing services *
- 4 Some other reason (specify): _____
- .9 Don't know

*Levels marked with * are randomized*

B7c Show if B7a decrease community development

Why would you decrease spending on **Family & Community Support Services**? ***?***

Please select all that apply.

? Proposed 3% of the variable budget. This includes connecting people and systems, preventative and early intervention programs, affordable housing, and family resource network.

- 1 Existing services could handle population growth *
- 2 Would like more funding from other levels of government *
- 3 I don't know what this service offers *
- 4 Some other reason (specify): _____
- .9 Don't know

*Levels marked with * are randomized*

B8a

How would you adjust the variable spending in 2024 for **Transit (Cochrane On-Demand Local Transit)** (proposed 3%)? ******

****** This includes the COLT (Cochrane On-Demand Local Transit) services. which includes the E-Scooters, E-Bikes and Rocky View Handibus.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

B8b Show if B8a increase transit

Why would you increase spending on **Transit (Cochrane On-Demand Local Transit)**? ******

Please select all that apply.

****** Proposed 3% of the variable budget. This includes the COLT (Cochrane On-Demand Local Transit) services. which includes the E-Scooters, E-Bikes and Rocky View Handibus.

- 1 Would like more busses and/or frequency of service *
- 2 Would like to establish fixed routes *
- 3 Would like to make public transportation more affordable *
- 4 Would like to extend the hours of service *
- 5 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B8c Show if B8a decrease transit

Why would you decrease spending on **Transit (Cochrane On-Demand Local Transit)**? ******

Please select all that apply.

****** Proposed 7% of the variable budget. This includes the COLT (Cochrane On-Demand Local Transit) services. which includes the E-Scooters, E-Bikes and Rocky View Handibus

- 1 Current service schedules should be adequate *
- 2 Existing buses should be adequate *
- 3 Consider charging riders more for this service *
- 4 My household does not use public transportation *
- 5 We don't need E-Scooter or E-Bike Program *
- 6 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B9a

How would you adjust the variable spending in 2024 for **Business Development** (proposed 1%)? ******

****** This includes the promotion of the innovation sector, the strengthening of relationships with existing business groups, companies, and major developments, as well as proactively planning and implementing initiatives to enhance Historic Downtown Cochrane.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)



B9b Show if B9a increase library

Why would you increase spending on **Business Development**? **?

Please select all that apply.

**? Proposed 1% of the variable budget. Includes the promotion of the innovation sector, the strengthening of relationships with existing business groups, companies, and major developments, as well as proactively planning and implementing initiatives to enhance Historic Downtown Cochrane.

- 1 Supporting businesses to succeed helps our economy grow *
- 2 Attracting outside investment into Cochrane *
- 3 Supporting small business is important to me *
- 4 Need to increase non-residential tax base *
- 5 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

B9c Show if B9a decrease library

Why would you decrease spending on **Business Development**? **?

Please select all that apply.

**? Proposed 1% of the variable budget. Includes the promotion of the innovation sector, the strengthening of relationships with existing business groups, companies, and major developments, as well as proactively planning and implementing initiatives to enhance Historic Downtown Cochrane.

- 1 Current business development meets the needs of the community *
- 2 Money could be better used for other services *
- 3 It is not a priority for the Town at the present time to grow its economic base *
- 4 Some other reason (specify): _____
- .9 Don't know

Levels marked with * are randomized

Q4

Thank you for your input on the Town of Cochrane's variable spending budget. Is there any additional feedback you would like to provide regarding your choices?

- .8 No additional feedback

Q5

What other projects or goals (if any) should the Town be thinking of when planning the budget for 2024 and beyond? These may result in a tax increase.

- .8 None/Cannot think of any



Q6

Finally, with respect to the budget process, which of the following would you say is the **most important priority** facing the Town?

- 2 Focusing on long-term fiscal sustainability (smooth tax strategies) *
- 3 Planning for future growth *
- 4 Investing in new and maintaining existing amenities *
- 5 Finding ways to lower property taxes in the future *
- 6 Finding ways to ensure property taxes stay the same in the future *
- 7 Preparing for and reacting to changes in the economy *
- 8 Other (specify): _____

*Levels marked with * are randomized*

DTxt

In order for the Town to better understand the different views and needs of citizens, this final set of questions will allow us to analyze the data by sub-groups. Please be assured that nothing will be recorded to link your answers with you or your household.

Please press the right arrow to continue.

D2 *Show if 18 or older*

Are there any children under the age of 18 in your household?

- 1 Yes
- 2 No
- 3 Prefer not to answer

D6

Which of the following categories applies to your total household income before taxes in 2022?

- 1 Under \$20,000
- 2 \$20,000 to \$39,999
- 3 \$40,000 to \$59,999
- 4 \$60,000 to \$79,999
- 5 \$80,000 to \$99,999
- 6 \$100,000 to \$124,999
- 7 \$125,000 to \$149,999
- 8 \$150,000 or more
- 9 Prefer not to answer

D3

Which of the following best describes your current employment status?

- 1 Working full time, including self-employment (more than 30 hours per week)
- 2 Working part time, including self-employment (30 hours per week or less)
- 3 On leave (disability, maternity, paternity, etc.)
- 4 Homemaker
- 5 Student
- 6 Not employed
- 7 Retired
- 8 Prefer not to answer

D5a *Show if D3 employed*

And, do you work for the Town of Cochrane?

- 1 Yes
- 2 No

D5b *Show if D3 on leave*

Immediately prior to the start of your leave, did you work for the Town of Cochrane?

- 1 Yes
- 2 No

D7GP *Show if Gen Pop Survey*

Which of the following are places that you have heard or seen advertisements promoting this survey?

Please select all that apply

- 7 Bold signs *
- 2 Social media *
- 3 Town of Cochrane website *
- 9 Postcard *
- 5 Other (specify): _____
- 6 I have not heard or seen any advertisements promoting this survey *(Exclusive)*

*Levels marked with * are randomized*

D7S *Show if Stakeholder Survey*

How did you learn about this survey?

Please select all that apply

- ₇ Bold signs *
- ₂ Social media *
- ₃ Town of Cochrane website *
- ₉ Postcard *
- ₅ Other (specify): _____

*Levels marked with * are randomized*

I0

Thank you for completing the survey! You now have the option to enter a randomly selected prize draw for people who have taken part in the survey. Doing so makes you eligible to **enter a draw to win a gift certificate to a local Cochrane business of your choice (valued at \$150).**

Do you wish to be entered into this draw? Your contact information will only be used for the purposes of the draw and will not be tied to your survey responses.

- ₁ Yes, I allow Advanis to provide the Town of Cochrane with my contact information should I be the winner of this draw
- ₂ No, remove me from the draw

I1

The Town of Cochrane is planning on conducting focus groups with residents in the near future. Would you be willing to participate in these focus groups? Your contact information will only be used for the purposes of inviting you to a focus group and will not be tied to your survey responses.

- ₁ Yes, I allow Advanis to provide the Town of Cochrane with my contact information so I may participate in a focus group
- ₂ No, I do not wish to participate in the focus groups

12 Show if 10 yes or 11 yes

Please provide your contact details so that we may contact you should you be [the winner of the draw/ being invited to participate in a focus group](#).

Personal information will remain confidential and **only** be used to contact the individual who is [the winner of the draw/ being invited to participate in a focus group](#). Personal information provided as part of the Town of Cochrane Budget Survey for [the winner of the draw / being invited to participate in a focus group](#) is collected under the authority of section 33(c) of the Freedom of Information and Protection of Privacy Act.

First name: _____

Last name: _____

Email: _____

Phone number: _____

-8 I do not wish to participate

End



Thank you very much for your participation in this important study, your time and feedback are greatly appreciated by the Town of Cochrane!

Please note that the results of this survey will be shared with Town Council during the budget planning process for 2024. Should you have any additional questions, please contact:

Kristin Huybrecht
Manager, Intergovernmental Relations & Corporate Communications
Town of Cochrane
403-851-2500
communications@cochrane.ca

You will be redirected shortly to the Town of Cochrane website.

Status Code: -1

What We Heard Report

2024-2026 Budget

June 28, 2023

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About the Project

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, staff develop the budget for Council's consideration.

The objective of this engagement is to ensure the Town of Cochrane's business plans and budgets reflect the projects and service level of service that our residents have come to know and expect. And in doing so, The Town is committed to ensuring that the services provided are aligned with the needs of the residents of Cochrane and delivered in an effective, efficient and financially sustainable way.

Methodology

Survey Population and Data Collection

Budget engagement was coordinated through an external consultant and available on Cochrane's engagement portal (letstalkcochrane.ca).

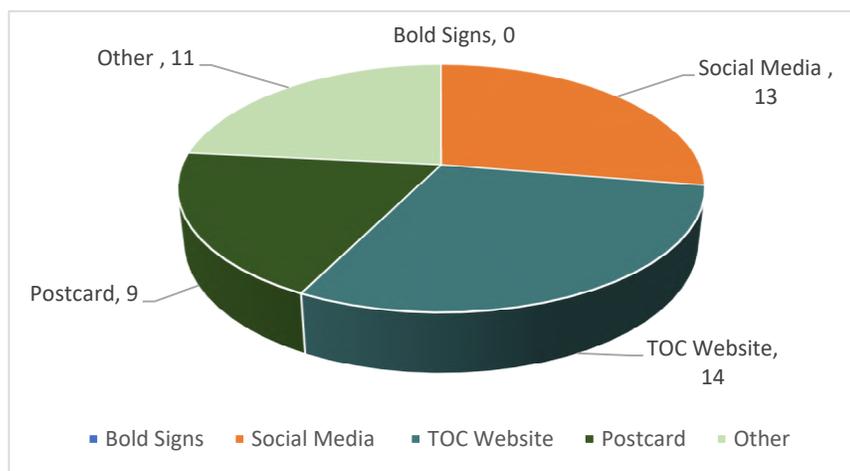
Feedback opportunities consisted of:

- A randomly recruited, probability-based, telephone survey to residents over the age of 18,
- Direct mail postcard sent to each residence in Cochrane including a link to the survey,
- And an online survey on letstalkcochrane.ca that was open from May 25 – June 18.

A total of 39 people completed the survey collected by the Town of Cochrane.

Survey Awareness

Survey participants were asked if they recalled seeing or hearing an advertisement for the survey. In total 14 participants recalled seeing the survey on The Town of Cochrane website, 13 from social media, 11 from Other and 9 from the postcard.



Budget Planning Survey Highlights:

Thirty-nine (39) adult Cochrane residents completed the survey on the lestalkcochrane.ca engagement portal between May 25 – June 18. A few key highlights from the survey are:

- **69%** of survey respondents were **45 or older**.
- **92%** of survey respondents **own their home in Cochrane**.
- **62%** of survey respondents **did not have children under 18** in their households.
- **51%** of survey respondents felt comfortable sharing that they **make \$100,000 or more a year**. Most respondents also work full time.
- **A majority (56%) of respondents** feel that they **receive good to excellent value** from municipal services, and that the funding is worth it.
- **56% of respondents** would prefer to **increase or maintain** infrastructure and services.
- **62% strongly or somewhat oppose a decrease in service levels**. Most respondents felt favorably of their service levels.

