

Budget

2023-2025

Draft



cochrane
HOW THE WEST IS NOW

2023 - 2025 Budget: Table of Contents

	PAGE
Introduction.....	1
Message from the Chief Administrative Officer.....	1
Executive Summary & Ten Year Capital Plan.....	2
Workforce.....	12
Town Council.....	13
Council's Strategic Plan.....	14
Operating Budget.....	18
Operating Budget Summary.....	19
Council.....	20
Office of the CAO.....	21
Office of the CAO Division.....	21
Office of the Chief Administrative Officer.....	22
Organizational Strategy & Culture Section.....	23
Organizational Strategy & Culture.....	24
Communications.....	25
Human Resources.....	26
Intergovernmental Relations.....	27
Corporate Services.....	28
Corporate Services Division.....	28
Corporate Services.....	29
Financial & Information Services Section.....	31
Financial & Information Services.....	32
Assessment & Taxation.....	33
Financial Services.....	34
Information Services.....	35
Legislative & Administrative Services Section.....	37
Legislative & Administrative Services.....	38
Administrative Services.....	39
Legislative Services.....	40
Protective & Community Services.....	41
Protective & Community Services Division.....	42
Community Services Section.....	44
Community Services.....	45
Family & Community Support Services.....	46
Affordable Housing.....	47
Community Support Programs.....	48
Family Resource Network.....	49
Seniors' Support.....	50
Parks & Open Spaces.....	51
Cemetery.....	53
RancheHouse Events Centre, Community Events & Culture.....	54
Community Connectivity.....	56
Community Partners.....	58
Community Grants.....	59
Library.....	60
Spray Lake Sawmills Family Sports Centre.....	61
Protective Services Section.....	62
Protective Services.....	63
Emergency Management.....	64
Fire Services.....	65
Municipal Enforcement.....	67
RCMP.....	69
Development & Infrastructure Services.....	71
Development & Infrastructure Services Division.....	72
Engineering & Asset Management Section.....	73

2023 - 2025 Budget: Table of Contents

CONTENTS

	PAGE
Engineering & Asset Management.....	74
Civil Land Development.....	75
Facilities.....	76
Fleet.....	78
GIS.....	79
Planning & Development Services Section.....	80
Planning & Development Services.....	81
Business Development.....	82
Planning Services.....	83
Safety Codes.....	84
Operations Section.....	85
Operation Services.....	86
Roads.....	87
Storm Sewer.....	89
Eco Centre.....	90
Waste Management.....	91
Water.....	92
Wastewater.....	94
Capital Budget.....	96
Capital Improvement Plan Summary.....	97
Capital Project Details.....	100
Service Fees.....	158
Business Licensing.....	159
Cemetery.....	160
Civil Land.....	161
Community Events.....	162
Corporate & Legislative Services.....	163
Parks.....	164
Fire Services.....	165
GIS.....	166
Municipal Enforcement.....	167
Operational Services.....	168
Planning.....	170
Roads.....	174
Safety Codes.....	175
RancheHouse Events Centre.....	179

Message from the Chief Administrative Officer



Administration is pleased to present the 2023-2025 draft budget. This budget includes a three-year operating forecast outlining a path to sustainable service delivery and a 10-year capital plan that contains a number of critical infrastructure investments.

Each year brings with it a set of unique challenges and the year ahead is no different. As we continue to settle from the pandemic, we are facing a new set of challenges – unprecedented inflation, continued pressure on supply chains and work forces, elevated construction costs and elongated timelines. Through this, Cochrane remains one of the fastest growing communities in Canada. This is a reflection of the distinct advantages we all enjoy as residents and business owners who choose to call this community home. Our community's expectations that the municipality deliver quality, efficient, and consistent services are unchanged. Fortunately, this desire is mirrored by our organization and its talented public servant's resolute commitment to supporting these important outcomes that families and businesses rely on each and every day.

This proposed budget seeks to balance the pressure of inflation and growth with the important work begun last year to create a resilient and capable organization designed to serve the size of community we have become. The community continues to be at a critical crossroads for choosing its future. The plans outlined in this document are designed to support the development of a complete community and the requisite organizational capabilities to create and sustain it.

Our team works tirelessly to ensure the investment our residents make in this community produce outstanding value. We are confident that Cochranites enjoy exceptional returns on their investment and we will work diligently to maintain this reality.

I invite you to join me in building the best possible version of this exceptional community.

A handwritten signature in blue ink, appearing to read "Mike Derricott". The signature is stylized and fluid.

Mike Derricott, CAO

Breaking down the budget

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

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

Operating budget

The operating budget includes the anticipated funds needed to provide services and contribute to reserve savings, both operating and capital, to support financial sustainability and intergenerational equity. The operating portion of the budget is used to ensure that essential day-to-day services are provided to residents – from water, wastewater, and waste collection to social supports, planning services, roads, and parks maintenance, and to save for the future.

Capital budget

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



Executive Summary

2023-2025 budget

Council recently adopted their 2022-2025 Strategic Plan that lays out the vision for our community, one that continues to grow and evolve at a rapid pace. The Strategic Plan includes goals that require strategic financial investment to meet them.

Community expectation for innovative, customer-focused service delivery also continues. Strides were made in 2022 toward right-sizing the organization to keep pace with growth and service delivery expectations, both operationally and strategically, and the work continues in the 2023 – 2025.

Most impactful has been the extensive inflationary pressures over the last year, which has affected the cost of delivering services. Cochrane is experiencing increases as we heat our municipal facilities, fuel our mowers, snowplows, and vehicles, and purchase materials to support critical community services and projects.

We are committed to ensuring that the services provided are aligned with the needs of the community and are delivered in an effective, efficient, and financially sustainable way. While we strive for financial prudence in all our efforts, this budget reflects the impacts of growth and inflation, works towards the goals of the Strategic Plan, and protects our thriving future by ensuring intergenerational equity, balancing the needs of today with those of the future.

Guiding principles

- Ensure capacity to support a thriving quality of life for our community
- Inter-generational equity: balance the needs of today while preserving long-term financial viability
- Proactively build organizational resiliency
- Budget for the size we are

Capital budget

While the priority in 2023 is completing prior year projects, the capital budget includes \$77 million in projects over the next three years and \$343 million over the next 10 years. This budget focuses on supporting Council's 2022-2025 Strategic Plan, with a significant focus on transportation solutions and utility-related infrastructure to support our growing community. Projects include:

- Centre Avenue Improvements – Phases 3 & 4
- Quigley Drive Upgrades – Phase 2
- Gleneagles Drive Upgrade – Phase 2
- Wastewater Pipeline Twinning
- East End Storm Improvements
- Glenpatrick Drive Infrastructure Replacements
- Highway 22 to Riverview Syphon
- 5th Avenue Site Servicing

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) year over year increase for August was 6.7%, a level not seen in decades. The increased costs to provide services, as well as to build and maintain asset and infrastructure tools, has placed significant financial pressure on the organization.

Uncontrollable cost increases of more than \$2M include insurance, fuel, heat and power utility, RCMP contract, software licensing, telecommunications, legal fees, bank and credit card charges, operating costs for the newly opened Station, support for partner organizations, and compensation cost of living (COLA) increases.

To help offset inflationary impacts, a draw from the Tax Stabilization reserve (\$500K) is being taken in 2023, with replenishing contributions beginning in 2025. In addition, the increased operating budget is funded from an increase in user fees, draws from other operating reserves (\$2.3M in 2023, \$860K in 2023, and \$745K in 2024), and property tax increases. A portion of these increased taxes (3.25%) will be paid through continued growth in the community, with the remaining (7.55%) paid by increasing property taxes. This increase equates to \$15.67/month for the average residential property.

Let's Talk Budget: Survey Results

Earlier this year, Town staff initiated a public engagement process to gain insight into resident perspective and help to guide the 2023-2025 budget. Questions were asked about departmental service levels, allocating additional funds, and funding options.

In total, 312 responses were received. The results were presented to Council in July 2022 and demonstrated that most respondents are happy with service at the current level, with a varying number wanting service level increases or decreases, depending on the department. A higher interest in service level increases were identified for community safety, community services, parks and open spaces, roads, and infrastructure projects. More than 60% of respondents support the use of tax dollars to build financial reserves for future infrastructure.

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

- Continued building of the Community Services section
- Contributions to reserves to support future infrastructure and asset additions, replacements, and improvements
- Cost reductions and efficiency gains whenever possible
- Implementing innovative traffic calming measures
- Leveraging technological solutions to increase efficiency and customer service, including e-services
- Website redevelopment
- Inclusion of a dedicated civic literacy campaign
- Exploring opportunities to partner with community groups to advance community services opportunities
- Addressing priority social issues through collaborative partnerships to increase community safety
- Further development of the fire safety public education program to increase communications efforts
- Planning for an expanded operations compound that would provide more space to deliver services including recycling, road maintenance, water and wastewater, fleet, and parks management and maintenance

- Transportation improvement projects
- Developing an enhanced sidewalk evaluation and repair program
- Assisting in the implementation of a global traffic safety program
- Road surface upgrade projects
- Community grant funding for more or alternative community events
- Increased funding support to partner organizations
- Innovation Centre programming to support new local business development
- Parks and pathway maintenance projects

Saving for Infrastructure Needs

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

The proposed budgets include a resumption of increased capital reserve transfers as follows:

	2022 Approved	2023 Projected	2024 Projected	2025 Projected
Tax-supported reserve transfer	\$2,998,565	\$3,878,890	\$4,500,890	\$5,043,790
% of property taxes	9.12%	10.65%	11.44%	12.14%

While the Town’s infrastructure and assets are relatively young, they will need to be replaced and there is a gap between anticipated needs and available funds called the Infrastructure Gap. Annual amortization of the historical, not replacement cost, of infrastructure assets is more than \$11M per year. With decreased reserve contributions in 2022 and increased costs to replace infrastructure, projected reserve balances are insufficient to fund planned infrastructure projects over the next 10-years. Increased reserve contributions are critical to the financial flexibility and resiliency of the organization.

Included in the projected reserve transfers are amounts contributed to an Infrastructure Gap Reserve to help fund asset renewal. The 2023 budget includes a 3.36% (2022 - 1.9%; 2021 - 4.19%) property tax transfer to an Infrastructure Gap Reserve, with additional transfers of 3.87% in 2024 and 4.39% in 2025.

Debt

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

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

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

The 2023-2025 budget includes \$28M in off-site levy (OSL) supported debt as follows:

- 2023 & 2025: \$3.7M for continued work on Centre Avenue
- 2023: \$5.1M for Highway 22 to Riverview Syphon
- 2024: \$6.6M for River Heights Pump Station and Reservoir Expansion
- 2024 & 2025: \$4.4M for River Heights Second Supply Line – Phase 1
- 2025: \$8.2M for Wastewater Pipeline Twinning – Phase 1

The budget also includes tax-supported debt in 2025 for East End Storm Improvements of \$6.3M.

There is a significant increase in projected debt to 2032 as a result of a number of large projects from 2026-2032, including a project for a new operations compound, servicing of the Horse Creek Sports Park, Upgrading of Township Road 262, River Avenue Widening and Upgrading, 5th Avenue Widening, Griffin Road Widening, and the final phase of James Walker Trail.

LONG-TERM DEBT FOR 2023-2025 & 2032 PROJECTION

Debt Type	2023	2024	2025	2032 Projection
Total Outstanding	\$ 51 million	\$ 54 million	\$ 73 million	\$ 166 million
Tax-Supported	\$ 3 million	\$ 2 million	\$ 8 million	\$ 80 million
OSL-Supported	\$ 26 million	\$ 30 million	\$ 44 million	\$ 70 million
User Fee-Supported	\$ 22 million	\$ 22 million	\$ 21 million	\$ 16 million
% of Projected Cochrane Debt Limit	59%	60%	79%	135%
% of MGA Debt Limit	47%	48%	63%	108%
% of Tax-Supported Debt	5%	4%	11%	48%
New Debt 2023 - 2025	\$ 7 million	\$ 6 million	\$ 22 million	

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

These projections are subject to several assumptions, risks and uncertainties including available grants, scope changes, timing changes, interest rates, and market conditions. Key assumptions include: an annual 4% increase in debt limits, 3% average growth over the 10 years, borrowing rates of 6%, and future Provincial MSI/LGFF capital grants at announced decreased amounts (\$3.2M annually, a 60% decrease from 2021).

Cochrane's tax-supported debt is preliminarily projected to range between 5% and 48% of the total debt over the next 10 years. As a result of a few large offsite levy and tax supported projects in the next 10 years, if no adjustments were made, at the end of the 10-year period, 48% of the Town's debt will be tax-supported debt, and total debt would be at 135% of the Council-approved debt limit (80% of Municipal Government Act (MGA) debt limit) or 108% of the MGA debt limit. As these projections are preliminary and will change as assumptions change, including funding sources and project timing, actual debt taken will stay within set limits. This information is for illustrative purposes to bring awareness to the impact planned projects would have if no changes were made. Plans are updated and changed every year and capital grants and reserves will be utilized in place of debt wherever possible, therefore, the budget includes annual reserve contribution increases and other levels of governments will continue to be lobbied to increase grants to support infrastructure replacement.

Staffing

The 2023 budget includes a 3.5% COLA increase for non-unionized staff. IAFF negotiations are nearing conclusion, and the Teamster Union opens for bargaining on November 1. While the Union numbers are not finalized, negotiations follow the same principles for all staff. COLA is informed using the year-over-year increase in Calgary's Consumer Price Index (CPI) as of August, which was 6.7%, down from 8.2% in July. Through analysis and sharing of information within our Municipal sector the principle being applied is that while COLA is tracking unprecedentedly high, we are not going to overreact to those numbers but steer closer to averages being reported in other jurisdictions. It is our intention to smooth the inflationary impact and continue to monitor projections which anticipate a continued decline in CPI percentages- Step or incremental increases are not being requested in the 2023 budget as we finalize our compensation modelling and philosophy analysis.

In 2022 funds from reserves were authorized by Council to add new positions to ensure adequate resources to serve the needs of our growing community are in place. While most of these positions have been added in 2022, there remains a few positions to be added in 2023. The budget includes draws from reserves to fund these remaining 2022 positions. The 2023 operating budget does not include any additional position requests.

Service fees

While most Town service fees will remain the same, the following areas will see some new or increased fees in 2023:

- Finance and Information Services Section including Financial Services and Tax.
- Operation Services Section including Storm Sewer, some Solid Waste and Eco Centre.
- 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.

The Water & Wastewater fees will be held at 2022 rates in the budget. Further information will be brought to Council in early 2023 with regards to Water & Wastewater rates.

Summary

In 2022 the cost of goods and supplies experienced inflationary increases not seen in decades. As a result, the cost to provide services has increased. While the proposed 2023-2025 budget delivers on Council's Strategic Plan and invests in the infrastructure required for our growing community, it also reflects the cost to maintain current service delivery, consider long-term financial viability and intergenerational equity, and improve organizational resiliency. The impact in 2023 on the average residential property, including utilities, is \$16.45/month.

Average residential annual costs (assessed at \$495,700)	2022	2023	\$ Annual increase	\$ Monthly Increase
Total municipal taxes	\$2,487	\$2,675	\$188.00	\$15.67
Average water bill per year* (base rate \$8.45 + \$1.26 per cubic metre)	\$328.20	\$328.20	\$0.00	\$0.00
Average sewer bill per year* (base rate \$11.20 + \$2.32/cubic metre)	\$552.00	\$552.00	\$0.00	\$0.00
Storm sewer fee (\$5.95/month)	\$62.04	\$71.40	\$9.36	\$0.78
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	\$3,809.04	\$4,006.40	\$197.36	\$16.45

*assumes 15 cubic metres/month consumption

10-year capital plan

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

The 10-year capital plan implements actions to support Council's Strategic Priorities, respond to Cochrane's significant growth, and rehabilitate existing and construct new assets. The 10-year plan includes investments of more than \$78 million in transportation-related projects, including:

- **Centre Avenue – Phases 3 & 4:** Phase 3 (2023) involves widening the portion of Centre Avenue from Powell Street to 1st Street including the 1st Street intersection. Widening includes the relocation of franchise utilities such as gas, power and telecommunications that are conflicting with roadway construction as well as land acquisition on the west portion of Centre Avenue to allow the road widening. Phase 4 (2024) involves widening the portion of Centre Avenue from 1st Street to Railway Street across the CPR tracks.
- **Quigley Drive Updates – Phase 2:** Involves upgrading the asphalt surface from West Edge to West Point. Engagement is planned for 2023, detailed design for 2024, and construction for 2025.
- **Gleneagles Drive Upgrade – Phase 2:** This project looks to upgrade the surface condition of Gleneagles Drive from Gleneagles Blvd to Highway 1A and is the final phase. Planning will be undertaken in 2024, followed by construction in 2025.
- **Additional \$65 million in road improvement projects over the next 10 years.**

Other significant projects anticipated include:

The 10-year capital plan also encompasses over \$265 million in non-transportation projects including the following utility and infrastructure projects:

- East End Storm Improvements (2023-2025)
- Glenpatrick Drive Infrastructure Replacement (2023)
- Highway 22 to Riverview Sanitary Syphon (2023)
- 5th Avenue Site Servicing (2023-2024)
- Twinning of the Wastewater Pipeline to Calgary (2023-2028)
- Operations Centre (2023-2028)

Cochrane's 2022 – 2025 Strategic Plan:

In 2022 Council adopted their 2022-2025 Strategic Plan; the annual operating and capital budgets are the mechanism by which this vision is brought to life. Included in the capital budgets are specific projects that advance Council's aspirations for Cochrane, including:

Identity:

- New Modernized, Mobile-Responsive Website
- Centre Avenue – Phase 3 & 4

Livability:

- Railway Street Improvements
- Fifth Avenue Servicing
- Bridge Repairs at River Avenue & George Fox Trail

Open Spaces & Natural Areas:

- Mifford Park Sports Field Lighting
- Playground Replacement Program
- Glenbow Pathway Bridge
- Historic Ranche & Glenbow Pathway Improvements
- East Sunset Pathway Extension

Vibrant economy:

- Wastewater Pipeline Twinning
- 10-year Facility Master Plan

Connectivity:

- Railway Street Improvements
- Quigley Drive Upgrades – Phase 2
- Bow River Pathway Improvements
- Active Transportation Projects

10-year capital plan:

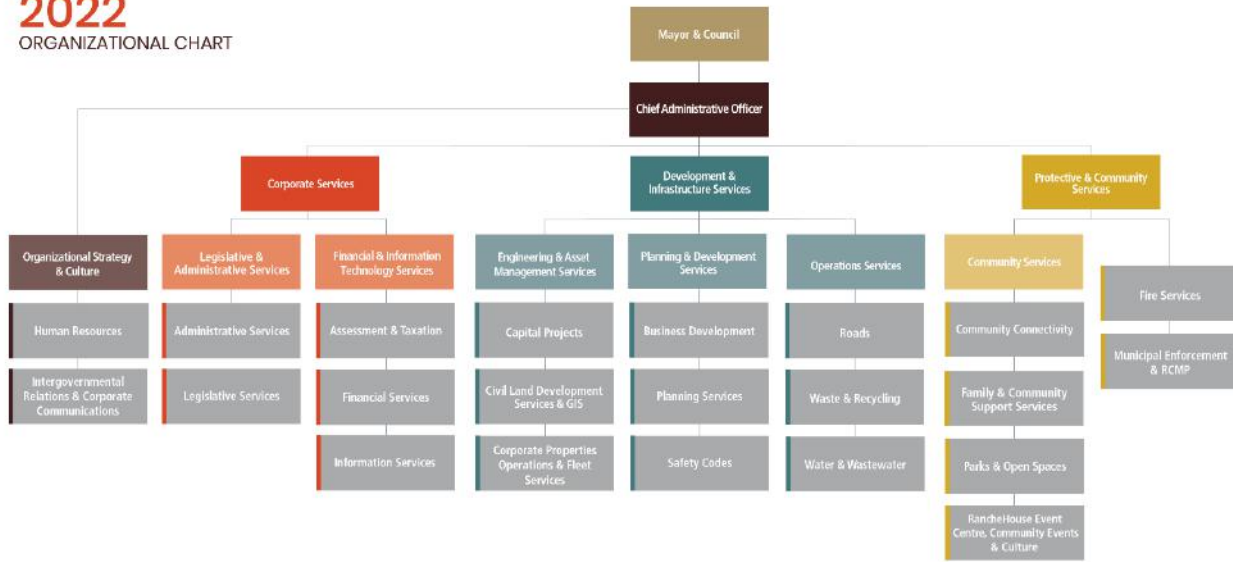
Cochrane Ten Year Capital Strategy - updated October 2022	Estimated cash outflow to 2032	Budgets to 2025	Project Timelines	Major sources of funding
Centre Avenue - Phases 3 & 4	7,060,000	7,060,000	2023-2025	Provincial grants/Offsite levies debt/Reserves
Quigley Drive Upgrades - Phase 2	3,468,000	3,468,000	2023-2025	Provincial grants/Reserves
Gleneagles Drive Upgrade - Phase 2	3,029,000	3,029,000	2024-2025	Provincial grants/Reserves
Other Road Network Improvements	64,938,467	3,009,000	various	Provincial grants/Offsite levies/Town reserves/Debt
Total Transportation projects	78,495,467	16,566,000		

Cochrane Ten Year Capital Strategy - updated October 2022 (continued)	Estimated cash outflow to 2032	Budgets to 2025	Project Timelines	Major sources of funding
Wastewater Pipeline Twinning	42,578,000	8,648,000	2023-2028	Offsite levies Debt/Reserves
Operations Centre	41,300,000	300,000	2023-2028	Debt/Reserves
East End Storm Improvements	8,306,000	8,306,000	2023-2025	Reserves/Debt
Glenpatrick Drive Infrac. Replcmt	5,555,000	5,555,000	2023	Provincial grants
Highway 22 to Riverview Syphon	5,151,000	5,151,000	2023	Offsite levies Debt
5th Avenue Site Servicing	3,436,000	3,436,000	2023-2024	Provincial grants/Reserves
Community Revitalization Projects	15,400,000	-	2026-2032	CRL Reserve
Fleet, Equipment, & Facility Life Cycling	38,381,000	8,106,000	continuous	Provincial grants/Reserves
Utility Infrastructure Life Cycling	37,840,000	90,000	continuous	Provincial grants/Reserves
Water & Wastewater Capacity Upgrades	56,822,725	16,400,500	2023-2032	Debt/Reserves/Offsite levies/Provincial grants
Parks Projects	10,325,000	5,100,000	2023-2032	Provincial grants/Reserves
Total capital spending	343,590,192	77,658,500		

Amounts in the 10-year plan are subject to several assumptions, risks and uncertainties including grants available, scope changes, price escalations, interest rates and market conditions.