Whilst most respondents would prefer that their service levels remain the same, respondents reported that **Family Support, Transit** and **Business Development** are services where they would like some budgetary changes to be made.

BUDGET OVERVIEW

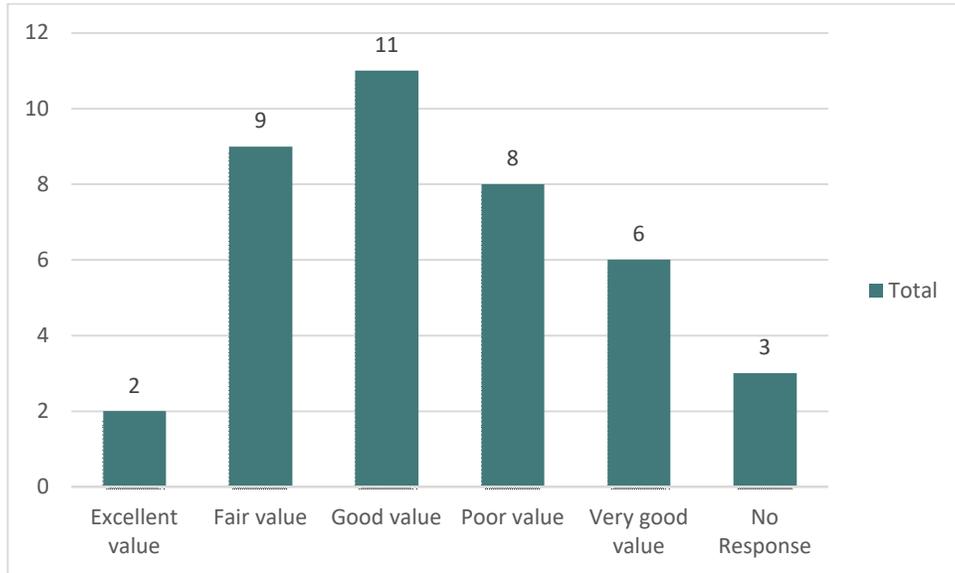
FAMILY SUPPORT 46% Increase	FIRE SERVICE 59% Remain the Same	RCMP 67% Remain the Same	ROADS 56% Remain the Same
PARTNER ORG. 51% Remain the Same	PARKS 54% Remain the Same	MUNIC. ENFORCE. 46% Remain the same	TRANSIT A notable amount wants it to decrease
BUSINESS DEVELOPMENT A notable amount wants it to increase			

“Focusing on long-term fiscal sustainability (smooth tax strategies)”, and “Planning for future growth” were the **top budget process priorities** identified by respondents in the survey.

The **least important priorities** included “preparing for and reacting to changes in the economy” and “finding ways to lower property taxes in the future.”

Perceived Value Received for Taxes Paid

Question 5: Thinking about the 67% used to fund municipal services, would you say you receive...?



A majority (56%) of respondents feel that they receive good to excellent value from municipal services, and that the funding is worth it.

Question 6: What is the main reason you feel that you receive very good value?

Main reason you feel you receive excellent value:

- Compared to other municipalities, our tax rate is comparable or lower.
- All of our needs are taken care of, we love our community and feel supported. It's a beautiful place to live

Main reason you feel that you receive very good value:

- I think the roads crew are amazing and keep us safe.
- Seems to be good value.
- After living in many municipalities over the last 50+ years Cochrane is good value compared to many of them
- The town maintains facilities well (parks, roads, playgrounds, library). Town staff are reasonably responsive to requests.
- Very clean and maintained.
- Think the Town provides good quality service.
- I think the Town provides all the right services, but I would like to see some services improved.
- Generally, my tax money is spent well, just a few things are a waste of money.
- Spray Lakes Sports Centre
- Streets & parks are well maintained in Cochrane, town buildings look in good shape.
- It is good value.
- Streets are clean, Low Crime, Water and Sewer are provided. Employees are overpaid.
- no comment

- Upgrades are happening to improve the Town. We have a great fire department and an urgent care service. Sometimes a lot of our money is spent on things that could have been done cheaper or not at all.
- We really enjoy living in Cochrane but feel that infrastructure planning (mainly roads and parking) is totally inadequate, and some matters are unattended, such as noise and damages in the Milford Parking Lot, repairs to roadways, particularly in intersections. On the positive side the parks and pathways are excellent, the town has ample services and is kept clean. Maybe you could encourage Costco to build in or around town as they seem to have lost their project in Springbank.
- More parks, trails, recreation areas and schools needed.

What is the main reason you feel you receive fair value:

- Just moved here last year, taxes [are] really high. The highest I've ever paid in 30+ years of owning a home, previously living in Calgary and Kelowna, love the recycling program, wish there was more bylaw enforcement and communications from the Town offices/executive - very opaque, hard to get a response.
- Don't see a lot of services other than Colt Bus. The parks and snow removal is sub standard
- Many services are neglected.
- Transit is not up to standards for a growing community
- Too much money being spent on frivolous things like a "welcome to Cochrane" sign, not nearly enough being spent on infrastructure (specifically road) improvements
- Spending could be done more efficiently to focus on actual service delivery; priorities seem misguided.
- No comment
- We receive fair value but I feel too much is spent on frivolous things, too many people hired to do jobs that don't really seem to be that valuable to our community.

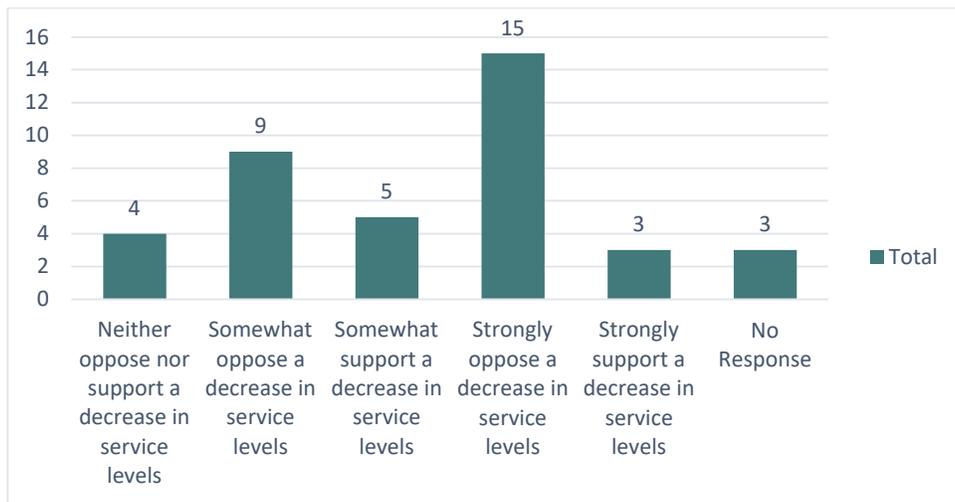
What is the main reason you feel that you receive poor value:

- I live in a mature area of Cochrane. Overhead power lines, old cracked sidewalks (many streets without sidewalks). Improvements are rare and when they are done, are minimal. Daily services like Water, Sewer, garbage are all paid for up front so I see little in my neighborhood for what my taxes cover. Streets are cleaned once a year and park grass is cut. Not even the parks/playgrounds are paid for by the Town. Most of the parks are fund-raised for by other agencies.
- Lack of low cost affordable housing
- No comment
- The town of Cochrane doesn't even clean our street in the spring (second year in a row)
- I feel I receive poor value for my tax dollar because of the long line ups on the highways coming back into town. Also, there has been big spending in the past few years by the mayor and Town council at hotels and restaurants in Calgary for meetings and conventions, and also there has been too much low income housing start-ups instead of concentrating on decent mid-income family homes to develop and increase the tax base in Cochrane. People who stay in low income family homes do not contribute near enough to the local economy, nor do they stimulate economic growth. Of course, they are great for potential votes.

- Town is overstaffed for population. Services are not improved. Too much emphasis on development
- Clear details on use of tax for municipal services not available, and/or services that I do not use - e.g. bus service.
- Staff wages far exceed those of other levels of government. Town departments are heavily staffed and overmanaged.

Overall Property Tax Preference

Question 7: The Town of Cochrane understands and recognizes residents' desire to keep tax increases to a minimum. In order to do this, the Town may need to consider reducing current service levels.



62% strongly or somewhat oppose a decrease in service levels. Most respondents felt favorably of their service levels because:

- Cochrane is expected to deliver upon the service level of a city. Cities have a public transit system, affordable housing, and programs to help more people call the city home.
- The service levels are already poor, to decrease them would make it worse; cut the staff and executive pay and perks, pretty rich with lots of highly paid bureaucrats, top heavy executive and management, need more workers, pensions are exceptionally rich
- I want my services to stay the same
- We need services to enjoy living in our community. Taxes pay for that. As long as taxes are being used appropriately we don't need to lower taxes. It's a lazy argument.
- Perhaps there are other options so services don't need to be decreased
- I see minimal services
- The town is rapidly growing, we need to keep services.
- I think it is important to keep services levels as they are today to keep the town working well and looking nice.
- Services cost money. I would prefer not to see fewer services/ staff to keep taxes low. Happy to pay taxes
- Use the money you already receive better

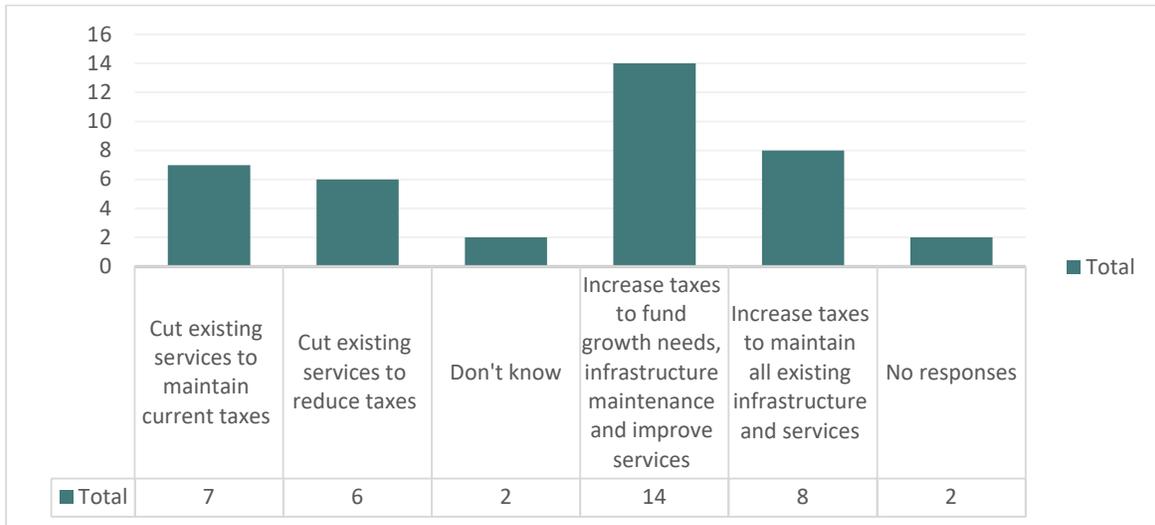
- I don't mind paying more taxes, so long as it ALL goes directly into much needed infrastructure development. This means not giving municipal politicians pay raises, funding unwanted artwork/signs, etc
- Service levels are already below what they should be for a city of this size.
- The town is growing. Infrastructure hasn't kept up nor town built recreation areas/ bldgs.
- Because we receive better bang for the buck when tax dollars are pooled to pay for services than if it were privatized. Our quality of service in Cochrane is good, but not excessive. If costs increase so should the taxes, as long as the funds are well managed.
- I want to have a fully staffed fire department, grass in public areas maintained, garbage collection weekly, clean water to drink.
- What will be decreased? I don't know what you would decrease so it's an impossible question to answer.
- While no one wants to pay more tax an incremental increase to maintain services is ok
- 5 to 10%
- Not sure all that is covered in the 67% collected, but we don't want less!
- Decrease leads to decline in quality of living in Cochrane
- Certain services are key, others are frivolous
- decreasing the service levels is not a good idea...
- Services are an important part of a community, especially one growing as Cochrane is.

Of the **38% that supported a decrease in service levels**, their reason for doing so was:

- The services that should be pulled back are the hours used by the Cochrane Office. Admin such as reception can be done by multiple people and can be taken on by council and corporate services.
- I do not use most of the services (as far as I know). This must be paid for by those that use the services.
- There is plenty of room to economize through staff reductions and a reduction in pay, perks and benefits.
- I am a senior on fixed income and everything is getting more expensive.
- There is already terrible traffic congestion in Cochrane that needs to be addressed, and a lack of recreational facilities in the town esp. for the young family demographic that seems to be moving into all these new homes being built in Cochrane.
- Taxes keep going up in Cochrane. At some point my family and I will leave and so there needs to be a decrease in some service levels to maintain your budget. Many other families feel the same way.
- I don't believe the current service levels are worth the budget.
- I feel we are paying very high taxes and there are some services that could be curtailed a bit, eg. garbage pickup/recycling could be done every 2 weeks, not once a week, for instance. Also, do we have too many people working on all kinds of "woke" agendas which are not necessary at all. In fact, there are probably too many superfluous services that our town provides, but I hesitate to name more of them...

Infrastructure Tax Strategies

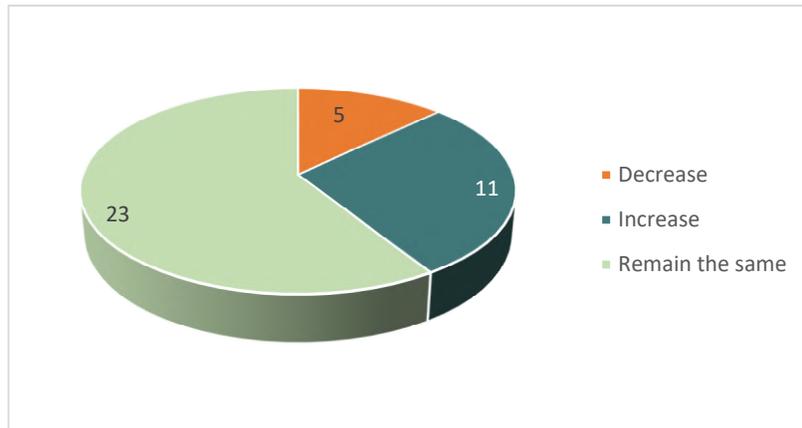
Question 9: Next, thinking about the Town of Cochrane infrastructure (roads, public buildings, etc.) and services overall, which of the following tax strategies best represents your preference?



56% of respondents would prefer to increase or maintain infrastructure and services.

Fire Services (Proposed 20%)

Question 10: Fire Services - Percentage of variable budget: 20%: This includes Fire response, as well as community prevention and inspection services and emergency preparedness.



A majority (59%) of respondents would prefer that the fire services budget of 20% remain the same. Of the 28% of respondents that would prefer an **increase** in fire services spending, “this is an essential service to the community” was the main reason. Followed by:

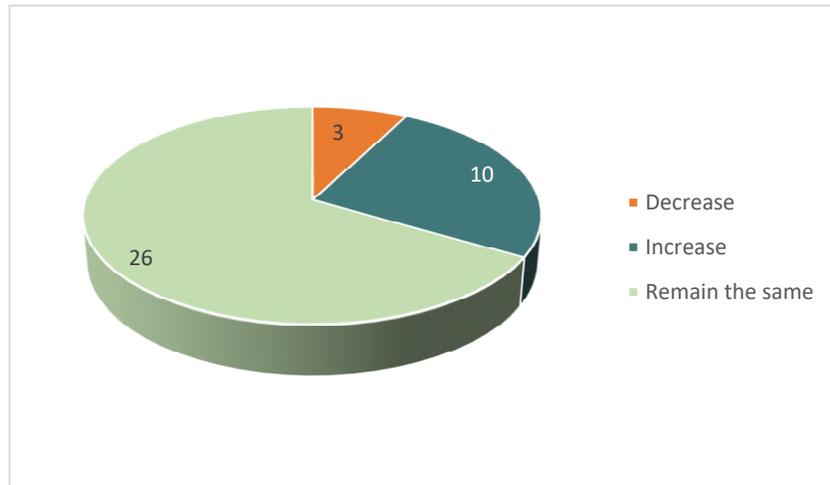
- Would like additional funding due to population growth, then
- Would like to ensure the quickest fire response times and for the safety of residents in equal amounts.

Of the 13% of respondents that would prefer a **decrease** in fire services spending, prioritize spending in other areas of need within the community was the top reason. Followed, in equal amounts, by:

- To address spending on emergency services that may not be necessary given to demand, and
- response times are adequate.

RCMP Services (Proposed 14%)

Question 11: RCMP - Percentage of variable budget: 14%. This includes RCMP contract and detachment administrative support.

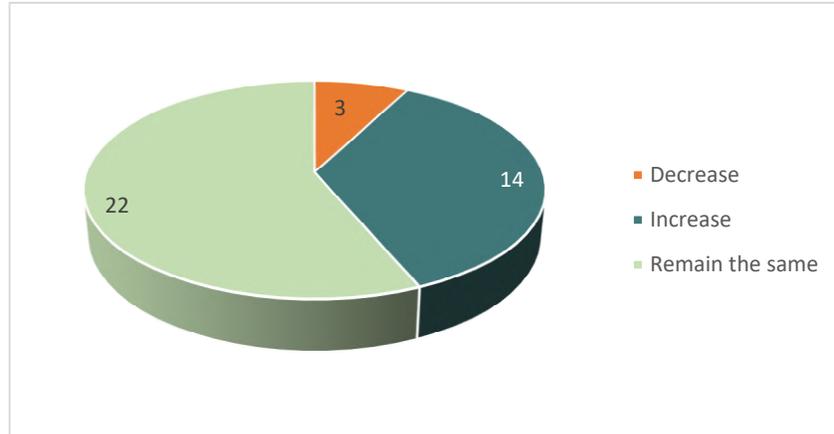


67% of respondents would prefer that their current RCMP budget of 14% remains the same. Of the 26% that would prefer to see an *increase* in spending, their top reason for feeling this way is to “keep up with population growth” followed by (in equal amounts):

- “Would like to keep crime down,”
- “Would like more traffic/speeding enforcement and other respondents.”

Roads Services (Proposed 14%)

Question 12: Roads - Percentage of variable budget: 14%. This includes street, parking lot and alleyway seasonal cleaning, sanding, snow plowing and snow removal, as well as regular street and sidewalk repairs and maintenance.



56% of respondents felt the roads budget should remain at 14%. Of the 7% that would prefer a *decrease* their top reason was “other” followed by (in equal amounts):

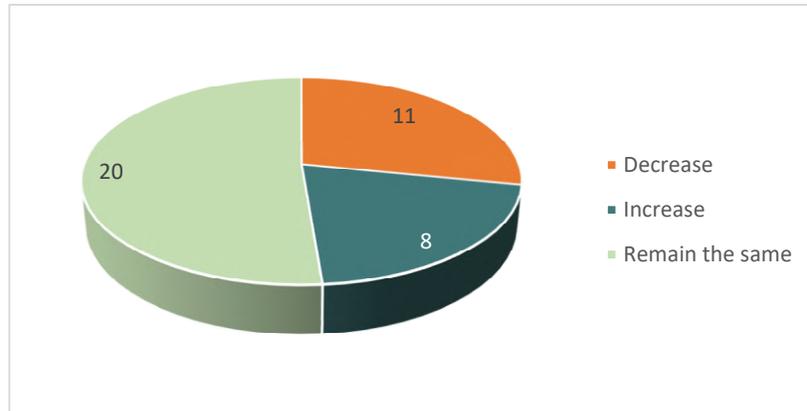
- Residential areas and side streets could be cleared/cleaned less often,
- Consider replacing and/or maintaining snow removal equipment less frequently,
- Consider waiting longer before clearing and sanding roads, and
- Consider clearing roads less frequently during prolonged storms.

Of the 36% that responded with an *increase* in budget, their top reason was to consider clearing and sanding roads sooner or more often, followed by:

- Would like Cochrane to be more prepared for winters,
- Would like more or better snow clearing equipment,
- Would like residential areas and side streets to be cleared more often, and
- Other.

Partner Organizations (Proposed 11%)

Question 14: Partner Organizations – Percentage of variable budget: 11%. Includes organizations that are in partnership with the Town of Cochrane including Spray Lake Sawmills Centre, community grants and the Cochrane Public Library.



51% of respondents would like the budget of 11% for partner organizations to remain the same. Of the 28% that would like the budget to *decrease* their main reason was that “there is a lack of accountability for these partners.” In equal amounts the other reasons for a decrease included:

- the cost of these partnerships is larger than the benefits they provide, and
- residents can use private facilities.

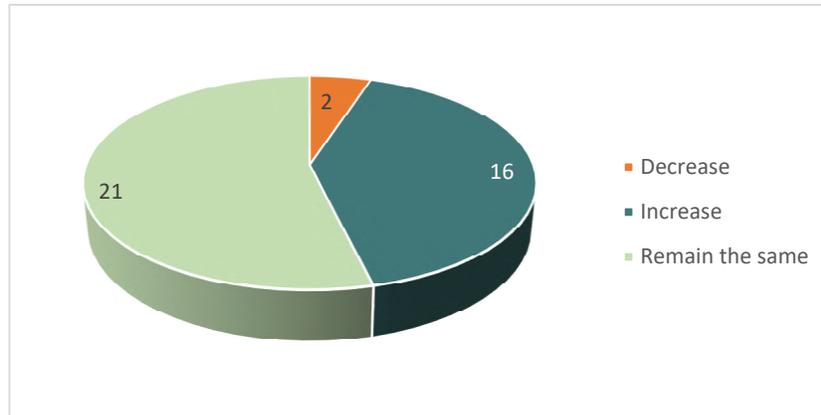
Cochrane has enough facilities to meet the current needs of the community, was the *least* answered question.