WORKFORCE

2022 ORGANIZATIONAL CHART



Organizational resiliency is a foundational element in the 2022-2025 Cochrane Strategic Plan. Cochrane is a stable and desirable organization that encourages and recognizes innovation, vested in culture that people want to be a part of. The organization is progressive, healthy and responsive. A key component of organizational resiliency is forward-thinking strategy and workforce planning.

As our organization continues to evolve, grow and shift, we have appreciated the resiliency reflected throughout the organization. Staff have continued to respond to the increasing needs of our community, in addition to the organizational changes as we see our organizational vision become a reality.

In 2021 the Executive Leadership Team undertook a strategic organizational visioning process to ensure that Cochrane Municipality was structured and staffed to serve the current needs of our growing community, while actioning and providing outcomes to Council’s Strategic Priorities. While the incorporation of most positions identified through the visioning work identified in 2021 has been completed, administration has been intentional about the pace in which we are introducing these new positions and how we are creating our culture; so the work is not yet fully complete. However, the positions identified through the visioning work will be in place by early 2023. The 2023 operating budget does not include any additional position requests, or step adjustments for staff. A cost-of-living adjustment is included within the operating budgets.

COCHRANE TOWN COUNCIL



(L-R) Councillor Susan Flowers, Councillor Marni Fedeyko, Councillor Alex Reed, Mayor Jeff Genung, Councillor Morgan Nagel, Councillor Tara McFadden and Councillor Patrick Wilson.

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 a rotation.

Collectively, Council is responsible for:

- setting strategic priorities for the municipality
- setting public policy and direction
- adopting bylaws

Council was elected October 18, 2021. The Mayor and six council members are elected every four years.

Council's Strategic Plan: 2022-2025

The strategic plan is Council's commitment to setting a vision that will become a reality. It builds from the community aspirations identified in the Cochrane Community Vision. These aspirations capture our collective priorities for sustaining and promoting our commitment to Cochrane, now and into the future. They are set upon a strong foundational base, supporting them to become a reality.



Foundation

Organizational resiliency

Cochrane is a stable and desirable organization that encourages and recognizes innovation, vested in culture that people want to be a part of. The organization is healthy, responsive, adaptive and progressive.

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.

Intentional relationships

Cochrane is committed to building and maintaining relationships with stakeholders, including our municipal neighbours, Indigenous peoples, Provincial and Federal representatives, and local community groups. And to a greater extent – residents, business owners, neighbours, volunteers and community drivers. These relationships require intentional connection and honest dialogue, through public engagement, community events, two-way communication and active community participation.

Aspirations

Identity. We commit to preserving our unique identity.

Through supporting and enhancing community events, promoting neighborhood connection, and planning for a sense of place.

Cochrane's unique and charming identity distinguishes our community in the region. It can be felt through our friendly neighbourhoods, a charming modern take on western heritage, and thriving local business community. And it can be experienced through the sense of arrival and wide-open spaces. Cochrane truly is 'how the west is now.'

As we welcome new neighbours and new neighbourhoods, preserving our identity is crucial to maintaining our desirability. New development must reinforce, sustain and improve upon our quality of life.

Open spaces & natural areas. We commit to protecting, nurturing and enjoying our natural landscape.

This means preserving the beauty of Cochrane for generations to come, within our boundaries and beyond.

As we look west to the majestic Rocky Mountains, Cochrane's natural topography offers dramatic vistas with rolling hills and treed valleys. From the historic Cochrane Ranche to our protected waterways – the natural beauty of our community is cherished.

Protecting and preserving these spaces requires an active investment. And we have a responsibility to make this investment.

This will be supported through building and maintaining positive working relationships with the Provincial government, local Indigenous peoples and our rural neighbours, as we work to preserve and enhance these generational green spaces.



Livability. We commit to creating a vibrant and active community with connected neighbourhoods.

Those who choose to make Cochrane home will be supported with a variety of housing options, abundant recreational pursuits and the amenities to support a strong, resilient and robust community.

Cochrane is a complete community, providing everything required for residents, visitors and businesses alike to live, work and thrive. Our active public spaces are the manifestation of community vibrancy.

Open green spaces and recreational amenities provide natural collision points – building the true sense of community.

As we continue to raise the bar for development in Cochrane, we ensure there is a home for everyone.



Vibrant economy. We commit to creating an atmosphere where the modern economy can thrive.

Supporting entrepreneurship and innovation that drives local employment opportunities – intentionally attracting a talented workforce to contribute to our community’s energy and culture. Cochrane is home to a flourishing business community, with a dynamic downtown core, and vibrant shops and restaurants. Revitalizing commercial and industrial spaces will create new opportunities and revitalize our core.

This is sustained and enhanced through focused business retention, red tape reduction measures and planned investment in our core.



Connectivity. We commit to bringing people together physically and socially.

By connecting neighbourhoods, investing in roadway and pathway infrastructure, and providing multi-modal transportation options. Our community connectivity is supported by the crossroads of two Provincial highways, a growing local road network, and a commitment to developing and maintaining a comprehensive pathway network. Walking, biking, scootering, transit – we support connection.

This connection is enhanced socially through natural collision points, including community events, playgrounds and plazas, and intentional placemaking.

Our history is steeped in connection. Our present is thriving social networks and community spirit, celebrating the essence of neighborhood. Our future is honouring this legacy.





Cochrane is at a crossroads.

We are evolving as a vibrant and innovative community, while preserving our inherent charm. This requires intentional, bold commitments:

Preserving our unique identity.

Protecting, nurturing and enjoying our natural landscape.

Creating a vibrant and active community with connected neighbourhoods.

Creating an atmosphere where the modern economy can thrive.

Bringing people together physically and socially.

These commitments will be reflected as Council sets their priorities, deliberates budgets and engages with the community.

Operating Budget

2023-2025

Draft



cochrane
HOW THE WEST IS NOW

Operating Budget Summary

The following is a summary, by division, of the non-tax revenues and expenditures included in the budget for 2023 - 2025, compared to the 2022 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 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Corporate Services Division	(8,818,953)	(9,290,175)	(8,500,241)	(8,856,834)
Development & Infrastructure Services Division	(21,281,982)	(22,650,622)	(25,756,284)	(27,658,130)
Protective & Community Services Division	(5,249,594)	(6,258,118)	(5,462,840)	(5,433,347)
	(35,350,529)	(38,198,915)	(39,719,365)	(41,948,311)
Expenses				
Council	662,647	723,232	764,687	757,294
Office of the CAO Division	2,793,222	3,366,806	3,457,880	3,522,334
Corporate Services Division	9,110,905	7,717,878	8,669,828	10,068,239
Development & Infrastructure Services Division	29,154,361	32,390,077	36,154,482	38,560,290
Protective & Community Services Division	26,507,581	30,431,292	30,021,050	30,583,185
	68,228,716	74,629,285	79,067,927	83,491,342
Tax levy and requisitions	32,878,187	36,430,370	39,348,562	41,543,031
Cost per capita	984.61	1,035.92	1,083.68	1,108.11

Budget variance highlights

Total expenses are budgeted to increase by \$6,400,569 (9%) and non-tax revenue is budgeted to increase by \$2,848,386 (8%). Refer to departmental sections for an explanation of variance.

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.

Action plan

- 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 five community aspirations: Foundation, Identity, Open Spaces & Natural Areas, Livability and Vibrant Economy.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	416,600	430,496	448,333	461,240
Materials, goods and supplies	246,047	292,736	316,354	296,054
	662,647	723,232	764,687	757,294
Net cost of / (surplus from) operations	662,647	723,232	764,687	757,294
Cost per capita	19.84	20.57	21.06	20.20

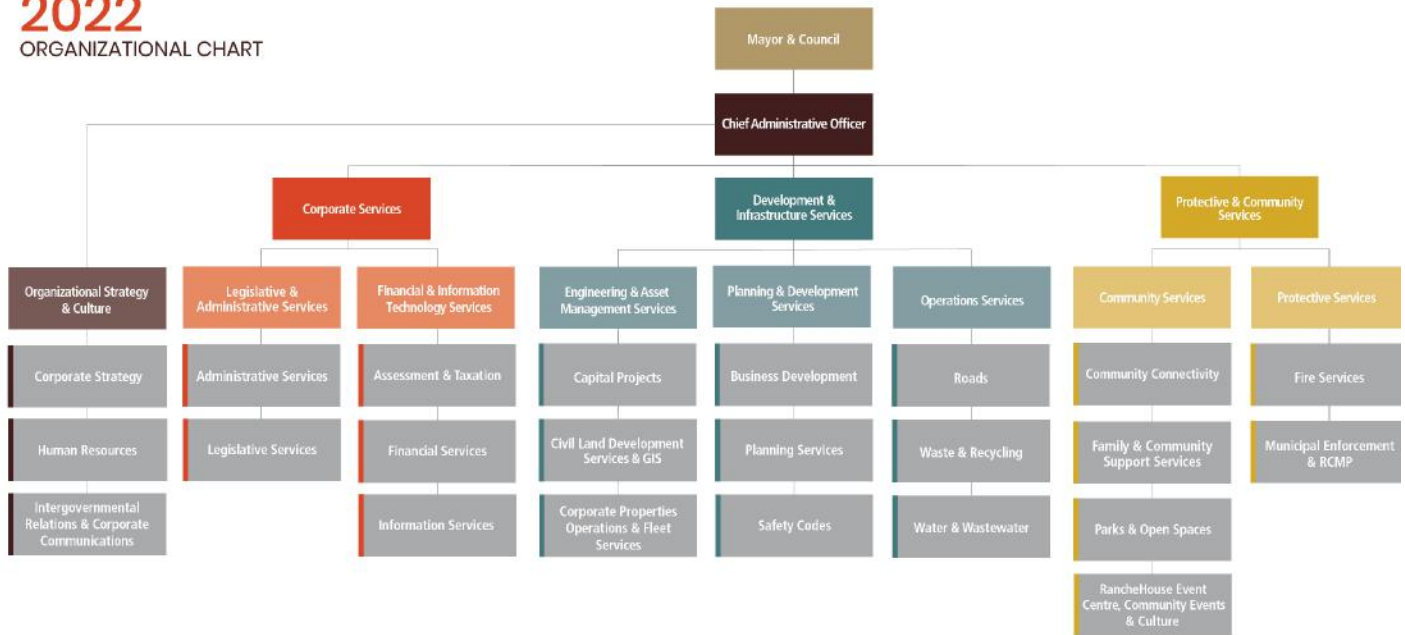
Budget variance highlights

The 2023 to 2025 budgets include the resumption of Cost of Living Adjustments (COLA) and Council remuneration increase per Council's Policy. The overall increase in materials, goods, and services is the net effect of an increase to support the development of a 50 year vision document during the current Council term, a decrease as a new Council Orientation needed in 2022 is not needed again until 2025, and a reduction for FCM Conference costs to reflect only Council attendance. The costs for Administration attendance has been moved to the Director Org Strategy & Culture budget.

Office of the CAO Division

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Office of the CAO	1,044,477	355,090	375,181	389,749
Organizational Strategy & Culture Section	1,748,745	3,011,716	3,082,699	3,132,585
	2,793,222	3,366,806	3,457,880	3,522,334
Net cost of / (surplus from) operations	2,793,222	3,366,806	3,457,880	3,522,334
Cost per capita	83.65	95.74	95.23	93.95

2022 ORGANIZATIONAL CHART



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.

Action plan

- Continue to lead the Executive Leadership Team to deliver on outcomes and priorities of Council's 2022-2025 Strategic Plan, while maintaining the principles of efficiency, effectiveness, relevance, transparency, accountability and governance.
- Through the consistent application of sound principles and shared understanding, support the growth of organizational culture with a foundation of positive, intentional, and trusting professional relationships which empowers staff to achieve personal growth and nurture Cochrane's organizational values.
- Cultivate and enhance intergovernmental partnerships and relationships, including those with the Province of Alberta, Rocky View County, and the Stoney Nakoda Nation to find collaborative ways to leverage regional service delivery, to ensure the interests of Cochrane are considered in relevant conversations, and that we appropriately consider those of our partners.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	931,857	287,310	298,001	305,169
Contracted and general services	55,000	25,000	28,000	30,000
Materials, goods and supplies	57,620	42,780	49,180	54,580
	1,044,477	355,090	375,181	389,749
Net cost of / (surplus from) operations	1,044,477	355,090	375,181	389,749
Cost per capita	31.28	10.10	10.33	10.40

Budget variance highlights

Salaries, wages, and benefits now represent the costs for the CAO position alone. Other positions have been moved into other departmental budgets. Contract services are for strategic priorities implementation support services. Materials, goods and supplies have decreased as some amounts related to positions moved to other departments. Conference costs for the CAO's attendance have been moved here from Council's budget.

Organizational Strategy & Culture Section

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Organizational Strategy & Culture	-	699,909	722,359	741,616
Communications	484,330	742,526	766,792	788,770
Human Resources	1,264,415	1,430,140	1,451,467	1,457,177
Intergovernmental Relations	-	139,141	142,081	145,022
	1,748,745	3,011,716	3,082,699	3,132,585
Net cost of / (surplus from) operations	1,748,745	3,011,716	3,082,699	3,132,585
Cost per capita	52.37	85.64	84.90	83.56



Organizational Strategy & Culture Section

Organizational Strategy & Culture

Led by the Director of Organizational Strategy and Culture, this section builds 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. The Director leads and supports strategy, process and policy to help guide Communications and Intergovernmental Relations and Human Resources. Through Cochrane's cultural renovation, the section is the cultural champion for the organization to inspire a shared vision and belonging for all staff and identify opportunities to influence and align the services Cochrane provides residents and visitors.

Action plan

- To deliver on all aspects of operationalization of Council's Strategic Plan and Vision.
- Produce Operating Plans for each Department within the Organization while building the culture to support service excellence in Municipal governance and service delivery.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	-	578,789	602,839	618,696
Materials, goods and supplies	-	121,120	119,520	122,920
	-	699,909	722,359	741,616
Net cost of / (surplus from) operations	-	699,909	722,359	741,616
Cost per capita	-	19.90	19.89	19.78

Budget variance highlights

2023 will be the first year of existence for this budget. To build this budget we have moved items previously included in other budgets. For example Executive Assistant positions have been moved from CAO budget into this budget. The Event budget has been built by removing previous line items from the Human Resource budget, Communications, CAO, and Council budgets for consistent oversight.

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 Let's Talk Cochrane, the Town's public engagement efforts, including engagement strategy and process, event coordination and marketing.

Action plan

- Support and enhance Council's aspiration of community connection through ongoing public engagement, hosting community events, providing two-way communication and encouraging active community participation.
- Realign, update and modernize current communications tools including corporate websites and visual identity to reflect Council's commitment to a vibrant and innovative community that remains inherently unique and charming.
- Engage and inform Cochrane staff and the community through a dedicated civic literacy campaign.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	338,820	521,516	543,282	557,760
Contracted and general services	-	65,000	65,000	65,000
Materials, goods and supplies	145,510	156,010	158,510	166,010
	484,330	742,526	766,792	788,770
Net cost of / (surplus from) operations	484,330	742,526	766,792	788,770
Cost per capita	14.50	21.11	21.12	21.04

Budget variance highlights

Increases to salary, benefits, staff development, conferences, and mobile communications reflect the positions that have been realigned within the Corporate Communications team. Specific funds have been allocated to support the implementation of the civic literacy strategy, which will be rolled out throughout 2023. Materials, goods and supplies have increased to reflect increased costs for developing video communication initiatives, net of savings from a decrease to the publication and advertising budget reflects a decreased reliance on printed publications and advertising.

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.

Action plan

- In order to enact Council's Strategic Plan for the Cochrane community, we develop our workforce and implement innovative and progressive programs based on our corporate values to build employee engagement, connection, and contribution.
- Foster a healthy culture through an ethical framework and creating conditions that allow people to feel valued as human beings while also being empowered and supported, resulting in safe and exceptional work for our residents and community.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	831,145	1,057,300	1,101,127	1,130,337
Contracted and general services	244,500	214,500	189,500	164,500
Materials, goods and supplies	188,770	158,340	160,840	162,340
	1,264,415	1,430,140	1,451,467	1,457,177
Net cost of / (surplus from) operations	1,264,415	1,430,140	1,451,467	1,457,177
Cost per capita	37.87	40.67	39.97	38.87

Budget variance highlights

Salaries, wages, and benefits increases reflect the addition of positions in 2022, but not previously budgeted for in the department. Decreases in other items reflect the relocation of budgets for services and supplies to the Organizational Strategy budget.

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.

Action plan

- Build and maintain positive, intentional working relationships with key stakeholders, including Provincial and Federal governments, local Indigenous peoples and our municipal neighbours, as we work to preserve and enhance Cochrane.
- Maintain a long term perspective as we advocate for the specific needs of our community, including water licencing, highway improvements, social services and multi-modal transportation.
- Seek to be informed and share information on local and regional priorities, including health services, provincial funding and grant opportunities.

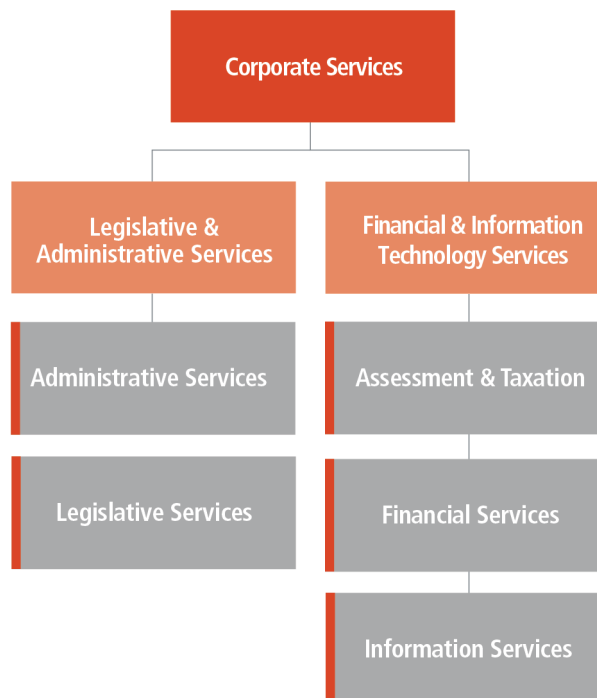
	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	-	73,251	76,191	78,132
Contracted and general services	-	50,000	50,000	50,000
Materials, goods and supplies	-	15,890	15,890	16,890
	-	139,141	142,081	145,022
Net cost of / (surplus from) operations	-	139,141	142,081	145,022
Cost per capita	-	3.96	3.91	3.87

Budget variance highlights

This is a new budget to support the Intergovernmental Relations portfolio. Some funds have been taken out of the Communications budget to support the split between the Communications and Intergovernmental Relations budgets.

Corporate Services Division

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Corporate Services	(8,312,203)	(8,735,375)	(7,928,141)	(8,177,234)
Financial & Information Services Section	(504,950)	(553,300)	(570,600)	(598,100)
Legislative & Administrative Services Section	(1,800)	(1,500)	(1,500)	(81,500)
	(8,818,953)	(9,290,175)	(8,500,241)	(8,856,834)
Expenses				
Corporate Services	3,878,095	1,277,050	1,999,813	3,093,423
Financial & Information Services Section	4,522,473	5,114,097	5,302,703	5,498,332
Legislative & Administrative Services Section	710,337	1,326,731	1,367,312	1,476,484
	9,110,905	7,717,878	8,669,828	10,068,239
Net cost of / (surplus from) operations	291,952	(1,572,297)	169,587	1,211,405
Cost per capita	8.74	(44.71)	4.67	32.31



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.

Action plan

- Provide executive leadership insight and assistance in building intentional relationships and advocacy efforts within responsibility areas.
- Enhance organizational resiliency and a healthy organizational culture through intentional interaction with operational teams and community stakeholders.
- Guide the review and update of current corporate services policies and processes to build a strong policy framework that ensures intergenerational equity.
- Focus on operational efficiencies and opportunities in the delivery of corporate services.
- Focus on development of civic literacy with respect to corporate services.
- Support directors and managers with the implementation of their operating plans.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(4,963,313)	(5,237,301)	(5,383,970)	(5,534,891)
Grants	(225,644)	(225,644)	(225,644)	(142,156)
Other	(3,123,246)	(3,272,430)	(2,318,527)	(2,500,187)
	(8,312,203)	(8,735,375)	(7,928,141)	(8,177,234)
Expenses				
Salaries and benefits	63,852	298,866	310,829	318,639
Contracted and general services	27,500	37,500	47,600	52,700
Materials, goods and supplies	404,963	14,380	15,080	15,780
Other expenditures	3,381,780	926,304	1,626,304	2,706,304
	3,878,095	1,277,050	1,999,813	3,093,423
Net cost of / (surplus from) operations	(4,434,108)	(7,458,325)	(5,928,328)	(5,083,811)
Cost per capita	(132.79)	(212.08)	(163.27)	(135.60)

Corporate Services Division

Corporate Services

Budget variance highlights

Budget items applicable across the organization used to be accounted for under "General Revenue", which previously caused confusion. These items have been moved into this budget, which includes franchise fee revenue, interdepartmental charges, the MSI Operating grant, slippage, unallocated staffing additions, and infrastructure gap reserve contributions.

A \$500K draw from the Tax Stabilization reserve is included to help offset the significant impact of inflation on property taxes, and other expenditures in 2025 include contributions to start rebuilding this fund. A \$600K draw from operating reserves will be taken to fund additional positions planned for in 2022 but that won't be hired until 2023. These additions were to be funded from an operating reserve draw in 2022 that will instead be taken in 2023. Salaries wages and benefits in 2022 included a reduction for organizational slippage, which is now included in other expenditures. The reduction in materials, goods, and supplies reflects the cessation of interdepartmental charges for usage of the Ranchehouse. Contributions to the Infrastructure Gap reserve are included in other expenditures and have increased by \$600K over 2022 to an amount equal to the 2021 contribution. In 2024 and 2025 funds are included for as yet unidentified new positions, commiserate with projected growth.

Financial & Information Services Section

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Assessment & Taxation	(260,000)	(290,000)	(325,000)	(350,000)
Financial Services	(233,750)	(252,900)	(235,000)	(237,500)
Information Services	(11,200)	(10,400)	(10,600)	(10,600)
	(504,950)	(553,300)	(570,600)	(598,100)
Expenses				
Finance & Information Services	-	196,684	204,247	209,369
Assessment & Taxation	913,117	1,180,533	1,222,153	1,257,033
Financial Services	1,069,929	1,218,159	1,263,660	1,321,571
Information Services	2,539,427	2,518,721	2,612,643	2,710,359
	4,522,473	5,114,097	5,302,703	5,498,332
Net cost of / (surplus from) operations	4,017,523	4,560,797	4,732,103	4,900,232
Cost per capita	120.31	129.69	130.33	130.71

Financial & Information Services Section

Finance & Information Services

The Director of Financial and Information Services 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.