Of the 21% that would like to see an *increase* in spending their top reasons were:

- to help make Cochrane an attractive place to live,
- would like to see more programs offered and would like existing facilities updates.

Parks & Open Spaces (Proposed 7%)

Question 16: Parks & Open Spaces. Percentage of variable budget: 7%. Includes maintaining 440 acres of parkland, 43 playgrounds, 80kms of pathway, outdoor skating rinks, as well as the maintenance of sports fields and cemeteries.



54% of respondents would prefer that their parks & open spaces budget of 7% remain the same. For the 5% that would prefer a *decrease* in spending of parks and open spaces, their main reasons were:

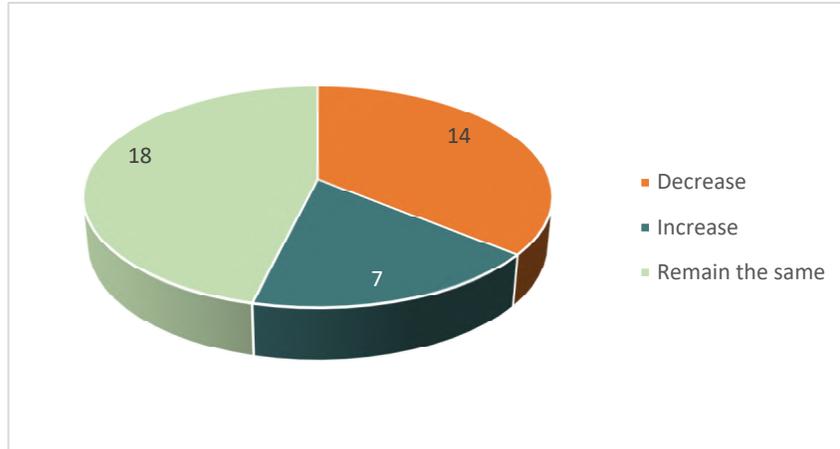
- we have enough playgrounds,
- this is not an urgent area of spending need, and
- other.

41% of respondents would prefer to *increase* spending to better maintain our existing parks and open space infrastructure, followed by:

- We need more areas for leisure,
- To better manage weeds,
- Other,
- We need more outdoor playgrounds.

Municipal Enforcement (Proposed 3%)

Question 17: Municipal Enforcement. Percentage of variable budget: 3%. This includes enforcement of community bylaws, education to reduce violations, traffic enforcement, development compliance and creating a safer space for all residents.



46% of respondents would like their municipal enforcement budget to remain at 3%. The main reason that 36% of respondents would like a *decrease* in municipal enforcement is because “we don’t need any more traffic/speeding enforcement,” followed by:

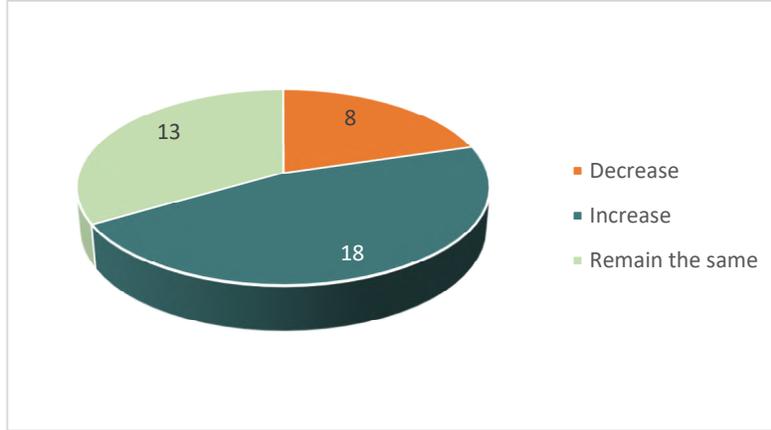
- Our roadways, sidewalks and pathways are safe enough,
- Other,
- Current enforcement levels could handle population growth.

The two top reasons that 18% of respondents would prefer an *increase* in municipal enforcement spending is to help improve the safety of roadways, sidewalks and pathways and they would like more bylaw enforcement, followed closely by the following other reasons:

- Do a better job of educating the public on bylaws such as those related to pet ownership,
- To keep up with population growth,
- Would like more traffic/speeding enforcement, and
- Other.

Family & Community Support Services (Proposed 3%)

Question 19: Family & Community Support Services. Percentage of variable budget: 3%. This includes connecting people and systems, preventative and early intervention programs, affordable housing and family resource network.



46% of respondents would prefer that their family & Community Support Services *should increase beyond 3%*. With 33% of respondents preferring that the budget **remain the same**, and **21%** preferring the budget be **decreased**.

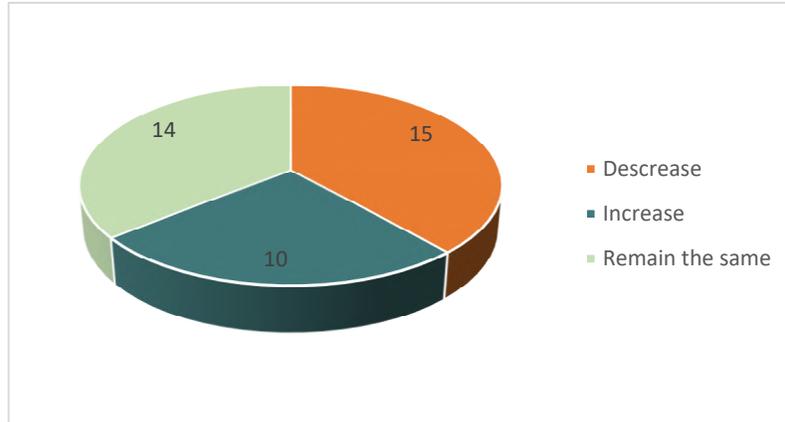
The top three reasons for why respondents felt that the Family & Community Support Services should be *increased* were to:

- help provide affordable support services,
- to keep up with population growth, and
- would like better quality of existing services.

The top reasons why respondents felt there should be a *decrease* were existing services could handle population growth and they would like more funding from other levels of government.

Transit Services (Proposed 3%)

Question 21: Transit (Cochrane On-Demand Local Transit). Percentage of variable budget: 3%. This includes the COLT (Cochrane On-Demand Local Transit) services, which includes the E-Scooters, E-Bikes and Rocky View Handibus.



Respondents' feelings of the transit budget are almost evenly distributed, with 38% of respondents preferring for the transit budget of 3% to be decreased. 26% of respondents would prefer an *increase* in transit, and 36% would prefer it to remain the same.

The top reasons for *decreasing* the transit budget were:

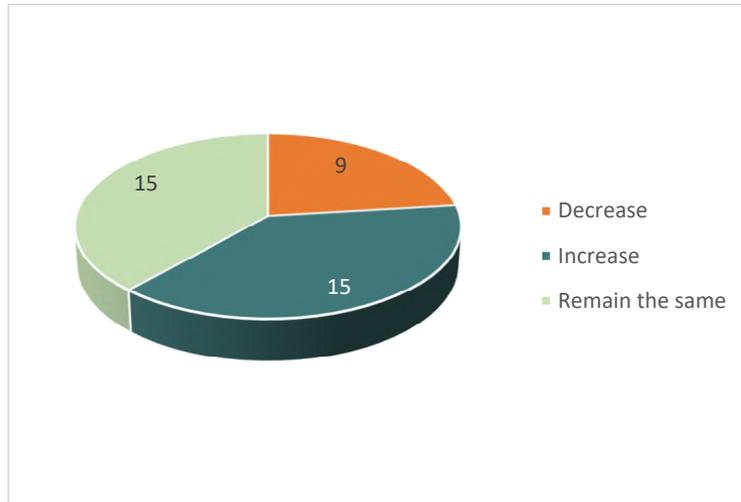
- we don't need e-scooter or e-bike program, and
- my household does not sure public transportation.

Top reasons for *increasing* the budget were:

- would like to establish fixed routes,
- would like more busses and/or frequency of service, and
- would like to extend the hours of service.

Business Development Services (Proposed 1%)

Question 23: Business Development. Percentage of variable budget: 1%. Includes the promotion of the innovation sector, the strengthening of relationships with existing business groups, companies and major developments, as well as proactively planning and implementing initiatives to enhance Historic Downtown Cochrane.



Interestingly 77% of respondents would like the business development budget of 1% to *increase or remain the same*. With 23% of respondents preferring to see a **decrease** in the business development budget.

The main reason to *decrease* the budget was because money could be used for other services.

The main reasons to *increase* the budget were to:

- support businesses to succeed helps our economy to grow
- attracting outside investment to Cochrane
- supporting small business is important to me, and
- need to increase non-residential tax base.

Additional Feedback

Question 25: Thank you for your input on the Town of Cochrane's variable spending budget. Is there any additional feedback you would like to provide regarding your choices?

Some residents have asked for more livability spending around parks, green spaces, bike paths and pedestrian bridges. Concerns around growth were also raised, with concerns about water shortages listed. A comprehensive list of comments include:

- More parks and green spaces please.
- Be smart. Don't pander to politicians from any level.
- I have no problem increasing taxes to see more for my money. I would like to see more bike paths and pedestrian bridges. Quality matters. (My street could be swept a second time.)
- Since when do you do surveys where you can identify who submitted the response. That is just plain bad practice.
- Please no more residential growth, our Town is big enough.
- Whenever a new subdivision is built all costs go up with no benefit to existing residents. Also, we'll run out of water one day, and buying more water licenses won't magically bring us more water.
- There is a serious lack of affordable housing.
- Eliminate wasteful spending and red tape. Find efficiencies to improve production.
- Council members should have all receipts be for public viewing without redactions.
- I do feel like there is quite a bit of "fluff" within the Town administration services, and a higher than industry average salary for most positions, esp given the generous benefits/# of work hrs within the town work week included with employment positions. A ton of time/money being spent on all-staff meetings, team building, etc type activities, which I'm sure are fun, and do have positive value, but are also at the expense of taxpayers, and additional services that could otherwise be provided within the town budget.....

Other Projects to Consider

Question 26: What other projects or goals (if any) should the Town be thinking of when planning the budget for 2024 and beyond? These may result in a tax increase.