Action plan

- Guide and support managers with the implementation of their operating plans.
- Guide the review and update of current financial policies to build a strong policy framework that ensures intergenerational equity.
- Build systems that focus on operational efficiencies and effectiveness in the delivery of financial, assessment and taxation, and information services, starting with a review of current processes, to continue to build organizational resiliency.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	-	184,604	191,817	196,489
Materials, goods and supplies	-	12,080	12,430	12,880
	-	196,684	204,247	209,369
Net cost of / (surplus from) operations	-	196,684	204,247	209,369
Cost per capita	-	5.59	5.63	5.58

Budget variance highlights

2023 will be the first year of existence for this budget.

Financial & Information Services Section

Assessment & Taxation

Tax and Assessment 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 value of properties informed by the market. Taxation calculates and collects property tax owing and further distributes a portion of the collection for education property taxes, Alberta Education, and low rental seniors housing, the Rocky View Foundation.

Action plan

- Modernize policy and procedures while adapting to progressive changes enabling us to build and maintain positive intentional relationships with our residents through engagement and civic literacy.
- Support educational requirements for staff development and succession planning, investing in our staff to create innovative creative ideas and process improvements to provide value to our taxpayers.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(80,000)	(90,000)	(105,000)	(120,000)
Other	(180,000)	(200,000)	(220,000)	(230,000)
	(260,000)	(290,000)	(325,000)	(350,000)
Expenses				
Salaries and benefits	649,657	948,433	988,031	1,014,128
Contracted and general services	15,000	10,000	10,000	10,000
Purchases from other governments	2,500	2,500	2,700	2,900
Materials, goods and supplies	137,960	101,600	97,422	100,005
Other expenditures	108,000	118,000	124,000	130,000
	913,117	1,180,533	1,222,153	1,257,033
Net cost of / (surplus from) operations	653,117	890,533	897,153	907,033
Cost per capita	19.56	25.32	24.71	24.19

Budget variance highlights

Salaries, wages, and benefits include the addition of a senior assessor in 2022 not specifically budgeted for in this department and an assessor in 2023, allowing for a reduction to contracted services. The Seniors' Tax Rebate budget has moved to the FCSS budget. Other expenditures include tax refunds and reductions per established agreements.

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.

Action plan

- Optimize operations in Financial Services by defining roles, policies and practices in all facets of financial services, reporting and systems to build a strong financial policy framework.
- Focus on team development by finding learning opportunities and fostering innovation.
- Work with the Director of Finance and Information Services to synchronize operational plans with the Corporate Services strategy.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(12,600)	(14,400)	(16,000)	(18,000)
Other	(221,150)	(238,500)	(219,000)	(219,500)
	(233,750)	(252,900)	(235,000)	(237,500)
Expenses				
Salaries and benefits	792,969	914,820	953,933	979,487
Contracted and general services	14,750	33,950	14,200	14,500
Materials, goods and supplies	236,510	192,389	192,527	198,584
Other expenditures	25,700	77,000	103,000	129,000
	1,069,929	1,218,159	1,263,660	1,321,571
Net cost of / (surplus from) operations	836,179	965,259	1,028,660	1,084,071
Cost per capita	25.04	27.45	28.33	28.92

Budget variance highlights

Salaries, wages, and benefits include positions for The Station added in 2022 but not previously budgeted for in this department. While audit fees are anticipated to decrease, fuel for Fleet vehicles used for mail and bank runs, consulting fees needed 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. Insurance for cybersecurity has been moved to the IS department.

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.

Action plan

- Review and update network infrastructure and systems to support departments as they deliver services to the community and operationalize Council's strategic plan.
- Develop and implement I.S. staff training and development plans to improve skill with existing systems and support knowledge growth for new technologies, to provide consistent and reliable service.
- Enhance organizational resiliency by creating formal documentation of the Town's Information Systems including standard procedures, backup processes, and disaster recovery plans.
- Develop a CSI (Continual Service Improvement) model across all IT applications to improve security, functionality and add or improve integrations with these platforms, which will improve efficiencies resulting in increased value for taxpayers.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(1,000)	-	-	-
Other	(10,200)	(10,400)	(10,600)	(10,600)
	(11,200)	(10,400)	(10,600)	(10,600)
Expenses				
Salaries and benefits	995,865	899,456	936,316	960,700
Contracted and general services	1,109,600	1,176,280	1,205,932	1,251,322
Materials, goods and supplies	183,962	267,985	270,395	273,337
Other expenditures	250,000	175,000	200,000	225,000
	2,539,427	2,518,721	2,612,643	2,710,359
Net cost of / (surplus from) operations	2,528,227	2,508,321	2,602,043	2,699,759
Cost per capita	75.71	71.33	71.66	72.01

Financial & Information Services Section

Information Services

Budget variance highlights

The GIS team used to be included here but has now been moved into a separate department. Telecommunication services have been consolidated into the IS budget and have increased due to a combination of price increases and more users. Machine contracts, which includes software licensing, have increased dramatically due to pricing increases ranging from 3% - 15%, more software programs, and more licenses required. Insurance for cyber security was previously accounted for in Financial Services but has now correctly been moved to IS. Contributions to capital included in other expenditures have decreased based on projected future needs.

Legislative & Administrative Services Section

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Legislative Services	(1,800)	(1,500)	(1,500)	(81,500)
	(1,800)	(1,500)	(1,500)	(81,500)
Expenses				
Legislative & Administrative Services	-	359,667	366,883	371,739
Administrative Services	-	152,034	157,884	161,749
Legislative Services	710,337	815,030	842,545	942,996
	710,337	1,326,731	1,367,312	1,476,484
Net cost of / (surplus from) operations	708,537	1,325,231	1,365,812	1,394,984
Cost per capita	21.22	37.68	37.62	37.21

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.

Action plan

- Guide and support managers with the implementation of their operating plans.
- Guide the review and update of current policies to build a strong legislative policy framework.
- Build systems that focus on operational efficiencies and effectiveness in the delivery of legislative and administrative services, starting with a review of current processes, to continue to build organizational resiliency.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	-	178,987	186,003	190,559
Materials, goods and supplies	-	180,680	180,880	181,180
	-	359,667	366,883	371,739
Net cost of / (surplus from) operations	-	359,667	366,883	371,739
Cost per capita	-	10.23	10.10	9.92

Budget variance highlights

2023 will be the first year of existence for this budget. The budget for legal services has been moved into this department from the Protective and Community Services Division budget.

Legislative & Administrative Services Section

Administrative Services

A new department in 2023, the mandate of the department will be to centralize the provision of administration support and customer services that are currently spread throughout the organization. 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.

Action plan

- Centralize administrative and customer services.
- Develop customer service standards that aid in the development of intentional relationships, our unique sense of identity, and the livability of the community.
- Develop policies and processes to ensure consistent and exceptional levels of service provision.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	-	145,654	151,504	155,369
Contracted and general services	-	1,500	1,500	1,500
Materials, goods and supplies	-	4,880	4,880	4,880
	-	152,034	157,884	161,749
Net cost of / (surplus from) operations	-	152,034	157,884	161,749
Cost per capita	-	4.32	4.35	4.31

Budget variance highlights

2023 will be the first year of existence for this budget.

Legislative & Administrative Services Section

Legislative Services

Legislative Services guides open and transparent government that fosters trust in decision-making processes. Its coordination of regular Council and Committee of the Whole meetings and Council Committee recruitment creates connections between the public, Council and Administration. Additionally, the department brings strategic oversight and coordination to the municipality's corporate records, legal portfolio, procurement administration and processes, and municipal elections.

Action plan

- Ensure legislative compliance, organizational resiliency, and financial stewardship through review of documents and processes, including bylaws, policies, contracts, agreements and insurance certifications.
- Determine the need for the implementation of programs and processes to assist with minimizing the municipality's liability risk by educating and involving employees on best practices for the mitigation of risk, to ensure services are delivered consistently and reliably.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Other	(1,800)	(1,500)	(1,500)	(81,500)
	(1,800)	(1,500)	(1,500)	(81,500)
Expenses				
Salaries and benefits	661,282	749,046	777,561	795,812
Contracted and general services	12,400	20,400	17,200	97,200
Materials, goods and supplies	24,655	31,584	31,784	31,984
Other expenditures	12,000	14,000	16,000	18,000
	710,337	815,030	842,545	942,996
Net cost of / (surplus from) operations	708,537	813,530	841,045	861,496
Cost per capita	21.22	23.13	23.16	22.98

Budget variance highlights

The 2023 budget includes an additional Records Technician position which was added in fall of 2022. Contracted services are increasing for FOIP training and eProcurement membership costs. Given this is a non-election year, funds are being contributed to the Operating Reserve to ensure funding impacts are lessened during election years.

Protective & Community Services Division

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Community Services Section	(2,807,131)	(2,479,842)	(2,484,564)	(2,515,071)
Protective Services Section	(2,442,463)	(3,778,276)	(2,978,276)	(2,918,276)
	(5,249,594)	(6,258,118)	(5,462,840)	(5,433,347)
Expenses				
Protective & Community Services	575,944	280,640	290,731	297,750
Community Services Section	10,954,379	12,760,365	13,091,346	13,418,742
Protective Services Section	14,977,258	17,390,287	16,638,973	16,866,693
	26,507,581	30,431,292	30,021,050	30,583,185
Net cost of / (surplus from) operations	21,257,987	24,173,174	24,558,210	25,149,838
Cost per capita	636.62	687.38	676.35	670.84



Protective & Community Services Division

Protective & Community Services

Community and Protective 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, Transit, 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.

Action plan

- Enhance organizational resiliency and a healthy organizational culture through intentional interaction with operational teams and community stakeholders.
- Ensure financial and environmental stewardship with the development and implementation of the Fire Services Master Plan which will provide analysis of the current service and guideposts for the longer range vision, including level of service, resources and facilities required to service Cochrane now and in the future.
- Continue engagement, review and consideration of information and opportunities as it relates to the Provincial Policing Service and AHS/EMS services and needs.
- Support the completion of the new Protective Services Building, and the final transition of Municipal Enforcement and RCMP personnel to the new facility to ensure our Built Environment continues to serve our community.
- Provide executive leadership insight and assistance in building intentional relationships and advocacy efforts within responsibility areas, including diversity of housing and advancement of inclusivity initiatives.
- Promote the continued reinvigoration of the Community Services Section and evaluation of specific community gaps appropriate for municipal leadership, integration and involvement.
- Focus on development of civic literacy with respect to enforcement, emergency response and emergency preparedness.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	394,084	227,518	236,334	242,108
Materials, goods and supplies	181,860	53,122	54,397	55,642
	575,944	280,640	290,731	297,750
Net cost of / (surplus from) operations	575,944	280,640	290,731	297,750
Cost per capita	17.25	7.98	8.01	7.94

Protective & Community Services Division

Protective & Community Services

Budget variance highlights

The budget removes allocations associated with the Director, Community Services now captured in a stand-alone budget, as well as removal of the legal services budget now captured within the Legislative and Administrative Services Section.

Costs associated with lease space in accordance with Municipal support of the Indigenous Placemaking initiative are reflected within this budget. This space was formerly used for the Visitor Information Centre and accounted for in the Business Development budget.

Community Services Section

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Community Services	-	(15,000)	-	-
Family & Community Support Services	(1,398,098)	(1,411,342)	(1,414,064)	(1,416,271)
Parks & Open Spaces	(106,300)	(140,000)	(147,000)	(151,500)
RancheHouse Events Centre, Community Events & Culture	(1,206,183)	(803,500)	(805,500)	(820,500)
Community Connectivity	(96,550)	(110,000)	(118,000)	(126,800)
	(2,807,131)	(2,479,842)	(2,484,564)	(2,515,071)
Expenses				
Community Services	-	716,317	731,808	753,713
Family & Community Support Services	2,330,878	2,522,785	2,595,692	2,643,549
Parks & Open Spaces	2,062,542	2,608,154	2,691,846	2,750,340
RancheHouse Events Centre, Community Events & Culture	1,542,425	1,640,911	1,736,003	1,776,983
Community Connectivity	1,021,922	1,022,278	1,051,701	1,081,943
Community Partners	3,996,612	4,249,920	4,284,296	4,412,214
	10,954,379	12,760,365	13,091,346	13,418,742
Net cost of / (surplus from) operations	8,147,248	10,280,523	10,606,782	10,903,671
Cost per capita	243.99	292.33	292.12	290.84

Community Services Section

Community Services

The Community Services leads and supports strategy, process, and policy development to help guide the Family & Community Support Services, Parks Operations & Programming, transit, equity and inclusion, and the Ranchehouse Event Centre & Community Events Departments. This role drives community services 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.

Action plan

- Solidify Cochrane's cultural, recreational, operational, and social presence to support the needs of our residents and community in alignment with the Strategic Plan of intentional relationships, identity, open spaces and natural areas, livability, connectivity, and a vibrant economy by developing the Community Services section.
- Establish feasibility of program development and growth.
- Continue to support Bike Cochrane which fosters connectivity, intentional relationships, livability, and vibrant economy.
- Explore opportunities to partner with and support other community groups which fosters intentional relationships, identity, open spaces and natural areas, livability, and connectivity.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Other	-	(15,000)	-	-
	-	(15,000)	-	-
Expenses				
Salaries and benefits	-	614,817	640,058	656,713
Contracted and general services	-	30,000	15,000	15,000
Materials, goods and supplies	-	46,500	46,750	47,000
Other expenditures	-	25,000	30,000	35,000
	-	716,317	731,808	753,713
Net cost of / (surplus from) operations	-	701,317	731,808	753,713
Cost per capita	-	19.94	20.15	20.10

Budget variance highlights

New budget for 2023 which includes the addition of a new Manager position to facilitate the direct development of community services and its outward facing community presence, as well as the new equity and inclusion position added in 2022.

Community Services Section

Family & Community Support Services

Family and Community Support Services (FCSS) enhance, strengthen and stabilize 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.

Action plan

- Identify and address priority social issues through collaborative partnerships to foster intentional relationships and livability.
- Increase the profile of social issues and awareness of programs and services to support livability.
- Increase the capacity of community organizations, and respond to emerging social issues with a focus on mental well-being and poverty reduction to support connectivity, livability, and intentional relationships.
- Implement a strategic plan developed to help focus and guide ongoing FCSS work.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(11,000)	(10,000)	(10,000)	(10,000)
Grants	(820,844)	(821,844)	(821,844)	(821,844)
Other	(5,450)	(4,450)	(4,450)	(4,450)
	(837,294)	(836,294)	(836,294)	(836,294)
Expenses				
Salaries and benefits	950,135	984,917	1,026,475	1,053,399
Contracted and general services	55,500	53,500	53,500	53,500
Materials, goods and supplies	255,742	231,243	234,615	236,145
Transfers to organizations	20,000	20,000	20,000	20,000
Other expenditures	47,450	35,235	36,471	37,744
	1,328,827	1,324,895	1,371,061	1,400,788
Net cost of / (surplus from) operations	491,533	488,601	534,767	564,494
Cost per capita	14.72	13.89	14.73	15.06

Budget variance highlights

No significant variances proposed.

Community Services Section

Affordable Housing

Cochrane Society for Housing Options (CSHO) furthers livability in Cochrane by overseeing affordable housing initiatives through a partnership agreement with the Cochrane.

Action plan

- Ensuring Cochrane is a community with a variety of housing options in support of a strong, resilient, robust, and livable community.
- Secure funding to create and implement a community housing plan as identified in the 2020 Housing Needs Assessment conducted by CSHO and the Town of Cochrane.
- Continue to look for efficiencies and innovative ways to provide access to a range of affordable housing in Cochrane and area.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Grants	(59,804)	(59,048)	(61,770)	(63,977)
	(59,804)	(59,048)	(61,770)	(63,977)
Expenses				
Salaries and benefits	120,307	116,563	121,419	124,672
Materials, goods and supplies	3,705	3,705	3,780	3,855
Transfers to organizations	50,000	50,000	50,000	50,000
Other expenditures	53,000	54,000	55,000	56,000
	227,012	224,268	230,199	234,527
Net cost of / (surplus from) operations	167,208	165,220	168,429	170,550
Cost per capita	5.01	4.70	4.64	4.55

Budget variance highlights

There are no material budget variances.

Community Services Section

Community Support Programs

In alignment with building resiliency, the essential needs program supports Cochrane and area residents experiencing crisis. FCSS facilitates the Emergency Transportation program, Instrumental Needs Program and Meals on Wheels support to uplift community members to live, work and thrive.

Action plan

- Provide information, resources, support and advocacy for Cochrane and area residents to foster livability and connectivity.
- Continue to work with community partners and funders to sustain the essential needs fund to support Cochrane and area residents experiencing crisis (Instrumental Needs) to foster intentional relationships.
- Work with the community to ensure that families have the programs and services they require to support livability, identity, and connectivity.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(10,000)	(10,000)	(10,000)	(10,000)
Grants	-	(15,000)	(15,000)	(15,000)
Other	(47,000)	(47,000)	(47,000)	(47,000)
	(57,000)	(72,000)	(72,000)	(72,000)
Expenses				
Materials, goods and supplies	23,012	122,998	123,023	123,049
Other expenditures	32,000	47,000	47,000	47,000
	55,012	169,998	170,023	170,049
Net cost of / (surplus from) operations	(1,988)	97,998	98,023	98,049
Cost per capita	(0.06)	2.79	2.70	2.62

Budget variance highlights

The Property Tax rebate program has been moved into the FCSS budget from tax and assessment and the budget increased to reflect actual costs.

Community Services Section

Family Resource Network

The Cochrane and Area Family Resource Network (FRN) supports community members to participate, belong and connect in Cochrane. FRN connects with community partners and stakeholders to identify community needs. Through preventative and early intervention programs and services, the department ensures a diverse range of accessible, affordable, inclusive programs, activities, and events are available within the community.

Action plan

- Develop strategic communication tactics to ensure Cochrane and area residents are aware of the support and resources that are available to foster connectivity.
- Provide information, resources, support and advocacy for children, youth and families to support livability.
- Conduct regular engagement opportunities with families, partners and stakeholders through surveys and community forums to develop intentional relationships.
- Active participation in community committees to facilitate collaboration and communication.
- Work collaboratively to offer a variety of evidence-based programs and events that promote the health, wellness and resiliency of Cochrane and area residents to support livability and foster community identity.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Grants	(425,000)	(425,000)	(425,000)	(425,000)
Other	(17,000)	(17,000)	(17,000)	(17,000)
	(442,000)	(442,000)	(442,000)	(442,000)
Expenses				
Salaries and benefits	399,973	404,488	421,073	431,873
Contracted and general services	6,194	9,500	9,500	9,500
Materials, goods and supplies	100,223	95,515	95,515	95,515
Other expenditures	850	512	592	684
	507,240	510,015	526,680	537,572
Net cost of / (surplus from) operations	65,240	68,015	84,680	95,572
Cost per capita	1.95	1.93	2.33	2.55

Budget variance highlights

Minor budget increases to account for increased costs associated with program provision.

Community Services Section

Seniors' Support

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

Action plan

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

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Other	(2,000)	(2,000)	(2,000)	(2,000)
	(2,000)	(2,000)	(2,000)	(2,000)
Expenses				
Salaries and benefits	79,641	81,991	85,497	87,766
Contracted and general services	3,300	78,900	79,500	80,100
Materials, goods and supplies	129,046	131,918	131,932	131,947
Other expenditures	800	800	800	800
	212,787	293,609	297,729	300,613
Net cost of / (surplus from) operations	210,787	291,609	295,729	298,613
Cost per capita	6.31	8.29	8.14	7.97

Budget variance highlights

Addition of funding to support resources for implementation of the Age Friendly Community initiative.

Community Services Section

Parks & Open Spaces

Parks and Open Spaces ensures Cochrane's outdoor spaces and facilities 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-lease dog areas, and municipal facility landscaping and parking lot snow removal.

Action plan

- Assess the current state of our Parks infrastructure and resources to develop an implementable long-term strategy to preserve the long term quality of our open spaces and natural areas and service delivery ability by building organizational resiliency.
- Continue to operate and maintain Cochrane's recreational facilities to a standard that improves livability.
- Explore opportunities to partner with and support other community groups which fosters intentional relationships, identity, open spaces and natural areas, livability, and connectivity.
- Protect and prioritize investment in our community's natural amenities and infrastructure needs, ensuring interconnected pathway systems.
- Action implementation of the Cemetery and Parks & Open Spaces Master Plan.
- Guide planning and development toward Parks and recreation executable goals through fact-based, objective planning processes to improve livability and open spaces and naturalized areas.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(44,800)	(49,800)	(54,800)	(57,300)
Reserves	(2,000)	(2,000)	(2,000)	(2,000)
Other	-	(13,200)	(13,200)	(13,200)
	(46,800)	(65,000)	(70,000)	(72,500)
Expenses				
Salaries and benefits	1,163,281	1,638,585	1,704,275	1,746,477
Contracted and general services	184,160	198,600	202,600	206,600
Materials, goods and supplies	486,601	540,969	551,971	561,263
Other expenditures	169,000	155,000	156,000	157,000
	2,003,042	2,533,154	2,614,846	2,671,340
Net cost of / (surplus from) operations	1,956,242	2,468,154	2,544,846	2,598,840
Cost per capita	58.58	70.18	70.09	69.32

Community Services Section

Parks & Open Spaces

Budget variance highlights

Other revenue includes donations for the memorial bench program. Increases reflective of the addition of the Parks Manager, an additional parks operator, increases in consumables and contracted service costs, as well as reallocation of lease responsibility for the historic downtown plaza space from Facilities budget to Parks.

Community Services Section

Cemetery

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

Action plan

- Environmental Stewardship as included in the Strategic Plan includes prioritizing and investing in our current and future infrastructure needs. This budget delivers on ensuring the continuation of providing cemetery services to the Cochrane community while implementing actions from the Cemetery Master Plan.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(59,500)	(75,000)	(77,000)	(79,000)
	(59,500)	(75,000)	(77,000)	(79,000)
Expenses				
Contracted and general services	17,000	28,000	28,000	28,000
Materials, goods and supplies	5,325	7,000	7,000	7,000
Other expenditures	37,175	40,000	42,000	44,000
	59,500	75,000	77,000	79,000

Budget variance highlights

The budget includes minor material variances, and revenue adjustments to accurately reflect operating costs.

Community Services Section

RancheHouse Events Centre, Community Events & Culture

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

Action plan

- Continue to respond to a changing events venue market and adapt the services of the RancheHouse to maximize revenue opportunities, improve service to the community, and foster intentional relationships.
- Establish marketing plans to target additional clientele such as corporate and community bookings to continue to maximize room revenue.
- Continue to evaluate the Community Event permit procedure to ensure that the process is clear and accessible to our clients, strengthening intentional relationships.
- Administrate Community Grant Program - both Large Scale and Small Scale Project and Event Matching Grants and Community Association Grants that promote connectivity, livability, vibrant economy, and unique identity.
- Connect and promote Cochrane as a film friendly destination to support a vibrant economy.
- Administer the application of the new Light the Bridge and Courtesy Flag Pole policies that lends to our unique identity.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(1,206,183)	(803,500)	(805,500)	(820,500)
	(1,206,183)	(803,500)	(805,500)	(820,500)
Expenses				
Salaries and benefits	830,233	878,517	915,129	938,842
Contracted and general services	80,000	80,000	80,000	80,000
Materials, goods and supplies	386,992	406,782	434,637	446,026
Other expenditures	245,200	275,612	306,237	312,115
	1,542,425	1,640,911	1,736,003	1,776,983
Net cost of / (surplus from) operations	336,242	837,411	930,503	956,483
Cost per capita	10.07	23.81	25.63	25.51

Community Services Section

RancheHouse Events Centre, Community Events & Culture

Budget variance highlights

Interdepartmental charges previously included in revenue have been discontinued. Rental revenue is expected to increase in 2023 with an increase in the number of wedding, corporate, and community bookings, offset by the decreased revenue from leased space with preschool leases ending in June 2023 and not planned for renewal. Increase in operating expenses are due to increases in utility costs. The annual increase to contributions to the facility life cycling reserve for the Ranchehouse building are included in other expenditures.

Community Services Section

Community Connectivity

Transit supports community connectivity through local and regional transit programs that connects residents and neighbourhoods. Through Cochrane On-demand Local Transit (COLT) and transportation partners, the Transit department oversees contractors that deliver transit services and the correlating technology, ensures budget, bylaw and service standards are met, and explores future innovations in modes of transportation. Through the Handi Bus program funding, transit furthers accessibility and ensures appropriate transportation is available for all citizens.

Action plan

- Plan, design, and implement the local/regional integration of COLT and On-It services to provide interconnected transportation systems.
- Monitor and adjust the Cochrane On-demand Local Transit (COLT) service to enhance service delivery, increase ridership and ensure fiscal responsibility and stewardship.
- 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 at-large to support financial stewardship.
- Explore new mobility options for our community, such as e-scooters, e-bikes, car-share programs or autonomous shuttles, ensuring everyone has a means to explore and travel throughout Cochrane and foster connectivity and livability.
- Support the relocation of front-facing transit services to the Station, providing riders and the community with easy access to information and pass purchases.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(96,550)	(110,000)	(118,000)	(126,800)
	(96,550)	(110,000)	(118,000)	(126,800)
Expenses				
Contracted and general services	725,212	689,000	703,000	717,000
Materials, goods and supplies	27,300	43,100	43,100	43,100
Transfers to organizations	269,410	290,178	305,601	321,843
	1,021,922	1,022,278	1,051,701	1,081,943
Net cost of / (surplus from) operations	925,372	912,278	933,701	955,143
Cost per capita	27.71	25.94	25.71	25.48

Community Services Section

Community Connectivity

Budget variance highlights

The impact of the cessation of Provincial grant funding to directly support ongoing COLT services is offset by increased ridership. The cost of the COLT contract is expected to decrease. Transfers to organizations have increased. Cochrane Handi Bus requested a 4% per capita increase. The proposed budget proposes contributions based on a 2% per capita increase as previously applied and in accordance with Cochrane policy. This results in contributions of approximately \$51,000 less, \$83,000 less and \$117,000 less in years 2023, 2024, and 2025 respectively than what was requested .

Community Partners

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Community Grants	341,895	367,597	389,338	414,158
Library	1,064,394	1,187,662	1,251,252	1,320,249
Spray Lake Sawmills Family Sports Centre	2,590,323	2,694,661	2,643,706	2,677,807
	3,996,612	4,249,920	4,284,296	4,412,214
Net cost of / (surplus from) operations	3,996,612	4,249,920	4,284,296	4,412,214
Cost per capita	119.69	120.85	117.99	117.69

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.

Action plan

- Commitment and delivery of the community grants program on the basis of foundations found within the Cochrane Strategic Plan, including financial & environmental stewardship through prioritization and investment in our community's current and future needs, ensuring fiscal responsibility and inter-generational equity, while building intentional relationships with stakeholders and community groups.
- Building on our partnerships and increasing resiliency in our community in a variety of spaces without taking on full ownership and financial responsibility for these service delivery areas.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Transfers to organizations	341,895	367,597	389,338	414,158
	341,895	367,597	389,338	414,158
Net cost of / (surplus from) operations	341,895	367,597	389,338	414,158
Cost per capita	10.24	10.45	10.72	11.05

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. Funds for other community events have not increased from 2022 levels. Large event funding is included in accordance with Council's Community Events Policy as a \$30,000 lump sum, with an additional \$60,000 included for the investment in undefined community events and festivals.

Funding of \$10,000 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 will be brought forward for Council consideration and approval and is envisioned to address current needs without taking on additional recreation 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 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Contracted and general services	190,190	218,500	229,000	243,000
Materials, goods and supplies	19,487	22,633	25,216	26,144
Transfers to organizations	821,717	911,529	960,036	1,011,105
Other expenditures	33,000	35,000	37,000	40,000
	1,064,394	1,187,662	1,251,252	1,320,249
Net cost of / (surplus from) operations	1,064,394	1,187,662	1,251,252	1,320,249
Cost per capita	31.88	33.77	34.46	35.22

Budget variance highlights

An increase in Marigold fees is reflected in contracted and general services. Increased utility costs are reflected in the materials, goods, and supplies increase. Despite a request for changes to service delivery resulting in an increased contribution request, this budget is being held with the per capita increase previously applied in accordance with policy and as applied to other community partners. The application of this principle results in approximately \$30,000 less than the requested contribution in 2023, \$12,000 less in 2024 and \$5,000 more than requested in 2025. Other expenditures have increased due to an increase in the contribution to the facilities reserves.

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 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Principle payments	268,526	282,910	52,208	55,270
Transfers to organizations	2,274,060	2,378,397	2,573,300	2,607,400
Interest charges on long-term debt	47,737	33,354	18,198	15,137
	2,590,323	2,694,661	2,643,706	2,677,807
Net cost of / (surplus from) operations	2,590,323	2,694,661	2,643,706	2,677,807
Cost per capita	77.57	76.62	72.81	71.43

Budget variance highlights

With the bounce-back to memberships after COVID-19 restrictions, SLSFSC requested a \$239,663 decrease to its operating ask, offset by a \$544,000 increase to its capital ask. Administration reduced the net increase by \$200,000 to bring the overall operating and capital increase from 13.4% to 4.6% over the funding provided in 2022. The annual budgets also include debt payments for the Fieldhouse and Cochrane Arena, with the Fieldhouse debt being fully repaid in 2023.

Protective Services Section

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Fire Services	(176,355)	(163,700)	(163,700)	(163,700)
Municipal Enforcement	(247,900)	(265,000)	(265,000)	(275,000)
RCMP	(2,018,208)	(3,349,576)	(2,549,576)	(2,479,576)
	(2,442,463)	(3,778,276)	(2,978,276)	(2,918,276)
Expenses				
Protective Services	-	188,567	195,583	200,139
Emergency Management	35,250	41,750	43,750	46,750
Fire Services	6,983,365	7,297,896	7,577,630	7,818,596
Municipal Enforcement	1,240,519	1,418,311	1,466,123	1,494,533
RCMP	6,718,124	8,443,763	7,355,887	7,306,675
	14,977,258	17,390,287	16,638,973	16,866,693
Net cost of / (surplus from) operations	12,534,795	13,612,011	13,660,697	13,948,417
Cost per capita	375.38	387.07	376.22	372.06

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.

Action plan

- Review current operating plans, structures, long-term strategy plans and policies with consideration of service area improvements, efficiencies and in support of Cochrane's Strategic Plan.
- Support individual sections in achieving annual service delivery goals and operating plans.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	-	178,987	186,003	190,559
Materials, goods and supplies	-	9,580	9,580	9,580
	-	188,567	195,583	200,139
Net cost of / (surplus from) operations	-	188,567	195,583	200,139
Cost per capita	-	5.36	5.39	5.34

Budget variance highlights

2023 will be the first year of existence for this budget.

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

Action plan

- Focus on areas that will improve and enhance Cochrane's built environment, improve intentional relationships, align with provincial legislation and increase our organizational resiliency.
- Continue to evaluate and amend the Municipal Emergency Management Plan and Business Continuity Plans in consideration of pandemic and evolving emergency planning.
- Increase community awareness and user-friendly information for residents to utilize for their personal emergency preparedness.
- Complete revisions to the Emergency Management Bylaw as recommended by the Alberta Emergency Management Agency.
- Complete a mock exercise with a focus on Emergency Social Services.
- Provide opportunities for all employees to train in emergency management, creating a more robust emergency response resource pool.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Materials, goods and supplies	35,250	41,750	43,750	46,750
	35,250	41,750	43,750	46,750
Net cost of / (surplus from) operations	35,250	41,750	43,750	46,750
Cost per capita	1.06	1.19	1.20	1.25

Budget variance highlights

No significant variances proposed.

Protective Services Section

Fire Services

Fire Services supports community safety through education, prevention and intervention for fire and hazardous materials. The department leads community outreach, fire inspections, investigations and manages fire suppression, technical and motor vehicle rescue, and hazardous materials response.

Action plan

- Build organizational resiliency with continued development of leadership skills, mental health and wellness resiliency supports and professional skill competency of all Fire Services employees.
- Continue to advance, promote, and innovate the public education and community-centred fire safety program with the goal to decrease residential home fires.
- Ensure financial stewardship with the completion of Fire Services Master Plan process that will review fire services administration, operations, and fire prevention branch and assess the current tasks, assignments and resources against existing and future needs, to ensure a balance between community needs and fiscal responsibility.
- Foster stronger relationships with local fire services and first-nation first responders.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(162,700)	(162,700)	(162,700)	(162,700)
Reserves	(1,000)	(1,000)	(1,000)	(1,000)
Other	(12,655)	-	-	-
	(176,355)	(163,700)	(163,700)	(163,700)
Expenses				
Principle payments	139,096	177,647	193,350	200,000
Salaries and benefits	4,958,185	5,157,064	5,347,789	5,473,103
Contracted and general services	269,300	265,600	269,600	284,600
Materials, goods and supplies	587,233	604,002	623,761	644,893
Transfers from local boards	10,000	10,000	10,000	10,000
Interest charges on long-term debt	514,051	512,833	497,130	500,000
Other expenditures	505,500	570,750	636,000	706,000
	6,983,365	7,297,896	7,577,630	7,818,596
Net cost of / (surplus from) operations	6,807,010	7,134,196	7,413,930	7,654,896
Cost per capita	203.85	202.87	204.18	204.19

Protective Services Section

Fire Services

Budget variance highlights

Revenue has decreased with the elimination of lease revenue for Municipal Enforcement's occupancy of the PSC when they move to the new PSB. Other expenditures reflect an increase to capital reserve contributions used to fund fire apparatus needs. Other increases include an approximate 41% increase in fuel costs and 25% increase in fleet repairs associated with aging fire apparatus.

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.

Action plan

- Recognize the increasing calls for service and continue to advance services in a way that meets the strategic visions for built environment and intentional relationships, while ensuring we are continuing to provide enforcement response in a way that maintains and progresses our safe and vibrant community.
- Continue the transition of the Solicitor General Peace Officer program with support for transition of staff to Peace Officer Level 1, ensuring the continued development of the Section and expansion of enforcement authorities.
- Develop and implement internal municipal bylaw review processes to facilitate ongoing modernization of policing tactics and applicable legislation as Cochrane continues to grow.
- Participate as a key stakeholder in the completion and transition to the new Protective Services Building. Providing a single location for the community to access and interact with enforcement agencies.
- Introduce and assist in the implementation of a global traffic safety program that will mitigate increasing concerns in our community in relation to multi-modal transportation safety.
- Continue to plan and participate with the Province to implement the Provincial APIS/Safe Roads system.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(247,300)	(265,000)	(265,000)	(275,000)
Reserves	(600)	-	-	-
	(247,900)	(265,000)	(265,000)	(275,000)
Expenses				
Salaries and benefits	1,050,611	1,210,556	1,260,449	1,293,713
Contracted and general services	44,000	44,000	44,000	44,000
Materials, goods and supplies	95,903	110,935	106,892	108,581
Other expenditures	50,005	52,820	54,782	48,239
	1,240,519	1,418,311	1,466,123	1,494,533
Net cost of / (surplus from) operations	992,619	1,153,311	1,201,123	1,219,533
Cost per capita	29.73	32.80	33.08	32.53

Protective Services Section

Municipal Enforcement

Budget variance highlights

Budget increase is reflective of additional Peace Officer resource added in 2022 not previously budgeted for in this department and the transition of Solicitor General Peace Officer program.

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.

Action plan

- Plan for the future need of our growing community.
- Foster intentional relationships through honest dialogue and public engagement.
- Focus on the transition to the new Protective Services Building in alignment with the built environment.
- Adapt to changes in policing tactics and potential provincial policing models.
- Ensure adequate member and administrative support positions to meet service and enforcement expectations to foster livability.
- Set yearly priorities as part of the Annual Performance Plan (APP), which includes community consultation.
- Report on priorities, challenges and successes.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(431,500)	(980,666)	(980,666)	(910,666)
Grants	(551,708)	(551,708)	(551,708)	(551,708)
Other	(1,035,000)	(1,817,202)	(1,017,202)	(1,017,202)
	(2,018,208)	(3,349,576)	(2,549,576)	(2,479,576)
Expenses				
Principle payments	-	578,343	600,293	623,076
Salaries and benefits	552,624	543,562	564,266	515,629
Purchases from other governments	5,216,000	5,571,450	4,462,500	4,462,500
Materials, goods and supplies	8,200	9,200	9,200	8,200
Interest charges on long-term debt	-	848,841	826,892	804,108
Other expenditures	941,300	892,367	892,736	893,162
	6,718,124	8,443,763	7,355,887	7,306,675
Net cost of / (surplus from) operations	4,699,916	5,094,187	4,806,311	4,827,099
Cost per capita	140.75	144.86	132.37	128.76

Protective Services Section

RCMP

Budget variance highlights

Increases in the RCMP contract cost are due to increase in Municipal members, union contract impacts, Retro Pay Costs (funded by a draw from the operating reserves) and the allocation of Biology Casework Analysis to Municipalities. Costs for the New Protective Services Building are reflected in Operating & Maintenance costs, a portion of which is charged back to the RCMP based on a percentage calculation. Repayment of the debenture taken for construction begins in 2023 and is funded from draws from operating reserves, off-site levies, and the facility lease agreement with RCMP.

Contract cost increases result from an increase in members, one each in 2023 and 2024, as well as the per member cost increase resulting from completed union contract agreement. This increase in cost is somewhat offset by Cochrane no longer having to pay the accommodation charge for municipal members once the new building is in operation.

Development & Infrastructure Services Division

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Engineering & Asset Management Section	(81,275)	(460,800)	(557,675)	(563,700)
Operations Section	(19,032,487)	(19,917,222)	(22,894,509)	(24,953,830)
Planning & Development Services Section	(2,168,220)	(2,272,600)	(2,304,100)	(2,140,600)
	(21,281,982)	(22,650,622)	(25,756,284)	(27,658,130)
Expenses				
Development & Infrastructure Services	1,017,174	289,256	298,996	305,626
Engineering & Asset Management Section	1,965,966	3,529,575	4,078,830	4,283,291
Operations Section	23,580,681	24,998,226	28,177,399	30,398,149
Planning & Development Services Section	2,590,540	3,573,020	3,599,257	3,573,224
	29,154,361	32,390,077	36,154,482	38,560,290
Net cost of / (surplus from) operations	7,872,379	9,739,455	10,398,198	10,902,160
Cost per capita	235.76	276.95	286.37	290.80



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, Planning and Development 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.

Action plan

- Focus on achieving the goals and aspirations as outlined in Council's Strategic Plan, including improving organizational resiliency, financial & environmental stewardship and intentional relationship building to ensure Cochrane remains a community of choice in Canada.
- Provide executive leadership insight and assistance in building intentional relationships and advocacy efforts within responsibility areas.
- Enhance organizational resiliency and a healthy organizational culture through intentional interaction with operational teams and community stakeholders.
- Focus on the development of civic literacy with respect to development and infrastructure services.
- Support directors and managers with the implementation of their operating plans.
- Represent Cochrane's regional interests via the Calgary Metropolitan Regional Plan (CMRB).

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	915,163	234,528	243,591	249,510
Contracted and general services	40,000	20,000	20,000	20,000
Materials, goods and supplies	62,011	34,728	35,405	36,116
	1,017,174	289,256	298,996	305,626
Net cost of / (surplus from) operations	1,017,174	289,256	298,996	305,626
Cost per capita	30.46	8.23	8.23	8.15

Budget variance highlights

The 2022 budget included staffing additions following the organizational redesign. Those positions, along with the accompanying staff development, conference, membership and supply expenses are now reflected within other sections of the overall budget.

Engineering & Asset Management Section

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Engineering & Asset Management	-	(275,000)	(275,000)	(275,000)
Civil Land Development	(61,900)	(58,650)	(60,900)	(62,400)
GIS	-	(1,000)	(1,000)	(1,000)
Facilities	(19,375)	(126,150)	(220,775)	(225,300)
	(81,275)	(460,800)	(557,675)	(563,700)
Expenses				
Engineering & Asset Management	-	524,591	544,133	556,929
Civil Land Development	607,966	559,339	579,424	592,627
GIS	-	360,242	369,265	375,233
Facilities	1,358,000	1,776,209	2,260,991	2,420,888
Fleet Services	-	309,194	325,017	337,614
	1,965,966	3,529,575	4,078,830	4,283,291
Net cost of / (surplus from) operations	1,884,691	3,068,775	3,521,155	3,719,591
Cost per capita	56.44	87.26	96.97	99.22

Engineering & Asset Management Section

Engineering & Asset Management

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, the section leads and supports strategy, process, and policy development to help guide Capital Projects, Corporate Properties & Fleets, Civil Land Development Services and GIS.

Action plan

- Ensure the successful planning and delivery of capital projects to advance financial and environmental stewardship and ensure a positive built environment.
- Advance the planning, delivery, operations and maintenance of Cochrane's infrastructure assets in order for these assets to be cost-effective, reliable and sustainable, and foster organizational resiliency.
- Continue to advance the asset management program to advance financial and environmental stewardship.
- Continue to seek and implement continuous improvement projects that will improve the efficiencies and effectiveness of business processes and increase service levels to internal staff and external customers to advance organizational resiliency, financial and environmental stewardship, and intentional relations.
- Pursue strong and productive relationships with other divisions and external partners to ensure an integrated planning, design, delivery, maintenance and operations of the built environment.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Other	-	(275,000)	(275,000)	(275,000)
	-	(275,000)	(275,000)	(275,000)
Expenses				
Salaries and benefits	-	492,471	511,963	524,709
Contracted and general services	-	10,000	10,000	10,000
Materials, goods and supplies	-	22,120	22,170	22,220
	-	524,591	544,133	556,929
Net cost of / (surplus from) operations	-	249,591	269,133	281,929
Cost per capita	-	7.10	7.41	7.52

Budget variance highlights

This is a new 2023 operating center. Revenue includes a 1% addition to the capital project budgets that will be delivered by this team to help offset the costs of doing so. This costing center includes the budget for the capital projects delivery team.

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.

Action plan

- Focus on the effective review of development submissions and inspection services to support the intentional relationships and the built environment, and Council's aspirations of livability, vibrant economy and connectivity.
- Manage functional and preliminary design phases of capital projects to support growth of the built environment.
- Support the update of the water and wastewater master plan to ensure organizational resiliency and environmental stewardship.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(61,900)	(58,650)	(60,900)	(62,400)
	(61,900)	(58,650)	(60,900)	(62,400)
Expenses				
Salaries and benefits	468,146	481,839	501,804	515,087
Contracted and general services	122,000	60,000	60,000	60,000
Materials, goods and supplies	17,820	17,500	17,620	17,540
	607,966	559,339	579,424	592,627
Net cost of / (surplus from) operations	546,066	500,689	518,524	530,227
Cost per capita	16.35	14.24	14.28	14.14

Budget variance highlights

Revenue projections are based on the projected number of developments in the next three years. Two projects undertaken via contract in 2022 were one-time expenditures.

Engineering & Asset Management Section

Facilities

Facilities oversees the corporate properties used by the community and organization through ongoing maintenance and support. The department oversees the maintenance, life cycling, cleaning and leases at existing Cochrane-operated facilities, new facility construction and land-related transactions.

Action plan

- Leverage continuous improvement and the application of best practices in facility management.
- Further develop asset tracking and management of all major facility-related components to support the built environment.
- Leveraging intentional relationships, deliver major and minor capital projects.
- Effectively manage end of asset lifecycle disposals, replacements or rehabilitations which supports financial stewardship.
- Prioritize and manage facility maintenance and repairs and preventative maintenance programs through internal and/or external sources to maximize the efficiency and life expectancy thus promoting financial stewardship.
- Implement and monitor energy saving equipment and programs to support financial and environmental stewardship.
- Develop a 10 year Facilities Master plan to anticipate the built environment and promote organizational resiliency.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(4,800)	(110,800)	(204,800)	(208,800)
Other	(14,575)	(15,350)	(15,975)	(16,500)
	(19,375)	(126,150)	(220,775)	(225,300)
Expenses				
Salaries and benefits	624,110	650,384	677,551	695,415
Contracted and general services	392,545	673,100	856,975	877,775
Materials, goods and supplies	141,345	216,625	331,365	347,698
Other expenditures	200,000	236,100	395,100	500,000
	1,358,000	1,776,209	2,260,991	2,420,888
Net cost of / (surplus from) operations	1,338,625	1,650,059	2,040,216	2,195,588
Cost per capita	40.09	46.92	56.19	58.56

Engineering & Asset Management Section

Facilities

Budget variance highlights

Sales and user fees include lease revenue from the RCMP for their usage of the new Protective Services Building (PSB). Expenditures includes costs related to onboarding facility operating costs for The Station as well as the New Protective Services Building including additional labour hours to support cleaning and maintenance requirements in each facility. Materials & contractor labour cost are anticipated to rise throughout 2023 as existing service agreements are negotiated for renewal due to the significant inflation experienced in 2022.

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.