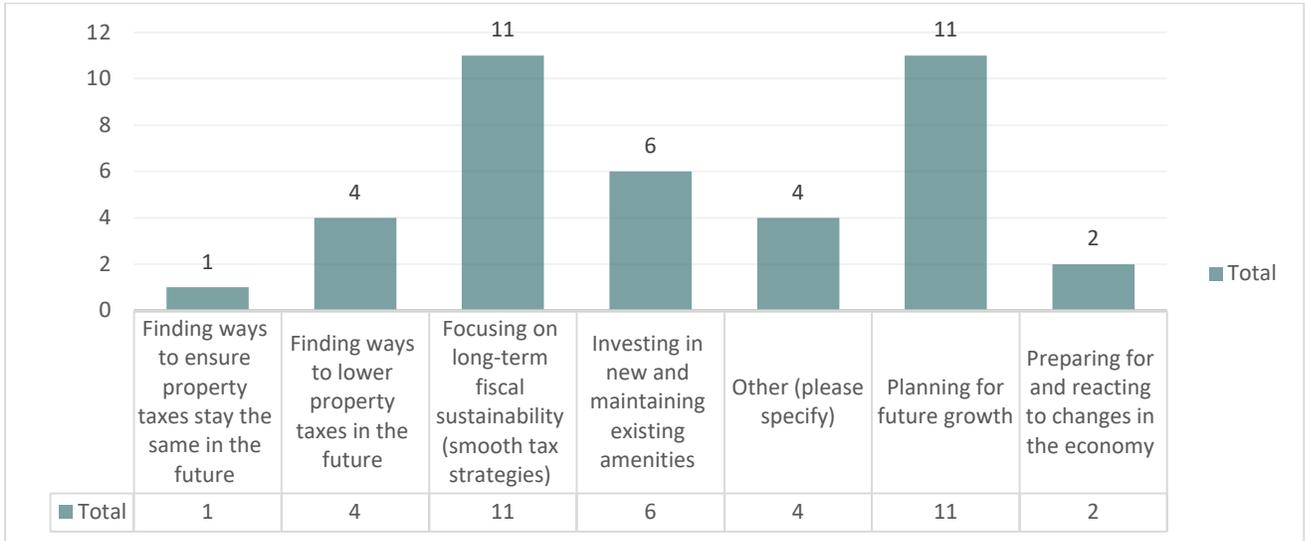
A comprehensive list of comments from the survey include:

- More parks and green spaces please.
- Tri sites.
- The Fire Department should be doing way more prevention work. The response is great but why not prevent the fire in the first place?
- Traffic on Highway 22 south of the river is atrocious most afternoons. The province should be twinning the road all the way to Hwy 1 and the Town should be planning for it.
- I believe the town is seriously administrative heavy (top heavy) and services are provided with an eye to internal performance reviews and pet projects as opposed to actually being a significant help to people and businesses in the community. It is tough to think otherwise when budgets are rolled up into course groupings so no one is able to see what is actually being spent and where.
- More Roundabouts, not traffic lights.
- Additional low cost affordable housing for seniors.
- More paved pathways.
- Attracting investment and new business to lower taxes.
- Lower growth expectations for the foreseeable future or until the current communities are built and completed for at least a few years.
- Growing communities and new communities will put more demand on community centres (spray lakes) and we need to think about expansion.
- I trust admin to know the answer to that, I don't know.
- Setting aside land for school builds, recreation space/sports fields/etc; there is so much growth in young family homes in cochrane right now, and we are quickly seeing our town services become overwhelmed with use.
- Doubling of the highway west to Exshaw and south to the TransCanada. This should have been handled by the past administrations over the past 30 years, so it is all not on the current Mayor and Council, but this needs to be addressed. We need more mid to higher end housing or else families who contribute more to the local economy than those in low income housing will leave and go where housing exists for their needs.
- Stop wasting my money on Provincial roads. Stop wasting money on speciality groups like Bike Cochrane. Get a grip on planning and development before only wealthy people can afford to live here. Learn to say NO to mass development and environmental devastation. Take care of our seniors and young people. Make plans for affordable housing that actually exists. Quit making stupid videos standing on the side of the road - this costs money. People can see, and they can read. Put better controls on executive and Mayor expenses and travel. We don't need it. Focus on schools and health care - I think money does need to be spent.

- I can't let an opportunity pass to mention a new and expanded space for the Library, which is bursting at the seams. But otherwise, I think your Strategic Plan (while broad), is a fairly solid guide- particularly the focus on connectivity and natural spaces.
- stop building mass amounts of new housing when the town infrastructure clearly cannot handle it. Have you seen the ridiculous traffic in this town? Stop catering to the old timers and become a city. Growth is inevitable, become a city so not everything (road work etc) is at the cost of the town.
- Learning to find efficiencies.
- Using recycled river water, create a splash park down near Riverview. Make it a family space with tables and areas to be together.
- Solution to riverbank erosion on dog path adjacent to river.
- We need an outdoor swimming facility for families. Either an outdoor swimming pool with a schedule or a closed off area in the river for people, not dogs!!!
- Attract more business to enhance the tax base, grow employment.
- Water licensing. Does the current licensing scheme support the growth rate? I see industrial water trucks filling up at the river and it makes me wonder if our supply can sustain it.
- We already have everything we need and even more, in my opinion. What we don't want, is another property tax increase.
- Reducing the amount of upper management. Very top heavy, well paid staff and not enough low level workers to get the work done efficiently.
- Better roads and road repairs.
- Building the Horse Creek Sports Complex.

Most Important Priority

Question 27: Finally, with respect to the budget process, which of the following would you say is the most important priority facing the Town?

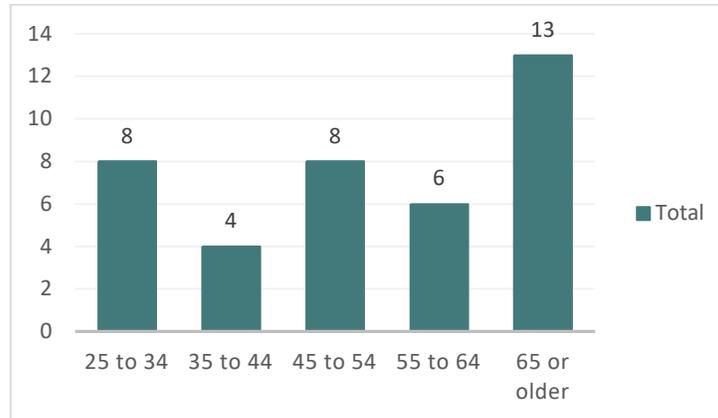


Focusing on long-term fiscal sustainability (smooth tax strategies) and Planning for future growth remain top priorities for respondents. Least important priorities include “preparing for and reacting to changes in the economy” and “finding ways to lower property taxes in the future.”

Demographics:

Age

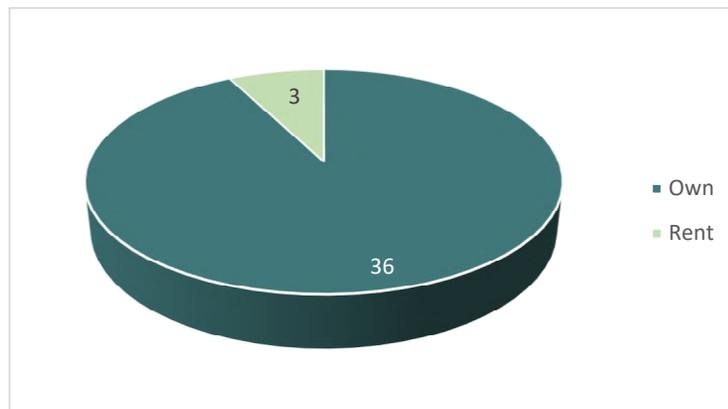
Question 1. How old are you?



69% of respondents were 45 or older.

Rent or Own

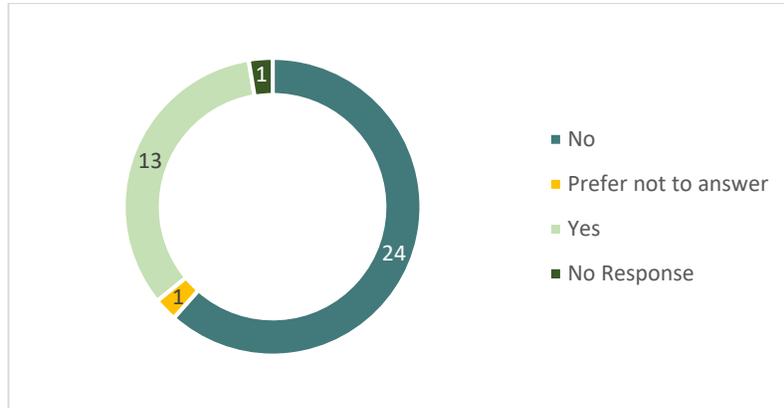
Question 3: Do you own or rent your primary residence in Cochrane?



92% of survey respondents own their home in Cochrane.

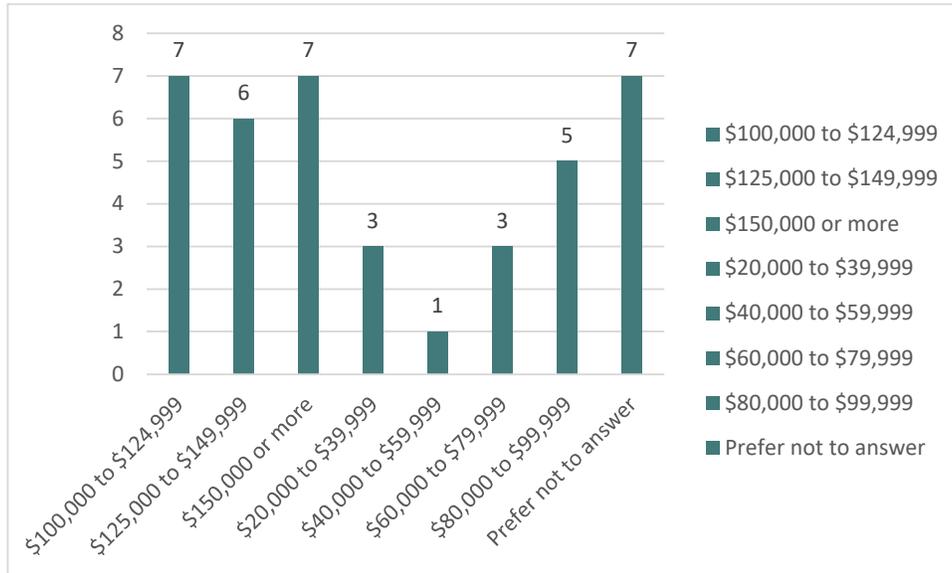
Household Children

Question 28: Are there any children under the age of 18 in your household?