Action plan

- Focus on the completion of fleet capital purchasing projects and end of lifecycle fleet disposals to support financial and environmental stewardship.
- Prioritize and manage vehicle inspections which supports organizational resiliency.
- Maintain and repair fleet assets to foster financial stewardship.
- Maintain and monitor fleet driver database which builds intentional relationships.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	-	237,434	247,207	253,754
Contracted and general services	-	25,000	27,000	29,000
Materials, goods and supplies	-	46,760	50,810	54,860
	-	309,194	325,017	337,614
Net cost of / (surplus from) operations	-	309,194	325,017	337,614
Cost per capita	-	8.79	8.95	9.01

Budget variance highlights

New budget for 2023 as this was previously part of the Roads budget.

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, pathways and park space locations.

Action plan

- Continue to support and improve field inspection and data collections web applications used by different operational departments to support and foster organizational resiliency.
- Prepare and assist with integrating current infrastructure data into an effective asset management software and program.
- Advance the use of GIS technology to support the more effective and efficient planning and approval of new development and the maintenance and operations of existing assets to support the built environment, intentional relationships, and increase organizational resiliency.
- Support the use of reliable geo-spatial data for use in day-to-day tasks, asset planning and decision-making to support financial stewardship, the built environment, and intentional relationships.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	-	(1,000)	(1,000)	(1,000)
	-	(1,000)	(1,000)	(1,000)
Expenses				
Salaries and benefits	-	354,902	363,925	369,893
Materials, goods and supplies	-	5,340	5,340	5,340
	-	360,242	369,265	375,233
Net cost of / (surplus from) operations	-	359,242	368,265	374,233
Cost per capita	-	10.22	10.14	9.98

Budget variance highlights

This operating center is an existing budget that was previously reported as part of the Information Services budget.

Planning & Development Services Section

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Business Development	(371,500)	(362,500)	(362,500)	(357,500)
Planning Services	(389,600)	(410,100)	(415,100)	(215,100)
Safety Codes	(1,407,120)	(1,500,000)	(1,526,500)	(1,568,000)
	(2,168,220)	(2,272,600)	(2,304,100)	(2,140,600)
Expenses				
Planning & Development Services	-	336,848	317,327	324,110
Business Development	576,952	588,709	582,788	581,819
Planning Services	1,363,151	1,617,641	1,627,978	1,563,651
Safety Codes	650,437	1,029,822	1,071,164	1,103,644
	2,590,540	3,573,020	3,599,257	3,573,224
Net cost of / (surplus from) operations	422,320	1,300,420	1,295,157	1,432,624
Cost per capita	12.65	36.98	35.67	38.21

Planning & Development Services Section

Planning & Development Services

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.

Action plan

- Update the Municipal Development Plan in alignment with Councils' Strategic Plan.
- Review processes and create systems to enhance organizational resiliency.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	-	259,468	269,947	276,730
Contracted and general services	-	60,000	30,000	30,000
Materials, goods and supplies	-	17,380	17,380	17,380
	-	336,848	317,327	324,110
Net cost of / (surplus from) operations	-	336,848	317,327	324,110
Cost per capita	-	9.58	8.74	8.65

Budget variance highlights

This is a new 2023 operating center. Included in contracted and general services are funds to support the creation of a fibre strategy.

Planning & Development Services 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.

Action plan

- Continue to support entrepreneurship and innovation to enable a vibrant economy through the programming of the Station.
- Attract the STEM workforce and promote placemaking to ensure a strong built environment.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(371,500)	(362,500)	(362,500)	(357,500)
	(371,500)	(362,500)	(362,500)	(357,500)
Expenses				
Salaries and benefits	305,142	323,625	336,981	345,676
Contracted and general services	15,000	15,000	15,000	15,000
Materials, goods and supplies	147,210	120,450	100,450	89,950
Transfers to organizations	100,000	100,000	100,000	100,000
Other expenditures	9,600	29,634	30,357	31,193
	576,952	588,709	582,788	581,819
Net cost of / (surplus from) operations	205,452	226,209	220,288	224,319
Cost per capita	6.15	6.43	6.07	5.98

Budget variance highlights

Sales and user fees are based on historical actual amounts. Increases in materials, goods, and services reflect the programming costs for operating the new Station and Innovation Centre facility, offset by a decrease (\$32K) for the costs for renting the old Visitor Information Centre location moving to the Protective and Community Services Division budget. There is an increase of \$20K for the annual gift guide to promote it in Bearspaw and Springbank and an additional \$20k added for Station innovation programming. Other expenditures increase due to the start of contributions to capital reserves for the new facility and to support future economic development initiatives.

Planning & Development Services 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.

Action plan

- Create a Growth Study that aligns with Councils' vision for the built environment.
- Create a new Municipal Development Plan that aligns with Councils Strategic Plan by ensuring the growing community preserves our unique identity, and creates a vibrant and active community with connected neighbourhoods.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(169,600)	(210,100)	(215,100)	(215,100)
Other	(220,000)	(200,000)	(200,000)	-
	(389,600)	(410,100)	(415,100)	(215,100)
Expenses				
Salaries and benefits	1,004,271	1,261,548	1,313,885	1,348,277
Contracted and general services	260,000	80,000	75,000	70,000
Materials, goods and supplies	84,780	253,280	214,280	118,250
Other expenditures	14,100	22,813	24,813	27,124
	1,363,151	1,617,641	1,627,978	1,563,651
Net cost of / (surplus from) operations	973,551	1,207,541	1,212,878	1,348,551
Cost per capita	29.16	34.34	33.40	35.97

Budget variance highlights

Salaries, wages and benefits reflect positions added in 2022 not previously budgeted for in this department. Consulting services have decreased as 2022 had one-time projects not being undertaken in 2023. \$200,000.00 is included in materials, goods, and supplies to create a new Municipal Development Plan, funded by a draw from operating reserves. Other expenditures include contributions to reserves.

Planning & Development Services 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.

Action plan

- Maintain the service levels outlined in Cochrane's Quality Management Plan.
- Create organization resiliency to ensure future services levels are achieved.
- Build intentional relationships with the Alberta Safety codes council and educate all stakeholders (Internal & External) on required provincial code compliance through continually updated online resources.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(1,291,120)	(1,375,000)	(1,396,500)	(1,428,000)
Other	(116,000)	(125,000)	(130,000)	(140,000)
	(1,407,120)	(1,500,000)	(1,526,500)	(1,568,000)
Expenses				
Salaries and benefits	459,427	689,445	717,972	736,759
Contracted and general services	60,000	80,000	80,000	80,000
Materials, goods and supplies	95,010	98,890	102,110	104,710
Other expenditures	36,000	161,487	171,082	182,175
	650,437	1,029,822	1,071,164	1,103,644
Net cost of / (surplus from) operations	(756,683)	(470,178)	(455,336)	(464,356)
Cost per capita	(22.66)	(13.37)	(12.54)	(12.39)

Budget variance highlights

Positions have been added to support increased permit revenue due to an increase in larger scale projects and the approval of new subdivisions. Increased revenue results in an increase in Safety Code Council Fees, reflected in contracted and general services. Other expenditures includes a new contribution to reserves to be used to smooth future revenue fluctuations and fund vehicle replacements/additions.

Operations Section

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Roads	(1,582,879)	(1,516,264)	(1,516,264)	(1,516,264)
Storm Sewer	(717,802)	(950,682)	(1,129,872)	(1,340,903)
Waste Management	(3,462,619)	(3,699,270)	(3,848,110)	(4,003,028)
Eco Centre	(935,965)	(977,044)	(1,043,880)	(1,234,800)
Water	(5,130,480)	(5,347,928)	(6,435,906)	(7,153,343)
Wastewater	(7,202,742)	(7,426,034)	(8,920,477)	(9,705,492)
	(19,032,487)	(19,917,222)	(22,894,509)	(24,953,830)
Expenses				
Operation Services	-	327,452	345,559	347,379
Roads	6,131,073	6,269,816	6,453,595	6,613,204
Storm Sewer	717,802	950,682	1,129,872	1,340,903
Waste Management	3,462,619	3,699,270	3,848,110	4,003,028
Eco Centre	935,965	977,044	1,043,880	1,234,800
Water	5,130,480	5,347,928	6,435,906	7,153,343
Wastewater	7,202,742	7,426,034	8,920,477	9,705,492
	23,580,681	24,998,226	28,177,399	30,398,149
Net cost of / (surplus from) operations	4,548,194	5,081,004	5,282,890	5,444,319
Cost per capita	136.21	144.48	145.49	145.22

Operations Section

Operation Services

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 Operations Reception Centre, Roads, Waste & Recycling and Water & Wastewater services.

Action plan

- Focus on aligning operational priorities with Council's new Strategic Plan.
- Improve organizational resiliency, financial & environmental stewardship & ensuring our built environment supports current and future community needs.
- Facilitate the successful delivery of the annual works programs for departments within the Operations portfolio.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Expenses				
Salaries and benefits	-	299,952	312,059	319,879
Materials, goods and supplies	-	27,500	33,500	27,500
	-	327,452	345,559	347,379
Net cost of / (surplus from) operations	-	327,452	345,559	347,379
Cost per capita	-	9.31	9.52	9.27

Budget variance highlights

This is a new Budget to support the newly created Director, Operations Services that was previously budgeted for in the Planning and Infrastructure Division budget.

Operations Section

Roads

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

Action plan

- Align operational priorities with Council's new Strategic Plan, specifically, seeking innovative solutions to efficiently support and maintain our expanding roadway systems, thereby ensuring continued connectivity throughout our communities.
- Plan and deliver approved operational and capital maintenance projects.
- Complete road asset inspections and condition assessments.
- Develop an enhanced sidewalk evaluation and repair program.
- Investigate enhanced snow and ice control programming and technologies.
- Investigate and implement innovative traffic calming measures to improve road network safety.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Taxes and levies	(31,615)	-	-	-
Reserves	(4,000)	(4,000)	(4,000)	(4,000)
Other	(1,547,264)	(1,512,264)	(1,512,264)	(1,512,264)
	(1,582,879)	(1,516,264)	(1,516,264)	(1,516,264)
Expenses				
Principle payments	1,251,680	1,387,990	1,424,599	1,462,180
Salaries and benefits	1,394,616	1,210,752	1,260,971	1,293,773
Contracted and general services	102,500	107,500	107,500	107,500
Materials, goods and supplies	2,143,275	2,269,450	2,393,010	2,519,817
Interest charges on long-term debt	351,516	386,638	350,029	312,448
Other expenditures	887,486	907,486	917,486	917,486
	6,131,073	6,269,816	6,453,595	6,613,204
Net cost of / (surplus from) operations	4,548,194	4,753,552	4,937,331	5,096,940
Cost per capita	136.21	135.17	135.98	135.95

Operations Section

Roads

Budget variance highlights

A local improvement levy was finished in 2022 and a draw from reserves for a one-time 2022 project is not being repeated. Costs for Fleet services have been moved into a new separate department. Community expansion coupled with inflationary increases for materials and services are the primary drivers for other increases.

Operations Section

Storm Sewer

Storm Sewer operates and maintains Cochrane's storm sewer system, which includes 108 km of underground storm sewer mains and drainage swales, nine stormwater facilities, 49 outfalls, 22 oil grit separators, 1,676 catch basins and wetland areas.

Action plan

- Align operational priorities with Council's new Strategic Plan, specifically, efficient maintenance and operation of both existing and recently constructed storm water systems, thereby providing operational resiliency throughout our built environment.
- Complete the design for upgrades to the downtown and Glenbow Dr. catchment areas.
- Inspect, clean and maintain storm sewer systems.
- Implement enhanced inspection and maintenance plans to ensure the quality of the municipal storm water entering water courses from our storm sewer systems.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(717,802)	(950,682)	(1,129,872)	(1,340,903)
	(717,802)	(950,682)	(1,129,872)	(1,340,903)
Expenses				
Salaries and benefits	165,073	178,711	186,129	190,992
Contracted and general services	163,409	165,409	166,441	167,383
Materials, goods and supplies	6,402	5,500	5,500	5,500
Other expenditures	382,918	601,062	771,802	977,028
	717,802	950,682	1,129,872	1,340,903
Net cost of / (surplus from) operations	-	-	-	-

Budget variance highlights

Rate increases are being proposed to support enhanced contributions to the Storm Sewer utility reserves, as past levels of contributions are insufficient to support future capital replacement and major maintenance needs of the utility. This increase is reflected in other expenditures.

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.

Action plan

- Balance saving for the future with paying for today – ensuring intergenerational equity.
- Ensure the built environment can facilitate and support future needs of our growing community.
- Provide services required for residents, visitors and businesses to dispose of and recycle their waste in a sustainable way, thus supporting livability.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(831,627)	(873,044)	(938,880)	(973,800)
Grants	(100,338)	(102,000)	(103,000)	(104,000)
Other	(4,000)	(2,000)	(2,000)	(157,000)
	(935,965)	(977,044)	(1,043,880)	(1,234,800)
Expenses				
Salaries and benefits	436,936	455,294	474,184	486,540
Contracted and general services	192,179	256,452	263,451	431,012
Materials, goods and supplies	161,944	164,562	176,244	183,311
Other expenditures	144,906	100,736	130,001	133,937
	935,965	977,044	1,043,880	1,234,800
Net cost of / (surplus from) operations	-	-	-	-

Budget variance highlights

Increased revenues and expenses expected as a result of growth and inflation. General services include increased contributions to tax supported departments that provide support to this department, such as HR, Finance, IS, and Communications to an amount consistent with all other utility departments. Other expenditures include contributions to capital, which fluctuates each year as this is a rate-supported department.

Operations Section

Waste Management

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

Action plan

- Through prioritization, long-term planning and a strong financial policy framework, we balance saving for the future with paying for today – ensuring intergenerational equity and financial stewardship.
- Plan for the future needs of a growing community today, ensuring that the built environment can facilitate this plan.
- Dispose of and recycle waste in a sustainable way to support livability and environmental stewardship.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(3,462,619)	(3,669,270)	(3,818,110)	(3,973,028)
Other	-	(30,000)	(30,000)	(30,000)
	(3,462,619)	(3,699,270)	(3,848,110)	(4,003,028)
Expenses				
Salaries and benefits	148,646	152,987	159,455	163,681
Contracted and general services	2,152,951	2,197,120	2,273,294	2,362,318
Materials, goods and supplies	980,410	1,207,885	1,258,820	1,309,742
Other expenditures	180,612	141,278	156,541	167,287
	3,462,619	3,699,270	3,848,110	4,003,028
Net cost of / (surplus from) operations	-	-	-	-

Budget variance highlights

Increased revenues and most expenses are expected as a result of growth. No rate increases are planned. Increases to materials, goods and services are due to increased tipping fees and contracted services charges. It also includes the cost for collection carts, which have been moved into the operational budget, as they are an ongoing and not a capital expenditure.

Operations Section

Water

Cochrane maintains a high standard for drinking water, water services and wastewater treatment. The department manages the delivery and collection systems, supported by maintaining infrastructure. Through water conservation programs and water loss mitigation, the department helps identify opportunities to protect, reduce and conserve water access and allowance.

Action plan

- Create a new Water Master Plan to ensure the built environment required to meet the concepts of financial stewardship and livability.
- Establish a formal asset management plan and system to ensure financial and environmental stewardship.
- Review and measure the water rates to ensure resiliency, financial stewardship and intergenerational equity.
- Complete annual capital projects to ensure the delivery of clean, safe, uninterrupted water to customers and to support environmental stewardship.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(5,129,220)	(5,346,646)	(6,434,602)	(7,152,016)
Reserves	(1,100)	(1,122)	(1,144)	(1,167)
Other	(160)	(160)	(160)	(160)
	(5,130,480)	(5,347,928)	(6,435,906)	(7,153,343)
Expenses				
Principle payments	298,849	-	-	-
Salaries and benefits	851,131	894,685	931,324	955,569
Contracted and general services	674,035	826,585	813,026	886,454
Materials, goods and supplies	1,581,448	1,931,518	2,109,038	2,545,278
Interest charges on long-term debt	20,172	-	-	-
Other expenditures	1,704,845	1,695,140	2,582,518	2,766,042
	5,130,480	5,347,928	6,435,906	7,153,343
Net cost of / (surplus from) operations	-	-	-	-

Operations Section

Water

Budget variance highlights

Costs to provide services have increased due to inflation and an increased customer base. Expenditures include a new valve maintenance program due to a significant number of valves that require attention. Contributions to reserves have been increased to move toward the amount needed for future infrastructure rehabilitation and replacement needs. While no rate increases are reflected in the proposed budget, they are needed to offset inflation, for new services, including the valve maintenance program, and to address increasing underground infrastructure failures. Administration will bring proposed new rates to Council for consideration in 2023.

Operations Section

Wastewater

As part of the waterworks division, wastewater manages and maintains the collection and transportation of sanitary sewage to support daily water use and protect water systems. Through regular inspections, routine care and public education, the department maintains the pump station and pipelines to extend the function and lifetime of the wastewater collection system.

Action plan

- Create a new Wastewater Master Plan to ensure the built environment required to meet the concepts of financial stewardship and livability.
- Establish a formal asset management plan and system to ensure financial and environmental stewardship.
- Review and measure the wastewater rates to ensure resiliency, financial stewardship and intergenerational equity.
- Complete annual capital projects to ensure the conveyance of wastewater to Calgary in an efficient and reliable fashion that has no affect on customers and supports environmental stewardship.

	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Revenue				
Sales and user fees	(7,039,663)	(7,263,034)	(8,754,217)	(9,535,907)
Reserves	-	(1,000)	(1,020)	(1,040)
Other	(163,079)	(162,000)	(165,240)	(168,545)
	(7,202,742)	(7,426,034)	(8,920,477)	(9,705,492)
Expenses				
Salaries and benefits	816,525	860,076	895,556	919,045
Contracted and general services	1,834,673	1,954,980	2,014,119	2,074,643
Purchases from other governments	3,337,480	3,731,105	3,947,360	4,165,570
Materials, goods and supplies	444,956	460,140	448,519	457,943
Other expenditures	769,108	419,733	1,614,923	2,088,291
	7,202,742	7,426,034	8,920,477	9,705,492
Net cost of / (surplus from) operations	-	-	-	-

Operations Section

Wastewater

Budget variance highlights

Costs to provide services have increased due to inflation and an increased customer base. Expenditures include a new valve maintenance program due to a significant number of valves that require attention. Contracted services see an increase for a new CCTV inspection program and increased charges from the City of Calgary. Materials, goods and services have been increased due to increased costs for underground repairs, essential electrical infrastructure at the primary lift station, and the addition of flow monitors to assist with engineering analysis and projections.

While no rate increases are reflected in the proposed budget, they are needed to offset inflation and for new services. For now, contributions to reserves have been decreased to offset increased costs. Administration will bring proposed new rates to Council for consideration in 2023.

Capital Projects

2023-2025

Draft



cochrane
HOW THE WEST IS NOW

Capital Improvement Projects

	Project Costs			Project Funding Sources		
	2023	2024	2025	Reserves	Grants	Debt
Infrastructure						
5th Avenue - Functional Study	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -	\$ -
Website development	150,000	-	-	150,000	-	-
Offsite Levy Bylaw Update	100,000	-	-	100,000	-	-
Subtotal - Infrastructure	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ -
Fleet & Equipment						
2023 Fleet Replacements	\$ 970,000	\$ -	\$ -	\$ 970,000	\$ -	\$ -
2023 Fleet Additions	446,000	-	-	446,000	-	-
Technology Lifecycling	145,000	150,000	155,000	450,000	-	-
Fleet Telematics Implementation	125,000	-	-	125,000	-	-
2024 Fleet Additions	-	1,245,000	-	1,245,000	-	-
2024 Fleet Replacements	-	900,000	-	900,000	-	-
2025 Fleet Replacements	-	-	240,000	240,000	-	-
2025 Fleet Additions	-	-	120,000	120,000	-	-
Subtotal - Fleet & Equipment	\$ 1,686,000	\$ 2,295,000	\$ 515,000	\$ 4,496,000	\$ -	\$ -
Facilities						
Workspace Optimization	\$ 660,000	\$ 1,000,000	\$ -	\$ 1,660,000	\$ -	\$ -
RancheHouse Chiller Replacement	500,000	-	-	500,000	-	-
Operations Centre Design & Costing	300,000	-	-	300,000	-	-
Facility Surveillance	150,000	-	-	150,000	-	-
Community Services Master Plans Review & Preparation	100,000	-	-	100,000	-	-
2024 Facility Lifecycle	-	650,000	-	650,000	-	-
Facilities 20 Year Master Plan	-	-	500,000	500,000	-	-
Subtotal - Facilities	\$ 1,710,000	\$ 1,650,000	\$ 500,000	\$ 3,860,000	\$ -	\$ -
Roads & Parks						
Centre Avenue - Phase 3 - INT 1	\$ 3,424,000	\$ -	\$ -	\$ -	\$ 1,575,040	\$ 1,848,960

Capital Improvement Projects

	Project Costs			Project Funding Sources		
	2023	2024	2025	Reserves	Grants	Debt
Roads & Parks - continued						
East End Storm Improvements	2,010,000	31,000	6,265,000	2,041,000	-	6,265,000
Historic Ranche and Glenbow Pathway Improvements	1,150,000	-	-	460,000	690,000	-
Alley Repairs - Phase 3	280,000	-	-	280,000	-	-
1st Street East: Centre Avenue to 1st Avenue	270,000	-	-	270,000	-	-
Railway Street - Final Phase	253,000	-	-	253,000	-	-
Glenbow Pathway Bridge Lifecycling	200,000	-	-	200,000	-	-
Glenbow Drive - Flood Mitigation	162,000	-	-	162,000	-	-
Cemetery Expansion and Improvements	160,000	-	-	160,000	-	-
Quigley Drive Upgrades - Phase 2	152,000	194,000	3,122,000	346,000	3,122,000	-
Mitford Ball Diamond Irrigation	150,000	-	-	150,000	-	-
Mitford Park Sports Field Lighting	150,000	-	-	150,000	-	-
Glenpatrick Road & Glenhill Dr Intersection Upgrades	142,000	-	-	142,000	-	-
Playground Replacement Program	75,000	75,000	75,000	225,000	-	-
Bridge Repairs	65,000	-	-	65,000	-	-
Active Transportation Standards	50,000	-	-	-	50,000	-
Project Jumpstart Prep Construction	-	500,000	-	500,000	-	-
Pavement Management Program	-	268,000	-	268,000	-	-
Bow River Pathway Construction	-	200,000	1,500,000	200,000	-	3,000,000
Centre Avenue - Phase 4	-	194,000	3,442,000	194,000	1,583,320	1,858,680
Gleneagles Drive Upgrade - Phase 2	-	182,000	2,847,000	182,000	2,847,000	-
Riverview Dr Upgrades - Phase 2	-	61,000	888,000	-	949,000	-
East Sunset Pathway Extension	-	50,000	400,000	450,000	-	-
Parks & Open Spaces Master Plan	-	-	200,000	200,000	-	-
Street Light Upgrades for Ranche Road	-	-	85,000	85,000	-	-
Subtotal - Roads & Parks	\$ 8,693,000	\$ 1,755,000	\$ 18,824,000	\$ 6,983,000	\$ 10,816,360	\$ 12,972,640
Utility Projects						
Glenpatrick Drive Infrastructure Replacement	\$ 5,555,000	\$ -	\$ -	\$ -	\$ 5,555,000	\$ -