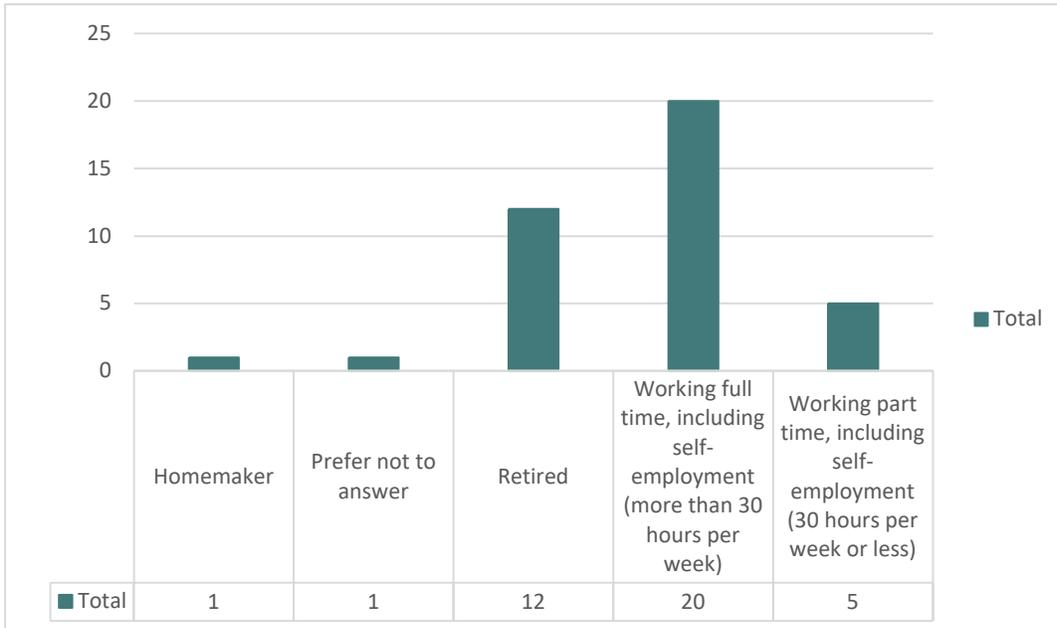
Household income before taxes

Question 29: Which of the following categories applies to your total household income before taxes in 2022?



Current Employment Status

Question 30. Which of the following best describes your current employment status?



Most respondents work full time.



2023

REPORT TO THE

COMMUNITY



2023



MAYOR'S MESSAGE

As I reflect on 2023, it's hard to ignore Cochrane's continuous transformation. Our community has undergone significant improvements in roadways, facilities, and neighborhoods, all while protecting our unique landscape and expansive natural areas.

Projects that were years in the making have come to fruition, demonstrating the gradual but significant nature of change. Cochrane has been deliberate in our prioritization and innovative in our delivery to adapt to changing markets and other impactful factors. The Highway 1A roadway project was completed this year and the province kicked off the Highway 1A/22 interchange. These investments mark substantial progress towards improving our traffic congestion. While considerable construction brought improvements it was not without significant challenges. We are committed to learning from mistakes made while continuing to drive forward progress.

As a community we embrace progress. Council's goal is to ensure planned and managed growth. We are investing in Cochrane, in an organization that can support the needs of our residents through the services and infrastructure that our community expects.

We strive to enrich the lives of our residents through vibrant events and initiatives that bring joy and foster connections among neighbours. Every year, more and more people are choosing to call Cochrane home, and as someone who grew up in Cochrane, raised my family, and started my business here, I understand why.

We are looking to the future and planning to ensure that growth is deliberate and beneficial. This year saw the kick-off of the Envision Cochrane 2050 project, a robust community engagement that will lead to a new Municipal Development Plan that will guide our growth, infrastructure and land use into the future.



These plans ensure that we are intentional about our growth and write a road map for the future in collaboration with Cochrane residents. I hope you will consider participating in the many engagement opportunities to have a say in the future of our community.

Our innovation space at The Station saw its first startup businesses in the incubator this year. The transformation of this space from an empty lot to a lively community gathering space, municipal office, and innovation centre where startup founders are fostering connection, innovation and business growth has been an exciting milestone for Cochrane.

Council and Administration are dedicating our time and energy to making Cochrane the best place to call home. Anticipating and embracing the exciting changes ahead, we are committed to shaping a vibrant future for our community.

Mayor Jeff Genung

ECONOMIC SNAPSHOT

In 2023, Cochrane continued its trajectory of growth and transformation. Capital projects ran throughout the community to improve Cochrane and cater to the needs of our growing community.

Investment in Cochrane's critical infrastructure, encompassing maintenance and tracking, persistently underpins and sustains this ongoing expansion.

- **The Greystone development progressed significantly, now home to residents and contributing to the Town's expanding residential spaces. When fully built this community is planned to include a vibrant main street plaza, a serene pond, parks, a new grocery store, and a new hotel.**
- **Cochrane's newest community Southbow Landing broke ground, featuring a large commercial district, schools, pathways and parks.**
- **Cochrane experienced notable architectural growth with Garmin's construction of a third floor, signaling the continued flourishing of our business landscape.**
- **The Cochrane Business Incubator has started programming and residency, actively fostering new ideas and laying the groundwork for future business expansion.**

**35,825
POP.**

ESTIMATED FROM
PLANNING & GROWTH



**944
HOME SALES**

↑ 27.9% YTD

\$561,200

AVERAGE RESIDENTIAL
SINGLE-FAMILY
PROPERTY ASSESSMENT



2020 - 2023

32.8%

↑ INCREASE IN AVERAGE
HOME PRICES

510

HOUSING STARTS



59 NEW
BUSINESSES
OPENED

2,172
BUSINESS
LICENCES



735

TOTAL
ESTABLISHMENTS

787

HOME-BASED
BUSINESSES



DELIVERING ON COUNCIL'S STRATEGIC PRIORITIES

IDENTITY

We commit to preserving our unique identity.

Envision Cochrane 2050: The Envision Cochrane 2050 MDP Review Project began, seeking resident input on our collective vision for the future. Providing opportunities for everyone in Cochrane to have a say in how our community lives, works, plays and thrives. This process will lead to a new Municipal Development Plan to guide municipal growth, infrastructure and servicing needs and land use.

Launch of new Cochrane.ca: Cochrane launched a new website, proudly sharing all Town information and services and embracing the beauty and unique identity of our community.

VIBRANT ECONOMY

We commit to creating an atmosphere where the modern economy can thrive.

Cochrane Business Incubator: Cochrane Council and administration warmly welcomed the first members of the Cochrane Business Incubator. Housed in the Station at the Cochrane Crossing, the incubator provides comprehensive resources and mentorship for four inaugural start-up founders over the next one to two years.

Connect at the Station: As Cochrane's centre for business, The Station's boardrooms were open for bookings related to business programming. This encompassed planning sessions, business strategy meetings, workshops, networking events, and more—offering a conducive space for businesses to thrive and foster connections

CONNECTIVITY

We commit to bringing people together physically and socially.

HWY 1A Improvements Project: Driving through Cochrane became a smoother experience with the completion of the Highway 1A roadway improvements. Widened lanes, realigned roads, improved access, pedestrian pathways, and enhanced aesthetics – a testament to progress and connectivity.

Advancing Highway 1A/22 Interchange project: A new roadway and intersection emerged with the start of the Highway 1A/22 interchange project. This vital development promises significant improvements in traffic flow and connectivity throughout our community.

Centre Ave Phase 3: The transformation began on a critical corridor through Cochrane. Widening Centre Avenue from Powell Street to 1st Street included the relocation and installation of utilities and acquiring land on the west side to enhance connectivity through road expansion.



LIVABILITY

We commit to creating a vibrant and active community with connected neighbourhoods.

Grand opening Protective Services Building: We stepped into a new era of safety and collaboration with the grand opening of the Protective Services Building – a collaborative effort between the RCMP and municipal enforcement. This state-of-the-art facility symbolizes our commitment to safety and community well-being.

Cochrane Cares & Age Friendly: We strengthened community well-being with the launch of Cochrane Cares, a mental health support website. Simultaneously, we initiated the Age-Friendly Community Initiative, aiming to eliminate barriers and create an inclusive environment where everyone, regardless of age, can access services, programs, businesses, and facilities. These efforts reflect our commitment to fostering a thriving and supportive Cochrane for all.

Fire Services Master Plan & Safety Messaging: Growth comes with responsibility. To protect our community's future, the Fire Services Master Plan was created. Seasonal safety messaging was shared with the community to create a safer and more resilient community.

Building Relationships Traditional Pow Wow: Bears paw First Nation, Chiniki First Nation, Goodstone First Nation, and the Town of Cochrane, in partnership with Spray Lake Sawmills Centre celebrated a historic moment with the first-ever Building Relationships Traditional Pow Wow, a cultural celebration that resonated with the spirit of unity and inclusivity.



OPEN SPACES & NATURAL AREAS

We commit to protecting, nurturing and enjoying our natural landscape

Jim Uffelmann Park Environmental Study: Cochrane undertook a comprehensive environmental study of Jim Uffelmann Park in recognition of its significance to the community. Working with external consultants, the study assessed environmental conditions, identified sensitive areas, and engaged with over 1,150 residents to address conflicts in recreational use, visible bank erosions, and environmental sensitivity. The goal of this ongoing project is to preserve the park's integrity and explore potential recreational enhancements through continued community engagement.

Sunset Pond Irrigation: We successfully installed a new aeration system in Sunset Pond to address the odors resulting from decaying vegetation under the winter ice during spring thaw. This strategically placed system not only enhances the pond's beauty but also promotes a healthier ecosystem, providing a delightful and odor-free oasis for our community year-round.

Tree planting: We're not just growing physically but also ensuring our natural beauty thrives. In 2023, approximately 3,500 trees were planted, reaffirming our commitment to environmental protection and sustainable development.

Matt Krol Playground: We celebrated the reopening of Matt Krol Playground, a community-driven project achieved through collaboration with the Parks and Rec committee and the Riverview Community Association. The enhanced playground now features brand-new inclusive equipment, offering a wide range of climbers, slides, the world-famous expression swing, a collaborative see-saw, and sensory elements, providing endless entertainment for all ages.



3,838
INDIVIDUALS RECEIVED
SUPPORT
FROM FAMILY &
COMMUNITY SUPPORT
SERVICES



324 km
OF
ROADWAYS



1,268
CALLS
RESPONDED
TO BY FIRE SERVICES

6,784

PARENTS/CHILDREN
ATTENDED
PROGRAMMING

486
WATER
REBATES
ISSUED



2,682
CALLS/
REQUESTS
RESPONDED
TO BY MUNICIPAL ENFORCEMENT



531
HECTARS OF
GREEN
SPACE

40
PLAYGROUNDS



10,179
SAFETY
CODE
INSPECTIONS
COMPLETED



36
TOWN
FACILITIES



3,315
OPERATIONS
REQUESTS



4,453
PERMITS
ISSUED



639
SERVICE
REQUESTS
RESPONDED TO
BY FACILITIES



510
DWELLING
UNITS
ISSUED



COMMUNITY

ENGAGEMENT



YOUR
THOUGHTS

REGISTER TODAY, STAY INFORMED
AND PROVIDE YOUR FEEDBACK ON
LETSTALKCOCHRANE.CA



Community engagement is based on the democratic idea that everyone who is affected by an issue that impacts their community should have a say in the decision making around it.