Capital Improvement Projects

	Project Costs			Project Funding Sources		
	2023	2024	2025	Reserves	Grants	Debt
Utility Projects - continued						
Highway 22 to Riverview Syphon - SC4	5,151,000	-	-	-	-	5,151,000
Pump Station Fire Pump Upgrades	1,400,000	-	-	1,400,000	-	-
Water Treatment Plant Membrane Module Replacement	550,000	-	-	550,000	-	-
River Heights Pump Station and Reservoir Expansion - Phase 1B - WS2	495,000	3,310,000	3,343,000	495,000	-	6,653,000
Wastewater Pipeline Twinning - Phase 1	415,000	-	8,233,000	415,000	-	8,233,000
5th Avenue Servicing - Phase 1	192,000	3,244,000	-	192,000	3,244,000	-
W3 Master Plan Update & Facility Assessment	176,500	-	-	176,500	-	-
Water Supply Strategy - River Heights 2nd Supply Line - Phase 1	132,000	2,204,000	2,226,000	132,000	-	4,430,000
Chemical Optimization	-	90,000	-	90,000	-	-
New Water Treatment Plant Land Acquisition	-	-	2,564,000	2,564,000	-	-
Subtotal - Utility Projects	\$ 14,066,500	\$ 8,848,000	\$ 16,366,000	\$ 6,014,500	\$ 8,799,000	\$ 24,467,000
Grand Total	\$ 26,655,500	\$ 14,548,000	\$ 36,205,000	\$ 21,853,500	\$ 19,615,360	\$ 37,439,640

Capital Improvement Projects - 2023

Infrastructure

5th Avenue - Functional Study.....	101
Website development.....	102
Offsite Levy Bylaw Update.....	104

Fleet & Equipment

2023 Fleet Replacements.....	105
2023 Fleet Additions.....	106
Technology Lifecycling.....	107
Fleet Telematics Implementation.....	108

Facilities

Workspace Optimization.....	109
RancheHouse Chiller Replacement.....	110
Operations Centre Design & Costing.....	111
Facility Surveillance.....	112
Community Services Master Plans Review & Preparation.....	113

Roads & Parks

Centre Avenue - Phase 3 - INT 1.....	114
East End Storm Improvements.....	115
Historic Ranche and Glenbow Pathway Improvements.....	116
Alley Repairs - Phase 3.....	117
1st Street East: Centre Avenue to 1st Avenue.....	118
Railway Street - Final Phase.....	119
Glenbow Pathway Bridge Lifecycling.....	120
Glenbow Drive - Flood Mitigation.....	121
Cemetery Expansion and Improvements.....	122
Quigley Drive Upgrades - Phase 2.....	123
Mitford Ball Diamond Irrigation.....	124
Mitford Park Sports Field Lighting.....	125
Glenpatrick Road & Glenhill Dr Intersection Upgrades.....	126
Playground Replacement Program.....	127
Bridge Repairs.....	128
Active Transportation Standards.....	129

Utility Projects

Glenpatrick Drive Infrastructure Replacement.....	130
Highway 22 to Riverview Syphon - SC4.....	131
Pump Station Fire Pump Upgrades.....	132
Water Treatment Plant Membrane Module Replacement.....	133
River Heights Pump Station and Reservoir Expansion - Phase 1B - WS2.....	134
Wastewater Pipeline Twinning - Phase 1.....	135
5th Avenue Servicing - Phase 1.....	136
W3 Master Plan Update & Facility Assessment.....	137
Water Supply Strategy - River Heights 2nd Supply Line - Phase 1.....	138

5th Avenue - Functional Study

Department:	Planning	Budget Year:	2023
Asset Type:	Infrastructure	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	December, 2023

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 250,000	\$ -	\$ -	\$ 250,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	250,000	-	-	250,000
Other	-	-	-	-
Total funding sources	\$ 250,000	\$ -	\$ -	\$ 250,000

Project Description:

The 5th Avenue Functional Planning and Design study will serve as the detailed guide for future transportation improvements and upgrades along 5th Avenue from Highway 1A to Griffin Road. The timing of this project is important as there are several potential redevelopment opportunities along the corridor with the Tri-site (municipally owned) lands, the lands around the railway crossing, and businesses in the commercial area along the east side of 5th Avenue. It would be beneficial for Cochrane to complete this study in advance of new development applications to set the direction for the future improvements.

With the study in place, implementation of improvements could also be timed with the construction of the redevelopment. There are also several current municipal projects that will impact 5th Avenue and could influence the outcome, including the realignment of 4th Avenue at Highway 1A and the development of a connecting storm main from Railway Street. Initiation of the 5th Avenue Functional Study now will ensure improvements to 5th Avenue work towards the overall vision and occur in an efficient manner.

The study will build from the vision set out in the Cochrane Corridor Plan and validate it through a detailed technical assessment of the existing site conditions, design concept development, future transportation impacts, and design refinement of a preferred concept. Given the nature of the exercise, comprehensive stakeholder engagement with impacted businesses, area residents, and internal stakeholders will be completed. The study will also include review of existing accesses along the corridor and consider future consolidations, as well as connectivity and improved mobility for pedestrians and cyclists.

Strategic Alignment:

This project aligns with Council's 2022-2025 Strategic Plan's foundation of the built environment where a vibrant, bold and charming community is developed through the integration of efficient transportation systems, connected community hubs and destinations for commerce. It also reflects Council's commitment to the following community aspirations: identity, livability, vibrant economy and connectivity.

Website development

Department:	Communications	Budget Year:	2023
Asset Type:	Infrastructure	Start Date:	February, 2023
Project Type:	Growth	Est. Completion Date:	December, 2023

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 150,000	\$ -	\$ -	\$ 150,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	150,000	-	-	150,000
Other	-	-	-	-
Total funding sources	\$ 150,000	\$ -	\$ -	\$ 150,000

Project Description:

A critical need exists to replace Cochrane's current digital communications tool, cochrane.ca, with a new modernized, mobile responsive website.

The current site is hosted through an external vendor and managed through the Communications team. The content is supported through most departments, with individually trained staff posting departmental updates to the website as they deem them to be required. The existing software provides the opportunity to designate users to specific pages or sections, but does not incorporate any content management or approval system.

Cochrane's digital communication is further supported through a number of other municipal sites, hosted on a separate platform using the WordPress platform, including Letstalkcochrane.ca, Makeithere.ca, cochranedollar.ca, cochrane.ecdev.org, shopcochrane.ca, ridecolt.ca, and fibrewest.ca.

Hosting and managing each of these sites requires annual hosting fees, as well as staff resources to support content updates. The website development project seeks to integrate all of these sites into one Cochrane.ca site that features:

- Innovative website and content management system
- Intuitive navigation that reflects user's perspectives and expectations
- Mobile responsive design that could be integrated into an app
- Alignment with accessibility standards and enhanced options to do business online
- Streamlined content and simplified language
- A modernized look and feel

This project would kick off with a significant research component to ensure best practices and responsiveness to the variety of website users, and engage all Cochrane departments to ensure their communication needs are being met. Working collaboratively with the Information Services team, Communications will endeavor to research and develop a new website that reflects Council's vision for Cochrane and can become a trusted, reliable source of information for all of our key stakeholders.

*Note: Additional Cochrane websites exist that would remain external to a new Cochrane.ca website. These include: cochraneanchouse.ca, cochraneab.civicweb.net, vch.cochrane.ca (e-services), maps.cochrane.ca (GIS),

Website development - Continued

dayforcehcm.com (job postings) and cochrane.perfectmind.com (activity registration). However, the new site would continue to provide direct links and integration to these sites.

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.

Offsite Levy Bylaw Update

Department:	Development Services ED	Budget Year:	2023
Asset Type:	Infrastructure	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	December, 2023

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 100,000	\$ -	\$ -	\$ 100,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	100,000	-	-	100,000
Other	-	-	-	-
Total funding sources	\$ 100,000	\$ -	\$ -	\$ 100,000

Project Description:

A comprehensive review of the Off-Site Levy Bylaw to ensure Cochrane is well positioned to pay for the infrastructure that supports the growth and development of our community.

Since the last update to the Off-Site Levy Bylaw in July 2021, there have been significant increases in costs related to the delivery of infrastructure projects in Alberta. This update is intended to review and confirm Cochrane's long-term infrastructure needs, as well as update all relevant projects costs to reflect the current market realities.

Strategic Alignment:

This project directly aligns with Council's Strategic Plan, more specifically, the foundation of planning a strong, long term financial framework where we can balance saving for the future with paying for today, ensuring intergenerational equity.

2023 Fleet Replacements

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 970,000	\$ -	\$ -	\$ 970,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	970,000	-	-	970,000
Other	-	-	-	-
Total funding sources	\$ 970,000	\$ -	\$ -	\$ 970,000

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.

2023 fleet replacements requests include:

- Three (3) pickup trucks (\$255,000)
- Two (2) rotary mowers (\$192,000)
- One (1) streetsweeper (\$477,000)
- One (1) patrol vehicle (\$106,000)

All vehicles for replacement 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.

2023 Fleet Additions

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 446,000	\$ -	\$ -	\$ 446,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	446,000	-	-	446,000
Other	-	-	-	-
Total funding sources	\$ 446,000	\$ -	\$ -	\$ 446,000

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.

2023 fleet growth requests include:

- One (1) Roads Services skid steer loader (\$128,000)
- One (1) Roads Services asphalt planer attachment for skid steer loader (\$47,000)
- One (1) Roads Services snowblade attachment for skid steer loader (\$9,000)
- One (1) Roads Services bucket attachment for skid steer loader (\$5,500)
- One (1) Roads Services pickup truck (\$94,000)
- One (1) Water/Wastewater pickup truck (\$85,000)
- One (1) Water/Wastewater pickup truck equipped with lift gate attachment (\$115,000)

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:	2023
Asset Type:	Fleet & Equipment	Start Date:	January, 2022
Project Type:	Maintenance	Est. Completion Date:	December, 2025

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 145,000	\$ 150,000	\$ 155,000	\$ 450,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	145,000	150,000	155,000	450,000
Other	-	-	-	-
Total funding sources	\$ 145,000	\$ 150,000	\$ 155,000	\$ 450,000

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.

Fleet Telematics Implementation

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 125,000	\$ -	\$ -	\$ 125,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	125,000	-	-	125,000
Other	-	-	-	-
Total funding sources	\$ 125,000	\$ -	\$ -	\$ 125,000

Project Description:

Implementation of fleet telematics is commonly used by many mid to large sized Canadian municipalities to allow for comprehensive fleet specific asset management. This project would allow for a complete telematics implementation across all existing municipally-owned fleet assets throughout 2023/24. The cost of telematics implementation would also be included within all future life cycling and growth fleet asset budgets.

Telematics is a multifaceted tool that allows fleet assets to be tracked and managed within a centralized database. Telematics allows fleet managers the ability to:

- Assess Mechanical Health
- Efficiently schedule repairs to reduce downtime
- Track Fleet use
- Manage Fleet numbers and life cycling intervals
- Assess Fleet user practices
- Generate Fleet reports

Implementing telematics is expected to:

- Increase efficient use of existing fleet
- Ensure proactive maintenance scheduling resulting in longer life cycling intervals
- Allow driver related inefficiencies/risks to be identified and addressed
- Reduce cost of fuel and insurance premiums
- Reduce inventory of underutilized assets
- Reduce administrative time manually tracking fleet data

Strategic Alignment:

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

Workspace Optimization

Department:	Facilities	Budget Year:	2023
Asset Type:	Facilities	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	December, 2024

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 660,000	\$ 1,000,000	\$ -	\$ 1,660,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	660,000	1,000,000	-	1,660,000
Other	-	-	-	-
Total funding sources	\$ 660,000	\$ 1,000,000	\$ -	\$ 1,660,000

Project Description:

With recent staff growth, modifications are required to generate additional functional workspaces in several municipally owned/operated spaces.

This project includes funding to maximize efficiency and function of existing workspaces to accommodate for organizational growth, as well as to develop underutilized space to address the growing needs required to operate an Emergency Command Centre. The funds will allow for construction to proceed in many locations to accommodate short-term growth, as well as plans to be developed for the second-floor east wing of the RancheHouse to build additional capacity and Council Chambers to upgrade technology and improve efficiency of the space. Separate capital requests will be brought forward in future budget years for projects that are limited to plan development as part of this project.

Strategic Alignment:

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

RancheHouse Chiller Replacement

Department:	Facilities	Budget Year:	2023
Asset Type:	Facilities	Start Date:	March, 2023
Project Type:	Maintenance	Est. Completion Date:	June, 2024

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 500,000	\$ -	\$ -	\$ 500,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	500,000	-	-	500,000
Other	-	-	-	-
Total funding sources	\$ 500,000	\$ -	\$ -	\$ 500,000

Project Description:

This project would allow funding for replacement of the aging chiller plant and cooling tower at the Cochrane RancheHouse with new energy efficient equipment. This project was previously approved in 2020, however due to a number of factors including Covid-19 related supply chain delays, material and labour cost escalation, and additional information gained through further design investigation, the 2020 project was cancelled and is being resubmitted to adjust to the new conditions required to deliver this project

The chiller and water tower used to provide air conditioning at the RancheHouse was installed in 1996 and has reached its designed service life. The equipment has been maintained under a full-service agreement with the original manufacturer since it was installed however availability of parts and the refrigerants used in the chiller are becoming scarce. In addition, the current equipment being used is very inefficient compared to modern day equipment. The technology available is estimated to consumes 20-30% less power than the existing equipment as well as eliminate water and chemical treatment consumption for cooling the equipment entirely.

As a result of current lead time for the required equipment, it is anticipated that the project would commence in 2023 with commissioning of the new equipment spring 2024.

Strategic Alignment:

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

Operations Centre Design & Costing

Department:	Facilities	Budget Year:	2023
Asset Type:	Facilities	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	August, 2023

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 300,000	\$ -	\$ -	\$ 300,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	300,000	-	-	300,000
Other	-	-	-	-
Total funding sources	\$ 300,000	\$ -	\$ -	\$ 300,000

Project Description:

For the past 35 years, Cochrane has deployed operational services to the community from a 3.05 acre site located at 124 Griffin Road. In 2001, an office expansion was completed on the primary facility on the south side of the site, and in 2012 an additional shop was added on north side of the property. However, as Cochrane continues to grow, so do the number of staff, fleet and equipment required to maintain current service levels, and despite several rounds of property and facility optimization, we have outgrown the current site.

This project would provide a complete review of long term space needs for Cochrane in comparison to other mid-sized city communities, assess future growth needs and operating models, assess opportunities to acquire additional land, and prepare and cost conceptual design estimates for Council consideration.

Strategic Alignment:

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

Facility Surveillance

Department:	Facilities	Budget Year:	2023
Asset Type:	Facilities	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	December, 2023

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 150,000	\$ -	\$ -	\$ 150,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	150,000	-	-	150,000
Other	-	-	-	-
Total funding sources	\$ 150,000	\$ -	\$ -	\$ 150,000

Project Description:

This project would allow for security cameras to be installed at various municipally owned/operated facilities as both a property damage deterrent and a safety measure for staff tasked with responding to afterhours security alarms. Surveillance operation will be compliant with Administrative Directive IM-1105.

An increasing number of property damage incidents have been reported at municipally owned/operated facilities and adjoining public spaces over the past several years. In all cases the presence of surveillance would have provided a first line of defense against these incidents as well as assisted in implementing additional prevention measures. Installation of surveillance will improve safety for staff tasked with responding alarms at municipally-operated facilities as it would allow for a more complete evaluation of risks and assist with determining the appropriate response measures.

Approval of this project will result in improved safety for staff and community members using municipal facilities as well as assist in mitigating property damage.

Strategic Alignment:

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

Community Services Master Plans Review & Preparation

Department:	Director Community Services	Budget Year:	2023
Asset Type:	Facilities	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	December, 2023

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 100,000	\$ -	\$ -	\$ 100,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	100,000	-	-	100,000
Other	-	-	-	-
Total funding sources	\$ 100,000	\$ -	\$ -	\$ 100,000

Project Description:

This project looks to replace the previous capital projects for Mitford Park and Cochrane Ranche Master Plans to undertake a Recreation needs assessment and Open Space Master Plan feasibility review. This will set the stage for Community Services to consider the applicability of existing plans and ensure alignment with the proposed Municipal Development Plan update, while providing insight into the future development of a comprehensive Community Services Master Plan and update to the Open Spaces Master Plan.

Strategic Alignment:

Review and evaluation of existing plans delivers on the Strategic Plan goals of committing to preserve our unique identity, protecting, nurturing, and enjoying our natural landscapes, creating a vibrant and active community with connected neighbourhoods and the commitment to bringing people together physically and socially.

Centre Avenue - Phase 3 - INT 1

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 3,424,000	\$ -	\$ -	\$ 3,424,000
Funding source				
Grants	\$ 1,575,040	\$ -	\$ -	\$ 1,575,040
Debt	1,848,960	-	-	1,848,960
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 3,424,000	\$ -	\$ -	\$ 3,424,000

Project Description:

Centre Avenue Phase 3 is part of the 4-phase transportation improvement plan to increase the level of service in Cochrane's Historic Downtown. The overall project includes corridor improvements to Highway 1A and Centre Avenue. This project involves adding lanes to provide two through lanes each in all directions.

Phase 1 of the Centre Avenue improvement project was completed in 2020 from Highway 1A to 2nd Street. Phase 2 of the project was undertaken in 2022 between 2nd Street and Powell Street.

Center Avenue Phase 3 involves widening the portion of Centre Avenue from Powell Street to 1st Street including the 1st Street intersection. The proposed 2023 construction of Centre Avenue - Phase 3 includes the relocation of franchise utilities such as gas, power and telecommunications that are conflicting with roadway construction as well as land acquisition on the west portion of Centre Avenue to allow the road widening. This project is proposed to be funded from off-site levy debt (54%) and the MSI/LGFF grant (46%) for the non-growth portion.

Strategic Alignment:

This project supports Council's Strategic goals of livability, connectivity and vibrant economy. This project will build on the foundation of financial and environmental stewardship, and built environment.

East End Storm Improvements

Department:	Storm Sewer	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 2,010,000	\$ 31,000	\$ 6,265,000	\$ 8,306,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	6,265,000	6,265,000
Reserves	2,010,000	31,000	-	2,041,000
Other	-	-	-	-
Total funding sources	\$ 2,010,000	\$ 31,000	\$ 6,265,000	\$ 8,306,000

Project Description:

As Centre Avenue widening progresses during the proposed 2023 construction season, Cochrane has an opportunity to adjust drainage catchment boundaries and improve the stormwater level of service through the Historic Downtown. To reduce drainage demands on the Historic Downtown system, a solution is being proposed to divert drainage from Centre Avenue and the East End eastwards to the Bow River. Additionally, this proposed solution will provide servicing opportunities for redevelopment in the East End.

The 2023 budget includes funds for detailed design for phase 1 and 2 in order to ensure sufficient time to negotiate phase 2 with CP Rail. Phase 1 construction is budgeted for in 2023 and will be completed in conjunction with Centre Avenue - Phase 3. The 2024 budget is for CP Rail negotiations and design refinements, and the 2025 budget is for phase 2 construction.

Debt would be taken for phase 2 construction in 2025, to be repaid from taxes.

Strategic Alignment:

This project supports Council 2022-2025 Strategic Goals on Livability and Vibrant Economy. This project will build on foundation of financial and environmental stewardship and built environment.

Historic Ranche and Glenbow Pathway Improvements

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 1,150,000	\$ -	\$ -	\$ 1,150,000
Funding source				
Grants	\$ 690,000	\$ -	\$ -	\$ 690,000
Debt	-	-	-	-
Reserves	460,000	-	-	460,000
Other	-	-	-	-
Total funding sources	\$ 1,150,000	\$ -	\$ -	\$ 1,150,000

Project Description:

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.

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

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.

Alley Repairs - Phase 3

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 280,000	\$ -	\$ -	\$ 280,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	280,000	-	-	280,000
Other	-	-	-	-
Total funding sources	\$ 280,000	\$ -	\$ -	\$ 280,000

Project Description:

This project includes repairing the surface condition of rear alleys in the communities of Riversong and Fireside.

These repairs are primarily a result of the rear alleys not standing up to heavy construction vehicles and daily trips from Waste and Recycling trucks. This has resulted in numerous issues with the rear alleys in new communities throughout Cochrane.

The Civil Land Development has developed a new engineering standard for implementation in the 2023 construction season to address this issue moving forward.

Strategic Alignment:

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

1st Street East: Centre Avenue to 1st Avenue

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 270,000	\$ -	\$ -	\$ 270,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	270,000	-	-	270,000
Other	-	-	-	-
Total funding sources	\$ 270,000	\$ -	\$ -	\$ 270,000

Project Description:

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

This project includes surface upgrades to First Street including asphalt, concrete and road markings.

Strategic Alignment:

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

Railway Street - Final Phase

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 253,000	\$ -	\$ -	\$ 253,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	253,000	-	-	253,000
Other	-	-	-	-
Total funding sources	\$ 253,000	\$ -	\$ -	\$ 253,000

Project Description:

In 2020, Railway Street was upgraded from 5th Avenue to Centre Avenue. The project included upgrading the deep utilities in support of The Station and other future commercial development along the corridor.

The final top lift asphalt surface is ready for placement in 2023 following deficiency repairs in 2022. The project is expected to include a view of the multi-modal transportation interface to enhance the safety for cyclists now that The Station is complete.

Strategic Alignment:

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

Glenbow Pathway Bridge Lifecycling

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 200,000	\$ -	\$ -	\$ 200,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	200,000	-	-	200,000
Other	-	-	-	-
Total funding sources	\$ 200,000	\$ -	\$ -	\$ 200,000

Project Description:

The Glenbow Park Pathway system is approximately 1.5 km of shale path and acts as an important connection from several areas to the Cochrane Ranche and Riverfront Park. By way of a separate capital project, the shale pathway is proposed to be upgraded upon successful award of the Active Transportation Grant.

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 bridges are wooden tread and it is intended that their design will not be altered, keeping costs to a minimum.

The completion of this project in conjunction with the upgrade of the pathway, will see this section completely modernized to current standards, ensuring this area continues to be a valuable community asset and is barrier free for all residents, regardless of ability.

Strategic Alignment:

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

Glenbow Drive - Flood Mitigation

Department:	Storm Sewer	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	January, 2023
Project Type:	Maintenance	Est. Completion Date:	December, 2023

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 162,000	\$ -	\$ -	\$ 162,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	162,000	-	-	162,000
Other	-	-	-	-
Total funding sources	\$ 162,000	\$ -	\$ -	\$ 162,000

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.