It, moreover, holds the promise that public participation can influence decisions that affect the provision of services, future visions and sustainability of our communities.

In 2023, Council invested in Cochrane's public engagement with a dedicated roll added to the organization to support this critical function. These investments are paying true dividends.

In May, we launched a new Let's Talk Cochrane platform, which emerged as a vital hub for engagement, attracting 12,145 visitors and boasting an impressive engagement rate of 26%. Seven hundred and seventy five people registered for the site in the first six months, reflecting a growing eagerness for residents to stay informed and involved in their community.

In 2023, Cochrane coordinated a number of public engagement initiatives, including:

- Budget engagement
- Envision Cochrane (Phase 1)
- Age-Friendly Initiative
- Name our fleet contest
- Let's Talk public engagement survey and focus group

The budget engagement, facilitated consultant, sought community input on how we should allocate tax dollars to enhance services for our 2024-2026 budget cycle. We conducted a statistically valid telephone and online survey. The feedback led to increased investment in parks, pathways, roadways and community safety with the addition of more firefighters.

The Let's Talk public engagement provided insight into community feedback on current public engagement practises. What we heard from residents was that while influencing decisions was a top reason for engagement, sharing ideas, concerns, and brainstorming solutions were also key motivations. This emphasized the importance of seeing results, creating safe spaces for open and respectful conversations, and having fun and flexible participation options, including online opportunities and engagement with Administration and Council.

Looking ahead, Cochrane is committed to enhancing engagement practices by developing an internal framework, embracing mobile and online opportunities, ensuring transparent reporting, and reflecting the diversity of its population.

The year ahead offers an exciting opportunity for Cochrane to build upon the successes of 2023 by embracing a balanced approach of new and innovative practices, while also recognizing budgetary considerations. Change takes time, and we are committed to making meaningful strides moving into 2024, sharing our learnings with the community and improving as we move forward on this exciting journey.

12,662
FACEBOOK
FOLLOWERS

775
INDIVIDUALS
REGISTERED ON
LETSTALKCOCHRANE.CA

11,394
RESPONSES
ON LETSTALKCOCHRANE.CA
MAY - DECEMBER 2023



101 RancheHouse Road, Cochrane, AB T4C 2K8
403-851-2500

Stay informed and stay connected:
cochrane.ca
letstalkcochrane.ca

	<h1>TOWN OF COCHRANE POLICY</h1>
Policy No.: Policy Title: Approval Date: Revision Date: Department:	1705-01 Operating Reserves June 13, 2011 Corporate & Community Sustainability

Policy Statement

- i. In compliance with this policy and the Municipal Government Act, the establishment of all reserve accounts and the transfers to and from these accounts require Council approval through the budget.
- ii. Operating reserve balances for contingencies must be sufficient to achieve sustainability goals established by Council in the annual budgeting process. Operating reserves must have a minimum balance of five percent (5%) of current year budgeted total operating expenditures excluding amortization.
- iii. In the event of a balance below the minimum level, a strategy will be adopted to achieve the minimum level over a period not to exceed three (3) years, including replenishing the reserve with any unplanned one-time revenues, previously committed one-time contingent funds or appropriated items that are no longer required for their original purpose. Other reserve balances will be reassessed and where appropriate, amounts transferred to the operating reserve.
- iv. One hundred percent (100%) of any annual general government surplus above the minimum balance will be transferred into Facilities lifecycle capital reserves or as otherwise directed by Council.
- v. A target reserve balance for operating contingencies is 8% of current year budgeted total operating expenditures excluding amortization.

- vi. This policy does not apply to capital reserves as a separate strategy is being developed for capital reserves.
- vii. Reserve account balances will be reviewed on a periodic basis, with recommendations made to Council.

1. Reason for Policy

Operating reserves are fundamental to the Town of Cochrane's financial stability. The Town's operating reserve accounts are savings that support resilient fiscal strategies in recessionary times. Operating reserves are vital for our financial sustainability.

- 1.1 There are two major categories of operating reserves. Reserves for projects approved by Council but not yet expended and operating reserves for contingencies

- 1.1.1 Reserve for projects approved but not yet expended.
In municipalities taxes are levied for the net cost of operations which include specific projects that remain in progress at the end of a fiscal year. Unexpended funds are transferred to operating reserves to fund the balance of project costs expected in a future fiscal year.

- 1.1.2 Operating reserves for contingencies
Reserves are needed in anticipation of unknown expenditures or liabilities. If a reserve for contingencies is not created it could have a significant effect on the future tax levy of the municipality should the liability actually materialize. Reserves established may also be used to stabilize service levels by providing funding in lean years and absorbing surpluses in good years.

2. Related Information

- 2.1 Management of Operating Reserve Funds
A number of statutory restrictions apply to the management of the assets of any Reserve Fund. Reserve funds may be invested only in the securities authorized under Investment Policy #1802: Earnings derived from the investment of a reserve shall form part of that reserve. Interest applied to reserve balances will normally be applied at the Town's short-term investment earnings rate.

- 2.2 Reporting of Operating Reserve Funds
Operating reserve fund balances will be reported during the annual budget process and disclosed in the Town's annual audited financial statements.

3. Definitions

- 3.1 **Reserve** is an appropriation from net revenue at the discretion of Council, after provision for all known expenditures.
- 3.2 **Operating Reserve** is an appropriation from net revenue for future expenditures that are not tangible capital assets.
- 3.3 **Annual General Government Surplus** is the excess of revenue over expenses (excluding non-cash amortization), for government activities, as consistent with the Town's audited financial statements.
- 3.4 **Operating Reserve for contingencies** is an uncommitted reserve account established for the purpose of providing funding to address significant emergent financial issues.
- 3.5 **Net cost of operations** the most recently Council approved requisition of taxation required to operate the Town's services.

4. Responsibilities

- 4.1 Town Council to:
 - 4.1.1 Approve by resolution this policy and any amendments.
 - 4.1.2 Consider the allocation of resources for successful implementation of this policy in the annual budget process.
- 4.2 Chief Administrative Officer to:
 - 4.2.1 Implement this policy and approve procedures.
 - 4.2.2 Ensure policy and procedure reviews occur and verify the implementation of policies and procedures.
 - 4.2.3 Recommend transfers to or from reserve and equity accounts through the budget.
 - 4.2.4 Recommend to Council a strategy to replenish operating reserves if the balance falls below minimums approved by Council.
- 4.3 Senior Manager, Corporate Services to:
 - 4.3.1 Ensure implementation of this policy and procedure.

- 4.3.2 Ensure that this policy and procedure is reviewed every three (3) years.
- 4.3.3 Make recommendations to the Chief Administrative Officer of necessary policy or procedure amendments.
- 4.3.4 Reserve transfers will be reported and approved through the budget.
- 4.3.5 Ensure interest earnings are applied at the Town's short-term investment earnings rate.
- 4.4 Supervisor to:
 - 4.4.1 Understand, and adhere to this policy and procedure.
 - 4.4.2 Ensure employees are aware of this policy and procedure.
- 4.5 All Employees to:
 - 4.5.1 Understand and adhere to this policy and procedure.

5. End of Policy

	<h1 style="margin: 0;">TOWN OF COCHRANE PROCEDURE</h1>
<p>Policy No.: Policy Title: Department:</p>	<p>1705-01 Operating Reserves Corporate & Community Sustainability</p>

Policy Statement and Purpose:

Operating reserves are fundamental to the Town of Cochrane’s financial stability. The Town’s operating reserve accounts are savings that support resilient fiscal strategies in recessionary times.

- i. In compliance with this policy and the Municipal Government Act, the establishment of all reserve accounts and the transfers to and from these accounts require Council approval through the budget.

- viii. Operating reserve balances for contingencies must be sufficient to achieve sustainability goals established by Council in the annual budgeting process. Operating reserves must have a minimum balance of five percent (5%) of current year budgeted total operating expenditures excluding amortization.

- ix. In the event of a balance below the minimum level, a strategy will be adopted to achieve the minimum level over a period not to exceed three (3) years, including replenishing the reserve with any unplanned one-time revenues, previously committed one-time contingent funds or appropriated items that are no longer required for their original purpose. Other reserve balances will be reassessed and where appropriate, amounts transferred to the operating reserve.

- x. One hundred percent (100%) of any annual general government surplus above the minimum balance will be transferred into the Major Facilities reserve (GL4-97-07-994) or as otherwise directed by Council.

- xi. A target reserve balance for operating contingencies is 8% of current year budgeted total operating expenditures excluding amortization.

1. Related Information:

- 1.1 There are two major categories of operating reserves. Reserves for projects approved by Council but not yet expended and operating reserves for contingencies
 - 1.1.1 Reserve for projects approved but not yet expended. In municipalities taxes are levied for the net cost of operations which include specific projects that remain in progress at the end of a fiscal year. Unexpended funds are transferred to operating reserves to fund the balance of project costs expected in a future fiscal year.
 - 1.1.2 Operating reserves for contingencies
Reserves are needed in anticipation of unknown expenditures or liabilities such as damage claims, municipalities. If a reserve for contingencies is not created it could have a significant effect on the future tax levy of the municipality should the liability actually materialize. Reserves established may also be used to stabilize service levels by providing funding in lean years and absorbing surpluses in good years.

2. Definitions

- 5.1 **Reserve** is an appropriation from net revenue at the discretion of Council, after provision for all known expenditures.
- 5.2 **Operating Reserve** is an appropriation from net revenue for future expenditures that are not tangible capital assets.
- 5.3 **Annual General Government Surplus** is the excess of revenue over expenses (excluding non-cash amortization), for government activities, as consistent with the Town's audited financial statements.
- 5.4 **Operating Reserve for contingencies** is an uncommitted reserve account established for the purpose of providing funding to address significant emergent financial issues.
- 5.5 **Net cost of operations** the most recently Council approved requisition of taxation required to operate the Town's services.

3. Procedure

Senior Manager, Corporate Services to:

- 4.3.1 Ensure implementation of this policy and procedure

- 4.3.2 Ensure that this policy and procedure is reviewed every three (3) years.
- 4.3.3 Make recommendations to the Chief Administrative Officer of necessary policy or procedure amendments and to recommend a strategy to replenish operating reserves if the balance falls below minimums approved by Council.
- 4.3.4 Reserve balances and transfers are reported and approved through the annual budget process.
- 4.3.5 Ensure interest earnings are applied at the Town's short-term investment earnings rate.