Cemetery Expansion and Improvements

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 160,000	\$ -	\$ -	\$ 160,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	160,000	-	-	160,000
Other	-	-	-	-
Total funding sources	\$ 160,000	\$ -	\$ -	\$ 160,000

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 has been delayed in previous years and it is now integral that work to implement the plan is undertaken to ensure that residents have a local place to bury, commemorate and remember loved ones.

Strategic Alignment:

This project is in direct alignment with Cochrane's 2022--2025 Strategic Plan foundation of ensuring we are planning for the future needs of our growing community today, protecting and preserving our spaces with active investment.

Quigley Drive Upgrades - Phase 2

Department:	Roads	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	June, 2023
Project Type:	Maintenance	Est. Completion Date:	October, 2025

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 152,000	\$ 194,000	\$ 3,122,000	\$ 3,468,000
Funding source				
Grants	\$ -	\$ -	\$ 3,122,000	\$ 3,122,000
Debt	-	-	-	-
Reserves	152,000	194,000	-	346,000
Other	-	-	-	-
Total funding sources	\$ 152,000	\$ 194,000	\$ 3,122,000	\$ 3,468,000

Project Description:

In 2016, it was determined that Quigley Drive had deteriorated past its service life and required upgrading. Phase 1 included upgrading the asphalt in the East section and this work was completed in 2017. Phase 2 includes surface upgrades to the remaining road towards the west, from West Edge to West Point and includes asphalt, concrete, road markings and new bike lanes.

2023 - Functional and Community Engagement funded from reserves.

2024 - Design funded from reserves.

2025 - Construction funded from the CCBF grant.

Strategic Alignment:

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

Mitford Ball Diamond Irrigation

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 150,000	\$ -	\$ -	\$ 150,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	150,000	-	-	150,000
Other	-	-	-	-
Total funding sources	\$ 150,000	\$ -	\$ -	\$ 150,000

Project Description:

The irrigation system located at the Mitford Baseball Diamonds has reached the end of its operability and is in need of replacement to ensure the quality of field space necessary to continue to support the high use this recreational space provides for.

This project is to replace the non-functional irrigation system currently in place.

Strategic Alignment:

This project aligns with the Cochrane Strategic Plan by ensuring we are continuing to creating a vibrant and active community by protecting and preserving our open spaces through active investment, planning for future needs of our growing community.

Mitford Park Sports Field Lighting

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 150,000	\$ -	\$ -	\$ 150,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	150,000	-	-	150,000
Other	-	-	-	-
Total funding sources	\$ 150,000	\$ -	\$ -	\$ 150,000

Project Description:

Currently there is no field lighting available for users of Mitford sports fields. This project will see lighting added to the area which will provide the opportunity to extend hours of use into the early evening, in an effort to mitigate the significant shortage of fields available and maximize assets already in existence.

Strategic Alignment:

This project aligns with the 2022-2025 Strategic Plan and will in particular deliver on the commitment to creating a vibrant and active community with abundant recreational pursuits and the amenities to support a strong, resilient and robust community.

Glenpatrick Road & Glenhill Dr Intersection Upgrades

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 142,000	\$ -	\$ -	\$ 142,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	142,000	-	-	142,000
Other	-	-	-	-
Total funding sources	\$ 142,000	\$ -	\$ -	\$ 142,000

Project Description:

With the increased traffic south of the Glenbow School due to additional portables and bus traffic, the intersection is not operating at an acceptable level of service. This project would add a temporary traffic button to enhance the traffic management at this location.

The proposed concept can be implemented as a temporary measure in the short-term, using pinned curb and asphalt for the traffic button and apron, and pavement markings for the outside theoretical curb. A more permanent construction for the traffic button can be implemented in conjunction with future underground utilities work, anticipated to be required in a few years.

Strategic Alignment:

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

Playground Replacement Program

Department:	Parks	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	January, 2023
Project Type:	Maintenance	Est. Completion Date:	December, 2033

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 75,000	\$ 75,000	\$ 75,000	\$ 225,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	75,000	75,000	75,000	225,000
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.

Bridge Repairs

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 65,000	\$ -	\$ -	\$ 65,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	65,000	-	-	65,000
Other	-	-	-	-
Total funding sources	\$ 65,000	\$ -	\$ -	\$ 65,000

Project Description:

In 2019, an inspection was completed by a certified bridge inspector of the River Avenue and George Fox Trail bridges, which indicated some maintenance and repairs are required. The River Avenue bridge is a primary access for a residence located south of the river, as well as an emergency access/egress and a primary pathway connection spanning the Bow River. The River Ave Bridge has a wooden strip deck and portions of the deck require replacement.

The George Fox Trail bridge spans the Jumping Pound Creek and is the primary connection for the communities of Bow Ridge and Jumping Pound Ridge. This bridge is also the primary pedestrian connection to the municipal trail system. The George Fox bridge has cracking in the concrete surface and requires repair to the railings.

Strategic Alignment:

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

Active Transportation Standards

Department:	Director Community Services	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	December, 2023

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 50,000	\$ -	\$ -	\$ 50,000
Funding source				
Grants	\$ 50,000	\$ -	\$ -	\$ 50,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 50,000	\$ -	\$ -	\$ 50,000

Project Description:

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

The application for Planning and Design Projects to create a new Multimodal Traffic Bylaw, which will update our outdated Traffic and Bicycle Control Bylaws, was successful for \$50,000 in grant funding. This project is to undertake the work of updating standards for our connectivity infrastructure.

Strategic Alignment:

In alignment with the foundation of Built Environment in the Cochrane Strategic Plan, this project ensures we are planning for interconnected pathway systems and transportation networks. We are committed to bringing people together physically and socially by connecting neighbourhoods, investing in roadway and pathway infrastructure and providing multi-modal transportation options.

Glenpatrick Drive Infrastructure Replacement

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 5,555,000	\$ -	\$ -	\$ 5,555,000
Funding source				
Grants	\$ 5,555,000	\$ -	\$ -	\$ 5,555,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 5,555,000	\$ -	\$ -	\$ 5,555,000

Project Description:

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

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

Strategic Alignment:

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

Highway 22 to Riverview Syphon - SC4

Department:	Wastewater	Budget Year:	2023
Asset Type:	Utility Projects	Start Date:	January, 2023
Project Type:	Maintenance	Est. Completion Date:	September, 2024

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 5,151,000	\$ -	\$ -	\$ 5,151,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	5,151,000	-	-	5,151,000
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 5,151,000	\$ -	\$ -	\$ 5,151,000

Project Description:

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

This project includes the twinning of the existing syphon to provide additional capacity to accommodate future growth and reduce operational concerns of the existing syphon. This project is required due to growth, thus it is funded 100% from off-site levy-funded debt.

Strategic Alignment:

This project supports Council 2022-2025 Strategic Goals of livability and vibrant economy, and will build financial and environmental stewardship and the built environment.

Pump Station Fire Pump Upgrades

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	1,400,000	-	-	1,400,000
Other	-	-	-	-
Total funding sources	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000

Project Description:

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

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

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

Strategic Alignment:

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

Water Treatment Plant Membrane Module Replacement

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 550,000	\$ -	\$ -	\$ 550,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	550,000	-	-	550,000
Other	-	-	-	-
Total funding sources	\$ 550,000	\$ -	\$ -	\$ 550,000

Project Description:

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

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

Strategic Alignment:

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

River Heights Pump Station and Reservoir Expansion - Phase 1B - WS2

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 495,000	\$ 3,310,000	\$ 3,343,000	\$ 7,148,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	3,310,000	3,343,000	6,653,000
Reserves	495,000	-	-	495,000
Other	-	-	-	-
Total funding sources	\$ 495,000	\$ 3,310,000	\$ 3,343,000	\$ 7,148,000

Project Description:

The River Heights Reservoir and Pump Station services most of Cochrane south of the river. Phase 1A (the pump station expansion) is currently in detailed design and will be in service by Q3 2023. Phase 1B is the first expansion of the reservoir and will need to be in place once there are 224 ha of approved development in south Cochrane.

To ensure adequate time for design (1 year) and construction (2 years), detailed design should begin in 2023, as development approvals are expected to reach 224 ha by 2026. The project is funded by off-site levies reserves and debt.

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.

Wastewater Pipeline Twinning - Phase 1

Department:	Wastewater	Budget Year:	2023
Asset Type:	Utility Projects	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 415,000	\$ -	\$ 8,233,000	\$ 8,648,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	8,233,000	8,233,000
Reserves	415,000	-	-	415,000
Other	-	-	-	-
Total funding sources	\$ 415,000	\$ -	\$ 8,233,000	\$ 8,648,000

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. Detailed design must begin in 2023 to ensure regulatory approvals can be in place before construction. The project is funded from offsite levy reserves for design and offsite levy debt for construction.

Strategic Alignment:

This project supports Council's commitment to Financial and Environmental Stewardship, Built Environment and Intentional Relationships.

5th Avenue Servicing - Phase 1

Department:	Wastewater	Budget Year:	2023
Asset Type:	Utility Projects	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 192,000	\$ 3,244,000	\$ -	\$ 3,436,000
Funding source				
Grants	\$ -	\$ 3,244,000	\$ -	\$ 3,244,000
Debt	-	-	-	-
Reserves	192,000	-	-	192,000
Other	-	-	-	-
Total funding sources	\$ 192,000	\$ 3,244,000	\$ -	\$ 3,436,000

Project Description:

This project includes the detailed design and construction of a watermain upgrade and a stormwater system along 5th Avenue that will service future developments on the 5th Avenue site. These storm and water underground systems will traverse 5th Avenue starting around the southeast corner area of the 5th Avenue site up to Railway Street. The stormwater system along 5th Avenue will tie-in to the newly upgraded storm infrastructure along Railway Street and will also support future developments along the entire Railway Street West Corridor. The watermain upgrade along 5th Avenue will provide an enhanced level of water service along the 5th Avenue corridor. Phase 1 of this project includes detailed design in 2023 and construction in 2024. The design will be funded from reserves and construction from the MSI/LGFF grant.

A future phase 2 of this project will only be required once there are firm plans to develop on the 5th Avenue Site and the scope includes water and sanitary upgrades through the development parcel.

Strategic Alignment:

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

W3 Master Plan Update & Facility Assessment

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

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 176,500	\$ -	\$ -	\$ 176,500
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	176,500	-	-	176,500
Other	-	-	-	-
Total funding sources	\$ 176,500	\$ -	\$ -	\$ 176,500

Project Description:

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

To inform the W3 Master Plan Update, administration is recommending a water and wastewater facilities assessment be completed in 2023, as some of the existing facilities are nearing or are past the end of their useful lives.

The proposed facilities assessment will include the following:

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

Strategic Alignment:

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

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

Department:	Waterworks	Budget Year:	2023
Asset Type:	Utility Projects	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	January, 2024

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ 132,000	\$ 2,204,000	\$ 2,226,000	\$ 4,562,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	2,204,000	2,226,000	4,430,000
Reserves	132,000	-	-	132,000
Other	-	-	-	-
Total funding sources	\$ 132,000	\$ 2,204,000	\$ 2,226,000	\$ 4,562,000

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 will 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 design for this off-site levy-funded project is anticipated no earlier than 2023, with detailed design and construction planned for 2024 to 2025.

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.

Capital Improvement Projects - 2024

Infrastructure

Fleet & Equipment

2024 Fleet Additions.....	140
2024 Fleet Replacements.....	141

Facilities

2024 Facility Lifecycle.....	142
------------------------------	-----

Roads & Parks

Project Jumpstart Prep Construction.....	143
Pavement Management Program.....	144
Bow River Pathway Construction.....	145
Centre Avenue - Phase 4.....	146
Gleneagles Drive Upgrade - Phase 2.....	147
Riverview Dr Upgrades - Phase 2.....	148
East Sunset Pathway Extension.....	149

Utility Projects

Chemical Optimization.....	150
----------------------------	-----

2024 Fleet Additions

Department:	Fleet	Budget Year:	2023
Asset Type:	Fleet & Equipment	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2024

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ 1,245,000	\$ -	\$ 1,245,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	1,245,000	-	1,245,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 1,245,000	\$ -	\$ 1,245,000

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 (\$60,000)
- One (1) Corporate Properties service van (\$85,000)
- One (1) Fire Services pumper truck (\$1,100,000)

Strategic Alignment:

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

2024 Fleet Replacements

Department:	Fleet	Budget Year:	2023
Asset Type:	Fleet & Equipment	Start Date:	January, 2024
Project Type:	Maintenance	Est. Completion Date:	December, 2024

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ 900,000	\$ -	\$ 900,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	900,000	-	900,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 900,000	\$ -	\$ 900,000

Project Description:

Ensuring financial sustainability of our fleet assets is a priority. Asset replacements are required to ensure service levels are maintained and repair and maintenance costs are kept to a minimum. Budget pricing includes all necessary upfitting and accessories to make vehicle functional for the end user group.

2024 fleet replacements requests include:

- Four (4) pickup trucks (\$300,000).
- One (1) motor grader (\$500,000).
- One (1) patrol vehicle (\$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.

2024 Facility Lifecycle

Department:	Facilities	Budget Year:	2023
Asset Type:	Facilities	Start Date:	January, 2024
Project Type:	Maintenance	Est. Completion Date:	December, 2024

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ 650,000	\$ -	\$ 650,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	650,000	-	650,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 650,000	\$ -	\$ 650,000

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 original to the construction date of the facility and have exceeded their designed operating life as a result of a robust preventative maintenance program. The boilers are showing signs of wear and parts are becoming increasingly hard to source. The boilers are integral to the HVAC system which depends on both boilers being operational through when outdoor temperatures hit extreme lows. It is critical that the boilers get replaced at this time to prevent costly unscheduled repairs and/or breakdowns.

Elevators:

The two elevators at the RancheHouse are currently operational, however are original to the construction date of the facility and have reached their designed operating life. Both elevators are depended on to provide access through the facility for administrative function to users that are not able to use stairs. Although the elevators are currently operational, parts are becoming difficult to source and breakdowns may result in lengthy shutdowns and general dependability issues.

Replacement of the boilers and upgrade of the elevators would result in renewed dependability, increased ease of access to parts, and lowered operating costs due to efficiency advancements in technology,

Strategic Alignment:

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

Project Jumpstart Prep Construction

Department:	Director Community Services	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2024

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ 500,000	\$ -	\$ 500,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	500,000	-	500,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 500,000	\$ -	\$ 500,000

Project Description:

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:	2023
Asset Type:	Roads & Parks	Start Date:	February, 2024
Project Type:	Maintenance	Est. Completion Date:	October, 2024

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ 268,000	\$ -	\$ 268,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	268,000	-	268,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 268,000	\$ -	\$ 268,000

Project Description:

To complete a conditional assessment, structural evaluation, and rehabilitation strategy development for the road network. The general scope includes an assessment of aging roadway networks, the evaluation of their life expectancy, further development of a rehabilitation strategy, and programming for 324 lane kilometers of roadway.

Strategic Alignment:

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

Bow River Pathway Construction

Department:	Parks	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2026

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ 200,000	\$ 1,500,000	\$ 1,700,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	1,500,000	1,500,000
Reserves	-	200,000	-	200,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 200,000	\$ 1,500,000	\$ 1,700,000

Project Description:

Following the Jim Uffelman review in tandem with the Recreation Master Plan, The Trail and the Bow River pathway feasibility study, there will be identified improvements to the Bow River Pathway network.

Strategic Alignment:

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

Centre Avenue - Phase 4

Department:	Roads	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	January, 2025
Project Type:	Growth	Est. Completion Date:	December, 2026

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ 194,000	\$ 3,442,000	\$ 3,636,000
Funding source				
Grants	\$ -	\$ -	\$ 1,583,320	\$ 1,583,320
Debt	-	-	1,858,680	1,858,680
Reserves	-	194,000	-	194,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 194,000	\$ 3,442,000	\$ 3,636,000

Project Description:

Centre Avenue Phase 4 is part of the 4-Phase transportation improvement plan to increase the level of service in Cochrane's Historic Downtown. The overall project includes corridor improvements to Highway 1A and Centre Avenue. This project involves adding lanes to provide two through lanes each in all directions.

Phase 1 of the Centre Avenue improvement project was completed in 2020 from Highway 1A to 2nd Street.

Phase 2 of the project was undertaken in 2022 between 2nd Street and Powell Street.

Phase 3, which is being proposed for construction in 2023, involves widening the portion of Centre Avenue from Powell Street to 1st Street including the 1st Street intersection.

Phase 4 involves widening the portion of Centre Avenue from 1st Street to Railway Street across the CPR tracks. This project has been progressed to a functional stage. The level of service requirements for multi-modal transportation needs to be reviewed and confirmed through a more detailed design proposed in 2024 with construction proposed to be initiated and completed in 2025 and 2026, following the opening of the Highway 1A/22 interchange.

This project is funded 54% from off-site levy debt and reserves and 46% from capital reserves and the CCBF grant.

Strategic Alignment:

This project supports Council's Strategic Goals of livability, connectivity and vibrant economy. This project will build on the foundation of financial and environmental stewardship and built environment.

Gleneagles Drive Upgrade - Phase 2

Department:	Roads	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	May, 2024
Project Type:	Maintenance	Est. Completion Date:	October, 2025

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ 182,000	\$ 2,847,000	\$ 3,029,000
Funding source				
Grants	\$ -	\$ -	\$ 2,847,000	\$ 2,847,000
Debt	-	-	-	-
Reserves	-	182,000	-	182,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 182,000	\$ 2,847,000	\$ 3,029,000

Project Description:

In 2016, Roads paved the section of Gleneagles Drive from the off-ramp to Gleneagles Boulevard. The remainder of Gleneagles Drive requires an asphalt overlay. This project looks to upgrade the surface condition of Gleneagles Drive from Gleneagles Blvd to Highway 1A. The surface condition is showing considerable amount of deficient asphalt and was also identified in the asset conditional survey. This is the final phase of the road upgrade.

2024 - Design

2025 - Construction

This project will be 90% funded from the CCBF grant.

Strategic Alignment:

This project supports Council's strategic priority of connectivity, as we connect neighbourhoods, invest in roadway and pathway infrastructure, and provide multi-modal transportation options.

Riverview Dr Upgrades - Phase 2

Department:	Roads	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	May, 2024
Project Type:	Maintenance	Est. Completion Date:	October, 2025

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ 61,000	\$ 888,000	\$ 949,000
Funding source				
Grants	\$ -	\$ 61,000	\$ 888,000	\$ 949,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 61,000	\$ 888,000	\$ 949,000

Project Description:

This project includes surface upgrades to Riverview Dr including asphalt, concrete and road markings. Roads upgraded the west section of Riverview Drive in 2017. Phase 2 would encompass the remaining section of Riverview Drive towards the east to River Avenue. The existing asphalt condition has deteriorated past its service life and requires upgrading.

2024 - Design

2025 - Construction

Funding will be from the MSI/LGFF grant.

Strategic Alignment:

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

East Sunset Pathway Extension

Department:	Parks	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	January, 2024
Project Type:	Growth	Est. Completion Date:	December, 2026

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ 50,000	\$ 400,000	\$ 450,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	50,000	400,000	450,000
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 2024 followed by construction in 2025.

Strategic Alignment:

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

Chemical Optimization

Department:	Waterworks	Budget Year:	2023
Asset Type:	Utility Projects	Start Date:	February, 2024
Project Type:	Maintenance	Est. Completion Date:	October, 2024

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ 90,000	\$ -	\$ 90,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	90,000	-	90,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 90,000	\$ -	\$ 90,000

Project Description:

This project 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

Fleet & Equipment

2025 Fleet Replacements.....	152
2025 Fleet Additions.....	153

Facilities

Facilities 20 Year Master Plan.....	154
-------------------------------------	-----

Roads & Parks

Parks & Open Spaces Master Plan.....	155
Street Light Upgrades for Ranche Road.....	156

Utility Projects

New Water Treatment Plant Land Acquisition.....	157
---	-----

2025 Fleet Replacements

Department:	Fleet	Budget Year:	2023
Asset Type:	Fleet & Equipment	Start Date:	January, 2025
Project Type:	Maintenance	Est. Completion Date:	December, 2025

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ -	\$ 240,000	\$ 240,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	240,000	240,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 240,000	\$ 240,000

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 are for three pickup trucks.

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:	2023
Asset Type:	Fleet & Equipment	Start Date:	January, 2025
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ -	\$ 120,000	\$ 120,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	120,000	120,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 120,000	\$ 120,000

Project Description:

2025 fleet growth requests are for two Safety Codes small SUV's.

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:	2023
Asset Type:	Facilities	Start Date:	January, 2025
Project Type:	Growth	Est. Completion Date:	December, 2026

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ -	\$ 500,000	\$ 500,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	500,000	500,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 500,000	\$ 500,000

Project Description:

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.

Parks & Open Spaces Master Plan

Department:	Director Community Services	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	January, 2025
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ -	\$ 200,000	\$ 200,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	200,000	200,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 200,000	\$ 200,000

Project Description:

This project is to update the Parks and Open Spaces Master Plan, which will be sixteen years old in 2025. The planned update of the Municipal Development Plan will inform the Parks and Open Spaces Master Plan, as will a recreation needs assessment to be conducted operationally over the next year. Once this information is gathered, the update will be undertaken to ensure the master plan reflects the vision for the community's parks and open spaces.

Strategic Alignment:

This project delivers on our commitment to preserve Cochrane's unique identity, protect, nurture, and enjoying our natural landscapes, create a vibrant and active community with connected neighbourhoods, and bringing people together physically and socially. We are planning for the future needs of our community today.

Street Light Upgrades for Ranche Road

Department:	Roads	Budget Year:	2023
Asset Type:	Roads & Parks	Start Date:	July, 2025
Project Type:	Growth	Est. Completion Date:	October, 2025

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ -	\$ 85,000	\$ 85,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	85,000	85,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 85,000	\$ 85,000

Project Description:

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

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

Strategic Alignment:

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

New Water Treatment Plant Land Acquisition

Department:	Waterworks	Budget Year:	2023
Asset Type:	Utility Projects	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	December, 2025

Project Forecast:

	2023	2024	2025	Total
Funding request	\$ -	\$ -	\$ 2,564,000	\$ 2,564,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	2,564,000	2,564,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 2,564,000	\$ 2,564,000

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.

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 to ensure the land can be secured well in advance of its requirement. This project is for acquiring the land to secure the site for the future WTP while options are still available. The proposed budget for the land acquisition is based on the higher range of land costs within Cochrane. The cost for the feasibility study to identify possible locations for the future WTP will be absorbed under the approved Water Supply Strategy capital project.

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.