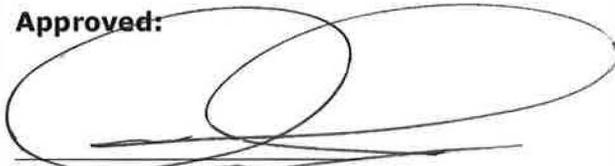
Manager, Financial Services to:

- 4.4.1 Understand, and adhere to this policy and procedure.
- 4.4.2 Ensure employees are aware of this policy and procedure.

4.5 All Employees to:

- 4.5.1 Understand and adhere to this policy and procedure.

Approved:



Julián deCocq, C.A.O.

June 28 2011
Date



Acronyms



Acronyms

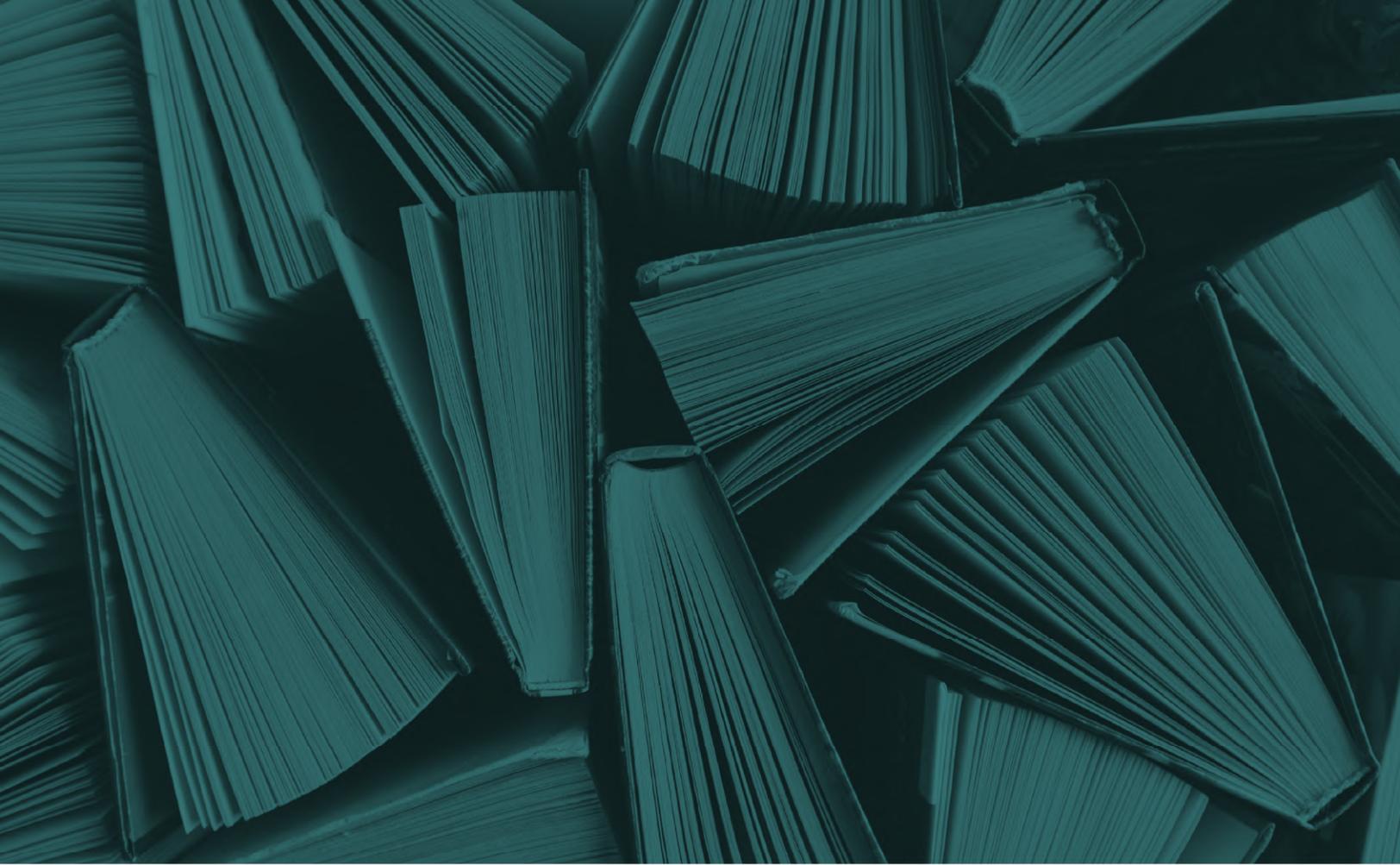
2022 – 2025 STRATEGIC PLAN PRIORITIES

- FES:** Financial & Environmental Stewardship
- IR:** Intentional Relationships
- BE:** Built Environment
- OR:** Organizational Resiliency
- I:** Identity
- VE:** Vibrant Economy
- OSNA:** Open Spaces & Natural Areas
- C:** Connectivity
- L:** Livability

2024 – 2026 BUDGET BOOK ACRONYMS

- App:** Application
- ATF:** Active Transportation Fund
- BTU:** British Thermal Unit
- C:** Celsius
- CAO:** Chief Administrative Officer
- CCTV:** Closed-Circuit Television
- CHAPS:** Cochrane Historical & Archival Preservation Society
- CFTA:** Canadian Free Trade Agreement
- COLA:** Cost of Living Adjustments
- COLT:** Cochrane On-demand Local Transit
- CP:** Canadian Pacific
- CPR:** Canadian Pacific Railway
- CPA:** Chartered Professional Accountants
- CSHO:** Cochrane Society for Housing Options
- CSR:** Customer Service Representatives
- Dr:** Drive
- e.g.:** For Example
- EDI:** Equity, Diversity, and Inclusion
- ER:** Environmental Reserve
- ELT:** Executive Leadership Team
- ERP:** Enterprise Resource Planning
- FCSS:** Family and Community Support Services
- FOIP:** Freedom of Information and Protection of Privacy Act
- FRN:** Family Resource Network
- FTE:** Full Time Equivalent
- GIC:** Guaranteed Investment Certificate
- GIPOT:** Grants in place of Taxes
- GIS:** Geographic Information System
- GL:** General Ledger
- GST:** Goods and Service Tax
- HA:** Hectares
- HR:** Human Resources
- hrs:** Hours
- Hrs:** Hours
- HSMS:** Health and Safety Management System
- HVAC:** Heating Ventilation and Air Conditioning
- HWY:** Highway
- i:** Number One
- ii:** Number Two
- iii:** Number Three
- IS:** Information Services
- iv:** Number Four
- JWT:** James Walker Trail
- km:** Kilometer

LUB: Land Use Bylaw
M: Metre
M2: Square Metre
max: Maximum
MGA: Municipal Government Act
min: Minimum
ML/d: Million litres per day
MLD: Million litres per day
mm: Millimetre
MR: Municipal Reserve
MSI: Municipal Sustainability Initiative
NWPTA: New West Partnership Trade Agreement
OSL: Offsite Levy
PSB: Protective Services Building
PSC: Protective Services Centre
Q1: Quarter One
Q2: Quarter Two
Q3: Quarter Three
Q4: Quarter Four
QMP: Quality Management Plan
R-1: Rating one
RCMP: Royal Canadian Mounted Police
Rd: Road
RFP: Request for Proposal
SLS: Spray Lake Sawmills
SLSC: Spray Lake Sawmills Centre
sq ft: Square Feet
SUV: Sport-Utility Vehicle
TILMA: Trade, Investment, and Labour Mobility Agreement
W3: Water & Waste Water
WTP: Water Treatment Plant
": Inch



Glossary



Glossary of key terms

Assessment: The process of determining the value of properties within the municipality, which forms the basis for property tax calculations.

Audited Financial Statements: Comprehensive financial reports that provide an accurate assessment of a municipality's financial health, typically performed by external auditors.

Balance: In the context of a municipal budget, balance typically refers to the financial equilibrium between revenues and expenditures. A balanced budget indicates that the municipality's income matches its spending.

Capital Budget: A budget that focuses on large, long-term investments in infrastructure, facilities and equipment.

Capital Expenditure: Capital expenditure, often referred to as "capex," involves the funds allocated for the acquisition or improvement of long-term assets or infrastructure, typically with a useful life of over one year.

Debenture: A debenture is a long-term bond issued by a municipality to raise funds for capital projects, with the promise of repayment, including interest, over a specific period.

Debt: Debt, in the context of a municipal budget, is the amount of money owed by the municipality, typically incurred to finance capital projects or cover budget shortfalls. Municipalities are responsible for managing and repaying their debt obligations.

Debt Service: The budget allocation for repaying loans or bonds used to finance capital projects or infrastructure development.

Expenditure: The money spent by a municipality to deliver services and maintain operations, encompassing various categories such as personnel costs, supplies and capital investments.

Fiscal Year: The 12-month period used for budgeting and financial reporting, which may or may not align with the calendar year.

Fund Accounting: Fund accounting is a method of accounting used by municipalities to track and manage financial resources for specific purposes or programs. Funds are separate accounts within the municipal budget, each earmarked for a particular area of expenditure, ensuring that money is used for its designated purpose.

Fund Balance: The difference between a fund's assets and liabilities, indicating the overall financial health of a specific fund.

Infrastructure: Infrastructure refers to the physical facilities, structures, and systems necessary for the functioning of a municipality, such as roads, bridges, water and sewage systems and public buildings.

Mill Rate: The tax rate applied to the assessed value of a property to determine the amount of property taxes owed.

Multi-Year Budget: A budget that covers multiple fiscal years, providing a longer-term financial plan for the municipality.

Municipal Government Act (MGA): The MGA is legislation that outlines the rules and regulations governing municipal governments in a specific jurisdiction. It typically covers matters related to governance, taxation, planning and more.

Municipal Sustainability Initiative (MSI): MSI is a funding program in Canada that provides financial assistance to municipalities for infrastructure projects and services that support community sustainability and growth.

Operating Budget: A budget that outlines the day-to-day expenses for running municipal services and operations, excluding capital expenditures.

Public Sector Accounting Board (PSAB): PSAB is an independent organization responsible for setting accounting standards for the public sector in Canada, including municipal governments. These standards ensure consistency, transparency and accountability in financial reporting.

Property Taxation: Property taxation is the process through which municipalities collect revenue by levying taxes on real property, such as homes, land, and businesses. These taxes fund local services and government operations.

Reserves: Financial accounts set aside to cover future expenses, emergencies, or capital projects, helping ensure financial stability.

Revenue: All the income and funds that a municipality receives, typically including taxes, fees, grants and other sources of income.

Strategic Plan: A strategic plan is a roadmap that outlines the long-term goals, objectives, and priorities of a municipality. It provides a clear vision of where the municipality is heading and the actions needed to achieve those goals.

Surplus: The amount of revenue remaining after all expenditures have been met, often used for future investments or to build financial reserves.

Tax Levy: The total amount of property taxes that a municipality imposes on property owners to fund its operations and services.

Transparency: The practice of making budget information easily accessible to the public, promoting accountability and understanding of the budgeting process.



cochrane
HOW THE WEST IS NOW