Service Fees

2023-2025

Draft



cochrane
HOW THE WEST IS NOW

Business Licensing

Service description (Bylaw # 22/18)	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Business license fee: resident				
Commercial	\$ 160	\$ 180	\$ 180	\$ 180
Home based-minor	80	100	100	100
Home based-major	160	180	180	180
Industrial	160	180	180	180
Retail	160	180	180	180
Business license fee: non-resident				
Commercial	320	340	340	340
Home-based	320	340	340	340
Retail	320	340	340	340
Term fees - 3 months				
Resident	48	60	60	60
Non-resident	96	110	110	110
Term fees - 6 months				
Resident	96	100	100	100
Non-resident	192	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 2022	Budget 2023	Plan 2024	Plan 2025
Cemetery plot sales: non-resident				
Full	\$ 2,180	\$ 2,220	\$ 2,264	\$ 2,264
Cremation	1,450	1,480	1,510	1,510
Cemetery plot sales: resident* discount 35%				
Full	1,415	1,443	1,443	1,472
Cremation	945	964	964	983
Cemetery: non-resident				
Columbaria niche (1 urn)	2,625	2,667	2,667	2,730
Columbaria niche (2 urns)	3,135	3,178	3,178	3,242
Cemetery: resident*				
Columbaria niche (1 urn)	1,885	1,923	1,923	1,961
Columbaria niche (2 urns)	2,395	2,443	2,443	2,492
Cemetery: opening/closing				
Casket (summer)	1,140	1,163	1,163	1,186
Casket (winter)	1,400	1,428	1,428	1,457
Cremation (summer)	300	306	306	312
Cremation (winter)	360	367	367	374
Cemetery: disinter				
Casket	2,280	2,326	2,326	2,373
Cremation	600	612	612	624
Additional fees				
Saturday/after 3:30 weekdays – overtime fee	600	612	612	624
Columbaria vase	95	126	126	129
Columbaria inscription	Incl with niche purchase	Incl with niche purchase	Incl with niche purchase	Incl with niche purchase
Flat or upright marker permit	100	102	102	104
Plot refunds Admin Fee	-	50	50	50
Memorial benches				
Bench and Plaque	3,100	3,300	3,330	3,330
Bench and Plaque (with photo)	3,250	3,450	3,450	3,450
Picnic table and plaque	3,600	4,400	4,400	4,400
Picnic table and plaque (with photo)	3,750	4,550	4,550	4,550

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

Civil Land

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Non-specific area	Determined by technologist	Determined by technologist	Determined by technologist	Determined by technologist
Development charge base fee*	\$ 1,800	\$ 1,800	\$ 2,000	\$ 2,000
Development charge over base fee*(per hectare)	550	550	600	600
Infrastructure (storm pond, offsite, reservoir)	3,775	3,775	4,000	4,000
Stripping & grading application	1,000	1,000	1,000	1,000
Final inspection - 4th & subsequent	750	750	750	750
4th and each subsequent submission	1,500	1,500	1,500	1,500
Request for variance after approval requiring changes to approved servicing design	200	200	200	200
Shallow utilities (line assignments) (add \$5/lm if not within URW)	250	250	250	250
Temporary road closure permit	250	250	250	250

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

Community Events

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
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 2022	Budget 2023	Plan 2024	Plan 2025
FOIP fees (Bylaw #20/99)				
One-time request	\$ 25	\$ 25	\$ 25	\$ 25
Continuing request	50	50	50	50
FOIP fees (Bylaw #20/99)				
Search & retrieve records/hour	27	27	27	27
Computer programming/hour	27	27	27	27
Preparing records/hour	27	27	27	27
Supervise reviewing of originals/hour	27	27	27	27
Shipping records	At cost	At cost	At cost	At cost
Fees and penalties				
Tax certificate - online service reduced cost	30	35	40	45
NSF fee	35	40	45	50
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 2022	Budget 2023	Plan 2024	Plan 2025
Field fees				
Adult single booking / hour	\$ 35	\$ 36	\$ 36	\$ 37
Youth single booking / hour	22	23	23	24
League field / hour adult	17	18	18	19
League field / hour youth	9	10	10	11
League diamond / hour adult	18	19	19	20
League diamond / hour youth	14	15	15	16
League – Glenbow diamond / hour youth	12	12	12	13
Tournament field / day adult	165	170	170	173
Tournament field / day youth	75	77	77	78
Tournament diamond / day adult	180	185	185	189
Tournament diamond / day youth	82.50	85.00	85.00	87.00
Court Fees				
Adults booking / per hour	-	4.00	4.00	4.25
Tournament Tennis / day	-	40	40	41
Tournament Pickleball / day	-	40	40	41

Fire Services

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Fire permit (Bylaw 3/2014)	\$ 50	\$ 50	\$ 50	\$ 50
Responding to an incident or false alarm	Amount expended	Amount expended	Amount expended	Amount expended
Responding to an incident that requires an aquatic rescue (per hour)	815	815	815	815
Standby or fire watch (per hour)	250	250	250	250
Fire safety plan review	150	150	150	150
Response plan review	150	150	150	150
Fireworks application fee (Bylaw 4/2014)	100	100	100	100
Safety codes (Bylaw 22/2014)				
1st re-inspection (per hour) (min 1 hr)	100	100	100	100
2nd re-inspection (per hour) (min 1 hr)	200	200	200	200
Investigation (per hour)	50	50	50	50
Investigation after hours (per hour)	100	100	100	100
File search – external agency	75	75	75	75
File search with inspection	125	125	125	125
Fire incident report: copy	75	75	75	75
Special event permit (public) (cost per permit)	35	35	35	35
Occupancy load certificate	35	35	35	35
Initial inspection: base or new construction or new occupancy (per inspection)	50	50	50	50
Annual inspection (cost per inspection)	50	50	50	50

GIS

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
24"x36"	\$ 25	\$ 25	\$ 30	\$ 30
36"x36"	35	35	40	40
42"x42"	45	45	50	50
Contours	Available on open data	Available on open data	Available on open data	Available on open data
Street centrelines	Available on open data	Available on open data	Available on open data	Available on open data
Addresses	Available on open data	Available on open data	Available on open data	Available on open data
Land use	Available on open data	Available on open data	Available on open data	Available on open data
Custom map work	75	75	80	80

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

Municipal Enforcement

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Annual license fees (Bylaw # 04/2016)				
Dog: unaltered (male/female)	\$ 70	\$ 70	\$ 70	\$ 70
Dog: spayed female/neutered male	35	35	35	35
Dog: under 6 months old, unaltered	35	35	35	35
Vicious animal	250	250	250	250
Cat: unaltered (male/female)	40	40	40	40
Cat: spayed female/neutered male	15	15	15	15
Cat: under 6 months old, unaltered	15	15	15	15
Replacement tag	5	5	5	5
Nuisance animal	100	100	100	100
Fee to reclaim an animal				
First impoundment	60	60	60	60
Second impoundment (1 calendar year)	75	75	75	75
Third impoundment (1 calendar year)	100	100	100	100
Fourth & subsequent impoundments (1 calendar year)	125	125	125	125
Care & subsistence: each full day of impoundment (not including intake or release date)	15	15	15	15
Veterinary services	Amount expended	Amount expended	Amount expended	Amount expended
Destruction of dog or cat	Amount expended	Amount expended	Amount expended	Amount expended

Operational Services

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Sewer fee (Bylaw #16/2016)				
Base charge (per month) (rate depends on meter size)	Ranges from 11.20-663.45	Ranges from 11.20-663.45	Ranges from 11.20-663.45	Ranges from 11.20-663.45
Sewer fee (Bylaw #16/2016) Size				
15mm (5/8")	\$ 11.20	\$ 11.20	\$ 11.20	\$ 11.20
25mm (1")	15.42	15.42	15.42	15.42
40mm (1.5")	29.43	29.43	29.43	29.43
50mm (2")	48.95	48.95	48.95	48.95
75mm (3")	96.65	96.65	96.65	96.65
100mm (4")	168.78	168.78	168.78	168.78
150mm (6")	374.90	374.90	374.90	374.90
200mm (8")	663.45	663.45	663.45	663.45
Consumption charge (per cubic metre)	2.32	2.32	2.32	2.32
Hauled wastewater disposal fee (per cubic metre)	17.87	17.87	17.87	17.87
Storm sewer fee (per month)	5.17	5.95	6.84	7.87
Water fee (Bylaw #04/2013)				
Base charge (per month) (rate depends on meter size)	Ranges from 8.45-767.89	Ranges from 8.45-767.89	Ranges from 9.33-848.14	Ranges from 10.31-936.77
Water fee meter sizes				
15mm (5/8")	8.45	8.45	8.45	8.45
25mm (1")	14.88	14.88	14.88	14.88
40mm (1.5")	29.83	29.83	29.83	29.83
50mm (2")	50.76	50.76	50.76	50.76
75mm (3")	110.54	110.54	110.54	110.54
100mm (4")	194.20	194.20	194.20	194.20
150mm (6")	433.39	433.39	433.39	433.39
200mm (8")	767.89	759.59	812.76	869.65
Consumption charge-residential				
First 15 cubic metres	1.26	1.26	1.26	1.26
15-30 cubic metres	1.77	1.77	1.77	1.77
Over 30 cubic metres	2.63	2.63	2.63	2.63
Multiple self-contained units consumption charge (per cubic metre)	1.26	1.26	1.26	1.26
Non residential consumption charge (per cubic metre)	1.41	1.41	1.41	1.41
Irrigation consumption charge (per cubic metre)	2.63	2.63	2.63	2.63
Bulk water (per cubic metre)	4	4	4	4
Bulk water non-domestic surcharge (per cubic metre)	2	2	2	2
Utility reconnection fee	50	50	50	50
Utility admin connection fee	30	30	30	30
Radio read meters				

Operational Services

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
3/4" (short)	670	670	670	670
1"	770	770	770	770
1.5"	1,510	1,510	1,510	1,510
2"	1,800	1,800	1,800	1,800
3"	3,350	3,350	3,350	3,350
4"	5,280	5,280	5,280	5,280
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)	202	230	235	239
Lost/stolen/damaged waste cart replacement (per cart)	48	55	56	57
Lost/stolen/damaged recycling cart replacement (per cart)	77	87	89	91
Additional waste cart set up	48	55	56	57
Additional organics cart set up - 120 liter cart	48	55	56	57
Additional organics cart set up - 240 litre cart	77	87	89	91
Additional recycling cart set up	77	87	89	91
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	5.00	5.00	5.20	5.20
Pay-as-you-throw rate 2 (per bag)	3.00	3.00	3.00	3.00
Pay-as-you-throw rate 1 (per load)	30	30	30	30

Planning

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
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
Land use bylaw (LUB)	40	40	40	40
Municipal development plan	40	40	40	40
Area structure plan	25	25	25	25
Area redevelopment plan	25	25	25	25
Certificate of title (search & print)	15	15	15	15
Planning confirmations				
Certificate of compliance: residential	125	150	150	150
Certificate of compliance: nonres & res > 4 units	300	300	300	300
Certificate of compliance: Reapplication (< 6 mo)	50% of app fee	50% of app fee	50% of app fee	50% of app fee
Planning confirmation letter / address	50	50	50	50
Permit Search (Residential)	125	125	125	125
Permit Search (Nonresidential)	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
SDAB appeals	200	200	200	200
Statutory & non-statutory plans				
Area structure plan (ASP)	7,500	7,500	7,500	7,500
Area redevelopment plan	7,500 +\$100/ha	7,500 +\$100/ha	7,500 +\$100/ha	7,500 +\$100/ha
Neighbourhood plan	Greater of 5,000 or \$500/ha	Greater of 5,000 or \$500/ha	Greater of 5,000 or \$500/ha	Greater of 5,000 or \$500/ha
Revised submission	25% of app fee	25% of app fee	25% of app fee	25% of app fee
Planning refund requests				
Prior to circulation	75% of app fee	75% of app fee	75% of app fee	75% of app fee
After circulation	50% of app fee	50% of app fee	50% of app fee	50% of app fee
After decision	0% of app fee	0% of app fee	0% of app fee	0% of app fee
Statutory & non-statutory plan amendments				
Asp amendment	3,000	3,000	3,000	3,000

Planning

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Area redevelopment plan amendment	3,000	3,000	3,000	3,000
Intermunicipal development plan amendment	2,000	3,000	3,000	3,000
Neighbourhood plan amendment	2,000	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 app fee	25% of app fee	25% of app fee	25% of app fee
Subdivisions/boundary adjustments				
Condominium certificate (per unit)	40	40	40	40
Subdivision application				
Up to 5 lots	1,500	1,500	1,500	1,500
More than 5 lots (per lot)	300	300	300	300
Boundary adjustment (no new parcels created)	500	500	500	500
Condominium application				
Up to 5 units	500	500	500	500
More than 5 lots (per lot)	100	100	100	100
Subdivision endorsement				
Up to 5 lots	550	550	550	550
More than 5 lots (per lot)	110	110	110	110
Condominium endorsement				
Up to 5 lots	No fee	No fee	No fee	No fee
More than 5 lots	No fee	No fee	No fee	No fee
Boundary adjustment endorsement	200	200	200	200
Time extension request	350	350	350	350
Subdivision/boundary adjustment appeal	250	250	250	250
Development permits-Home based businesses				
Major	250	250	250	250
Day-home	250	250	250	250
Bed & breakfast	250	250	250	250
Development permits-Accessory buildings				
Residential	150	150	150	150
Non-residential	300	300	300	300
Residential development	400 +\$75/unit	400 +\$75/unit	400 +\$75/unit	400 +\$75/unit

Planning

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
Non-residential	800 + \$1/m2	800 + \$1/m2	800 + \$1/m2	800 + \$1/m2
Development permits-Additions				
Residential	200 + \$0.50/m2	200 + \$0.50/m2	200 + \$0.50/m2	200 + \$0.50/m2
Non-residential	800 + \$1/m2	800 + \$1/m2	800 + \$1/m2	800 + \$1/m2
Development permits-Discretionary use				
Residential	150	150	150	150
Non-Residential	300	300	300	300
Development permits-Variances				
Residential	150	150	150	150
Non-residential	300	300	300	300
Development permits-Signs				
Temporary (0-4 days)	No fee	No fee	No fee	No fee
Temporary (5-30 days)	75	75	75	75
Permanent (> 30 days)	150	150	150	150
Demolition (heritage buildings)	250	250	250	250
Change of use	300	300	300	300
Excavation & stockpiling (stripping & grading)				
No professional referral	1,000	1,500	1,500	1,500
Professional referral	2,500	-	-	-
Time extension request	350	350	350	350
Development appeal	200	200	200	200
Revised submission	25% of app fee	25% of app fee	25% of app fee	25% of app fee
Miscellaneous applications and fees				
Road closure	1,000	1,000	1,000	1,000
Funds held instead of letter of credit	Up to 150% of development costs	Up to 150% of development costs	Up to 150% of development costs	Up to 150% of development costs
Cash in lieu for parking (per stall)	20,000	20,000	20,000	20,000
Discharge of registered land title documents (applicant pays LTO costs)	\$50.00 + \$40.00 / registered document	\$50.00 + \$40.00 / registered document	\$50.00 + \$40.00 / registered document	\$50.00 + \$40.00 / 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

Planning

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%.

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 2022	Budget 2023	Plan 2024	Plan 2025
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 (\$/sqft)	0.25	0.25	0.25	0.25
Basement development (\$/sq ft)	0.25	0.25	0.25	0.25
Decks (\$/sq ft)	0.25	0.25	0.25	0.25
Hydronic heating inspection	150	150	150	150
Show home permit	250	250	250	250
Demolition (\$/sq ft) per building	0.10	0.10	0.10	0.10
Temporary tent or air structure	90	90	90	90
Multiple temporary tents or air structures	200	200	200	200
Retaining Wall (1.2m or higher)	-	100	100	100
Commercial minimum charge	100	100	100	100
Commercial, Multi Family (e.g., stacked/apartment style) industrial, institutional per \$1,000 bid price	8.75	8.75	8.75	8.75
Commercial/Industrial Renovations per \$1,000 of bid price	8.75	8.75	8.75	8.75
Transfer of ownership fees/permit	150	150	150	150
Electrical permit fees				
Maximum of 1500 sq. Ft	200	200	200	200
Greater than 1501 to 2500 sq. Ft	210	210	210	210
Greater than 2501 to 3500 sq. Ft	225	225	225	225
Greater than 3501 sq. Ft.	230	230	230	230
Detached garages	90	90	90	90
Basement development	90	90	90	90
Residential additions & renovations	90	90	90	90
Residential solar	100	100	100	100
Commercial electrical fees				
Annual permit	200	200	200	200
Commercial minimum charge	100	100	100	100
\$0 to \$1000	100	100	100	100
\$1,001-\$5,000	175	175	175	175

Safety Codes

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
\$5,001-\$10,000	200	200	200	200
\$10,001-\$20,000	300	300	300	300
\$20,001-\$30,000	350	350	350	350
\$30,001-\$40,000	410	410	410	410
\$40,001-\$50,000	550	550	550	550
\$50,001-\$60,000	600	600	600	600
\$60,001-\$70,000	640	640	640	640
\$70,001-\$80,000	670	670	670	670
\$80,001-\$90,000	700	700	700	700
\$90,001-\$100,000	800	800	800	800
\$100,001-\$150,000	1,000	1,000	1,000	1,000
\$150,001-\$200,000	1,200	1,200	1,200	1,200
Greater than \$200,001	8.75 per \$1,000	8.75 per \$1,000	8.75 per \$1,000	8.75 per \$1,000
Gas permit fees				
Maximum of 1500 sq. Ft.	140	140	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	700	8.75 per 75,000BTU	8.75 per 75,000BTU	8.75 per 75,000BTU
Propane and small installations				
Propane tank sets (new/replacement)	90	90	90	90
Temporary propane/natural gas heating (including tank set)	90	90	90	90

Safety Codes

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
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
200,001-500,000	120	120	120	120
500,001-1,000,000	150	150	150	150
1,000,001-2,000,000	200	200	200	200
2,000,001-4,000,000	270	270	270	270
4,000,001 +	320	320	320	320
Plumbing permit fees				
-- maximum of 1500 sq. Ft	220	220	220	220
-- greater than 1501 to 2500 sq. Ft	235	235	235	235
-- greater than 2501 to 3500 sq. Ft	250	250	250	250
-- greater than 3501 sq. Ft	275	275	275	275
Basement development	90	90	90	90
Residential additions and renovations	90	90	90	90
Private sewage	250	250	250	250
Commercial, Multi Family (e.g., stacked/apartment style) and Industrial plumbing fees				
1 fixture	100	100	100	100
2-100 fixtures	Min fee + \$5/fixture	Min fee + \$5/fixture	Min fee + \$5/fixture	Min fee + \$5/fixture
More than 100 fixtures	600+\$6.50 /fixture over 100	600+\$6.50 /fixture over 100	600+\$6.50 /fixture over 100	600+\$6.50 /fixture over 100
Safety codes council fees (all permits)				
Permit extension fee (25% of the original permit fee OR \$90 (whichever is greater)	-	-	-	-
Special inspection (per inspection)	150	150	150	150
Variance request	500	500	500	500
Out of hours inspection minimum	250	250	250	250
Reinspection 1st offence/permit	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

Safety Codes

Service description	Budget 2022	Budget 2023	Plan 2024	Plan 2025
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
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	1,500	1,600	1,600	1,500
Construction commenced without a permit	500 + double original fees	500 + double original fees	500 + double original fees	500 + double original fees
Permit fee refunds Refunds will only be based on the following factors:*				
i. Permit fees of \$91 or more	50% refund	50% refund	50% refund	50% refund
ii. Fees for water meters	100% refund	100% refund	100% refund	100% refund
iii. Safety Codes Council fees	No refund	No refund	No refund	No refund
iv. GST charges	No refund	No refund	No refund	No refund

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

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

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

RancheHouse Events Centre

Service description		Budget 2022	Budget 2023	Plan 2024	Plan 2025
Clubhouse					
Community rate (min 2hrs)	Hourly	\$ 45	\$ 60	\$ 65	\$ 65
Community rate (min 2hrs)	Full day	225	300	325	325
Aspen					
Wedding	Full day	810	810	1,050	1,050
Regular	Hourly	95	105	110	110
Regular	Full day	475	525	550	550
Community	Hourly	70	80	85	85
Community	Full day	350	400	425	425
Birch					
Regular	Hourly	95	105	110	110
Regular	Full day	475	525	550	550
Community	Hourly	70	80	85	85
Community	Full day	350	400	425	425
Cedar					
Regular	Hourly	95	105	110	110
Regular	Full day	475	525	550	550
Community	Hourly	70	80	85	85
Community	Full day	350	400	425	425
Aspen/Birch					
Wedding	Full day	1,600	1,600	2,100	2,100
Regular	Hourly	185	210	220	220
Regular	Full day	925	1,050	1,100	1,100
Community	Hourly	140	160	170	170
Community	Full day	700	800	850	850
Aspen/Birch/Cedar					
Wedding	Full day	2,180	2,180	3,200	3,200
Regular	Hourly	280	315	330	330
Regular	Full day	1,400	1,575	1,650	1,650
Community	Hourly	210	250	250	250
Community	Full day	1,050	1,250	1,250	1,250
Chinook dining room/East foyer					
Wedding	Full day	4,125	4,125	4,350	4,350
Regular	Hourly	310	350	360	360
Regular	Full day	1,550	1,750	1,800	1,800
Community	Hourly	248	280	290	290
Community	Full day	1,240	1,400	1,450	1,450
Hall of vision/East foyer					
Wedding	Full day	3,520	3,520	3,750	3,750
Regular	Hourly	215	260	270	270
Regular	Full day	1,075	1,300	1,350	1,350

RancheHouse Events Centre

Service description		Budget 2022	Budget 2023	Plan 2024	Plan 2025
Community	Hourly	160	210	220	220
Community	Full day	800	1,050	1,100	1,100
Chinook dining room/East foyer/Hall of vision					
Wedding	Full day	4,800	4,800	5,600	5,600
Regular	Hourly	430	520	530	530
Regular	Full day	2,150	2,600	2,650	2,650
Community	Hourly	320	410	420	420
Community	Full day	1,600	2,050	2,100	2,100
Courtyard					
Wedding (Ceremony fee)	Full day	1,000	1,000	1,150	1,200
Theatre					
Regular	Hourly	115	120	125	125
Regular	Full day	575	600	625	625
Community	Hourly	85	90	95	95
Community	Full day	425	450	475	475
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	50	50	50
Regular	Full day	250	250	250	250
Community	Hourly	30	30	30	30
Community	Full day	155	155	155	155
Guest amenity fee (where applicable)	Per person	12	12	12	12
Corkage	Per person	6	6	6	6
Bar rates					
Beer, coolers and spirits	Per	6	10	10	10
Wine and scotch	Per	7	12	12	12